

AGENDA



2nd ORDINARY COUNCIL MEETING

TUESDAY 15 SEPTEMBER 2026

The Ordinary Meeting of City of Palmerston will be held in the City of Palmerston Library, Goyder Square, The Boulevard, Palmerston NT 0830 commencing at 5:30 PM.

Council business papers can be viewed on City of Palmerston's website palmerston.nt.gov.au or at the Council Office located:

City of Palmerston Library, Goyder Square 12 The Boulevard, Palmerston Northern Territory 0830.

NADINE NILON
CHIEF EXECUTIVE OFFICER



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1 ACKNOWLEDGEMENT OF COUNTRY

2 OPENING OF MEETING

3 APOLOGIES

4 DECLARATION OF INTEREST

4.1 Elected members

4.2 Staff

5 CONFIRMATION OF MINUTES

5.1 Confirmation of minutes

THAT the Minutes of the Council Meeting held on 1 September 2026 pages 12303 to 12312 be confirmed.

5.2 Business arising from previous meeting

6 MAYORAL REPORT

MAYORAL REPORT

2nd Ordinary Council Meeting

Agenda Item:	6.1
Report Title:	Mayoral Update Report - August 2026
Meeting Date:	Tuesday 15 September 2026
Author:	Mayor, Athina Pascoe-Bell

Community plan

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

Purpose

This Report provides an overview of events the Mayor has attended in August 2026 on behalf of Council.

Key messages

- As the principal member of Council, the Mayor undertakes regular activities and attends events to speak on Council's behalf.
- During the month of August 2026, the Mayor attended meetings with Ministers, MLA's and Government Departments.
- This Report provides context on several events that were attended by the Mayor, on Council's behalf.

Recommendation

THAT Report entitled Mayoral Update Report - August 2026 be received and noted.

Discussion

As the principal member of Council, the Mayor undertakes regular activities and attends events on behalf of Council.

An overview of events attended by the Mayor during the month of August 2026 is as follows:

- Pitch Black Open Day 2026.
- Cor Infinitus Darwin Memorial Dedication Service.
- Senior's Fortnight Opening Ceremony.

- Meeting with Senator the Hon James McGrath, Senator for Queensland.
- Regional Capitals Australian Board meeting.
- Meeting with the Chief Minister.
- Developing Northern Australia Conference 2026.
- Meeting with Mayor Hill and Deputy Mayor Bitar, Alice Springs Town Council.
- Darwin International Film Festival program launch.
- ABC Darwin radio interview.
- Monthly meeting with the Member for Drysdale.
- Aridagawa-cho Study Tour meet and greet.
- Palmerston Plan funding announcement.
- Clontarf Billy Cart Derby.
- Meeting with AIG Remote Laundry Services.
- Senior Fortnight event: Andrew Sisters Tribute Show High Tea.
- First Nations radio interview.
- Australian Local Government Women's Association (ALGWA) Masterclass: Face Forward.
- Monthly meeting with Palmerston and Rural Division, NT Police.
- Meet and greet with Venture Housing.
- Australian Local Government Women's Association (ALGWA) 75th Anniversary Conference.
- Elected Member monthly stall: Palmerston Markets.
- Palmerston and Regional Basketball Association's final Youth Drop-In Sports event.

Developing Northern Australia Conference 2026

Together with City of Palmerston Councillor Sarah Henderson, I attended the 2026 Developing Northern Australia Conference in Alice Springs to engage in discussions on the opportunities and challenges shaping the future of Northern Australia. The conference brought together leaders from all levels of government, industry and community sectors, providing valuable insights into economic growth, infrastructure, workforce development and regional collaboration. Participation in this event strengthened Council's understanding of issues affecting the north and highlighted opportunities to advocate for and advance Palmerston's strategic priorities.



Mayor Pascoe-Bell and Councillor Sarah Henderson

Australian Local Government Women's Association 75th Anniversary Conference

I attended the ALGWA 75th Anniversary Conference, which marked an important milestone in recognising the contribution of women to local government leadership across Australia. The conference featured a range of presentations and discussions focused on governance, leadership, community advocacy and emerging challenges facing the sector, providing valuable opportunities for learning and professional growth. Attending this event enhanced my understanding of best practice in local government and reinforced the importance of strong, inclusive leadership in delivering positive outcomes for our community.



**Councillor Shivali Chatley, Greater Bendigo Council,
Minister Kristy McBain and Mayor Pascoe-Bell**



Policy implications

There are no policy implications for this Report.

Budget and resource implications

There are no budget or resource implications relating to this Report.

Risk, legal and legislative implications

There are no risk, legal and legislative implications relating to this Report.

Attachments

Nil

7 DEPUTATIONS AND PRESENTATIONS

8 PUBLIC QUESTION TIME (WRITTEN SUBMISSIONS)

9 CONFIDENTIAL ITEMS

9.1 Moving confidential items into open

9.2 Moving open items into confidential

9.3 Confidential items

THAT pursuant to Section 99(2) and 293(1) of the *Local Government Act 2019* and section 51(1) of the *Local Government (General) Regulations 2021* the meeting be closed to the public to consider the following confidential items:

Item	Confidential Category	Confidential Clause
26.1.1	Council Committee Recommendations	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(c)(iv) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.
26.1.2	Contract and Tender Matters	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(e) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to information provided to the council on condition that it be kept confidential and would, if publicly disclosed, be likely to be contrary to the public interest.

26.1.3	Matters Relating to Council Staff and or Elected Members	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual.
26.2.1	Contract and Tender Matters	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(c)(i) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.

10 PETITIONS

11 NOTICES OF MOTION

12 OFFICER REPORTS

COUNCIL REPORT

2nd Ordinary Council Meeting

Agenda Item:	12.1.1
Report Title:	Risk Management and Audit Committee Open Minutes 25 August 2026
Meeting Date:	Tuesday 15 September 2026
Author:	Executive Assistant to General Manager Finance and Governance, Kaitlyn William
Approver:	General Manager Finance and Governance, Chris Fearon

Community plan

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

Purpose

This Report seeks Council approval of the recommendation from the Risk Management and Audit Committee meeting held on Tuesday, 25 August 2026.

Key messages

- The Risk Management and Audit Committee met on Tuesday, 25 August 2026.
- The Risk Management and Audit Committee agenda and unconfirmed minutes from this meeting are available for viewing on the Council website.
- The Risk Management and Audit Committee reviewed two (2) Action reports and made two (2) recommendations to Council.
- Council approval is sought to endorse the recommendations from the Risk Management and Audit Committee meeting held on Tuesday, 25 August 2026.

Recommendation

1. THAT Report entitled Risk Management and Audit Committee Open Minutes 25 August 2026 be received and noted.

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2. THAT the Unconfirmed Risk Management and Audit Committee meeting minutes provided at **Attachment 12.1.1.1** to report entitled Risk Management and Audit Committee Open Minutes 25 August 2026 be received and noted.
 3. THAT Council adopts the following recommendation from the Risk Management and Audit Committee meeting held Tuesday 25 August 2026:
 - a. THAT the following actions are marked as complete on the Action Report:
 - i. Annual Audit Committee Self-Assessment (RMA11/007).
 - ii. Additional Risk Management and Audit Committee meetings (RMA11/041).
 4. THAT Council notes the following recommendation from the Risk Management and Audit Committee meeting held Tuesday 25 August 2026, which is the subject of a separate report to Council:
 - a. THAT the amended Risk Management and Audit Committee Terms of Reference at Attachment 9.1.2.2 to Report entitled Policy Review - Risk Management and Audit Committee Terms of Reference are endorsed.

Background

The Risk Management and Audit Committee (the Committee) is responsible for overseeing the responsibilities of corporate governance, particularly maintaining adequate internal controls over the revenue, expenditure, and assets of the Council.

As per the *Local Government Act 2019* (the Act) and the *Local Government (Accounting) Regulations*, the committee make recommendations to the council about any matters as a result of the committee's functions to monitor and review the integrity of the Council's financial management and to monitor and review internal controls.

