



*"A Place for People"*

[www.palmerston.nt.gov.au](http://www.palmerston.nt.gov.au)

**CITY OF PALMERSTON**

# MUNICIPAL PLAN 2018/2019





# Mayor's Message

*I am pleased to present the City of Palmerston 2018-2019 Municipal Plan which incorporates Council's Annual Budget and Council's Long Term Financial Plan.*

This is the first Municipal Plan for the recently elected 9th City of Palmerston Council. The Municipal Plan allocates funding to community facilities, projects and services designed to deliver on Palmerston's vision "A Place for People".

In forming this plan, Council has taken into consideration the current and future economic and sustainability challenges in the Palmerston Community.

The Municipal Plan ensures that Council continues to deliver and build on essential services to the community and invest in the ongoing renewal of the \$413,000,000 of community infrastructure assets.

In 2018/2019 the capital works program will see an investment of \$6,020,638 into our assets including \$2,000,000 to complete the Archer landfill remediation, \$400,000 on upgraded and new playgrounds, \$690,000 on road resealing, and \$675,000 on new and renewed footpaths and driveways.

The Municipal Plan will commence addressing Community feedback from Council's annual survey with Council's focus being to rebuild the community trust and improve community engagement. Council will also build relationships with the Northern Territory Government, Australian Government and the private sector to enable us to advocate on your behalf on important issues.

As a result of recent independent valuations by the Valuer-General, the Unimproved Capital Value of almost 97% of properties in Palmerston has reduced. However, to maintain services and invest in renewing our infrastructure, Council is seeking to increase overall rates revenue by 2.9%. The Waste Service Charge has decreased by \$20. This saving and the 2.9% rates increase mean that 64% of

property owners will not see any change in their rates and charges from last year. Council will also move towards ensuring equity in the rating system through a phased increase to industrial property rates.

Much of Council's plan of works, programs and events will be what you have seen previously and have told us you want to continue to see from Council. However, there are a number of new initiatives that I would like to draw your attention to.

This year, Council will increase the funds available for grants and sponsorships by 30% to \$130,000. These funds will be used to support ongoing events and encourage new events and festivals to add to the vibrancy of our community.

In addition to supporting the popular Palmerston Markets, Council will engage with the community on Pop-Up Dining. This will be to determine whether there is support amongst the community and local businesses for mobile food vending operators to provide an increase in dining choices for the community as well as activating and enlivening public spaces.

As part of planning for the future, Council

will prepare a Rating Strategy and a Strategic Plan. The Rating Strategy, will address concerns about rating policy changes and will aim to give the community certainty over rating policy for the next 10 years. The Strategic Plan will ensure that the services and projects Council will deliver over the next ten years are what the community would like to see. Both projects will involve community engagement.

Council has increased funding from \$72,000 to \$150,000 to undertake tree planting to grow our urban forest, improve amenity and cool our public spaces. Council will also spend \$200,000 installing solar panels on Council facilities to increase our use of renewable energy, and to reduce our ongoing electricity costs and carbon footprint.

We are all committed to restoring our relationship with the community and I thank you for reading this plan and the feedback provided during the consultation period.



**ATHINA PASCOE-BELL**  
Mayor - City of Palmerston

# Chief Executive Officer's Message



**LUCCIO CERCARELLI**

*Chief Executive Officer*

*We often hear about local government's traditional three r's being roads, rates and rubbish. This year will see Council grow this to four r's with the inclusion of relationships as we are committed to renewing and building our relationships.*

The 9th Council has stated it will improve engagement and consult in a meaningful manner with the community in planning for the future. We will also continue to explore and build partnerships with all tiers of government including our adjoining communities to maximise opportunities to improve services and manage costs. With a focus on community engagement, and continuous improvement in service delivery and customer service, I am confident that we will grow your confidence in Council.

The City of Palmerston is committed to delivering "A Place for People" and to further enhance the community's lifestyle and sustainability. The 2018-2019 City of Palmerston Municipal Plan provides the framework for this and continues to build on the delivery of programs and services to achieve Council and community goals. The development of the Plan involves the Long Term Financial Plan and is built on the principle of financial sustainability which allows for the adequate provisions into the future to meet the community's needs. Whilst this plan

achieves a lot in restoring Council's Reserves and strengthening its financial position, there is still more to do. Over the coming 12 months, Council will work to identify opportunities for business improvements and a review into service priorities and levels.

Council will also continue to respond to the challenge of improving its corporate governance and financial management.

To provide the long-term vision for Council and our community, this year Council will embark on a consultative, community led process to a Strategic Plan for the next 10 years. The community will be asked to shape the vision of the plan and also to provide feedback on the detailed projects and goals in a process expected to conclude in November 2018. This will be completed in sufficient time to guide the Municipal Plan development for the following year. Council will also prepare a Rating Strategy to ensure that the cost of supporting our community is spread equitably across all ratepayers.

Council is responsible for \$413,000,000 worth of community assets, which as a

result of our rapidly growing community, increases annually. These assets play an important role in delivering essential services and lifestyle to our community. Council, like many local governments, faces the challenge of maintaining a balance between adequate renewal and financial challenges.

It is important that we continue to build the capacity of the organisation and staff, ensuring that we deliver for the community. The Mayor, Aldermen and staff are committed to working collaboratively to deliver this Plan and enhance the long-term sustainability for the community.

I acknowledge the efforts of Council's staff and am privileged and honoured to be leading a dedicated team. I look forward to working with Council and staff in delivering the 2018-2019 Municipal Plan throughout the year.

# Snapshot of 2018/19

## COMMUNITY BENEFIT SCHEME

The City of Palmerston actively supports community organisations and groups to deliver community initiatives, programs and events which benefit the community. In 2018/2019 the City of Palmerston's Community Benefit Scheme for grants, donations and sponsorships will be increased by 30% to \$130,000. \$30,000 will be drawn from the Community Benefit Scheme Reserve to provide additional support to Council's multi-year agreements already in place and ensure adequate funds remain to support new initiatives and applications throughout 2018/19.

Council has current commitments to support the following organisations and their annual projects:

Organisation	Project	Amount	From	To
Palmerston RSL	ANZAC Day Memorial Services	\$10,000	2017	2019
Touch Football NT	NT Touch Football Titles	\$13,000	2017	2019
Palmerston and Rural Seniors Committee	Palmerston & Rural Seniors Fortnight	\$13,000	2016	2018
Cazalys	PGA Tournament	\$30,000	2019	2021
Palmerston Men's Shed	Men's Shed facility	\$36,000	2018	2019

## IMPROVING COUNCIL'S FINANCIAL SUSTAINABILITY

Council is having significant financial sustainability challenges with a shortfall in savings (*reserves*) to fund asset replacement and meet unexpected costs. Council's savings have decreased 50% in three years. The rate increase of 2.9% as part of this budget ensures a balanced budget and delivers a modest return to our reserves commencing the rebuilding of our savings. Due to efficiencies and savings identified, Council has been able to reduce the Waste Service Charge by \$20 while maintaining service levels. The savings in the Waste Service Charge and the 2.9% increase mean that 64% of ratepayers do not experience an increase in their total rates and charges which remain at the 2017/18 level of \$1,707.


## A SUSTAINABLE FUTURE

Council has increased funding in the 2018/2019 capital budget for the planting of more trees and will also commence the replacement of those trees that were lost as a result of Tropical Cyclone Marcus.

The City of Palmerston this year will begin a solar energy program which will commence with the installation of a solar PV system on the City library which will reduce energy consumption and emissions. We will explore various options for renewable energy to reduce emissions and electricity costs which include solar technology and the installation of energy efficient LED lighting in buildings and streetlights.

## HIGHLIGHTS OF THE 2018/19 BUDGET

Highlights of this budget include:

- **NEW** - STRATEGIC PLAN TO BE ED THIS YEAR
- **NEW** - RATING STRATEGY TO BE ED THIS YEAR
- Capital Budget of \$6,020,638
- \$2,000,000 to complete Archer Landfill remediation
- \$200,000 to continue solar panel installation
- Doubling in tree planting  from \$72,000 to \$150,000
- \$690,000 on road resealing  from \$400,000
- \$675,000 on new and renewed footpaths and driveways  from \$245,000



# Public Consultation and Submission Review

*Council is pleased to present the first Municipal Plan for the 9th Council of the City of Palmerston. Council's responsibility is to provide leadership and good governance for the people of Palmerston and to manage Council's assets and resources to ensure that Palmerston remains "A Place for People".*

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A Municipal Plan is required to be prepared for public display and submission, prior to being adopted by Council. A 21-day public display and submission process must occur, however Council chose to extend Public Consultation to 28 days to give the community more chance to have their say between 16 May and 13 June 2018.

It is a requirement of the *Local Government Act* that the Municipal Plan be adopted by Council before 31 July each year.

The Municipal Plan was released by Council for public consultation following a Council Meeting on 15 May 2018, with the last day for submissions being 13 June 2018.

All submissions were reviewed at the Ordinary Council Meeting at the beginning of July 2018. Changes have been incorporated, and the Municipal Plan was adopted by Council, along with the Rates Declaration and the Annual Budget on 3 July 2018.

## ACCESSING THE MUNICIPAL PLAN



### Online

Go to Council's website [www.palmerston.nt.gov.au](http://www.palmerston.nt.gov.au), and follow the prompts.



### Council Offices

Printed copies will be available from Council's:

- Civic Plaza at 1 Chung Wah Terrace, Palmerston, NT.
- Palmerston Library at Goyder Square, The Boulevard, Palmerston, NT.
- Palmerston Recreation Centre at 11 The Boulevard, Palmerston, NT.

## Acknowledgement of Country

The City of Palmerston acknowledges the Larrakia people as the Traditional Owners of all the land and waters of the greater Darwin and Palmerston region.

### Release Notice

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Date Adopted:	
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Date	Details
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*Civic Plaza, Palmerston*





# 1

## ABOUT PALMERSTON

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Palmerston at a Glance

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History of Palmerston

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Strategic Planning Framework

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# Introduction

*The City of Palmerston aspires to be “A Place for People”.*

**As a Council, we value:**

**1**

TEAM WORK



**2**

COMMITMENT AND ACCOUNTABILITY



**3**

SUSTAINABILITY AND SELF-SUFFICIENCY



**4**

QUALITY RESOURCES



**5**

A CULTURE OF CONTINUOUS IMPROVEMENT



Enjoying our parks





*Enjoying one of our community events*

## The City of Palmerston is committed to:



IMPROVING THE SAFETY  
OF ALL OUR CITIZENS



MAINTAINING OUR  
OWN IDENTITY



PROVIDING SERVICES, FACILITIES  
AND AMENITIES TO SUPPORT  
THE COMMUNITY'S NEEDS



DEVELOPING AND  
MAINTAINING OUR  
REPUTATION FOR  
BEING CLEAN AND GREEN

We will achieve this through delivering to our community high quality value for money services that meet their diverse needs.

This plan focuses on four key strategic areas:

**COMMUNITY AND CULTURAL WELLBEING:** This key area covers activities of Council devoted to the wellbeing of our community, including arts and culture, libraries, health and safety, sports and recreation, parks, gardens and families.

**ECONOMIC DEVELOPMENT:** Strategies, programs, support and advocacy initiatives related to the economic vitality and self-sufficiency of our city including city planning, support for local businesses and tourism and government liaison.

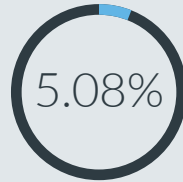
**ENVIRONMENT AND INFRASTRUCTURE:** Roads and transport, drainage, bridges, supporting sustainable development, waste management and Council services related to streetscaping and sustainability.

**GOVERNANCE AND ORGANISATION:** This key area provides support services to enable Council to most effectively service the community. This includes finance, human resources, information technology and a host of continuous improvement, responsibility, accountability and performance measurement initiatives.

# Palmerston at a Glance



36,483  
POPULATION



ANNUAL POPULATION  
GROWTH RATE



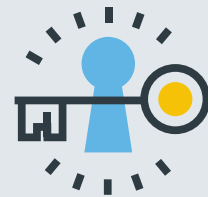
52.65km<sup>2</sup>  
GEOGRAPHICAL  
AREA



1,500  
TOTAL NUMBER  
OF BUSINESSES

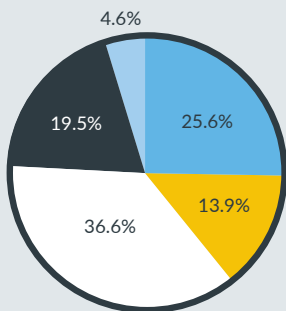


\$40M  
TOTAL BUDGET  
EXPENSES 2019



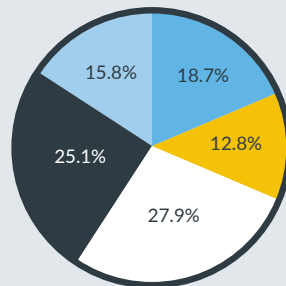
\$413M  
TOTAL ASSETS

PALMERSTON  
POPULATION BY AGE



■ 0-14 ■ 15-24 □ 25-44 ■ 45-64 ■ 65+

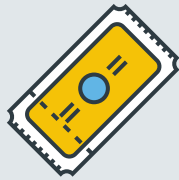
AUSTRALIA  
POPULATION BY AGE



■ 0-14 ■ 15-24 □ 25-44 ■ 45-64 ■ 65+



\$6.02M  
CAPITAL WORKS  
BUDGET



170+  
COMMUNITY  
EVENTS



57  
PLAYGROUNDS



10,513  
LIBRARY MEMBERS



18 LAKES  
MAINTAINED BY  
COUNCIL



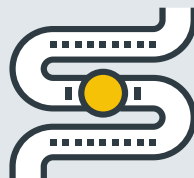
5,292  
REGISTERED DOGS



218km  
OF PATHWAYS  
MAINTAINED BY COUNCIL



172km  
OF DRAINAGE  
MAINTAINED BY  
COUNCIL



211km  
OF ROADS  
MAINTAINED BY  
COUNCIL



11,000  
DRIVEWAYS  
MAINTAINED BY  
COUNCIL



# History of Palmerston

*In 1980, the Northern Territory Government established the Palmerston Development Authority to finance, plan, develop and manage a new town south-east from the Territory's capital, Darwin.*

This was done in a time when Darwin's population was growing at the dramatic rate of about 6% per year, causing stress on land availability in Darwin and on services. The idea was to create a new town development at Palmerston using the latest planning techniques, building superior services and facilities from the start, and providing land at a price affordable to people wanting to build a house.

