city of
PALMERSTON
'A Place for People'



ANNUAL REPORT 2025–26

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

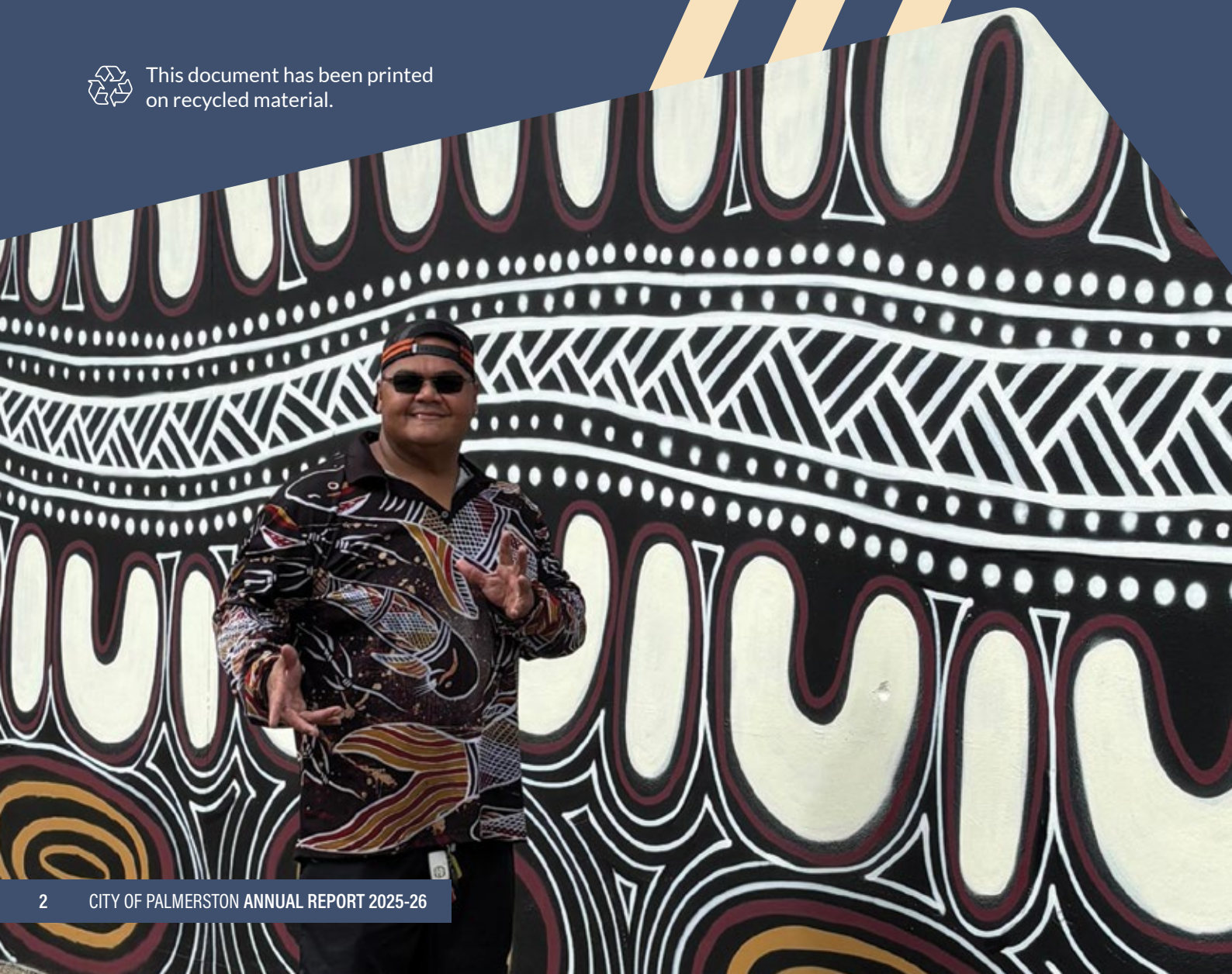
City of Palmerston is committed to embracing diversity and eliminating all forms of discrimination within our facilities and welcomes all people regardless of sexual orientation, gender identity, ethnicity or faith.

Pictured: RAP Artist William Hewitt, September 2025

Pictured front cover: Zuccoli Pump Track Grand Opening

Pictured back cover: Culture Fest 2026

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INTRODUCTION

City of Palmerston's Annual Report 2025-26 was 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. The Annual Report is a key tool to communicate what we delivered to achieve the Palmerston community's vision, outlining our story, strategic planning framework and the fantastic year we had.

COMMUNITY PLAN

City of Palmerston's Community Plan was developed by the community for the community in 2018. It is our 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.

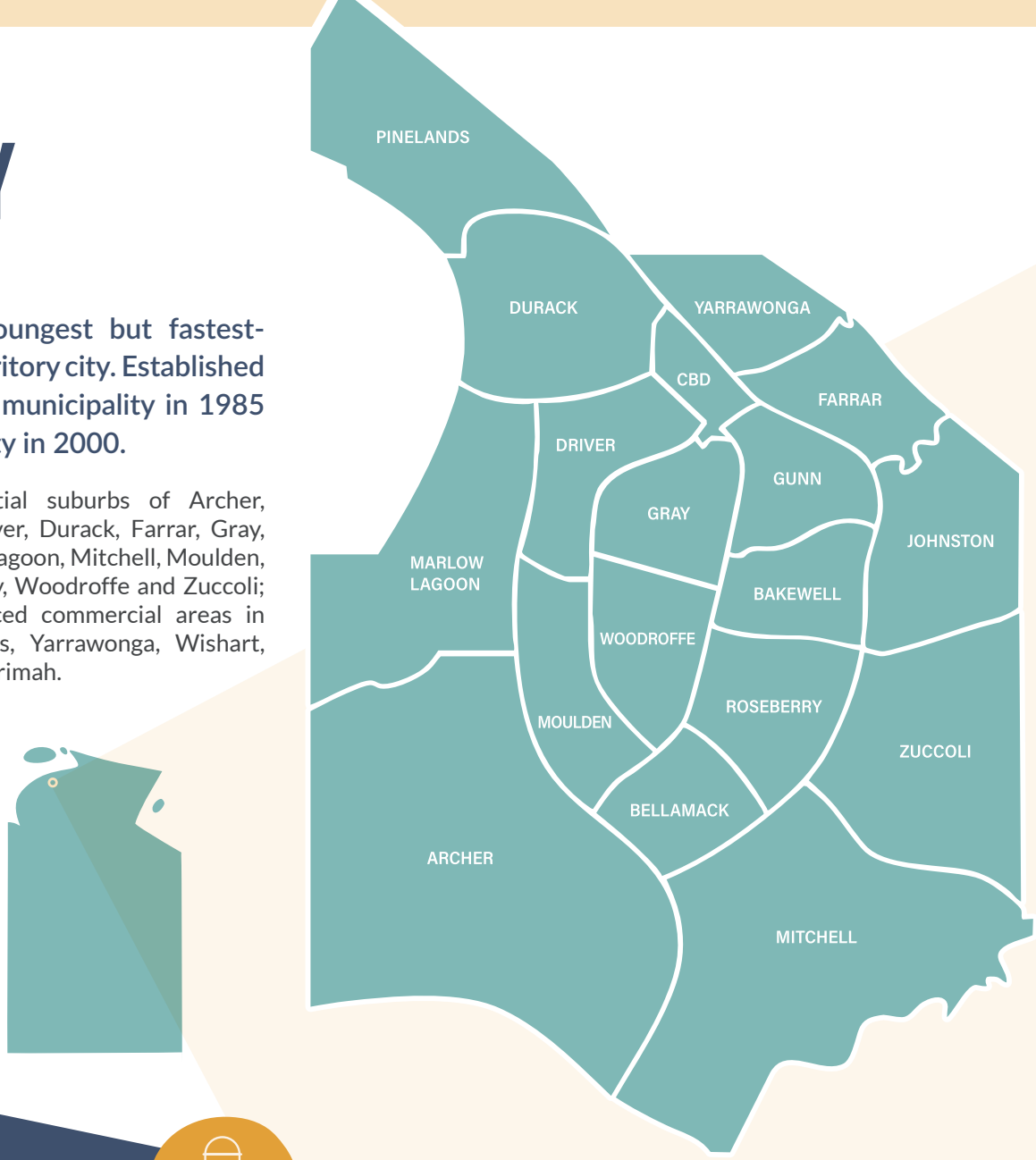
05 **Environmental sustainability:** Palmerston is an environmentally friendly, liveable city that promotes renewable practices and sustainability.

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

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, Yarrawonga, Wishart, Tivendale and parts of Berrimah.



43,193
POPULATION[1]

31
MEDIAN AGE[2]

13%
ABORIGINAL AND TORRES STRAIT ISLANDER

22%
BORN OVERSEAS

18%
LANGUAGE AT HOME OTHER THAN ENGLISH

15,518
RATEABLE PROPERTIES IN PALMERSTON

72 km²
GEOGRAPHICAL AREA

288 ha
OF OPEN SPACE, PARKS AND GARDENS

18
LAKES

$2.56 B
GROSS REGIONAL PRODUCT[2]

2,129
LOCAL BUSINESSES[2]

12,763
LOCAL JOBS

$2,269
MEDIAN WEEKLY INCOME

1 *ABS Estimated Residential Population 2025 (www.abs.com.au)*
2 *National Institute of Economic and Industry Research 2025 (www.economy.id.com.au)*

OUR YEAR 2025-26

319
RESIDENTS BECAME AUSTRALIAN CITIZENS

14
NOMINATIONS FOR CITIZEN OF THE YEAR AWARDS

49,903
ATTENDED EVENTS

HIDDEN DISABILITIES INITIATIVE LAUNCHED

5,150
ATTENDED HALLOWEEN

+26%
PALMERSTON YOUTH FESTIVAL ATTENDANCE

14,000
ATTENDED CHRISTMAS WONDERLAND

6,724
COMMUNITY FACILITY BOOKINGS

149,267
LIBRARY VISITORS

8,093
TONNES RECYCLABLE MATERIALS COLLECTED

167
COMMUNITY FUNDING PROGRAM RECIPIENTS

5,303
DOGS AND CATS REGISTERED

85,172
VISITORS TO SWELL

2,122
ACCESSED ADVENTURE PLAY

46,000
PEOPLE ENGAGED WITH CITY ACTIVATION

8.82%
INCREASE IN SOCIAL MEDIA FOLLOWERS

92%
RESIDENTS SURVEYED USED COUNCIL FACILITIES

Pictured: Aquafest 2025



MESSAGE FROM THE MAYOR



It is my pleasure to present the Annual Report for 2025-26 and reflect on another year of positive outcomes for our community.

Following the 2025 Local Government Election, I was honoured to continue serving as Mayor alongside both returning and newly elected Councillors who share a strong commitment to making Palmerston a great place to live, work and raise a family. Guided by our vision of 'A Place for People', Council has continued to invest in the services, facilities and partnerships that matter most to our community.

This year saw significant investment in community infrastructure and place-making projects that will benefit residents for years to come. The Zuccoli Pump Track opened to the public in March 2026 and was later recognised nationally, winning the Productivity Through Infrastructure category at the 2026 National Awards for Local Government. Other key projects included the Palmerston Library cafe refurbishment, upgrades to community parks and amenities, improvements at the Archer Waste Management Facility and the installation of shade infrastructure at SWELL.

Council also continued to deliver a diverse range of events, programs and services that bring our community together. More than 49,000 people attended Council-supported events during the year, including Christmas Wonderland, Ghostly Gatherings, Palmerston Youth Festival, Culture Fest and many other activities that celebrate the diversity, creativity and spirit of Palmerston. Our library remained one of our most valued community assets, welcoming more than 149,000 visitors and delivering programs that encouraged learning, connection and participation.

Community engagement continued to play a central role in Council's work. During the year, Council undertook a Health Check of the Community Plan, providing residents with the opportunity to help shape Palmerston's future. We also carried out numerous consultations on projects, services and future plans, ensuring community voices remain at the centre of decision-making. Strong growth in our digital engagement channels and ongoing participation in face-to-face engagement activities demonstrated the value our community places on being involved and informed.

Our commitment to good governance, transparency and responsible financial management remained strong throughout the year. Council reviewed 13 policies, adopted new policies where required, maintained a positive working relationship with advisory committees and community networks, and continued to strengthen organisational systems and processes to support effective service delivery. These efforts were underpinned by sound financial management, enabling Council to continue investing in community priorities while maintaining long-term sustainability.

On behalf of Council, I thank our residents, businesses, community organisations, volunteers, partners and staff for their ongoing contribution to Palmerston. The achievements outlined in this report reflect what can be accomplished when we work together with a shared vision for our city.

As Palmerston continues to grow, Council remains committed to listening, engaging and delivering for our community. I look forward to building on this year's achievements and continuing to create opportunities that make Palmerston an even better place for people.

Athina Pascoe-Bell
Mayor

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The 2025-26 financial year was one of continued investment in the services and infrastructure that support our growing community.

As Palmerston continues to be one of the Northern Territory's fastest-growing cities, City of Palmerston remains focused on balancing the delivery of high-quality services while planning for the future needs of our community. Guided by the Community Plan and Municipal Plan, our efforts are directed towards delivering measurable outcomes across community wellbeing, economic growth, infrastructure, environmental sustainability and good governance.

Strong partnerships continue to be critical to our success. Throughout the year, we worked closely with the Northern Territory Government, Australian Government, community organisations, businesses and local networks to secure funding, leverage expertise and deliver positive outcomes for our community. These collaborations strengthened City of Palmerston's activities by enhancing the delivery of community facilities and infrastructure improvements, youth development initiatives, community safety programs, environmental projects and economic development opportunities.

Delivering excellent services remains at the heart of what we do. Behind every service is a dedicated team of people committed to achieving positive outcomes for residents, businesses and visitors. Over the year, we responded to more than 8,000 customer requests, supported thousands of facility bookings, maintained hundreds of kilometres of infrastructure and public spaces, delivered community programs and events, and continued to provide valued services through our library, recreation and community facilities.

To support our people, we have invested in professional development, workplace wellbeing and organisational capability, while continuing to foster a diverse, inclusive and values-driven culture. The strategies and frameworks that provide a strong foundation for attracting, developing and retaining a skilled workforce has been a priority to ensure we are continuing to meet the needs of our growing city.

City of Palmerston also continued to strengthen its organisational systems and governance practices. Progress on our Enterprise Resource Planning project, ongoing improvements in asset management, customer experience enhancements and a continued focus on risk management and accountability supported our efforts to ensure we remain efficient, responsive and financially sustainable.

Finally, as the Deputy Chief Executive Officer for 2025-26 and now the Interim Chief Executive Officer, I would like to thank the Mayor and Councillors for their leadership, our employees for their professionalism and dedication, and our many partners and stakeholders for their ongoing support and collaboration. Most importantly, I thank the Palmerston community for the valuable feedback that helps shape our priorities.

Together, we are building an organisation that is well positioned to meet future challenges, deliver quality services and continue creating positive outcomes for the people of Palmerston.

Nadine Nilon
Chief Executive Officer

OUR COUNCIL

2025 ELECTION

Local Government elections are held across the Northern Territory every four years, with all councils going to election on the fourth Saturday in August. In Palmerston, residents elect the Mayor and seven Councillors to represent the community.

The most recent election was held on 23 August 2025, resulting in the appointment of the 11th Council. In the lead-up to the election, Council fulfilled its legislative responsibilities under the *Local Government Act 2019* (NT) and associated regulations, providing information and support to Elected Members, candidates and the community, managing enquiries and working closely with the Northern Territory Electoral Commission to support the successful delivery of the election.

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 WAYNE BAYLISS

Wayne has served the Northern Territory community for 29 years as a dedicated member of the NT Police Force, predominately in the Territory Intelligence Division and Youth Diversion Unit. Throughout his career he has been recognised for his steady leadership, professionalism and commitment to public safety across the Territory. Wayne has lived in Palmerston since 1996, building both his career and his family within the community. He and his wife Lisa have been married for 27 years and have raised three sons in Palmerston, where the family remains closely connected through schools, sport and long-standing community ties. With nearly three decades of service, Wayne's story reflects loyalty, resilience and a deep commitment to the people and places of the Northern Territory.

Commenced 23 August 2025



COUNCILLOR MARK FRASER

Mark has called Palmerston home for more than 20 years and was inspired to serve on Council by his passion for community involvement and local decision-making. Having raised his family in Rosebery, he is committed to supporting a city that offers strong community connections, accessible public spaces and opportunities for residents of all ages. Mark is focused on sustainable growth that balances liveability with the needs of a rapidly expanding population. He is particularly interested in how new industries and innovation can strengthen Palmerston's future. Mark is dedicated to ensuring Council remains responsive, responsible and guided by the values that make Palmerston 'A Place for People.'



COUNCILLOR BENJAMIN GEISECKE

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 brought 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'.

Served until 22 August 2025



COUNCILLOR YOLANDA KANYAI

Yolanda has called Palmerston home since 2021 and is an active contributor within the social and community sector. She works closely with community development teams, enhancing growth and reach of human service projects in metropolitan and remote communities. Yolanda brings a combination of lived experience and academic insight to her work. She holds a Graduate Certificate in Society and Individual from Flinders University and a Bachelor of Design from Charles Darwin University. Beyond her professional life, Yolanda is actively involved in the NT football community, supporting development of grassroots participation; while in her personal time, she enjoys indoor recreational activities and DIY crafts.

Commenced 23 August 2025



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. Damian was a Premiership winning player and Coach at St Marys Football Club, and is a Life Member of St Marys Football Club and AFLNT. His background includes work with the Australian Workers Union on the INPEX Project, and his current role is Director with Balcor, a local Indigenous-owned and registered NDIS provider.



COUNCILLOR SARAH HENDERSON

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



COUNCILLOR LUCY MORRISON

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



COUNCILLOR ROB WATERS

Like many new Northern Territorians, Rob and his wife Nichole came to the NT on what was meant to be a six-month contract. They quickly fell in love with the Territory lifestyle and chose to raise their family outside Darwin's city constraints, settling in Gunn for its vibrant surrounds and strong community spirit. With over 40 years in the hospitality sector, living and working across three continents and five countries, Rob has built extensive experience working with diverse colleagues and communities. This has shaped his leadership approach and strengthened his commitment to helping others succeed. Entering Council, Rob brings a practical, balanced perspective with a strong focus on supporting diverse community groups, strengthening small business and delivering responsible fiscal management for the entire electorate.

Commenced 23 August 2025.

COUNCIL MEETINGS

Council meetings are generally held on the first and third Tuesday of each month, with a community forum commencing at 5:00pm, followed by the Council meeting at 5:30pm. Meetings are held in the Council Chambers at Civic Plaza, and agendas are published on Council's website the Thursday prior to each meeting. Members of the public are welcome to attend, and written questions may be submitted in advance for response during the meeting. In 2025-26, one written question was received.

Council also takes meetings into the community throughout the year. Due to the Local Government Elections in August 2025, one Council to the Community meeting was held during 2025-26, at Gray Community Hall on 21 April 2026.

A total of 23 Council meetings were held in 2025-26. Elected Member attendance is outlined in the table below.

Elected Member	Council term(s)	Number of meetings attended
Mayor Athina Pascoe-Bell	10th, 11th	19
Councillor Benjamin Giesecke	10th	5
Councillor Damian Hale	10th, 11th	22
Councillor Lucy Morrison	10th, 11th	20
Councillor Mark Fraser	10th, 11th	22
Councillor Rob Waters	11th	18
Councillor Sarah Henderson	10th, 11th	22
Councillor Wayne Bayliss	11th	17
Councillor Yolanda Kanyai	11th	17

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 during the financial year to attend appropriate and relevant conferences or training courses. This allowance helps members stay up to date with professional standards and requirements. It supports them to maintain the knowledge and skills they need to perform their role effectively and meet their professional obligations.