As per the Terms of Reference of the Committee, the Committee is advisory by nature and can only recommend matters, falling within its function and role, to the Council.

Discussion

The Risk Management and Audit Committee meeting was held on Tuesday, 25 August 2026, with the unconfirmed minutes provided as **Attachment 12.1.1.1**.

The Agenda of the Risk Management and Audit Committee meeting can be located on the Council website.

The Risk Management and Audit Committee provided two (2) recommendations to Council for consideration.

Action Report update

The Committee recommended that the Annual Audit Committee Self-Assessment (RMA11/007) and the Additional Risk Management and Audit Committee Meetings (RMA11/041) be marked as completed and removed from the Action Report. It is recommended that Council adopt this proposal.

Risk Management and Audit Committee Terms of Reference

The Risk Management and Audit Committee recommended that Council endorse the amended Risk Management and Audit Committee Terms of Reference. However, administrative amendments were required to be made to the document following its consideration by the Risk Management and Audit Committee. The recommendation to Council in a separate report in this agenda is also that the current policy be rescinded and the Terms of Reference adopted as a standalone document, which is not part of the recommendation from the committee.

Should Council adopt the recommendation from the committee, it would have the effect of an out-of-date version of the document being endorsed and the policy remaining in force. To ensure there are no conflicts in how Council makes decision on this matter, it is recommended that Council note the recommendation but does not adopt it.

Noting the recommendation still acknowledges the positive feedback the Risk Management and Audit Committee has provided by endorsing the version of the Terms of Reference that was presented to its August 2026 meeting.

Consultation and marketing

The following City of Palmerston staff were consulted in preparing this Report:

- Executive Manager Organisational Performance.

Policy implications

This report pertains to the Risk Management and Audit Committee Terms of Reference.

Budget and resource implications

There are no budget or resource implications relating to this Report.

Risk, legal and legislative implications

As per section 101(4) of the *Local Government Act 2019* the minutes of an audit committee, a council committee or a local authority must be tabled at the next meeting of the council.

This Report addresses the following City of Palmerston Strategic Risks:

2. Financial Sustainability

Failure of Council to be financially sustainable to deliver key services and infrastructure for the community.

6. Governance

Failure to effectively govern.

Strategies, framework and plans implications

There are no strategy, framework or plan implications for this Report.



Council officer conflict of interest declaration

We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

Attachments

1. 20260825 - UNCONFIRMED Risk Management and Audit Committee Minutes - 25 August 2026 [**12.1.1.1** - 8 pages]

MINUTES



RISK MANAGEMENT AND AUDIT COMMITTEE MEETING

TUESDAY 25 AUGUST 2026

The Committee Meeting of City of Palmerston held in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston, NT 0830.

Council business papers can be viewed on City of Palmerston's website palmerston.nt.gov.au

UNCONFIRMED



Minutes of Risk Management and Audit Committee Meeting
held in Council Chambers
Civic Plaza, 1 Chung Wah Terrace, Palmerston
on 25 August 2026 at 5:00pm.

PRESENT

COMMITTEE MEMBERS

Clare Milikins, Independent Member (Chair)
 Melia Barrie, Independent Member
 Mayor Athina Pascoe-Bell
 Deputy Mayor Wayne Bayliss
 Councillor Sarah Henderson

STAFF

Acting Chief Executive Officer, Nadine Nilon
 General Manager Finance and Governance, Chris Fearon
 General Manager Community, Konrad Seidl
 General Manager People and Place, Emma Blight
 Governance Lead, Angie Torr
 Executive Assistant to CEO, Kate Roberts
 Minute Secretary, Kaitlyn William

GALLERY

Nil members of the public

Initials:

1 ACKNOWLEDGEMENT OF COUNTRY

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

2 OPENING OF MEETING

The Chair declared the meeting open at 5.08pm.

3 APOLOGIES AND LEAVE OF ABSENCE

3.1 Apologies

Nil

3.2 Leave of absence previously granted

Nil

4 AUDIO/AUDIOVISUAL CONFERENCING PREVIOUSLY GRANTED

Nil

5 DECLARATION OF INTEREST

5.1 Committee members

Nil

5.2 Staff

Nil

Initials: _____

6 CONFIRMATION OF MINUTES

6.1 Confirmation of minutes

Moved: Councillor Henderson
Seconded: Mayor Pascoe-Bell

THAT the Minutes of the Risk Management and Audit Committee Meeting held on 26 May 2026 pages 373 to 380 be confirmed.

CARRIED (5/0) - RMA11/057 - 25/08/2026

6.2 Business arising from previous meeting

Nil

7 DEPUTATIONS AND PRESENTATIONS

Nil

8 CONFIDENTIAL ITEMS

8.1 Moving confidential items into open

Nil

8.2 Moving open items into confidential

Nil

8.3 Confidential items

Moved: Deputy Mayor Bayliss
Seconded: Mayor Pascoe-Bell

THAT pursuant to Section 99(2) and 293(1) of the *Local Government Act 2019* and section 51(1) of the *Local Government (General) Regulations 2021* the meeting be closed to the public to consider the following confidential items:

Item	Confidential Category	Confidential Clause
19.1.1	Council Performance, Service Delivery and Budget Review	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(c)(iv) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so

Initials: _____

		much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.
19.1.2	Council Performance, Service Delivery and Budget Review	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(c)(i) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.
19.2.1	Council Performance, Service Delivery and Budget Review	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(c)(iv) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.
19.2.2	Council Performance, Service Delivery and Budget Review	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(c)(iv) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.
19.2.3	Council Performance, Service Delivery and Budget Review	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(c)(iv) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so much of its meeting as comprises the

Initials: _____

		receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.
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CARRIED (5/0) - RMA11/058 - 25/08/2026

9 OFFICER REPORTS

9.1 Action reports

9.1.1 Action Report

Moved: Mayor Pascoe-Bell

Seconded: Melia Barrie

1. THAT Report entitled Action Report be received and noted.
2. THAT the Risk Management and Audit Committee recommend to Council:
 - a. THAT the following actions are marked as complete on the Action Report:
 - i. Annual Audit Committee Self-Assessment (RMA11/007).
 - ii. Additional Risk Management & Audit Committee meetings (RMA11/041).

CARRIED (5/0) - RMA11/059 - 25/08/2026

9.1.2 Policy Review - Risk Management and Audit Committee Terms of Reference

Moved: Mayor Pascoe-Bell

Seconded: Councillor Henderson

1. THAT Report entitled Policy Review - Risk Management and Audit Committee Terms of Reference be received and noted.
2. THAT the Risk Management and Audit Committee recommend to Council:
 - a. THAT the amended Risk Management and Audit Committee Terms of Reference at **Attachment 9.1.2.2** to Report entitled Policy Review - Risk Management and Audit Committee Terms of Reference are endorsed.

CARRIED (5/0) - RMA11/060 - 25/08/2026

Initials: _____

9.2 Receive and note reports

Nil

10 INFORMATION AND CORRESPONDENCE

10.1 Information

Nil

10.2 Correspondence

Nil

11 GENERAL BUSINESS

Nil

12 NEXT COMMITTEE MEETING

Moved: Deputy Mayor Bayliss
Seconded: Mayor Pascoe-Bell

THAT the next Risk Management and Audit Committee Meeting be held on Tuesday, 29 September 2025 at 5:00pm in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston.

CARRIED (5/0) - RMA11/061 - 25/08/2026

13 CLOSURE OF MEETING TO PUBLIC

Moved: Mayor Pascoe-Bell
Seconded: Councillor Henderson

THAT pursuant to *section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021* the meeting be closed to the public to consider the Confidential items of the Agenda.

CARRIED (5/0) - RMA11/062 - 25/08/2026

The open section of the meeting closed at 5:15pm for the discussion of confidential matters.

The Chair declared the meeting closed at 6.19pm.