Initial capital works centered on roads, electricity and water supplies, earthworks and residential lot development. The first construction jobs completed were the Water Tower, Highway House and the Chan Park Nursing Home.

Palmerston welcomed its first residents, the Potterton family to a lot in Canonbury Circuit, Driver in 1982. First suburbs developed were Driver and Gray, with

Moulden and Woodroffe soon to follow. Roseberry, Bakewell and Gunn were also delivered under the original development schedule. The Coles Shopping Centre was completed in November 1984, with the Palmerston Tavern opening a month later. Gray Primary School was completed whilst Driver High School was under construction.

The Municipality of Palmerston was created in April 1985 by Barry Coulter, the Minister for Local Government, with Local Government Elections held in June. Palmerston Town Council took office on 29 June 1985 and the first Mayor was Michael Ting.

Palmerston continued to grow and was declared a City on 2 August 2000. Palmerston has 12 suburbs already developed: Driver, Gray, Bellamack, Johnston, Woodroffe, Moulden, Durack,


Farrar, Gunn, Rosebery, Bakewell and Marlow Lagoon.

The new suburb of Zuccoli is now under construction along with the new area of Durack Heights. These mainly residential suburbs are complemented by the light industrial areas in Pinelands and Yarrowonga and the Central Business District, which contains several shopping centres and provides employment for a significant number of local residents.

Once these residential developments have been completed and in-fill opportunities realised, it is estimated the population of Palmerston will be close to 40,000 by 2020.



Suburb of Driver from the Water Tower



## Towards Our Future

With an exciting outlook we look forward to moving into a new era with the community.



Marlow Lagoon



# Strategic Framework

Council annually adopts a Municipal Plan which provides a service delivery plan and Council's Budget in accordance with section 23(1)(a) of the Local Government Act.

The Municipal Plan focuses on the annual operational activities and funding for the services and responsibilities of Council across four focus areas: Community and Cultural Wellbeing, Economic Development, Environment and Infrastructure, and Governance and Organisation.

Over the coming months, Council will partner with the community to prepare a Strategic Plan. A Strategic Plan is a document that sets a vision and priorities for Council over a ten year period which ensures that we are all working towards agreed outcomes. It also contains performance indicators which provide guidance on how the organisation is tracking towards these goals providing more accountability and transparency. As part of developing this roadmap, Council will focus on consultation with the community to identify new ideas and innovative strategies to improve our lifestyle and find solutions to the concerns the community have raised with Council's performance as part of the annual Community Satisfaction Survey.



Until Council's new Strategic Plan is finalised, Council will continue to pursue the strategic objectives from the 2017-2022 Municipal Plan. These consist of the 14 performance plans that are discussed in Chapter 3 that respond to the four focus areas of Community and Cultural Wellbeing, Economic Development, Environment and Infrastructure, and Governance and Organisation.





ANZAC Day Ceremony, Memorial Park, Palmerston





Enjoying our parks and lakes





# 2

## OUR COUNCIL

### IN THIS SECTION

Elected Members

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Executive Leadership Team

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Organisational Structure

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Our People

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# Elected Members

*In accordance with the Local Government Act, Council is made up of eight Elected Members. They consist of a Principal Member holding the title of Mayor who is directly elected and seven Elected Members holding the title of Alderman.*

*Every five months, Council elects one Alderman to serve as Deputy Mayor for a term of five months. At the Council meeting held on 17 April 2018, Alderman Damian Hale was appointed as Deputy Mayor.*



8 ELECTED MEMBERS



5 MONTH TERM  
AS DEPUTY MAYOR

## Who we are



**MAYOR**  
**ATHINA PASCOE-BELL**

Athina moved to Palmerston in November 2004 with her husband who was in the Defence Force at the time and bought their home in Marlow Lagoon just a few months after arriving. They have made Palmerston their home and decided this was the place to raise a family.



**DEPUTY MAYOR**  
**DAMIAN HALE**

Damian came to the Northern Territory in 1974 and has lived in Maningrida, Katherine, Darwin and Palmerston. He currently lives in the suburb of Gunn with his partner.

Damian was the former Federal Member for Solomon from 2007-2010. Since 2010 he has been the Australian Workers Union NT Organiser working predominantly on the Inpex project.



**ALDERMAN**  
**LUCY BUHR**

Lucy has lived in the Northern Territory since 2008, after moving to Palmerston from Queensland. She has more than 10 years' experience in the media industry, and started her career as a print journalist working for newspapers both in the NT and QLD.

Lucy then steered her career into communications, public relations and media advising.



**ALDERMAN**  
**DR TOM LEWIS OAM**

Tom is a teacher, author and war veteran. An NT resident for 30 years, Tom served with the Australian Defence Force in the Iraq War, and now writes history books and teaches at a local high school.

Tom lives in Durack. He is married with two daughters. In what spare time he has left he enjoys playing tournament chess.

## ALLOWANCES

Elected Members are provided with financial support in recognition of the significant amount of work required in representing their community. Council resolved on 1 May 2018 to provide the following allowances to Elected Members, in accordance with Local Government Guidelines 2: Allowances for Council Members. This represents no increase on previous years allowances despite the Ministerial Guidelines allowing an increase of up to 1%.

Allowance Description	Mayor	Deputy Mayor	Alderman
Annual Base Allowance	\$85,312.54	\$31,546.25	\$15,343.80
Annual Electoral Allowance	\$22,454.45	\$5,614.79	\$5,614.79
Professional Development Allowance	\$3,653.68	\$3,653.68	\$3,653.68
Maximum Extra Meeting Allowance	Nil	Nil	\$10,229.59
<b>TOTALS</b>	<b>\$111,420.67</b>	<b>\$40,814.72</b>	<b>\$34,841.86</b>

Alderman are entitled to claim a \$150 extra meeting allowance per meeting up to a maximum for the year as outlined in the table above. Details of other entitlements for Elected Members are outlined in Council Policy EM02 Elected Members Benefits and Support Policy available on Council's website.

## REVIEW OF CONSTITUTIONAL ARRANGEMENTS

On 12 May 2017, following a submission from Council, the Department of Housing and Community Development informed

Council that the Minister had approved increasing the number of Elected Members from seven to eight. This took effect at the 2018 General Election.

Council considers these arrangements suitable for the current size of the municipality and will enable Elected Members to adequately represent the community, however Council will review these arrangements during the term of the 9th Council as required by legislation including boundary re-alignment.



**ALDERMAN**  
**SARAH HENDERSON**

Sarah is a hardworking community advocate and businesswoman who has been an active member of the Palmerston community for three decades. With her husband, she has brought up five children in Palmerston and now her grandchildren are being raised in this community. She has been actively involved in many different Palmerston community groups over the years.



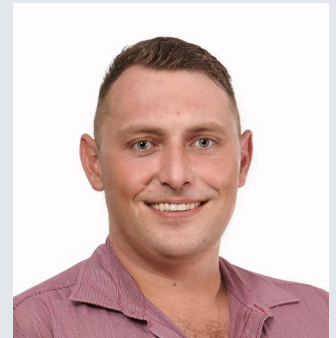
**ALDERMAN**  
**BENJAMIN GIESECKE**

Benjamin was born in Melbourne and grew up in Adelaide and is now centered in Palmerston, buying his first home in Moulden in 2005. He quickly found that most of his valuation work was in and around Palmerston. As a valuer, he has one of those fortunate jobs where he gets to be invited into people's homes and is able to meet a lot of people.



**ALDERMAN**  
**AMBER GARDEN**

Amber moved to the Territory from Queensland in 2003, and with her ever-supportive husband purchased a property in Farrar in 2010. She is familiar with Council meeting processes, financial reporting and requirements under the *Local Government Act* due to her background in local government administration working for the City of Darwin for the last nine years.

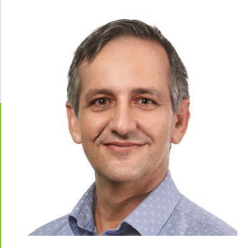


**ALDERMAN**  
**MICK SPICK**

Mick lives with his wife in the suburb of Driver. His interests include all codes of footy having laced up the boots at least once to jump on the field for each code. Personal motivators include veteran's affairs, social issues and improving the local area for everyone.

# Executive Leadership Team

The Chief Executive Officer (CEO) and Council’s three Directors comprise the Executive Leadership Team. The CEO is appointed by the Council and reports to Council.



**Luccio Cercarelli**  
 Chief Executive Officer  
 Joined Council January 2018



**Gerard Rosse**  
 Director City Growth and Operations  
 Joined Council April 2018



**Chris Kelly**  
 Director Corporate Services  
 Joined Council October 2017



**Jan Peters**  
 Director of Community Services  
 Joined Council February 2006

## Organisational Chart







Council is an attractive employer, offering a wide variety of jobs and careers across the four key areas of Executive Services, Community Services, Corporate Services, and City Growth and Operations.



## Our People

Council strives to be an Employer of Choice, offering a wide variety of careers across the four key areas of Executive Services, Community Services, Corporate Services, and City Growth and Operations. Council will continue to retain and attract employees where required, by offering challenging, rewarding and diverse roles that directly support the community, by promoting workplace benefits which drive performance and by developing and supporting its people through innovation, training and renewed leadership.

Council staff will continue to strive for exceptional customer service as well as focus on continuous improvement.

Council offers employee support services including counselling services, study assistance and leave options such as Parental Leave, Community Service Leave and Domestic and Family Violence Leave.

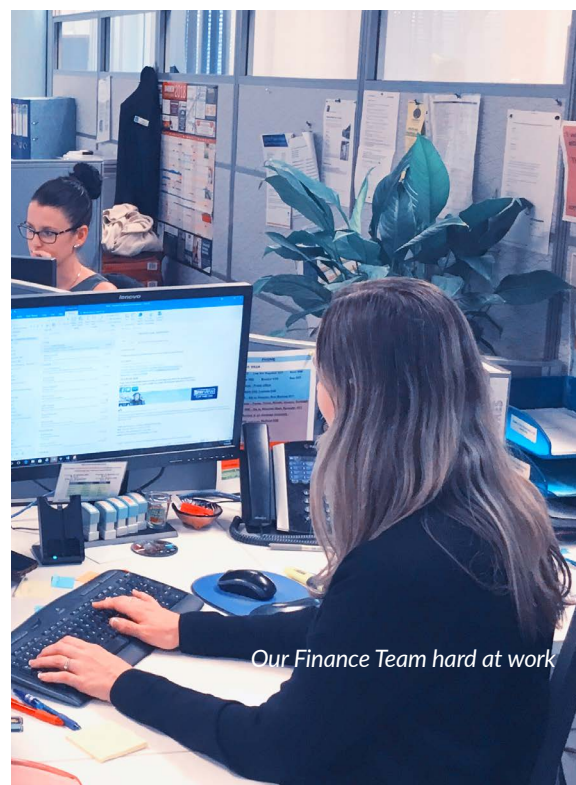
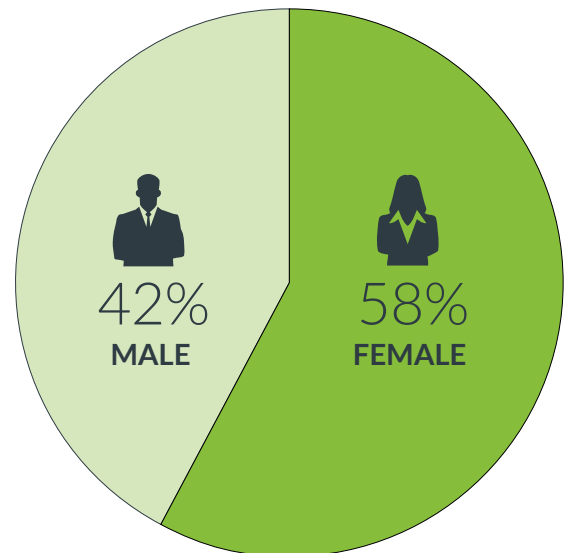
### STAFFING PLAN

In accordance with section 101 of the *Local Government Act*, Council directly employs a Chief Executive Officer and delegates responsibilities under the Act to carry out the day to day functions of Council. The Chief Executive Officer is responsible for the employment of staff, in accordance with the Staffing Plan as approved by Council.