Elected Member	Reason	Total
Mayor Pascoe-Bell	Graduate Diploma of Legal Practice (Practical Legal Training)	$363.64
Mayor Pascoe-Bell	Australian Institute of Company Directors Governance Course	$3,440.91
Councillor Lucy Morrison	World Business Forum 2026	$1,122.91
Councillor Mark Fraser	Australian Institute of Company Directors Governance Course	$3,440.91
Councillor Yolanda Kanyai	Australian Institute of Company Directors Governance Course	$3,440.91
Councillor Wayne Bayliss	Australian Institute of Company Directors Governance Course	$3,440.91

All Elected Members also participated in mandatory governance training as required by the *Local Government Act 2019* (NT):

- Roles and responsibilities
- Code of Conduct
- Conflict of interest
- Understanding local government
- Introduction to council finances
- Decision-making/meeting procedures
- Evaluation – professional development.

CONFIDENTIAL MATTERS AT COUNCIL MEETINGS

Council considers confidential matters each year which are initially restricted from the public. In 2025-26 a total of 69 confidential matters were considered, with 55 of those matters being released to the public since. There are 14 matters still sitting in confidential due to the reasons 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.	1
51(1)(b) information about the personal circumstances of a resident or ratepayer.	6
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.	1
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.	0
51(1)(c)(iv) information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.	5
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.	0
51(1)(f) information in relation to a complaint of a contravention of the code of conduct.	0

EXPENDITURE FOR COUNCIL COMMITTEES

Pursuant to section 291 of the Act, the Annual Report includes any amounts of fees or allowances paid to committee members in the relevant financial year.

Committee	Allowances	Expenses	Total
Administrative Review	$0	$0	**$0**
Risk Management and Audit	$1,400	$11,266	**$12,666**
Community Safety and Wellness	$400	$0	**$400**
Vibrant Economy	$200	$1,000	**$1,200**
CEO Performance Ap-praisal	$400	$0	**$400**

ORGANISATION STRUCTURE



NADINE NILON
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



MICHAEL WILLIAMS
Acting 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
- Partnerships
- People
- Placemaking
- Reconciliation
- 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
- Recreation and leisure
- Regulatory services



CHRIS FEARON
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

**Andrew Walsh served as Chief Executive Officer during the reporting period from 1 July 2025 to 30 June 2026. His employment with the City of Palmerston concluded on 28 August 2026.*

OUR PEOPLE

City of Palmerston is committed to continuously improving the services we provide to the community. By understanding what matters most to our community and valuing our employees, we can deliver better outcomes for all.

We are an employer of choice that fosters a diverse and inclusive workplace where all employees have equitable access to career opportunities, including leadership roles. In 2025-26 we established our People Plan, which sets foundational deliverables for us to further achieve modern and contemporary people practices linked to critical strategies including attraction and retention.



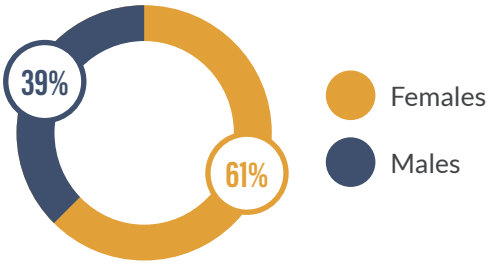
Pictured: Staff at Brekkie in the Park 2026

115
PEOPLE EMPLOYED AS FULL TIME, PART TIME AND CASUAL

36
NEW EMPLOYEES RECRUITED

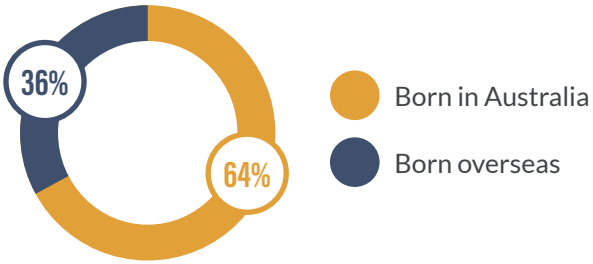
23
EMPLOYEES EXITING

GENDER BREAKDOWN



Our senior and executive leadership team comprised of 52% females.

CULTURAL DIVERSITY



Our staff come from 18 different countries.

SALARY BREAKDOWN AS AT 30 JUNE 2026

Employee by Salary	Total employees
$60,000 to $69,999	0
$70,000 to $79,999	7
$80,000 to $89,999	41
$90,000 to $99,999	17
$100,000 to $109,999	15
$110,000 to $119,999	6
$120,000 to $129,999	10
$130,000 to $139,999	3
$140,000 to $149,999	6
$150,000 to $159,999	3
$160,000 +	7
TOTAL	**115**

EMPLOYEE DEVELOPMENT

As an organisation, we are committed to strengthening the skillsets of our staff through professional development and organisation-wide training initiatives. In 2025-26, 127 employees participated in training valued at $185,305 including professional development, mandatory training and health, safety and wellbeing.

Professional Development

- Tertiary qualifications including certificates, diplomas, graduate certificates and bachelor's degrees
- Conferences
- Leadership and professional development
- Capability framework.

Mandatory Training

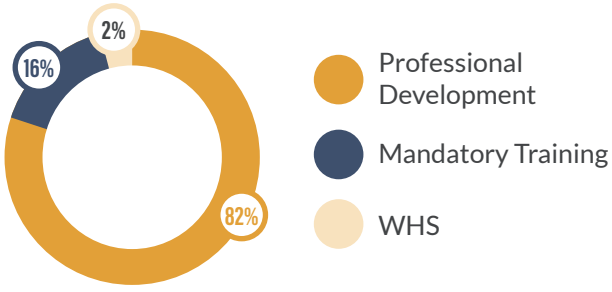
- Appropriate Workplace Behaviour
- Emergency Guardian IMS training
- City of Palmerston - Code of Conduct
- Psychosocial Hazards Workshop
- Working with Cultural Differences
- Introduction to ICAC and Mandatory Reporting.

Health, Safety & Wellbeing

- Manual Handling Training
- First Aid Training.

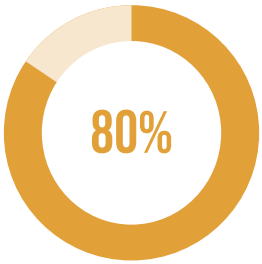
Internally, staff are empowered to conduct training for their peers in relevance to their field of expertise. Internal training included:

- Conflict of Interest
- Freedom of Information
- Records management
- Procurement
- Purchase orders and leave requests
- Recruitment and selection panel training
- Reporting WHS Incidents
- Social media & brand training.



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 engagement and alignment, identifying areas for improvement and shaping targeted culture and leadership programs that align with organisational values and strategic goals.



Staff participation in the 2025-26 annual staff survey.

66%
ALIGNMENT IN TOP QUARTILE

69%
ENGAGEMENT IN TOP QUARTILE

Item	2024	Shift	2025
City of Palmerston contributes positively to the community (performance focus)	75%	+12%	87%
I understand my team's goals (team effectiveness)	65%	+21%	86%
The person I report to trusts me to do my job well	76%	+8%	85%
I understand how my role contributes to City of Palmerston's goals (Long term direction)	82%	+3%	85%

EMPLOYEE WELLBEING

We strengthened our employee wellbeing program through targeted wellbeing programs, employee support services, preventative health initiatives and the development of a structured annual wellbeing calendar. Following the passing of a staff member in July 2025, wellbeing support services were coordinated to ensure employees had timely access to professional assistance and wellbeing resources.

By creating a supportive and balanced workplace and placing a strong emphasis on employee wellbeing, City of Palmerston strives to cultivate a healthy, productive and engaged team. In 2025-26 there were 13 wellbeing sessions for staff to support physical and psychological wellbeing. Almost 50% of staff took part in the free annual influenza vaccination and more than 100 skin cancer self-assessment kits were provided to staff. Other activities included:

- Facilitated wellbeing awareness campaigns, employee engagement activities and staff wellbeing events.
- Introduced Paint and Create wellbeing sessions to encourage social connection and mental wellbeing.
- Developed and implemented Council's annual wellbeing calendar to support ongoing employee health and wellbeing initiatives.

EMPLOYEE SAFETY

City of Palmerston maintained a strong focus on workforce capability, risk reduction and continuous improvement of workplace health and safety systems to support a safe and healthy working environment for all employees. In the annual staff survey, 91% of our employees said they are comfortable raising hazards, near missed and incidents, demonstrating positive WHS culture.

In 2025-26, 93 WHS incidents were reported, a reduction from prior years that was reflective of improved preventative measures in place. Of those incidents, only one involved lost time due to a work-related injury.

Key safety initiatives delivered during the year included:

- Manual handling training
- Drug and alcohol awareness
- Maintained first aid compliance and employee certification records
- Managed asbestos-related hazards through inspection
- Incident reporting training
- Fire safety audits across Council assets
- Undertook ergonomic assessments and workplace modifications
- Progressed workplace improvements identified through employee consultation following Cyclone Fina.
- Commenced development of a Contractor Management Framework.

During 2025–26, Council continued to strengthen workplace health and safety by promoting a proactive safety culture and enhancing workplace systems and governance. Council successfully responded to an NT WorkSafe compliance information request, demonstrating the effectiveness of its health and safety management systems and commitment to regulatory compliance. Through ongoing investment in employee training, preventative health initiatives and workplace improvements, Council fostered a safer, healthier and more resilient workforce while strengthening organisational capability and resilience.

ENFORCEABLE UNDERTAKING

In November 2023, City of Palmerston signed an Enforceable Undertaking with NT WorkSafe. All agreed actions have now been implemented and the undertaking was discharged on 27 October 2025. The actions included:

- Providing workers with waterproof mobile phone covers.
- Developing and displaying safety information.
- Developing safety procedures, which were also shared with other local governments.
- Holding two water safety events at SWELL.
- Installing emergency communication devices and life buoys on weed harvester trailers.

COMMUNITY SATISFACTION SURVEY

Each year, Council engages an independent specialist provider to conduct a Community Survey, helping us understand community satisfaction with Council and the services, programs, facilities, events and support we deliver.

Council's progress is measured through a range of indicators under each outcome area. While many indicators are monitored through Council's regular business processes, others rely on community perceptions, experiences and satisfaction levels, which are measured through the annual Community Survey.

All survey results are reported on a 10-point scale and categorised as follows:

- 0: Very poor
- 2-3: Poor
- 4-6: Neutral
- 7-8: Good
- 9-10: Very good

2025-26 COMMUNITY SURVEY

406 TOTAL RESPONDENTS

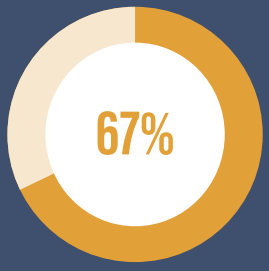


402 COMPUTER-ASSISTED TELEPHONE INTERVIEWS



4 ONLINE QUESTIONNAIRES





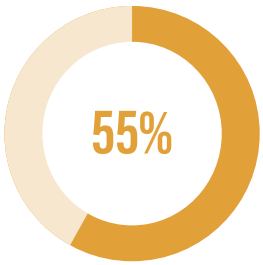
RESIDENTS RATED COUNCIL'S PERFORMANCE AS 'GOOD' OR 'VERY GOOD'.

The overall average score for the survey has decreased from 7.26/10 in 2025 to 6.84, which still presents strong levels of community satisfaction. For the six key outcomes that are measured from the Community Plan, all areas saw decreases in 2026. With a number of measures previously reaching record levels in 2025, that year represents a particularly strong performance benchmark. Council also engaged a new survey provider in 2026 and anticipated some differences in scoring and presentation compared with previous years due to change in methodology.

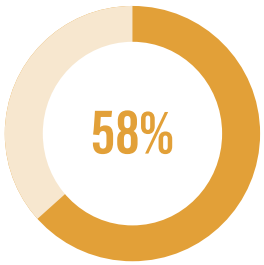
Key Area	2021	2022	2023	2024	2025	2026	2025-26 change
Family and Community	7.16	6.89	6.96	7.27	7.43	6.92	-0.51
Vibrant Economy	6.55	6.24	6.44	6.44	6.69	5.79	-0.90
Cultural Diversity	7.50	7.31	7.39	7.53	7.63	7.09	-0.54
A Future Focus	7.02	6.70	6.84	6.82	6.95	6.45	-0.50
Environment Sustainability	7.36	7.08	7.29	7.30	7.52	7.04	-0.48
Governance	6.52	6.19	6.43	6.50	6.72	6.01	-0.74

Although many key measures are lower in 2026 than 2025, the results remain generally positive. Ten of the 28 services and facilities achieved a 'good performance' score of 7.0 or higher with an overall average of 6.75 or 'good' for all services. Among residents who contacted Council in the previous 12 months, 66% rated the ease of interaction as 'good' or 'very good', while 63% gave the same rating to Council's customer service delivery. Residents are more willing to recommend living in Palmerston than the five-year average with an improved net promoter score from -6 to -4, and 28% rated their likelihood to recommend living in the Palmerston area a 9 or 10 (very likely). Awareness of Council's slogan, 'A Place for People' remained at its recent high of 55%.

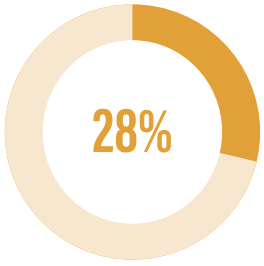
Council will use the survey results to help inform the planning, delivery and improvement of its programs and services to better meet community needs and priorities.



Awareness of Council's slogan

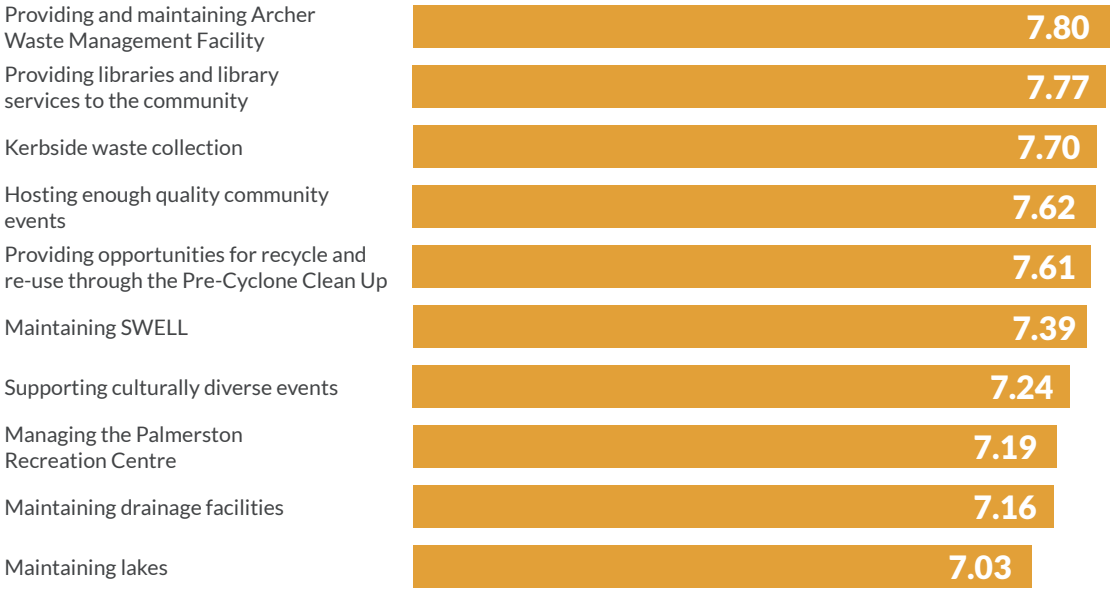


Agreement with Council's slogan



Very likely to recommend living in Palmerston

In 2026, the survey results indicated that the top highest performing services were:



Council's top achievements or outcomes were identified as:



IMPROVED ROADS, FOOTPATHS AND TRAFFIC MANAGEMENT



IMPROVED PARKS AND GREEN SPACES



EVENTS, FESTIVALS, MARKETS



UPGRADED FACILITIES

OPPORTUNITIES AND CHALLENGES

The Community Satisfaction Survey provides valuable insight into community expectations, helping to inform Council's planning, service delivery and advocacy priorities. The results also highlight opportunities for innovation and improvement.

The 4 lowest service scores, all within the 'average' score range, were:



Advocating for the community in planning issues
5.94



Supporting and attracting new and existing businesses
5.79



Supporting innovation in the business community
5.77



Providing you with the opportunity to comment on Council's decision-making and interact with Council
5.73

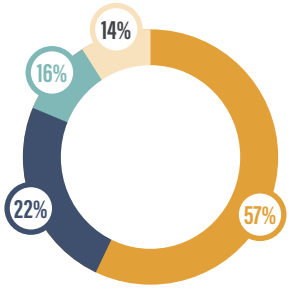
These results highlight areas where Council can continue to strengthen its performance and community engagement.

Council plays an important advocacy role in planning and development matters affecting Palmerston. As a referral authority for development proposals, including rezonings, subdivisions and new commercial, industrial and residential developments, Council provides advice and comments to the consent authority on matters important to the community. This involvement helps ensure our assets, community interests and preferred design outcomes are considered during the decision-making process.

Council also supports local business growth and economic development through the Palmerston Local Economic Plan, networking events, workshops and business engagement initiatives. The annual Palmerston Business Forum and Business Social provide opportunities for local businesses to connect, share ideas and build relationships, while workshops and information sessions help strengthen business capability and encourage collaboration. Together, these initiatives contribute to a resilient and connected local business community.

Creating opportunities for residents to engage with Council and have their voices heard is another important focus. Council meetings are open to the public, and residents can share feedback through initiatives such as online consultations and by submitting questions to Council. Recognising that people access information in different ways, Council uses a combination of online, printed and face-to-face communication channels to reach diverse audiences.

The four most important issues identified in the survey were:



- Crime, safety, antisocial behaviour, youth crime, policing and justice
- Road and footpath maintenance
- Provision and maintenance of parks and green spaces
- Cleanliness, rubbish and litter management

While two in five residents described Palmerston as a good place to live, crime and safety remained a significant community concern, with nearly three in 10 residents raising related issues. Council plays an active role in supporting safer communities through partnerships with organisations including Larrakia Nation, NT Police and the Department of Children and Families.

Council participates in a range of collaborative initiatives aimed at reducing antisocial behaviour and improving community wellbeing, including the Multi-Agency Daily Patrollers meetings and the Darwin, Palmerston and Litchfield Interagency Tasking and Coordination Group. The Community Safety and Wellness Advisory Committee also provides strategic advice on community safety, wellbeing and related issues.

Roads and footpaths were also identified as a key issue for residents. Three road and footpath measures were among the strongest drivers of overall satisfaction, although performance ratings for these measures were relatively low. This was reflected in survey comments, where roads and footpaths were frequently raised as an important local issue.

Encouragingly, residents also recognised improvements in this area, with roads and footpaths ranking among Council's top achievements over the past 12 months. Council continues to invest in the maintenance and improvement of public infrastructure to support safe and accessible movement throughout the city, including footpath repairs, maintenance programs and the delivery of new pathways where needed.

The provision and maintenance of parks and green spaces was another important priority identified by residents. Council supports the protection and enhancement of Palmerston's natural environment through a range of environmental management and sustainability initiatives. Vehicle access is restricted in Council parks to help protect public open spaces, while environmental considerations are incorporated into procurement and operational practices. Council also monitors and improves the municipality's tree canopy, delivers tree planting and revegetation projects, maintains reserves through litter collection, weed management and controlled burn programs, and supports local landcare groups through grants and collaborative projects.

