



ANNUAL REPORT 2024-25



Above: Culture Fest, May 2025, Goyder Square, Palmerston CBD.

Front cover image: Christmas Wonderland Low Sensory, 2024.

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.



This document has been printed on recycled material.

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INTRODUCTION

City of Palmerston's Annual Report 2024-25 has been developed in accordance with the *Local Government Act 2019* (NT) (the Act) and provides a transparent account of our performance for the financial year, including audited financial statements.

Our community is at the heart of everything we do, and the Annual Report is a key tool to communicate what we delivered to achieve the Palmerston community's vision. It outlines our story, our strategic planning framework and looks at the fantastic year we had.

City of Palmerston's Community Plan was developed by the community for the community in 2018. It is the strategic governing document, providing reportable measures that Elected Members and the organisation are accountable for. The objectives identified in the Community Plan are divided into six outcomes and they are what we report against.

OUR VISION

A PLACE FOR PEOPLE.

OUR MISSION

Place people at the centre of all we do and deliver by providing excellent services to our community.

OUR VALUES ARE

- Teamwork
- Commitment and accountability
- Sustainability and self-sufficiency
- Quality resources
- A culture of continuous improvement.

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

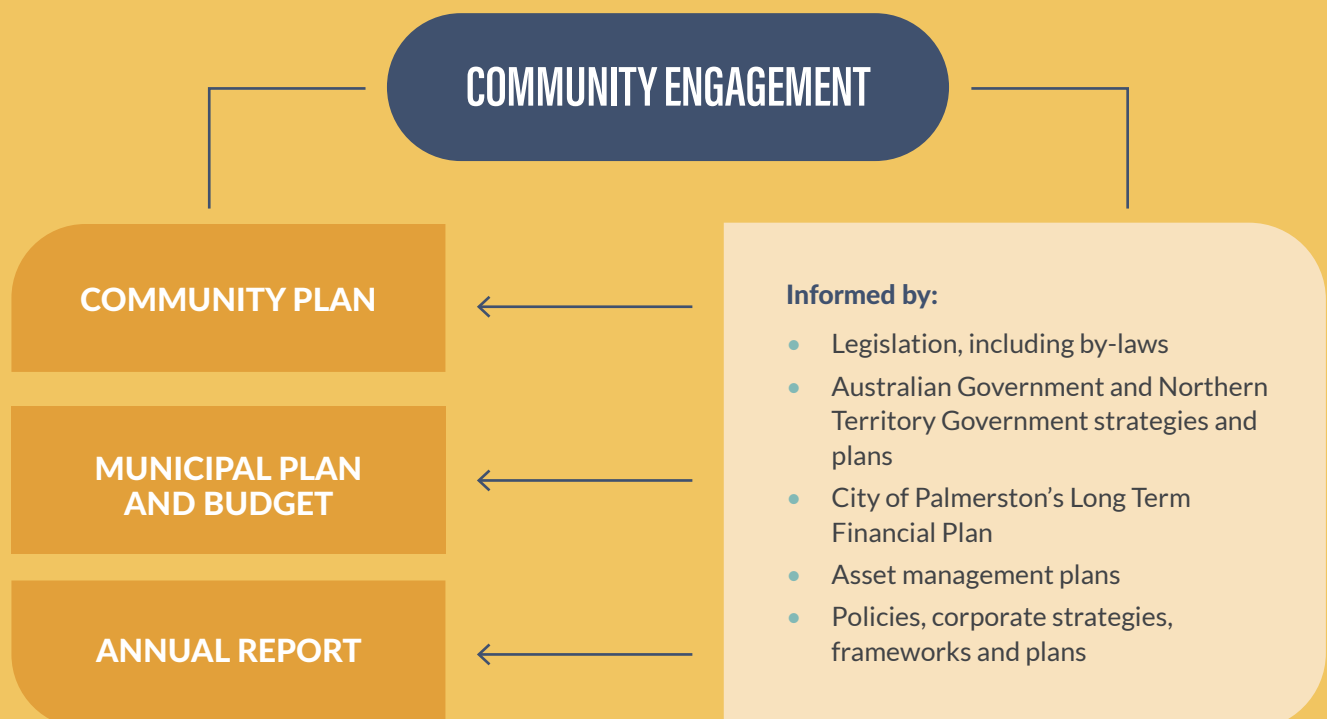
Environmental sustainability: Palmerston is an environmentally friendly, liveable city that promotes renewable practices and sustainability.

06

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

STRATEGIC PLANNING FRAMEWORK

We have a strong strategic planning foundation that provides vision and direction for Council, the community and our growing economy. The framework is underpinned by a commitment to genuine community engagement that started with the Community Plan being developed by the people of Palmerston. The framework is supported through strong governance that enables flexibility when circumstances change but remains focused on long-term goals and outcomes for our community.



OUR CITY

Palmerston is the youngest but fastest-growing Northern Territory city. Established in 1980, it became a municipality in 1985 and was declared a city in 2000. It includes the residential suburbs of Archer, Bakewell, Bellamack, Driver, Durack, Farrar, Gray, Gunn, Johnston, Marlow Lagoon, Mitchell, Moulden, Palmerston City, Rosebery, Woodroffe and Zuccoli; and industrial and serviced commercial areas in the suburbs of Pinelands, Yarrowonga, Wishart, Tivendale and parts of Berrimah.



Left: Citizenship Ceremony, May 2025, Sanctuary Lakes, Gunn.



41,598
POPULATION¹



31
MEDIAN AGE



13%
ABORIGINAL AND
TORRES STRAIT
ISLANDER



22%
BORN
OVERSEAS



18%
LANGUAGE AT
HOME OTHER
THAN ENGLISH



15,413
RATEABLE
PROPERTIES IN
PALMERSTON



\$2.28B
GROSS REGIONAL
PRODUCT²



\$59.78M
TOTAL BUDGET
EXPENSES



2,053
LOCAL BUSINESSES²



10,812
LOCAL JOBS



\$2,269
MEDIAN WEEKLY
HOUSEHOLD
INCOME



288
HECTARES OF OPEN
SPACE, PARKS AND
GARDENS



72KM²
GEOGRAPHICAL
AREA

Source:

¹ ABS Estimated Residential Population 2024 (www.abs.com.au)

² National Institute of Economic and Industry Research 2024 (www.economy.id.com.au)

OUR YEAR 2024-25



48,764

ATTENDED EVENTS



152,319

VISITORS WELCOMED
TO THE LIBRARY



493

PROGRAMS AND
EVENTS DELIVERED
AT THE LIBRARY WITH
11,000 ATTENDEES



167

APPLICANTS RECEIVED
COMMUNITY FUNDING
PROGRAM SUPPORT



291

PALMERSTON
RESIDENTS BECAME
AUSTRALIAN CITIZENS



9,770

COMMUNITY
FACILITY BOOKINGS



3,000+

LOCAL BUSINESSES
IN OUR DATABASE



35%

OF PRE-CYCLONE
ITEMS RECYCLED
OR REPURPOSED



1,637

NATIVE TREES
PLANTED



3,649+

TONNES OF GENERAL
WASTE WAS COLLECTED
AT ARCHER WASTE
MANAGEMENT FACILITY



1,759

ANIMAL-RELATED
CASES ATTENDED



5,278

DOGS & CATS
REGISTERED



741

TONNES OF RECYCLING
MATERIAL WAS
RECOVERED BY
KERBSIDE WASTE
COLLECTION



25

COUNCIL
MEETINGS HELD



19

POLICIES REVIEWED



25,040

SOCIAL MEDIA
FOLLOWERS



7.7%

INCREASE IN SOCIAL
MEDIA ENGAGEMENT

MESSAGE FROM THE MAYOR

I am proud to present the Annual Report 2024-25, reflecting on another fantastic year for the Palmerston community.

The Annual Report showcases our commitment to the community and is a reflection of the vibrant, inclusive and ever-evolving city we call home. I extend my heartfelt gratitude to our dedicated staff whose unwavering support, professionalism and tireless commitment continue to drive meaningful outcomes for our city. I also wish to acknowledge the invaluable contributions of both the Northern Territory Government and the Australian Government. Through their strategic partnerships and shared vision, we have been able to deliver transformative projects that enhance the quality of life for our residents and strengthen our infrastructure.

Over the past year Palmerston has continued to grow as a place where families, individuals and businesses thrive. Our beloved library remained a hub for young families, offering programs that nurture curiosity and connection. The Palmerston Youth Festival reached new heights, drawing over 7,000 attendees and showcasing the energy of our younger generation. We proudly supported 15 community groups, 10 schools and 142 individuals through our Community Funding Program, investing over \$186,000 to strengthen wellbeing and build deeper community ties. We also introduced Palmerston's first mandatory cat registration as part of our updated Animal Management By-laws and launched a city-wide awareness campaign to keep everyone informed.

Palmerston's events season was a vibrant celebration of community, diversity and connection, offering something for everyone across a packed calendar of engaging activities. From the relaxed, pet-friendly Brekkie in the Park series promoting healthy lifestyles and sustainability, to the educational and fun-filled Aquafest focused on water safety, each event brought residents together in meaningful ways. Children's Week highlighted vital support services for families, while Halloween Ghostly Gatherings delivered spooky thrills to thousands. SWELL's first birthday made a splash with festive poolside fun, and Christmas Wonderland wrapped up 2024 with dazzling performances, creative workshops and joyful moments for over 17,000 attendees. Altogether,

the year showcased Palmerston's spirit of inclusion, celebration and community pride.

Our economic development efforts were marked by strategic investment, creative activation and strong community engagement. We injected over \$3.9 million into local projects and secured more than \$2.5 million in government grants, supporting infrastructure, public art and business growth. Initiatives like the Palmerston Business Newsletter, Business Futures Forum and capability workshops strengthened ties with over 3,000 local businesses, while face-to-face engagement helped identify challenges and celebrate success stories. Public art installations and new artist opportunity webpages reinforced Palmerston's identity and cultural vibrancy, while events like the Supercars Palmerston Drivers Parade activated the CBD. Together, these efforts reflect a long-term vision for a thriving, inclusive and sustainable local economy.

We continue to work to improve infrastructure and make programs and facilities accessible to all. Thanks to community input, two new playgrounds were installed at Sanctuary Lakes and Marlow Lagoon, designed with inclusive features that reflect what the community asked for. From upgrading the Archer Waste Management Facility to launching a new website and beginning our Library Master Plan, we made meaningful strides in infrastructure, accessibility and sustainability.

Thank you for helping shape Palmerston into a city we're proud to call home and *A place for people*.



Athina Pascoe-Bell
Mayor



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

This Annual Report offers a transparent account of our performance over the past financial year, including audited financial statements, and reflects our ongoing commitment to the people of Palmerston.

Our community is at the heart of everything we do. This Annual Report is more than a summary of achievements; it's a testament to the collaborative spirit that drives our city forward. Guided by the Community Plan, which was developed by the community for the community, we continue to deliver on six key outcomes: Family and Community; Vibrant Economy; Cultural Diversity; A Future Focus; Environmental Sustainability; and Governance. These outcomes shape our priorities and ensure we remain accountable to the aspirations of our residents.

Palmerston is a dynamic and growing city, now home to over 41,000 people, with exciting opportunities for innovation, infrastructure and economic development. Our strategic planning framework, underpinned by strong governance and genuine community engagement, allows us to respond to changing circumstances while staying focused on the community's long-term goals.

Throughout the year, we remained committed to delivering high-quality services, facilities and programs that support our community's needs. We worked to maintain our identity, enhance our reputation as a clean and green city, and improve safety for all residents. The 2025 Community Satisfaction Survey highlighted key areas for improvement, including crime and safety, cleanliness and green space maintenance, and we are actively addressing these challenges.

In 2024-25, City of Palmerston reinforced its commitment to continuous improvement by reviewing systems, strategies and policies to ensure they deliver the best outcomes for the community. A key milestone was the commencement of the Disability Inclusion and Access Plan review, led by a diverse working group focused on enhancing accessibility for all residents. Council also reviewed 19 existing policies and adopted

three new policies, reflecting strong governance and a proactive approach to evolving community needs. These efforts underscore Palmerston's dedication to transparent, inclusive and future-focused leadership.

We continued to invest in our workforce and the implementation of a new Enterprise Agreement brought immediate benefits, contributing to improved morale and staff retention. Staff satisfaction remained strong, particularly in areas like team leadership and long-term direction and a range of wellbeing initiatives supported a healthy and engaged workplace.

I extend my sincere thanks to our dedicated staff, Elected Members and community partners for their continued support. Together, we are shaping Palmerston into a city that is vibrant, inclusive and ready for the future.



Andrew Walsh
Chief Executive Officer



OUR 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 AMBER GARDEN



Amber was a Palmerston resident for over two decades and boasts 17+ years of expertise in human resources, team management, workplace health and safety and administration. Her experience spans various sectors including construction, local government, health and research. Re-elected to Council in 2021, she leveraged over a decade of local government administration experience, adept in Council meeting procedures, financial reporting and governance under the Local Government Act. Committed to an active and vibrant community, Amber focused on enhancing animal management, safety and accessibility to create a liveable city for all.

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 was 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 Balcors, 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 DANIELLE EVELEIGH

Elected in 2021, Danielle (Dani), a Palmerston resident for 20+ years, has a Bachelor of Business and is local small business owner. With a background in human resources, industrial relations and change management, Dani aimed to promote community and economic growth in Palmerston. Dedicated to creating a welcoming and safe environment, Dani actively supports diversity, disability and mental health initiatives. She serves on the boards of the Top End Women's Legal Service and Amber NT, coordinates the 'Walking off The War Within' annual suicide prevention, chaired the City of Palmerston Community Wellbeing Advisory Committee and could be seen at most Council-run events.



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.'

ORGANISATION STRUCTURE



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



NADINE NILON
Deputy Chief Executive Officer / 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



EMMA BLIGHT
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 Facility Management
- Community Grants and Sponsorship
- Community Health and Wellbeing
- Community Inclusion
- Community Networks
- Community Safety
- Library Services
- Multicultural Interests
- Partnerships
- Reconciliation
- Recreation and Leisure
- Regulatory Services



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

OPPORTUNITIES AND CHALLENGES

Palmerston is a growing city with many opportunities. It is the second-largest city in the Northern Territory with a population of 41,598, a median age of 31 and many young families. Palmerston has a promising future, and our growth is evident through population, land and the local economy.

The city is primed for economic development that helps support a bright and sustainable future. This energetic young city presents Council with the opportunity to continue to provide essential infrastructure, services, community programs, events and activities that are attractive to both current residents and future residents.

Through service delivery, we are committed to:

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

Results from the 2025 Community Satisfaction Survey indicate opportunities exist in the following areas:

- Crime, safety and antisocial behaviour
- Cleanliness and managing rubbish
- Provision and maintenance of parks, lakes and green spaces
- Road and footpath maintenance
- Traffic management and parking.

Our team plays a vital role in supporting community safety in Palmerston. We work in close partnership with key stakeholders such as Larrakia Nation, NT Police, and the Department of Children and Families to reduce antisocial behaviour and crime. This includes an active presence at Multi-Agency Daily Patrollers meetings and the Darwin, Palmerston, Litchfield Interagency Tasking and Coordination Group. These collaborations will continue to evolve as we seek to enhance existing programs and develop new initiatives.

The Palmerston Community Safety Advisory Committee provides strategic advice to Council, helping shape safety outcomes for our city. Additionally,

we remain committed to partnering with the Northern Territory Government to deliver targeted security patrols in the city centre.

Through our Crime Prevention Through Environmental Design strategy, we are implementing practical improvements via the capital works program, including upgraded LED lighting and the reduction of black spots across Palmerston. Safety remains a top priority, and we will continue advocating for funding to support thoughtful urban design and city activation. This financial year Council also approved measures to enhance safety and security for users of the Recreation Centre which was welcomed by the community. Our ongoing efforts also include laneway management under Council policy, investment in public lighting, youth engagement programs, public space oversight and strong advocacy around alcohol management and policy, all aimed at fostering a safer, more vibrant community.

We continue to prioritise the maintenance and renewal of our infrastructure and community assets to support a growing and vibrant city. Significant investment is being directed toward the upkeep and enhancement of pathways, parks and green spaces, ensuring these areas remain safe, accessible and inviting for residents and visitors alike. In collaboration with the Northern Territory Government, we are actively pursuing joint initiatives that enhance connectivity across the region and contribute to the greening of Palmerston. These partnerships are vital in delivering integrated infrastructure solutions that benefit the community, including shared pathways and tree planting programs.

Recognising the need for improved traffic flow and accessibility, we are developing a comprehensive Car Parking Strategy. This strategy will address current and future parking demands, particularly within the Central Business District, and will consider factors such as land use, population growth and commercial activity. The goal is to enhance traffic management and ensure that parking infrastructure supports our long-term planning objectives.

To further enrich Palmerston's cultural and aesthetic appeal, Council is expanding its arts program. This includes commissioning public artworks, supporting local artists and activating public spaces through creative installations and events. These initiatives aim to make Palmerston's urban environment more vibrant, engaging and reflective of the community's identity, while also contributing to economic development.

COMMUNITY SATISFACTION SURVEY RESULTS

Each year, we engage a specialist external provider to conduct a Community Survey to gain an understanding of our community's satisfaction towards council and the services, programs, facilities, events and support that are delivered. In 2024-25, the survey was completed by 615 people, with 600 people via a computer assisted telephone interview, and 15 people via an online questionnaire.

The Community Satisfaction Survey results have seen an upward trend in results since 2018 with the overall average performance of the outcomes increasing again from 6.98/10 in 2024 to 7.16/10 this year, which is the highest ever recorded.

There are a range of indicators under each outcome to measure Council's progress. Many of these indicators are measured and tracked through Council's standard operating processes; however, others rely on the thoughts, perceptions and satisfaction levels of the community, which are measured through the annual community survey.

For the six key outcomes that are measured from the Community Plan, all areas saw improvement in results in 2025.

KEY AREA	2019	2020	2021	2022	2023	2024	2025	2024-25 CHANGE
Family and community	6.68	6.80	7.16	6.89	6.96	7.27	7.43	+0.16
Vibrant Economy	6.01	6.28	6.55	6.24	6.44	6.44	6.69	+0.25
Cultural Diversity	7.04	7.21	7.50	7.31	7.39	7.53	7.63	+0.10
A Future Focus	6.70	6.84	7.02	6.70	6.84	6.82	6.95	+0.13
Environmental Sustainability	7.16	7.33	7.36	7.08	7.29	7.30	7.52	+0.22
Governance	6.01	6.17	6.52	6.19	6.43	6.50	6.72	+0.22
Net Promoter Score	-9	-4	-6	-13	-18	-8	-6	+2
Overall average score	6.56/10	6.77/10	7.02/10	6.74/10	6.89/10	6.98/10	7.16/10	+0.28

In 2025, the survey results indicated that the top highest performing services were:

1. Providing libraries and library services to the community – 8.27 (up 0.16)
2. Kerbside waste collection – 8.23 (up 0.13)
3. Providing and maintaining Archer Waste Management Facility – 8.12 (up 0.12)
4. Hosting enough quality community events – 8.11 (up 0.28)
5. Providing opportunities for recycle and re-use through pre-cyclone clean up – 8.05 (up 0.29)
6. Managing Palmerston Swimming and Fitness Centre (SWELL) – 8.0 (up 0.14)
7. Supporting culturally diverse events – 7.8 (up 0.1)
8. Managing the Palmerston Recreation Centre – 7.7 (up 0.22)
9. Maintaining drainage facilities – 7.6 (up 0.1)
10. Managing gardens and nature reserves – 7.4 (up 0.2).

Scores that saw a significant increase were:

1. Achieving funding and getting things done by working in partnership with government and the community – 6.94 (up 0.36)
2. Increasing shading and greening the city – 6.80 (up 0.34)
3. Agreement that Palmerston is 'A place for people' – 7.12 (up 0.31)
4. Supporting innovation in the business community – 6.51 (up 0.30)
5. Providing opportunities for recycle and reuse through the pre-cyclone clean up – 8.05 (up 0.29)

The five lowest scoring performing services were:

1. Supporting and attracting new and existing businesses (6.09/10)
2. Providing you with the opportunity to comment on Council's decision making and interact with Council (6.38/10)
3. How flexible is the City of Palmerston? (6.50/10)
4. Supporting innovation in the business community (6.51/10)
5. How innovative is the City of Palmerston? (6.61/10)

However, all these individual scores increased from 2024, demonstrating that Council is moving in the right direction.

The Community Satisfaction Survey results provide us with a deeper understanding of what the community's expectations are, help inform planning and highlight where we can advocate for change and innovation.

WE ARE COMMITTED TO CONTINUAL IMPROVEMENT AND PROVIDING THE COMMUNITY WITH VALUE FOR MONEY FOR THEIR RATES.



Above: Nurserytime at the City of Palmerston Library.

01

FAMILY AND COMMUNITY

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



Above: Mum and bub at Live at the Lake 2025.

Palmerston is a safe, friendly, family city that offers a high-quality lifestyle; a happy sanctuary. As a community, we want to foster the wellbeing of families and our community. In Palmerston everyone belongs, and we care for each other. When people feel safe, are secure and supported in their community, they participate actively and can fully enjoy what Palmerston has to offer.



More than 4,500
attended Halloween
Event over two days



Library welcomed
152,319 visitors



17,656 attended Christmas
Wonderland over 9 days



Community Funding Program
provided grant support to
167 applicants



151 Story and nursery
times welcomed
6,247 attendees



1,759 animal-related
cases attended



Delivered 493 programs
and events at the library
with 11,000 attendees



5,278 dogs & cats registered



2,195 community members
participated in over 51 different
library school holiday activities



Commented on 48
Development proposals



62,164 loans from our
physical library collection

COMMUNITY SURVEY SCORECARD

There has been a steady increase in community satisfaction for this outcome, where high scores have always been achieved. This year a standout result was achieved under the measure of ‘Hosting enough quality community events’, where the improvement surpassed all other areas with an average score of 8.11/10 and is a testament to the diverse range of event offerings we have. ‘Managing the Palmerston Recreation Centre’ also saw a significant improvement from 7.53 in 2024 to 7.75/10 in 2025, a reflection of the proactive measures put in place to improve use of this key space.