Initials:

Chair

Print Name

Date

Initials:

COUNCIL REPORT

2nd Ordinary Council Meeting

Agenda Item:	12.1.2
Report Title:	Council Policy Review - Risk Management and Audit Committee Terms of Reference
Meeting Date:	Tuesday 15 September 2026
Author:	Executive Manager Organisational Performance, Penny Hart
Approver:	General Manager Finance and Governance, Chris Fearon

Community plan

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

Purpose

This Report provides Council with a review of the Risk Management and Audit Committee Terms of Reference Policy.

Key messages

- Council's Risk Management and Audit Committee Terms of Reference Policy establishes the functions and responsibilities of the committee and outlines operational procedures.
- The policy commenced on 2 July 2024 and is due for biannual review.
- The revised Terms of Reference broaden the committee's role, with a stronger focus on enterprise risk management, strategic risks, internal controls, audit oversight, cybersecurity, governance and assurance activities.
- It provides more detailed responsibilities for financial reporting, audit functions and risk management, ensuring clearer expectations and stronger reporting to Council.
- Membership, appointment terms, chairperson responsibilities, conflicts of interest and performance review requirements have been clarified and strengthened to support greater independence, capability and continuity.
- As there is no legislative requirement for the RMAC Terms of Reference to be adopted as a Council policy, it is also recommended that they become a standalone document adopted by Council, consistent with its other committees.

Recommendation

1. THAT Report entitled Council Policy Review - Risk Management and Audit Committee Terms of Reference be received and noted.
2. THAT Council rescind the Risk Management and Audit Committee Terms of Reference Policy at **Attachment 12.1.2.1** to Report entitled Council Policy Review - Risk Management and Audit Committee Terms of Reference.
3. THAT Council adopt the amended Risk Management and Audit Committee Terms of Reference at **Attachment 12.1.2.2** to Report entitled Council Policy Review - Risk Management and Audit Committee Terms of Reference.

Background

Council's Risk Management and Audit Committee Terms of Reference Policy at **Attachment 12.1.2.1** establishes the functions and responsibilities of the committee and outlines operational procedures.

The Risk Management and Audit Committee (RMAC) is established by Council, pursuant to the *Local Government Act 2019* (NT) (the Act) and the *Local Government (General) Regulations 2021* (NT) (the Regulations) with the following functions:

- (a) To monitor and review the integrity of City of Palmerston's financial and performance management;
- (b) To monitor and review City of Palmerston's internal controls; and
- (c) To make recommendations to Council about any matters that the committee considers would require Council's consideration as a result of the committee's functions under paragraph a) or b).

The policy was adopted by Council on 2 July 2024 and is due for biannual review in accordance with the 11th Council Policy Review Schedule and the policy itself.

Discussion

The proposed RMAC Terms of Reference at **Attachment 12.1.2.2** has been revised following feedback from committee members through committee meetings, the annual self-assessment survey and consultation meetings.

The proposed Terms of Reference introduces substantive changes from the existing policy. Given the scale of the revisions, a tracked changes version has not been provided as it would not meaningfully support review.

Roles and responsibilities

The current policy focuses primarily on RMAC's legislative functions of reviewing financial management, internal controls, risk management arrangements and audit activities. The revised Terms of Reference retain these core responsibilities but significantly expand RMAC's role to provide broader strategic oversight and assurance to Council.



The revised document formally recognises RMAC's role in overseeing enterprise risk management, including Council's risk appetite, strategic risk profile and assurance activities. It introduces responsibilities relating to governance, major projects, information technology, cybersecurity and emerging risks. The revised Terms of Reference also require RMAC to adopt a risk-based approach to its annual work program, ensuring attention is directed to areas of greatest risk and strategic importance.

The revised Terms of Reference place considerably greater emphasis on risk management. While the current policy requires monitoring of the Risk Management Framework and related policies, the revised version expands this responsibility to include oversight of strategic, operational and project risks, review of risk mitigation strategies, assessment of risk appetite and monitoring of how risk management is embedded throughout the organisation.

The revised document also enables RMAC to identify significant or emerging risks for further review and to recommend improvements to controls and mitigation strategies where appropriate.

Audit oversight

The revised Terms of Reference provide substantially more detail regarding both internal and external audit functions.

For external audit, RMAC will have a clearer role in reviewing and recommending auditor appointments, examining significant accounting judgments, reviewing financial statements throughout the audit process, considering asset valuation outcomes and meeting directly with auditors where required.

For internal audit, the revised document expands RMAC's oversight role to include endorsement of risk-based audit plans, review of audit scope, monitoring implementation of recommendations and ensuring the independence and effectiveness of the internal audit function.

These changes provide a more comprehensive audit governance framework than the current policy.

Internal controls and assurance

Under the current policy, RMAC's internal control responsibilities focus primarily on reviewing internal controls, fraud and misconduct frameworks and compliance arrangements.

The revised Terms of Reference broaden this role to include oversight of financial controls, fraud and corruption prevention, governance processes, information technology controls and broader compliance activities. RMAC will also monitor internal control weaknesses and corrective actions, strengthening its assurance role across the organisation.

Financial reporting

The revised Terms of Reference provide more detailed requirements for reviewing financial and performance reporting.



While the current policy requires review of annual financial statements and the Annual Report, the revised document specifically requires RMAC to recommend adoption of annual financial statements, review financial information presented to the committee and assess whether the Annual Report complies with legislative requirements and accurately reflects Council's performance, achievements and accountability.

Membership

The current policy requires a minimum of four members comprising elected members and at least two independent members. The revised Terms of Reference establish a more defined structure consisting of up to two Elected Members, the Mayor as an ex-officio member and a minimum of two Independent Members.

The revised document also introduces skills-based requirements for independent members, including experience in accounting and risk management, and allows appointments from outside the Palmerston local government area where necessary to secure the required expertise.

Chairperson Responsibilities

The current policy only specifies that the Chairperson must be an Independent Member appointed by Council.

The revised Terms of Reference introduce a dedicated section outlining the Chairperson's responsibilities, including maintaining RMAC's independence and objectivity, facilitating effective meetings, ensuring proper consideration of matters before RMAC and representing the committee when reporting to Council.

Appointment terms

The revised Terms of Reference introduce a more structured approach to appointments. Independent Members and the Chairperson will be appointed for terms of up to two years, with a maximum service period of eight years. Elected Members will continue to be appointed for one-year terms but will also be subject to an eight-year maximum consecutive service period.

These changes provide greater clarity regarding tenure and support both continuity and periodic renewal of committee membership.

Remuneration

The revised Terms of Reference note more specific remuneration arrangements. Independent Members will be remunerated in accordance with the Northern Territory statutory body classification framework, while Elected Members will receive allowances in accordance with Council's Elected Member Allowances and Expenses Policy.

Code of Conduct

The revised Terms of Reference strengthen governance requirements relating to conflicts of interest and conduct. Additional requirements include declarations upon appointment, annual declarations aligned with legislative obligations and procedures for managing



conflicts involving the Chairperson. The revised document also includes explicit confidentiality obligations and references to the declaration of gifts and benefits under the Code of Conduct.

Authority

A new authority section has been introduced to clarify RMAC's ability to request information, seek attendance of management and meet directly with internal and external auditors. RMAC may also recommend that Council obtain independent legal or professional advice where necessary. This provides greater clarity regarding how RMAC can access information needed to perform its role effectively.

Meetings

Meeting arrangements are largely consistent with the current policy; however, the revised Terms of Reference explicitly propose that RMAC meetings are conducted in private.

The current structure requires there to be open and confidential sections of the meetings. However, in practice very little business is presented to the committee in open due to confidentiality requirements applied to reports. Between February 2025 and May 2026, excluding administrative decision-tracking, seven reports in total were presented in open agendas including: two policy reviews that were subsequently presented to Council in open; the annual work plan; information on the committee's performance assessment process; and an update on asset management.

Meetings conducted in confidence will enable open and candid discussion of sensitive matters relating to Council's financial management, risk profile, audit findings, internal controls, compliance issues and emerging organisational risks. Confidential meetings support RMAC's ability to provide independent and effective oversight, while protecting information that may be commercially sensitive, legally privileged or otherwise unsuitable for public disclosure.

This approach is consistent with section 99(4) of the Act, which provides that Audit Committee meetings may be conducted in private, recognising the nature of the information considered by RMAC.