The Staffing Plan for 2018/19 provides for the employment of 83 staff members who operate under the CEO's direction and are divided into the four key areas outlined above. These 83 staffing positions are the equivalent of 80 full time staff (*known as Full Time Equivalents, or FTEs*). This represents three additional FTE positions from 2017/18 and are to address challenges, opportunities and organisational requirements identified by the new Executive Leadership Team and the Independent Investigation.

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

The total budget for employee costs for 2018/19 is \$8,671,944 and includes, wages, superannuation and provision for a 2% increase pursuant to the Enterprise Agreement 2017.



Our Finance Team hard at work





Fairway Waters Lake



# 3

## PERFORMANCE PLANS

### IN THIS SECTION

- How we Measure Performance
- Fostering Community Wellbeing
- Supporting Community Safety
- Enlivening Arts and Vibrant Culture
- Supporting Active Recreation
- Promoting Palmerston
- Growing Local Business and Industry
- City Planning
- Environmental Sustainability
- Assets and Infrastructure
- Waste Management
- Corporate Responsibility
- Community and Customer Service
- Our People
- Internal Support Services



# How we Measure Performance

*Each year, Council undertakes a Community Satisfaction Survey to enable the community to measure Council's performance.*

Each year, Council commissions the Community Satisfaction Survey to determine the overall performance of Council against 14 service areas. Scores of 100 indicate the community is “satisfied” with Council. The most recent Community Satisfaction Survey was undertaken in August 2017.

In the 2017 Survey, Council only rated over 100 in four out of 14 Key Performance Indicators, demonstrating that Council needs to increase its focus on a number of key areas to improve services and Council's standing in the community.

Sections of the survey asked the community about the importance of an activity to the respondent and then what they thought about Council's performance in that area. In this Municipal Plan, Council has focused on increasing performance in those areas that the community has identified as important but felt that Council was not delivering to a satisfactory level.

Each of the 14 Performance Plans outlines what the research of 2017 showed, the value the community placed on this area and how Council was performing.

More importantly, it explains how Council will address the concerns of the community through its service delivery in 2018/19, including what new initiatives will be introduced and other changes that may occur.

It is also important to note that Council rated poorly for “performance in conducting quality, timely and accurate consultation with the community”. Council will focus this year on improving community engagement and communication to renew relationships with the community.



“

Each of the 14 Performance Plans outlines what the research of 2017 showed, the value the community placed on this area and how Council was performing.

”

<b>FOSTERING COMMUNITY WELLBEING</b>	
<b>Strategic Focus Area:</b>	Community and Cultural Wellbeing
<b>Program Goal:</b>	The provision of quality health, wellbeing and family support services to our community
<b>Key Outputs:</b>	
Healthy Lifestyle Awareness and Programs	Support and Advocacy: Active Recreation
Support and Advocacy: Families, Youth and Seniors	Support and Advocacy: Community Wellbeing and Health Services
Support and Advocacy: Disability Access	

<b>Key Performance Indicator</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Fostering Communities	98.81	97.73	95.78	92.76	91.09

In the 2017 Community Satisfaction Survey our community indicated that maintaining facilities and supporting services for the disadvantaged and vulnerable members of our community was highly important. Our community rated our performance in this area as poor to average and the indicated trend above demonstrates a continuing decrease in satisfaction levels from 2013.

In 2018/19 Council will aim to begin building service satisfaction levels back towards the 100% satisfaction level. We will continue to work on building community awareness of opportunities in Palmerston to be healthy and active. Promoting physical activity and increasing opportunities for community members to access healthy lifestyle programs will be achieved through the Activate Program. Activate will operate for 45 weeks of the year giving Palmerston residents a free taste of the range of physical activities available within their community. In addition to promoting and encouraging the community to be active and make healthier food choices, this initiative also assists with social inclusion and making community connections.

To increase health awareness and education Council will work in collaboration with the Palmerston Community Care Clinic to deliver educational workshops on nutrition and physical activities as well as support and promote relevant national health initiatives including, but not limited to: Heart Week, Diabetes Week, RU Ok Day, World Cancer Day and Disability Awareness Week. As part of creating a more inclusive community, Council provides \$50,000 per year in dedicated funding for works to increase access to community facilities for those with a disability.

Encouraging participation in sport and active recreation will be achieved through working in partnerships with sporting clubs and organisations to provide accessible sporting opportunities for all demographic groups at the Palmerston Recreation Centre including but not limited to: Youth Drop in Sports, Indoor Croquet for Seniors and Mums and Bubs fitness sessions. The Palmerston Recreation Centre will continue to provide affordable and accessible active recreation spaces for the broader community.

Council expects the Palmerston Recreation Centre usage to continue growing. The table below outlines its increased usage since the beginning of the current financial year.

	<b>Jul – Sep 2017</b>	<b>Oct – Dec 2017</b>	<b>Jan – Mar 2018</b>	<b>Year to Date</b>
Number of hours booked	980.5	1,732.25	1,878	4,989.25
Number of visits	7,057	22,202	22,276	50,141
Revenue	\$19,646.40	\$32,925.03	\$39,685.97	\$92,257.40

Fostering information sharing, communication and collaboration between community service providers in Palmerston for greater service effectiveness and efficiency will be achieved through the ongoing facilitation of community sector networks including the Palmerston and Rural Youth Services Network (PARYS) and the Palmerston Kids Network (PKN),

Council will support youth development and foster communication with our young members of our community through the ongoing facilitation of the Youth Inspiring Palmerston Advisory Group.

We will continue to encourage youth participation in activities and events that best reflect youth needs through the facilitation of partnerships with services and other youth focused organisations. In 2018/19 we will provide School Holiday activities and general youth events such as GeekFest Top End, gaming sessions, music gigs and work in partnership with youth organisations in Palmerston to coordinate and develop activities for young people in Palmerston during NT Youth Week in April.

We will ensure ongoing consultation with local seniors on issues that affect them through the Palmerston Seniors Advisory Group, ongoing facilitation of seniors activities and supporting seniors services in Palmerston. We will coordinate the Annual Seniors Forum that includes opportunities for seniors to consult and provide feedback directly to Council.

Fostering community involvement and participation in Children’s Week and Families Week will be achieved through the establishment of a local community working group, to deliver both events providing engaging activities and building greater awareness of children and family services in Palmerston.

SUPPORTING COMMUNITY SAFETY	
Strategic Focus Area:	Community and Cultural Wellbeing
Program Goal:	Ensuring the safety and security of our community
Key Outputs:	
Animal Management	Cyclone, Disaster and Emergency Management
Regulatory Services	Street Lighting
Support and Advocacy: Emergency Services	Support and Advocacy: Crime Prevention and Law Enforcement
Support and Advocacy: Injury Prevention	

Key Performance Indicator	2013	2014	2015	2016	2017
Supporting Community Safety	80.28	84.93	77.14	74.17	65.38

The 2017 Community Satisfaction Survey highlighted that residents rated the importance of Council supporting the prevention of crime and injury very highly, and that Council’s performance in this area had not met their expectations. While the City of Palmerston does not have the authority to investigate crime or get involved in law enforcement matters, we are committed to working in partnership with community members, Northern Territory Government, Australian Government and organisations to promote community safety, reduce crime and injury in our City and advocate on behalf of the community.

Council will continue to facilitate the Palmerston Safe Communities Committee to strengthen communication and partnerships with government departments, NT Police, local businesses, community groups and other sectors.

The City of Palmerston will partner with organisations including the Northern Territory Government to provide programs that support and engage young people seen to be at risk of offending including the Youth Drop-In Sports program, School Holiday programs, and the Library Youth Drop-In Zone.

The 2017 Community Satisfaction Survey highlighted that residents value the importance of Council providing animal management services and Council will continue to improve service to the community through a range of initiatives which includes animal management education programs. Ranger Services will continue with an annual Animal Awareness Day event at Marlow Lagoon offering micro-chipping and registration for dogs in Palmerston. Additionally, Council Rangers will continue to attend community events to provide advice and information on responsible pet ownership. These strategies are aligned with Council’s Animal Management Plan that was implemented in 2017.

Rangers will engage with the public in a positive manner to offer advice on parking availability and regulate parking to meet the needs of the community and CBD businesses. To maintain the urban amenity, abandoned vehicles in public places and untidy allotment concerns will be continually regulated by Council Rangers.

Council has in place a Cyclone Counter Disaster Plan which is enacted during declared weather events. Tropical Cyclone Marcus presented challenges that the City of Palmerston had not experienced before and the lessons learned from the coordination and execution of preparation and recovery efforts will be implemented across the organisation. Council will ensure that lessons learnt from this event will help improve community safety and resilience in the future.

In early 2018 the ownership of street-lighting transferred to Council and we will be working towards improved maintenance and technology for both street and park lighting with an aim to improve safety and crime prevention and explore ways to achieve cost savings and energy efficiency. Council is investigating the use of Smart LED lighting to improve amenity, safety and reduce ongoing costs.



Tank display in Memorial Park



ENLIVENING ARTS AND VIBRANT CULTURE	
Strategic Focus Area:	Community and Cultural Wellbeing
Program Goal:	The fostering and promotion of arts and culture within our community and the awareness and promotion of our local history
Key Outputs:	
Library Programs and Services	Community Events and Attractions
Public Artwork	Support and Advocacy: Arts Programs
Support and Advocacy: Cultural Programs	

Key Performance Indicator	2013	2014	2015	2016	2017
Enlivening Arts and Vibrant Culture	86.63	111.91	107.45	109.11	105.58

In the 2017 Community Satisfaction Survey, Palmerston residents rated the importance of Council providing community and cultural services highly and indicated that Council had met their expectations.

The Palmerston Library continues to be a very popular service with our community members as outlined in the table below:

Library	Jul-Sept 17	Oct-Dec 17	Jan-March 18	YTD
Visits	42,223	36,018	35,557	113,798
Items borrowed	32,167	28,633	30,270	91,070
Public PC hours	2,589	2,445	2,412	7,446
Program Attendees	3,971	2,466	3,479	9,916
Programs held	119	99	89	307
Room Bookings	276	231	201	708

Council will continue to offer high quality Library programs and services in 2018 with a focus on increasing the number and range of community inclusion and life-long learning programs on offer. The Library will trial the addition of job application and resume writing sessions to its ongoing digital literacy and coding sessions. The Library will also introduce a membership category that allows the most vulnerable members of our community, or those without residential addresses, to access library digital resources.

Council aims to nurture dynamic and participatory arts and cultural communities in Palmerston. Our major community events and attractions that Palmerston residents have enjoyed previously will continue including, but not limited to: Australia Day celebrations, Palmerston Carols, Tree Lighting, the popular FlicNics and Live in the Square dry season programs. To further spark engagement in creative arts and support vibrant culture across Palmerston, new initiatives will be introduced including a Palmerston drama development project, live theatre events in open spaces, art displays, creative art workshops, and cultural festivals and celebrations.

Council will continue to support the Palmerston Markets and consult with the community on growing a vibrant street food culture through the potential provision of Pop-Up Dining which will further enliven the community.



Rock Ya Temper - bands

SUPPORTING ACTIVE RECREATION	
Strategic Focus Area:	Community and Cultural Wellbeing
Program Goal:	The provision of quality recreation and sporting facilities, parks, gardens, playgrounds and open spaces for the benefit of our community
<b>Key Outputs:</b>	
Sporting, Recreational and Leisure Facilities and programs	Walking and Cycling Infrastructure
Parks, Gardens and Playgrounds	Streetscapes and Open Spaces
Support and Advocacy: Increased Recreational Infrastructure	
Support and Advocacy: Injury Prevention	

Key Performance Indicator	2013	2014	2015	2016	2017
Supporting Active Recreation	118.18	114.69	111.82	114.02	100.87

In the 2017 Community Satisfaction Survey our community indicated that residents valued the importance of the Council provision and maintenance of sporting facilities, parks, gardens, playgrounds, reserves, and swimming pools.

Council will continue to provide quality parks and open spaces through the maintenance refurbishment programs of parks and green space areas across the municipality to ensure access and embellishments within parks and open spaces meet the needs of the community. Council will work with the development industry to ensure new parks are provided to the growing community to encourage both active and passive recreation and ensure infrastructure meets the needs of our existing and emerging communities delivering a community for families.

Council has continued to provide improvements to open space such as the improved fishing access and Barramundi fingerling releases at our various lakes to improve local recreational fishing opportunities.

Council will continue to provide walking and cycling paths across the municipality. Council's pathway programs will aim to improve connectivity.

The Palmerston Recreation Centre will operate as a multi-purpose community centre that provides accessible space for community programs and recreational activities, support healthy lifestyles as well as foster social connections and interactions through passive recreational, leisure and social experiences.

Council will also continue to implement consistent signage and branding for the City's assets, especially parks and way finding signage. This will be done as part of Council's normal signage replacement program.





PROMOTING PALMERSTON	
Strategic Focus Area:	Economic Development
Program Goal:	Council will support tourism throughout the region
Key Outputs:	
Town and Business signage	Accommodation
Support and Advocacy: Tourism Organisations and Operators	Support and Advocacy: Government Initiatives

Key Performance Indicator	2013	2014	2015	2016	2017
Promoting Palmerston	n/a	85.75	84.25	85.36	81.28

In the 2017 Community Satisfaction Survey, Palmerston residents highly rated the importance of encouraging tourism and sponsorship of local events and tourism activities, however indicated that they would like to see Council do more to promote Palmerston and encourage more events.