Maintaining clean and attractive public spaces was also identified as an important community issue. Council delivers a range of services to reduce litter and improve environmental outcomes, including public litter collection, free waste disposal at the Archer Waste Management Facility, the Pre-Cyclone Clean Up program, illegal dumping investigations, and ongoing education and compliance activities. Council will continue to monitor these services and identify opportunities to further reduce litter and illegal dumping across the municipality.

Pictured: Palmerston Youth Festival 2026



OUR PERFORMANCE

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 and is supported through strong governance that enables flexibility when circumstances change. However, it remains focused on long-term goals and outcomes for our community.

COMMUNITY ENGAGEMENT

- Community Plan
- Municipal Plan and Budget
- Annual Report

Informed by:

- Legislation, including by-laws
- Australian Government and Northern Territory Government strategies and plans
- City of Palmerston's Long Term Financial Plan
- Asset management plans
- Policies, corporate strategies, frameworks and plans

STRATEGIES AND PLANS

Council has adopted 14 strategies and plans to support the delivery of the Community Plan.

Alcohol Management Plan	• Establishes Council's advocacy approach to alcohol-related issues within Palmerston, including licensing. • Promotes prevention and education initiatives. • The Alcohol Management Policy was reviewed in March 2026 and updated to strengthen strategic intent and Council's decision-making in relation to alcohol at Council events and responses to licence applications.
Communication Strategy	• Provides a strategic framework for delivering clear, timely, consistent and effective communication with the community and stakeholders. • Strengthens community engagement and Council's reputation as a recognised and trusted organisation. • Reviewed in 2025/26 and consolidated with the Social Media Strategy to create a consistent framework through a Communications and Engagement Strategy.

Companion Animal Management Plan	• Promotes responsible pet ownership through education, community awareness and appropriate compliance activities. • Establishes priorities and measures for improving services and monitoring Council's animal management performance. • Reviewed in 2025/26 in response to substantial changes to legislation, urban growth and community expectations and provided to the community for consultation as the Animal Management Plan.
Creative Industries Plan	• Provides a framework for strengthening Palmerston's creative and cultural industries, people, places and activities. • Public art completed, including Hobart Park amenities block and Goyder Square. • Arts funding information session and arts and culture workshop held.
Digital Strategy	• Guides Council's use of technology and digital services to improve organisational capability and community experiences. • Supports secure, accessible and efficient digital service delivery and engagement. • Continued rollout of smart irrigation controllers and solar energy systems, with expanded online communication, payments, bookings and enquiry services.
Disability, Inclusion and Access Plan	• Guides Council in improving accessibility, inclusion and participation for people with disability across its services, facilities and activities. • Supports ongoing collaboration with the community to identify and reduce barriers to participation. • Reviewed in 2025/26 and provided to the community for consultation.
Domestic Violence Action Plan	• Provides a framework for Council's contribution to preventing and responding to domestic and family violence within the community. • Supports awareness, education, partnerships and initiatives that promote safety and respectful relationships. • Received an honourable mention at the Australian Local Government Awards 2026.
Library Masterplan	• Adopted in November 2025, it provides the strategic direction for the development and delivery of contemporary, accessible and inclusive library services. • Built on a foundation of universal access, lifelong learning, community engagement and innovation. • Designed to ensure that the City of Palmerston Library Service remains a vital and thriving community hub for years to come.
Local Economic Plan	• Guides economic development initiatives that attract investment, businesses, industries and skilled populations to Palmerston. • Supports business growth by reducing barriers, facilitating networking and developing industry and innovation opportunities. • The plan was refreshed in 2026 with a practical, action-focused approach.
Palmerston Play Space Strategy	• Provides a long-term framework for the planning, development, renewal and maintenance of Palmerston's play spaces. • Promotes inclusive, diverse and high-quality play environments that support childhood development, wellbeing and community connection. • Softfall and shade installed at multiple playgrounds, and community consultation undertaken to inform the future direction of the satrtegy.

Reconciliation Action Plan	• Adopted in 2025/26, the plan provides a framework for Council to strengthen reconciliation and relationships with Aboriginal and Torres Strait Islander peoples. • Guides practical actions that promote respect, relationships and opportunities across Council and the broader community. • Supports the integration of reconciliation principles into Council's operations, services and community engagement.
Social Media Strategy	• Guides Council's use of social media to deliver engaging, informative and purposeful content across its channels. • Encourages consistent activity, experimentation with new approaches and alignment between Council's messaging, creative content and destination promotion. • Reviewed in 2025/26 and consolidated with the Communication Strategy to create a consistent framework through a Communications and Engagement Strategy.
Strategic Asset Management Plan	• Establishes Council's strategic framework for managing infrastructure and other assets sustainably and cost-effectively over their lifecycle. • Aligns asset management with Council's long term strategic objectives, service levels, legislative obligations and industry best practice. • Asset Management Plans are being reviewed to support informed decisions about asset investment, maintenance and renewal.
Sustainability Strategy	• Establishes Council's strategic approach to environmental sustainability, including biodiversity, green space, urban heat mitigation and resource efficiency. • Promotes community engagement, sustainable events, waste reduction and improved connections with green infrastructure. • Council adopted the Mitchell Creek Concept Plan, installed lakebed aerators in Sanctuary Lakes (Lakes 1a and 1b) and Basin Lake, and developed the Palmerston Dolostone Aquifer Assessment and Groundwater Use Action Plan, along with an Irrigation Management Plan and Irrigation Technical Specifications.



Pictured: Brekkie in the Park 2026

01 FAMILY AND COMMUNITY

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

Pictured: Culture Fest Goyder Square 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.

MEASURES OF SUCCESS

Municipal Plan 2025-26 Measures	Outcome	Change	Notes
Increased participation in community events, activities and programs	Achieved	+26% attendance +650 people at Halloween	Palmerston Youth Festival continues to grow attendance by 26% More than 5,150 attended Halloween over two days
Increased use of free venue hire	Not achieved	- 3,046 bookings	Bookings across all facilities: • 2024-25 – 9,770 • 2025-26 - 6,724
Improved perception of crime	In progress	3% decline	In the 2026 Community Satisfaction Survey, 57% of residents cited community safety as an important issue which is an increase from 54% in 2025.
Decreased number of infringements issued to members of the public	Achieved	-179 issued	Infringements issued: • 2024-25 - 505 • 2025-26 – 326
Increased compliance in areas such as number of registered dogs and valid licences to keep more than two dogs	Achieved	+25 animals registered	Dogs and cats registered: • 2024-25 – 5,278 • 2025-26 – 5,303
Community feedback on regulatory education and awareness initiatives	In progress	NA	Animal management rated top seventh issue in the 2026 Community Satisfaction Survey. Parking rated top eight issue. Regulatory Services attended Brekkie in the Park and Reboot Your Loot to provide community engagement.
Community satisfaction with the services that are provided by Council and an increase in usage of these services.	In progress	9% decline	In the 2026 Community Satisfaction Survey, 67% of residents rated their satisfaction with Council's performance as 'good' or 'very good' compared to 76% in 2025. However, this is also with only 7% rating Council as 'poor' or 'very poor'. Ten of the 28 services and facilities achieved a 'good performance' mean score of 7 or higher. 92% of survey respondents had used a Council facility. Major event participation, website use and customer requests increased, although library attendance and facility bookings experience a decrease.

WE FOCUS ON FAMILIES

Bringing our community together

Palmerston's vibrant event season delivered a diverse range of activities that brought the community together through music, film, celebration and commemoration including:

- Children's Week
- Christmas Wonderland
- Easter festivities
- FlicNics
- Ghostly Gatherings
- Live at the Lake series
- National Families Week
- Palmerston Youth Festival
- Territory Day celebrations
- Youth Week

Children's Week event

In October 2025, Children's Week attracted more than 500 attendees and raised awareness of the rights of children under the United Nations Convention on the Rights of the Child. The 2025 event focused on the theme "Everyone must know children's rights!" and was developed in partnership with a local working group of advocates, reflecting a strong community-led approach to raising awareness and supporting children and families.

Pictured: Children's Week 2025



Ghostly Gatherings

Ghostly Gatherings attracted more than 5,150 attendees for a weekend of free family-friendly entertainment, including trick-or-treating, movie screenings, roaming performers, a haunted house and maze, and a best-dressed competition. Delivered in partnership with Gateway Shopping Centre and Event Cinemas, the event created a vibrant community atmosphere while supporting local businesses through increased visitation and retail activity.

Christmas Wonderland

Christmas Wonderland launched the festive season in Palmerston with an opening celebration in Goyder Square and a week of family-friendly activities that attracted more than 14,000 attendees. Visitors enjoyed a range of attractions, live performances, festive food vendors, Santa's Grotto, snow machines and interactive experiences, while the Library's Elf Workshop offered Christmas crafts, a photobooth and the North Pole Post, creating a vibrant and engaging community celebration.

Library services

Our library plays an important role in connecting the community by providing a welcoming space and a diverse range of programs for all ages. From coding workshops and digital literacy support to school holiday activities and community events, the library offers opportunities for people to learn, connect and participate throughout the year.

In 2025-26 there were:

- 149,267 library visits
- 11,219 library members
- 59,894 physical loans
- 6,538 loans from the Libby digital library
- 490 programs delivered attended by 10,472 people.

National Simultaneous Storytime also attracted more than 150 children, parents and caregivers, promoting early literacy, learning and community connection through a shared reading experience and a range of interactive family-friendly activities.

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

Places to play

Key works included renewing exercise equipment and play elements at Joan Fejo Park in Rosebery; installing a new all-abilities swing, shade structure, rubber soft fall and path upgrades at President Park in Driver; and replacing sand soft fall at Flinders Park and Ambon Park following significant wet season erosion.

Events and activities

- Hooked on Palmerston – extended to support even more fish catches in our local lakes.
- Brekkie in the Park – showcasing local parks and encouraging residents to connect with their community.
- Seniors Day Forum – delivered in partnership with the Palmerston and Litchfield Seniors' Association on 13 August as part of Seniors Week celebrations.
- Water Safety Week – Aquafest was held at SWELL and attracted 680 attendees for a day of education, entertainment and community connection, delivered in partnership with Royal Life Saving NT.
- Youth Christmas Party – delivered in partnership with the Palmerston and Regional Basketball Association, providing young people with access to a fun and engaging community event.
- Pipes and Drains Campaign – awareness of the dangers of swimming or playing in pipes and drains in the wet season.
- Nappy Collective – the library collected 1,600 nappies to support 53 local families, distributed through community partners including Brave Foundation Darwin and Catholic Care NT.
- Palmerston Youth Week – attracted 350 young people to the Palmerston Recreation Centre, where they participated in activities including basketball, gaming and free haircuts, while connecting with local youth service providers.

Palmerston Youth Festival

Palmerston Youth Festival continued to grow in 2025, attracting 9,995 attendees across seven days of free, accessible and inclusive events delivered in partnership with the Northern Territory Government. The festival provided young people with opportunities to build skills, confidence and social connections through a diverse program of activities spanning culture, music, sport, arts, technology and recreation. Highlights included Geekfest Top End, the NAIDOC Pool Party, Pamper Palmy, Creative Collective, Sportsfest and Palmy's Got Talent.

Youth Info Map

We released the new look Youth Info Map, making it easier for young people to find local services, programs and spaces across Palmerston, including places to connect, access support, explore opportunities and participate in community activities. The map brings together information on health and wellbeing, education, employment and recreation services in one easy-to-use resource, supporting Council's commitment to helping young people feel connected, included and supported.

Regulatory Services

Our Rangers are responsible for animal management, abandoned vehicles, overgrown properties and lots, public signs, parking and other safety and security issues. Throughout the year, Rangers balanced education, engagement and enforcement to achieve positive community outcomes while working closely with residents, businesses and partner agencies.

During 2025-26 the following cases were responded to:

Animal management	2,170
Abandoned vehicles	344
Public places	27
Parking enforcement	230
Overgrown/untidy verges	54
Overgrown vacant lot compliance	200
Dumped items	93
Other matters	112
TOTAL	**3,230**

COMMUNITY SURVEY SCORECARD

Community satisfaction with Family and Community services remained generally positive in 2026. Of the seven performance measures assessed, three achieved ratings above 7 out of 10, while only one measure scored below 6. The strongest results were for hosting quality community events (7.62), followed by management of SWELL (7.39) and the Palmerston Recreation Centre (7.19), indicating these services continue to be highly valued by residents.

Measure	2026	Change
Hosting enough quality community events	7.62 ↓	-0.49
Managing SWELL – Swimming Wellness Events Leisure Lifestyle	7.39 ↓	-0.64
Managing the Palmerston Recreation Centre	7.19 ↓	-0.56
Maintaining parks and playgrounds	6.82	-0.31
Providing animal management services	6.76	-0.26
Providing and maintaining community halls	6.76 ↓	-0.61
Advocating for the community in planning issues	5.94 ↓	-0.68
Average overall	**6.92 ↓**	**-0.51**

While satisfaction levels remain positive overall, all seven measures recorded lower ratings than 2025. The most significant declines were for providing and maintaining community halls and advocating for the community on planning issues. These results suggest community expectations in these areas may be increasing and highlight opportunities for Council to strengthen engagement, communication and service delivery.

Maintaining the strong performance of community events, SWELL and the Palmerston Recreation Centre will help build on areas of community confidence. At the same time, the lower rating for planning advocacy highlights opportunities to review improve awareness of Council's advocacy role and enhance communication with residents about planning outcomes and community representation. Focusing on these areas may help improve community satisfaction and better align services with community expectations in future years.



Pictured: Brekkie in the Park 2025

LOOKING FORWARD

- Finalise the review of the Disability Inclusion and Access Plan.
- Increase accessibility and inclusion at Council facilities.
- Continue supporting the Youth Drop-in Sports Program at the Palmerston Recreation Centre.
- Progress Zuccoli Community Hub recreation elements and community facilities.
- Implement the Palmerston Library 5-year Master Plan.
- Continue delivering education and awareness initiatives on animal management by-laws and responsible pet ownership.
- Implement the Animal Management Plan 2026-30.
- Establish a cattery at the Animal Management Facility.
- Deliver an animal desexing program.
- Continue proactive regulatory inspections of overgrown properties and public amenity matters.
- Provide a comprehensive events program that caters to our diverse community.
- Encourage youth engagement through effective partnerships and agency engagement.

02 VIBRANT ECONOMY

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

Pictured: Palmy's Got Talent 2026



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.

MEASURES OF SUCCESS

Municipal Plan 2025-26 Measures	Outcome	Change	Notes[3]
People of Palmerston choose to shop locally	Achieved	+ $19.9m	Resident local spend: • 2024-25 – $506.9m • 2025-26 - $526.8m
Employment rates increase	Achieved	+ 539	Employment: • 2024-25 – 25,784 • 2025-26 – 26,323
Population of Palmerston is growing (families stay)	Achieved	+ 1,595 people	Population: • 2024-25 – 41,598 • 2025-26 – 43,193
Increase in tourists visiting Palmerston	Achieved	+ $21.8m	Visitor local spend: • 2024-25 – $449.1m • 2025-26 - $470.9m
More funds available for Council to invest in the community	Maintained	NA	• Community Funding Program maintained at $250,000 • $1.2 million in Australian Government grant funding received
Increase in businesses located in Palmerston	Achieved	+76	Businesses: • 2024-25 – 2,053 • 2025-26 – 2,129
Increase in community satisfaction on brand recognition through the community survey.	Maintained	55%	Result of 55% from 2025 maintained in the 2026 Community Satisfaction Survey.

3 *Data sources:*
National Institute of Economic and Industry Research 2026 (www.economyid.com.au)
Spendmapp by Geografia (https://app.spendmapp.com.au)

IMPROVE PALMERSTON'S IMAGE

Hobart Park Toilet amenities block

This project transformed a new community facility into a vibrant and welcoming feature that celebrates Palmerston's identity and sense of place. Designed by local MacKillop Catholic College student Evelyn Small, the artwork Wild Neighbours showcases the wildlife of Johnston and was installed as a large-scale exterior wrap, highlighting local creativity, community pride and connection to the natural environment.

Youthtopia mural

During Palmerston Youth Festival, the library's youth space was revitalised with a vibrant new mural designed by local artist Cordia Draws. Inspired by feedback from young people, the artwork has created a more welcoming and engaging space for teens to connect, learn and spend time.

Library bulkhead

The main library bulkhead has been given a much-needed splash of colour, featuring a bright and eye-catching design created in-house by library staff and inspired by the vision of the Library 5 year Masterplan, "Your place to Connect, Create and Discover".

Goyder Square artwork

Goyder Square was refreshed with new public artwork by local artists Jesse Bell and Jason Lee, adding colour, character and vibrancy to the Palmerston CBD. The artworks celebrate local culture and identity, enhance the visual appeal of the area, and help create a welcoming community space where people, place and culture can come together.

Arts Funding Information Session

This session was delivered at Palmerston library on 10 February in partnership with Arts NT, providing local artists and creative practitioners with information on funding opportunities available through local, Territory and national programs. The session supported capability building, networking and knowledge sharing within the local creative sector, with strong participant feedback highlighting the value of practical funding guidance and peer connections.



Arts and culture workshop

A free screen-printing workshop at the Durack Community Arts Centre on 20 June provided community members with the opportunity to learn new creative skills and design their own printed artwork. Led by artists Jocelyn Tribe and Peta Jane Goodrem, participants explored the screen-printing process from design development to creating finished pieces on tote bags and t-shirts, with positive feedback highlighting the value of the hands-on experience.

Live at Lunch

Starting in June 2026, Live at Lunch has been held every Thursday in Goyder Square, featuring a mix of local food vendors and musicians. The program continues to bring people into the CBD, giving the community a chance to enjoy the dry season and connect with the city.

Supercars in the Square

On 17 June, Supercars in the Square brought the excitement of Supercars week to Palmerston, attracting around 350 people for a fun community event in the city centre. Delivered in partnership with Tourism and Events NT, the event featured live music, vehicle displays, family activities, competitions and food vendors, creating a lively atmosphere and bringing the community together.

Our brand

We continued to strengthen and maintain the City of Palmerston brand across communications, campaigns, projects, events and community facilities. Consistent branding was applied through the delivery of a wide range of creative materials that supported Council services and initiatives, helping to build a strong and recognisable identity for the organisation. Support was also provided across Council teams to ensure branding standards were applied consistently in both digital and printed communications, enhancing the professionalism and visibility of Council's engagement with the community.

Pictured: Painted planter boxes
Civic Centre September 2025



PALMERSTON'S ECONOMIC FUTURE IS BRIGHT

Palmerston Business Futures Forum

The second Palmerston Business Futures Forum held on 23 October attracted 65 participants and provided local businesses with an opportunity to connect, share ideas and help shape the future of business in Palmerston. Delivered in partnership with the Northern Territory Government as part of October Business Month, the forum focused on doing business with Council, innovation opportunities and workforce capability.

Business workshops

In March 2026, City of Palmerston partnered with the Business Enterprise Centre NT (BEC NT) to deliver a series of free business workshops at Palmerston Library. Sessions included Customer Relationship Management (CRM) Made Easy on 3 March, Microsoft 365 for Productivity on 17 March, and Getting Started with MYOB and Xero on 31 March, providing practical tools and skills to help local businesses improve customer management, boost productivity and strengthen financial management.

Building on this support, City of Palmerston partnered with Clickstarter Education throughout April 2026 to deliver a two-part artificial intelligence (AI) workshop series. The workshops helped local businesses understand how AI can improve performance and efficiency, while building confidence in adopting AI safely through practical guidance on applications, benefits and data security.

The Business Social

Council delivered its first Business Social networking event on the lawn beside the Durack Community Arts Centre on 18 June. The event attracted 61 attendees and featured live entertainment and networking opportunities. Feedback was very positive, with strong interest in future events, and the program supported Council's goal of strengthening business connections and advocacy in Palmerston.