MEASURE	SCORE 2019	SCORE 2020	SCORE 2021	SCORE 2022	SCORE 2023	SCORE 2024	SCORE 2025	CHANGE
Managing Palmerston Swimming and Fitness Centre	6.86	7.08	7.31	6.86	7.02	7.89	8.03	+0.14
Maintaining parks and playgrounds	7.26	7.34	7.27	6.99	7.03	6.95	7.13	+0.18
Providing and maintaining community halls	6.80	6.59	7.10	6.93	6.98	7.28	7.37	+0.09
Managing the Palmerston Recreation Centre	6.69	7.02	7.41	7.09	7.15	7.53	7.75	+0.22
Hosting enough quality community events	6.78	6.70	7.52	7.54	7.53	7.82	8.11	+0.28
Advocating for the community in planning issues	5.76	5.99	6.38	6.12	6.19	6.39	6.62	+0.23
Providing animal management services	6.63	6.91	7.14	6.72	6.85	7.03	7.02	-0.01
Overall:	6.67/10	6.80/10	7.16/10	6.89/10	6.96/10	7.27/10	7.43/10	+0.16



Above: FlicNics 2025.

FUTURE ACTIONS 2025-26

- Upgrades to playgrounds that include innovative designs, increasing diversity and accessibility of play options
- Delivery of the Pump Track for Zuccoli Community Hub
- Delivery of the Woodroffe Park upgrades
- Delivery of the new Animal Management By-Laws and policies through education campaigns, incentives and accessible touch points
- Deliver an Animal Management Plan
- Design Stage 2 of our Animal Management Facility
- Reintroduce a subsidised animal desexing program
- Provide a comprehensive events program that caters to our diverse community
- Encourage youth engagement through effective partnerships and agency engagement
- Increase accessibility and inclusion at Council facilities

WE FOCUS ON FAMILIES

Young families make up a large portion of Palmerston's population. Because of this, it is important to provide opportunities, activities and initiatives that help support their needs.

BREKKIE IN THE PARK

Our Brekkie in the Park series offers community members the chance to connect with their local parks and helps promote healthy and active lifestyles with a free breakfast and activities for all to enjoy. They featured native plant giveaways and ongoing discussions about sustainable waste management; were pet-friendly to encourage discussion and questions about the new Animal Management By-laws and current animal-friendly park spaces; and had other activities such as storytime sessions and attendance by the Riding for the Disabled Association Top End, Palmerston and Regional Basketball Association, STEPS and NT Police community officers.

AQUAFEST

In conjunction with Royal Life Saving Society NT and Belgraveia, City of Palmerston held the Aquafest water safety awareness event at SWELL on 21 September 2024. Stallholders educated the community on all aspects of water safety, including Royal Life Saving NT providing information on learn to swim; Cancer Council NT offering advice on sun safety; and Crocwise NT discussing the dangers of swimming in streams and lakes, and crocodile safety and management. More than 400 attendees participated in a scavenger hunt and fun, free activities from animal handling to face painting.

CHILDREN'S WEEK

Children's Week celebrated and raised awareness for the United Nations Convention on the Rights of the Child. Held at the Palmerston Recreation Centre on 22 October 2024, the event provided an opportunity for children and families to meet and engage with 32 community organisations that provide vital services and support for them in Palmerston. Over 500 attended, enjoying fun activities like face painting, a petting zoo and jumping castles.

HALLOWEEN GHOSTLY GATHERINGS

Halloween Ghostly Gatherings was hosted by City of Palmerston in partnership with Gateway Shopping Centre and Event Cinemas Palmerston on 26 and 27 October 2024. The events featured a variety of free activities, including Trick or Treating, reptiles, a free movie screening, a Haunted House, Haunted Maze

and Best Dressed Competition. It attracted over 4,500 attendees, an increase of 1,000 from the previous year.

SWELL 1ST BIRTHDAY

On 17 December Elected Members and 404 members of the community gathered to celebrate the first anniversary of SWELL with a memorable, fun-filled pool party. Palmerston and Regional Basketball Association hosted basketball activities and cooked a delicious sausage sizzle; and the Adventure Playground was a big hit, with everyone enjoying the high ropes. A themed pool noodle arch provided a fun photo opportunity for all attendees. Much to the delight of the children, Santa made a special appearance, handing out gifts and lollies. This fantastic community event marked a successful year since SWELL opened its doors, and we look forward to many more celebrations in the future.

CHRISTMAS WONDERLAND

Christmas Wonderland brought the festive spirit to Palmerston and surrounding areas from Sunday 15 to 23 December 2024. With attendance growing by 7% from last year, City of Palmerston recorded 17,656 Christmas lovers to Goyder Square for the free, family friendly event. Each night a variety of professional singers, community groups and dance groups performed their favourite Christmas hits. Arts, crafts and facepainting were provided in the library for families to enjoy respite in the air conditioning, receiving up to 700 guests per night.

HOOKED ON PALMERSTON

The HookedOn Palmerston Catch and Release Barramundi Fishing Competition again captured the excitement and interest of anglers of all ages who got out to relish the fabulous dry season weather while enjoying the peace and serenity Palmerston Lakes have to offer. In 2024-25, 66 fish were caught and released during the competition, with Durack Lake Five proving to be the most successful fishing spot. Fifteen vouchers for Palmerston businesses were awarded to winners.

LIBRARY FAMILY PROGRAMS

The library offers dedicated programs and activities specifically designed for young families, supporting parents, guardians and carers by providing a safe, welcoming space that fosters a love of learning and exploration. In 2024-25 we welcomed 2,066 attendees to 43 Nurserytimes, and a total of 3,100 participants across 73 Storytimes. Our school holiday programs provided more than 51 engaging activities

every Monday to Friday during each school holiday period to 2,195 community members including movie screenings, arts and crafts, animal encounters, performances, workshops and more.

Our special programs included National Simultaneous Storytime on 21 May 2025, with an outdoor event in Goyder Square celebrating the reading of *The Truck Cat* by Deborah Frenkel. This year's event included themed vehicle displays with a fire truck, garbage truck, ranger ute, ambulance and police car alongside a petting zoo, jumping castle, face painting and a free BBQ.

The library continues to strengthen its role as a community hub by partnering with external organisations to deliver vital information and services directly to the public through the week Information Hub initiative where the library provides space for agencies to host information tables, allowing visitors to engage directly with service providers. The fortnightly All-in Activities program for adults launched in February 2025. Library Afternoon Art Adventures launched in May 2025, a new monthly program offering creative painting sessions led by a library staff member and practicing artist.

TWO NEW COMMUNITY INITIATIVES WERE INTRODUCED THIS YEAR AT THE LIBRARY TO SUPPORT LOCAL FAMILIES AND INDIVIDUALS IN NEED.

The library is now a stockist of Escabags, free 'Escape Bags' containing essential items and information for those fleeing domestic and family violence. In addition, the library is a donation point for The Nappy Collective, helping to address nappy stress among families doing it tough.

PUBLIC WIFI

City of Palmerston continued to enhance digital connectivity across the municipality through the provision of 11 public WiFi hotspots strategically located in key community spaces. These hotspots serve as vital access points for residents, visitors and students, supporting digital inclusion and enabling access to online services, education and communication. In the 2024-25 period, the network recorded a total of 17,220 unique users, with quarterly usage consistently ranging between 4,000 and 4,600 connections. This steady engagement reflects the growing reliance on accessible internet infrastructure. Notably, the Palmerston Library and the Central Business District emerged as the most active hubs, accounting for approximately 75% of total annual usage. These figures underscore the importance of connectivity in civic and commercial precincts, where residents gather for learning, business and community engagement.

OTHER EVENTS AND ACTIVITIES

Palmerston's vibrant event season delivered a diverse range of activities that brought the community together through music, film, celebration and commemoration. Highlights included the ever-popular *Live at the Lake* series in July and August, which this year introduced a spotlight on emerging local talents such as Saanvi, B3, and winners from *Palmy's Got Talent*. The *FlicNics* outdoor movie nights continued to draw strong attendance, culminating in Palmerston's first-ever drive-in movie experience at SWELL's carpark on 14 June 2025, where over 200 people enjoyed *Sonic the Hedgehog 3*. Easter festivities lit up local shopping centres across two joyful days in April, while National Families Week in May offered meaningful opportunities for connection at Gray Community Hall and Harvest Corner Garden. Significant commemorative events also marked the season, including the ANZAC Day Service and Veteran March, which drew around 2,200 attendees, and a special mast blessing ceremony in Memorial Park on 11 May 2025 to honour the legacy of HMAS Ipswich II, held in partnership with the Australian Defence Force.

THE WELLBEING OF OUR COMMUNITY IS A FOCUS FOR ALL OUR WORK

We consider social implications of all planning and decision making, and work in collaboration to support those who provide services to the community.

COMMUNITY FUNDING PROGRAM

City of Palmerston provided funding through the Community Funding Program to assist eligible applicants and organisations to deliver activities, projects and services that support the outcomes of the Community Plan. Funding is also provided to individuals and teams selected to represent Palmerston locally nationally and internationally.

The funds support opportunities that enhance social wellbeing within the community and build capacity and connectivity within the community. In 2024-25, \$186,541 was awarded, supporting 15 community groups, 10 schools and 142 individuals.

CITY OF PALMERSTON LIBRARY

Our library takes pride in offering a wide range of services, facilities, programs and activities that go far beyond the traditional book borrowing, computer use and quiet reading spaces. In the past year, we recorded 62,164 loans from our physical collection and welcomed 152,319 visitors through our doors. To meet the diverse and growing needs of our community, we offer services to suit all preferences including printing, scanning, computer and internet access and home service. Our diverse collection includes print books, magazines, DVDs, graphic novels, manga and audiobooks, with something for everyone. We provide free access to expanding digital resources including ebooks, eaudiobooks, emagazines straight from Overdrive Libby and Borrowbox apps, and learning platforms such as Transparent Language app, IELTS and much more. Libby's popularity has increased with 2,851 loans recorded in the last financial year.

In addition to our core services, the library delivered 493 programs and events designed to increase inclusion and participation across the community, which were attended by 11,106 people. Weekly programs include Code Club, Frillies Club, Gadget and Games Club, Geek Squad and Get Tech Savvy. Our Science Week program was a hit with Charles Darwin University Radicle Centre hosting Stories in the Sky, an engaging and immersive educational experience that transformed learning spaces into a celestial sensory environment. Our outreach program, run by dedicated staff and volunteers, includes home library service and visits to early childhood services, Harvest Corner, CAPS and council's events as International Men's Day and the Children's Week. These visits promote library services, build relationships with non-library users and support literacy across the community.

PALMERSTON YOUTH FESTIVAL

Palmerston Youth Festival boasted the highest attendance numbers yet in 2024, with 7,390 people across the seven days of events from 6 to 12 July. The packed program included Geekfest Top End, the NAIDOC Pool Party, Youth Pride, Sportsfest, Palmy's Got Talent, Pamper Palmy and the Wrap Up Party. Events celebrated sports, talent, creativity and wellbeing, and each day was packed with activities designed to engage and inspire young people, providing them with opportunities to explore new interests and showcase their talents. An extensive marketing and communications campaign, including the festival program and HOT100 radio competition were additions in 2024 with 136 external stakeholders engaged across the week with local businesses, stall holders and community organisations all contributing to its success. The event was supported through funding from the Northern Territory Government.

	2022/23	2023/24	2024/25
Community grants, representation support and school awards	\$56,945	\$79,760	\$53,605
Sponsorships including muti year agreements	\$124,000	\$150,500	\$113,486
Environment initiatives	\$0	\$6,000	\$19,450
Total	\$180,905	\$241,260	\$186,541

Below: Seniors Day, Recreation Centre 2024.



PALMERSTON SENIORS DAY

Palmerston Seniors Day was held on 14 August 2024 at the Palmerston Recreation Centre. It attracted 160 attendees who enjoyed a variety of activities, including interaction with 14 service and support information stalls; and workshops on native plants of Northern Australia talk by John Brock, advanced personal care planning by COTA NT, Functional Strength and Falls prevention by Vitality Health and Rehab, recycling workshop from NTRS, Cyber Safety from the Commonwealth Bank, and Personal and Property Protection from Neighbourhood Watch. The event was a great success and highly effective in achieving its aims of increasing connection of seniors with their community and to information and support.

YOUTH WEEK

We celebrated the 25th anniversary of Northern Territory Youth Week in April 2025. The largest single celebration of young Territorians aged 12 to 25, it promoted a constructive view of young people by celebrating their talents, achievements and positive impact in the community. City of Palmerston worked in partnership with the Northern Territory Government, The Y NT and Belgravia to deliver the event at SWELL. Activities included mentoring sessions in skateboarding and DJing, and The Y NT facilitated a youth consultation booth to enable young people to vote on issues being discussed in Youth Parliament.

YOUTH CHRISTMAS PARTY

City of Palmerston partnered with the Palmerston and Regional Basketball Association for the Youth Christmas Party in 2024 to ensure young people in Palmerston have consistent access to enriching

activities. The evening was filled with engaging activities including sports sessions with the Youth Drop-in Sports mentors, creative art activities such as weaving and making earrings, free haircuts and obstacle challenges.

REGULATORY SERVICES

Our Rangers are responsible for animal management, abandoned vehicles, overgrown properties and lots, public signs, parking and other safety and security issues. During 2024-25 the following cases were responded to:

Animal-related, which included roaming and lost animals, dog attacks, dangerous dogs and abandoned animals	1,759
Abandoned vehicles	240
Public places	31
Parking enforcement	219
Overgrown/untidy verges	20
Overgrown vacant lot compliance action	253
Dumped items	38
Other matter	1,539
Total	2,560

In addition, City of Palmerston continues to provide an after-hours service for urgent animal management and regulatory matters.

ANIMAL MANAGEMENT AND EDUCATION

We continue to champion responsible pet ownership as a key element of community safety and animal wellbeing, recognising pets as valued family members. Following the introduction of new Animal Management By-Laws on 1 July 2024, we launched a comprehensive awareness campaign ‘For the Love of Pets’ through social media, radio and community events like Brekkie in the Park, Seniors Day and the RSPCA Million Paws

Walk. We are also providing ongoing education about the changes. Rangers played an active role in promoting these initiatives by attending council-led activities such as National Simultaneous Storytime and the Great Spring Clean Up, helping to raise awareness of animal management policies and their role in the community. In partnership with Animal Management in Rural and Remote Indigenous Communities, Rangers also supported veterinarians at Howard Springs Community Village (15 Mile Camp), assisting with microchipping and the treatment of dogs and cats to enhance both animal welfare and public health outcomes.

HARVEST CORNER COMMUNITY GARDEN

STEPS, Life Without Barriers and Helping People Achieve continued to make improvements to the Harvest Corner Community Garden in 2024, including increased use through 11 planter boxes donated by City of Palmerston. The boxes, painted and by a local artist through a Northern Territory Government grant in September 2024, allow volunteers to trial new crops and to learn how to improve soil quality. The garden has had a complete re-install of irrigation tubing and sprinklers, with volunteers drawing on their cultural agricultural backgrounds to plant a variety of chillis, Asian leafy greens, corn and pineapples that make it biodiverse and reflect the community's invested interests.

PLAYGROUND UPGRADES

Approximately \$190,000 was expended on the maintenance and repair of existing playgrounds in 2024-25. Two new playgrounds were installed at Sanctuary Lakes in Gunn and the Marlow Lagoon Recreational Area, with designs informed by community consultation. The community asked for more inclusive and diverse play options and, as a result, the playground refurbishments were built with play elements such as bird-nest swings, spinning activities, all-abilities access ramps, musical elements and sensory play.

DEVELOPMENT AND PLANNING PROPOSALS

Council is a referral authority for development proposals, including proposals to rezone or subdivide. We consider all social and economic implications for our community, as well as benefits and opportunities. In 2024-25 we commented on 48 development applications, 2 planning scheme amendments (rezoning applications) and made comment on Northern Territory Government planning initiatives including the Strategic Planning Policy and the draft Species Guide for Landscaping in the Northern Territory. Two development stages in Zuccoli and one stage in The Heights reached practical completion, bringing a total of 130 new residential lots to market, providing diverse housing options to accommodate the growing population in Palmerston.



Above: Marlow Lagoon Junior Unit Playground.

02

VIBRANT ECONOMY

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



Above: Palmerston Youth Festival 2024.

Our vibrant economy and business sector contribute in many positive ways to the people of Palmerston. When businesses thrive, families also thrive, and our city becomes more liveable. Jobs enable community members to set down roots – and this means that they are more likely to stay.



9,000 visits to the Palmerston Youth Festival website



2 public art projects completed



Palmerston Youth Festival campaign reached more than 133,000 people



2 artist opportunity website pages launched



Over 3,000 local businesses in our database



Over \$3.9 million in local contracts awarded



More than 2,000 Palmerston Business Newsletter subscribers



\$2.5 million in grant funding from the Northern Territory and Australian governments



Vibrant Economy Advisory Committee met 5 times

COMMUNITY SURVEY SCORECARD

The overall measure for Vibrant Economy was consistent with the previous year, with all four measures demonstrating increases. While the change in awareness of our slogan was not substantial, there was a significant increase in agreement with the sentiment of the slogan from 6.81/10 in 2024 to 7.12/10 in 2025, demonstrating that our community does feel that Palmerston is ‘A place for people’.

MEASURE	SCORE 2019	SCORE 2020	SCORE 2021	SCORE 2022	SCORE 2023	SCORE 2024	SCORE 2025	CHANGE
Awareness of Council's slogan 'A place for people'	36.62%	42.74%	40.28%	43.61%	48.43%	54.01%	55.45%	+1.44%
Palmerston is 'A place for people'	6.83	6.80	6.83	6.56	6.70	6.81	7.12	+0.31
Council has a long-term vision for Palmerston economy	5.95	6.37	6.70	6.34	6.67	6.65	6.86	+0.21
Supporting and attracting new and existing businesses	5.25	5.68	6.11	5.83	5.96	5.86	6.09	+0.22
Overall:	6.01/10	6.28/10	6.55/10	6.24/10	6.44/10	6.44/10	6.69/10	+0.25

FUTURE ACTIONS 2025-26

- Genuine and effective communication through a new Community and Engagement Strategy and practices
- Deliver a recognised and trusted brand
- Enhance the digital experience with website upgrades focused on AI, user-friendly online forms and more efficient customer processes
- Deliver improved marketing principles for further targeting and engagement in the community
- Local economic growth through increased local business opportunities and support
- Increased and ongoing participation and engagement with industry groups
- An expanded arts program, including public art opportunities



Above: Palmerston Business Workshops held at Durack Community Art Centre 2025.

IMPROVE PALMERSTON'S IMAGE

THE IMAGE AND BRAND OF PALMERSTON IS STRONG AND REFLECTS OUR VISION AS 'A PLACE FOR PEOPLE'

MARKETING AND COMMUNICATIONS

Our marketing and communication campaigns are strategically developed to support and promote a positive image of Palmerston. Guided by our communication pillars and aligned with our Community Plan, these efforts ensure our messaging reflects the expectations and values of the community. By using a strategic mix of digital and traditional channels, we aim to raise awareness of Council events, programs and initiatives, ensuring all communication is impactful, inclusive and accessible. Throughout the year, a range of campaigns showcased this approach in action.

Following the community consultation period on the draft Animal Management By-laws in early 2024, the focus for 2024–25 shifted to the promotion and implementation of the adopted legislation, which came into effect on 1 July 2024. We launched a comprehensive awareness campaign to inform residents of the changes, using a broad mix of advertising channels to maximise reach. A significant feature of the new by-laws was the introduction of mandatory cat registration, a first for Palmerston. To support the rollout and encourage community engagement, a new tagline was developed, 'For the Love of Pets'. The campaign was delivered across digital and social media, radio, print and other targeted platforms, helping build strong awareness and understanding across Palmerston.

Our Dry Season Events Campaign continued to support Council's wide range of community activities through a multi-channel approach spanning print, digital, website and radio. At its core was the promotion of 'what's on,' ensuring regular programs and events were consistently communicated across key platforms. Using cohesive and recognisable creative mediums such as the yearly events booklet helps to strengthen our brand. This approach has led to steady growth in reach and engagement, particularly on social media, reflecting increasing community interest and awareness.

The campaign for the Palmerston Youth Festival held in July 2024 demonstrated the impact of a targeted,

digital-first strategy in engaging a specific audience. Strategic placements across social media, YouTube and in-app gaming effectively reached younger demographics, while traditional media such as print, TV, radio and outdoor advertising supported wider community awareness. The campaign generated over 9,000 visits to the festival website and reached more than 133,000 people through paid social media efforts. A dedicated Facebook and Instagram presence was launched under the handle @PalmerstonYouthFestival, serving as the central hub for all festival-related communications through organic and paid content. Key performance indicators aimed to grow each platform's followers by 5% during the transition between festivals. These goals were exceeded, with Instagram followers increasing by 5.2% (923 new followers) and Facebook seeing a 16.9% increase (2,940 new followers).

To further strengthen Palmerston's public image, we also introduced updated Brand Guidelines this year. The refreshed guidelines provide a consistent framework for how Palmerston is represented across all platforms and materials. By unifying language, tone and visual design, the guidelines support a cohesive and professional identity that enhances community recognition and pride.

MARLOW LAGOON BASKETBALL COURT

The Marlow Lagoon Basketball Court was transformed into a vibrant public art mural in June 2025 by Jason Lee, a Larrakia artist and Palmerston local. The artwork reflects Jason's contemporary style, tells meaningful stories and celebrates the cultural spirit of the Palmerston community. The mural adds a dynamic visual identity to the basketball court, blending traditional storytelling with modern expression. This public art commission not only enhances the space but also honours the connection between people, place and culture.

FLORA PLANTER BOXES

Local artist Jesse Bell completed the design of public artwork on planter boxes in the Palmerston CBD, celebrating the native flora of Palmerston using bold and vibrant designs that reflect the unique character of the local environment. The project enhanced the visual appeal of public spaces by transforming everyday urban elements into meaningful, community-focused art. This commission formed part of our broader commitment to embedding art in public places, fostering a sense of identity and place.

PALMERSTON'S ECONOMIC FUTURE IS BRIGHT

We have a long-term vision to build and support a sustainable economy and investigate alternative ways to help support and promote activation and movement in the Central Business District.