To provide a co-ordinated response to the community's wishes, during this year Council will undertake a consultative exercise with the local business community to prepare an Economic Development Plan. As the closest major city to the Top End's tourism assets, this strategy will outline how we will seek to position Palmerston as the launching point for adventures into: Kakadu and Litchfield National Parks, Daly River region, Mary River Wetlands and Arnhem Land providing accommodation, dining and retail for people wishing to take advantage of fishing, camping, bush walking, four wheel driving, and other sightseeing opportunities.

Council will actively seek to partner with local accommodation and tourism providers to jointly promote Palmerston's existing strengths of two hotels boasting 284 hotel rooms, conference facilities and favourable proximity to Top End attractions, Darwin Airport, and the Ghan terminus. Council will also look to more actively engage with the Northern Territory Government, regional tourism and economic development organisations to explore possibilities for partnerships in attracting tourists, investors, conventions and international students.

Council will also continue to support the Northern Territory PGA Championship, committing \$30,000 a year for 3 years. Last year, this tournament generated an estimated \$1.5 million in economic benefits from visiting competitors, officials, families and friends attending or participating in the event, a return on investment of \$50 of local expenditure for every \$1 invested by Council.



Activate participants



<b>GROWING LOCAL BUSINESS AND INDUSTRY</b>	
<b>Strategic Focus Area:</b>	Economic Development
<b>Program Goal:</b>	Council is committed to ensuring local businesses and industry receive the support they need in order to grow and prosper within our region
<b>Key Outputs:</b>	
Local Purchasing and Procurement	
Support and Advocacy: Industry Organisations	Support and Advocacy: Government Funding and Initiatives
Support and Advocacy: Training and Employment Initiatives	

<b>Key Performance Indicator</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Growing Local Business and Industry	85.53	85.54	82.92	86.06	77.91

Feedback from our community shows that our community values supporting existing business, attracting new business and assisting with employment growth. Over this year, Council will continue to implement initiatives to grow local businesses, creating more jobs and promoting Council's value of economic self-sufficiency.

Council will continue to implement the recently adopted FIN04 Procurement Policy. Every effort will be made to utilise local suppliers and to ensure locally based businesses and industries are given an opportunity to participate in quotation or tender processes. Local businesses will still need to be competitive and present value for Palmerston including how they deliver local benefits. A local supplier criteria weighting of at least 20% will be applied to the assessment process to ensure value-for-Palmerston from procurement activities.

Council will proactively pursue grants to assist in building social infrastructure and improving services. This increase in available funds will present Council with more opportunities to procure locally and create jobs. Council will also look to renew its relationships and advocate on behalf of the community with industry associations such as the Property Council, Urban Development Institute of Australia, the Palmerston Regional Business Association and major local employers such as the Charles Darwin University and development companies in Zuccoli and Durack.

Council will build on the strong relationship with the Australian Defence Force to look for opportunities for local businesses to benefit from the significant defence in our region, particularly the Army and RAAF. Strategies to grow and benefit from these relationships will be captured as part of the implementation of the Palmerston Economic Development Plan to be undertaken this year.



CITY PLANNING	
Strategic Focus Area:	Economic Development
Program Goal:	Council is committed to effective and responsible city planning which balances and meets residential and commercial needs in our community
Key Outputs:	
CBD Master Plan Implementation	Public Land Use
Support and Advocacy: NT Government Planning and Development Control	

Key Performance Indicator	2013	2014	2015	2016	2017
City Planning	n/a	89.41	80.22	85.03	74.89

Council is committed to effective and responsible city planning which balances and meets both the various residential and commercial needs in our community. The 2017 Community Satisfaction Survey results highlighted the importance that Council provides a vision and framework to achieve better planning and urban design for the City of Palmerston. To achieve this Council will continue to work collaboratively with the Northern Territory Government and the NT Planning Commission to implement various aspects of the City of Palmerston CBD Master Plan. This will include the collaborative preparation of the Palmerston City Centre and Periphery Area Plan with the Northern Territory Government and NT Planning Commission to develop an Area Plan for Palmerston’s City Centre and surrounding key employment centres for inclusion in the NT Planning Scheme.

Council recognises that significant growth is happening in our suburbs. Council will also continue to work with the Northern Territory Government and development industry to ensure that quality infrastructure and community facilities are provided to support population growth in our suburbs.

Council recognises the importance of facilitating ongoing development, whilst creating an identity for the City of Palmerston. Council will continue to review and provide comment and representation to the Northern Territory Government on Development Applications as a Service Authority.



Enjoying Palmerston CBD



ENVIRONMENTAL SUSTAINABILITY	
Strategic Focus Area:	Environment and Infrastructure
Program Goal:	Council is committed to actively protecting and enhancing the environmental assets and infrastructure of the City of Palmerston, while supporting local businesses and industry in sustainable land use
Key Outputs:	
Climate Change Impact Reduction	Greenhouse Emissions Measurement and Reduction
Support and Advocacy: Planning and Development Controls	Support and Advocacy: Community Action, Education and Organisations

Key Performance Indicator	2013	2014	2015	2016	2017
Environmental Sustainability	95.19	96.93	91.30	93.41	94.62

The 2017 Community Satisfaction Survey results highlighted that the community values environmental management services to the community.

Council will continue to carry out water quality monitoring on a regular basis in all of Council's lakes to ensure our waterways remain healthy and viable for active and passive recreational activities. Council has worked with external agencies to have successful releases of Barramundi fingerlings in some of our waterways and will continue to do so to encourage land based fishing opportunities for our community. In conjunction with this, weed harvesting occurs on an ongoing basis to promote the health and wellbeing of our waterways.

Council is committed to an ongoing tree planting program. Tree planting occurs at the onset of each wet season in our parks and on road reserves throughout the municipality. This year over 150 trees have been planted. Council has increased funding in the 2018/2019 capital budget for the planting of more trees and will also begin the long process of replacing the significant number of trees that were lost as a result of Tropical Cyclone Marcus.

In 2017/18 Council commenced a Solar Energy Program with the calling of tenders for the installation of a solar PV system on the Library which will reduce energy consumption and emissions. The 2018/19 budget continues this program with an allocation of \$200,000 to further install solar photovoltaic systems on additional community infrastructure. Council will explore various options for renewable energy to reduce emissions and electricity costs which include solar technology and the installation of energy efficient LED lighting in buildings and streetlights.

Council's Sustainability Strategy concludes in 2018 and in 2018/19 Council will develop a new strategy to drive environmental outcomes in future years. This reflects Council's commitment to being financially and environmentally sustainable.



ASSETS AND INFRASTRUCTURE	
Strategic Focus Area:	Environment and Infrastructure
Program Goal:	Maintaining and developing community assets and infrastructure which meets the needs of our community
Key Outputs:	
Roads, Bridges, Footpaths and Car Parking	Transport Infrastructure
Council Buildings and Facilities	Stormwater Infrastructure
Support and Advocacy: Traffic Management and Road Safety	Support and Advocacy: Territory and Federal Infrastructure and Land

Key Performance Indicator	2013	2014	2015	2016	2017
Assets and Infrastructure	107.89	107.75	106.65	109.42	104.48

Council will continue to maintain the various roads, bridges, pathways and car parking infrastructure in a sustainable manner in order to provide a safe and serviceable asset to the community as a whole. Following funding from the Northern Territory Government, Council will take on ownership and maintenance of Zuccoli Parade and Farrar Boulevard that provides access to Johnston and Zuccoli.

Transport Infrastructure will be developed and maintained in consideration of the requirements within the City of Palmerston but also in conjunction with the wide Top End transport infrastructure. This will also allow for all transport means including not just vehicles but also pedestrians, cyclists, heavy vehicles and public transport with consideration of universal access for all.

Council will develop a proactive maintenance strategy for the City of Palmerston’s stormwater infrastructure which includes open drains, underground pipe networks and pits, and associated lakes and soakage basins. The main consideration is public safety, but also with attention to flood mitigation and environmental issues.

Community Facilities including Gray Community Hall, Driver Family Resource Centre, The Heights, Durack Community Centre, the Recreation Centre, and the Library Community rooms will continue to provide low cost access to flexible spaces for community groups, community organisations, clubs and private businesses wishing to run programs, activities or services in the City of Palmerston.

Council will continue to develop its Asset Management Strategy and plans to ensure that it is able to manage our \$413,000,000 of community assets in a sustainable way.



*The Heights, Durack Community Centre*



WASTE MANAGEMENT	
Strategic Focus Area:	Environment and Infrastructure
Program Goal:	Providing comprehensive and effective waste management services to our community
Key Outputs:	
Kerbside Waste Collection and Recycling	Hard and Green Waste Facilities
Recycling, Re-use and Minimisation	Education Initiatives

Key Performance Indicator	2013	2014	2015	2016	2017
Waste Management	129.94	133.40	129.25	136.45	125.89

The 2017 Community Satisfaction Survey results highlighted that the community values the importance of waste collection and disposal and recycling services/facilities, including green waste and hard waste and is satisfied with Council’s performance.

To achieve this, Council provides free access for residents to take advantage of the waste and recycle opportunities at the Archer Waste Transfer Station. Recycle streams include: paper and cardboard, glass, aluminium cans, paint, oil, steel and metal, white goods, car batteries, gas bottles and green waste. On average, almost 40% of all waste deposited at Archer Waste Transfer Station is recycled. Council aims to improve the percentage of recyclable materials and reduce waste going to landfill with education and promotion of our facilities to the community.

Council provides each household with two general waste collections per week and one recycling collection per fortnight. For those living in unit complexes with 4 units or more, general waste is collected four times a week and recycle collections are weekly. Council continues to work closely with our waste collection contractor to ensure that reliable and efficient waste collection services continue.

Council’s Waste Collection Calendar has information on what products can be placed in the recycle bin and what products cannot. Council is striving to lessen the amount of contaminated recycling bins and will provide additional educational and promotional information to residents on how to become proficient recyclers.

A continuing event Council holds is the annual Pre-Cyclone Clean Up. This provides residents an opportunity to dispose of any unusable items that may be a potential projectile during an event, prior to the Cyclone season, which commences on 1 November each year. This service, which costs approximately \$100,000 per year is provided as part of Council’s Waste Service Charge.



Recycling mulch at Archer Waste Transfer Station

CORPORATE RESPONSIBILITY	
Strategic Focus Area:	Governance and Organisation
Program Goal:	Corporate and social responsibility, the sustainability of Council assets and services and the effective planning and reporting of Council performance to the community
Key Outputs:	
Elected Member Accountability to the Community	Governance, Strategy, Legislation and Policy
Business Planning and Performance Reporting Framework	Financial Sustainability and Asset Management
Risk Management and Workplace Health and Safety	

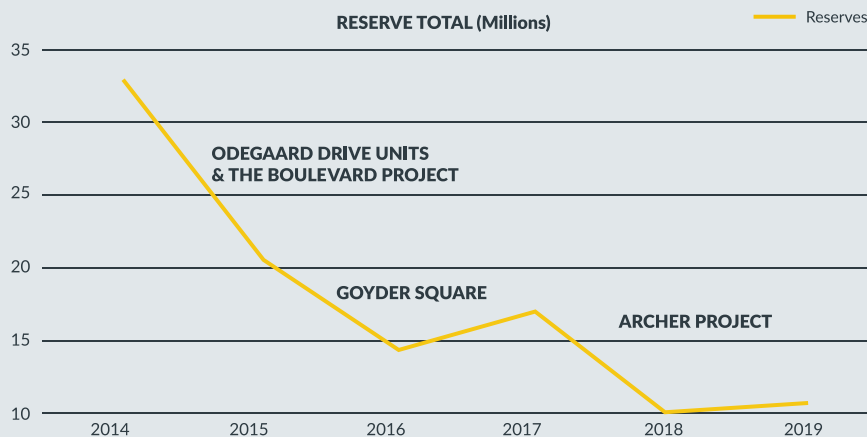
Key Performance Indicator	2013	2014	2015	2016	2017
Corporate Responsibility	84.03	80.93	75.27	80.40	66.02

Council's Executive Leadership Team have been undertaking a review of Council's planning and operations in response to the 2017 Community Satisfaction Survey and the City of Palmerston Council Investigator's Report handed down in January 2018. Council will be undertaking the development of a Strategic Plan in the first half of 2018/19 which will include community involvement and engagement. Council's Strategic Plan will set priorities and a vision for Council over a ten-year period which ensures that we are all working towards common outcomes to improve the community's lifestyle making Palmerston a place of choice for families. It will also contain an agreed set of outcomes with performance indicators which provide guidance on how the organisation is tracking towards those goals and hold the Council accountable to its commitments. The community values "that the community has input into the development of Council's long term or strategic objectives" giving it a rating of 8.96/10. In response to this feedback, Council will undertake initial public engagement to identify what the community would like the Strategic Plan to address and incorporate and there will also be further consultation on the Strategic Plan.

Council has appointed local firm Merit Partners as its External Auditor and KPMG has recently been retained to manage Council's internal audit processes. Both firms will commence their substantive work this financial year. Council will look for opportunities for improving risk management effectiveness, control and governance processes throughout 2018/19. Also consistent with good governance, Council will review all of its policies over the life of the 9th Council.

Council will continue to review its Long Term Financial Plan to ensure that Council is financially sustainable in the long term. Council will undertake a Rating Strategy that outlines how Council will calculate and collect rates across the next 10 years. In response to community concerns about a lack of consultation on previous changes to rating policy, Council will consult with the community prior to the adoption of the Rating Strategy.