Business Newsletter

The Palmerston Business Newsletter is distributed every two months to more than 2,100 subscribers and continues to be an effective way for Council to connect with local businesses. The newsletter provides updates on Council initiatives, events, grants, workshops and business opportunities, with engagement remaining strong and demonstrating ongoing interest in practical and relevant information.

Pictured: Business Future Forum, 2025



Supporting local business

As part of our commitment to support NT and local businesses, in 2025-26 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 2025-26 year, we awarded 12 contracts over $3.89 million to the following projects:

Project	Contract value awarded
SWELL Solar PV and Battery System Storage	$490,000.00
Woodroffe Park furniture and shelter	$94,988.52
Woodroffe Park playground upgrade	$346,526.00
Palmerston Recreation Centre Condenser Unit replacement	$115,480.00
Animal Management Facility Upgrade	$363,044.00
Zuccoli Community Hub Stage 3 Design	$450,000.00
President Park Playground upgrade	$111,625.00
Palmerston Library Cafe construction	$360,855.10
Goyder Square security patrols	$205,959.24
Joan Fejo Playground Renewals	$313,435.00
Zuccoli Community Hub Stage 2A - Pump-Track Construction	$928,623.45
Palmerston Dolostone Aquifer study	$115,830.00

To further support quality projects that enhance community wellbeing and contribute to a vibrant local economy, Council secured more than $1.2 million in Australian Government grant funding in 2025-26. This funding supports the delivery of the following projects:

Australian Government	
Road to recovery	$501,130.00
Investing in our Communities – Hobart Park	$437,356.79
Community Energy Upgrade – SWELL Solar PV and Battery System Storage	$264,000.00



COMMUNITY SURVEY SCORECARD

Community perceptions of Palmerston as a great place to live remain positive. In 2026, more residents said they would recommend living in Palmerston to their family and friends than at any time in the past five years. Awareness of Council's slogan has also continued to improve, particularly among residents who have lived in Palmerston for 20 years or more. Overall, 58% of residents agreed that Palmerston is a place for people, a result consistent with the 2021-2025 average.

Residents were generally positive about Council's role in supporting Palmerston's economy. More than half of respondents (58%) agreed or strongly agreed that Council has a long-term vision for Palmerston's economic future. This measure received stronger results than perceptions of Council's support for attracting and retaining businesses, indicating that residents recognise Council's strategic direction while seeking stronger visibility of economic development outcomes. Satisfaction with Council's performance in supporting and attracting new and existing businesses remained steady, with 40% of residents rating performance as good or very good.

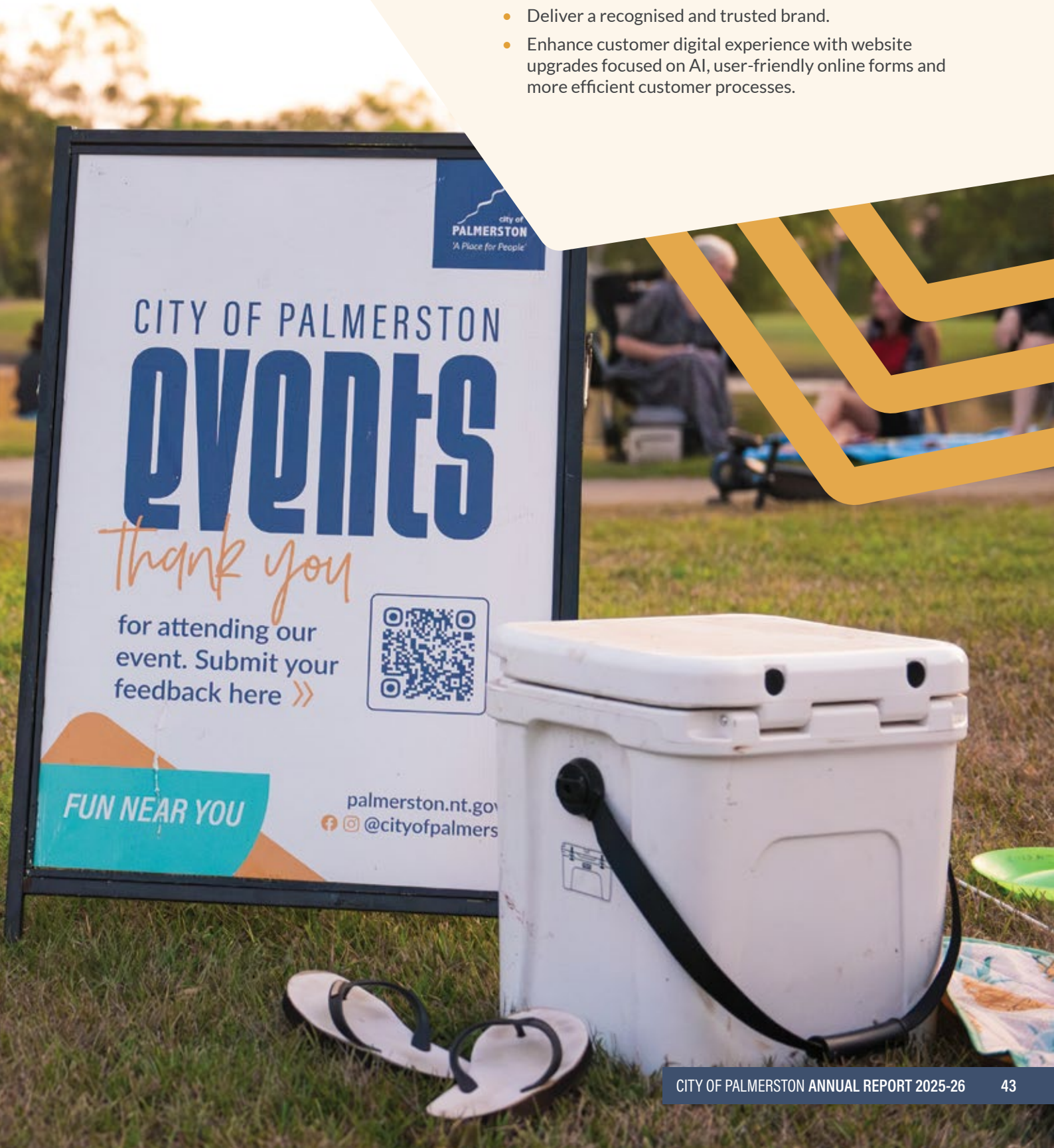
Measure	2026	Change
Awareness of Council's slogan 'A place for people'	55%	0%
Agreement that Palmerston is 'A place for people'	6.66 ↓	-0.46
Council has a long-term vision for Palmerston's Economy	6.50	-0.36
Supporting and attracting new and existing businesses	5.79	-0.30
Average overall	**6.32 ↓**	**-0.37**

Awareness of Council's slogan provides a strong foundation to further promote Palmerston's identity and strengthen community pride, particularly among newer residents and demographic groups with lower awareness levels. The gap between confidence in Council's long-term economic vision and perceptions of business support also presents an opportunity to better communicate economic development initiatives, partnerships and achievements. Showcasing successful outcomes may help strengthen community understanding of Council's contribution to economic growth and attract further investment in Palmerston.

LOOKING FORWARD

- Continue to implement the refreshed Palmerston Local Economic Plan.
- Support local economic growth through increased local business opportunities and support.
- Increase participation and engagement with industry groups
- Continue to deliver the Creative Industries Plan, including an expanded arts program.
- Deliver a recognised and trusted brand.
- Enhance customer digital experience with website upgrades focused on AI, user-friendly online forms and more efficient customer processes.

Pictured: Live at the Lake 2025



03 CULTURAL DIVERSITY

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

Pictured: Culture Fest 2026



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.

MEASURES OF SUCCESS

Municipal Plan 2025-26 Measures	Outcome	Change	Notes
Increased community participation in arts and cultural activities	Maintained	- 1,248 people	Attendees at Community and City Activation events: • 2024-25 – 51,151 • 2025-26 – 49,903. Variation of 2.44% not considered significant.
Community Funding Program is promoted through a variety of channels to community groups	Achieved	NA	Promoted through publications, social media and when groups interacted with Council.
Increase in Community Funding Program applications from diverse organisations	Achieved	+ 6	Applications were received from cultural associations, veteran support, community safety, volunteers and environment. Applications: • 2024-25 – 11 • 2025-26 - 17
Existing partnerships are inclusive of emerging communities	Achieved	NA	Diverse community representatives are invited to participate in advisory groups, networks and events.
Inclusion and accessibility are incorporated into our programming and planning	Achieved	NA	The draft Disability, Access and Inclusion Plan 2026-2028 was developed for consultation. It reflects a whole-of-Council approach to programming and planning.
Council consults with and includes the needs of all people in our programs and planning using a mechanism we've agreed with those communities	Achieved	45%	Nearly half of residents surveyed in 2026 had no suggestions when asked about improvements to Council's interaction with the community.
Improvement in fostering and promoting arts and culture in our community and awareness and promotion of our local history.	In progress	-0.65	In the 2026 Community Satisfaction Survey, the measure 'Promoting art and culture (e.g. public art, murals, paving etc.)' experienced a decrease from 2025. Council delivered new murals, artwork in the library and hosted events such as Culture Fest.

TO CELEBRATE OUR RICH CULTURE AND DIVERSITY

Citizenship Ceremonies

In 2025-26, eight Citizenship Ceremonies were held, welcoming 319 Palmerston residents as Australian citizens. New citizens came from 40 countries, including Malaysia, Hong Kong, India, Ireland, Afghanistan, China, Greece and Papua New Guinea, reflecting the rich cultural diversity of the Palmerston community. This diversity continues to strengthen and enrich the city, contributing to a vibrant and inclusive community.

Citizen of the Year Awards

Each year, the Palmerston Australia Day Awards recognise residents who make an outstanding contribution to the community. In 2025-26, 14 nominees were celebrated at a special recognition event before the Australia Day Flag Raising Ceremony and Awards, which was attended by 280 community members. The event featured the announcement of the Australia Day Award winners, Student of the Year recipients and a Citizenship Ceremony. Nominations for the 2026 awards highlighted the strong contributions of local residents, with nominees across the Citizen of the Year, Young Citizen of the Year and Community Group or Event of the Year categories.

The 2026 winners were:

- Citizen of the Year - Balachander Mohanraj
- Young Citizen of the Year - Joshua Harrington
- Community Groups or Events of the Year - The Tamil Society of the Northern Territory for the Indian Food Festival

Culture Fest

Culture Fest returned to the Palmerston CBD on 23 May, bringing the community together to celebrate the city's multicultural diversity through music, dance, food, market stalls and cultural activities. Goyder Square was transformed into a vibrant cultural hub, with live performances from a range of cultural groups and interactive activities including marigold making, pandanus weaving, dot painting and henna art. The event provided a fun and engaging opportunity for residents to experience and celebrate the many cultures that make up the Palmerston community.

Darwin Festival in Palmerston

In 2025, Darwin Festival returned to Goyder Square for another successful weekend in Palmerston, supported through its ongoing partnership with the City of Palmerston. The program featured a free Family Fiesta with the musical movie singalong I Like to Movie Movie, performances by local dance group M3 Dance and Latin-Aussie band La Descarga, as well as an evening of live country music from David Garnham & the Reasons to Live, Sara Storer and Shane Nicholson. The weekend concluded with a special tribute to Top End country music icon Mark A. Hunter, celebrating his legacy and connection to the region. The event provided high-quality arts and cultural experiences for the community, and the partnership has been secured through to the end of 2028.

Darwin International Film Festival

The inaugural Darwin International Film Festival in Palmerston was successfully launched with two outdoor film screenings in Goyder Square across the second and third Saturdays of September. Family-friendly movies The Canterville Ghost and Bookworm attracted a diverse audience and created a welcoming community atmosphere. The events also featured pre-show entertainment by Fairy Jill and a range of food trucks, providing a fun and enjoyable experience for attendees of all ages.

Darwin Symphony Orchestra

Throughout October and November, the Darwin Symphony Orchestra delivered a range of music and education events in Palmerston. Highlights included Palmerston Classics, an evening concert featuring popular orchestral works from classical and film music, and Palmerston Family Proms, an interactive performance introducing children and families to the sounds of a live orchestra. The Orchestra also delivered workshops at Gray Primary School, Good Shepherd Lutheran College and Forrest Parade School, giving students opportunities to explore music, creativity and collaboration with professional musicians and educators.

Inclusive and accessible events

Council continued to support inclusive and accessible community events through a range of low-sensory initiatives. At the 2025 Ghostly Gatherings event, dedicated low-sensory sessions were offered each day, featuring reduced capacity, the removal of flashing lights and the absence of jump scares, along with closed-caption movie screenings to support accessibility. A fully booked Low Sensory Christmas Wonderland was also delivered in December, providing a calmer festive experience with smaller crowds, softer music and no flashing lights. The event included sensory-friendly activities, a Signing Santa, therapy dogs and Auslan interpretation, creating a welcoming environment for community members who prefer a quieter and more inclusive setting.

RECOGNISE AND SUPPORT DIVERSITY THROUGH OUR PARTNERSHIPS AND LEADERSHIP

Dementia Friendly spaces

The Recreation Centre and Civic Plaza proudly joined the Library in becoming certified Dementia-Friendly spaces, reflecting Council's commitment to creating accessible and inclusive facilities for all residents. Working closely with Dementia Australia, staff assessed features such as seating areas, walkways, furniture, facilities, lighting and noise levels to ensure the spaces are welcoming and suitable for people living with dementia.

Community Cohesion Initiative

The Library participated in a national Community Cohesion Initiative, delivering programs that strengthened community connection, inclusion and participation. Activities included the launch of Book Chats, Crafter Noons creative workshops, Bilingual Storytime sessions for Lunar New Year and Harmony Week, and digital literacy workshops delivered with Services Australia, NBN and the Commonwealth Bank. These programs helped bring people together, celebrate cultural diversity and build confidence in using digital services.

International Men's Day

On 19 November, Council celebrated International Men's Day with an event focused on the theme Supporting Men and Boys. The event recognised positive male role models in the Palmerston community and featured information stalls from organisations providing mental health, wellbeing and support services. A practical irrigation workshop hosted by Power and Water also gave participants an opportunity to learn new skills and connect with others in a relaxed environment.

International Women's Day

On 4 March 2026, Council partnered with STEPS to host a free International Women's Day celebration at Gray Community Hall and Harvest Corner Gardens. The event brought together around 200 attendees to recognise the achievements of women, promote wellbeing and strengthen community connections. Featuring local service providers and community organisations, the family-friendly event created an inclusive space for residents to connect, learn about support services and celebrate the contributions of women from diverse backgrounds.

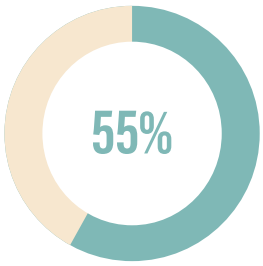
Pictured: Deadly NAIDOC Celebration 2026



COMMUNITY SURVEY SCORECARD

Library services continue to be the highest-rated service within the Cultural Diversity outcome, demonstrating the important role they play in supporting learning, connection and community participation across Palmerston. However, satisfaction ratings across the Cultural Diversity outcome have declined compared with 2025. The most significant decreases were recorded for library services, culturally diverse events, and Council's efforts to promote art and culture. While ratings remain generally positive, these results suggest that community expectations in these areas may be changing and that residents are seeking greater opportunities to connect with and celebrate the city's diversity.

Measure	2026	Change
Providing libraries and library services to the community	7.77 ↓	-0.50
Supporting culturally diverse events, such as NAIDOC celebrations, Multicultural Festival and Pride events	7.24 ↓	-0.57
Providing recognition and support for our Aboriginal and Torres Strait and multicultural community	6.84 ↓	-0.45
Promoting art and culture (e.g. public art, murals, paving etc.)	6.51 ↓	-0.65
Average overall	**7.09 ↓**	**-0.54**



Inclusion of Indigenous Community

55% of Aboriginal and Torres Strait Islander respondents agree that Council is inclusive and has a strong relationship with the Indigenous community.

Building on the strong reputation of library services could help drive greater community engagement and participation in cultural programs. The lower ratings for culturally diverse events and the promotion of art and culture also present opportunities to strengthen partnerships with local community groups and increase awareness of existing activities and initiatives like the Community Funding Program. Enhancing the visibility of cultural experiences may help improve community satisfaction while further celebrating Palmerston's diverse and inclusive community.

LOOKING FORWARD

- Implement the Reconciliation Action Plan.
- Implement the refreshed Disability, Inclusion and Access Plan.
- 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.
- Support Darwin Festival in Palmerston until 2028.
- Support Darwin Symphony Orchestra in Palmerston until 2028.
- Support Darwin International Film Festival in Palmerston until 2028.

Pictured: International Women's Day 2026



04 FUTURE FOCUS

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

Pictured: Zuccoli Dog Park



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.

MEASURES OF SUCCESS

Municipal Plan 2025-26 Measures	Outcome	Change	Notes
Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities	Achieved	45%	Nearly half of residents surveyed in 2026 had no suggestions when asked about improvements to Council's interaction with the community.
Improved condition data and financial valuations of assets	Achieved	In progress	• Commenced condition inspection of all Open Space assets • Completed external revaluation on Stormwater and Open Space assets
Optimisation of asset renewal	In progress	NA	• Progress has been made on refreshing the Asset Management Plans, with four of the seven plans now updated. • Improved data will provide better knowledge regarding renewals and replacements.
Increase in site visits to the Emergency Dashboard	Achieved	+ 400 users + 10,100 views	Active users: • 2024-25 – 1,200 • 2025-26 – 1,600 Views: • 2024-25 – 7,900 • 2025-26 – 18,000 Noting expected increase in November 2026 due to Tropical Cyclone Fina.
Council provides a platform that supports and allows for innovation by both staff members and the community.	In progress	-0.51	In the 2026 Community Satisfaction Survey, the measure 'Council is innovative' experienced a decrease from 2025. However, 49% of respondents rated Council as 'innovative' (7-8) or 'completely innovative' (9-10).

WE SUPPORT AND FOSTER INNOVATION

Recording Studio experience

With funding from the 2025-26 Youth Vibe Holiday Grants program, the Library delivered Recording Studio Experience workshops during the school holidays for young people aged 12 to 25. Participants gained hands-on experience with professional recording equipment while learning songwriting, music recording and basic audio production skills. The program encouraged creativity, built confidence and digital skills, and introduced young people to potential career pathways in the music and media industries.

Improving organisational capabilities

Progress continued on the Enterprise Resource Planning (ERP) project, a major initiative to modernise and integrate Council's core business systems. As local government operations involve a wide range of services and complex processes, the project requires significant planning and collaboration across the organisation. Once implemented, the new system will streamline workflows, improve access to information and data, increase transparency, and support more inform

INFRASTRUCTURE IS FIT FOR PURPOSE

Zuccoli Pump Track

The Zuccoli Pump Track officially opened to the public on 4 March 2026 and was formally celebrated at a community opening event on 19 April 2026, which attracted hundreds of residents and showcased the Northern Territory's newest facility for BMX riders, families and outdoor recreation. The event featured local BMX clubs, community stalls, children's entertainment, live music, food vendors and on-track competitions, with 66 riders competing across five age categories. Community response to the facility was overwhelmingly positive, and the strong attendance demonstrated significant local enthusiasm for the project. Further enhancing the facility, floodlights were installed and commissioned in May 2026, extending opportunities for community use. The project was also recognised nationally, winning the Productivity Through Infrastructure category at the 2026 National Awards for Local Government.

Library upgrades

The library underwent a major refresh during 2025-26, with new shelving and booth seating installed to create a more modern, accessible and welcoming space. The upgraded layout has improved visibility and browsing throughout the library, increased flexibility for programs and events, and provided comfortable areas for group work, meetings and quiet study. Community feedback has been overwhelmingly positive, with users highlighting the improved functionality and appearance of the facility.