SUPPORTING LOCAL BUSINESS

As part of our commitment to support NT and local businesses, in 2024-25 City of Palmerston injected a considerable amount into the local economy. This helps to create local jobs, which in turn supports the local economy and benefits everything from schools to community services and creating a sustainable and thriving community. For the 2024-25 year, we awarded 7 contracts over \$3.9 million to the following projects:

PROJECT	CONTRACT VALUE AWARDED
Replacement of Tom Price Park Playground	\$75,097.00
Playground Refurbishment at Marlow Lagoon and Sanctuary Lakes	\$1,210,000.00
Archer Waste Facility Stage 2: Design and Construction of the Recycling Facility	\$1,413,335.00
City of Palmerston Library Security Patrols	\$101,331.09
Zuccoli Hub Stage 2 Civil Works	\$708,895.56
Hobart Park Toilet Construction	\$312,180.00
SWELL Carpark Shade	\$92,232.80

To contribute further towards quality projects that support the wellbeing of the community and support a vibrant economy, we received over \$2.5 million in grant funding from the Northern Territory and Australian governments in 2024-25. This funding was used for the following projects:

AUSTRALIAN GOVERNMENT	
Road to recovery	\$535,458
Local Roads and Community Infrastructure Phase 4	\$411,889
Youth Drop-in Centre Grant	\$668,000
NORTHERN TERRITORY GOVERNMENT	
Black Spot Program 2024-25	\$620,000
Dark Spots Lighting Program 2024-25	\$113,308
Pathways	\$223,035

ECONOMIC ENGAGEMENT

To continue to bring the Palmerston economic development agenda to the fore with government and peak business and industry bodies, we held partnership discussions with representatives of the Department of the Chief Minister and Cabinet; Department of Trade, Business and Asian Relations; the Darwin Innovation Hub; the Business Enterprise Centre NT; the NT Chamber of Commerce; and the Industry Skills Advisory Council. We will continue to engage with these stakeholders and more in pursuit of greater economic development opportunities in the Palmerston.

BUSINESS ENGAGEMENT

In 2024-25 we worked with Urban Enterprise to utilise an economic development-specific customer relationship management system to manage a database of businesses within the municipality. Over 3,000 unique contacts and local businesses, which can be filtered by locality, industry and engagement, have been recorded in the system. As part of seeking greater collaboration with local businesses, we commenced face-to-face engagement across Palmerston to obtain information from the business community around challenges faced, problems and to hear success stories.

The Palmerston Business Newsletter was launched in December 2024 as a proactive initiative to increase communication between Council and the local business network, with editions sent to our business community in February and March 2025. Supporting our local business, big and small, is a key element of the Palmerston Local Economic Plan. Our newsletter highlights what City of Palmerston is doing towards this and will evolve over time based on business feedback. The first newsletter was distributed to 1,905 subscribers and now more than 2,000 businesses receive.

PALMERSTON BUSINESS FUTURES FORUM

Council hosted the first, very successful Palmerston Business Futures Forum in November 2024. Close to 60 local, enthusiastic businesspeople and representatives of government were in attendance to collaborate on shaping a brighter economic future for Palmerston, with the facilitated workshop themed 'What can City of Palmerston do to assist business and economic growth.' Key highlights included round table discussions with the sharing of innovative ideas, unique experiences and practical challenges. There were networking opportunities with representatives

from Northern Territory Government departments and key business development organisations, as well as discussion of future workshops to help businesses reduce costs.

BUSINESS CAPABILITY WORKSHOPS

Business capability support was one of the top three priorities selected by businesses in the Business Survey conducted in March 2024. Guided by this result, three business capability workshops were delivered between April and May 2025, reinforcing our commitment to supporting local enterprise. Sessions covered core business topics such as marketing, cashflow management and social media strategy, and were well attended in person and online. Participant feedback was overwhelmingly positive, leading us to commence planning the next workshop series for the second half of 2025. These workshops will be a regular feature on the business support calendar, helping to upskill local operators and respond to emerging needs identified through areas such as ongoing business surveys, attendee responses and Vibrant Economy Advisory Committee recommendations endorsed by Council.

Below: Flora Planter Boxes, Palmerston CBD.

Below: Mural at Marlow Lagoon basketball court, Marlow Lagoon.



SUPERCARS PALMERSTON DRIVERS PARADE

We were pleased to host the inaugural Supercars Palmerston Drivers Parade in Palmerston on 18 June 2025. This vibrant community event featured live entertainment, food vendors and family-friendly activities in Goyder Square. The highlight of the evening was the Supercars Palmerston Drivers Parade convoy, which made its way along The Boulevard, arriving at Goyder Square for a Welcome to Country and Smoking Ceremony. The convoy included the Supercars team transporters, prime movers, official safety cars, Motorsport NT vehicle and the Big Bus.

*THE EARLY BIRD DRAW RECOGNISES
TWO RATEPAYERS WHO PAY
THEIR RATES IN FULL PRIOR TO
30 SEPTEMBER. THIS YEAR TWO
PRIZES OF \$1,500 WERE AWARDED.*

ARTIST OPPORTUNITIES WEBPAGES

Two new sections launched on City of Palmerston's website this year to better support our local arts community. The Arts & Culture page provides general resources, news and updates related to Palmerston's creative scene, including access to current art projects, grant information and project showcases. The dedicated Artist News and Opportunities page focuses on supporting local artists and creatives. It will feature current commission opportunities, workshops and invitations to networking events. These dedicated pages offer easy access to a wealth of arts information and opportunities for all in Palmerston.

ARTS AND CULTURE WORKSHOPS

A 3D Projection Mapping workshop led by Northern Lights NT in May 2025 introduced participants to animation, spatial design and projection software. Attendees created a 60-second projection mapping piece using two projection planes. The hands-on session engaged local artists and creatives, offering a valuable opportunity to explore light-based creative outcomes in a supportive, skill-building environment.

On 28 June 2025 a Mobile Film Making workshop was held with technical support by Charles Darwin University. This hands-on workshop introduced participants to the fundamentals of mobile filmmaking. Using only their smartphones, attendees learned how to shoot and edit short films through a series of fun, practical exercises. The workshop focused on building confidence, developing storytelling skills and encouraging creative exploration. It catered to beginners and those looking to better understand their phone's camera, offering an accessible and engaging introduction to digital film making.

03

CULTURAL DIVERSITY

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



Above: Culture Fest 2025.

Palmerston's rich mosaic of cultures is something to celebrate. Our community is strong and successful when we live in harmony and tap into the diversity of people and cultures to enrich our lives. We all own the future of Palmerston and all people of Palmerston have the opportunity to contribute to their community.



291 Palmerston residents became Australian Citizens



City of Palmerston Library and Recreation Centre certified as Dementia Friendly Spaces



33 nominations for Citizen of the Year Awards



'Reflect' Reconciliation Action Plan commenced



Welcomed over 1,400 attendees to Culture Fest



Installed wayfinding signage at Marlow Lagoon



2 special storytime sessions for Harmony Week



49 light-up Palmerston requests



5,000 people attended Darwin Festival in Palmerston



Continued strong partnerships with our network groups

COMMUNITY SURVEY SCORECARD

Cultural Diversity continues to receive positive results across its measures, with an upward trend in the score over recent years. ‘Providing recognition and support for our indigenous and multicultural community’ saw a positive shift in score, while ‘Providing libraries and library services to the community’ had the highest average score and is continually one of the highest performing areas overall. Extensive events, partnerships and accessible offerings continue our work towards an inclusive community.

MEASURE	SCORE 2019	SCORE 2020	SCORE 2021	SCORE 2022	SCORE 2023	SCORE 2024	SCORE 2025	CHANGE
Supporting culturally diverse events	7.02	7.14	7.59	7.47	7.55	7.74	7.81	+0.07
Promoting art and culture (e.g. public art, murals, paving etc.)	6.28	6.56	7.07	6.87	6.86	7.15	7.16	+0.01
Providing libraries and library services to the community	8.20	8.27	8.16	8.04	8.06	8.12	8.27	+0.16
Providing recognition and support for our indigenous and multicultural community	6.68	6.88	7.18	6.86	7.09	7.13	7.29	+0.16
Overall:	7.04/10	7.21/10	7.50/10	7.31/10	7.39/10	7.53/10	7.63/10	+0.10

FUTURE ACTIONS 2025-26

- Continue to invest in events and programs that increase community participation and celebrate diversity, arts and culture
- Continue to develop and nurture existing partnerships ensuring they are inclusive of emerging communities
- Inclusion and accessibility continue to be incorporated into our planning and programming
- Foster and improve promotion of arts and culture in our community including the awareness of local history
- Implementation of the first Reconciliation Action Plan



Above: Darwin Festival in Palmerston 2024.

TO CELEBRATE OUR RICH CULTURE AND DIVERSITY

Palmerston celebrates cultural diversity with events throughout the year. Our community has opportunities to celebrate, include, understand, learn and accept. We held a large number of celebrations and events throughout 2024-25 which all had a focus on inclusivity, diversity and celebrating cultural heritage.

RECONCILIATION ACTION PLAN

In November 2024, we embarked on a journey towards our first 'Reflect' Reconciliation Action Plan. After promoting expressions of interest internally and from the community, a Reconciliation Action Plan Working group was formed. The establishment of the working group, plan and journey of Reconciliation is a significant milestone for City of Palmerston, and the plan will be finalised early in 2025-26.

CITIZENSHIP CEREMONIES

There were seven Citizenship Ceremonies held in 2024-25, with 291 Palmerston residents becoming Australian Citizens. There was a diverse range of cultures from 40 countries around the globe including Bangladesh, Nigeria, Pakistan, Philippines, Germany, Thailand, Wales, India, Nepal, United Arab Emirates and more becoming permanent citizens and residents of Palmerston. The diverse nationalities contribute to a vibrant tapestry of cultural diversity within the community that we are extremely proud of.

CITIZEN OF THE YEAR AWARDS

Each year we ask the community to nominate Palmerston residents for their outstanding contribution to the community through the Palmerston Australia Day Awards. To celebrate all 31 nominees, we invited them and their supporters to a cocktail party to acknowledge their contribution with a certificate of achievement. The Australia Day Flag Raising Ceremony and Awards was then held on Australia Day, attended by 310 community members. The event showcased inclusive and accessible elements including an AUSLAN interpreter, electric ramp, wide spacing between chairs, big screens for people sitting at the back and catering for dietary requirements. Winners of the Palmerston Australia Day awards were announced, along with the Student of the Year awards and a Citizenship Ceremony.

The nominations for the 2025 Citizen of the Year Awards saw a large increase of outstanding Palmerston residents being recognised for their achievements, with 19 Community Groups or Events of the Year nominated, four Young Citizen of the Year nominees, and 10 Citizen of the Year nominees.

The winners in 2025 were:

- Citizen of the Year - Rodney Greenwood
- Young Citizen of the Year - Yolanda Kanyai
- Community Groups or Events of the Year - Palmerston NAIDOC Committee Elders Lunch.

CULTURE FEST

Culture Fest returned to Goyder Square on 24 May 2025, delivering a vibrant celebration of flavour, rhythm and tradition. The event brought Goyder Square, the Boulevard and Frances Drive to life with food, music, dance and interactive workshops. Thirteen performances lit up the stage, showcasing a rich tapestry of cultures from an interactive Chinese Lion Dance and Tai Chi Sword display to belly dancing and Gujarati song and dance, offering something for everyone to enjoy. A diverse selection of food trucks kept the 1,400 attendees well-fed and satisfied.

DARWIN FESTIVAL IN PALMERSTON

For the first time, Darwin Festival extended to two events held in Palmerston. Over 5,000 people attended the Family Fiesta on 16 August, taking centre stage at the busy Friday night Palmerston Markets. *Palmerston Laugh Out Loud* brought an adult-focused vibe to Goyder Square on 17 August, with an evening filled with laughter and cabaret that turned Goyder Square into a hive of activity.

ALL ABILITIES EVENTS

As part of our ongoing commitment to providing inclusive and accessible events in Palmerston, we once again hosted a dedicated Christmas Wonderland Low Sensory Event on 15 December 2025. The evening was fully booked, welcoming all abilities families with capped numbers, reduced flashing lights and sound. In collaboration with International Day of People with Disability, City of Palmerston engaged performers for the evening including Sing Song Sign, a signing Santa, and therapy dogs through Mind Your Paws.

A designated low sensory hour was held each day at Event Cinema for Halloween: Ghostly Gatherings on 26 and 27 October 2024 which assisted in making the event inclusive to the entire community, with attendee numbers monitored at a reduced capacity, removal of flashing lights and jump scares within the Haunted House and engagement with Autism NT to assist in greeting attendees.

SPECIAL LIBRARY STORYTIMES

Our Library hosted two special storytime sessions as part of Harmony Week celebrations that highlighted cultural diversity and community engagement. On 18 March 2025, we held a Bilingual Storytime in Sinhalese, led by one of our own Sinhalese staff members, which featured a live guitar performance and songs. On 20 March 2025, participants from STEPS contributed food for a shared morning tea and presented four cultural dance performances and music. Both events were well-received and served as meaningful opportunities to foster inclusion, cultural appreciation and community connection.

As part of Refugee Week celebrations in June 2025, the library partnered with STEPS to host a special storytime event celebrating inclusion, belonging, and cultural diversity. Families and children were treated to cultural performances and enjoyed a shared morning tea. The library was beautifully decorated with handmade bunting, featuring the words 'welcome' and 'hello' in a variety of languages, reflecting the many cultures that enrich our community.

ACCESSIBLE COMMUNICATIONS

To help reach our wide and diverse audience, we implemented a variety of actions set out in the Disability Inclusion and Access Plan which included:

- Accessible website with the introduction of Readspeakr, which is an installed text-to-voice application that can be accessed throughout the website.
- An internal accessibility design guide which focused on accessible font type, colour contrast and language.
- Continuing to offer the option of online and printed forms.
- Planning and development towards an overarching refresh of the brand and style guide including the tone of voice.
- Continued use of Monsido to help maintain the national standards of Web Content Accessibility Guidelines, currently at version 2.2.

We will continue to adapt and implement new communication tools and tactics to ensure we meet the growing and changing needs of the community and everyone can access relevant information.

PLAY SPACE ACCESSIBILITY

The Play Space Strategy highlights the importance of making our play spaces more accessible by enhancing the availability of information about playgrounds and recreational areas in Palmerston. We undertook activities like installing wayfinding signage at Marlow Lagoon to offer clear, easy-to-understand details about the park's layout and available facilities.



Left: Citizenship Ceremony May 2025.

RECOGNISE AND SUPPORT DIVERSITY THROUGH OUR PARTNERSHIPS AND LEADERSHIP

City of Palmerston has strong partnerships in the community which enable it to include diverse views and perspectives in its planning and decision making. In an effort to support community capacity and capability, we collaborate with a number of local networks.

PALMERSTON KIDS NETWORK

The Palmerston Kids Network brings together a dedicated group of professionals from various organisations committed to delivering essential services and programs for children aged 0-12 and their families. Palmerston Kids Network meetings offer a vital platform for collaboration, allowing members to exchange information, address community concerns and spark innovative initiatives. These gatherings are an excellent opportunity for sector updates, enabling the sharing of valuable resources and insights that benefit the entire community. The network hosted a series of service spotlights showcasing a diverse range of initiatives and updates from partner organisations. These included a Psychosocial Training session focused on mental health, a Sustainability Action Plan Consultation led by the Community of Practice and an overview of the Safe Connection program delivered by the Australian Childhood Foundation. Additionally, Autism NT provided an update on The ANT Hub, and Kentish Community Services shared a company update. Outcomes from the network in 2024-25 included providing feedback on opportunities to engage children and families in promoting sustainability and identifying areas where their organisations could work together to enhance the effectiveness of existing programs and develop new initiatives.

PALMERSTON SAFE COMMUNITIES NETWORK

Palmerston Safe Communities Network aims to collaborate to help support workers in this sector. The meetings have created valuable opportunities for collaboration and information sharing to strengthen response to local matters such as safety, support services and crime reduction. The meetings contribute to overall communication with the broader community on the measures that are being taken towards improving safety for the Palmerston community. Network meetings in 2024-25 provided feedback on community issues such as antisocial behaviour in key locations, domestic violence, vandalism and housing.

PALMERSTON SENIORS NETWORK

Palmerston Seniors Network was established to provide networking opportunities, sector updates and a platform for members to raise awareness of issues

relevant to the senior community. Discussions cover topics like safety, reliable transportation, parking and facilities, along with ways to better support seniors in these areas. As a result of the network, a working group was formed to assist the preparations for the Senior's Month event held at the Recreation Centre. Outcomes in 2024-25 included creating a working group to contribute to the planning of the successful Palmerston Seniors Day on 14 August 2024, and providing feedback that has led to a workshop activity or presentation occurring immediately preceding network meetings to help connect Palmerston Seniors to information and support.

PALMERSTON AND RURAL YOUTH SERVICES NETWORK

Palmerston and Rural Youth Services is a large group of professionals representing organisations providing services and programs vital to improving the future for Palmerston's young people. The network provides a much-needed collaborative space for services to share funding opportunities, community programs and events. The agenda features a regular 'service spotlight' segment, where organisations present an overview of their services followed by a discussion and question and answer session to address any barriers to inclusion. Feedback provided through network meetings in 2024-25 resulted in workshops being scheduled on important issues, highlighting key programs and initiatives aimed at supporting young people in the region. These included *Speaking from Experience* presented by the Human Rights Commission, an information session on volatile substance use and gambling facilitated by Amity Community Services, and a mini sexual health session delivered by Clinic 34. Headspace introduced the Be You program, while the Office of Youth Affairs celebrated 25 years of NT Youth Week. Additionally, the Australian Drug Foundation shared insights into the work of the Local Drug Action Team.

DEMENTIA FRIENDLY SPACES

We are very proud that the library was certified a Dementia-Friendly space and awarded a certificate in a ceremony on 18 September 2024. Staff had worked closely with Dementia Australia to ensure the library is accessible for those living with the condition, and library areas including seating spaces, walkways, furniture, facilities, lighting and background noise levels were meticulously examined with the environment ultimately being deemed suitable. In October, the library facilitated a workshop run by Dementia Australia where carers of people living

with Dementia were able to access resources and connect with the services they need. Following this the Recreation Centre underwent similar analysis and has now become the second Dementia-Friendly City of Palmerston building.

ORANGE SKY CBD SERVICE

The Northern Territory has the highest rate of homelessness in Australia, which is twelve times the national average. City of Palmerston has established a partnership with Orange Sky for the delivery of a free mobile laundry and shower service outside the Palmerston Recreation Centre. Orange Sky's 'Betsy' bus and its volunteers attend Palmerston Recreation Centre every Tuesday to provide this essential service to people experiencing homelessness or hardship.

LIGHT UP PALMERSTON

To assist our community with spreading awareness within Palmerston regarding special events, causes and days of significance, community groups and organisations can request to illuminate various Council buildings including the water tower, Recreation Centre, library and Anzac Park. Council received 49 light-up requests in 2024-25, with the tower lit for a total of 137 days. Consideration for lighting requests includes local and regional events, historic occasions, and events of city, state, national, or international importance. We partnered with organisations to increase awareness for important medical conditions and syndromes, such as Fragile X Day, Bullying No Way Day and World Drowning Prevention Day. Additionally, assets were illuminated to recognise individual events of the Palmerston Youth Festival.

CONVERSATIONAL ENGLISH MORNING TEAS

The library commenced a new fortnightly program, Let's Talk English, which is aimed at community members where English is not their first language. The morning teas aim to bring the community together to create connections and improve their conversational English skills. These events are also open to people where English is their first language who may want to attend and help others practice.

**IN PALMERSTON EVERY
INDIVIDUAL MATTERS.**

OLYMPIC & PARALYMPIC TEAMS - WELCOME HOME CELEBRATIONS

On 5 October 2024, we partnered with the Northern Territory Government Department of People, Sport and Culture to help facilitate the Welcome Home celebrations for Olympic and Paralympic Athletes across Darwin and Palmerston. There was a great turnout of enthusiastic community members excited to get signed merchandise, chat to the athletes and celebrate the success of the Australian team. The athletes then tested their balance skills on the Adventure Play course at SWELL, joining young Palmerston locals for an engaging session.

INTERNATIONAL MEN'S DAY

International Men's Day was held in Goyder Square and at the Palmerston Recreation Centre on 18 November. It featured a 'Man Walk' with the aim to support mental health and wellbeing. Attendees participated in a range of activities and asked questions during a forum with guest speakers who provided valuable insights into topics such as health, wellbeing and community. A special storytime session, led by City of Palmerston Library staff, allowed fathers and grandfathers to engage with children through storytelling. This activity emphasised the event's focus on positive role models within families and the community.

INTERNATIONAL WOMEN'S DAY

This year's theme for International Women's Day was 'March Forward', commemorating the 30 years since the United Nations' *Beijing Declaration and Platform for Action* adopted in 1955 for achieving gender equality. We worked alongside the Northern Territory Government to support the working group in the planning and delivery of six events across the Palmerston region from 3-8 March 2025. The celebrations throughout the week included: The Basic Rights at Work Information Session hosted by the NT Working Women's Centre; Women: Stronger Together held at SWELL Palmerston, which provided activities critical to health and wellbeing; Beyond the books: Marching Forward in Art community art exhibition at the City of Palmerston Library; STEPS Group Garden Party at Gray Community Hall with presentations from different community groups; Weave the Future, hosted by Palmerston and Regional Basketball Association empowered young women to explore leadership through conversation and creativity; and STRIVE: Women Pushing Through Boundaries held at the Palmerston Golf & Country Club.



Above: Welcome home celebration for Olympic and Paralympic Athletes at SWELL.

04

A FUTURE FOCUS

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



Above: City of Palmerston Library.

Our city is full of opportunities, and we are a leading regional community in the Northern Territory. Palmerston is an inspirational city, and we model best practices in smart cities to save money, increase efficiency and stay focused on the future.



Launched a redeveloped website



2,851 Overdrive Libby e-resource platform loans



Commenced a Library Master Plan



192 plans approved for driveways



9,770 community facility bookings



174 private stormwaters plans approved



950 Library Community Room bookings



Three Black Spot program projects completed



197 Gulwa Recording Studio bookings

COMMUNITY SATISFACTION SCORECARD

Measures for A Future Focus remain comparatively low compared to other outcomes at 6.98/10. However, all measures demonstrated increases in 2025 that reflect our work to maintain roads, pathways and drainage facilities for the benefit of the community. 'Maintaining drainage facilities' (7.56/10) retained its position as the highest scoring aspect. Last year's lowest scoring item, 'Supporting innovation in the business community' saw the greatest improvement making it one of the most significantly improved aspects across the survey in 2025.