Performance review

The performance review provisions have been expanded. In addition to the existing annual assessment, the revised Terms of Reference require a comprehensive review before each local government election caretaker period and the preparation of a report to Council on RMAC's activities, effectiveness and recommendations for improvement.

This approach provides the committee with flexibility to determine an appropriate annual review, while still committing to in-depth reporting to Council that aligns with election terms.

Summary

The revised Terms of Reference significantly broaden RMAC's role, with a stronger focus on enterprise risk management, strategic risks, internal controls, audit oversight, cybersecurity, governance and assurance activities. The revised document provides more



detailed responsibilities for financial reporting, audit functions and risk management, ensuring clearer expectations and stronger reporting to Council. In addition, membership, appointment terms, chairperson responsibilities, conflicts of interest and performance review requirements have been clarified and strengthened to support greater independence, capability and continuity.

Minor administrative amendments to the Terms of Reference were made following internal review in preparation for presentation to Council:

- Final version was converted from a policy document to terms of reference.
- Minor typographical errors and punctuation fixed.
- 9.6 updated to '9.6. The Chief Executive Officer *or delegate* will respond to questions from Members at the meetings.'

Policy v Terms of Reference document

There is no legislative requirement for the RMAC Terms of Reference to be adopted as a Council policy. The Act requires Council to establish an Audit Committee and outlines its functions, but it does not prescribe that the Terms of Reference must be a policy. The Act simply requires Council to determine the committee's membership and operational arrangements.

Retaining it as a Council policy can give it a higher level of governance status and ensure amendments require formal Council approval. However, from a governance perspective, it would also be reasonable to adopt the document as a standalone Risk Management and Audit Committee Terms of Reference rather than a policy, particularly as Council's other committee terms of reference are not adopted as policies. Retaining it as a standalone document also better reflects its purpose, which is to establish RMAC's governance framework, responsibilities, membership and operating procedures rather than it being a policy position of Council.

Council's other advisory committees also have standalone terms of reference documents adopted by Council.

It is recommended that the Risk Management and Audit Committee Terms of Reference Policy at **Attachment 12.1.2.1** is rescinded and the amended Terms of Reference at **Attachment 12.1.2.2** are adopted.

Consultation and marketing

The following City of Palmerston staff were consulted in preparing this Report:

- IT & Assets Manager.
- Executive Assistant to General Manager Finance & Governance.
- Governance Lead.
- Executive Manager Financial Performance.

In preparing this Report, the following external parties were consulted:

- Risk Management and Audit Committee members.

Policy implications

If adopted as a standalone term of reference, the policy will be removed from Council's policy review schedule.

Budget and resource implications

The revised document primarily clarifies existing responsibilities, strengthens governance arrangements and formalises current practices in areas such as risk management, audit oversight and performance reporting. The proposed changes are expected to have minimal resource implications.

Risk, legal and legislative implications

Adopting the revised Terms of Reference will improve clarity around RMAC's role, strengthen governance, and better reflect current risk management and audit practices. The main risk is a small increase in officer workload to support the expanded responsibilities. However, if the terms of reference are not updated, there is a risk that the committee's framework may not adequately reflect its current oversight role or emerging governance expectations.

There is a risk that moving to fully confidential meetings could be perceived as reducing transparency. However, RMAC considers sensitive information relating to audits, finances, risks, compliance and internal controls, making confidential discussions necessary. Decisions are also reviewed by Council twice per year and where sensitivities have ended, are moved into open on the public record.

This Report addresses the following City of Palmerston Strategic Risks:

6. Governance

Failure to effectively govern.

Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- Risk Management Framework.
- Governance Framework.

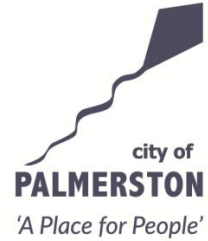
Council officer conflict of interest declaration

We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

Attachments

1. Current policy [12.1.2.1 - 5 pages]
2. Terms of Reference [12.1.2.2 - 7 pages]

RISK MANAGEMENT AND AUDIT COMMITTEE TERMS OF REFERENCE



COUNCIL POLICY

PURPOSE

The purpose of this policy is to set out the Terms of Reference for the Risk Management and Audit Committee.

PRINCIPLES

The Committee is established by Council, pursuant to the Northern Territory Local Government Act (the Act) and the Local Government Regulations (Regulations) with the following functions:

- a) To monitor and review the integrity of City of Palmerston's financial and performance management;
- b) To monitor and review City of Palmerston's internal controls; and
- c) To make recommendations to Council about any matters that the committee considers would require Council's consideration as a result of the Committee's functions under paragraph a) or b).

DEFINITIONS

For the purposes of this Policy, the following definitions apply:

TERM	DEFINITION
Committee	This term refers to the Risk Management and Audit Committee.
Elected Member	Means a person who has been elected to serve as a Councillor on the Council.
Independent Member	Means a member who is not a member of the Council or an employee of City of Palmerston.
Member	Means a person who is on the Risk Management and Audit Committee.
Principal Member	This term refers to the Mayor of City of Palmerston.

TERM	DEFINITION
Integrity	This term refers to the financial and performance management of City of Palmerston, that it is open, transparent and accountable.
The Act	This terms refers to the most recent Local Government Act of the Northern Territory.
Regulations	This terms refers to the most recent Local Government Regulations of the Northern Territory.

POLICY STATEMENT

1. Key Roles

1.1. Risk management and internal controls:

- a) Monitor and review the performance, adequacy and operating effectiveness of the City of Palmerston's Risk Management Framework, and other relevant risk management policies, that identifies, monitors and manages significant business risks through its governance and internal controls.
- b) Review and comment on the adequacy of internal controls.
- c) Monitor and review the performance, adequacy and operating effectiveness of the City of Palmerston's Fraud and Misconduct Framework and Compliance Framework.
- d) Annually review City of Palmerston's insurance program for adequacy having regard to business and insurable risks associated with City of Palmerston's business.

1.2. Internal and external audit

- a) Monitor City of Palmerston's relationship with the contracted providers through consideration of annual remuneration, performance, capability, objectivity, and conflicts of interest.
- b) Consider and make recommendations on the:
 - Three Year and Annual Plans of internal audit
 - Annual Plan of external audit.
- c) Review reports received from auditor's and City of Palmerston's response to ensure the response is appropriate.
- d) Review and monitor Council's timely response when addressing the findings and recommendations.
- e) Allow the opportunity to meet with the auditors, without management being present, to discuss any issues arising from the reports and responses.
- f) Allow auditors, the right of direct access to the Principal Member of the Council and to the Chairperson of the Committee.

1.3. Review of Annual Report:

- a) Monitor the integrity of the annual financial statements and annual report of Council, including the performance against the Community Plan and other key performance indicators within the Annual Report, and review significant financial reporting issues, judgements and any reported misstatements they may contain.

2. Advisory Committee

- 2.1. The Committee is Advisory by nature and can only make recommendations on matters related to its functions, to the Council.

3. Membership

3.1. Size and composition

- a) The Committee shall consist of a minimum of four members, comprising Elected Members of Council, and a minimum of two independent members.
- b) It is encouraged that the composition of Committee membership represents people from diverse backgrounds and support inclusivity and accessibility and to remove any barriers to attendance.

3.2. Appointment, terms & termination

- a) All Members of the Committee are appointed by the Council via resolution.
- b) The Chairperson of the Committee must be an Independent Member who will be appointed by the Council.
- c) Appointment to the Committee from among the Elected Members of Council shall be for a period of up to one year, or until the end of the term of the Council. Committee members cease being a Member of the Committee if they are no longer an Elected Member of the Council.
- d) Independent Members of the Committee shall be appointed for a period of up to four years, commencing part-way through an election cycle, so that their terms overlap each Council election and provide some continuity. Appointees may be reappointed by Council. Independent Members can be terminated by the Council subject to the appointment agreement.
- e) Elected Members of the Committee may appoint another Elected Member as proxy to attend and vote at meetings of the Committee on their behalf, provided that written notice of the proxy's appointment has been given to the Chairperson of the Committee prior to the meeting.
- f) Independent Members of the Committee are not permitted to appoint a proxy for any meeting.