The library also upgraded its CCTV system through NT Government grant funding, replacing the ageing system with a modern intelligent security solution. The upgrade has strengthened monitoring and safety both inside and outside the facility, helping to deter antisocial behaviour and create a safer, more welcoming environment for residents and visitors.

Key projects

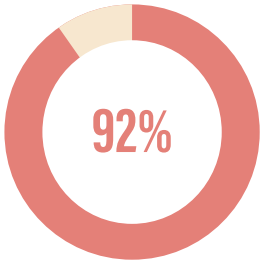
Key projects delivered during 2025-26 helped improve community facilities, enhance public infrastructure and create more accessible and connected spaces for residents. These projects were supported through a combination of Council investment and external grant funding, delivering long-term benefits for the Palmerston community.

- Library Café Refurbishment - works to create a dedicated cafe space at the Palmerston library completed in June 2026. The new cafe operator, Kopi Stop, commenced operations in July 2026, enhancing the library experience and providing a new community meeting place.
- SWELL Basketball Court Shade - supported by $86,000 in grant funding, a new shade structure was installed over the basketball court at SWELL in April 2026, improving comfort and usability of the facility throughout the year.
- Road Reseal Program - we resealed more than four kilometres of the local road network during the year, helping to maintain safe and reliable transport infrastructure. Council also secured more than $500,000 in Roads to Recovery grant funding to support future road improvement works.
- Archer Waste Management Facility Recycling Area Upgrade - completed in October 2025, this project delivered new shelter over the recycling and drop-off area, improving accessibility and convenience for residents using the facility.
- Black Spot Program - two road safety improvement projects were completed through successful funding under the Australian Government's Black Spot Program. Works on Buscall Avenue improved safety and provided additional parking for Sanctuary Lakes, while upgrades at the Tilston Avenue/ Bonson Terrace intersection enhanced traffic and pedestrian safety near the SWELL facility.
- Hobart Park accessibility and amenity upgrades - completed in February 2026, improvements included the installation of additional shaded seating and picnic tables, along with a new all-accessible modular toilet facility, making the park more welcoming and accessible for all visitors.

Planning and development

Council plays an important role in supporting Palmerston's growth by assessing development proposals, coordinating infrastructure outcomes and ensuring new development meets community needs. During 2025-26, Council supported continued growth across the municipality, including the titling of 92 new residential lots in Zuccoli. Council also reviewed and provided comments on 41 development applications, processed 581 driveway and stormwater applications, and issued 301 permits for works within public places.

Community facilities



residents surveyed used a Council facility

We have a number of purpose-built facilities that support the community through free or reduced hire costs. There was a total of 6,724 bookings across all facilities in 2025-26, 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	285
Durack Community Art Centre	722
Gray Community Hall	589
Library Community Room	665
Gulwa Recording Studio	95
Recreation Centre	4,368

Public WiFi

City of Palmerston continued to improve digital connectivity across the municipality by providing public WiFi hotspots in key community locations. In 2025-26, the network supported 21,700 unique users, with quarterly usage consistently ranging between 5,000 and 6,500 connections. The Palmerston Library and CBD were the most popular locations, accounting for approximately 73% of total annual usage. These figures highlight the important role public WiFi plays in helping residents, visitors and students access online services, education, communication and community resources.

Pictured: Gulwa Recording Studio City of Palmerston Library



COMMUNITY SURVEY SCORECARD

Community satisfaction within the A Future Focus outcome was generally lower in 2026, with six of the seven measures receiving ratings below 7 out of 10. The highest level of satisfaction was recorded for maintaining drainage facilities, while the lowest was for supporting innovation in the business community. Satisfaction with providing and maintaining shared pathways was measured through a new combined indicator in 2026 and therefore cannot be compared with previous years.

Measure	2026	Change
Council is innovative	6.10 ↓	-0.51
Council is flexible	5.89 ↓	-0.61
Maintaining drainage facilities	7.16 ↓	-0.40
Ensuring footpaths built by developers are fit for purpose	6.83 ↓	-0.38
Providing and maintaining shared pathways	6.52	NA
Ensuring the roads built by developers are fit for purpose	6.45 ↓	-0.59
Maintaining footpaths	6.42 ↓	-0.55
Maintaining local roads	6.04 ↓	-0.90
Supporting innovation in the business community	5.77 ↓	-0.74
Average overall	**6.35 ↓**	**-0.57**

The largest reductions were seen in the areas of maintaining local roads and ensuring roads built by developers are fit for purpose. In particular, satisfaction with maintaining local roads has steadily declined since 2021, moving from the highest-rated measure in this outcome area to the second lowest in 2026. These results indicate that road infrastructure is becoming an increasing concern for residents and there is a need to strengthen investment, maintenance programs and communication about road improvement projects.

Residents' perceptions of Council's innovation and flexibility were mixed. Almost half of residents (49%) rated Council as innovative or highly innovative, which is slightly below the 2021-2025 average but not significantly different from previous years. The low rating for supporting innovation in the business community highlights an opportunity to better promote existing programs that support economic growth. In contrast, 45% of residents considered Council to be flexible or highly flexible, representing a significant decline compared with the five-year average. This suggests an opportunity to help the community better understand how Council adapts to changing needs and priorities.

LOOKING FORWARD

- Invest in programs for maintaining and renewing infrastructure and assets that allow for the growth of our community.
- Continue delivering public infrastructure in Zuccoli and Durack Heights to support the needs of Palmerston's growing community.
- Complete the library shelving upgrade to enhance the flexibility and functionality of spaces.
- Modernise library printing services through the implementation of a new cloud-based print management and payment system.
- Finalise Stage 2 upgrades to the Animal Management Facility.
- Progress delivery of the Zuccoli Hub community buildings in 2028, with Stage 2 and 3 elements to be delivered in future years as funding becomes available.
- Continue working with the Northern Territory Government on joint partnerships to deliver shared connectivity, greening our city and effective and efficient public lighting programs.
- Continue working towards the delivery of an Enterprise Resource Planning system.
- Deliver the SWELL energy upgrade project.

Pictured: Hobart Park 2026



05 ENVIRONMENTAL SUSTAINABILITY

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

Pictured: Brekkie in the Park 2025



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.

MEASURES OF SUCCESS

Municipal Plan 2025-26 Measures	Outcome	Change	Notes
Increased level of recycling/ proportion of rubbish recycled	Achieved	+ 3,345 tonnes recyclable material	Archer Waste Management Facility diversion rates after installation of new recycling area: • 2024-25 – 4,748 tonnes • 2025-26 - 8,093 tonnes Recovery of mixed aluminium, glass and plastic containers more than doubled from 2,018 kg to 4,314 kg (114% increase).
Decrease in littering	Not achieved	+55 reports	Reports of dumping: • 2024-25 - 38 • 2025-26 - 93
Increase in canopy coverage (percentage of areas shaded by trees)	Achieved	NA	Based on current metrics there has been an increase in canopy cover since 2023. Due to change in methodology, a direct comparison is not available.
Improved biodiversity outcomes	Achieved	+3 +400	• Three new lake aerators installed. • 400 juvenile Barramundi were released across Palmerston waterways.
Improved community satisfaction in relation to the Palmerston lakes	In progress	-0.30	In the 2026 Community Satisfaction Survey, the 'Maintaining lakes' measure decreased slightly in comparison to 2025.
Improved emissions reporting	Achieved	NA	Solar generation, greenhouse gas savings and energy consumption for all facilities are reported Quarterly to council.
Number of vehicles using the EV charging station	In progress	NA	Data only available from April 2026 onwards: • 87 charging sessions • 975.84 kWh of electricity delivered • 2,221.35 hours of charging
Increase the use of Electric Vehicles within the Palmerston municipality	In progress	NA	Data on number of vehicles in Palmerston is not available. However, Council has included an electric vehicle in its fleet. Future data on use of EV charging stations will support understanding of vehicle numbers.
Decrease in costs associated with printing	Achieved	+ 943	Electronic rates notices: • 2024-25 – 5,827 • 2025-26 – 6,770
Increase in online services.	Achieved	NA	Additional forms and engagement avenues were made available on the website, the City of Palmerston app and social media in 2025-26.

REDUCE OUR FOOTPRINT ON THE ENVIRONMENT

Council continued to deliver a range of essential maintenance and environmental services across the municipality. These ongoing programs included street tree maintenance, mowing and garden landscaping, kerbside and Archer Waste Management Facility services, and pre-cyclone clean-up activities. Together, these programs help maintain safe, attractive and sustainable public spaces for the community.

Bushfire management

We undertook controlled burns in several Council-managed bushland areas, including Gunn Escarpment, Marlow Lagoon, and bushland adjoining the Archer Waste Transfer Station. These burns help reduce fuel loads and manage invasive weed species as part of Council's integrated bushfire management program. Following fire events, emerging weed growth is monitored and treated through targeted chemical control to support the ongoing health and resilience of these natural areas.

Pool blanket installation

The Program Pool at SWELL is heated year-round to provide reliable access for the community. A pool blanket was installed in 2025-26 to retain heat and reduce heat loss, helping maintain water temperature efficiently while lowering the electricity required for heating. This supports both operational efficiency and energy conservation.

Lake aeration

In 2025-26 we installed an aerator fountain in Lake 7B in Durack, and lakebed aerators in Sanctuary Lake A, Basin Lake in Durack Heights, and Lake 1A and Lake 1B in Durack, funded through the Northern Territory Government Recreational Fishing Grants Scheme. Aerators improve water quality by increasing oxygen levels, supporting aquatic life and helping to reduce algae growth, odours and stagnant water. These improvements contribute to healthier and more attractive lake environments for the community.

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 where possible. 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 seventeen 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. 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 IS A COOL, SHADED GREEN CITY

Tree management

We continued our street tree maintenance program across Gunn, Driver, the CBD, Zuccoli, Marlow Lagoon, Moulden, Bellamack, Farrar and Bakewell. The program included pruning street trees to maintain clear sightlines for pedestrians and motorists, ensuring appropriate separation from street lighting and traffic signage, and assessing tree health to identify trees requiring removal. Council also focused on restoring and enhancing natural areas, with 20 native trees planted at Reggie's Park in Gunn to replace vegetation lost during Tropical Cyclone Fina. Mulching works were completed to support tree establishment and promote the long-term health of the area.

Mitchell Creek Concept Plan

Mitchell Creek is Palmerston's primary water catchment and includes approximately 20 km² of bushland containing unique ecosystems. The Mitchell Creek Concept Plan, which sets out a vision to activate the Mitchell Creek Catchment Area through walking trails and other low-impact recreational infrastructure while protecting its significant environmental values. Partly funded by the Northern Territory Government, the plan proposes nature-based amenities such as boardwalks, walking trails and viewing platforms to improve community access, support ecotourism opportunities and encourage appreciation of the area's natural environment.

Palmerston Dolostone Aquifer Report

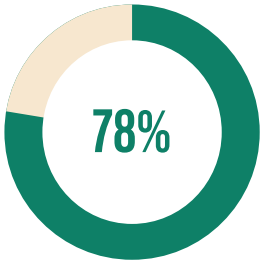
In 2025-26, we completed a groundwater management plan to assess the health of the local aquifer and the potential risks associated with using groundwater for irrigation. The assessment found that Council's groundwater extraction remains within sustainable limits and identified actions to support the responsible management of this resource. These measures will help ensure groundwater remains available for irrigation and environmental needs into the future.

Pictured: PCCU HPA recycle shop sign
Archer Waste Facility November 2025



ENCOURAGE PERSONAL ACTION AND TAKING A LEADERSHIP ROLE

We continued to deliver community waste and recycling education through targeted initiatives, including information stalls at community events and digital campaigns that promoted correct waste disposal, recycling and contamination reduction. Programs like the Home Composting Rebate were actively promoted through signage at community facilities, social media and Council's website. During 2025-26, 29 residents participated in the program, supporting waste reduction and sustainable practices across the community. A total of $3,054 was also utilised under the Verge Assistance Program to support lawn care and verge maintenance.



residents that used Archer Waste Management Facility

Reboot Your Loot

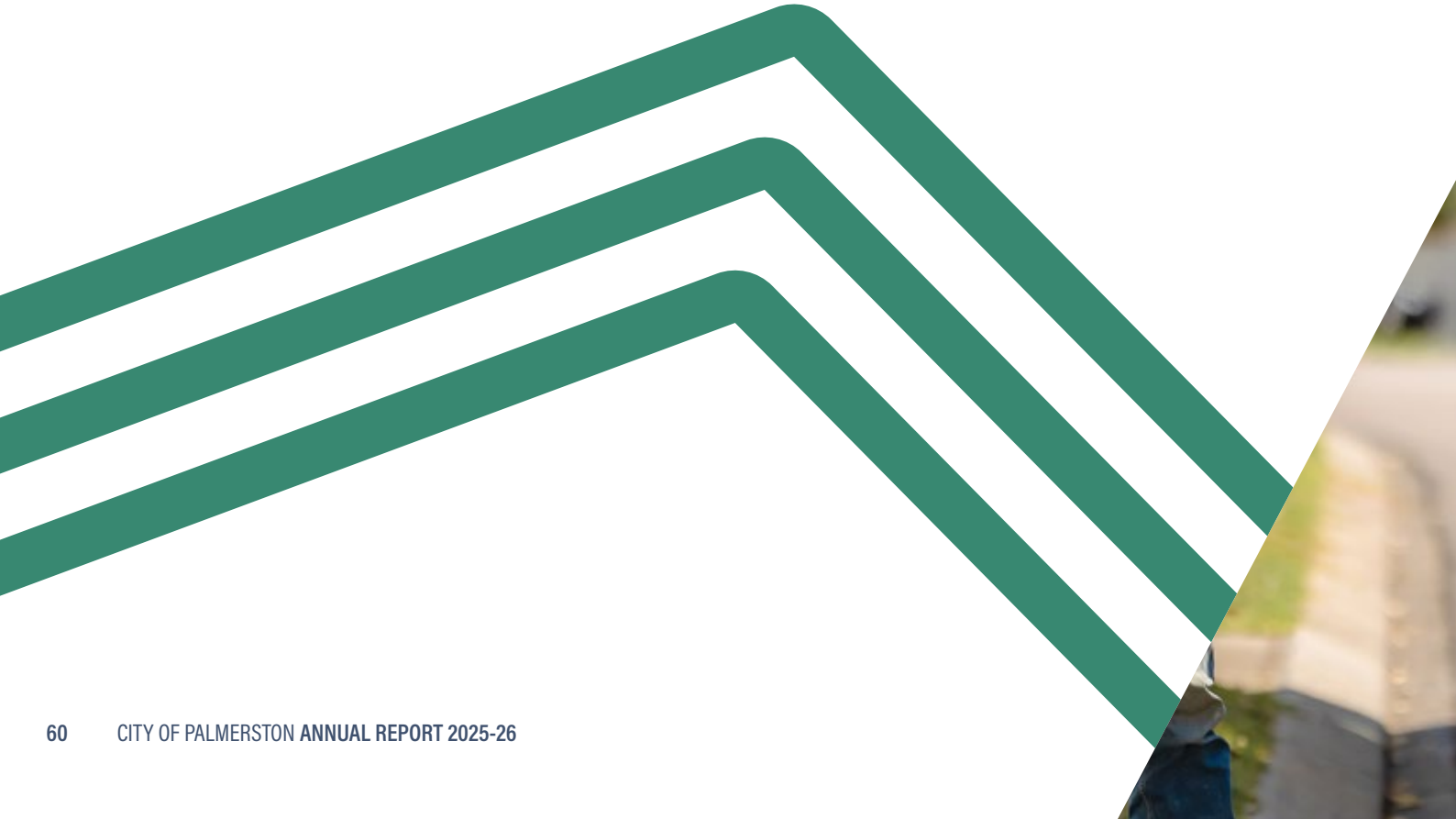
Reboot Your Loot returned to the Civic Plaza carpark on 23 August 2025, attracting more than 450 community members and featuring 36 stalls offering a wide range of second-hand goods and handmade items. The event combined affordability, sustainability and community connection, with Council teams providing free dog microchipping, customer service support and free clothing alterations to encourage reuse and waste reduction. Local vendors, live music and family-friendly activities created a welcoming atmosphere, making the event a successful community gathering that promoted recycling, resource recovery and local engagement.

Solar energy

Council continued to realise environmental benefits from its solar energy program, with photovoltaic systems installed at Palmerston Civic Plaza, the Recreation Centre, Library and Gray Community Hall. These systems help reduce reliance on grid electricity and lower greenhouse gas emissions. At Civic Plaza, where most electricity is used during daylight hours, solar generation supplied 93.52% of daytime energy demand. Lower solar coverage at other facilities reflects their mixed-use operations, with significant energy consumption occurring outside daylight hours, particularly at the Recreation Centre and Gray Community Hall.

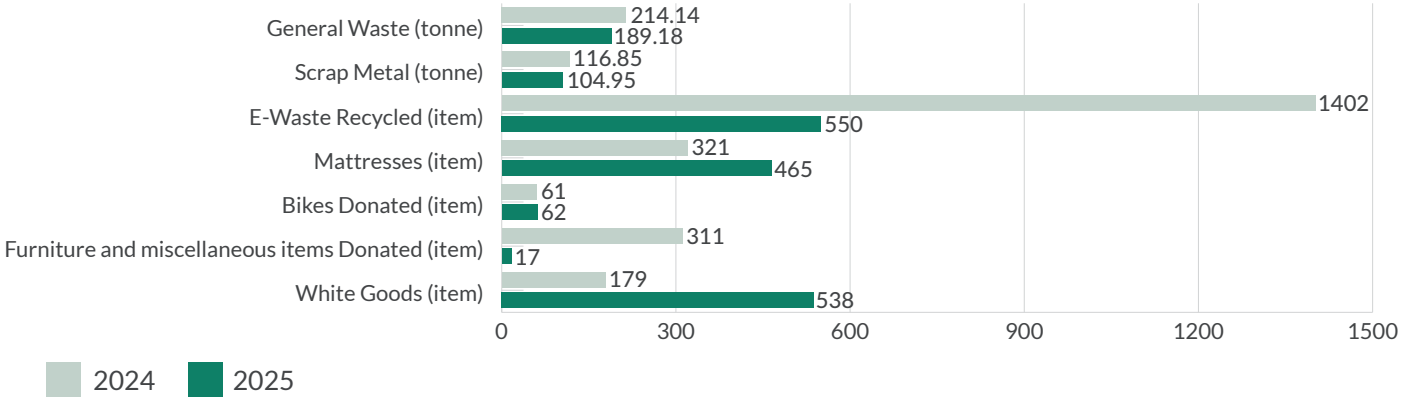
EV vehicles and charging

Following an upgrade to the EV Up analytics platform in April 2026, Council gained improved visibility of electric vehicle charger performance and usage. Prior to the upgrade, monitoring was limited to confirming whether the charger was operational, and detailed usage data was not available. Since the upgrade, the charger has recorded 87 charging sessions, delivered 975.84 kWh of electricity, and provided 2,221.35 hours of charging. This enhanced data will support future monitoring and planning for Council's electric vehicle charging infrastructure.



Pre-Cyclone Clean Up

The 2025 Pre-Cyclone Clean Up Program was successfully delivered during September and October 2025, helping residents prepare for the wet season. The program was widely promoted through social media, radio, print media, Council's website, and signage across the municipality, with regular updates provided throughout the campaign. Compared with 2024, the program collected less general waste, e-waste and salvageable items, while the number of white goods and mattresses collected increased. Scrap metal and bicycle collections remained consistent, reflecting continued community participation in responsible waste disposal and recycling efforts.