Financial Sustainability will continue to be a priority for the Council. As identified in John Comrie's recent Independent Review of Council's Rating Policy available on Council's website, Council has produced net operating deficits totaling about \$19,500,000 across the last three financial years. Council has balanced its budgets by drawing down reserves however this is not sustainable in the long term and has contributed to Council's reserves decreasing almost 50% over that time as per graph below. Council will continue to draw down reserves for strategic initiatives and specific projects but will not continue to draw on reserves to fund operations.





<b>COMMUNITY AND CUSTOMER SERVICE</b>	
<b>Strategic Focus Area:</b>	Governance and Organisation
<b>Program Goal:</b>	Council values and encourages participation in Council activities by the community and is committed to delivering the highest possible levels of service and community engagement
<b>Key Outputs:</b>	
Customer Service Standards	Community Engagement and Voter Participation
Governance and Participation on Council Advisory Groups	Open Government and Transparency Initiatives

<b>Key Performance Indicator</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Community and Customer Service	82.34	82.00	73.18	76.80	67.50

Council will strive to provide exceptional customer service. It is estimated that over half of Palmerston's community have had contact with Council over the last 12 months and the feedback received is that the community want to see improvement in Council's customer service. Council staff are committed to serving the community, however it is timely to review Customer Service Standards and document policy in managing customer complaints.

As part of the preparation of a new Strategic Plan Council will review its Key Performance Indicators. Following this, Council will review the content of the 2017 Community Satisfaction Survey to ensure the community is providing feedback on how Council is performing in achieving the agreed outcomes of the Strategic Plan. Council will also undertake the 2019 Community Satisfaction Survey earlier to ensure that it informs the 2019/20 Municipal Plan.

Council strives to proactively engage with the community to encourage a two-way flow of information to assist Council in achieving a culture of continuous improvement and greater resident satisfaction. Over the coming 12 months, Council will evaluate how to improve its community engagement through the development of a Communications Strategy. This will outline in detail Council's future community engagement plan to increase community involvement in decision making and increase transparency, as well as measures to optimise limited resources to improve Council's presence in the media. An improved media presence will provide Council with a cost effective channel to communicate with the community.

Council continues to facilitate Council Advisory Groups. These groups include:

- Youth Inspiring Palmerston Advisory Group
- Palmerston Animal Management Reference Group
- Palmerston Australia Day Awards Selection Panel
- Palmerston Safe Communities Committee
- Palmerston Kids Network
- Palmerston and Rural Youth Services Network
- Seniors and Disability Advisory Group

These groups continue to advocate for the interests of parts of the community and provide a direct link into Council's decision-making process. An example of a recent success was the Seniors Advisory Group securing an increase in disabled parking concessions in managed parking areas.

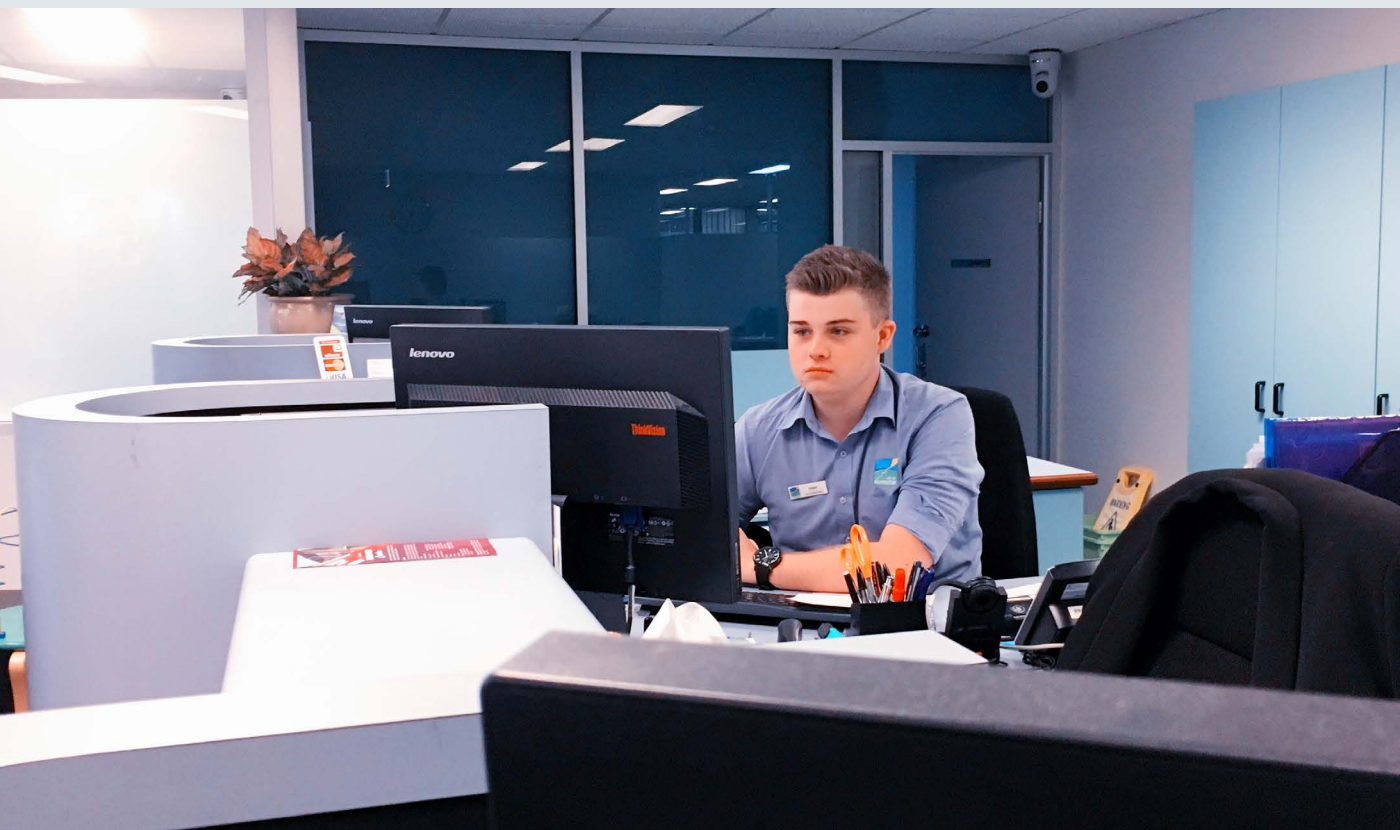
OUR PEOPLE	
Strategic Focus Area:	Governance and Organisation
Program Goal:	Council values its people and the culture of our organisation. We are committed to continuous improvement and innovation whilst seeking to reduce the costs of Council services through increased efficiency
Key Outputs:	
Human Resources and Workforce Development	Training and Development of Elected Members
Cost Reduction and Efficiency Initiatives	Continuous Improvement, Benchmarking, Research and Innovation

Key Performance Indicator	2013	2014	2015	2016	2017
Our People	94.51	94.38	88.20	88.48	76.01

Palmerston strives to be “A Place for People” and this includes aspiring to be an employer of choice for members of the community. Over the coming 12 months, Council will review its internal Human Resources and Workplace Health and Safety policies and procedures to position Council as an attractive employer for talented and skilled members of our community who want to join Council to serve the community. Changes that will flow from this review will also address the relevant issues identified in the City of Palmerston Independent Investigator’s Report handed down in January 2018.

Council has an ongoing commitment to Elected Members and staff development. Council has set aside over \$29,500 toward professional development for Elected Members. This funding will be used to enhance the skills and technical knowledge of Elected Members as well as respond to the recommendations in the Independent Investigator’s Report about further training for Elected Members to understand their roles and responsibilities. Council will actively look for opportunities including Australian Institute of Company Directors Courses and training provided by the Department of Housing and Community Development and Local Government Association of the Northern Territory. Council will provide \$110,500 in relevant training for staff to improve their skills and content knowledge.

Council staff will continue to look for continuous improvement opportunities by reviewing policies and procedures to further enhance Council operations. Staff will also review programs to identify innovations to reduce costs through initiatives such as photovoltaic solar, Smart LED Public Lighting, Digital Strategy and waste operations.





<b>INTERNAL SUPPORT SERVICES</b>	
<b>Strategic Focus Area:</b>	Governance and Organisation
<b>Program Goal:</b>	Council is committed to ensuring the systems and processes of Council support the organisation in delivering the best possible services to the community
<b>Key Outputs:</b>	
Internal Business Processes and Service Levels	Financial and Administrative Service
Information and Communication Technology Services	

<b>Key Performance Indicator</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Internal Support Services	92.26	92.69	93.54	93.06	76.12

Over half of the community prefer to receive information from Council through the website, [www.palmerston.nt.gov.au](http://www.palmerston.nt.gov.au). Council has recently upgraded the website to a new platform that is mobile and tablet responsive and provides greater flexibility for the community to engage with Council and make payments at their convenience. The website will be progressively updated with Smart PDF Forms which can be filled out on the user's device and emailed directly to Council without the need for printing, post or scanning. This saves time for customers, reduces Council's internal processes and helps the environment. The website has been configured to ensure it will be continuously upgraded to meet customer requirements and meet any security challenges.

Council will also look for further opportunities to provide online services to our community. In addition to BPay View which is currently offered to ratepayers, Council received feedback that ratepayers would like to see electronic rate notices available to them by email and in response Council will launch Ezybill which will send rates notices and reminders directly to a nominated email address for those who choose to participate. This will commence in time for the issuing of the 2018/19 rates notice in August 2018. Receiving a rate notice electronically provides a more flexible, reliable and quicker avenue to receive your rates notices from Council. It also increases environmental sustainability as there is no printing, paper waste or transport pollution associated with this method. Residents will be able to register for Ezybill by August, in time for the 2018/19 rates notice.

The review of Council policies procedures and technology will continue throughout 2018/19 to ensure that they are reflective of community expectations and deliver on the vision of Palmerston as "A Place for People."







U.S. Marine Corps cleaning up after Cyclone Marcus





# 4

## OPPORTUNITIES AND CHALLENGES

### IN THIS SECTION

Delivering the Digital Strategy

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Connecting with the Community

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Financial Sustainability

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Collaboration

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Possible Changes to the  
Regulatory and Administrative  
Framework

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## DELIVERING THE DIGITAL STRATEGY

The City of Palmerston adopted the Digital Strategy in 2017 and has already implemented several digital initiatives eg. free CBD Wi-Fi, social media, website, online bookings for facilities and the Goyder Square TV, harnessing the benefits of smart digital technologies in meeting the economic, social and governance expectations of the community.

Building on these initial steps, the recently adopted Digital Strategy will embed consideration of digital technology firmly within the Council's strategic planning process. This will assist in achieving the related opportunities of continuous improvement enabling Council to deliver services in a more cost-effective manner, improving community services and creating local job opportunities by leading the community's participation in the Digital Economy.

In addition to initiatives underway to improve Council's processes, over the next 12 months, Council will increase website interaction and explore digital concierge technologies as well as increase the level of participation in digital technology amongst our community.

Council's recent acquisition of the public lighting network in Palmerston also presents opportunities for smart lighting and energy efficient technologies which Council will continue to explore this year.

## CONNECTING WITH THE COMMUNITY

Through the Community Satisfaction Survey and other indicators, Council has identified that the community feels disconnected from Council and that despite being the level of government closest to the community, Council is not engaging and communicating with the community.

Council must provide an environment in which residents and businesses feel connected to and connected with the Council. Council needs to engender a positive environment of trust

and ensure that the voice of the community is recognised and respected.

Effective communication is a vital element in building a positive identity for Council. Through better awareness of its services, activities and projects, achievements and resources, community members can understand the contribution of the Council to the community.

Effective communication also aids internal information flows within the organisation improving efficiencies and providing better quality services.

Over the next 12 months, Council will a Communications Strategy in collaboration with the community to respond to these challenges.