3.3. Remuneration

Committee Members who are Elected Members of the Council or Independent Members, will be remunerated in accordance with the Act.

4. Meetings

4.1. Notices

- a) Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, and associated papers, shall be forwarded to each Member of the Committee and observers, no later than three business days before the date of the meeting.
- (b) Notices shall comply with the requirements outlined in the Act.

4.2. Regularity

- a) The Committee shall meet a minimum of four times per year at appropriate times in the reporting and audit cycle.

4.3 Quorum

- a) The quorum will consist of a majority of members holding office at the time of the meeting and must include a minimum of one independent member and two Elected Members.

4.4 Voting

- a) Only Committee Members are entitled to vote in the Committee meetings. All Committee Members have equal voting rights. Unless otherwise required (by the conflict of interest provision in the Act) and each member must vote on every matter that is before the Committee for decision.
- b) A decision must be made by majority vote of the Committee Members present at each meeting.
- c) Where a vote is taken and the result is undecided, the Chairperson has the casting vote. The Chairperson's casting vote is in accordance with Council's Casting Vote policy.

4.5 Minutes

- a) The Chief Executive Officer (CEO) shall ensure that the proceedings and resolutions of all meetings of the Committee, including the names of those present and in attendance are recorded and that the minutes otherwise comply with the requirements of the Regulations.
- b) Accuracy of minutes will be confirmed as part of the next Committee meeting.
- c) Minutes shall be made available to the public in accordance with the Act.

4.6 Attendance

- a) Other individuals such as the CEO, Council staff, external auditor and internal auditor will attend meetings, as relevant, as observers and/or be responsible for preparing and/or presenting papers for the Committee.
- b) A meeting may be conducted in private.

5. Conduct

5.1 Conflicts of Interest and Confidentiality

- a) Members are required to comply with the Act and any relevant Council policies.
- b) Committee Members must declare any real or perceived conflicts of interest when joining the Committee, annually and at the start of each meeting before discussion of the relevant agenda item or topic. Details of any conflicts of interest should be appropriately recorded.
- c) Where a Committee Member declares a real or perceived conflict of interest, the person is excused from Committee deliberations on the agenda item where a conflict of interest exists.

5.2.1 Code of Conduct

- a) All Committee Members are required to comply with the Code of Conduct as prescribed by the Act.

6. Performance

6.1 Performance review

- a) The Chairperson will initiate an assessment (self-assessment, internal or external) of the Committee's performance annually and report to Council.

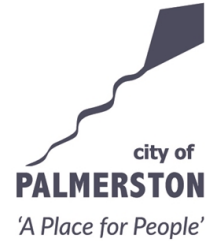
REFERENCES AND RELATED LEGISLATION

- Local Government Act 2019
- Local Government Regulations 2021

POLICY DETAILS

OWNER	CEO	RESPONSIBLE OFFICER	General Manager Finance and Governance
APPROVAL DATE	2 July 2024	NEXT REVIEW DUE	2 July 2026
RECORDS NUMBER	634982	COUNCIL DECISION	10/1419

RISK MANAGEMENT AND AUDIT COMMITTEE TERMS OF REFERENCE



PURPOSE

The Risk Management and Audit Committee (the Committee) is established in accordance with section 86 of the *Local Government Act 2019* (NT) (the Act) with the following functions pursuant to section 87 in relation to Council:

- (a) To monitor and review the integrity of Council's financial management;
- (b) to monitor and review internal controls; and
- (c) to make recommendations to Council about any matters the Committee considers require Council's consideration as a result of the Committee's functions under paragraph (a) or (b).

The Committee monitors and reviews the integrity of Council's financial management and discharges its functions under section 87 of the Act through the responsibilities set out in this Terms of Reference, including oversight of audit functions, internal controls, risk management, financial reporting and other assurance activities. Council has expanded the role of the Committee beyond its statutory functions to include oversight of enterprise risk management, including the Risk Management Framework, strategic risk profile, risk appetite, and other assurance activities.

The purpose of this document is to define the terms of reference for the Committee, including responsibilities, membership and appointment, remuneration, meetings and meeting procedures, and performance.

PRINCIPLES

The Committee provides independent assurance, advice and oversight to Council in relation to:

- performance of internal and external audit functions
- effectiveness of internal controls
- management of risk
- integrity of financial and performance reporting
- adequacy of Council's insurance program
- any matters requiring Council's attention arising from the Committee's work
- any other matters directed to the Committee by Council.

The Committee acts in an advisory capacity and has no delegated authority. It makes recommendations to Council for consideration.

DEFINITIONS

For the purposes of this document, the following definitions apply:

TERM	DEFINITION
Committee	This term refers to the Risk Management and Audit Committee.
Elected Member	A person who has been elected to serve as an Elected Member for Council.
Independent Member	A member who is not an Elected Member of Council or an employee of City of Palmerston.
Mayor	The Principal Member of City of Palmerston Council.
Member	A person who is on the Risk Management and Audit Committee.
the Act	The <i>Local Government Act 2019</i> (NT).
the Regulations	The <i>Local Government (General) Regulations 2021</i> (NT).

STATEMENT

1. Functions and responsibilities

The key functions of the Committee are achieved by performing the following roles and carrying out the following responsibilities:

1.1. Risk management

- 1.1.1. Provide oversight and advice in relation to Council's strategic risk profile, including the appropriateness of its risk appetite and tolerance, and the effectiveness of risk management arrangements in supporting the achievement of Council's objectives.
- 1.1.2. Undertake periodic review of key strategic risks, including adequacy of mitigation strategies and alignment with Council priorities.
- 1.1.3. Oversee the development, review and monitoring of risk management practices and frameworks.
- 1.1.4. Monitor the effectiveness and performance of City of Palmerston's Risk Management Framework, including its application to strategic, operational and project risks.
- 1.1.5. Review the effectiveness of the operationalisation of Council's Risk Management Framework, including how risk management is embedded across the organisation and supported by appropriate internal controls.
- 1.1.6. Identify and prioritise significant or emerging risks for further review and discussion and, where appropriate, recommend enhancements to risk controls or mitigation strategies.
- 1.1.7. Oversee assurance activities and review reporting on significant risks, major projects and key governance, operational, ICT and cybersecurity matters, to assess the adequacy of oversight, assurance arrangements and alignment with Council's risk profile.

1.2. External audit

- 1.2.1. Review and recommend to Council the appointment of the external auditor, ensuring the proposed provider demonstrates appropriate independence from the operations of City of Palmerston.

- 1.2.2. Review, with management and the external auditors, the results of the external audit including but not limited to:
 - The pro forma, draft and final financial statements, to assess whether they are complete, consistent with information available to the Committee, and compliant with applicable accounting standards, regulatory requirements and Council policies.
 - The appropriateness of significant judgements and estimates made by management in preparing the financial statements.
 - Significant accounting, reporting, control or other issues identified during the audit, including any difficulties encountered.
 - Explanations for complex or unusual transactions, and significant trends or variances from expectations (including budget and prior year).
 - Asset valuation methodologies and outcomes, including review of the annual asset valuation report.
- 1.2.3. Meet with the external auditor at least annually, without management present where appropriate, to obtain independent feedback on key audit, risk, control, and compliance matters.
- 1.2.4. Ensure the Committee maintains open communication with the external auditor.
- 1.3. Internal audit
 - 1.3.1. Review and endorse the internal audit plan and program to ensure it is risk-based and aligned with Council's strategic and operational priorities.
 - 1.3.2. Provide oversight to the internal audit function to ensure it operates effectively, is suitably resourced, and maintains appropriate independence and objectivity.
 - 1.3.3. Review the scope of internal audits to ensure the audit objectives and activities are clearly linked to the risks identified in the internal audit plan.
 - 1.3.4. Review internal audit reports, including findings and recommendations, and monitor management responses.
 - 1.3.5. Monitor the timely implementation of audit recommendations, including reporting on progress and any overdue actions.
 - 1.3.6. Meet with the internal auditors following presentation of audit reports, without management present where appropriate, to obtain direct feedback on key risk, control and compliance matters.
 - 1.3.7. Ensure the Committee maintains open communication with the internal auditors.
- 1.4. Internal controls
 - 1.4.1. Monitor the effectiveness of Council's system of internal controls, including financial controls, fraud and corruption prevention, compliance, ICT and governance processes.
 - 1.4.2. Review reports on internal control weaknesses, breaches, fraud risks and control failures, including management responses and the timely implementation of corrective actions.
 - 1.4.3. Assess whether appropriate processes are in place to identify, evaluate and manage risks of fraud and corruption.
 - 1.4.4. Seek assurance that internal control systems are regularly reviewed and improved, including through internal and external audit activities.
- 1.5. Financial and performance reporting
 - 1.5.1. Recommend the adoption of the annual financial statements to Council prior to finalisation.