Pictured: Pre-cyclone cleanup
September 2025



COMMUNITY SURVEY SCORECARD

Community satisfaction with environmental sustainability services continued to follow a similar pattern to previous years. Residents reported higher levels of satisfaction with waste management and recycling services, while environment-related measures generally received lower ratings. The highest levels of satisfaction were recorded for waste management and recycling services, including the Archer Waste Management Facility, kerbside waste collection, and opportunities for recycling and re-use provided through the pre-cyclone clean-up program. Lower satisfaction ratings were recorded for shading and greening across the city and Council's efforts to promote environmental sustainability. While these areas remain important to the community, the results suggest residents are looking for greater progress and visibility in environmental initiatives that improve liveability and support a greener city.

Measure	2026	Change
Providing and maintaining Archer Waste Management Facility	7.80	-0.32
Kerbside waste collection	7.70 ↓	-0.53
Providing opportunities for recycle and re-use through the Pre-Cyclone Clean Up	7.61 ↓	-0.44
Maintaining Lakes	7.03	-0.30
Managing gardens and nature reserves	6.76 ↓	-0.61
Increasing shading and greening in the city	6.20 ↓	-0.60
Promoting environmental sustainability	6.19 ↓	-0.55
Average overall	**7.04 ↓**	**-0.48**

The strong performance of waste and recycling services provides a solid foundation to build community confidence in broader sustainability initiatives. The lower ratings for shading, greening and environmental sustainability present opportunities to strengthen community awareness of Council's sustainability achievements and future plans, helping residents better understand the actions being taken to enhance the natural environment.

LOOKING FORWARD

- Progress the Widdup Park, Driver Concept Plan and renewals program.
- Install a shade structure over the all-abilities swing at Sister Frederick Mangan Park.
- Implement an automated refill system for the Durack Lakes.
- Complete the redesign of the Marlow Oval irrigation system.
- Implement the Irrigation Management Plan to improve water use efficiencies and upgrade irrigation infrastructure.
- Update the Lake Management Plan and continue to implement management of lakes.
- Develop a Weed Management Plan and continue with controlled burns and on-the-ground weed management in high-risk areas.
- Continue to review signage and printed communication materials to identify opportunities for reusable and more sustainable alternatives.



Pictured: Truxor weed harvester

06 GOVERNANCE

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

Pictured: Brekkie in the Park 2026



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.

MEASURES OF SUCCESS

Municipal Plan 2025-26 Measures	Outcome	Change	Notes
The community is satisfied that Council values and encourages their participation in Council activities and is committed to delivering the highest possible levels of service and community engagement	In progress	- 0.42	In the 2026 Community Satisfaction Survey, the results for overall satisfaction with Council decreased from 2025. However, overall, 67% of residents rated satisfaction with Council's performance as 'good' or 'very good'.
The community is satisfied that Council has the right systems and processes in place to deliver services to the community	In progress	-0.68	In the 2026 Community Satisfaction Survey, the results for 'Council is effective' decreased from 2025. However, 54% of residents believed that Council is effective (7–8) or completely effective (9–10).
The community is satisfied that Council values its people and the culture of our organisation	In progress	-0.31	In the 2026 Community Satisfaction Survey, the results for 'Council is accountable' decreased slightly from 2025. However, 56% of residents believed that Council is accountable (7-8) or completely accountable (9-10).
The community is satisfied that Council shows corporate and social responsibility, ensures the sustainability of assets and services, and plans effectively, reporting performance to the community	In progress	-0.31	In the 2026 Community Satisfaction Survey, the results for 'Council is accountable' decreased from 2025. However, 56% of residents believed that Council is accountable (7-8) or completely accountable (9-10).
Increase in engagement across social media channels	Achieved	+ 2,210	Social media following: • 2024-25 - 25, 040 • 2025-26 - 27, 250 people
Increase in website statistics	Achieved	+21,571 users +21,446 views	Website users: • 2024/25 - 152,009 • 2025/26 – 173,580 Page views • 2024/25 - 459,391 • 2025/26 - 480,837
Increase of email distribution list	Maintained	NA	The 2025-26 subscriber list is 18,682 individuals. Comparative data from prior years is not available.
Increase in community consultation	Achieved	+1	Community consultations: • 2024-25 - 10 • 2025-26 - 11

ENSURE WE HAVE A LEADING GOVERNANCE MODEL

Community Plan Health Check

In October 2025, Council resolved to undertake a Health Check of the Community Plan following the election of the 11th Council. This four-yearly review is a commitment under the Community Plan and provides an opportunity to confirm that Council's strategic directions continue to reflect the needs and priorities of the Palmerston community.

Community consultation and engagement were undertaken between December 2025 and May 2026, culminating in a community panel workshop on 17 May 2026. Twenty community members attended the workshop to review consultation feedback, identify community priorities and develop recommendations for Council. The discussions highlighted strong community pride, a shared vision for Palmerston's future and a desire to build on the city's growth and achievements over the past decade. The final report was presented to Council in June and will help inform future work.

Policies

Council policies provide a framework for City of Palmerston's operations and decision-making. They guide the allocation of resources, budget planning and service delivery, helping Council operate effectively and meet the needs of the community. During 2025-26, Council reviewed 13 policies to ensure they remained relevant, effective and aligned with the City's commitment to continuous improvement and positive community outcomes:

- Accountable Forms (Members and CEO)
- Alcohol Management
- Appointment of Deputy Mayor
- Casting Vote
- Confidential Matters at Council Meetings
- Debt Collection
- Elected Member Allowances and Expenses
- Elected Member Casual Vacancies
- Light Up Palmerston.
- Political Involvement in Council Events
- Procurement
- Rating
- Sufficient Interest in the Assessment Record

In addition, Council adopted the following new policies to support consistent, transparent decision-making that meets the needs of the Palmerston community:

- City Parking
- Elected Member Attendance at Events, Forums and Conferences.

COMMUNITY IS AT THE CENTRE

23 MEDIA RELEASES

215 MEDIA INTERACTIONS

Website statistics

Year	Users	Page views
2024/25	152,009	459,391
2025/26	173,580	480,837

Platform	Followers
Facebook	21,152
Instagram	2,799
LinkedIn	3,396



Customer Experience

Customer experience remained a key focus throughout 2025-26, with several improvements introduced to make it easier for residents to access Council services. An Interactive Voice Response system was implemented to better direct callers to the appropriate service area, improving customer experience and supporting faster resolution of enquiries. In April 2026, the Customer Experience area was redesigned to create a more welcoming and efficient space for both customers and employees. During the year, Council received 15,642 inbound calls and processed 8,275 customer requests, demonstrating the continued demand for accessible and responsive customer service.

MOST COMMON CONTACT METHODS



PHONE



EMAIL



IN PERSON

Area	No. Cases
Facilities	166
General	38
Irrigation	185
Laneways	33
Public Places	803
Regulatory Services	3,133
Roads	522
Signs	110
Stormwater	98
SWELL	1
Trees	548
Waste	2,638
Total	**8,275**

Pictured: Seniors Day 2025



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 2025-26, $178,874 was awarded, supporting 15 community groups, 10 schools and 142 individuals.

	2022/23	2023/24	2024/25	2025/26
Community grants, representation support and school awards	$56,945	$79,760	$53,605	$74,692
Sponsorships including multi-year agreements	$124,000	$150,500	$113,486	$93,182
Environment initiatives	$0	$6,000	$19,450	$11,000
Total	**$180,905**	**$241,260**	**$186,541**	**$178,874**

Tropical Cyclone Fina

Following the impact of Cyclone Fina on 22 November 2025, Council responded quickly to widespread fallen trees and debris across Palmerston, with only minor damage reported to Council infrastructure. Staff and contractors were rapidly mobilised to undertake debris removal and restore public assets and open spaces. Recovery efforts focused on clearing roads, footpaths, parks and other public areas, supported by a live Cyclone Fina Recovery Map that enabled residents to track progress and access recovery information. While some planned projects were temporarily delayed due to the reallocation of resources, Council's coordinated response demonstrated its ability to effectively manage severe weather events and support community recovery and resilience.



Pictured: Cyclone Fina recovery 2025

HEALTHY WORKING PARTNERSHIPS

Council values the strong partnerships highlighted throughout this Annual Report, which help build community capacity, strengthen local connections and support positive outcomes for Palmerston. By working collaboratively with community organisations, businesses, government agencies and local networks, Council is able to incorporate diverse perspectives into its planning and decision-making and respond effectively to the needs and aspirations of the community.

Committees and networks

We also remain committed to inclusive governance and meaningful community engagement through its advisory committees and networks. These groups provide valuable opportunities for residents, community organisations and businesses to contribute to Council's planning and decision-making, ensuring a broad range of perspectives are considered. Committee membership is open to the community through an annual application process, helping local voices play an active role in shaping Palmerston's future.

The committees are:

- Palmerston Community Safety and Wellness Advisory Committee - provides strategic advice to Council on a range of community, social, animal and wellbeing issues that may influence the Palmerston By-Laws, Council services and program development
- Palmerston Vibrant Economy Advisory Committee - provides advice to Council relating to actions and priorities relating to the Palmerston Local Economic Plan

The networks are:

- Palmerston Child and Youth Network - brings together service providers from relevant sectors, providing an opportunity for collaboration.
- Palmerston Safe Communities Network - aims to collaborate to help support workers in this sector with valuable opportunities for collaboration and information sharing to strengthen response to local matters such as safety, support services and crime reduction.
- Palmerston Seniors Network - established to provide networking opportunities, sector updates and a platform for members to raise awareness of issues relevant to the senior community.

Risk Management and Audit Committee

The Risk Management and Audit Committee provides independent oversight of Council's financial management, risk management and internal control systems. Established under Local Government Act 2019 (NT) and the Local Government (General) Regulations 2021, the Committee includes both Elected Members and Independent Members, led by an independent Chair. The Committee met four times during 2025-26, providing advice and recommendations that support good governance, transparency, accountability and continuous improvement across Council operations.

Youth support

Youth development continues to be supported through a range of programs and partnerships across Palmerston. Since 2017, the Northern Territory Government has funded the Youth Drop-in Sports program, with support from the City of Palmerston and delivery by the Palmerston and Regional Basketball Association from the Palmerston Recreation Centre. During 2025-26, the program provided a safe and engaging environment for young people from 3pm to 5pm, Monday to Thursday, and from 5pm to 9pm on Fridays. Young mentors supported participants, and activities were regularly adapted to reflect the interests and needs of local young people.

Council also supports the Northern Territory Government's delivery of the Palmerston Youth Centre, operated by The Y NT, through the provision of space at SWELL. The centre plays an important role in youth development by providing a safe and welcoming space for young people aged 10 to 17. A range of activities are offered, including sport and craft programs, along with free meals.

Operation Ventura

Operation Ventura was a nine-week multi-agency operation led by the Northern Territory Police Force to address anti-social behaviour across the Palmerston municipality. Council Rangers supported coordinated patrols with NT Police and partner agencies, enforcing Council by-laws and traffic legislation where appropriate. The operation reinforced Council's commitment to community safety through collaborative enforcement and public engagement.

COMMUNITY SURVEY SCORECARD

Community satisfaction with governance-related measures declined across all areas in 2026. The most significant decreases were recorded for perceptions that Council is flexible and effective, as well as satisfaction with Council's ability to achieve funding and deliver outcomes through partnerships with government and the community. These results suggest residents may be seeking stronger evidence of Council's responsiveness, effectiveness and ability to deliver community benefits through collaboration.

Satisfaction with Council's ability to secure funding and work in partnership with government and the community also declined compared with previous years, recording a significant decrease from 2025. Despite the decline, perceptions of Council's overall performance remain relatively positive. More than half of residents (56%) rated Council as accountable or highly accountable, representing only a slight decrease from 2025. Similarly, 54% of residents rated Council as effective or highly effective, while 54% considered Elected Members to be accessible or very accessible.

Measure	2026	Change
Council is accountable	6.41	-0.31
Council is effective	6.16 ↓	-0.68
Achieving funding and getting things done by working in partnership with government and the community	6.29 ↓	-0.65
Providing you with the opportunity to comment on Council's decision making and interact with Council	5.73 ↓	-0.65
Average overall	**6.15 ↓**	**-0.57**

Strengthening communication about funded projects, partnership outcomes and advocacy successes may help residents better understand the benefits Council delivers through collaboration. The decline in perceptions of effectiveness and flexibility also presents an opportunity to enhance community engagement and clearly communicate how feedback influences decision-making.

LOOKING FORWARD

- Further explore the adoption of technology to assist our customers.
- Embed actions from the Attraction and Retention Strategy to position City of Palmerston as an employer of choice.
- Continue to invest in contractor safety management and employee wellbeing to facilitate a physically and psychologically safe workplace.
- Implement the Communication and Engagement Strategy, providing a coordinated approach to Council's communication, engagement, marketing and media activities.
- Continue to strengthen community engagement practices and identify opportunities to increase participation in Council consultations.
- Continue to improve Council's digital communication channels, including the website, social media and emerging platforms, to ensure information remains accessible, timely and relevant.
- Strengthen emergency communication processes to support timely, accurate and coordinated information during emergency events.
- Use data and analytics to monitor communication performance and inform future campaigns, content and engagement activities.
- Finalise the review of the Palmerston (Public Places) By-laws 2001.



Pictured: City of Palmerston staff member

OUR ENGAGEMENT

We are committed to keeping the community informed, involved and connected. Throughout 2025-26, we provided a range of opportunities for residents to access information, share feedback and contribute to decision-making through open Council meetings, community engagement activities and a variety of communication channels.

We continued to reach diverse audiences and foster meaningful connections across the community. This year saw strong growth in community engagement, with Council's social media following increasing by 8.82%, Palmerston Youth Festival achieving 487,258 impressions across in-app gaming, YouTube and TikTok, and the festival's social media audience growing by 17.57% across Instagram and Facebook.



+8.82%

GROWTH IN COUNCIL'S SOCIAL MEDIA FOLLOWING



11

COMMUNITY ENGAGEMENTS



+17.57%

GROWTH IN THE YOUTH FESTIVAL'S SOCIAL MEDIA AUDIENCE

ENGAGING WITH OUR COMMUNITY

Engaging with the community and listening to feedback remains a priority for Council. During 2025-26, we undertook 11 formal community engagement activities, as well as attending numerous community events and programs. These opportunities allowed us to share information, gather feedback and keep the community informed and involved in the planning and delivery of Council projects, services and decisions.

Community consultation	Summary
Library 5 Year Master Plan	Community feedback was sought on the draft Palmerston Library 5 Year Master Plan to help shape the future direction of library services, facilities, and community spaces.
Community Satisfaction Survey 2025	The annual Community Satisfaction Survey invited residents to provide feedback on Council's performance, services, and facilities to help identify priorities for continuous improvement.
Help Shape the Future of Palmerston's Playgrounds	The community was invited to share how they use local playgrounds and identify priorities for future play space improvements across Palmerston.
Woodroffe Park Refurbishment Concept Plan	Feedback was sought on the proposed concept design for the refurbishment of Woodroffe Park, helping shape a more inclusive and enjoyable park for the local community.
City of Palmerston Parking Policy	The community was invited to provide feedback on a draft Parking Policy to help guide future parking management and support the needs of Palmerston's growing community.
Laneway Closure – Astrolabe Court & Emery Avenue	Residents were consulted on the proposed closure of the laneway between Astrolabe Court and Emery Avenue to inform Council's decision-making.
Closure of Footpath & Exercise Equipment – Wright Crescent and Victoria Drive	Community feedback was sought on the proposed closure of the footpath linking Wright Crescent and Victoria Drive, including the nearby outdoor exercise equipment.
Draft Municipal Plan 2026–27	Residents were invited to provide feedback on Council's draft Municipal Plan, outlining the services, projects, budget, and priorities proposed for the 2026–27 financial year.
Community Plan Health Check	Council undertook a health check of the Community Plan, inviting feedback to ensure community priorities continue to align with Council's strategic direction.
Palmerston Waste Collection Service	Community members were invited to provide feedback on waste collection services, including reliability, convenience, and value, to inform future service delivery.
Zuccoli Community Hub – Stage 3	Community consultation was undertaken on the Stage 3 concept design for the Zuccoli Community Hub, seeking feedback on proposed community facilities and public spaces.

FINANCIAL SUMMARY

$46.61M
TOTAL INCOME
6% increase from 2024/25

$4.68M
OPERATING GRANTS INCOME

$56.03M
OPERATING EXPENDITURE
8% increase from 2024/25
Materials, contracts and other expenses **$28.01m**
Depreciation **$14.26m**
Employee costs **$13.52m**

$46.5M
PURCHASES FROM LOCAL SUPPLIERS
83% total operating expenditure spent locally

81%
INCOME FROM RATES AND WASTE CHARGES
Rates income **$28.72m**
Waste Charges income **$9.07m**

$7M
INVESTMENT PROPERTY VALUE
Increase in value from valuation **$0.80m**
Income from rental **$0.48m**

$6.57M
CAPITAL PROJECTS COMPLETED



($9.41M)

OPERATING SURPLUS (DEFICIT)

Increase of 19% from 2024/25



($2.71M)

NET SURPLUS (DEFICIT)

$0.382m in 2024/25



$13.74M

COMPREHENSIVE INCOME

12% decrease from 2024/25



$3.48M

NET CASH OPERATING SURPLUS



$580.62M

VALUE OF INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

93% of total assets

3% increase from 2024/25



$620.26M

TOTAL ASSETS

Total liabilities **$23.14m**

Equity **$597.1m**



$4.69M

TOTAL BORROWINGS

10% decrease from 2024/25



$13.67M

CASH ON HAND

74% increase from 2024/25



$4.08M

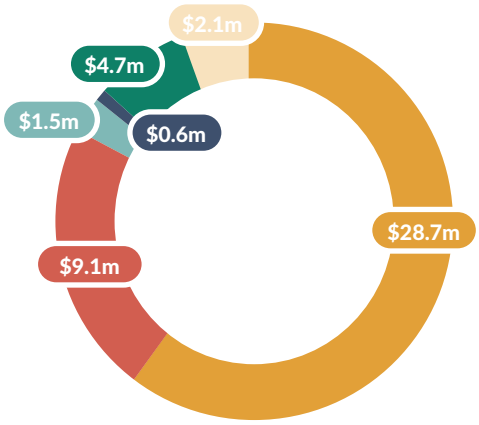
OPENING WORK IN PROGRESS



$1.28M

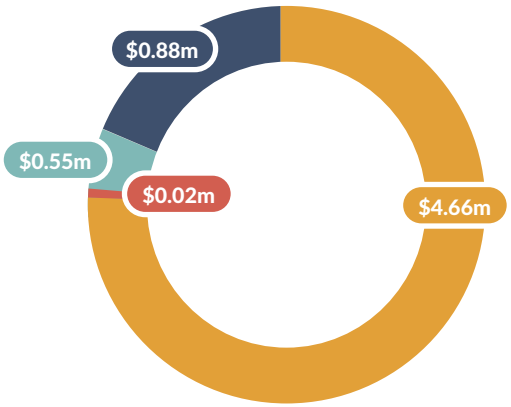
CLOSING WORK IN PROGRESS

OPERATIONAL REVENUE



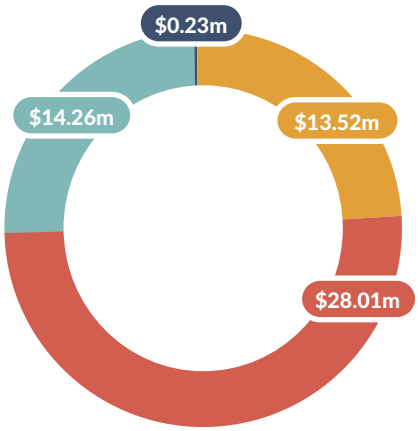
- Rates **62%**
- Waste charges **19%**
- Fees & charges **3%**
- Other income **1%**
- Grants, subsidies & contributions **10%**
- Interest & investment **5%**

GRANT INCOME



- Northern Territory Government – Operational **76%**
- Other Grants – Operational **0.3%**
- Northern Territory Government – Capital **8.8%**
- Australian Government – Capital **14%**

OPERATING EXPENDITURE



- Employee costs **24%**
- Materials, contracts and other expenses **50%**
- Depreciation, amortisation and impairment **25%**
- Finance costs **1%**

Table 1: Comparative Years

	As at 30 Jun 26	As at 30 Jun 25	Variance
	$'000	$'000	$'000
Revenue	46,613	43,921	2,692
Less: Expenditure	56,027	51,502	4,525
Operating deficit	**(9,414)**	**(7,581)**	**(1,833)**
Plus: Capital Income			
Resources free of charge	4,602	5,061	(459)
Asset disposals and FV adjustments	688	(112)	800
Grants received for new or upgraded assets	1,414	3,014	(1,600)
Net Profit / Loss	**(2,710)**	**382**	**(3,092)**

Table 2: Revised Budget to Actual results

	Original Budget 2025-2026	Revised Budget (RB) 2025 - 26	Actual (A) 2025 - 26	A - RB Variance
	$'000	$'000	$'000	$'000
Operating Revenue	44,204	43,195	46,271	3,075
Less: Operating Expenditure	51,531	53,145	56,064	2,920
Operating Surplus / (Deficit)[1]	**(7,327)**	**(9,950)**	**(9,794)**	**156**
Add: Capital Income[2]	4,009	4,818	7,084	2,266
Surplus / (Deficit) after Capital Income[3]	**(3,318)**	**(5,131)**	**(2,710)**	**2,421**
Add: Net Non-Cash adjustments[4]	9,306	9,306	10,360	1,054
Surplus after Net Non-Cash adjustments[5]	**5,988**	**4,175**	**7,650**	**3,476**
Less: Capital Expenditure	6,602	8,588	8,580	(8)
Surplus / (Deficit) After Capital Expenditure	**(614)**	**(4,413)**	**(930)**	**3,483**
Less: Other Repayments	512	512	512	–
Plus: Reserve Movement	1,126	4,925	4,925	–
Net Cash Surplus	**–**	**–**	**3,483**	**3,483**

Notes:

1. Operating Surplus/Deficit

The operating result was $0.156 million better than the budgeted deficit of $9.95 million.