MEASURE	SCORE 2019	SCORE 2020	SCORE 2021	SCORE 2022	SCORE 2023	SCORE 2024	SCORE 2025	CHANGE
Supporting innovation in the business community	5.65	6.04	6.38	6.19	6.28	6.21	6.51	+0.30
How innovative is the City of Palmerston?	5.95	6.08	6.45	6.09	6.35	6.46	6.61	+0.15
How flexible is the City of Palmerston?	5.89	6.00	6.49	5.89	6.19	6.33	6.50	+0.17
Ensuring roads built by developers are fit for purpose	7.10	7.22	7.38	6.99	7.11	7.05	7.04	-0.02
Maintaining roads	7.31	7.51	7.49	6.93	7.10	6.90	6.94	+0.04
Ensuring footpaths built by developers are fit for purpose	7.07	7.17	7.30	7.06	7.11	7.09	7.21	+0.11
Maintaining footpaths	6.95	6.99	7.06	6.89	6.94	6.84	6.97	+0.13
Providing shared pathways	6.81	6.92	7.08	6.83	6.98	6.88	7.09	+0.21
Maintaining shared pathways	6.88	7.00	7.07	6.81	6.96	6.92	7.07	+0.14
Maintaining drainage facilities	7.37	7.44	7.46	7.33	7.35	7.47	7.56	+0.09
Overall:	6.70/10	6.84/10	7.02/10	6.70/10	6.84/10	6.82/10	6.95/10	+0.13

FUTURE ACTIONS 2025-26

- Investing in programs for maintaining and renewing infrastructure and assets that allow for future proofing as our community grows
- Foster innovation in infrastructure and assets
- Continue working with the Northern Territory Government on joint partnerships to deliver shared connectivity, greening our city and effective and efficient public lighting programs
- Delivery of a Car Parking strategy
- Continue working towards the delivery of an Enterprise Resource Planning system

Above: Shade installation at SWELL.

WE SUPPORT AND FOSTER INNOVATION

Palmerston is full of opportunities as a leading Top End community. We consult with and include the needs of people in our programs and projects, and develop innovation in the community.

WEBSITE REFRESH

In March 2025, we launched a redeveloped website featuring a refreshed design aligned with our updated brand identity. This redevelopment focused on enhancing user navigation, streamlining content and better reflecting the organisation's values and services. Designed with customers at the centre, the new website delivers a more intuitive, accessible and user-friendly digital experience. Key improvements include simplified navigation, improved mobile responsiveness and clearer content, making it easier for users to find information and complete tasks efficiently. These enhancements not only support better engagement but have also ensured quicker access to services, more effective communication and a modern, consistent online presence.

LIBRARY 5-YEAR MASTERPLAN

We have developed a Library 5-year Masterplan that includes an assessment of the existing library services and an exploration of innovations and trends in library design and service delivery. The development focused on engagement with key stakeholders including staff, Elected Members and key external organisations. Public consultation was also open from 27 May to 24 June seeking input from our library patrons, community organisations and members of the public. We aim to finalise the plan in 2025-26.

DIGITAL LIBRARY

The City of Palmerston Library is committed to ensuring digital inclusion for the community. We partnered with NBN to facilitate free digital literacy workshops to the community in 2024-25. Each session ran for two hours and included topics related to scamming, safe online searching and navigation, as well as basic use of devices. To fulfill the growing demand for use of the library's public computers without using more floor space, we also repurposed three existing program laptops for library members to borrow in-house. Visitors to the library are now greeted by a digital display board that shows a schedule of what is happening in the library for the next two weeks, Council events and information displays. This makes it simpler to find out what is happening, increases sustainability by reducing the need for posters and provides information for those who are not so tech-savvy by decreasing the need to go online.

YOUTH WEEK GULWA RECORDING STUDIO EXPERIENCE

With the aid of a Northern Territory Government Youth Week grant, the library delivered a Youth Week program in April 2025 centred around the Gulwa Recording Studio. The knowledge of how to use the sound recording equipment is a barrier to using the studio. The library hired the services of a professional sound technician for the week so that young people had the opportunity to learn the technology skills of content production or have their content produced. This event helped to develop technological skillsets and provided an outlet for creativity, all while developing a professional product. It was a successful event with 16 young participants including a variety of talents from bands, solo artists, a voice-over artist and people wanting to learn the technical side of the studio.

FIBERSENSE

FiberSense uses underground fibre optic cables and technology to detect vibrations from machinery, vehicles, pedestrians and more. The vibrations are converted into data that City of Palmerston will be able to use for planning and improvements to the city. A total of 60km of fibre optic cable has been laid throughout the Palmerston Central Business District and Tiger Brennan Drive. The installation is complete and the Digital Asset system is live, with alerts of disruption, for example digging near the fibre being received to allow the issue of work permits as required. The first version of the Digital City system has been developed with the final deployment stage underway. Following the traffic system being established, future phases will include pedestrians and parking. FiberSense have been working with their consultant to undertaking data verification trials, which will enable improved access to data for Council.

IMPROVING ORGANISATIONAL CAPABILITIES

Progress on the Enterprise Resource Planning (ERP) project has continued with focused momentum, marking a significant step toward modernising and integrating City of Palmerston's core operational systems. The scale and ambition of the ERP system reflect the complexity of local government operations, where each department has distinct requirements, workflows and data structures. As such, the implementation demands meticulous planning and substantial investment of time and resources. It is not merely a software upgrade but a strategic overhaul of how the organisation operates, communicates and delivers services to the community. Once fully deployed, the ERP system will enhance transparency, streamline processes and empower staff with real-time data and tools to make informed decisions.

INFRASTRUCTURE IS FIT FOR PURPOSE

COMMUNITY FACILITIES

We have a number of purpose-built facilities that support the community through free or reduced hire costs. The facilities range in size and each offers something different. The venues can be booked by community groups for events, meetings, activities, workshops or gatherings. Usage is very popular and contributes to community wellbeing and enablement.

To enhance the community’s experience when booking local facilities, we implemented modern booking software SpacetoCo in April 2025, designed to streamline processes. The goal was to provide a more accessible and user-friendly system that enables individuals to make bookings independently without the need to call or visit in person. This approach not only improves convenience for users but also reduces administrative burden, supports equitable access and aligns with our commitment to delivering responsive and digitally enabled services.

There was a total of 9,770 bookings across all facilities in 2024-25, with the majority of usage at the Recreation Centre, which has multiple rooms and the stadium available for use.

FACILITY	NUMBER OF BOOKINGS
Driver Resource Centre	692
Durack Community Art Centre	861
Gray Community Hall	1,433
Library Community Room	1,113
Gulwa Recording Studio	226
Recreation Centre	5,445

ZUCCOLI COMMUNITY HUB

The Master Plan for the Zuccoli Community aims to provide an integrated multi-purpose community precinct to meet open space, recreation and community needs for the rapidly growing Zuccoli community and wider City of Palmerston. The Zuccoli Community Hub will incorporate an off-leash dog park, walking trails, a skate park and pump track, a playground, library facility, community centre and a garden of reflection. Stage 1, the dog park and toilet facility, was delivered in 2023. Stage 2 consists of the pump track, sensory walking path, shade structures, BBQ facilities and associated civil works, and is currently in progress. Civil works for Stage 2 have been completed and design for all the Stage 2 elements including the pump track, skate park and multi-sports court have been completed.

DRIVER COMMUNITY CENTRE

This centre was a purpose-built facility dating back to the 1980s. An assessment of the facility needs was undertaken with renewal in mind, and a preliminary design was completed in 2023. Following community consultation, the final detailed design for the centre is nearing completion and funding is being sought to facilitate the construction of the upgraded centre.

SWELL UPGRADES

In 2024-25, Northern Territory Government Youth Drop-in Centre funding was used to complete significant upgrades at SWELL, including upgrading the entry, re-surfacing the car park and the construction of an additional shade structure for undercover parking. Inside the facility, a new BBQ, seating and shaded area were also completed to expand the use options available to the community.

YOUTH AND CHILDREN'S LIBRARY SPACES

The library made key improvements to its youth and children's areas to enhance comfort and usability. The youth space was rearranged with updated shelving and new lounges to create a more inviting and functional environment for teens to socialise, study and relax. Similarly, the children's area received new ottomans, floor cushions and child-sized tables and chairs made from easy-to-clean vinyl, allowing families to customise the space to suit their needs. These updates support a more welcoming and flexible experience for young library users. The addition of new shelving has made the junior area more accessible, allowing shelves to be easily moved and adjusted to suit event and program needs.

ARCHERY WASTE MANAGEMENT FACILITY UPGRADE

Upgrade of the Archer Waste Management Facility includes design and construction of a new recycling area, including a cardboard compactor, improvements to access and roads, relocation of the gate house, service upgrades and an undercover general waste push-pit area to improve safety and functionality. The gate house relocation and road works were completed at the end of June 2024.

WORKS COMMENCED ON THE RECYCLING CENTRE UPGRADE, WHICH WILL PROVIDE IMPROVED TRAFFIC FLOW AND A SHELTERED RECYCLING AREA.

The cardboard compactor has been manufactured and is ready for installation once the site is prepared.



Above: Gulwa Recording Studio, Youth Week 2025.

BUILDING APPROVALS

In 2024–25, City of Palmerston experienced a steady volume of private works activity, reflecting ongoing growth and development across the municipality. A total of 564 private works applications were received, demonstrating the community's continued investment in residential and commercial infrastructure. This included 192 driveway plan applications, indicating strong demand for new or upgraded access points to properties. Additionally, 174 stormwater plan applications were submitted, underscoring the importance of effective water management and compliance with environmental standards in urban planning.

We also processed 104 driveway construction requests, translating approved plans into tangible improvements that enhance property access and safety. Meanwhile, 94 stormwater clearance requests were lodged, ensuring that completed works met regulatory requirements and contributed to the long-term sustainability of our drainage systems.

These figures not only highlight the scale of operational activity undertaken by our technical teams but also reflect the collaborative relationship between Council and the community in shaping a well-connected, resilient and future-ready urban environment.

MAINTAINING ROADS AND PATHWAYS

To enhance connectivity, safety, and overall amenity across Palmerston, we undertook a series of road maintenance and infrastructure upgrades throughout 2024–25. This included road repairs, resealing, and overlay programs, supported by substantial funding through the Black Spots Program. Three key traffic safety projects were completed: lane narrowing and street parking improvements along Buscall Avenue near Sanctuary Lakes, a roundabout upgrade on Packard Avenue in Durack, and intersection and footpath enhancements on Bonson Terrace adjacent to the SWELL facility. Additionally, design work neared completion for the Yarrawonga/Toupein Road intersection upgrade. After the wet season, roadworks resumed on 4 km of targeted roads, with notable upgrades on Essington Avenue, Granites Road, Forrest Parade and Lambrick Avenue.

The Footpath Connectivity Program continued to strengthen links between essential services, public assets and open spaces, guided by a strategic pathway plan that identifies priority areas for upgrades and new installations. With a total budget of \$675,440, the program is reviewed annually to align with current needs and funding availability. Key connectivity improvements included new pathways to the Marlow Lagoon basketball court and the all-abilities swing set at Sister Frederick Mangan Park. Landscaping around the swing set was completed in September 2024 and by October new paths were installed to integrate the basketball court with the existing network, ensuring accessible and inclusive movement throughout these community spaces.

LIGHTING MANAGEMENT

We continue to improve the safety, energy efficiency and amenity of the city by actively monitoring and managing the street lighting network to optimize operations. The Dark Spots Program identifies locations of 'dark' areas throughout the municipality that can be improved through public lighting. Street lighting upgrades were completed for Stockwhip Drive in Marlows Lagoon, Allamur Court and Essington Park in Gray and Harrison Circuit in Woodroffe. Upgrades and renewal works were completed in the Tivendale and Wishart areas with the installation of energy efficient LED lighting. Streetlight night inspections are regularly completed throughout the year, and repairs and rectification works are administered as a priority. We maintained a minimum of above 95% of rectification through the year.

**OUR INFRASTRUCTURE IS MAINTAINED
AND MANAGED TO MEET COMMUNITY
NEED AND ADOPTS INNOVATIVE
APPROACHES.**

STORMWATER

Council is responsible for ensuring driveways are properly located to avoid conflicts with services and are constructed to an appropriate standard. We are also responsible for ensuring stormwater is collected and discharged to the stormwater network appropriately. Ongoing condition inspection of stormwater drains, pipes, pits and other civil works are carried out to ensure proper function. Underground CCTV inspections of the stormwater pipe network were conducted in selected at-risk areas and a section along Victoria Drive, Gray was identified as requiring repairs, which were undertaken. This work has ensured the ongoing performance of the pipe and the road pavement above.

Below: New pathway Marlow Lagoon.



05

ENVIRONMENTAL SUSTAINABILITY

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



Above: Great Spring Clean Up 2024.

We know that our climate is changing, and we need to live within our means in Palmerston. Our environment is important, and we need to protect and enhance our green spaces while supporting others to do the same.



7 Council facility energy audits undertaken



Kerbside waste collection recovered 741 tonnes of recycling material



3 new lake aerators installed



35% of pre-cyclone items recycled or repurposed



25 residents approved for lawn verge assistance



44 stall holders at Reboot Your Loot



1,637 native trees planted



23 home composting program applications



Two native plant giveaways held

COMMUNITY SURVEY SCORECARD

Last year saw three statistically significant improvements in the environmental sustainability outcome area: 'Increasing shading and greening the city'; 'Maintaining lakes'; and 'Providing opportunities for recycle and re-use through the pre-cyclone clean up'. The five remaining aspects remained consistent. 'Kerbside waste collection' remained the highest score (8.23/10), while 'Promoting environmental sustainability' (6.74/10) became the lowest scoring aspect in 2025. As Council undertook a diverse range of sustainability initiative in 2024-25, this may demonstrate that further promotion of this work is required.

MEASURE	SCORE 2019	SCORE 2020	SCORE 2021	SCORE 2022	SCORE 2023	SCORE 2024	SCORE 2025	CHANGE
Providing opportunities for recycle and re-use through the pre-cyclone clean up	7.56	7.77	7.76	7.56	7.73	7.76	8.05	+0.29
Managing gardens and nature reserves	7.27	7.34	7.36	7.09	7.16	7.18	7.37	+0.19
Maintaining lakes	7.12	7.15	6.93	6.21	7.00	7.09	7.33	+0.23
Increasing shading and greening the city	6.27	6.52	6.72	6.56	6.56	6.45	6.80	+0.34
Kerbside waste collection	8.02	8.33	8.28	8.14	8.09	8.10	8.23	+0.13
Providing & maintaining Archer Waste Management Facility	7.78	7.87	7.95	7.74	7.96	8.01	8.12	+0.12
Promoting environmental sustainability	6.07	6.36	6.53	6.29	6.55	6.52	6.74	+0.22
Overall:	7.16 /10	7.33/10	7.36/10	7.08/10	7.29/10	7.30/10	7.52/10	+0.22

FUTURE ACTIONS 2025-26

- Implement the outcomes of energy audits on Council facilities.
- Undertake review and update of the Lakes Management Plan and continue to implement management of lakes.
- Continue with controlled burns and on-the-ground weed management in high-risk areas.
- Develop the Mitchell Creek Feasibility Study to provide guidance on the management of the sustainable use of this area.
- Develop an Irrigation Management Plan to improve water use efficiencies and upgrade irrigation infrastructure.

Above: Reboot Your Loot 2024.

REDUCE OUR FOOTPRINT ON THE ENVIRONMENT

People are engaged and encouraged to adopt best practice sustainable and environmental practices.

ENERGY EFFICIENCY

We maintain solar generation systems at four facilities: the City of Palmerston Library; Civic Plaza; Palmerston Recreation Centre; and Gray Community Hall. Live and recent solar power generation information is available on Council's website. Notably, Civic Plaza's solar system fulfills most of its energy needs. However, overall emissions increased by 8.99% compared to the previous financial year, which correlates to higher electricity consumption, largely driven by the integration of new assets. Seven key facilities were audited in 2024-25 to determine operational and infrastructure improvements that could result in reduction in electricity consumption. A program of short, medium and long-term actions for each facility was determined, which if implemented could result in the saving of approximately \$316,930 in electricity costs and the reduction of approximately 645.9 tonnes of CO₂e emissions from our operations each year.

FLEET MANAGEMENT

As part of our ongoing commitment to environmental sustainability and operational efficiency, the fleet replacement program prioritises the procurement of electric and hybrid vehicles wherever feasible. Electric and hybrid vehicles offer significant environmental benefits, including lower greenhouse gas emissions, reduced reliance on fossil fuels and improved air quality across the municipality. Our fleet includes one fully electric vehicle and fifteen hybrid vehicles, representing a meaningful shift toward low-emission transport solutions. These vehicles are deployed across various departments, supporting daily operations while reinforcing our sustainability values. The adoption of this technology also brings long-term cost savings through reduced fuel consumption and maintenance requirements. Looking ahead, we will continue to explore opportunities to expand our electric and hybrid fleet.

*THIS INITIATIVE FORMS PART OF
A BROADER STRATEGY TO BUILD
A CLEANER, SMARTER AND MORE
RESILIENT PALMERSTON FOR
FUTURE GENERATIONS.*

PALMERSTON LAKES

We continue to proactively manage weed outbreaks in Palmerston's lakes through a combination of manual harvesting and targeted weed spraying. Our lakes are maintained on a rotating schedule, with routine clearing using harvesters to ensure optimal water quality and ecosystem health. These measures are part of our broader commitment to maintaining the health and biodiversity of our waterways. The lakebed aerators installation program continued in 2024-25, with the installation of new aerators in Sanctuary Lakes Basin Lake, Lake 7 and Lake 1. Funded through a Northern Territory Government Department of Agriculture and Fisheries grant, the aerators will improve the distribution of oxygen through the water, thereby improving overall water quality.

LAND MANAGEMENT

Council remains committed to mapping, monitoring, and managing declared weeds across Council-owned and managed land. Targeted weed control activities were carried out at Gunn Escarpment, Marlow Lagoon and the Archer Waste Management Facility. Weed surveying was undertaken to determine the location and extent of environmental weeds in bushland areas managed by Council. The focus of the survey was on listed weeds recognised in NT and federal legislation which have been identified for their invasiveness and difficulty to control. The results of the survey will be built into an update Weed Management Plan to guide future control programs.

Controlled burns help to reduce the intensity of natural fires, promote bushland regeneration and support the health of native ecosystems. This strategic approach balances environmental stewardship with the protection of important infrastructure and community assets, aligning with best practices in land and fire management. The 2024-25 prescribed burns program was delivered during the early and late wet season, aiming to reduce fuel loads, support native ecosystem health and encourage bushland regeneration. Priority areas included Marlow Lagoon, the Palmerston Escarpment and Archer, selected due to their high vegetation density and proximity to residential zones. Further fire mitigation works commenced at the end of the wet season, which included the maintenance and clearance of firebreaks through mowing, slashing, pruning, weed control and vegetation removal, supporting bushfire risk reduction and compliance.

PALMERSTON IS A COOL, SHADED GREEN CITY

SHADING OUR COMMUNITY

In 2024-25, 1,637 native trees were planted across Palmerston, with a two-year maintenance plan in place to support their growth through watering, pruning, mulching and pest control. A comprehensive street tree maintenance program was also completed in multiple suburbs, including Bakewell, Bellamack, Durack, and Palmerston City, focusing on the health of mature trees and improving safety and visibility for road users. At Goyder Square, damaged or dying trees were replaced with semi-established *Carrallia brachiata* specimens, chosen for their shade-providing canopy and fragrant blooms, and protected with new tree guards to ensure long-term viability.

NATIVE PLANT GIVEAWAYS

City of Palmerston hosted two Native Plant Giveaways during the August and September Brekkie in the Park events. These giveaways proved to be popular, with all plants quickly finding new homes within the community. The initiative not only provides residents with the opportunity to enhance their gardens but also plays a key role in promoting a cooler, greener city. By encouraging the planting of native species, these events help improve local biodiversity, reduce urban heat and foster greater community involvement in environmental sustainability.

IRRIGATION

Irrigation works focused on future proofing infrastructure for ongoing irrigation needs, with approximately 88 hectares of open space areas currently irrigated using bore water. Irrigation capital works included repairs to the Marlow Lagoon Bore, the refurbishment of the Sanctuary Lakes Bore and upgrades on the Lindsey Bore. In total, \$292,000 was spent on irrigation maintenance and \$265,605.04 was spent on irrigation capital works in 2024-25.



Above: Plant Giveaway at Brekkie in the Park 2025.

ENCOURAGE PERSONAL ACTION AND TAKING A LEADERSHIP ROLE

WASTE COLLECTION AND E-RECYCLING

General waste volumes collected generally remain consistent across financial years. The volume of recyclables collected and diverted from landfill is influenced by various factors, including market demand for recyclables and weather conditions. We're pleased to report increases in many materials received at Archer Waste Management Facility in 2024-25, where separate recording demonstrates that they have been diverted from landfill.

YEAR	PAPER & CARDBOARD (TONNES)	STEEL/ METAL (TONNES)	MIXED ALUMINIUM / GLASS / PLASTIC (TONNES)	WATER-BASED PAINT (KILOLITRE)	OIL-BASED PAINT (KILOLITRE)	BATTERIES (TONNES)	WASTE OIL (KILOLITRE)
2024-25	82.66	522.66	1.80	26	8	60.84	38.95
2023-24	62.25	412.32	1.09	8	3	58.89	29.20

PRE-CYCLONE CLEAN UP

The 2024 Pre-Cyclone Clean Up results highlighted positive improvements in waste management and recycling. Approximately 35% of all waste recovered in the 2024 program was recycled, highlighting a 57% increase in recyclables collected compared to last year. In addition, 1,400 e-waste items were recycled, and 61 bikes and 311 pieces of furniture were donated to Helping People Achieve, contributing to a more sustainable and community-focused approach to waste reduction.

RECYCLING INITIATIVES AND EDUCATION

In 2024-25 we implemented a community waste and recycling education program with the goal of delivering monthly initiatives, including information stalls and education sessions focused on waste reduction and recycling. Council also launched the 2025 Waste Collection Calendars, Recycle Right bin stickers and magnets to support improved recycling habits. An A2 version of the Recycle Right print is now available on Council's website, providing body corporates, schools, offices and community groups with a ready-to-print resource suitable for use as durable metal signage or posters in bin compounds and communal areas. These initiatives aim to make recycling more accessible while encouraging sustainable waste practices across the community.

CAMPAIGNS AND EVENTS

We celebrated a strong year of environmental action through a series of successful community-led initiatives. The Great Spring Clean Up on 28 September 2024 saw over 80 volunteers remove 240kg of waste from the Palmerston Escarpment, highlighting the collective commitment to a cleaner, greener city. During National Recycling Week in November, Council partnered with Cool Mob to host a Zero Waste Talk, offering families hands-on activities, eco-friendly product demonstrations and practical tips for reducing household waste, all aimed at fostering sustainable habits. Continuing the momentum, the Clean Up Australia Day event at Hobart Park on 2 March 2025 brought together residents and community groups to clear 60kg of litter, mainly soft plastics and takeaway containers, from Mitchell Creek Reserve. These events not only improved public spaces but also deepened community awareness around waste reduction and the environmental impact of plastic pollution.