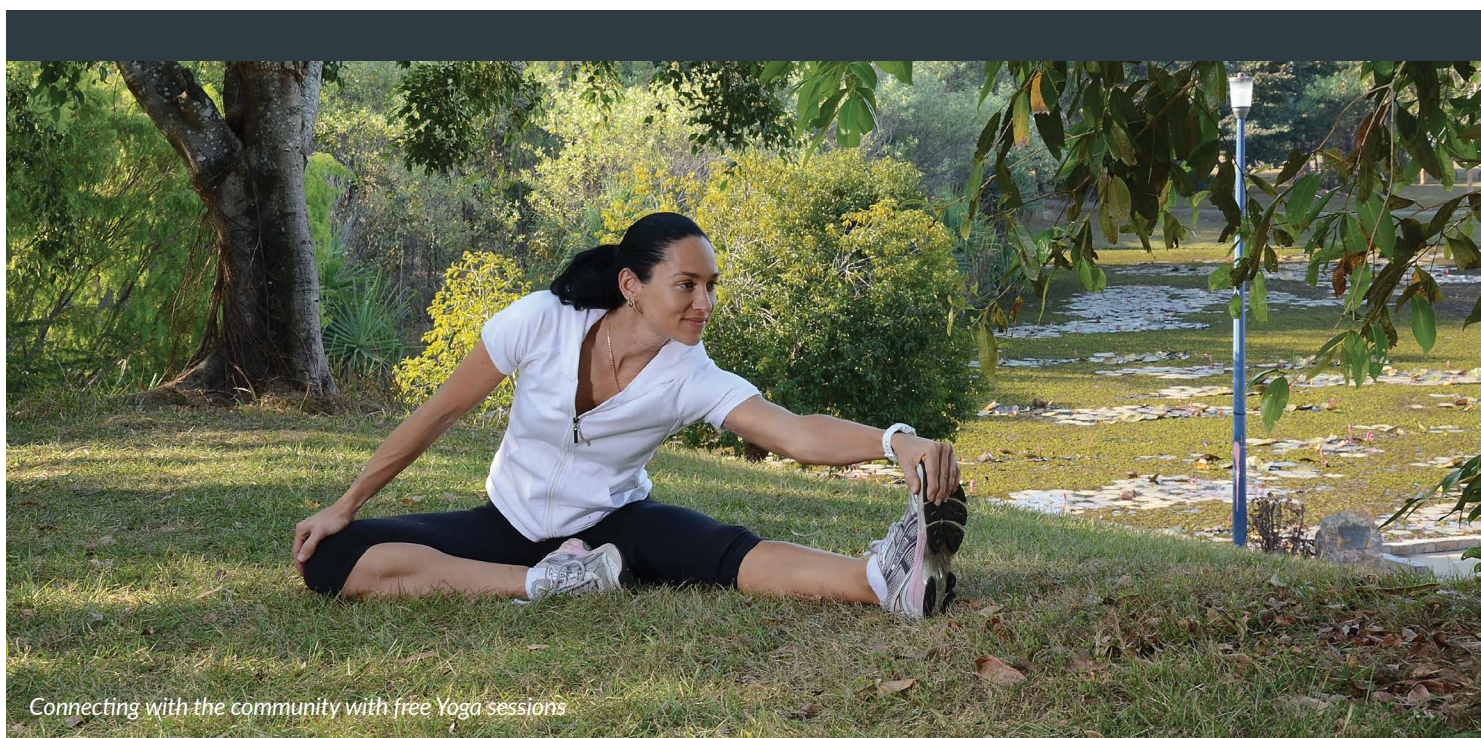
## FINANCIAL SUSTAINABILITY

The recently commissioned Independent Report into Council's Rating Policy by respected consultant John Comrie, raised concerns about the long-term financial sustainability of Council highlighting the fact that Council has produced net operating deficits totaling about \$19,500,000 across the last three financial years.

Council has balanced its budgets by drawing down reserves however this is not sustainable in the long term and has contributed to Council's reserves decreasing almost 50% in the last three years.

When preparing budgets, Council will need to address the related challenges of protecting revenue and managing expenses. Rates income will need to keep pace with service level provision inflation, wage growth and future costs of infrastructure replacement and renewal otherwise Council will not be financially sustainable and able to provide services, replace or upgrade infrastructure or community facilities in the future.

The generation of income via rates will need to be balanced by the management of expenses through looking for opportunities



*Connecting with the community with free Yoga sessions*





Council must provide an environment in which residents and businesses feel connected to and connected with the Council.



for continuous improvement, innovation and cost-effective delivery of services.

### COLLABORATION

The City of Palmerston will look to grow its collaboration with Northern Territory Government, Australian Government and other Councils.

- Council will look for increased opportunities for regular and ongoing dialogue with Australian and Northern Territory Government. These high-level discussions will address issues where Council and government can work together on solutions.
- Council maintains active membership of Local Government Association of the Northern Territory (LGANT) and actively participates in all reference groups, working parties and forums created through LGANT.
- Council participates in Top End Regional Organisation of Councils (TOPROC), with the City of Darwin, Litchfield Council, Belyuen Community Government Council, Wagait Shire Council and the Coomalie Community Government Council to consider issues unique to the Top End and facilitate collaboration between these Councils.
- Council attends Australian Local Government Association (ALGA) meetings and functions to consider and seek solutions to Local Government issues on a national level.
- Elected Members and Council officers will regularly hold meetings with government representatives, attend briefings and discussions regarding Northern Territory Local Government and wider government issues.

Council will also seek to work with other external stakeholders such as Tourism Top End, Palmerston Regional Business Association, Urban Development Institute of Australia and Property Council to improve outcomes for the Palmerston community.

Council will actively seek opportunities in partnering including innovative funding models. Consistent with good governance and financial management, Council will also review its membership of external organisations each year to ensure the community is getting maximum benefit from Council’s participation. Council will also look for new avenues of collaboration that will benefit the City of Palmerston.

### POSSIBLE CHANGES TO THE REGULATORY AND ADMINISTRATIVE FRAMEWORK

The following have been identified as having the potential to influence or enhance Council’s Regulatory and Administrative Framework:

- Continuing to refine the Risk Management Framework
- Implications of proposed changes to the NT Cemeteries Act
- Potential for implications from the Animal Protection Bill
- Council Rating Strategy
- Strategic Plan
- Ongoing review of policies
- Ongoing review of administrative procedures











# 5

## REVENUE STATEMENT

### IN THIS SECTION

Valuation

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Rating Methodology

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Waste Service Charge

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Concessions

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Late Payment of Rates

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Fees and Charges

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Seniors enjoying extended free parking

Council collects revenue from five main sources. General rates and waste management charges provide 85% of Council's revenue, supplemented by grants, fees and charges and investment income.

Council is facing significant financial sustainability challenges with a shortfall in revenues (*savings*) to fund asset replacement and meet unexpected costs.

Council will also continue to face increasing costs, driven by a forecast increase in the National Consumer Price Index (CPI) of 1.9% and a 2% increase to staff remuneration in line with the Enterprise Agreement 2017.

Council notes that Darwin CPI is 1.1%, however the National CPI is more reflective of Council's costs and the long term Darwin CPI as supplied to the Northern Territory Government by Deloittes which is 2%.

Feedback from the community is that residents are not satisfied with the level of service from Council, therefore Council will need to meet cost increases to maintain level of service along with continuing to look for opportunities for continuous improvement and efficiency.

## VALUATION

The City of Palmerston uses Unimproved Capital Value (UCV) as the basis for all land valuations in the City of Palmerston Council area. Unimproved Capital Value is the value of the land without any improvements.

The Valuer-General sets the UCV of land. The value of land is reviewed by the Valuer-General every three years to take effect the following financial year. In late 2017, a new valuation was performed to take effect this year. It saw the total UCV reduce by 7.6%, resulting in a total rateable value of \$3,522,820,600.

The City of Palmerston plays no role in the assessment of UCV. If a ratepayer is dissatisfied with their valuation, that is a matter to raise with the Valuer-General. Rates must be paid in accordance with rate notices unless otherwise notified by Council.

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

## RATING METHODOLOGY

Last year, Council undertook an independent review of its rating strategy including the current use of UCV as a rating methodology and other available alternatives. John Comrie of JAC Comrie Pty Ltd, an experienced consultant with local and state government undertook the review.

The report discusses rating theory considerations and rating practices noting Council rates are a tax and not a fee for service.

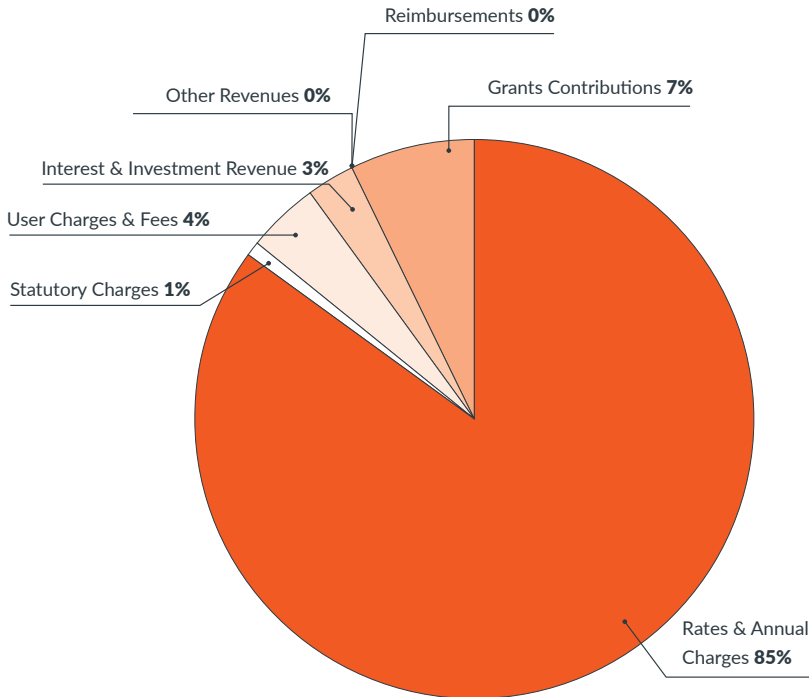
The report states that there is no rating strategy based on a fixed charge rather than a minimum rate that could be introduced without significant redistribution of the overall rating burden across properties.

The report also recommended reviewing the differential rating relativities, specifically with the focus on the low relativity for Industrial and Residential - Marlow Lagoon properties compared with all other residential properties.

This is to ensure equity in any rating system. As demonstrated in the extract from Table 5.3 of the Report, industrial properties in Palmerston have a significantly lower differential rate relative to the residential rate compared to other Northern Territory jurisdictions (*residential properties =100%*):

Council	Industrial
Palmerston	72%
Alice Springs	119%
Darwin	81%
Katherine	101%
Litchfield	128%

**INCOME SOURCES**



 **2.9%**  
RATES INCREASE

 **\$20**  
REDUCTION IN WASTE SERVICE CHARGE

 **64%**  
OF PROPERTIES WILL SEE NO CHANGE IN THEIR TOTAL BILL

Further on in the report it notes “residential properties throughout City of Palmerston’s jurisdiction (excluding Marlow Lagoon) currently attract a differential rate in the dollar which is approximately 28% greater than the differential rates levied on Marlow Lagoon” and concludes that “differentiating solely on land use ensures that all properties of the same use (eg. residential) throughout the Council are rated on the same basis irrespective of their locality”.

In response to this independent review, industrial properties in Palmerston will progressively increase towards 100% relativity with residential properties to ensure that this category of properties that is capable of earning income is at least equal with residential properties. This progression will occur over two years, with an increase to 84% relativity in 2018/19 and 100% the following year.

Council will also reduce the gap between Marlow Lagoon residential properties and other residential properties. 74% of Marlow Lagoon property owners will see an increase of less than \$1 per week.

Council will continue to review its Long Term Financial Plan to ensure that Council is financially sustainable in the long term. Council will undertake a Rating Strategy that outlines how Council will calculate and collect rates across the next 10 years. In response to community concerns about a lack of consultation on previous changes to rating strategy Council will consult with the community prior to the adoption of the Rating Strategy.

“ Council will undertake a Rating Strategy that outlines how Council will calculate and collect rates across the next 10 years. ”



Marlow Lagoon, BBQ area



## WASTE SERVICE CHARGE

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

The Waste Service Charge is levied for the provision of a 120 litre, twice weekly domestic collection, fortnightly recycling 240 litre bin, free access to the Archer Recycling Centre and Waste Transfer Station and waste management and cleansing across the city.

Commercial use of Archer Waste Transfer Station is not supported as there is no direct waste charge against either commercial or industrial properties.

Due to efficiencies and savings identified, the Waste Service Charge for customers with a regular waste service has decreased from \$530 to \$510. Other categories remain the same. The savings in the Waste Service Charge and the 2.9% increase mean that 64% of ratepayers do not experience an increase in their total rates and charges which remain at the 2017/18 level of \$1,707.

Waste Services Charge Category	2017/18	2018/19	Movement
120L/240L	\$530	\$510	↓
Upgrade to 240L Service	\$149	\$149	=
Unit Complex < or = 25 units	\$530	\$510	↓
Unit Complex >25 units	\$240	\$240	=



The Waste Service Charge for customers with a regular waste service has decreased from \$530 to \$510.



## CONCESSIONS

Eligible pensioners may be entitled to a concession on rates. City of Palmerston receives a listing from Territory Health Services of all the ratepayers eligible for concession at the time of levying the rates. The rebate is deducted from the rate notice. If a pensioner becomes eligible part way through the rating year they must pay the rates in full to Council and then contact Territory Health Services to obtain a refund.

Contact details for Territory Health Services are:

**Postal Address:** GPO Box 40596 CASUARINA NT 0811

**Telephone:** (08) 8999 2400

Applications for other concessions on rates and charges will be considered upon application to Council in line with Part 11.8 Rate Concessions in the *Local Government Act* and Council Policy FIN17 Rate Concession.



Managing mulch



Suburban waste collection



One of Council's 18 lakes



Harvesting weeds

### LATE PAYMENT OF RATES

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

Council's determined interest for late payments will be imposed in accordance with section 162 of the *Local Government Act*. Ratepayers can apply for a remission of interest under section 163 of the *Local Government Act* as long as they also agree to a repayment arrangement to the

satisfaction of Council. Applications need to be supported by an independent financial counsellor.

Pursuant to Part 11.9 of the *Local Government Act*, if rates have been in arrears for at least three years, Council may sell the land to recover unpaid rates and associated costs.

### FEES AND CHARGES

Council has not increased discretionary fees and charges for the 2018/19 year. The Schedule of Fees and Charges can be viewed at the City of Palmerston Civic Centre, as well as on Council's website [www.palmerston.nt.gov.au](http://www.palmerston.nt.gov.au).



### EZYBILL COMING SOON

Receive your rates notices by email. Monitor Council's website for updates at [www.palmerston.nt.gov.au](http://www.palmerston.nt.gov.au).