2. Capital Income

Capital income was $2.42 million better than budget, primarily due to the following:

- $1.60 million increase in the value of gifted assets
- $0.53 million net gain from changes in asset values
- $0.12 million increase in developer contributions above budgeted income.

3. Surplus / (Deficit) after Capital Income

The deficit after capital income was $2.71 million better than the budgeted deficit of $5.13 million.

4. Net Non-Cash Adjustments

Net non-cash adjustments were $1.05 million over budget. This variance includes:

- $1.9 million increase in depreciation expenses
- $1.53 million in additional expenses for items that fell below the minimum capitalisation threshold.

These increases in expenditure were partially offset by:

- $1.60 million in additional gifted assets received
- $0.80 million in unbudgeted income resulting from the revaluation of investment property.

5. Surplus after Net Non-Cash Adjustments

The surplus after net non-cash adjustments was $3.48 million better than budget due to the Capital Income being higher than budget and the Net Non-Cash Adjustments being over budget by $1.05 million.

GENERAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

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City of Palmerston

General Purpose Financial Statements

for the year ended 30 June 2026

Chief Executive Officer's Statement

I, Nadine Nilon, the Interim 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 (NT)* and the *Local Government (General) Regulations 2021* (*NT)* so as to present fairly the financial position of the Council and the results for the year ended 30 June 2026; and
- are in accordance with the accounting and other records of Council.



Nadine Nilon
INTERIM CHIEF EXECUTIVE OFFICER

Dated: 21 October 2026

City of Palmerston

Statement of Comprehensive Income

for the year ended 30 June 2026

	Notes	2026 $ '000	2025 $ '000
Income			
Rates and waste charges	3a	37,790	35,747
Statutory charges	3b	603	109
User charges	3c	865	855
Grants, subsidies and contributions - operating	3f	4,681	4,881
Investment and interest income	3d	2,082	1,947
Other income	3e	592	382
Total income		46,613	43,921
Expenses			
Employee costs	4a	13,523	11,872
Materials, contracts and other expenses	4b	28,012	26,035
Depreciation, amortisation and impairment	4c	14,258	13,312
Finance costs	4d	234	283
Total expenses		56,027	51,502
Operating deficit		(9,414)	(7,581)
Physical resources received free of charge	3h	4,602	5,061
Asset disposal and fair value adjustments	5	688	(112)
Amounts received specifically for new or upgraded assets	3f	1,414	3,014
Net surplus / (deficit) after the capital items		(2,710)	382
Other comprehensive income			
Amounts which will not be reclassified subsequently to operating result			
Changes in revaluation surplus/reserves - Infrastructure, property, plant & equipment	10a	16,449	15,158
Total amounts which will not be reclassified subsequently to operating result		16,449	15,158
Total other comprehensive income/(loss)		16,449	15,158
Total comprehensive income		13,739	15,540

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

City of Palmerston

Statement of Financial Position

as at 30 June 2026

	Notes	2026 $ '000	2025 $ '000
ASSETS			
Current assets			
Cash and cash equivalent assets	6a	13,665	3,594
Trade and other receivables	6b	5,825	5,157
Other financial assets (investments)	6c	11,870	16,854
Total current assets		31,360	25,605
Non-current assets			
Other non-current assets	7	1,283	4,081
Infrastructure, property, plant and equipment	8a	580,618	564,763
Investment property	8b	7,000	6,200
Total non-current assets		588,901	575,044
Total assets		620,261	600,649
LIABILITIES			
Current liabilities			
Trade and other payables	9a	14,919	8,898
Borrowings	9b	520	512
Provisions	9c	1,363	1,068
Total current liabilities		16,802	10,478
Non-current liabilities			
Borrowings	9b	4,168	4,681
Provisions	9c	2,168	2,106
Total non-current liabilities		6,336	6,787
Total liabilities		23,138	17,265
Net assets		597,123	583,384
EQUITY			
Accumulated surplus		226,819	228,067
Asset revaluation reserves	10a	356,639	340,190
Other reserves	10b	13,665	15,127
Total equity		597,123	583,384

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

City of Palmerston

Statement of Changes in Equity

for the year ended 30 June 2026

$ '000	Notes	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
2026					
Balance at the end of previous reporting period		228,067	340,190	15,127	583,384
Net surplus / (deficit) for year		(2,710)	–	–	(2,710)
Other comprehensive income					
- Gain / (loss) on Revaluation of I,PP&E	8	–	16,449	–	16,449
Other comprehensive income / (loss)		–	16,449	–	16,449
Total comprehensive income / (loss)		(2,710)	16,449	–	13,739
Transfers between reserves		1,462	–	(1,462)	–
Balance at the end of period		226,819	356,639	13,665	597,123
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	8	–	15,158	–	15,158
Other comprehensive income / (loss)		–	15,158	–	15,158
Total comprehensive income / (loss)		382	15,158	–	15,540
Transfers between reserves		(149)	–	149	–
Balance at the end of period		228,067	340,190	15,127	583,384

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

City of Palmerston

Statement of Cash Flows

for the year ended 30 June 2026

	Notes	2026 $ '000	2025 $ '000
Cash flows from operating activities			
Receipts			
Rates and waste charges		37,652	36,033
Statutory charges		603	109
User charges		865	855
Grants, Subsidies and Contributions (operating purpose)		4,681	4,881
Investment receipts		2,082	1,947
Other receipts		6	382
Payments			
Payments to employees		(13,041)	(11,910)
Payments for materials, contracts & other expenses		(21,965)	(28,548)
Finance costs		(234)	(283)
Net cash provided by (or used in) operating activities	12b	10,649	3,466
Cash flows from investing activities			
Receipts			
Amounts Received Specifically for New/Upgraded Assets		1,414	3,014
Sale of replaced assets		199	190
Payments			
Payments for Renewal/Replacement of Assets		(6,575)	(8,376)
Net purchase of investment securities		4,984	943
Net cash provided (or used in) investing activities		22	(4,229)
Cash flows from financing activities			
Payments			
Repayments of Borrowings		(505)	(476)
Repayment of bonds & deposits		(95)	(89)
Net cash provided by (or used in) financing activities		(600)	(565)
Net increase/(decrease) in cash held		10,071	(1,328)
plus: Cash and cash equivalents at beginning of period		3,594	4,922
Cash and cash equivalents held at end of period	12a	13,665	3,594
Additional Information:			
plus: Term deposits less than 12 months to maturity	6c	11,870	16,854
Total cash, cash equivalents and investments		25,535	20,448

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

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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 (NT)*, the *Local Government (General) Regulations 2021 (NT)* and other relevant Northern Territory legislation.

The financial report was authorised for issue on 03 November 2026

1.2 Going Concern

The financial statements have been prepared on a going concern basis, which contemplates the continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business.

1.3 Historical cost convention

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

1.4 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.

1.5 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 *Local Government Act 2019 (NT)* 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 conduct 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* or AASB 15 *Revenue from Contracts with Customers* 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 *Revenue from Contracts with Customers* 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 *Income of Not-for-Profit Entities* 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

Note 1. Summary of material accounting policies (continued)

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.

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 – 5.2 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 control is 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 (NT)*. 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 2026

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 8(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	30 to 100 years
Other	30 to 100 years
Motor Vehicles	3 to 10 years

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 1. Summary of material accounting policies (continued)

Plant & Equipment	3 to 20 years
Building & Other Structures	
Buildings	30 to 100 years
Infrastructure	
Roads – Earthworks	100 years
Roads – Pavement	40 to 100 years
Roads – Seal	20 to 25 years
Roads - Other	100 years
Footpaths, Cycleways and Driveways	15 to 60 years
Kerb and Gutter	60 years
Driveways	15 to 60 years
Water and Irrigation	25 to 30 years
Stormwater Drainage	60 to 100 years
Streetlights	15 to 100 years
Other Assets	
Land Improvement	10 to 80 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 as well as the amount (if any) of interest revenue offset against borrowing costs are disclosed in Note 4.

(6) Investment property

Investment property comprises land and/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 5.

The last full valuation for Council's Investment Properties was dated 30/06/2026.

City of Palmerston

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 1. Summary of material accounting policies (continued)

(7) Payables
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 *Employment Benefits*.

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, and no liability has been recognised in these reports.

9.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees and Council members. Details of the accounting policies applied and Council’s involvement with the schemes are reported in Note 16.

(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 AASB 16 *Leases*.

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 as and when they occur.

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 1. Summary of material accounting policies (continued)

(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".

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 Interpretation 1031 "*Accounting for the Goods and Services Tax (GST)*"

- 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.

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 2. Financial indicators

$ '000	Amounts 2026	Indicator 2026	Indicators 2025	Indicators 2024	Benchmark
Current Ratio					
Current assets less externally restricted assets	23,745	1.41	2.33	2.04	> 1.50
Current liabilities	16,802				
Operating Ratio					
EBITDA (Earnings before interest, tax, depreciation and amortisation)	5,078	10.89%	13.69%	8.10%	> 0.00%
Operating Revenue	46,613				
Own Revenue					
Own funding	41,932	89.96%	88.89%	96.06%	> 60.00%
Operating revenue	46,613				
Interest Cover Ratio					
EBITDA (Earnings before interest, tax, depreciation and amortisation)	5,078	21.70	21.25	18.44	> 4.00
Borrowing Cost (Interest)	234				
Asset Sustainability Ratio					
Capital Expenditure	8,580	60.18%	77.64%	181.59%	> 90.00%
Depreciation	14,258				
Debt Service Ratio					
EBITDA (Earnings before interest, tax, depreciation and amortisation)	5,078	6.81	7.63	4.58	> 2.00
Borrowing costs (Principal and interest)	746				
Cash Expense Ratio					
Cash & Cash equivalents	13,665	0.33	0.09	0.14	> 0.30
Total Expenses (less Depreciation & Borrowing costs)	41,535				

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 3. Income

	2026 $ '000	2025 $ '000
(a) Rates and waste charges		
General rates		
Residential	22,868	22,092
Commercial	2,861	2,734
Industrial	2,875	2,705
Other	118	41
Total general rates	28,722	27,572
Other rates (including service charges)		
Waste Management Service	9,068	8,175
Total other rates (including service charges)	9,068	8,175
Total rates and waste charges	37,790	35,747
(b) Statutory charges		
Animal registration fees and fines	131	79
Parking fines / expiation fees	2	11
Other licences, fees & fines	470	19
Total statutory charges	603	109
(c) User charges		
Sundry	4	4
Developer Charges	55	78
Animal Control	103	66
Rent and Hire of Council Equipment	293	276
Library	47	44
Rate Searches and Dog Registrations	294	335
Licences and Permits	69	52
Total user charges	865	855
(d) Investment and interest income		
Interest on investments		
- Banks and other	1,295	1,345
- Interest on Overdue Rates and Charges	310	139
Investment property rental income	477	463
Total investment income	2,082	1,947

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 3. Income (continued)

	2026 $ '000	2025 $ '000
(e) Other income		
Insurance and other recoupments - infrastructure, PP&E	82	52
Sundry	510	330
Total other income	592	382
(f) Grants, subsidies and contributions		
Capital grants, subsidies and contributions		
Amounts received specifically for new or upgraded assets	1,414	3,014
Total amounts received specifically for new or upgraded assets	1,414	3,014
Operating grants, subsidies and contributions		
Other grants, subsidies and contributions - operating		
Other grants, subsidies and contributions	4,681	4,881
Total other grants, subsidies and contributions - operating	4,681	4,881
Total grants, subsidies, contributions	6,095	7,895
(i) Sources of grants		
Northern Territory Government	879	6,698
Commonwealth Government	5,196	1,173
Other	20	24
Total	6,095	7,895
(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	1,101	2,669
Less:		
Expended during the current period from grants received in previous reporting periods		
Government Grants	(1,453)	(1,632)
Subtotal	(1,453)	(1,632)
Plus:		
Amounts received in this reporting period but not yet expended in accordance with the conditions		
Government Grants	7,967	64
Subtotal	7,967	64
Unexpended at the close of this reporting period	7,615	1,101
Net increase (decrease) in assets subject to conditions in the current reporting period	6,514	(1,568)

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 3. Income (continued)

	2026 $ '000	2025 $ '000
(h) Physical resources received free of charge		
Roads and Pavement	802	1,253
Stormwater drainage	1,426	2,182
Street Lights	627	390
Footpaths, Cycleways and Driveways	435	429
Other - Gifted Assets	1,312	807
Total physical resources received free of charge	4,602	5,061

	as at 30/06/25	Movements		as at 30/06/26
	Opening Balance $ '000	Received/ Receivable $ '000	Expended $ '000	Closing Balance $ '000
(i) Reconciliation of government grants				
Operating Grants				
General purpose (with discretion on use)				
Grants Commission grant - general purpose - 2026-27*	–	971	–	971
Grants Commission grant - roads funding - 2026-27*	–	1,263	–	1,263
Grants Commission grant - general purpose - 2025-26	561	599	(1,160)	–
Grants Commission grant - roads funding - 2025-26	727	727	(1,454)	–
Public Library Annual funding	–	699	(699)	–
Subtotal	1,288	4,259	(3,313)	2,234
Specific purpose (restricted use)				
Palmerston Youth Festival 2024-25	–	300	(300)	–
Palmerston Youth Festival 2025-26	–	300	(300)	–
Security Patrol Grant	–	100	(100)	–
Senior Month Grant	–	2	(2)	–
School Holiday Program Grant	–	6	(6)	–
Aged care reforms information hub	–	9	(9)	–
Delivery of Six programs	–	5	(5)	–
Subtotal	–	722	(722)	–
Total other grants	1,288	4,981	(4,035)	2,234

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 3. Income (continued)

	as at 30/06/25	Movements		as at 30/06/26
	Opening Balance $ '000	Received/ Receivable $ '000	Expended $ '000	Closing Balance $ '000
Specific purpose Grants				
Externally restricted use				
Road to Recovery 24-25	10	501	(511)	–
Local Government Immediate Priority Grant (IPG)-Custom Holding Animal Pen	20	–	(20)	–
Palmerston Youth Drop In & Emergency	125	–	(125)	–
Investing in Our Community Grant - Hobart Park	–	437	(437)	–
Lake Areator Device Grant (Fishery Grant)	27	–	(27)	–
Archer Recycling Modernisation Grant	26	–	(26)	–
Greening, Cooling, Lighting and Pathways	705	–	(112)	593
Local Government Immediate Priority Grant (IPG) - Zuccoli Community Hub 2022-23	188	–	(188)	–
Crime Prevention Through Environment Design (CPTED) *	142	–	(142)	–
Palmerston Plan Grant	–	6,800	–	6,800
Community Energy Upgrade	–	79	(7)	72
Graffiti and Abandoned Vehicle Grant	–	150	–	150
Total grants specifically for new/upgraded assets	1,243	7,967	(1,595)	7,615

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

City of Palmerston

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 4. Expenses

	Notes	2026 $ '000	2025 $ '000
(a) Employee costs			
Salaries and wages		9,437	8,504
Employee leave expense		1,895	1,546
Superannuation - defined contribution plan contributions	16	1,446	1,224
Workers' compensation insurance		129	175
Other		616	423
Total employee costs		13,523	11,872
Total Number of Approved Full Time Equivalent Employees at the end of reporting period		101	101

	2026 $ '000	2025 $ '000
(b) Materials, contracts and other expenses		
(i) Prescribed expenses		
Auditor's remuneration		
- Auditing the financial reports	60	62
- Other auditors	–	13
Bad and doubtful debts	(28)	(146)
Elected members' expenses	440	397
Low-value lease payments	39	38
Subtotal - prescribed expenses	511	364
(ii) Other materials, contracts and expenses		
Contractors	15,327	13,362
Energy	1,392	1,283
Legal expenses	391	590
Professional services	1,999	2,095
Sundry	401	396
Water and sewerage	1,301	1,136
Insurance	875	833
Other Employee Costs	302	677
Assets under the capitalisation threshold	2,006	1,961
IT Expenses	886	766
Stationery and Subscriptions	473	472
Telecommunication Charges	215	251
Library Information Resources	71	73
Motor Vehicle Expenses	152	173
Bank Fees and Charges	97	93
Program Running Costs	1,180	1,108
Grants and Sponsorships	200	176
Travel and Training	233	226
Subtotal - other material, contracts and expenses	27,501	25,671
Total materials, contracts and other expenses	28,012	26,035

City of Palmerston

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 4. Expenses (continued)

	2026 $ '000	2025 $ '000
(c) Depreciation, amortisation and impairment		
Land improvements	874	998
Buildings and other structures	1,245	1,099
Infrastructure		
- Stormwater drainage	2,371	2,373
- Roads and Pavement	4,808	4,842
- Kerbs and Guttering	524	522
- Footpaths, Cycleways & Driveways	1,652	1,282
- Water and Irrigation	671	657
- Street Lights	1,383	911
Plant and equipment	185	181
Furniture and fittings	237	215
Motor Vehicles	308	232
Total depreciation, amortisation and impairment	14,258	13,312
(d) Finance costs		
Interest on loans	234	283
Total Financing costs	234	283

Note 5. Asset disposal and fair value adjustments

	2026 $ '000	2025 $ '000
Infrastructure, property, plant and equipment		
Assets renewed or directly replaced		
Proceeds from disposal	199	190
Less: carrying amount of assets sold	(68)	(78)
Gain (loss) on disposal	131	112
Assets surplus to requirements		
Less: carrying amount of assets sold	(243)	(924)
Gain (loss) on disposal	(243)	(924)
Fair value adjustments		
Investment property - fair value increase / (decrease)	800	700
Total fair value adjustments	800	700
Net gain (loss) on disposal or revaluation of assets	688	(112)

City of Palmerston

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 6. Current assets

	2026 $ '000	2025 $ '000
(a) Cash and cash equivalent assets		
Cash on hand	13,665	3,594
Total cash and cash equivalent assets	13,665	3,594
(b) Trade and other receivables		
Rates - general and other	2,601	2,512
Accrued revenues	1,582	1,146
Debtors - general	644	458
GST recoupment	688	768
Prepayments	143	193
Sundry	7	6
Animal Control	240	172
Parking and Traffic	15	21
Subtotal	5,920	5,276
Less: Expected Credit Losses	(95)	(119)
Total trade and other receivables	5,825	5,157
(c) Other financial assets (investments)		
Term deposits less than 12 months to maturity	11,870	16,854
Total other financial assets (investments)	11,870	16,854

Term deposits and other financial assets with maturity dates greater than 12 months are disclosed in Note 13.