REBOOT YOUR LOOT

Reboot Your Loot brought environment sustainability to the heart of Council through a car boot sale in the Civic Plaza car park on 24 August 2024. With 44 stalls on the day and over 450 attendees, the day was a bargain hunter and thrift shop lover's dream, with some people walking away with arms full of purchases. This year, a repair workshop was also launched in collaboration with STEPS Group Australia. The workshop gave residents a valuable opportunity to repair and alter their clothing for free, increasing accessibility to extend the life of garments and reduce waste sent to landfill. It also provided a fantastic platform for Palmerston's migrant community to enhance their skills while connecting with fellow residents, fostering a stronger sense of community and sustainability.

HOME COMPOSTING REBATE

Council continued to actively champion sustainable living through the Home Composting Rebate Program, leveraging targeted promotions across social media platforms, the website and prominent signage at Council facilities to boost community engagement. These efforts successfully translated into 23 new rebate applications, reflecting a growing local commitment to reducing organic waste at the source. The program not only empowers residents to adopt environmentally responsible practices but also reinforces Council's broader vision for a cleaner, greener Palmerston through practical, community-driven initiatives.

ELECTRONIC RATE NOTICES

A total of 5,827 ratepayers have transitioned to receiving their rates notices digitally, representing a significant 37% of all notices issued. This milestone reflects growing community engagement with sustainable and efficient digital services, reducing paper usage and streamlining Council communications. The upward trend in digital adoption highlights the success of ongoing efforts to modernize service delivery and enhance convenience for residents.





Above: Reboot Your Loot 2024.

06

GOVERNANCE

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



Above: City of Palmerston Staff.

City of Palmerston strives for continuous improvement to deliver the highest possible level of services to the community, recognizing what the community values and valuing our employees. Council is actively pursuing its communities' trust, through being open, accessible and accountable.



25 Council Meetings held



99 employees received external professional development



19 policies reviewed



6,596 customer experience interactions



Employed 104 people during the year



26 media releases received
164 media interactions



36% males
64% females employed



25,040 social media followers



New Enterprise Agreement implemented



7.7% increase in social media engagement

COMMUNITY SURVEY SCORECARD

The Governance scores were consistent with the 2024 results. 'Achieving funding and getting things done by working in partnership with government and the community' (6.94/10) had a statistically significant improvement in 2025, making it the highest scoring measure. The lowest performing measure, 'The opportunity to comment on Council's decision making and interacting with Council' (6.38/10) increased slightly, continuing the upward trend in recent years and reflecting our ongoing commitment to involving the community in our work for Palmerston.

MEASURE	SCORE 2019	SCORE 2020	SCORE 2021	SCORE 2022	SCORE 2023	SCORE 2024	SCORE 2025	CHANGE
How accountable is the City of Palmerston Council?	6.13	6.27	6.79	6.34	6.53	6.60	6.72	+0.12
How effective is the City of Palmerston Council?	6.22	6.41	6.68	6.24	6.59	6.56	6.84	+0.27
Providing you with the opportunity to comment on Council's decision making and interact with Council	5.63	5.71	5.90	5.72	6.14	6.25	6.38	+0.13
Achieving funding and getting things done by working in partnership with government and the community	6.05	6.30	6.70	6.44	6.44	6.58	6.94	+0.36
Overall:	6.01/10	6.17/10	6.52/10	6.19/10	6.43/10	6.50/10	6.72/10	+0.22



Above: City of Palmerston Staff.

FUTURE ACTIONS 2025-26

- Ongoing staff wellbeing initiatives and action towards positive workplace culture
- Implementation of the Enterprise Agreement
- Implementation of the Employee Value Proposition
- Look for opportunities for partnerships to enhance deliverables to the community
- Enhance our genuine community engagement through a new Community Engagement Strategy
- Review of Palmerston (Public Places) By-laws 2001

ENSURE WE HAVE A LEADING GOVERNANCE MODEL

COUNCIL MEETINGS

Council meetings are held the first and third Tuesday of most months, with a short community forum from 5pm and the meeting commencing at 5:30pm. The meetings are held at Civic Plaza in the Council Chambers and the agenda is available on our website the Thursday prior to each meeting. Members of the are public welcome to attend. Community members may also submit written questions to be answered during Council meetings; however, this must be done in advance. No written questions were received in 2024-25.

We also take Council meetings to community facilities throughout the year. The following Council to the Community meetings were held in 2024-25:

- 17 September 2024 – Durack Community Arts Centre
- 15 April 2025 – Gray Community Hall.

There was a total of 25 meetings held in 2024-25. The table below outlines attendance by Elected Members.

ELECTED MEMBER	NUMBER OF MEETINGS ATTENDED
Mayor Athina Pascoe-Bell	25
Councillor Danielle Eveleigh	9
Councillor Amber Garden	17
Councillor Benjamin Giesecke	22
Councillor Damian Hale	21
Councillor Lucy Morrison	20
Councillor Mark Fraser	23
Councillor Sarah Henderson	23

Council considers confidential matters each year which are initially restricted from the public. In 2024-25 a total of 123 confidential matters were considered, with 61 of those matters being released to the public since. There are 62 matters that are still sitting in confidential due to several reasons as indicated in the table below.

51(1)(a) information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual.	8
51(1)(b) information about the personal circumstances of a resident or ratepayer.	5
51(1)(c)(i) information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.	10
51(1)(c)(ii) information that would, if publicly disclosed, be likely to prejudice the maintenance or administration of the law.	1
51(1)(c)(iii) information that would, if publicly disclosed, be likely to prejudice the security of the council, its members or staff.	3
51(1)(c)(iv) information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.	25
51(1)(e) information provided to the council on condition that it be kept confidential and would, if publicly disclosed, be likely to be contrary to the public interest.	5
51(1)(f) information in relation to a complaint of a contravention of the code of conduct.	4

CONTINUOUS POLICY AND STRATEGY IMPROVEMENT

Council is committed to continuous improvement and ensuring the systems and processes we have in place will deliver the best possible outcomes for the community. Each year Council delivers a Municipal Plan, Budget and Long Term Financial Plan which consider influences such as budget and social and political issues and includes responses from the annual community survey. Our Community Plan sets the framework and ensures our policies, strategies and plans all work towards those outcomes. They are all reviewed to ensure we are responsive to community needs.

Disability Inclusion and Access Plan

Review of the Disability Inclusion and Access Plan commenced in 2024-25, with the establishment of a working group of key services, community members and staff. The working group has started looking at future objectives and actions to improve access and inclusion across Palmerston for people of all abilities. Consultation will aim to attract more input from residents with lived experience, ensuring the plan is authentic and meets the diverse needs of our community. Actions that are in progress from the current Disability Inclusion and Access Plan will be carried over to the new draft plan.

Policies

A total of 19 policies were reviewed by Council in 2024-25 including:

- Animal Management Licence and Registration – July 2024
- Risk Management and Audit Committee Terms of Reference – July 2024
- Caretaker – September 2024
- Asset Management – September 2024
- Chief Executive Officer Allowances and Other Benefits – October 2024
- Laneway Management – October 2024
- Community Engagement – October 2024
- Debt Collection – December 2024
- Audio/Audio Visual Conferencing – December 2024
- Borrowing – January 2025
- Credit Card for Chief Executive Officer and Elected Members – March 2025

- Community Funding – March 2025
- Sponsorship Policy – March 2025
- Open Data – March 2025
- Preserving our Urban Forest – March 2025
- Shared Services – March 2025
- Elected Member Casual Vacancies – April 2025
- Gifts and Benefits for Elected Members – May 2025
- Breach of Code of Conduct by Elected Member – June 2025.

In addition, Council adopted the following new policies, demonstrating good practice in maintaining current governance standards:

- Abandoned Personal Effects – November 2024
- Elected Member Absences – December 2024
- Risk Management – June 2025.

PROFESSIONAL DEVELOPMENT FOR ELECTED MEMBERS

In accordance with Section 71 of the Local Government Act 2019 (NT) and the Remuneration Tribunal Report and Determination – Allowances for Members of Local Government Councils, Elected Members were entitled to access a Professional Development Allowance of up to \$4,000.00 during the financial year to attend appropriate and relevant conferences or training courses.

The purpose of this allowance is to sustain a member’s professional competence by keeping them informed of, and able to comply with, development in professional standards applicable to their role as a member of Council.

ELECTED MEMBER	REASON	TOTAL
Councillor Amber Garden	World Business Forum 2024	\$1,356.98
Mayor Athina Pascoe-Bell	Bachelor of Laws	\$4,000.00

OUR PEOPLE

As at 30 June 2025, there were 104 people employed as full time, part time and casual. There was a total of 46 new employees recruited, with 42 employees exiting. We employ 36% males and 64% females with 29% of our employees born overseas.

The new Enterprise Agreement was implemented on 27 May 2025. The implementation is progressing, with the financial components such as increased wages and backpay implemented immediately. An annual wellbeing allowance was introduced to support health and wellness activities and purchases and take up by our employee group has been strong. Retention bonuses were also implemented. We have observed positive improvements in retention and morale throughout the organisation as we continue to strive to become an employer of choice.

Salary breakdown as at 30 June 2025:

EMPLOYEE BY SALARY	TOTAL EMPLOYEES
\$0 - \$64,445	-
\$64,446 - \$70,682	-
\$70,683 - \$76,940	21
\$76,941 - \$81,491	14
\$81,492 - \$89,358	26
\$89,359 - \$97,185	11
\$97,186 - \$106,344	7
\$106,345 - \$115,000	4
\$115,001 - \$130,000	8
\$130,001 - \$160,000	7
\$160,001 +	6
Total	104

Several staff who were on fixed-term employment contracts received ongoing permanent employment in a move to retain valued employees.



Above: City of Palmerston Staff.

ANNUAL STAFF SURVEY

To foster a positive workplace culture and ensure the wellbeing and engagement of staff, City of Palmerston conducts a comprehensive annual staff survey. This initiative serves as a vital tool for monitoring employee satisfaction, identifying areas for improvement and shaping targeted culture and leadership programs that align with organisational values and strategic goals.

A total of 93 staff members, including labour hire personnel, were invited to participate, with 72 responses received, representing a strong response rate of 77%. This level of engagement reflects a healthy interest among staff in contributing to the ongoing development of the organisation’s culture and performance.

Survey Period	August 2024
Registered Participants	93
Number of Respondents	72
Percentage of response	77%
Alignment score	49%
Engagement score	54%

Respondents were asked about their satisfaction in the following areas:

- Long-term direction
- Senior leadership
- Investment in people
- Investment in systems
- Team effectiveness
- Team leadership
- Performance focus
- Engagement

Results indicate that employees expressed the highest levels of satisfaction in areas such as long-term direction, team effectiveness, team leadership and performance focus. These findings suggest that staff feel confident in the organisation’s strategic trajectory and supported by their immediate teams and leaders in delivering high-quality outcomes. The survey results will inform future initiatives aimed at strengthening leadership capability, enhancing internal systems and investing in professional development. By maintaining a regular feedback loop, the City of Palmerston continues to build a workplace culture that values transparency, collaboration and continuous improvement.



Left: Elected Members, Council Meeting Chinese New Year Blessing.

EMPLOYEE HEALTH AND WELLBEING

BY CREATING A SUPPORTIVE AND BALANCED WORKPLACE AND PLACING A STRONG EMPHASIS ON EMPLOYEE WELLBEING, WE STRIVE TO CULTIVATE A HEALTHY, PRODUCTIVE, AND ENGAGED TEAM.

At City of Palmerston, our wellbeing programs are designed to improve our employees' overall health and job satisfaction. Taking a proactive approach helps to minimise stress, increase morale and enhance productivity. By encouraging individual growth and nurturing a positive organisational culture, these initiatives contribute to the organisation's success and help us attract and retain talented staff.

The following wellbeing activities were held during the year:

- Palmy Olympics
- Yoga sessions
- Psychosocial wellbeing awareness sessions
- Staff barbeques
- Harmony lunch
- Free flu vaccinations
- Meditation sessions
- End of year Staff Breakfast

MANAGING EMPLOYEE SAFETY

Ensuring a safe workplace and workforce is a priority for Council and the organisation. Consistent monitoring and addressing safety issues helps guide future policies and procedures. During 2024-25, employees reported 103 incidents, both internal and external. These incidents primarily involved disruptive anti-social behaviour around workplace facilities or situations where community members needed medical attention.

There were two new workers compensation claim in the 2024-2025 period.

In November 2023, City of Palmerston signed an Enforceable Undertaking with NT WorkSafe. City of Palmerston values the safety of all its staff and the public, and has implemented the agreed actions as required to date including:

- Provided workers with waterproof mobile phone covers.
- Developed and displayed safety information material at the maintenance facility.
- Provided a copy of various safety procedures to other local governments in the NT and extended an offer of advice on these safety parameters.
- Held the first of two water safety events at SWELL to educate the community on safety across a variety of areas including water safety, sun safety, crocodile safety, emergency services, recreational fishing safety and weed management safety, with the second event planned for September 2025.
- Installed emergency communications devices and life buoys on weed harvester trailers.

The most recent interim report was provided to NT Worksafe in February 2025. NT Worksafe congratulated City of Palmerston on its efforts in completing the required aspects of the undertaking.

After the final water safety event has been held in September 2025, all requirements of the undertaking will have been met.

VALUING OUR EMPLOYEES THROUGH UPSKILLING

City of Palmerston strives for continuous improvement to deliver the highest possible level of services to the community, recognising what the community values and valuing our employees. As an organisation, we are committed to strengthening the skillsets of our staff through professional development and organisation-wide training initiatives. In 2024-25, 99 employees participated in training. There was a total of \$234,909 contributed to training including:

- Tertiary qualifications including certificates, diplomas, graduate certificates and bachelor's degrees
- Working with Cultural Differences
- Appropriate Workplace Behaviour
- Positive Duty for Leaders
- Mental Health First Aid
- Guardian IMS training

- Psychosocial Hazards Workshop
- Manual Handling Training
- Better Business Writing
- Negotiation Skills
- Dog Safe Workplace Training
- Traffic Control Training
- Animal Management Training
- Local Investigations
- First aid training
- Fire warden training

Internally, staff are empowered to conduct training for their peers in relevance to their field of expertise. Internal training included:

- Recruitment and Merit Selection Process
- ESS and Purchase Order Training
- Freedom of Information
- Magiq User training
- Branding
- Budget training
- Leave Management
- Procurement
- Conflict of Interest
- De-Escalation training
- ArcGIS
- Social media policy.



Left: City of Palmerston Ranger.

COMMUNITY IS AT THE CENTRE

CUSTOMER EXPERIENCE

The Customer Experience team at Civic Plaza continues to deliver high-quality service aligned with Council’s Customer Charter, focusing on accessibility, responsiveness and continuous improvement. Operating extended hours from 7:30am to 5:30pm on weekdays, the team provides support in person, by phone and via email, resolving approximately 70% of phone enquiries at first contact. They adapt to cyclic demand, particularly in September 2024 when rates, pet registrations and the new cat registration by-laws led to 235 animal-related requests alone.

Staff are equipped to resolve a wide range of enquiries and escalate issues through Customer Requests when needed, continually aiming to improve their resolution rates and allowing residents to track progress. From 1 July 2024 to 30 June 2025, the team raised 6,596 Customer Requests, with 6,064 successfully resolved. The majority of these related to regulatory services (2,487), including verge maintenance, abandoned vehicles and dog attacks, followed by waste-related issues such as damaged or missing bins. These interactions provide valuable insights into community needs and inform service enhancements, reinforcing the team’s role as a vital link between Council operations and public engagement.

PUBLIC RELATIONS

Over the year, City of Palmerston actively engaged with the media, issuing a total of 26 media releases and generating 164 media interactions across a range of platforms, including television, radio, print, newspapers and online platforms. These interactions featured a variety of topics, from community events to regulatory services, and were showcased across multiple channels such as broadcast TV, radio, newspapers and digital outlets. A standout highlight was securing a home page feature in the NT News for the 2025 Palmerston Youth Festival.

SOCIAL MEDIA

Information is shared across City of Palmerston’s social media platforms including Facebook, Instagram and LinkedIn. It is important to note that statistics from City of Palmerston Library, or Palmerston Youth Festival are not included in the following results.

Across 2024–25, there was steady growth in followers on all platforms. Facebook increased by 6.09%, Instagram by 12.31% and LinkedIn by 15.59%. This growth reflects continued community interest and engagement with Council activities and services online.

PLATFORM	2023-24 FOLLOWERS	2024-25 FOLLOWERS	% INCREASE
Facebook	18,502	19,629	6.09%
Instagram	2,211	2,483	12.31%
LinkedIn	2,533	2,928	15.59%

On Facebook, content published throughout the year reached 378,257 users in total, with 202,337 of those reached through paid promotion. A total of 18,464 interactions were recorded. This includes likes, comments, shares and link clicks.

METRIC	2023-24	2024-25	% INCREASE
Reach	313,197	378,257	21%
Paid Reach	152,056	202,337	33%
Content Interactions	15,767	18,464	17%

High-performing organic content on Facebook included posts about community events and updates to public spaces. Posts relating to Live at the Lake, FlicNics and park refurbishments generated strong reach and engagement. Notably, a post about a crocodile in Marlow Lagoon also received high interaction through shares and comments, indicating strong local interest.

POSTS TOPICS	DATE	REACH	IMPRESSIONS	INTERACTIONS	REACTIONS	COMMENTS	SHARES	LINK CLICKS
Live at the Lake	4.06.25	35,61	52,961	135	75	37	21	2
FlicNics	14.05.25	29,149	41,658	182	114	40	20	8
Marlow Lagoon park refurbishment	8.04.25	25,054	38,347	341	230	93	13	5
Sanctuary Lake playground refurbish	15.05.25	22,269	30,554	259	167	78	9	5
Croc in Marlow Lagoon	17.01.25	20,508	41,487	218	120	37	55	6

Across all platforms, social media remained a valuable tool for sharing timely updates, promoting Council events and services, and engaging with the Palmerston community.

AUDIENCE GROWTH AND ENGAGEMENT OUTCOMES DEMONSTRATE THE CONTINUED RELEVANCE AND REACH OF SOCIAL CONTENT AS PART OF COUNCIL'S BROADER COMMUNICATIONS STRATEGY.

WEBSITE

Website performance in 2024–25 saw a decline in overall traffic, with users down by 17.9% and new users decreasing by 18.8%. Page views also dropped slightly by 6.5%, suggesting fewer people visited the site and consumed slightly less content overall. However, the quality of user engagement improved significantly. Engaged sessions per user rose by 27%, indicating that users who did visit were more active and engaged with the content. Average engagement time increased by 15.4%, showing that users were spending more time per session.

This shift may be partly attributed to the website redevelopment in March 2025. While redevelopment can temporarily impact search rankings or cause disruption in user flow, it often results in a more efficient, user-friendly experience. This may explain why engaged sessions and engagement time improved, even though overall traffic declined. It’s also possible that the redevelopment led to more targeted content or better design, keeping fewer users on site longer and making their visits more meaningful.

The Search page received the highest number of views outside the homepage, highlighting that users are actively seeking content and services. Despite this, relatively few events were triggered, which may indicate opportunities to improve search functionality or surface popular content more directly. The Pay Online page also recorded high traffic, with over 13,000 views and strong user numbers.

The Council Pound page saw moderate levels of traffic but very low engagement. This pattern suggests that users may be visiting for quick information, such as opening hours or available pets. The Library page performed well in both traffic and engagement, recording nearly 1,800 events. This suggests a strong level of interaction and demonstrates effective digital service delivery. The Events page maintained consistent user engagement, reflecting public interest in community programs and offerings. The Careers page stood out for exceptionally high engagement, with over 8,900 events triggered. This suggests strong interaction with job listings, application processes or downloads, and reflects a high level of interest in employment opportunities.

METRIC	2023-24	2024-25	%
Users	185,166	152,009	-17.9
New users	180,227	146,356	-18.8
Views	493,712	461,773	-6.5
Engaged sessions per active user	0.74	0.94	27.0
Average engagement time	52s	1m	15.4

PAGE	VIEWS	ACTIVE USERS	EVENTS
Search	16,579	7,084	386
Pay online	13,933	7,104	2
Council pound	8,847	2,623	1
Library	8,093	4,670	1,769
Events	7,668	4,938	344
Careers	7,560	4,050	8,917

HEALTHY WORKING PARTNERSHIPS

In order to meet our objectives around healthy working partnerships, City of Palmerston is dedicated to upholding our strong relationships both internally with our team and externally with our partners and networks. This commitment enables us to provide the best possible outcomes for residents of Palmerston.

ADVISORY COMMITTEES

Council continues to demonstrate its commitment to inclusive governance and proactive community engagement through the ongoing work of its advisory committees, re-established for the 2024–25 financial year. Meeting quarterly, these committees serve as vital platforms for addressing emerging social and political issues, ensuring that Council strategies and initiatives reflect the diverse needs of Palmerston's residents, community groups and businesses. Open to public participation, the committees invite applications annually, empowering local voices to contribute meaningfully to civic decision-making.

The committees are:

- Palmerston Community Wellbeing Advisory Committee
- Palmerston Community Safety Advisory Committee
- Palmerston Vibrant Economy Advisory Committee

These advisory committees play a vital role in shaping Council's strategic direction by offering informed guidance on programs and initiatives that support Palmerston's diverse community, including residents, local groups and businesses. By considering and endorsing recommendations from associated networks, and formally representing community interests, the committees ensure that Council decisions are grounded in real-world perspectives. Through these collaborative forums, Council strengthens its connection with the community, fosters inclusive governance and drives meaningful progress across social, economic and wellbeing priorities.



Above: Palmerston and Rural Youth Services (PaRYS).

RISK MANAGEMENT AND AUDIT COMMITTEE

The Risk Management and Audit Committee serves as a critical advisory body to the City of Palmerston, established under the *Local Government Act 2019* (NT) and the *Local Government (General) Regulations 2021*. Its core purpose is to uphold the integrity of Council's financial management and internal control systems, while providing strategic recommendations on matters requiring Council's attention. Comprising both Elected Members and Independent Members, including an appointed Chair, the committee convened four times during the 2024–25 financial year. Through its oversight and expert guidance, the Committee plays a pivotal role in strengthening governance, enhancing transparency and ensuring accountability across Council operations.

COMMUNITY COLLABORATION

In addition to the networks that we actively participate and facilitate, we continue to work with community organisations and service providers through our community development activities with some examples below:

- Palmerston Youth Local Action Group
- Office of Youth Affairs
- Communities for Children (Australian Red Cross)
- Palmerston Indigenous Network
- Headspace Consortium
- Community Investment Committee
- Grassroots Action Palmerston
- Various education providers with weekly visits to Childcare Centres through our Library Services
- Australian and Federal Government partnerships
- Steps Group Australia
- Palmerston and Litchfield Seniors Association
- Returned Services League.