- 1.5.2. Review financial reports and information provided to the committee to assess the effectiveness of Council's financial management frameworks, including accounting policies, processes and controls supporting financial reporting.
- 1.5.3. Review the Annual Report prior to its adoption by Council to ensure it meets the requirements of section 291 of the Act and regulation 12 of the Regulations, including that it presents a reliable and transparent account of Council's performance, achievements and accountability against its adopted plans, objectives and statutory obligations.
- 1.6. Insurance
 - 1.6.1. Review the annual insurance program to assess whether it is appropriate and aligned with Council's risk profile and identified and emerging risks.
 - 1.6.2. Assess the adequacy of insurance coverage across key exposure areas, including property, liability, professional indemnity, cyber, environmental and other relevant risks.
- 1.7. Other
 - 1.7.1. Consider and, where appropriate, provide advice on matters referred to the Committee by the Council or the Chief Executive, where such matters fall within the scope of this Terms of Reference.
 - 1.7.2. Periodically review this Terms of Reference and recommend amendments to Council where necessary to ensure it remains effective, relevant and aligned with the Committee's responsibilities.
 - 1.7.3. The Committee will adopt a risk-based approach to its work program, prioritising areas of highest risk, strategic importance or emerging concern.

2. Authority

- 2.1. The Committee is an Audit Committee and is subject to control and direction by Council.
- 2.2. The Committee is authorised, within the scope of this Terms of Reference, to request, through the Chief Executive Officer:
 - 2.2.1. Any information it requires from management, internal auditors and external auditors.
 - 2.2.2. The attendance of management at Committee meetings, as required.
 - 2.2.3. To meet with internal and external auditors, including in the absence of management where appropriate.
- 2.3. The Committee may recommend to Council, within the scope of this Terms of Reference, that Council seek external legal or other independent professional advice where necessary to fulfil the Committee's responsibilities.

3. Membership

- 3.1. Members of the Committee are appointed by Council.
- 3.2. Membership will consist of a minimum of four members, consisting of:
 - 3.2.1. Up to two Elected Members.
 - 3.2.2. The Mayor as an ex-officio member.
 - 3.2.3. Minimum of two Independent Members, of whom at least one should be a member of a professional accounting body; and at least one possesses qualifications or experience in risk management.

- 3.3. In appointing Independent Members, Council will have regard to local representation; however, appointments may be made from outside the Palmerston local government area to ensure an appropriate balance of skills and expertise.
- 3.4. Council will seek to ensure the Committee's membership reflects diverse backgrounds and supports principles of inclusivity and accessibility.

4. Chairperson

- 4.1. In accordance with section 86(4) of the Act, the Chairperson must not be a member of Council or a member of Council's staff.
- 4.2. The Committee Chairperson is responsible for:
 - 4.2.1. Promoting and maintaining the independence and objectivity of the Committee.
 - 4.2.2. Ensuring the effective and orderly conduct of meetings in accordance with the Committee's role and responsibilities.
 - 4.2.3. Facilitating open and constructive discussion and ensuring relevant matters are appropriately considered by the Committee.
 - 4.2.4. Ensuring that the Committee's recommendations and actions are consistent with this Terms of Reference.
- 4.3. The Chairperson may represent the Committee in reporting to the Council, as required.

5. Terms and vacancies

- 5.1. The Chairperson will be appointed by Council for a term of up to two years and may be reappointed for further terms up to a maximum of eight years.
- 5.2. Independent Members will be appointed by Council for terms of up to two years and may be reappointed for further terms up to a maximum of eight years.
- 5.3. In appointing Independent Members, Council will have regard to staggering terms, including commencement part-way through an election cycle, to support continuity of Committee membership.
- 5.4. The appointment of Independent Members may be terminated by the Council in accordance with the conditions set out in their letter of appointment.
- 5.5. Elected Members will be appointed for a term of one year, based on nomination at an Ordinary Council meeting, up to a maximum of eight consecutive years.
- 5.6. An Elected Member's appointment automatically ceases when they cease to hold office as an Elected Member.

6. Remuneration

- 6.1. Independent Members will be remunerated in accordance with the classification structure for statutory bodies pursuant to the *Assembly Members and Statutory Officer (Remuneration and Other Entitlements) Act 2006* (NT).
- 6.2. Elected Members are entitled to Extra Meeting/Activity allowance in accordance with Council's Elected Member Allowances and Expenses Policy.

7. Code of conduct

- 7.1. All Members must comply with the Code of Conduct prescribed by section 120 of the Act, being Schedule 1A of the Regulations, including requirements relating to the declaration of gifts and benefits.

- 7.2. Members must maintain the confidentiality of all information obtained in the course of their duties, except where disclosure is authorised by the Council or required by law.

8. Conflict of interest

- 8.1. Members must declare any actual, potential, or perceived conflicts of interest:
- 8.1.1. Upon appointment to the Committee.
 - 8.1.2. Annually in alignment with legislated declarations by Elected Members.
 - 8.1.3. As soon as they arise.
 - 8.1.4. At the commencement of each meeting.
- 8.2. The Chairperson will determine the appropriate management of disclosed conflicts of interest, having regard to legislative requirements and best practice.
- 8.3. Where the Chairperson declares a conflict of interest, responsibility for managing the conflict shall rest with the Mayor.

9. Meetings

- 9.1. Pursuant to section 99(4) of the Act, Risk Management and Audit Committee meetings are conducted in private.
- 9.2. The Chief Executive Officer will convene meetings and will distribute business papers no later than three business days prior to a meeting.
- 9.3. Notices of meetings shall comply with the requirements outlined in the Act.
- 9.4. A quorum at a meeting consists of a majority of the members holding office at the time of the meeting and must include a minimum of one Independent Member.
- 9.5. Other individuals such as the Chief Executive Officer, Council staff, external auditors and internal auditors may attend meetings, as relevant, as observers.
- 9.6. The Chief Executive Officer or delegate will respond to questions from Members at the meetings.

10. Voting

- 10.1. Only Members are entitled to vote in Committee meetings.
- 10.2. All Committee Members have equal voting rights.
- 10.3. Each Member must vote on every matter that is before the Committee for decision.
- 10.4. A decision must be made by majority vote of the Members present at each meeting.
- 10.5. Where a vote is taken and the result is undecided, the Chairperson has a casting vote in accordance with Council's Casting Vote Policy.

11. Performance

- 11.1. The Chairperson will initiate an assessment of the Committee's performance annually to evaluate the effectiveness of the Committee in fulfilling its responsibilities under this Terms of Reference.
- 11.2. Prior to the commencement of the Caretaker Period for each Local Government General Election, a comprehensive review of the Committee's performance will be undertaken.
- 11.3. Following the comprehensive review, a report will be prepared and presented to Council summarising the Committee's activities, key findings, achievements, effectiveness and any recommendations to enhance the Committee's performance.