City of Palmerston

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 7. Non-current assets

	2026 $ '000	2025 $ '000
Other non-current assets		
Other		
Work in progress	1,283	4,081
Total other	1,283	4,081
Total other non-current assets	1,283	4,081

Work in Progress Reconciliation

	2026	2025
Opening Work In Progress	4,081	7,285
Less: Capitalised prior year Work In Progress	(2,801)	(5,447)
Less: Expensed prior year Work In Progress	(472)	(347)
Net Work In Progress from prior year	**808**	**1,491**
Capital Expenditure for this year	8,580	10,336
Add: Transfer from land improvements	-	-
Less: Capitalised this year	(6,572)	(6,132)
Less: Expensed this year	(1,533)	(1,614)
Net Work In Progress this year	**475**	**2,590**
Closing Work In Progress	**1,283**	**4,081**

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 8. Infrastructure, property, plant & equipment and investment property

(a) Infrastructure, property, plant and equipment

		as at 30/06/25				Asset movements during the reporting period						as at 30/06/26			
	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 4c) $ '000	Adjustments & Transfers* $ '000	Revaluation Increments to Equity (ARR) (Note 10) $ '000	At Fair Value $ '000	At Cost $ '000	Accumulated Depreciation $ '000	Carrying amount $ '000
Land - other	3	87,937	–	–	87,937	–	–	–	–	–	–	87,937	–	–	87,937
Land improvements	3	30,103	–	(8,662)	21,441	2,645	853	(24)	(874)	(8,707)	807	27,868	–	(11,726)	16,142
Buildings and other structures	3	62,550	–	(20,394)	42,156	1,475	–	(51)	(1,245)	9,792	–	73,870	–	(21,743)	52,127
Infrastructure															
- Stormwater drainage	3	234,225	–	(57,897)	176,328	392	1,426	–	(2,371)	(6)	14,974	255,670	–	(64,928)	190,742
- Roads and Pavement	3	215,853	–	(93,126)	122,727	1,496	802	(78)	(4,808)	–	–	217,703	–	(97,563)	120,140
- Kerbs and Guttering	3	31,389	–	(17,835)	13,554	12	155	(8)	(524)	–	–	31,534	–	(18,345)	13,189
- Footpaths, Cycleways & Driveways	3	92,744	–	(36,688)	56,056	1,453	435	(19)	(1,652)	(1,335)	–	93,188	–	(38,250)	54,938
- Water and Irrigation	3	20,136	–	(11,635)	8,501	393	304	(51)	(671)	9	668	22,596	–	(13,443)	9,153
- Street Lights	3	54,620	–	(22,901)	31,719	530	627	(12)	(1,383)	235	–	55,985	–	(24,269)	31,716
Plant and equipment		–	3,107	(820)	2,287	147	–	–	(185)	12	–	–	3,197	(936)	2,261
Furniture and fittings		–	2,956	(1,713)	1,243	351	–	–	(237)	–	–	–	3,268	(1,911)	1,357
Motor Vehicles		–	1,452	(638)	814	479	–	(68)	(308)	–	–	–	1,600	(684)	916
Total infrastructure, property, plant and equipment		829,557	7,515	(272,309)	564,763	9,373	4,602	(311)	(14,258)	–	16,449	866,351	8,065	(293,798)	580,618

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 8. Infrastructure, property, plant & equipment and investment property (continued)

	Fair Value Level	as at 30/06/24 At Fair Value $ '000	At Cost $ '000	Accumulated Depreciation $ '000	Carrying amount $ '000	Asset movements during the reporting period: Asset Additions New / Upgrade $ '000	Gifted Assets $ '000	WDV of Asset Disposals $ '000	Depreciation Expense (Note 4c) $ '000	Adjustments & Transfers* $ '000	Revaluation Increments to Equity (ARR) (Note 10) $ '000	as at 30/06/25 At Fair Value $ '000	At Cost $ '000	Accumulated Depreciation $ '000	Carrying amount $ '000
Land - other	3	87,387	–	–	87,387	–	550	–	–	–	–	87,937	–	–	87,937
Land improvements	3	27,878	–	(8,060)	19,818	2,109	47	(267)	(998)	733	–	30,103	–	(8,662)	21,441
Buildings and other structures	3	61,418	–	(19,315)	42,103	1,177	–	(24)	(1,099)	–	–	62,550	–	(20,394)	42,156
Infrastructure															
- Stormwater drainage	3	232,047	–	(55,524)	176,523	6	2,172	–	(2,373)	–	–	234,225	–	(57,897)	176,328
- Roads and Pavement	3	211,279	–	(89,508)	121,771	5,050	1,253	(505)	(4,842)	–	–	215,853	–	(93,126)	122,727
- Kerbs and Guttering	3	31,130	–	(17,314)	13,816	39	221	–	(522)	–	–	31,389	–	(17,835)	13,554
- Footpaths, Cycleways & Driveways	3	69,441	–	(24,220)	45,221	1,205	429	(49)	(1,282)	–	10,532	92,744	–	(36,688)	56,056
- Water and Irrigation	3	20,061	–	(11,094)	8,967	258	–	(67)	(657)	–	–	20,136	–	(11,635)	8,501
- Street Lights	3	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)	–	–	–	3,107	(820)	2,287
Furniture and fittings		–	2,876	(1,503)	1,373	97	–	(11)	(215)	–	–	–	2,956	(1,713)	1,243
Motor Vehicles		–	1,373	(572)	801	322	–	(78)	(232)	–	–	–	1,452	(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

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 8. Infrastructure, property, plant & equipment and investment property (continued)

(b) Investment property

		Asset movements during the reporting period									
		as at 30/06/25						as at 30/06/26			
	Fair Value Level	At Fair Value $ '000	At Cost $ '000	Accumulated Depreciation $ '000	Carrying amount $ '000	Asset Additions New / Upgrade $ '000	Revaluation Increments/ Decrements to P&L - Investment Properties (Note 5) $ '000	At Fair Value $ '000	At Cost $ '000	Accumulated Depreciation $ '000	Carrying amount $ '000
Buildings and structures		6,200	–	–	6,200	–	800	7,000	–	–	7,000
Total investment property		6,200	–	–	6,200	–	800	7,000	–	–	7,000

		Asset movements during the reporting period									
		as at 30/06/24						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	Revaluation Increments/ Decrements to P&L - Investment Properties (Note 5) $ '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

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 8. Infrastructure, property, plant & equipment and investment property (continued)

(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 8(a) 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 8(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 *Deemed cost* 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

Land zoned public open space and used as parks, buffers, gardens and walkways have a restricted use due to their zoning classification; the land is unable to be developed and therefore is being utilised at their highest and best use.

Transition to AASB 13 - Fair Value Measurement

The requirements of AASB 13 *Fair Value Measurement* have been applied to all valuations undertaken 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 2026

Note 8. Infrastructure, property, plant & equipment and investment property (continued)

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: 30 June 2026
- 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: 30 June 2026
- Valuer: Asset Val Pty Ltd

Water & Irrigation
- Basis of valuation: Fair Value
- Date of valuation: 30 June 2026
- 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 2026
- Valuer: Herron Todd White (Northern Territory) Pty Ltd

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 9. Liabilities

	2026 Current $ '000	2026 Non-Current $ '000	2025 Current $ '000	2025 Non-Current $ '000
(a) Trade and other payables				
Unearned Grant Income	7,615	–	1,102	–
Goods and services	2,609	–	2,772	–
Rent received in advance	39	–	39	–
Rates received in advance	2,046	–	2,095	–
Other Payables	62	–	19	–
Accrued employee entitlements	682	–	543	–
Accrued expenses	1,070	–	1,437	–
Deposits, retentions and bonds	796	–	891	–
Total trade and other payables	14,919	–	8,898	–
(b) Borrowings				
Loans	520	4,168	512	4,681
Total borrowings	520	4,168	512	4,681

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

(c) Provisions				
Employee entitlements (including oncosts)	1,220	398	930	344
Future reinstatement / restoration, etc.	143	1,770	138	1,762
Total provisions	1,363	2,168	1,068	2,106

Movements in provisions

2026 (current and non-current) $ '000	Future Reinstatement 2026	Employee entitlements 2026
Opening balance	1,900	1,274
Add: unwinding of present value discounts	124	80
Add (less): remeasurement adjustments and additions	(111)	264
Closing balance	1,913	1,618

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 10. Reserves

	as at 30/06/25				as at 30/06/26
	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	807	–	–	4,419
Buildings and other structures	15,851	–	–	–	15,851
Infrastructure					
- Stormwater drainage	125,750	14,974	–	–	140,724
- Roads and Pavement	73,797	–	–	–	73,797
- Kerbs and Guttering	543	–	–	–	543
- Footpaths, Cycleways & Driveways	33,960	–	–	–	33,960
- Water and Irrigation	7,095	668	–	–	7,763
- Street Lights	4,626	–	–	–	4,626
- Water Infrastructure	4,464	–	–	–	4,464
Motor Vehicles	71	–	–	–	71
Total asset revaluation reserve	340,190	16,449	–	–	356,639

	as at 30/06/25				as at 30/06/26
	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	2,138	808	(200)	–	2,746
Unexpended Capital Works Reserve	2,424	1,727	(2,424)	–	1,727
Unexpended Grants and Contributions Reserve	1,430	2,234	(1,430)	–	2,234
Election Expenses Reserve	200	–	(200)	–	–
Disaster Recovery Reserve	500	500	(500)	–	500
Waste Management Reserve	3,439	411	(1,211)	–	2,639
Major Initiatives Reserve	–	–	–	–	–
Working Capital Reserve	4,996	323	(1,500)	–	3,819
Asset Renewal Reserve	–	–	–	–	–
Total other reserves	15,127	6,003	(7,465)	–	13,665

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.

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 10. Reserves (continued)

Under AASB 1058 *Income of Not-for-Profit Entities*, 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

Asset Renewal Reserve
The reserve is set up to hold fund for renewal, replacement or upgrading of existing assets, including infrastructure, property and fleet. Specific renewals must be identified, and funds are to be allocated to those.

Election Expenses Reserve
This reserve shall be progressively increased 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 11. Financial assets subject to restrictions

	2026 $ '000	2025 $ '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.		
Financial assets		
Unexpended amounts received from Government	7,615	1,101
Total financial assets	7,615	1,101
Total financial assets subject to restrictions	7,615	1,101

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 12. Reconciliation to Statement of Cash Flows

	Notes	2026 $ '000	2025 $ '000
(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	6	13,665	3,594
Balances per Statement of Cash Flows		13,665	3,594
(b) Reconciliation of Operating Result			
Net surplus/(deficit)		(2,710)	382
Non-cash items in income statement			
Depreciation, amortisation and impairment		14,258	13,312
Fair value adjustments		(800)	(700)
Non-cash asset acquisitions		(4,602)	(5,061)
Grants for capital acquisitions treated as investing activity		(1,414)	(3,014)
Net (gain) loss on disposals		112	812
Net cash		4,844	5,731
Add (less): changes in net current assets			
Net (increase)/decrease in receivables		(644)	(723)
Change in allowances for under-recovery of receivables		24	150
Net (increase)/decrease in other assets		(48)	(300)
Net increase/(decrease) in trade and other payables		6,116	(1,189)
Net increase/(decrease) in unpaid employee benefits		344	(128)
Net increase/(decrease) in other provisions		13	(75)
Net cash provided by (or used in) operations		10,649	3,466
(c) Non-cash financing and investing activities			
Acquisition of assets by means of:			
Physical resources received free of charge	3h	4,602	5,061
Amounts recognised in income statement		4,602	5,061
Total non-cash financing and investing activities		4,602	5,061
(d) Financing arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Corporate credit cards		100	100
Total financing arrangements		100	100

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 13. 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 4.20% and 5.45% (2025: 4.11% and 5.00%). Short term deposits have an average maturity of 282 days and an average interest rate of 4.78% (2025: 97 days and 4.67%).

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 11.4% (2025: 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 2026

Note 13. 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
Leases are accounted for in accordance with AASB 16 *Leases* 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
2026					
Financial assets					
Cash and cash equivalents	13,665	–	–	13,665	13,665
Receivables	5,825	–	–	5,825	5,825
Other financial assets	11,870	–	–	11,870	11,870
Total financial assets	31,360	–	–	31,360	31,360
Financial liabilities					
Current borrowings	520	–	–	520	520
Non-current borrowings	–	1,356	2,812	4,168	4,168
Payables	14,919	–	–	14,919	14,919
Total financial liabilities	15,439	1,356	2,812	19,607	19,607
2025					
Financial assets					
Cash and cash equivalents	3,594	–	–	3,594	3,594
Receivables	5,157	–	–	5,157	5,157
Other financial assets	16,854	–	–	16,854	16,854
Total financial assets	25,605	–	–	25,605	25,605
Financial liabilities					
Current borrowings	512	–	–	512	512
Non-current borrowings	–	1,520	3,161	4,681	4,681
Payables	8,898	–	–	8,898	8,898
Total financial liabilities	9,410	1,520	3,161	14,091	14,091

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 13. Financial instruments (continued)

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

	2026		2025	
	Weighted Avg Interest Rate	Carrying Value $ '000	Weighted Avg Interest Rate	Carrying Value $ '000
Fixed interest rates	4.89%	4,688	4.19%	5,193

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 Note 6 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.

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.

	30 June 2026		30 June 2025	
	100 basis points increase $'000	100 basis points decrease $'000	100 basis points increase $'000	100 basis points decrease $'000
Financial Assets - Cash at bank	136	(136)	36	(36)
Financial Assets - Investments	119	(119)	169	(169)
Financial Liabilities	58	(58)	52	(52)
Net Sensitivity	**313**	**(313)**	**257**	**(257)**

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 2026

Note 13. 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:

	2026 $ '000	2025 $ '000
As at 1 July	119	269
Provisions	(24)	(150)
As at 30 June	95	119

Note 14. Capital expenditure and investment property commitments

	2026 $ '000	2025 $ '000

(a) Capital commitments

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

Other	1,390	1,314
Total	1,390	1,314

These expenditures are payable:

Not later than one year	1,390	1,314
Total	1,390	1,314

(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:

Other Maintenance Contracts	–	17
Landscaping and Mowing	–	–
Civil Works	–	29
Other	–	233
Total	–	279

These expenditures are payable:

Not later than one year	–	279
Total	–	279

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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 3.

(i) Investment property

Rentals received, and outgoings reimbursed, in relation to Investment Property are also disclosed in Note 3. These lease agreements, all of which are classified as operating leases, are made on a non-cancellable basis wherever practicable.

	2026 $ '000	2025 $ '000
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	778	549
Later than one year and not later than 5 years	1,876	2,154
Total	2,654	2,703

(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
Later than 5 years	-	-
Total	25	50

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 16. Superannuation

Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation.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.

Note 18. Events after the reporting period

Events that occur after the reporting date of 30 June 2026, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the 'authorised for issue" date is 3 November 2026.

The Council is unaware of any material or significant "non adjusting events" that should be disclosed.

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 19. Related party transactions

Key Management Personnel

Transactions with Key Management Personnel

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

- the 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.

	2026 $ '000	2025 $ '000
The compensation to Key Management Personnel comprises:		
Salaries, Allowances, and Other Short-Term and Long-Term Benefits	1,825	1,839
Total	1,825	1,839

Retirement Benefits

No retirement benefits have been made by the Council to KMP during the reporting year.

Loans to Responsible Persons

No loans have been made, guaranteed or secured by the Council to KMP during the reporting year.

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.

Outstanding Amounts

As at 30 June 2026, there were no outstanding amounts receivable from the Council's KMP.

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 19. Related party transactions (continued)

CEO Remuneration

Regulation 13(a) of the *Local Government (General) Regulations 2021 (NT)* requires 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. The table below provides the total remuneration paid to the actual and acting CEOs.

Remuneration	Actual CEO Andrew Walsh	Acting CEO Nadine Nilon	Acting CEO Wati Kerta	Acting CEO Emma Blight	Acting CEO Konrad Seidl
Dates	1 Jul 2025 - 30 Jun 2026 (except for when there was an acting CEO as noted in the next columns)	29 Jul 2025 - 10 Aug 2025 04 Sep 2025 19 Sep 2025 09 Dec 2025 23 Feb 2026 23 Mar 2026 - 27 Mar 2026 25 May 2026	21 Oct 2025 - 27 Oct 2025 28 Oct 2025 - 30 Oct 2025	08 Dec 2025	08 Jan 2026
Short-term benefits (1)	$329,109	$23,181	$8,728	$1,249	$1,249
Non cash benefits	$21,119	-	-	-	-
Other long-term benefits (2)	$7,724	-	-	-	-
Total	$357,952	$23,181	$8,728	$1,249	$1,249

(1) Short-term benefits include employer funded superannuation contributions.
(2) Other long-term benefits include Long Service Leave Accruals for the 2025/26 financial year.

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 20(a). Functions

Income, Expenses and Assets have been directly attributed to the following Functions / Activities.Details of these Functions/Activities are provided in Note 20(b).

	INCOME			EXPENSES			SURPLUS (DEFICIT)			GRANTS INCLUDED IN INCOME			TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	2026 Budget $ '000	2026 Actual $ '000	2025 Actual $ '000	2026 Budget $ '000	2026 Actual $ '000	2025 Actual $ '000	2026 Budget $ '000	2026 Actual $ '000	2025 Actual $ '000	2026 Budget $ '000	2026 Actual $ '000	2025 Actual $ '000	2026 Actual $ '000	2025 Actual $ '000
Functions														
Public Order and Safety	489	494	487	1,143	1,265	1,172	(654)	(771)	(685)	19	19	58	–	91
General Public Service	34,377	37,266	36,940	27,561	29,737	27,389	6,816	7,529	9,551	633	1,670	2,226	33,473	26,554
Economic Affairs	2,396	4,624	4,902	4,002	4,564	3,741	(1,606)	60	1,161	1,496	2,845	3,385	380,388	370,351
Environmental Protection	8,998	9,133	8,213	8,974	8,774	7,824	24	359	389	26	26	–	–	1,379
Housing and Community Amenities	8	3	113	885	919	1,065	(877)	(916)	(952)	8	3	113	38,758	37,991
Recreation, Culture and Religion	1,995	2,076	2,198	10,516	10,995	11,201	(8,521)	(8,919)	(9,003)	1,543	1,531	2,111	167,642	164,283
Social Protection	2	2	–	64	54	79	(62)	(52)	(79)	2	2	–	–	–
Total functions	48,265	53,598	52,853	53,145	56,308	52,471	(4,880)	(2,710)	382	3,727	6,096	7,893	620,261	600,649

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

City of Palmerston

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 20(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.

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AUSTRALIA

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 2026, the statement of 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 statement of financial position of City of Palmerston as at 30 June 2026, and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards and the *Local Government (General) Regulations 2021*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Council in accordance with the *Local Government Act 2019 (NT)* 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.

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Responsibilities of the CEO for the Financial Report

The Chief Executive Officer of the Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Local Government Act 2019 (NT*) 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 21 October 2026







city of
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