YOUTH DROP IN SPORTS

Youth Drop-in Sports has been funded by the Northern Territory Government and supported by City of Palmerston since 2017, operating from the Palmerston Recreation Centre. Palmerston and Regional Basketball Association provide a safe and engaging space for young people Monday to Thursday from 3pm to 5pm and Friday from 5pm to 9pm. A team of young mentors support attendees, with regular program changes to suit the interests of Palmerston's young people. The program is funded until 2026.

City of Palmerston also continues to support the Northern Territory Government's delivery of the Palmerston Youth Centre by The Y NT through the provision of space at SWELL. This centre forms an essential part of youth development in Palmerston by providing a safe and encouraging space open to all young people between the ages of 10-17. Activities include craft and sports, free meals are provided and the partnership between The Y NT and Larrakia Nation includes a drop-off service each evening.

FINANCIAL STATEMENTS



Above: Palmerston Youth Festival, Palmerston Recreation Centre, Palmerston CBD.

2024-25 FINANCIAL PERFORMANCE REVIEW

The financial results for the 2024-25 financial year continue to demonstrate why City of Palmerston is *A place for people*.

We delivered the following community initiatives and programs to residents and visitors in Palmerston:

- Free entry to SWELL
- Free parking in the city centre
- Provision of free facilities for not-for-profit organisations
- Community Funding Program provided support to 167 applicants at a value of \$186,541
- Free library programs with 152,319 people visiting the library and 62,164 physical loans
- Week-long Palmerston Youth Festival
- Christmas Wonderland, which more than 17,000 people attended over 9 days
- Maintained 288 Hectares of open space, parks and gardens
- Management of 15 Lakes
- Archer Waste Management collected over 3,649 tonnes of general waste.

Financial year 2024-25 saw \$46.76 million injected into the economy with 83% of this being spent with local business and subcontractors, which is a significant achievement. This included the successful delivery of \$10.34 million in capital infrastructure investment, facilitating a range of significant projects that directly benefit the Palmerston community and enhance the city's long-term growth and liveability:

- Playground refurbishment at Marlow Lagoon and Sanctuary Lakes
- Archer Waste Facility Stage 2: Design and Construction of the Recycling Facility
- Zuccoli Hub Stage 2 Civil Works
- SWELL Carpark Shade
- Maintenance and renewal of assets including driveways, pathways, roads, stormwater and street lighting.

A summary of the financial achievements is presented in Table 1 below, with the full details of the Audited Financial Statements for 2024-25 financial year available from page 76 within the Annual Report.

Table 1: Comparative years

DESCRIPTION	AS AT 30-JUN-25 (\$'000)	AS AT 30-JUN-24 (\$'000)	VARIANCE (\$'000)
Revenue	43,921	38,041	5,880
Less: Expenditure	51,502	46,343	5,159
Operating deficit	(7,581)	(8,302)	721
Plus: Other Income			
Resources free of charge	5,061	8,668	(3,607)
Asset disposals and FV adjustments	(112)	(179)	67
Grants received for new or upgraded assets	3,014	8,587	(5,573)
Net Profit	382	8,774	(8,392)

Our 2024-25 achievements were delivered through Council's revenue base, which consists of Rates and Charges of \$35.75 million, Operational Grants and Subsidies of \$4.88 million, \$1.95 million in Interest and Investment Income, and \$1.35 million from other income including general Fees and Charges.

City of Palmerston remains financially well positioned to continue its delivery of services for the community. While there is an operating deficit of \$7.58 million, this is a direct result of \$13.31 million in depreciation expenses, which is non-cash and explained further below.

After considering capital income, Council achieved a net profit of \$0.38 million for the 2024-25 financial

year. This net profit is driven primarily by the transfer of \$5.06 million in community infrastructure to City of Palmerston from the completion of new subdivisions in Zuccoli, Durack Heights and Wishart. This adds to the capital assets portfolio to be maintained on behalf of the community, although this is non cash. The net profit is also supported by an additional \$3.01 million in capital grants.

To illustrate City of Palmerston's true financial performance, it is important to compare the budgeted to actual results after excluding non-cash and accounting adjustments to income and expenditure and including capital expenditure. This is illustrated in Table 2 below which shows that the net cash operating surplus is \$2.81 million.

Table 2: Budgeted to actual results

DESCRIPTION	ORIGINAL BUDGET 2024-25 (\$'000)	REVISED BUDGET (RB) 2024-25 (\$'000)	ACTUALS (A) 2024-25 (\$'000)	A - RB VARIANCE (\$'000)
Operating Revenue	42,144	42,263	43,742	1,479
Less: Operating Expenditure	48,955	49,210	51,546	2,336
Operating Surplus / (Deficit)	(6,811)	(6,947)	(7,804)	(857)
Add: Capital Income	7,340	6,470	8,187	2,641
Operating Surplus / (Deficit)	529	(477)	383	1,784
Add: Non-Cash adjustments	9,000	9,000	10,369	1,369
Operating Surplus after non-cash	9,529	8,523	10,752	2,229
Less: Capital Expenditure	10,833	10,574	10,336	(238)
Surplus / (Deficit) After Capital	(1,304)	(2,050)	416	2,466
Less: Other Repayments	504	504	512	8
Plus: Reserve Movement	1,808	2,573	2,908	335
Net Cash Surplus	0	19	2,812	2,793

Non-cash and accounting adjustments include the following:

- \$13.31 million depreciation
- \$1.9 million did not meet the definition of an asset and was therefore expensed
- \$5.07 million in gifted assets
- \$0.62million in revaluation increment of investment property
- \$0.15 million of doubtful debts

Other cash flows which need to be considered include injections from borrowings, repayment of these borrowings and cash that has been transferred in from Council’s financial reserves.

The slight improvement compared to budget is largely due to the receipt of \$1,288,738 relating to the 2025-26 Federal Government Financial Assistance Grants and higher than anticipated interest from investments, waste charges and known items which relate to previous Council decisions such as repayment to our

financial reserves. These previous decisions include the following :

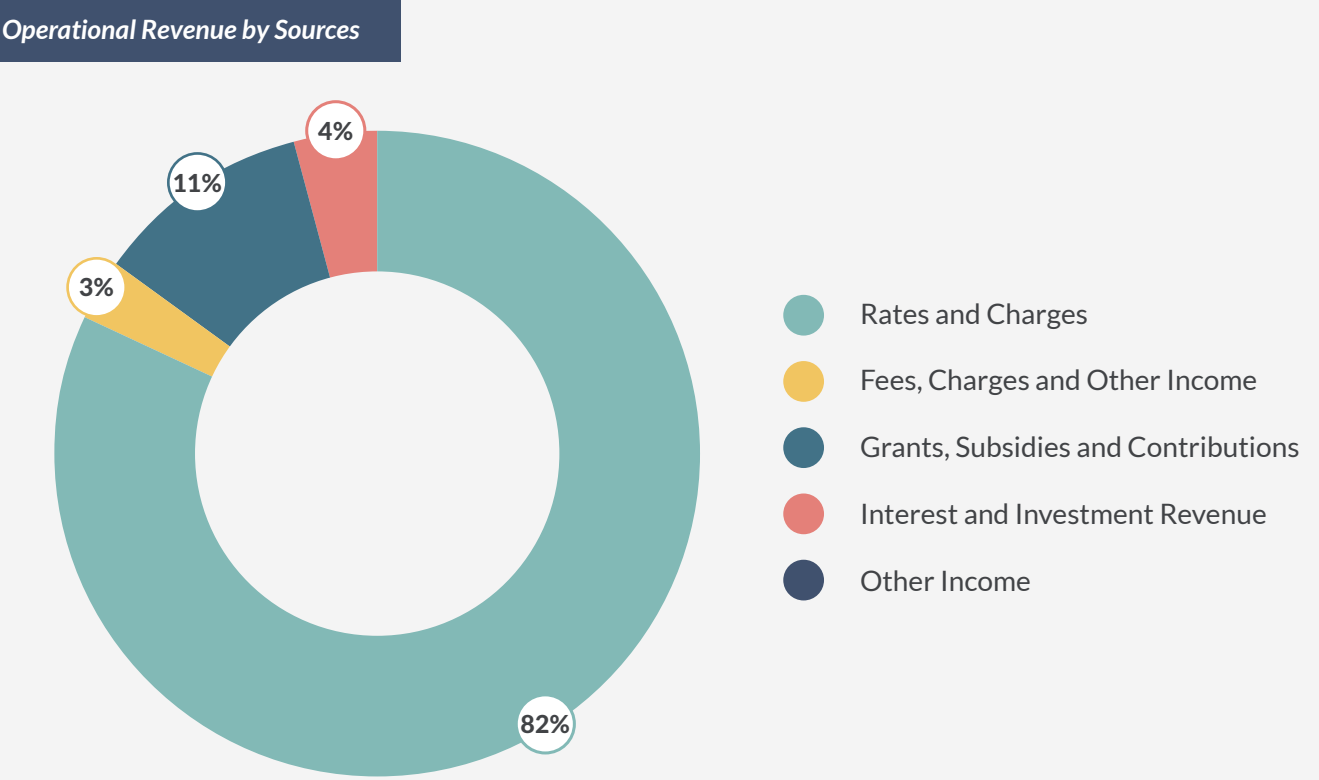
- \$ 50,000 transfer to Election Reserve
- \$ 80,000 to FILOC Reserve - SWELL Loan
- \$ 347,871 to FILOC Reserve – Making the Switch Loan
- \$ 223,601 to FILOC Reserve for Developer Contributions
- \$141,600 transfer to Unexpended Grants Reserve for Crime Prevention Through Environment Design works.

A detailed overview of the financial elements of 2024-25 is presented below.

OPERATING REVENUE

Rates and Waste Charges contributed to 82% of Council revenue. A total of \$4.8 million (or 11%) was derived from operational grants, with interest and investment revenue being 4%. Overall, operating revenue was above expected budget by \$1.48 million. This increase is mainly attributed to higher interest income from matured investments and receipt of a 2025-26 Financial Assistance Grant in advance.

Chart 1: Operational Revenue by Source

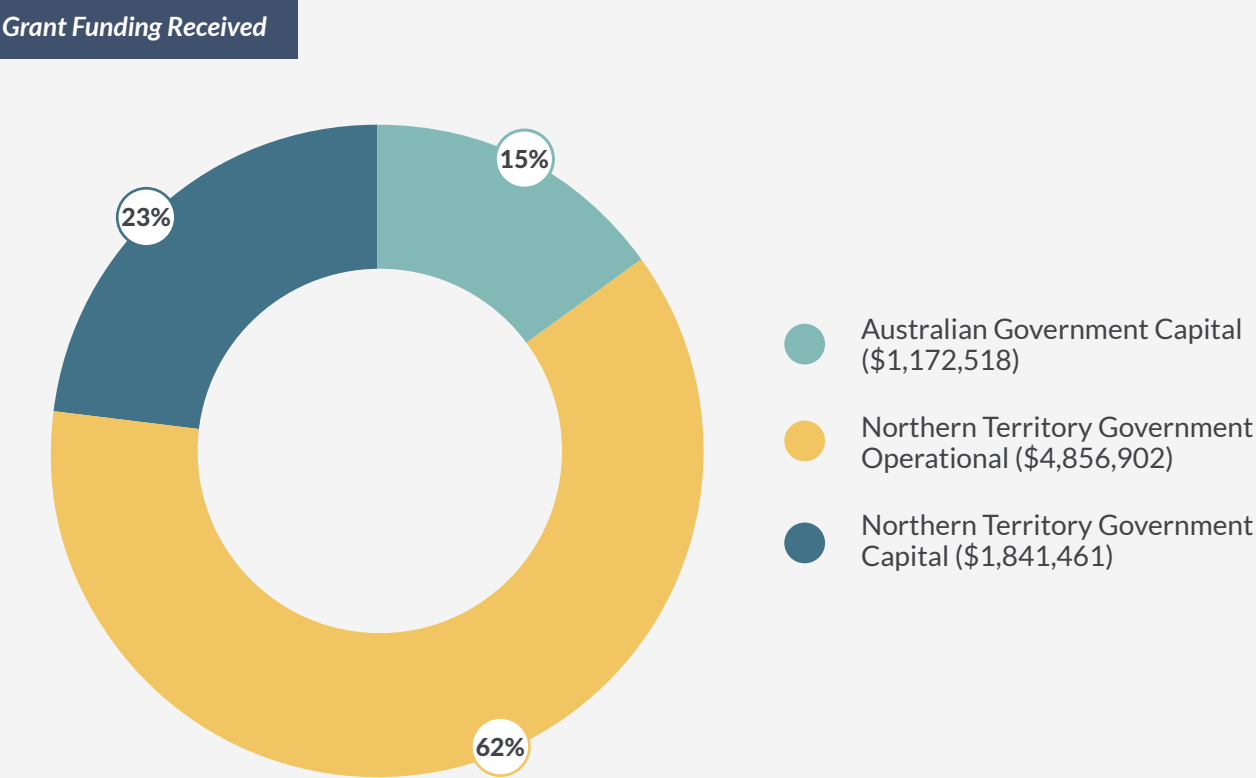


CAPITAL INCOME

The 2024-25 Capital income was \$8.19 million, of which \$5.06 million related to gifted assets considered non-cash. The term ‘gifted’ arises as they are assets that were handed over to Council at no cost, which included roads from subdivisions and land for parks which Council will own and maintain as community assets.

Grants with performance obligation are recognised as income in the financial year the performance obligation was met; these grants are all capital grants. A total of \$3 million in capital grants was spent in the 2024-25 financial year in line with scheduled programs and resulted in a closing balance of \$1.1 million in the grant liability account.

Chart 2: Operational and Capital Grant Funding Source

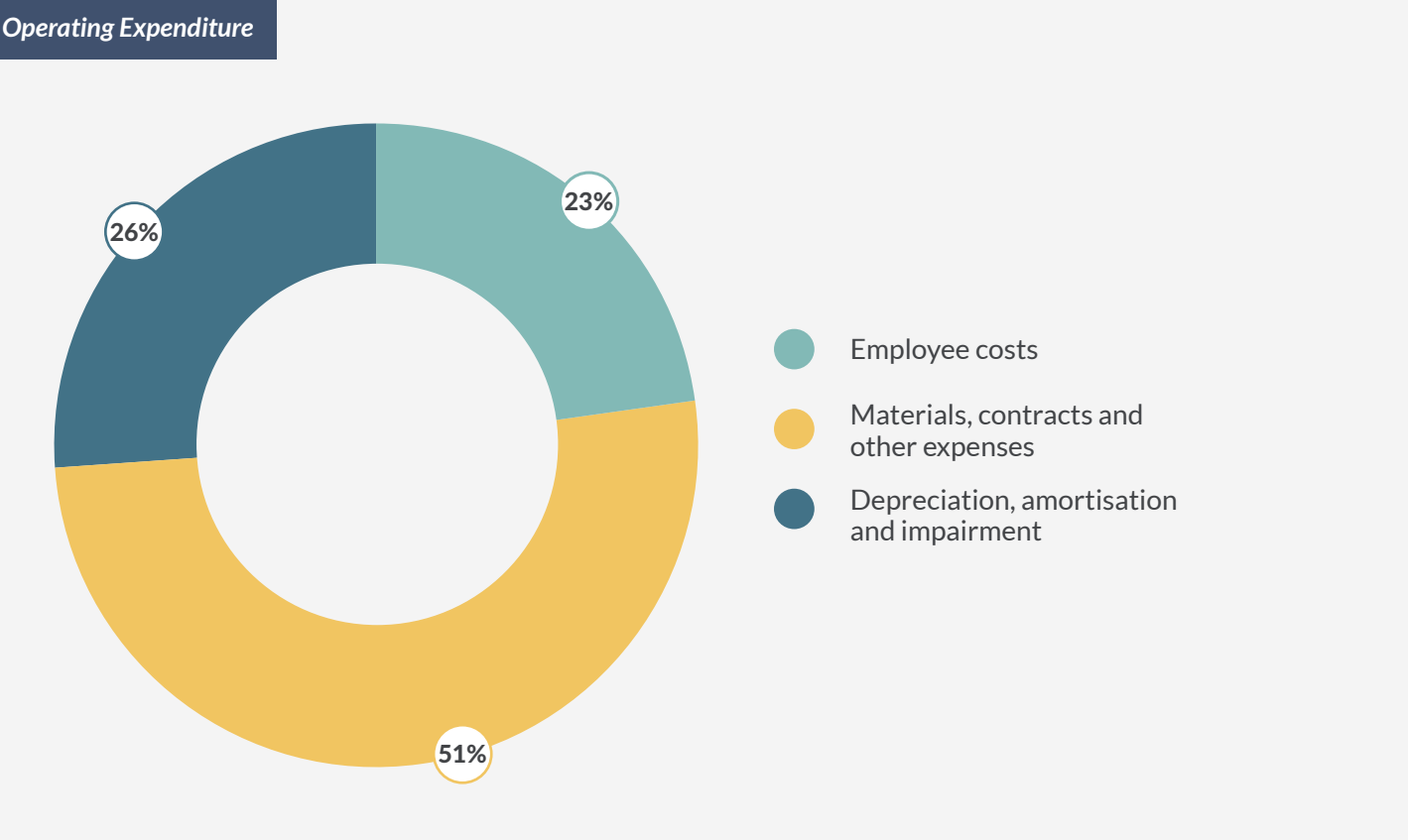


Above: Tree planting with students from Zuccoli Primary School, Zuccoli.

EXPENSES

The total operating expenditure incurred in 2024-25 was \$51.5 million, which includes \$13.31 million for depreciation, amortisation and impairment that makes up 26% of total expenditure.

Chart 3: Operating expenditure



Overall, operating expenses for 2024–25 were within budget by approximately \$0.8 million, excluding non-cash expenditure. The savings in operational expenses were largely due to lower expenditure of professional services and consultancies than expected.

Non-cash expenditure

The depreciation expenses of \$ 13.31 million recognised in 2024-25 is a non-cash item. It represents the systematic allocation of the cost of property, plant and equipment over their useful lives. No cash outflow occurred in the current year as the expenditure was incurred when the assets were originally acquired. In addition, there was \$1.9 million in capital expenditure during the year that did not meet capitalisation criteria under the relevant accounting standards. As a result, these costs were recognised as operating expenses rather than capitalised assets. These items have been excluded from this analysis as they were funded by the capital program rather than impacting the operating cash position.

CAPITAL EXPENDITURE

The actual capital spend was \$10.34 million against an adjusted capital expenditure budget of \$10.57 million. This budget includes the \$4.5 million rollover of projects that are tied to grant funding and are considered strategic projects, which have been rolled over for expected completion in the 2025-26 financial year. This saw a savings in the capital expenditure budget of \$198,000.

RESERVES

City of Palmerston maintains financial reserves, structured in line with Council's Financial Reserve Policy. Financial reserves are funds set aside by Council for specific purposes to ensure financial stability, intergenerational equity and the ability to respond to future obligations or risks.

During the year, Council used \$2.9 million from its cash reserves to support delivery of the 2024-25 program of works and services. Despite this planned use of reserves, Council achieved a cash surplus of \$2.8 million by year-end.

After allowing for the early receipt of \$1.28 million in 2025-26 Federal Assistance Grants and the repayment of \$0.84 million to reserves, the underlying cash surplus for the year is \$0.68 million.

This strong result reflects prudent financial management and operational efficiencies, including savings of \$0.19 million in capital projects, \$0.09 million in additional income, \$0.12 million in improved waste management performance, and \$0.28 million in other operational savings.

In line with Council's Financial Reserve Policy, the surplus will be transferred from accumulated surplus to financial reserves, but only up to the level permitted under the policy to maintain Council's long-term financial sustainability.



Above: FlicNics 2025.

GENERAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025



Above: City of Palmerston
Library and Goyder Square,
Palmerston CBD

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General Purpose Financial Statements

for the year ended 30 June 2025

Chief Executive Officer's Statement

I, Andrew Cameron Walsh , the Chief Executive Officer of City of Palmerston, hereby certify that the Annual Financial Statements:

- have been drawn up in accordance with the applicable Australian Accounting Standards, the *Local Government Act* 2019 and the *Local Government (General) Regulations* 2021 so as to present fairly the financial position of the Council and the results for the year ended 30 June 2025; and
- are in accordance with the accounting and other records of Council.