11.4. The report will be reviewed by the Committee prior to presentation to Council.

ASSOCIATED DOCUMENTS

- Breach of Code of Conduct by Member Policy
- Casting Vote Policy
- Code of Conduct for Members
- Elected Members Allowances and Expenses Policy

REFERENCES AND RELATED LEGISLATION

- *Local Government Act 2019* (NT)
- *Local Government (General) Regulations 2021* (NT)
- *Assembly Members and Statutory Officer (Remuneration and Other Entitlements) Act 2006* (NT)
- *Palmerston (Procedures for Meetings) By-laws 2003*

DOUCMENT DETAILS

OWNER	Chief Executive Officer	RESPONSIBLE OFFICER	General Manager Finance & Governance
APPROVAL DATE	[Approval Date]	NEXT REVIEW DUE	[Next Review Due]
RECORDS NUMBER	693603	COUNCIL DECISION	[Council Decision]

COUNCIL REPORT

2nd Ordinary Council Meeting

Agenda Item:	12.1.3
Report Title:	New Council Strategy - Communication and Engagement Strategy
Meeting Date:	Tuesday 15 September 2026
Author:	Marketing and Communications Manager, Taylor Revitt
Approver:	General Manager People and Place, Emma Blight

Community plan

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

Purpose

This Report presents the outcomes of consultation on the draft Communication and Engagement Strategy and provides Council with the proposed strategy for endorsement.

Key messages

- The draft Communication and Engagement Strategy was endorsed by Council for consultation in June 2026.
- Consultation was undertaken from 29 June to 20 July 2026 and primarily targeted communication, engagement and related industry stakeholders.
- The Strategy was available on Council's website for the broader community to review and provide comment. The consultation webpage received 15 views, and one formal submission was received.
- Feedback received through consultation was considered alongside internal stakeholder feedback received as part of Council's review of the draft Strategy.
- Changes are proposed where feedback improves clarity, strengthens alignment with existing Council frameworks or better reflects the intended strategic direction.
- The overall intent and strategic direction of the Communication and Engagement Strategy remains unchanged.

Recommendation

1. THAT Report entitled New Council Strategy - Communication and Engagement Strategy be received and noted.

2. THAT Council endorses the Communication and Engagement Strategy provided as **Attachment 12.1.3.1** noting that final design elements will be finalised prior to publication.
3. THAT the Communication and Engagement Strategy 2026 supersedes the existing Communication Strategy 2022 and Social Media Strategy 2022-2023.

Background

The draft Communication and Engagement Strategy was developed to consolidate Council's existing Communication Strategy and Social Media Strategy into one coordinated, organisation-wide framework.

The Strategy provides strategic direction for communication and engagement activities across Council, bringing together public relations and media, communications, marketing, issues management and community engagement.

The draft Strategy was previously presented to Council for endorsement to undertake consultation. The following Council decision was made at the 2nd Ordinary Council Meeting of 16 June 2026 Council made the following decision:

12.1.6 New Council Strategy - Communication and Engagement Strategy

1. *THAT Report entitled New Council Strategy - Communication and Engagement Strategy be received and noted.*
2. *THAT Council endorses the draft Communication and Engagement Strategy provided in Attachment 12.1.6.1 for consultation.*
3. *THAT a further report on the Communication and Engagement Strategy is presented to an Ordinary Council Meeting by September 2026.*

CARRIED (7/0) - 11/0440 - 16/06/2026

Discussion

Following external and internal consultation, feedback received on the draft Communication and Engagement Strategy has been considered to determine whether amendments are required prior to final endorsement.

Overall, the feedback supported the direction and intent of the Strategy, with no significant changes proposed to its structure or strategic approach. Feedback primarily identified opportunities to clarify the intended application of some sections, strengthen alignment with existing Council frameworks and refine performance measures.

Feedback received has resulted in a number of minor amendments to the Strategy. A summary of the feedback and response is provided below. Where existing wording adequately addresses the matter raised, or where feedback relates more appropriately to

an operational procedure, supporting plan or existing Council framework, no change is proposed.

The proposed amendments are considered refinements and do not alter the overall intent or strategic direction of the Strategy.

A summary of feedback received is provided below:

FEEDBACK	RESPONSE
Council employees and internal communication should be more clearly recognised within the Strategy.	Supported. Wording has been strengthened to recognise the role of employees and internal coordination in supporting consistent communication with the community.
Accessibility and inclusion could be more clearly linked to Council's existing commitments and frameworks.	Supported. The Strategy has been updated to strengthen alignment with Council's broader accessibility and inclusion commitments.
Wording within the sustainability section regarding the use of printed materials could be clearer.	Supported. Wording has been refined to clarify when printed communication may be appropriate, while maintaining a digital-first approach.
The demographic snapshot makes assumptions about preferred communication channels based on demographic characteristics.	Supported. The section has been refined to avoid linking Census characteristics directly to specific communication channel preferences.
Net Promoter Score (NPS) should not be considered a direct measure of communication and engagement performance.	Supported. Wording has been refined to position NPS as a broader indicator of community sentiment rather than a standalone measure of communication performance.
Issues and emergency communication should align with Council's established emergency management arrangements.	Supported. The Issues Management section has been updated to recognise Council's established emergency management arrangements and relevant stakeholders.
Community engagement should consider the quality of feedback, not only participation numbers.	Supported. Measures have been refined to consider both participation and the quality and relevance of feedback received.

FEEDBACK	RESPONSE
Consider including specific emergency communication channels and platforms within the Issues Management section.	Supported in part. The Strategy identifies examples of communication channels that may be used during an issue or emergency. More detailed operational requirements are managed through Council's emergency management arrangements and supporting procedures.
Consider specifying who may act as Council spokespersons during issues or incidents.	Supported in part. The Strategy has been updated to recognise the use of relevant alternative spokespeople where appropriate. Specific spokesperson responsibilities will remain operational and be determined based on the issue, subject matter and relevant delegations.
Consider prescribing more detailed requirements for how community engagement is undertaken.	Not supported. The Strategy intentionally provides a flexible, purpose-driven approach so engagement can be tailored to the audience, project and level of impact. Detailed requirements are better addressed through supporting processes and statutory requirements where applicable.
Add more design elements	Supported. Once endorsed, the Strategy will incorporate additional design elements consistent with Council's existing plans and publications.

Minor administrative changes have also been made throughout the Strategy to improve clarity and consistency. Feedback that was already adequately addressed within the draft Strategy or related to operational matters, did not result in further amendments.

Consultation and marketing

Consultation on the draft Communication and Engagement Strategy was undertaken from 29 June to 20 July 2026, following Council endorsement of the draft Strategy for consultation.

Given the specialist nature of the Strategy, consultation focused on stakeholders working in communication, engagement and related industries. Six external stakeholders were invited to provide feedback, resulting in one formal response containing constructive suggestions for the draft strategy, and general support from the remaining stakeholders for the Strategy's direction.

The draft Strategy was published on Council's website to provide the broader community with an opportunity to review the document and provide feedback. The consultation webpage received 15 views, with one formal submission received during the consultation period. Feedback was also received through a number of informal conversations with stakeholders. Overall, feedback was supportive of the proposed direction of the Strategy, with no significant or prescriptive changes identified.



A low level of formal participation is not uncommon for consultation on high-level corporate strategies, particularly where the subject matter does not relate to a specific service, project or immediate change directly affecting the community. The targeted approach ensured stakeholders with relevant professional knowledge were provided with an opportunity to contribute.

In addition to external consultation, internal consultation was undertaken across Council, providing an opportunity for feedback on the draft Strategy. Internal feedback was considered alongside external consultation feedback in finalising the Strategy.

The following City of Palmerston staff were consulted in preparing this Report:

- Executive Manager People, Customer and Communication
- Marketing and Communications Lead
- Marketing and Communications officers

Policy implications

The Strategy supports the implementation of existing Council policies including the Community Engagement Policy and Media Policy by providing a coordinated strategy for communication, engagement, marketing and media activities.

Relevant policies will continue to be monitored and reviewed to ensure they remain contemporary and responsive to the evolving communication, engagement and media environment.

Budget and resource implications

The Strategy will be implemented through existing operational resources within the Marketing and Communications team.

Some initiatives identified within the implementation plan may require future budget consideration through standard operational planning and budget processes.