Min

Federal spending

%

3%

Energy

0 100 200



# 6

## FINANCIAL STATEMENTS

### IN THIS SECTION

Rates

Waste Service Charge

Social and Economic Effects of Rating Policy

Financial Reports

Reserves

Long Term Financial Plan

Development and Maintenance of Infrastructure



## RATES

NT Planning Zone		Levied 2017/2018	Budget 2018/2019	Change
<b>R, RR (Excluding RR in the suburb of Marlow Lagoon), SD, MD, MR, HR, CL, FD, PS, SP8, SP9 (&lt;10,000m2), SP9 (&gt;20,000m2), SP10 and SP11</b>	Rate on UCV	0.46355%	0.51200%	0.04845%
	Minimum Rate	\$1,177	\$1,197	\$20
	UCV	\$2,939,358,500	\$2,707,458,600	(\$231,899,900)
	No of Properties	12,809	13,915	1,106
	Estimated Income Rates	\$16,824,726	\$17,458,655	\$633,929
<b>RR in the Suburb of Marlow Lagoon</b>	Rate on UCV	0.36152%	0.40000%	0.03848%
	Minimum Rate	\$1,177	\$1,197	\$20
	UCV	\$122,935,000	\$108,815,000	(\$14,120,000)
	No of Properties	249	251	2
	Estimated Income Rates	\$446,248	\$437,011	(\$9,237)
<b>GI and LI</b>	Rate on UCV	0.33510%	0.43000%	0.09490%
	Minimum Rate	\$1,191.12	\$1,200.00	\$8.88
	UCV	\$204,585,500	\$186,400,500	(\$18,185,000)
	No of Properties	267	278	11
	Estimated Income	\$791,307	\$903,794	\$112,487
<b>All Other Rateable Land</b>	Rate on UCV	0.72774%	0.74500%	0.01726%
	Minimum Rate	\$1,191.12	\$1,200.00	\$8.88
	UCV	\$258,078,000	\$259,938,000	\$1,860,000
	No of Properties	402	404	2
	Estimated Income	\$2,053,540	\$2,080,834	\$27,294

\* 2018-19 is the first year utilising the new valuations from the Valuer-General. Consequently distortions in comparatives will exist.

## WASTE SERVICE CHARGE

The Waste Service Charge for customers with a regular waste service has decreased from \$530 to \$510. Other categories remain unchanged. Previous increases were to fund works in response to the Pollution Abatement Notice for the former Archer Landfill site.

Waste Service Charge Category	2017/18	2018/19
120L/240L	\$530	\$510
Upgrade to 240L Service	\$149	\$149
Unit Complex < or = 25 units	\$530	\$510
Unit Complex >25 units	\$240	\$240

## SOCIAL AND ECONOMIC EFFECTS OF RATING POLICY

Due to the reduction in the Waste Service Charge for waste customers and the 2.9% increase in rates, 64% of ratepayers do not experience an increase in rates and charges. As this also applies to non-owner-occupied properties, Council expects this to assist tenants as well.

Council is working towards equity in its rating policy, namely that all residential property owners pay the same rate in the dollar and that non-residential property owners who derive an income from their properties pay at least the same rate in the dollar as residential property owners. This will see an increase in rates for property owners in Marlow Lagoon, however 74% of them will see an increase of less than \$1 per week. It will also see an increase in the rates for industrial landholders, however to mitigate the impact, this will occur over 2 years and 45% of industrial landowners remain on the minimum rate.

<b>Statement of Comprehensive Income</b>	<b>Revised Budget 2018 \$</b>	<b>Proposed Budget 2019 \$</b>
<b>Operating Income</b>		
Rates & Annual Charges	26,825,366	27,687,085
Statutory charges	193,000	166,500
User charges & Fees	1,638,219	1,432,240
Interest & Investment revenue	954,360	963,160
Reimbursements	5,800	0
Other Revenues	56,350	1,500
Grants & contributions for operating purposes	1,476,430	2,283,044
<b>Total Operating Income</b>	<b>31,149,525</b>	<b>32,533,529</b>
<b>Operating Expenses</b>		
Employee costs	8,208,035	8,671,994
Professional Services	1,707,085	1,472,067
Auditor's Remuneration	32,000	35,000
Operating Lease Rentals	206,300	217,300
Electricity	1,135,653	1,373,387
Materials & Contractors	14,682,826	11,759,215
Depreciation, amortisation & impairment	8,820,000	11,500,000
Elected Members Expenses	327,959	361,287
Legal Expenses	204,500	220,000
Water Charges	1,405,861	1,388,759
Telephone & Other Communication Charges	230,880	226,000
Community Grants	100,000	100,000
Other Expenses	2,668,762	2,543,933
Borrowing Costs	0	92,200
<b>Total Operating Expenses</b>	<b>39,729,861</b>	<b>39,961,142</b>
<b>Net OPERATING SURPLUS / (DEFICIT)</b>	<b>(8,580,336)</b>	<b>(7,427,613)</b>
<b>Capital Income</b>		
Net gain (loss) on disposal or revaluation of assets	90,985	0
Developer Contributions	250,000	400,000
Asset Income	5,000,000	10,000,000
Grants received	686,380	328,410
<b>Total Capital Income</b>	<b>6,027,365</b>	<b>10,728,410</b>
<b>Capital Expenses</b>		
Asset Purchase	1,113,229	945,000
Asset Upgrade	6,892,718	5,075,638
<b>Total Capital Expenses</b>	<b>8,005,947</b>	<b>6,020,638</b>
Removed Non Cash Depreciation Expenditure	8,820,000	11,500,000
Removed Non Cash Gifted Assets	(5,000,000)	(10,000,000)
<b>SURPLUS / (DEFICIT) excluding non-cash items including capital</b>	<b>(6,738,918)</b>	<b>(1,219,841)</b>
Borrowings *	0	2,000,000
Repayment of Borrowings	0	(208,814)
Reserve Movement	(6,738,917)	571,345
<b>NET SURPLUS / (DEFICIT)</b>	<b>0</b>	<b>0</b>

\* Borrowing of \$2,000,000 relates to Stage Three of the rehabilitation works at the previous Archer Landfill Site.



<b>Statement of Financial Position</b>		<b>Proposed Budget</b>
		<b>2019 \$</b>
<b>Assets</b>		
<b>Current Assets</b>		
Cash & cash equivalents		6,131,139
Investments		12,000,000
Receivables		1,559,894
<b>TOTAL CURRENT ASSETS</b>		<b>19,691,033</b>
<b>Non-Current Assets</b>		
Infrastructure, property, plant & equipment		386,459,832
Investment property		6,935,502
<b>TOTAL NON-CURRENT ASSETS</b>		<b>393,395,334</b>
<b>TOTAL ASSETS</b>		<b>413,086,367</b>
<b>Liabilities</b>		
<b>Current Liabilities:</b>		
Payables		3,605,732
Borrowings		219,431
Provisions		3,941,550
<b>TOTAL CURRENT LIABILITIES</b>		<b>7,766,713</b>
<b>Non-Current Liabilities:</b>		
Borrowings		1,571,755
Provisions		3,727,725
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>5,299,480</b>
<b>TOTAL LIABILITIES</b>		<b>13,066,193</b>
<b>NET ASSETS</b>		<b>400,020,175</b>
<b>Equity</b>		
Retained earnings/(accumulated deficit)		164,607,947
Other Reserves		11,924,321
Revaluation reserves		223,487,907
Council equity interest		400,020,175
Non-controlling interest		0
<b>TOTAL EQUITY</b>		<b>400,020,175</b>

<b>Statement of Cash Flows</b>		<b>Proposed Budget</b>
		<b>2019 \$</b>
<b>Cash Flows from Operating Activities</b>		
<b>Receipts:</b>		
Rates & annual charges		27,548,650
User charges & fees		1,574,759
Investment & interest revenue received		496,318
Grants & contributions		3,011,454
Other		1,478
<b>Payments:</b>		
Employee benefits & costs		(8,671,994)
Materials, contracts & other expenses		(19,401,494)
Finance Payments		(92,200)
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>		<b>4,466,970</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts:</b>		
Sale of investment securities		0
Sale of infrastructure, property, plant & equipment		0
Deferred debtors receipts		0
Amounts specifically for new or upgraded assets		728,410
<b>Payments:</b>		
Purchase of investment securities		(1,000,000)
Purchase of infrastructure, property, plant & equipment		(6,020,638)
Deferred debtors & advances made		0
<b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>		<b>(6,292,228)</b>
<b>Cash Flows from Financing Activities</b>		
<b>Receipts:</b>		
Proceeds from borrowings & advances		2,000,000
<b>Payments:</b>		
Repayment of borrowings & advances		(208,814)
<b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>		<b>1,791,186</b>
<b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>		<b>(34,072)</b>
<b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>		<b>6,165,211</b>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>		<b>6,131,139</b>



OTHER RESERVES*	Actual 2018 Opening Balance \$	Budget 2018 Movements	Budgeted 2018 Closing Balance \$	Budget 2019 Reserve Movements \$	Closing Balance 30/6/2019
Election Expenses	150,000	(150,000)	0	100,000	100,000
Disaster Recovery**	500,000	(500,000)	0	0	0
Strategic Initiatives	500,000	(340,000)	160,000	(100,000)	60,000
Unexpended Grants	0	0	0	0	0
Unexpended Capital Works	3,217,148	(3,217,148)	0	0	0
Property	1,077,343	(155,240)	922,104	0	922,104
Plant & Equipment	310,442	(38,810)	271,632	0	271,632
Infrastructure	4,108,758	(920,148)	3,188,610	211,690	3,400,300
Developer Funds In Lieu Of Construction	4,669,920	250,000	4,919,920	100,000	5,019,920
Community Grants	100,000	0	100,000	(30,000)	70,000
Street Lighting	811,063	(500,000)	311,063	0	311,063
City Centre Improvement Reserve	0	127,211	127,211	0	127,211
Waste Management	1,313,229	(1,294,783)	18,446	289,655	308,101
<b>Total Reserves</b>	<b>16,757,902</b>	<b>(6,738,917)</b>	<b>10,018,985</b>	<b>571,345</b>	<b>10,590,330</b>

\* In the following 12 months Council will be undertaking a review of its reserves. It will determine the required categories of reserves and also the ideal level of reserves to be maintained. The reserve policy will also be reviewed and updated in line with the review.

\*\* Upon receipt of reimbursement from the Northern Territory Government for expenses incurred in the clean-up from Tropical Cyclone Marcus, an amount up to \$500,000 will be returned to Disaster Recovery Reserve.

## Long Term Financial Plan INCOME STATEMENT

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Revised Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & annual charges	26,825,366	27,687,085	29,099,126	30,583,182	32,142,924	33,782,213	35,505,106	37,315,866	39,218,976	41,219,143	43,321,320
Statutory Charges	193,000	166,500	168,165	169,847	171,545	173,261	174,993	176,743	178,511	180,296	182,099
User charges & fees	1,638,219	1,432,240	1,460,885	1,490,102	1,519,905	1,550,303	1,581,309	1,612,935	1,645,194	1,678,097	1,711,659
Interest & investment revenue	954,360	963,160	947,599	993,797	1,061,815	1,146,397	1,256,534	1,401,116	1,589,428	1,812,227	2,054,251
Reimbursements	5,800	-	-	-	-	-	-	-	-	-	-
Other revenues	56,350	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793
Grants & contributions for operating purposes	1,476,430	2,283,044	2,328,705	2,375,279	2,422,785	2,471,240	2,520,665	2,571,078	2,622,500	2,674,950	2,728,449
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>31,149,525</b>	<b>32,533,529</b>	<b>34,006,010</b>	<b>35,613,767</b>	<b>37,320,565</b>	<b>39,125,038</b>	<b>41,040,264</b>	<b>43,079,428</b>	<b>45,256,331</b>	<b>47,566,471</b>	<b>49,999,570</b>
<b>Expenses from Continuing Operations</b>											
Employee benefits & costs	8,248,035	8,671,994	8,845,434	8,887,008	9,018,091	9,151,108	9,286,087	9,423,056	9,562,047	9,655,755	9,750,381
Borrowing costs	-	92,200	81,564	70,405	58,682	46,363	33,417	19,813	5,517	-	-
Materials, contracts and other expenses	22,661,826	19,696,948	20,090,887	20,492,704	20,902,559	21,320,610	21,747,022	22,181,962	22,625,602	23,078,114	23,539,676
Depreciation, amortisation & impairment	8,820,000	11,500,000	12,034,021	12,347,515	12,644,830	12,892,732	13,122,588	13,352,989	13,575,783	13,807,027	14,055,877
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>39,729,861</b>	<b>39,961,142</b>	<b>41,051,906</b>	<b>41,797,632</b>	<b>42,624,161</b>	<b>43,410,813</b>	<b>44,189,114</b>	<b>44,977,821</b>	<b>45,768,948</b>	<b>46,540,895</b>	<b>47,345,934</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>(8,580,336)</b>	<b>(7,427,613)</b>	<b>(7,045,896)</b>	<b>(6,183,864)</b>	<b>(5,303,596)</b>	<b>(4,285,775)</b>	<b>(3,148,850)</b>	<b>(1,898,393)</b>	<b>(512,617)</b>	<b>1,025,575</b>	<b>2,653,636</b>
Net Gain / (Loss) on disposal of assets	90,985	-	-	-	-	-	-	-	-	-	-
Amounts received specifically for new or upgraded assets	936,380	728,410	300,000	400,000	400,000	-	-	-	-	-	-
Physical resources received free of charge	5,000,000	10,000,000	6,000,000	5,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>TOTAL COMPREHENSIVE INCOME / (LOSS)</b>	<b>(2,552,971)</b>	<b>3,300,797</b>	<b>(745,896)</b>	<b>(783,864)</b>	<b>(1,903,596)</b>	<b>(1,285,775)</b>	<b>(148,850)</b>	<b>1,101,607</b>	<b>2,487,383</b>	<b>4,025,575</b>	<b>5,653,636</b>