Andrew Cameron Walsh
CHIEF EXECUTIVE OFFICER

Dated: 17 October 2025

Statement of Comprehensive Income

for the year ended 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Income			
Rates and Waste Charges	2a	35,747	33,383
Statutory charges	2b	109	82
User charges	2c	855	923
Grants, subsidies and contributions - operating	2f	4,881	1,500
Investment and interest income	2d	1,947	1,825
Other income	2e	382	328
Total income		43,921	38,041
Expenses			
Employee costs	3a	11,872	10,886
Materials, contracts and other expenses	3b	26,035	24,075
Depreciation, amortisation and impairment	3c	13,312	11,215
Finance costs	3d	283	167
Total expenses		51,502	46,343
Operating deficit		(7,581)	(8,302)
Physical resources received free of charge	2h	5,061	8,668
Asset disposal and fair value adjustments	4	(112)	(179)
Amounts received specifically for new or upgraded assets	2f	3,014	8,587
Net surplus after the capital items		382	8,774
Other comprehensive income			
Amounts which will not be reclassified subsequently to operating result			
Changes in Revaluation Surplus/Reserves - Infrastructure, property, plant & equipment	9a	15,158	15,096
Total amounts which will not be reclassified subsequently to operating result		15,158	15,096
Total other comprehensive income/(loss)		15,158	15,096
Total comprehensive income		15,540	23,870

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

Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
ASSETS			
Current assets			
Cash and cash equivalent assets	5a	3,594	4,922
Other financial assets (investments)	5c	16,854	17,797
Trade and other receivables	5b	5,157	4,284
Total current assets		25,605	27,003
Non-current assets			
Other non-current assets	6	4,081	7,285
Infrastructure, property, plant and equipment	7a	564,763	547,278
Investment property	7b	6,200	5,500
Total non-current assets		575,044	560,063
TOTAL ASSETS		600,649	587,066
LIABILITIES			
Current liabilities			
Trade and other payables	8a	8,898	10,174
Borrowings	8b	512	505
Provisions	8c	1,068	1,258
Total current liabilities		10,478	11,937
Non-current liabilities			
Trade and other payables	8a	—	2
Borrowings	8b	4,681	5,164
Provisions	8c	2,106	2,119
Total non-current liabilities		6,787	7,285
TOTAL LIABILITIES		17,265	19,222
Net assets		583,384	567,844
EQUITY			
Accumulated surplus		228,067	227,834
Asset revaluation reserves	9a	340,190	325,032
Other reserves	9b	15,127	14,978
Total equity		583,384	567,844

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

Statement of Changes in Equity

for the year ended 30 June 2025

\$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2025					
Balance at the end of previous reporting period		227,834	325,032	14,978	567,844
Net surplus / (deficit) for year		382	–	–	382
Other comprehensive income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	15,158	–	15,158
Other comprehensive (Loss)		–	15,158	–	15,158
Total comprehensive income		382	15,158	–	15,540
Transfers between Reserves		(149)	–	149	–
Balance at the end of period		228,067	340,190	15,127	583,384
2024					
Balance at the end of previous reporting period		217,686	309,936	16,352	543,974
Restated opening balance		217,686	309,936	16,352	543,974
Net surplus / (deficit) for year		8,774	–	–	8,774
Other comprehensive income					
- Gain (Loss) on Revaluation of I,PP&E	7a	–	15,096	–	15,096
Other comprehensive (Loss)		–	15,096	–	15,096
Total comprehensive income		8,774	15,096	–	23,870
Transfers between Reserves		1,374	–	(1,374)	–
Balance at the end of period		227,834	325,032	14,978	567,844

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

Statement of Cash Flows

for the year ended 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Cash flows from operating activities			
<u>Receipts</u>			
Rates and Waste Charges		36,033	33,328
Statutory Charges		109	82
User Charges		855	931
Grants, Subsidies and Contributions (operating purpose)		4,881	1,163
Investment Receipts		1,947	1,938
Other Receipts		382	536
<u>Payments</u>			
Payments to Employees		(11,910)	(10,840)
Payments for Materials, Contracts & Other Expenses		(28,548)	(26,437)
Borrowing Interest Payments		(283)	(167)
Net cash provided by (or used in) operating activities	11b	<u>3,466</u>	<u>534</u>
Cash flows from investing activities			
<u>Receipts</u>			
Amounts Received Specifically for New/Upgraded Assets		3,014	8,043
Sale of Replaced Assets		190	232
<u>Payments</u>			
Payments for Renewal/Replacement of Assets		(8,376)	(19,892)
Net Purchase of Investment Securities		943	(3,289)
Net cash provided (or used in) investing activities		<u>(4,229)</u>	<u>(14,906)</u>
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from Borrowings		—	4,634
<u>Payments</u>			
Repayments of Borrowings		(476)	—
Repayment of Bonds & Deposits		(89)	—
Net cash provided by (or used in) financing activities		<u>(565)</u>	<u>4,634</u>
Net Decrease in cash held		<u>(1,328)</u>	<u>(9,738)</u>
plus: Cash & Cash Equivalents at beginning of period		4,922	14,660
Cash and cash equivalents held at end of period	11a	<u>3,594</u>	<u>4,922</u>
Additional Information:			
plus: Investments on hand – end of year	6b	16,854	17,797
Total cash, cash equivalents and investments		<u>20,448</u>	<u>22,719</u>

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

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Above: FlicNics 2025.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies

The material accounting policies adopted by Council in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

(1) Basis of preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations, the requirements of the *Local Government Act 2019*, the Local Government (General) Regulations 2021 and other relevant Northern Territory legislation.

The financial report was authorised for issue on 4 November 2025.

1.2 Historical cost convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

(2) The local government reporting entity

City of Palmerston is incorporated under the *NT Local Government Act 2019* and has its principal place of business at 1 Chung Wah Terrace, Palmerston. These financial statements include the Council's direct operations through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas have been eliminated.

(3) Income recognition

Income is measured at the fair value of the consideration received or receivable. Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Council expects to be entitled in exchange for those goods and services. Performance obligations may be completed at a point in time or over time.

3.1 Grants

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

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

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

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

3.2 Rates and Waste Charges Revenue

Rates and waste charges revenue is recognised at the commencement of the rating period to which they relate. Prepaid rates at the end of the reporting period are classified as a current liability.

3.3 Non-cash contributions

Non-cash contributions with a value in excess of the recognition thresholds as stated in Note 1 – 6.2 are recognised as revenue and as non-current assets. Non-cash contributions below the thresholds are recorded as revenue and expenses. Physical assets contributed to Council by developers in the form of road works, stormwater and park equipment are recognised as revenue when the development becomes “on maintenance” (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. All non-cash contributions are recognised at the fair value of the contribution received on the date of acquisition.

3.4 Developer Charges

Developers also pay infrastructure charges for the construction of assets, such as roads and stormwater drainage. Infrastructure charges are recognised as income when received.

3.5 Rental income

Rental revenue from investment and other property is recognised as income on a periodic straight-line basis over the lease term.

3.6 Interest and dividends

Interest received from term deposits is accrued over the term of the investment.

3.7 Sales revenue

Sale of goods is recognised when the significant risks and rewards of ownership are transferred to the buyer, generally when the customer has taken undisputed delivery of the goods.

3.8 Statutory and User Charges

Statutory and User Charges are recognised upon unconditional entitlement to the funds. Generally, this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.

(4) Cash, cash equivalents and other financial instruments

Cash assets include all amounts readily convertible to cash on hand at Council’s option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the Local Government Act 2019. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

(5) Infrastructure, property, plant and equipment

5.1 Initial recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Examples of capitalisation thresholds applied are given below. No capitalisation threshold is applied to the acquisition of land or interests in land.

Furniture & Fittings	\$10,000
Plant & Equipment	\$10,000
Buildings & Other Structures	\$10,000
Roads and Pavement	\$10,000
Footpaths, Cycleways and Driveways	\$10,000
Kerb and Gutter	\$10,000
Motor Vehicles	\$10,000
Water and Irrigation	\$10,000
Intangible Assets	\$10,000
Stormwater Drainage	\$10,000
Land Improvement	\$10,000
Streetlights	\$10,000

5.3 Subsequent recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7(c).

5.4 Depreciation of non-current assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, as well as from an Engineering firm who undertook a review of the infrastructure assets in 2018. Extreme care should be used in interpreting financial information based on these estimates.

Plant, Furniture & Equipment

Furniture and Equipment	
Artworks	100 years
Other	3 to 40 years
Motor Vehicles	5 to 10 years

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

Plant & Equipment	5 to 15 years
-------------------	---------------

Building & Other Structures

Buildings	25 to 100 years
-----------	-----------------

Infrastructure

Roads – Earthworks	100 years
--------------------	-----------

Roads – Pavement	35 to 100 years
------------------	-----------------

Roads – Seal	10 to 60 years
--------------	----------------

Roads - Other	35 to 100 years
---------------	-----------------

Footpaths, Cycleways and Driveways	15 to 100 years
------------------------------------	-----------------

Kerb and Gutter	60 years
-----------------	----------

Driveways	15 to 100 years
-----------	-----------------

Water and Irrigation	25 to 30 years
----------------------	----------------

Stormwater Drainage	60 to 100 years
---------------------	-----------------

Streetlights	75 to 100 years
--------------	-----------------

Other Assets

Land Improvement	10 to 100 years
------------------	-----------------

5.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing as such assets are measured at fair value and their recoverable amount is materially the same as their fair value.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

5.6 Borrowing costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with *AASB 123 Borrowing Costs*. The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

(6) Investment property

Investment property comprises land &/or buildings that are principally held for long-term rental yields, capital gains or both that is not occupied by Council.

Investment property is carried at fair value, representing an open-market value determined annually by external valuers.

Annual changes in the fair value of Investment Properties are recorded in the Statement of Comprehensive Income as part of "Asset Disposal and Fair value adjustments". Also, refer to Note 4.

Full valuations are carried out every year.

The last full valuation for Council's Investment Properties was dated 30/06/2025.

(7) Payables

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

7.1 Goods and services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 28 days after the month of invoice, but Council has extended its support to local businesses by continuing to pay earlier than 28 days. No interest is payable on these amounts.

7.2 Payments received in advance and deposits

Amounts other than the Financial Assistance Grants, received in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

(8) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables".

(9) Employee benefits

9.1 Salaries, wages and compensated absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 17.

(10) Provisions for reinstatement, restoration and rehabilitation

Council is in the final stages of taking remedial action regarding a pollution abatement notice over 240 Elrundie Avenue, Archer, NT. Costs associated with remedial action and after care management have been measured and recognised. After care management costs consist of a provision for thirty years potential monitoring. The provision is in accordance with AASB 137 – Provisions, Contingent Liabilities and Contingent Assets. The after-care management plan provision estimate has been discounted over the period and is reviewed annually.

(11) Leases

Council Lease arrangements have been accounted for in accordance with Australian Accounting Standard AASB 16. Council applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

(12) Construction Contracts

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

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

For works undertaken on a fixed price contract basis, revenues and expenses are recognised on a percentage of completion basis. Costs incurred in advance of a future claimed entitlement are classified as work in progress in inventory. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

(13) GST implications

In accordance with UIG abstract 1031 "Accounting for the Goods and Services Tax"

- Receivables and creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

(14) New accounting standards and interpretations

Council has assessed all the standards / interpretations currently issued which are both effective and not yet effective and have determined that there is no expected material impact on the reported financial position or performance.

(15) Comparative figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(16) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Note 2. Income

	2025 \$ '000	2024 \$ '000
(a) Rates and Waste Charges		
General rates		
Residential	22,092	21,000
Commercial	2,734	2,560
Industrial	2,705	2,167
Other	41	4
Total general rates	27,572	25,731
Other rates (including service charges)		
Waste Management Service	8,175	7,652
Total other rates (including service charges)	8,175	7,652
Total rates	35,747	33,383

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 2. Income (continued)

	2025 \$ '000	2024 \$ '000
(b) Statutory charges		
Animal registration fees and fines	79	49
Parking fines / expiation fees	11	13
Other licences, fees & fines	19	20
<u>Total statutory charges</u>	<u>109</u>	<u>82</u>
(c) User charges		
Sundry	4	5
Developer Charges	78	163
Animal Control	66	35
Rent and Hire of Council Equipment	276	334
Library	44	40
Rate Searches and Dog Registrations	335	287
Licences and Permits	52	59
<u>Total user charges</u>	<u>855</u>	<u>923</u>
(d) Investment and interest income		
Interest on investments		
- Banks and other	1,345	1,199
- Interest on Overdue Rates and Charges	139	172
Investment property rental income	463	454
<u>Total investment income</u>	<u>1,947</u>	<u>1,825</u>
(e) Other income		
Insurance and other recoupments - infrastructure, IPP&E	52	13
Sundry	330	315
<u>Total other income</u>	<u>382</u>	<u>328</u>
(f) Grants, subsidies and contributions		
Capital grants, subsidies and contributions		
Amounts received specifically for new or upgraded assets	3,014	8,112
Amounts to be received specifically for new or upgraded assets	–	475
<u>Total amounts received specifically for new or upgraded assets</u>	<u>3,014</u>	<u>8,587</u>

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 2. Income (continued)

	2025 \$ '000	2024 \$ '000
Operating grants, subsidies and contributions		
Other grants, subsidies and contributions - operating		
Other grants, subsidies and contributions	4,881	1,500
Total other grants, subsidies and contributions - operating	4,881	1,500
Total grants, subsidies, contributions	7,895	10,087
(i) Sources of grants		
Commonwealth government	1,173	6,067
Northern Territory Government	6,698	4,007
Other	24	13
Total	7,895	10,087
(g) Conditions over grants and contributions		
Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:		
Unexpended at the close of the previous reporting period	2,669	4,583
Less:		
<i>Expended during the current period from grants received in previous reporting periods</i>		
Government Grants	(1,632)	(2,614)
Subtotal	(1,632)	(2,614)
Plus:		
<i>Amounts received in this reporting period but not yet expended in accordance with the conditions</i>		
Government Grants	64	700
Subtotal	64	700
Unexpended at the close of this reporting period	1,101	2,669
Net increase (decrease) in assets subject to conditions in the current reporting period	(1,568)	(1,914)
(h) Physical resources received free of charge		
Roads and Pavement	1,253	1,302
Stormwater drainage	2,182	4,584
Street Lights	390	977
Footpaths, Cycleways and Driveways	429	797
Other - Gifted Assets	807	1,008
Total physical resources received free of charge	5,061	8,668

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 2. Income (continued)

	as at 30/06/24		as at 30/06/25	
	Opening Balance \$ '000	Movements Received/ Receivable \$ '000	Expended \$ '000	Closing Balance \$ '000
(i) Reconciliation of government grants				
Grants (with discretion on use)				
General purpose				
Grants Commission grant - general purpose - 2024-25	—	1,094	(1,094)	—
Grants Commission grant - roads funding - 2024-25	—	1,385	(1,385)	—
Grants Commission grant - general purpose - 2025-26*	—	561	—	561
Grants Commission grant - roads funding - 2025-26*	—	727	—	727
Public Library Annual funding	—	688	(688)	—
Subtotal	—	4,455	(3,167)	1,288
Specific purpose				
Aged Care Reforms Information Hub 2024-25	—	6	(6)	—
Youth Event Grant 2024-25	—	2	(2)	—
Australia Day Grant 23/24	—	2	(2)	—
Palmerston Youth Festival 2023-24	—	—	—	—
National Australia Day Grant 2024-25	—	15	(15)	—
Goyder Security 2024-25	—	100	(100)	—
Subtotal	—	125	(125)	—
Total other grants	—	4,580	(3,292)	1,288
Grants specifically for new/upgraded assets				
Specific purpose				
Road to Recovery 23-24	—	535	(525)	10
Local Government Immediate Priority Grant (IPG)-Custom Holding Animal Pen	101	—	(81)	20
Palmerston Youth Drop In & Emergency	668	—	(543)	125
Various Asset Improvements	96	—	(96)	—
Lake Areator Device Grant (Fishery Grant)	—	100	(73)	27
Local Roads and Community Infrastructure Program 4	311	—	(311)	—
Archer Recycling Modernisation Grant	—	26	—	26
Greening, Cooling, Lighting and Pathways	1,305	—	(600)	705
Local Government Immediate Priority Grant (IPG) - Zuccoli Community Hub 2022-23	188	—	—	188
Crime Prevention Through Environment Design (CPTED)*	—	160	(18)	142
Total grants specifically for new/upgraded assets	2,669	821	(2,247)	1,243

(*) These grants represent funds that have been allocated to the Unexpended Grants Reserve.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 3. Expenses

	Notes	2025 \$ '000	2024 \$ '000
(a) Employee costs			
Salaries and wages		8,504	7,929
Employee leave expense		1,546	1,462
Superannuation - defined contribution plan contributions	16	1,224	1,042
Workers' compensation insurance		175	123
Other		423	330
Total operating employee costs		11,872	10,886
Total Number of Approved Full Time Equivalent Employees at the end of reporting period			
		101	101
(b) Materials, contracts and other expenses			
(i) Prescribed expenses			
Auditor's remuneration			
- Auditing the financial reports		62	55
- Other auditors		13	53
Bad and doubtful debts		(146)	83
Elected members' expenses		397	397
Low-value lease payments		38	33
Subtotal - prescribed expenses		364	621
(ii) Other materials, contracts and expenses			
Contractors		13,362	11,943
Energy		1,283	1,348
Legal expenses		590	405
Professional services		2,095	1,932
Sundry		8,341	7,826
Subtotal - other material, contracts and expenses		25,671	23,454
Total materials, contracts and other expenses		26,035	24,075

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 3. Expenses (continued)

	2025 \$ '000	2024 \$ '000
(c) Depreciation, amortisation and impairment		
(i) Depreciation and amortisation		
Land improvements	998	954
Buildings and other structures	1,099	929
Infrastructure		
- Stormwater drainage	2,373	2,345
- Roads and Pavement	4,842	3,275
- Kerbs and Guttering	522	258
- Footpaths, Cycleways & Driveways	1,282	1,253
- Water and Irrigation	657	663
- Street Lights	911	876
Plant and equipment	181	148
Furniture and fittings	215	192
Motor Vehicles	232	251
Subtotal	13,312	11,144
(ii) Impairment		
Land improvements - Parking meter	–	71
Subtotal	–	71
Total depreciation, amortisation and impairment	13,312	11,215
(d) Finance costs		
Interest on loans	283	167
Total Borrowing costs	283	167

Note 4. Asset disposal and fair value adjustments

	2025 \$ '000	2024 \$ '000
Infrastructure, property, plant and equipment		
(i) Assets renewed or directly replaced		
Proceeds from disposal	190	232
Less: carrying amount of assets sold	(78)	(111)
Gain (loss) on disposal	112	121
(ii) Assets surplus to requirements		
Less: carrying amount of assets sold	(924)	–
Gain (loss) on disposal	(924)	–
Fair value adjustments		
Investment property - fair value increase / (decrease)	700	(300)
Total fair value adjustments	700	(300)
Net gain (loss) on disposal or revaluation of assets	(112)	(179)

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 5. Current assets

	2025 \$ '000	2024 \$ '000
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(a) Cash and cash equivalent assets

Cash on hand at bank	3,594	4,922
Total cash and cash equivalent assets	3,594	4,922

(b) Trade and other receivables

Rates - general and other	2,512	2,671
Accrued revenues	1,146	815
Debtors - general	458	109
GST recoupment	768	730
Prepayments	193	88
Sundry	6	9
Animal Control	172	111
Parking and Traffic	21	20
Subtotal	5,276	4,553
Less: Expected Credit Losses	(119)	(269)
Total trade and other receivables	5,157	4,284

(c) Other financial assets (investments)

Term Deposits Over 90 Days	16,854	17,797
Total other financial assets (investments)	16,854	17,797

Amounts included in other financial assets that are not expected to be received within 12 months of reporting date are disclosed in Note 12.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 6. Non-current assets

	2025 \$ '000	2024 \$ '000
Other non-current assets		
Other		
Capital works-in-progress	4,081	7,285
Total other	4,081	7,285
<u>Total other non-current assets</u>	<u>4,081</u>	<u>7,285</u>
Work in Progress Reconciliation		
	2025	2024
Opening Work In Progress	7,285	16,142
Less: Capitalised prior year Work In Progress	(5,447)	(10,777)
Less: Expensed prior year Work In Progress	(347)	(6)
Net Work In Progress from prior year	1,491	5,359
Capital Expenditure for this year	10,336	20,365
Add: Transfer from land improvements	0	-
Less: Capitalised this year	(6,132)	(17,970)
Less: Expensed this year	(1,614)	(468)
Net Work In Progress this year	2,590	1,927
Closing Work In Progress	4,081	7,285

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant & Equipment and Investment Property

(a) Infrastructure, property, plant and equipment

		as at 30/06/24				Asset movements during the reporting period										as at 30/06/25			
Fair Value Level		At Fair Value \$ '000	At Cost \$ '000	Accumulated Depreciation \$ '000	Carrying amount \$ '000	Asset Additions New / Upgrade \$ '000	Gifted Assets \$ '000	WDV of Asset Disposals \$ '000	Depreciation Expense (Note 3c) \$ '000	Impairment Loss		Revaluation Decrements (ARR) (Note 9) \$ '000	Revaluation Increments to Equity (ARR) (Note 9) \$ '000	At Fair Value \$ '000	At Cost \$ '000	Accumulated Depreciation \$ '000	Carrying amount \$ '000		
										(recognised in P/L) (Note 3c) \$ '000	Adjustments & Transfers* \$ '000								
3	Land - other	87,387	-	-	87,387	-	550	-	-	-	-	-	-	87,937	-	-	87,937		
3	Land improvements	27,878	-	(8,060)	19,818	2,109	47	(267)	(998)	-	733*	-	-	30,103	-	(8,662)	21,441		
3	Buildings and other structures	61,418	-	(19,315)	42,103	1,177	-	(24)	(1,099)	-	-	-	-	62,550	-	(20,394)	42,156		
	Infrastructure																		
3	Stormwater drainage	232,047	-	(55,524)	176,523	6	2,172	-	(2,373)	-	-	-	-	234,225	-	(57,897)	176,328		
3	Roads and Pavement	211,279	-	(89,508)	121,771	5,050	1,253	(505)	(4,842)	-	-	-	-	215,853	-	(93,126)	122,727		
3	Kerbs and Guttering	31,130	-	(17,314)	13,816	39	221	-	(522)	-	-	-	-	31,389	-	(17,835)	13,554		
3	Footpaths, Cycleways & Driveways	69,441	-	(24,220)	45,221	1,205	429	(49)	(1,282)	-	-	-	10,532	92,744	-	(36,688)	56,056		
3	Water and Irrigation	20,061	-	(11,094)	8,967	258	-	(67)	(657)	-	-	-	-	20,136	-	(11,635)	8,501		
3	Street Lights	37,320	-	(10,290)	27,030	585	390	(1)	(911)	-	-	-	4,626	54,620	-	(22,901)	31,719		
	Plant and equipment	-	3,397	(929)	2,468	-	-	-	(181)	-	-	-	-	-	-	(820)	2,287		
	Furniture and fittings	-	2,876	(1,503)	1,373	97	-	(11)	(215)	-	-	-	-	-	3,107	(1,713)	1,243		
	Motor Vehicles	-	1,373	(572)	801	322	-	(78)	(232)	-	-	-	-	-	2,956	(638)	814		
	Total infrastructure, property, plant and equipment	777,961	7,646	(238,329)	547,278	10,848	5,062	(1,002)	(13,312)	-	733*	-	15,158	829,557	7,515	(272,309)	564,763		
	Comparatives	689,786	5,301	(188,996)	506,091	28,748	8,668	(187)	(11,144)	(71)	-	(3,033)	18,129	777,961	7,646	(238,329)	547,278		

City of Palmerston

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant & Equipment and Investment Property (continued)

(b) Investment property

	Asset movements during the reporting period										as at 30/06/25	
	as at 30/06/24				Revaluation Increments/ Decrements to P&L -							
	At Fair Value \$ '000	At Cost \$ '000	Accumulated Depreciation \$ '000	Carrying amount \$ '000	Asset Additions New / Upgrade \$ '000	Investment Properties (Note 4) \$ '000	At Fair Value \$ '000	At Cost \$ '000	Accumulated Depreciation \$ '000	Carrying amount \$ '000		
Buildings and structures	5,500	—	—	5,500	—	700	6,200	—	—	6,200		
Total investment property	5,500	—	—	5,500	—	700	6,200	—	—	6,200		
Comparatives	5,800	—	—	5,800	—	(300)	5,500	—	—	5,500		

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant & Equipment and Investment Property

(c) Valuation of infrastructure, property, plant & equipment and investment property

Valuation of assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on valuations

Fair value hierarchy level 3 valuations land - Valuations of crown land, community land and land subject to other restrictions on use or disposal, shown at Note 7(a) being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs. Generally these are land zoned public open space or land that can only be used as parks, buffers, gardens and walkways. A discount is applied to recognise that there is no other higher use.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, formal sensitivity analysis does not provide useful information.