Notes:



**Long Term Financial Plan**  
**STATEMENT OF FINANCIAL POSITION**

Notes	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	\$ '000										
<b>Assets</b>											
<b>Current Assets:</b>											
Cash & cash equivalents	6,165,211	6,131,139	5,856,612	6,418,707	6,615,125	6,291,534	6,289,697	6,466,593	6,466,520	6,493,818	6,434,543
Investments	12,000,000	12,000,000	14,000,000	16,000,000	19,000,000	23,500,000	29,000,000	36,000,000	44,500,000	54,500,000	67,500,000
Receivables	1,563,978	1,559,894	1,561,660	1,569,628	1,584,170	1,605,674	1,634,551	1,671,232	1,716,171	1,769,847	1,832,761
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>19,729,189</b>	<b>19,691,033</b>	<b>21,418,272</b>	<b>23,988,335</b>	<b>27,199,295</b>	<b>31,397,208</b>	<b>36,924,248</b>	<b>44,137,825</b>	<b>52,682,691</b>	<b>62,763,665</b>	<b>75,767,304</b>
<b>Non-Current Assets:</b>											
Infrastructure, property, plant & equipment	381,939,194	386,459,832	383,830,610	380,402,554	375,194,799	369,197,748	362,987,183	356,318,020	349,679,544	343,338,019	335,727,486
Investment property	6,935,502	6,935,502	6,935,502	6,935,502	6,935,502	6,935,502	6,935,502	6,935,502	6,935,502	6,935,502	6,935,502
Work in progress	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>388,874,696</b>	<b>393,395,334</b>	<b>390,766,112</b>	<b>387,338,056</b>	<b>382,130,301</b>	<b>376,133,250</b>	<b>369,922,685</b>	<b>363,253,522</b>	<b>356,615,046</b>	<b>350,273,521</b>	<b>342,662,988</b>
<b>TOTAL ASSETS</b>	<b>408,603,885</b>	<b>413,086,367</b>	<b>412,184,384</b>	<b>411,326,392</b>	<b>409,329,595</b>	<b>407,530,458</b>	<b>406,846,933</b>	<b>407,391,346</b>	<b>409,297,737</b>	<b>413,037,186</b>	<b>418,430,292</b>
<b>Liabilities</b>											
<b>Current Liabilities:</b>											
Payables	3,535,031	3,605,732	3,677,846	3,751,403	3,826,431	3,902,960	3,981,019	4,060,639	4,141,852	4,224,689	4,309,183
Borrowings	-	219,431	230,587	242,310	254,629	267,575	281,179	295,475	-	-	-
Provisions	3,941,550	3,941,550	4,020,381	4,100,789	4,203,308	4,308,391	4,416,101	4,526,503	4,639,666	4,732,459	4,827,108
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,476,581</b>	<b>7,766,713</b>	<b>7,928,814</b>	<b>8,094,502</b>	<b>8,284,369</b>	<b>8,478,926</b>	<b>8,678,299</b>	<b>8,882,618</b>	<b>8,781,518</b>	<b>8,957,149</b>	<b>9,136,291</b>
<b>Non-Current Liabilities:</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	1,571,755	1,341,168	1,098,858	844,229	576,654	295,475	-	-	-	-
Provisions	3,727,725	3,727,725	3,802,280	3,878,325	3,975,283	4,074,665	4,176,532	4,280,945	4,387,969	4,475,728	4,565,243
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>3,727,725</b>	<b>5,299,480</b>	<b>5,143,448</b>	<b>4,977,183</b>	<b>4,819,512</b>	<b>4,651,319</b>	<b>4,472,007</b>	<b>4,280,945</b>	<b>4,387,969</b>	<b>4,475,728</b>	<b>4,565,243</b>
<b>TOTAL LIABILITIES</b>	<b>11,204,306</b>	<b>13,066,193</b>	<b>13,072,262</b>	<b>13,071,685</b>	<b>13,103,881</b>	<b>13,130,245</b>	<b>13,150,306</b>	<b>13,163,563</b>	<b>13,169,487</b>	<b>13,432,877</b>	<b>13,701,534</b>
<b>NET ASSETS</b>	<b>397,399,579</b>	<b>400,020,175</b>	<b>399,112,123</b>	<b>398,254,707</b>	<b>396,225,715</b>	<b>394,400,212</b>	<b>393,696,627</b>	<b>394,227,783</b>	<b>396,128,250</b>	<b>399,604,309</b>	<b>404,728,757</b>
<b>Equity</b>											
Retained earnings/(accumulated deficit)	161,659,064	164,607,947	162,134,757	158,872,966	153,822,881	147,994,023	141,962,771	135,484,669	128,739,170	122,309,885	114,609,838
Other Reserves	12,252,608	11,924,321	13,489,458	15,893,834	18,914,926	22,918,282	28,245,949	35,255,207	43,901,173	53,806,516	66,631,012
Revaluation reserves	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907
<b>Council equity interest</b>	<b>397,399,579</b>	<b>400,020,175</b>	<b>399,112,123</b>	<b>398,254,707</b>	<b>396,225,715</b>	<b>394,400,212</b>	<b>393,696,627</b>	<b>394,227,783</b>	<b>396,128,250</b>	<b>399,604,309</b>	<b>404,728,757</b>
<b>Non-controlling interest</b>	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EQUITY</b>	<b>397,399,579</b>	<b>400,020,175</b>	<b>399,112,123</b>	<b>398,254,707</b>	<b>396,225,715</b>	<b>394,400,212</b>	<b>393,696,627</b>	<b>394,227,783</b>	<b>396,128,250</b>	<b>399,604,309</b>	<b>404,728,757</b>

## Long Term Financial Plan STATEMENT OF CASH FLOWS

\$ '000	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Revised Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & annual charges	26,691,239	27,548,650	28,953,631	30,430,266	31,982,209	33,613,302	35,327,581	37,129,287	39,022,881	41,013,048	43,104,713
User charges & fees	1,803,751	1,574,759	1,604,614	1,635,050	1,666,078	1,697,710	1,729,957	1,762,833	1,796,349	1,830,517	1,865,352
Investment & interest revenue received	589,560	496,318	496,203	542,330	610,274	694,777	804,832	949,327	1,137,548	1,360,250	1,622,751
Grants & contributions	2,412,810	3,011,454	2,628,705	2,775,279	2,822,785	2,471,240	2,520,665	2,571,078	2,622,500	2,674,950	2,728,449
Bonds, deposits & retention amounts received	-	-	-	-	-	-	-	-	-	-	-
Other	55,505	1,478	1,507	1,537	1,568	1,599	1,631	1,664	1,697	1,731	1,766
<b>Payments:</b>											
Employee benefits & costs	(8,248,035)	(8,671,994)	(8,845,434)	(8,887,008)	(9,018,091)	(9,151,108)	(9,286,087)	(9,423,056)	(9,562,047)	(9,655,755)	(9,750,381)
Materials, contracts & other expenses	(22,321,899)	(19,401,494)	(19,789,523)	(20,185,314)	(20,589,020)	(21,000,801)	(21,420,817)	(21,849,233)	(22,286,218)	(22,731,942)	(23,186,581)
Finance Payments	-	(92,200)	-	-	-	-	-	-	-	-	-
Bonds, deposits & retention amounts refunded	-	-	-	-	-	-	-	-	-	-	-
Other operating payments	-	-	-	-	-	-	-	-	-	-	-
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>	<b>982,931</b>	<b>4,466,970</b>	<b>5,049,703</b>	<b>6,312,141</b>	<b>7,475,802</b>	<b>8,326,720</b>	<b>9,677,762</b>	<b>11,141,900</b>	<b>12,732,710</b>	<b>14,492,799</b>	<b>16,386,069</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of investment securities	3,000,000	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	1,612,748	-	-	-	-	-	-	-	-	-	-
Amounts specifically for new or upgraded assets	936,380	728,410	300,000	400,000	400,000	-	-	-	-	-	-
<b>Payments:</b>											
Purchase of investment securities	-	(1,000,000)	(2,000,000)	(2,000,000)	(3,000,000)	(4,500,000)	(5,500,000)	(7,000,000)	(8,500,000)	(10,000,000)	(13,000,000)
Purchase of infrastructure, property, plant & equipment	(8,005,947)	(6,020,638)	(3,404,799)	(3,919,459)	(4,437,074)	(3,895,681)	(3,912,024)	(3,683,825)	(3,937,308)	(4,465,502)	(3,445,344)
<b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>	<b>(2,456,819)</b>	<b>(6,292,228)</b>	<b>(5,104,799)</b>	<b>(5,519,459)</b>	<b>(7,037,074)</b>	<b>(8,395,681)</b>	<b>(9,412,024)</b>	<b>(10,683,825)</b>	<b>(12,437,308)</b>	<b>(14,465,502)</b>	<b>(16,445,344)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from borrowings & advances	-	2,000,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of borrowings & advances	-	(208,814)	(219,431)	(230,587)	(242,310)	(254,629)	(267,575)	(281,179)	(295,475)	-	-
<b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>	<b>-</b>	<b>1,791,186</b>	<b>(219,431)</b>	<b>(230,587)</b>	<b>(242,310)</b>	<b>(254,629)</b>	<b>(267,575)</b>	<b>(281,179)</b>	<b>(295,475)</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>	<b>(1,473,888)</b>	<b>(34,072)</b>	<b>(274,527)</b>	<b>562,095</b>	<b>196,418</b>	<b>(323,591)</b>	<b>(1,837)</b>	<b>176,896</b>	<b>(73)</b>	<b>27,298</b>	<b>(59,275)</b>
plus: CASH & CASH EQUIVALENTS - beginning of year	7,639,099	6,165,211	6,131,139	5,856,612	6,418,707	6,615,125	6,291,534	6,289,697	6,466,593	6,466,520	6,493,818
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>	<b>6,165,211</b>	<b>6,131,139</b>	<b>5,856,612</b>	<b>6,418,707</b>	<b>6,615,125</b>	<b>6,291,534</b>	<b>6,289,697</b>	<b>6,466,593</b>	<b>6,466,520</b>	<b>6,493,818</b>	<b>6,434,543</b>

Notes:



# Long Term Financial Plan

## FINANCIAL RATIOS

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Revised Budget	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Operating Ratio</b> This ratio measures Council's ability to contain operating expenditure within operating revenue Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions	-27.55%	-22.83%	-20.72%	-17.36%	-14.21%	-10.95%	-7.67%	-4.41%	-1.13%	2.16%	5.31%
<b>Cash Expense Cover Ratio</b> This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow Benchmark - Greater than 3.0 months (current year's cash and cash equivalents / (total expenses - depreciation - interest costs)) * 12	7.05	7.67	8.23	9.16	10.27	11.73	13.65	16.12	19.00	22.36	26.65
<b>Current Ratio</b> This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities. Benchmark - Greater than 1.5 current assets / current liabilities	2.64	2.54	2.70	2.96	3.28	3.70	4.25	4.97	6.00	7.01	8.29
<b>Rates Revenue</b> This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue Benchmark - Greater than 60% - 75% rates / total operating revenue	64.12%	64.33%	64.68%	64.91%	65.10%	65.26%	65.39%	65.47%	65.50%	65.50%	65.49%
<b>Debt Service Cover Ratio</b> This ratio measures the availability of cash to service debt including interest, principal, and lease payments Benchmark - Greater than 2.0 operating result before interest and depreciation (EBIDA) / principal repayments + borrowing interest costs	N/A	10.33	13.42	17.18	20.86	24.79	28.96	33.40	38.12	N/A	N/A
<b>Interest Cover Ratio</b> This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash Benchmark - Greater than 4.0 operating result before interest and depreciation (EBIDA) / interest expense	N/A	33.72	49.54	73.43	107.01	160.92	260.86	507.42	2079.71	N/A	N/A
<b>Sustainability Ratio</b> This ratio indicates the extent to which Council is replacing its existing asset base with capital renewals of existing assets Benchmark - Greater than 1.0 annual capital expenditure on renewals / annual depreciation	0.91	0.42	0.19	0.22	0.25	0.20	0.21	0.18	0.21	0.23	0.16

**DEVELOPMENT AND MAINTENANCE OF INFRASTRUCTURE**

	<b>Capital</b>	<b>Maintenance</b>
<b>Total Expenditure</b>	<b>6,020,638</b>	<b>5,193,194</b>
<b>Buildings</b>	<b>417,000</b>	<b>477,720</b>
<b>Parks &amp; Reserves</b>	<b>1,284,000</b>	<b>1,776,923</b>
<b>Shared Paths &amp; Driveways</b>	<b>675,000</b>	<b>255,000</b>
<b>Roads &amp; Street Beautification</b>	<b>1,099,638</b>	<b>800,051</b>
<b>Stormwater</b>	<b>100,000</b>	<b>280,000</b>
<b>Waste Management</b>	<b>2,000,000</b>	<b>-</b>
<b>Trees</b>	<b>150,000</b>	<b>780,000</b>
<b>Fleet</b>	<b>245,000</b>	<b>73,500</b>
<b>IT Equipment</b>	<b>50,000</b>	<b>-</b>
<b>Street &amp; Public Lighting</b>	<b>-</b>	<b>750,000</b>





## MUNICIPAL PLAN 2018 - 2019

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