Other information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value.

Highest and best use

The following non financial assets of Council are being utilised at other than their highest and best use:

Land zoned public open space and used as parks, buffers, gardens and walkways have a restricted use and therefore unlikely that it would be developed for a higher use.

Transition to AASB 13 - Fair Value Measurement

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant & Equipment and Investment Property

Land

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2024
- Valuer: Valuations NT

Land Improvements

- Basis of valuation: Fair Value
- Date of valuation: 1 July 2022
- Valuer: Asset Val Pty Ltd

Buildings & Other Structures

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2023
- Valuer: Assetic Australia Pty Ltd

Infrastructure

Roads & Pavements

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2024
- Valuer: Valuations NT

Kerbs and Guttering

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2024
- Valuer: Valuations NT

Footpaths, Cycleways and Driveways

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2025
- Valuer: Assetic Australia Pty Ltd

Stormwater Drainage

- Basis of valuation: Fair Value
- Date of valuation: 1 July 2022
- Valuer: Asset Val Pty Ltd

Water & Irrigation

- Basis of valuation: Fair Value
- Date of valuation: 1 July 2022
- Valuer: Asset Val Pty Ltd

Street Lights

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2025
- Valuer: Assetic Australia Pty Ltd

Plant & Equipment

- Basis of valuation: Cost

Furniture & Fittings

- Basis of valuation: Cost

Motor Vehicles

- Basis of valuation: Cost

Investment Property

- Basis of valuation: Fair Value
- Date of valuation: 30 June 2025
- Valuer: Herron Todd White (Northern Territory) Pty Ltd

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 8. Liabilities

	2025 Current \$ '000	2025 Non Current \$ '000	2024 Current \$ '000	2024 Non Current \$ '000
(a) Trade and other payables				
Unearned Grant Income	1,102	—	2,669	—
Goods and services	2,772	—	2,029	2
Rent received in advance	39	—	38	—
Rates received in advance	2,095	—	1,968	—
Other Payables	19	—	19	—
Accrued expenses - employee entitlements	543	—	453	—
Accrued expenses - other	1,437	—	2,018	—
Deposits, retentions and bonds	891	—	980	—
<u>Total trade and other payables</u>	<u>8,898</u>	<u>—</u>	<u>10,174</u>	<u>2</u>

(b) Borrowings

Loans	512	4,681	505	5,164
<u>Total borrowings</u>	<u>512</u>	<u>4,681</u>	<u>505</u>	<u>5,164</u>

All interest bearing liabilities are secured over the future revenues of the Council.

(c) Provisions

Employee entitlements (including oncosts)	930	344	1,116	286
Future reinstatement / restoration, etc.	138	1,762	142	1,833
<u>Total provisions</u>	<u>1,068</u>	<u>2,106</u>	<u>1,258</u>	<u>2,119</u>

Movements in provisions

2025 (current and non-current) \$ '000	Future Reinstatement 2025	Employee entitlements 2025
Opening balance	1,975	1,402
Additional amounts recognised	65	1,214
(Less): payments	(140)	(1,342)
Closing balance	1,900	1,274

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9. Reserves

	as at 30/06/24				as at 30/06/25
	Opening Balance \$ '000	Increments (Decrements) \$ '000	Transfers \$ '000	Impairments \$ '000	Closing Balance \$ '000
(a) Asset revaluation reserve					
Land - other	70,421	—	—	—	70,421
Land improvements	3,612	—	—	—	3,612
Buildings and other structures	15,851	—	—	—	15,851
Infrastructure					
- Stormwater drainage	125,750	—	—	—	125,750
- Roads and Pavement	73,797	—	—	—	73,797
- Kerbs and Guttering	543	—	—	—	543
- Footpaths, Cycleways & Driveways	23,428	10,532	—	—	33,960
- Water and Irrigation	7,095	—	—	—	7,095
- Street Lights	—	4,626	—	—	4,626
- Water Infrastructure	4,464	—	—	—	4,464
Motor Vehicles	71	—	—	—	71
Total asset revaluation reserve	325,032	15,158	—	—	340,190

	as at 30/06/24				as at 30/06/25
	Opening Balance \$ '000	Transfers to Reserve from Accumulated Surplus \$ '000	Transfers from Reserve to Accumulated Surplus \$ '000	Other Movements \$ '000	Closing Balance \$ '000
(b) Other reserves					
Developer Funds Reserve	989	1,349	(200)	—	2,138
Unexpended Capital Works Reserve	4,104	2,424	(4,104)	—	2,424
Unexpended Grants and Contributions Reserve	—	1,430	—	—	1,430
Election Expenses Reserve	100	100	—	—	200
Disaster Recovery Reserve	500	—	—	—	500
Waste Management Reserve	3,575	1,355	(1,491)	—	3,439
Major Initiatives Reserve	—	—	—	—	—
Working Capital Reserve	5,710	2,703	(3,417)	—	4,996
Total other reserves	14,978	9,361	(9,212)	—	15,127

Purposes of reserves

Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non-current assets (less any subsequent impairment losses, where applicable).

Externally Restricted Reserves

Unexpended Grants and Contributions Reserve

This reserve holds the balance of unexpended grants and contributions received from external contributors. The funds are held in this reserve until expensed in line with the funding conditions. External restrictions apply in line with the individual funding agreements.

AASB 1058 supersedes all the income recognition requirements relating to Council, previously in AASB 1004.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 9. Reserves (continued)

Under AASB 1058 the future timing of income recognition will depend on whether the transaction gives rise to a liability or other performance obligation related to an asset received by Council.

Internally Restricted Reserves

Election Expenses Reserve

This reserve shall be increased annually over the Council term. This reserve should not exceed \$350,000.

Disaster Recovery Reserve

This reserve shall be maintained at or near \$500,000. External funds received after the event for the purpose of disaster recovery shall be used to maintain the reserve on this level of funds.

Developer Funds Reserve

This reserve holds the balance of unexpended funds in lieu of construction received from developers.

Unexpended Capital Works Reserve

This reserve holds the balance of unexpended capital works funds that are requested to be carried forward to the following financial year.

Major Initiatives Reserve

This reserve will fund major initiatives for the future development of the City of Palmerston in line with identified major capital works, the Municipal Plan and the Long-Term Financial Plan. Specific initiatives must be identified, and funds are to be allocated to those.

Waste Management Reserve

This reserve holds funds for the direct and indirect expenditures for the rehabilitation of the Archer landfill and for development of the Archer transfer station to accommodate expected future requirements.

Unrestricted Reserves

Working Capital Reserve

This reserve holds funds that have not been allocated to a specific purpose.

Note 10. Financial assets subject to restrictions

	2025 \$ '000	2024 \$ '000
The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.		
Cash and financial assets		
Unexpended amounts received from Government	1,101	2,669
Total cash and financial assets	1,101	2,669
Total assets subject to externally imposed restrictions	1,101	2,669

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 11. Reconciliation to Statement of Cash Flows

	Notes	2025 \$ '000	2024 \$ '000
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(a) Reconciliation of cash

Cash assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

Total Cash & Cash Equivalent Assets	5	3,594	4,922
Balances per Statement of Cash Flows		3,594	4,922

(b) Reconciliation of Operating Result

Net surplus/(deficit)		382	8,774
Non-cash items in income statements			
Depreciation, amortisation and impairment		13,312	11,215
Fair value adjustments		(700)	300
Non-cash asset acquisitions		(5,061)	(8,668)
Grants for capital acquisitions treated as investing activity		(3,014)	(8,587)
Net (gain) loss on disposals		812	(121)
		5,731	2,913
Add (less): changes in net current assets			
Net (increase)/decrease in receivables		(723)	106
Change in allowances for under-recovery of receivables		150	83
Net (increase)/decrease in other assets		(300)	—
Net increase/(decrease) in trade and other payables		(1,189)	(2,851)
Net increase/(decrease) in unpaid employee benefits		(128)	(4)
Net increase/(decrease) in other provisions		(75)	287
Net cash provided by (or used in) operations		3,466	534

(c) Non-cash financing and investing activities

Acquisition of assets by means of:

Physical resources received free of charge	2h	5,061	8,668
Amounts recognised in income statement		5,061	8,668
Total non-cash financing and investing activities		5,061	8,668

(d) Financing arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate credit cards	100	100
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The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 12. Financial instruments

Recognised financial instruments

Bank, deposits at call, short term deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 5% and 4.11% (2024: 4.87% and 5.50%). Short term deposits have an average maturity of 97 days and an average interest rate of 4.67% (2024: 205 days and 5.14%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables - rates and associated charges (including legals and penalties for late payment)

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 8% (2024: 8%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the Territory.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - fees and other charges

Accounting policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying amount:

Approximates fair value (after deduction of any allowance).

Receivables - other levels of government

Accounting policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

Carrying amount:

Approximates fair value.

Liabilities - creditors and accruals

Accounting Policy:

Liabilities are recognised at amortised cost for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Amortised cost

Liabilities - interest bearing borrowings

Accounting Policy:

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Secured over future revenues, borrowings are repayable on a quarterly basis; interest is charged at a fixed rate of 2.78% per annum for PAN loan and between 5.29% and 5.51% for SWELL loan.

Carrying Amount:

Approximates fair value.

Liabilities - leases

Accounting policy:

Accounted for in accordance with AASB 16 as stated in Note 15.

	Due < 1 year \$ '000	Due > 1 year & ≤ 5 years \$ '000	Due > 5 years \$ '000	Total Contractual Cash Flows \$ '000	Carrying Values \$ '000
2025					
Financial assets					
Cash and cash equivalents	3,594	—	—	3,594	3,594
Receivables	5,071	—	—	5,071	5,157
Other financial assets	17,226	—	—	17,226	16,854
Total financial assets	25,891	—	—	25,891	25,605
Financial liabilities					
Payables	8,898	—	—	8,898	8,898
Current borrowings	533	—	—	533	512
Non-current borrowings	—	1,306	3,455	4,761	4,681
Total financial liabilities	9,431	1,306	3,455	14,192	14,091
2024					
Financial assets					
Cash and cash equivalents	4,922	—	—	4,922	4,922
Receivables	4,284	—	—	4,284	4,284
Other financial assets	17,797	—	—	17,797	17,797
Total financial assets	27,003	—	—	27,003	27,003
Financial liabilities					
Payables	10,176	—	—	10,176	10,176
Current borrowings	505	—	—	505	505
Non-current borrowings	—	5,164	—	5,164	5,164
Total financial liabilities	10,681	5,164	—	15,845	15,845

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 12. Financial instruments (continued)

The following interest rates were applicable to Council's borrowings at balance date:

	2025		2024	
	Weighted Avg Interest Rate \$ '000	Carrying Value \$ '000	Weighted Avg Interest Rate \$ '000	Carrying Value \$ '000
Fixed interest rates	4.19%	5,193	2.78%	5,669
		<u>5,193</u>		<u>5,669</u>

Net fair value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

Risk exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made in accordance with the Council's investment policy. Except as detailed in Notes 5 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Sensitivity Analysis

Changes in the variable rates of 100 basis points (1 per cent) at reporting date would have the following effect on the Council's profit or loss and equity.

	100 basis points increase \$'000	100 basis points decrease \$'000
30 June 2025		
Financial Assets - Cash at bank	36	(36)
Financial Assets - Investments	169	(169)
Financial Liabilities	52	(52)
Net Sensitivity	<u>257</u>	<u>(257)</u>
	100 basis points increase \$'000	100 basis points decrease \$'000
30 June 2024		
Financial Assets - Cash at bank	49	(49)
Financial Assets - Investments	178	(178)
Financial Liabilities	57	(57)
Net Sensitivity	<u>284</u>	<u>(284)</u>

Expected Credit Losses (ECL)

Council uses an allowance matrix to measure expected credit losses for receivables from individual customers,

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 12. Financial instruments (continued)

which comprise a large number of small balances. Rates and annual charges are secured over subject land and an allowance for such receivables is made based on credit history.

Set out below is the movement in the allowance for expected credit losses:

	2025 \$ '000	2024 \$ '000
As at 1 July	269	186
Provisions	(150)	83
As at 30 June	119	269

Note 13. Capital expenditure and investment property commitments

	2025 \$ '000	2024 \$ '000
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(a) Capital commitments

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Other	1,314	537
	1,314	537

These expenditures are payable:

Not later than one year	1,314	537
	1,314	537

(b) Other expenditure commitments

Other non-capital expenditure commitments in relation to investment properties at the reporting date but not recognised in the financial statements as liabilities:

Waste Management Services	–	96
Other Maintenance Contracts	17	48
Landscaping and Mowing	–	218
Civil Works	29	74
Other	233	354
	279	790

These expenditures are payable:

Not later than one year	279	790
	279	790

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 14. Financial indicators

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
Current Ratio					
Current assets less externally restricted assets	25,605	2.44	2.26	2.23	> 1.50
Current liabilities	10,478				
Rate Coverage Percentage					
Rate revenues	27,572	58.75%	55.18%	50.70%	> 60.00%
Total revenues (Operating & Capital)	46,935				
Rates and Waste Charges Outstanding					
Rates and Waste charges outstanding	2,512	7.03%	8.00%	7.51%	< 5.00%
Rates and Waste charges collectable	35,747				
Operating Ratio					
EBTIDA (Earnings before tax, interest, depreciation and amortisation)	6,014	13.69%	8.10%	16.59%	> 0.00%
Operating Revenue	43,921				
Own Revenue					
Own funding	39,040	88.89%	96.06%	88.65%	> 60.00%
Total operating revenue	43,921				
Interest Cover Ratio					
EBTIDA (Earnings before tax, interest, depreciation and amortisation)	6,014	21.25	18.44	194.27	> 4.00
Borrowing Cost (Interest)	283				
Asset Sustainability Ratio					
Capital Expenditure	10,336	77.64%	181.59%	164.52%	> 89.00%
Depreciation	13,312				
Debt Service Ratio					
EBTIDA (Earnings before tax, interest, depreciation and amortisation)	6,014	7.63	4.58	22.81	> 2.00
Borrowing costs (Principal and interest)	788				
Cash Expense Ratio					
Cash & Cash equivalents	3,594	0.09	0.14	0.45	> 0.25
Total Expenses (less Depreciation & Borrowing costs)	37,908				

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 15. Leases

Peppercorn Lease Arrangement

Council leases Crown land from the Northern Territory Government for a nominal rental of \$nil. Although no lease payments are required, Council controls and uses the land for community purposes.

In accordance with AASB 16 *Leases* and AASB 1058 *Income of Not-for-Profit Entities*, this arrangement has been recognised as a right-of-use asset at its fair value of \$500,000. The lease commenced in 2014, and no corresponding lease liability has been recognised due to the absence of lease payments.

The asset represents Crown land used for landfill under a lease arrangement that ensures ongoing public benefit.

Council as lessor

Leases Providing Revenue to the Council

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.

(i) Investment property

Rentals received, and outgoings reimbursed, in relation to Investment Property are also disclosed in Note 2. These lease agreements, all of which are classified as operating leases, are made on a non-cancellable basis wherever practicable.

	2025 \$ '000	2024 \$ '000
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	549	582
Later than one year and not later than 5 years	2,154	41
	2,703	623

(ii) Lease Payment Commitments of Council

Council has entered into low-value lease agreements for various items of computer and other plant and equipment.

No contingent rentals were paid during the current or previous reporting periods.

No lease imposes any additional restrictions on Council in relation to additional debt or further leasing.

Leases in relation to computer and office equipment permit Council, at expiry of the lease, to elect to re-lease return or acquire the equipment leased.

No lease contains any escalation clause.

Commitments under leases that have not been recognised in the financial statements are as follows:

Not later than one year	25	25
Later than one year and not later than 5 years	25	25
Later than 5 years	-	-
	50	50

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 16. Superannuation

Note 16. Superannuation

Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation (11.5% in 2024/25; 11.0% in 2023/24). The Council makes employer superannuation contributions in respect of its employees to the following schemes:

HOSTPLUS Superannuation Scheme

HOSTPLUS Superannuation Fund (formerly Statewide Super) receives both employer and employee contributions on a progressive basis. No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Contributions to other superannuation schemes

The Council also makes contributions to other superannuation schemes selected by employees under the “choice of fund” legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Note 17. Contingencies and assets/liabilities not recognised in the balance sheet

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

Land under roads

The Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in the reports.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 18. Related party transactions

Key management personnel

Transactions with key management personnel

Key Management Personnel include the CEO, Directors, General Managers and Elected Members.
The related parties of the Council include:

- the key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the Council directly; and
- spouses, children and dependants who are close family members of the KMP and;
- any entities controlled or jointly controlled by KMP or controlled or jointly controlled by their close family members.

	2025 \$ '000	2024 \$ '000
The compensation to key management personnel comprises:		
Salaries, Allowances, and Other Short-Term and Long-Term Benefits	1,839	1,727
Total	1,839	1,727

i) Retirement Benefits
No retirement benefits have been made by the Council to KMP during the reporting year.

(ii) Loans to Responsible Persons
No loans have been made, guaranteed or secured by the Council to KMP during the reporting year.

(iii) Other Transactions
Other than the amount paid as taxpayers or residents (e.g. rates, swimming pool entry fees, etc.) no other transactions have been made with the KMP during the year.

(iv) Outstanding Amounts
As at 30 June 2025, there were no outstanding amounts receivable from the Council's KMP.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 18. Related party transactions (continued)

CEO REMUNERATION

Regulation 13(a) of the Local Government (General) Regulations require Council, to include a disclosure of the total remuneration provided to each person appointed as the actual, acting or temporary CEO during the financial year. Below table provides the total remuneration paid to the actual and acting CEOs during 1 July 2024 to 30 June 2025.

Remuneration	Actual CEO	Actual CEO	Acting CEO	Acting CEO
	Luccio Franco Cercarelli	Andrew Walsh	Amelia Vellar	Nadine Nilon
Dates	1 July 2024 - 27 Sep 2024 (except for when there was an acting CEO as noted in the next columns)	10 March 2025 - 30 June 2025 (except for when there was an acting CEO as noted in the next columns)	01 July 2024 - 06 July 2024 17 July 2024 14 August 2024 28 August 2024 11 September 2024 25 September 2024	24 July 2024 - 26 July 2024 27 Sep 2024 - 06 Oct 2024 16 Oct 2024 - 21 Oct 2024 11 Dec 2024 - 16 Dec 2024 16 June 2025 - 17 June 2025 24 June 2025 - 27 June 2025
Short Term Benefits (1)	\$95,677	\$99,548	\$11,918	\$23,414
Non cash benefits	\$530	\$1,298		
Other Long term benefits (2)		\$2,231		
Termination Benefits(3)	\$224,587			
TOTAL	\$320,794	\$103,077	\$11,918	\$23,414

(1) Short Term Benefits include employer funded superannuation contributions.

(2) Other long term benefits include Long Service Leave Accruals for the 2024/25 financial year.

(3) Termination Benefits include accrued Annual Leave and Long Service Leave.

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 19(a). Functions

	Notes	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 19(b).												TOTAL ASSETS HELD (CURRENT & NON-CURRENT)			
		INCOME			EXPENSES			SURPLUS (DEFICIT)			GRANTS INCLUDED IN INCOME			2025		2024	
		2025		2025	2025		2025	2025		2025	2025		2025	2025		2024	
		Budget	Actual	Budget	Budget	Actual	Budget	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Actual	Actual	Actual
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Functions																	
Public Order and Safety		544	487	1,101	1,172	1,172	(557)	(685)	(869)	(101)	(58)	(10)	91	10			
General Public Service		34,205	36,940	25,436	27,389	24,941	8,769	9,551	12,898	(1,616)	(2,226)	(1,594)	26,554	28,200			
Economic Affairs		3,834	4,902	3,515	3,741	3,111	319	1,161	(1,683)	(2,973)	(3,385)	(774)	370,351	361,402			
Environmental Protection		8,138	8,213	7,807	7,824	7,120	331	389	738	(26)	–	(176)	1,379	842			
Housing and Community Amenities		113	113	1,293	1,065	1,024	(1,180)	(952)	(1,024)	(113)	(113)	–	37,991	32,733			
Recreation, Culture and Religion		2,979	2,198	9,975	11,201	8,896	(6,996)	(9,003)	(1,240)	(2,876)	(2,111)	(7,520)	163,022	163,879			
Social Protection		5	–	84	79	57	(79)	(79)	(45)	(5)	–	(12)	–	–			
Total functions*		49,818	52,853	49,211	52,471	46,396	607	382	8,775	(7,710)	(7,893)	(10,086)	600,649	587,066			

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets and physical resources received free of charge.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 19(b). Components of functions

The activities relating to Council functions are as follows:

GENERAL PUBLIC SERVICES

General public services include administrative, legislative and executive affairs, financial and fiscal affairs, external affairs, governance and general services.

PUBLIC ORDER AND SAFETY

Animal control, enforcement of local government regulations and emergency services.

ECONOMIC AFFAIRS

General economic, industrial development, roads and other business undertakings.

ENVIRONMENTAL PROTECTION

Waste management; pollution reduction; protection of biodiversity and landscape; and best practice management of the natural environment.

HOUSING AND COMMUNITY AMENITIES

Street lighting and other community amenities.

RECREATION, CULTURE AND RELIGION

Public libraries, community centres, facilities and venues and other cultural services.

SOCIAL PROTECTION

Administration of social services and assistance delivered to seniors and diverse communities.

Governance

Audit & Assurance, Planning and Performance, Legal Services and Major Projects.

INDEPENDENT AUDITOR'S REPORT

To the Chief Executive Officer of City of Palmerston

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of City of Palmerston (the Council), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including material accounting policy information, and the Chief Executive Officer's statement.

In our opinion the accompanying financial report presents fairly, in all material respects, the financial position of City of Palmerston as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards and the *Northern Territory Local Government (Accounting) Regulations*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with the *Northern Territory Local Government Act (2019)* and with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other information

The Chief Executive Officer is responsible for the other information. The other information obtained at the date of this auditor's report is information included in the annual report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

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



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

Other matter

The financial report of City of Palmerston, for the year ended 30 June 2024 was audited by another auditor who expressed an unmodified opinion on that report on 14 November 2024.

Responsibilities of the Chief Executive Officer for the Financial Report

The Chief Executive Officer of the Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Northern Territory Local Government Act 2019* and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the Financial Report

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

This description forms part of our auditor's report.

BDO Audit (NT)

Casmel Taziwa

Partner

Darwin, 20 October 2025



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