Risk, legal and legislative implications

Effective communication and engagement play a significant role in managing organisational reputation, community trust and operational risks.

The Strategy supports a more coordinated and proactive approach to issues management, communication planning and community engagement, reducing the risk of inconsistent messaging, misinformation or reactive communication practices.

This Report addresses the following City of Palmerston Strategic Risks:

- 6. Governance**
Failure to effectively govern.



Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- Community Plan
- Sustainability Strategy
- Disability, Inclusion and Accessibility Plan
- Emergency Management Plan

Should the new Communication and Engagement Strategy be adopted by Council it will replace the Communication Strategy and the Social Media Strategy 2022-2023.

Council officer conflict of interest declaration

We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

Attachments

1. Communication and Engagement strategy - CLEAN [12.1.3.1 - 23 pages]



CITY OF PALMERSTON COMMUNICATION & ENGAGEMENT STRATEGY

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ACKNOWLEDGEMENT OF COUNTRY

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

COMMITMENT TO DIVERSITY

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

EXECUTIVE SUMMARY

City of Palmerston's Communication and Engagement Strategy provides a strategic framework to guide how Council communicates, engages and builds relationships with the community, stakeholders, businesses and visitors. The strategy supports Council's vision of Palmerston being 'A Place for People' and aligns with the Community Plan, Municipal Plan and Council's broader strategic priorities.

The strategy recognises the important role communication and engagement plays in adopting trust, strengthening community connections, supporting transparency and encouraging meaningful participation in Council initiatives and decision making. As the Northern Territory's second largest and fastest-growing city, Palmerston's communication and engagement approach must continue to evolve to meet the needs of a diverse, connected and growing community.

The strategy establishes a coordinated and community-focused approach across key areas including:

				
Public relations & media	Communicating with the community	Marketing	Issues management	Community engagement

It outlines the principles, tools, tactics and performance measures that will guide communication and engagement activities across the organisation. The strategy also reinforces the importance of accessibility, inclusion, transparency and consistency across all communication channels and engagement activities.

A strong emphasis is placed on:

- Clear and accessible communication
- Timely and accurate information sharing
- Meaningful and inclusive engagement
- Proactive and coordinated communication
- Digital-first and multi-channel approaches
- Continuous improvement through monitoring, evaluation and community feedback

The strategy is supported by overarching key messages, tone of voice guidance and stakeholder analysis to ensure communication reflects Council's identity, values and community expectations.

By implementing this strategy, City of Palmerston aims to strengthen community awareness, increase participation and engagement, support informed decision-making and continue building a connected, resilient and future-focused city.

BACKGROUND

A Place for People

City of Palmerston is guided by its vision as 'A Place for People' and its mission 'to place people at the centre of all we do and deliver, by providing excellent services to our community'. To help achieve this vision and mission, City of Palmerston developed a Community Plan in consultation with the Palmerston Community. The plan outlines six key outcomes. These outcomes serve as the communication content pillars and guide the focus of Council communications.

Family and community	Palmerston is a safe and family friendly community where everyone belongs.
Vibrant economy	Palmerston is a destination city for employment, it is a place where businesses are encouraged to set up and grow
Cultural diversity	In Palmerston we celebrate our cultures in a way that values our diversity.
A future focus	Palmerston is an innovative city that sustains itself through the challenges of the future.
Environmental sustainability	Palmerston is an environmentally friendly, liveable city that promotes renewable practices and sustainability.
Governance	Council is trusted by the community and invests in things that the public value.

Accessible communication

City of Palmerston is committed to providing accessible and inclusive ways for the community to give feedback and receive information. Council will continue to provide access through a range of communication channels which meet the identified needs of the community, in alignment with Council's accessibility and inclusion commitments and relevant frameworks.

Sustainability

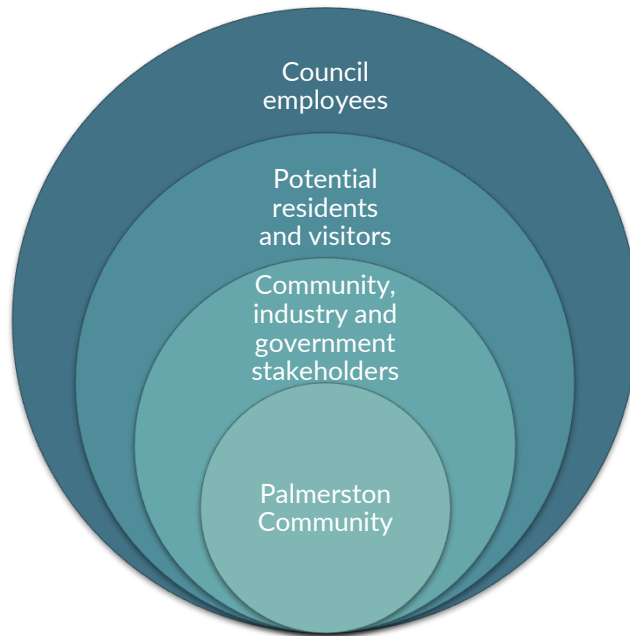
City of Palmerston is committed to actively managing and reducing its environmental footprint through sustainable practices, responsible resource use and long-term planning that supports the wellbeing of our environment and community.

Printed materials should be used selectively and purposefully, prioritising audiences with limited access to digital channels and distribution in high traffic community areas. Digital channels will be the primary method of distribution, with print used to support and extend reach.

Audience

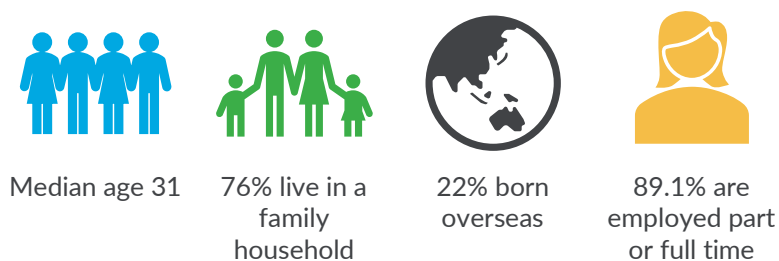
The primary audience for this strategy is the Palmerston Community, who actively participate in community life, need to be kept well-informed and be given opportunities to provide feedback. Council must also consider industry and government stakeholders as partners for collaboration and

contribution to community outcomes. Visitors and potential residents are considered for their impact on growth, while council employees are integral to the success of the strategy, with effective internal coordination and information sharing supporting consistent and informed communication with the community.



Demographic snapshot

2021 Census data shows that City of Palmerston is home to young, busy, working families who are focused on building their future. With a median age of 31 and high rates of employment, most households are juggling work, children and daily commitments. They will likely need information that is quick to find, easy to understand and accessible.



PURPOSE

The purpose of this communication and engagement strategy is to strengthen the relationship between City of Palmerston and its community by guiding clear, consistent and community-centred communication that builds engagement and trust.

The objectives to achieve this are:

STRATEGIC	INNOVATIVE
Ensure all communication and engagement activities are guided by a strategic approach which supports clear, accessible and meaningful interactions with the community	Explore innovative and inclusive ways to communicate and engage with the community
TRANSPARENT	CONSISTENT
Demonstrate progress against Council's strategic goals and build community trust through open and transparent communication	Deliver clear, consistent messaging across all communication and engagement materials so the community receives accurate and timely information.

MASTER NARRATIVE

Master narrative

Palmerston is a place where people belong, businesses thrive, culture is celebrated and the environment is valued. Guided by its vision as 'A Place for People', City of Palmerston is committed to delivering services, infrastructure and programs that enhance liveability, support families and strengthen local business.

As the Northern Territory's second largest and fastest-growing city, Palmerston plays a vital role in the region's economic, social and environmental future. Council works in partnership with residents, businesses, industry and government to ensure growth is sustainable, inclusive and aligned with community expectations. This includes investing in green spaces, improving connectivity and accessibility, supporting local industry, promoting cultural diversity and embedding sustainability across all operations.

City of Palmerston models responsible governance, transparent communication, community engagement and sustainable environmental management. Through strategic planning, evidence-based decision-making and a commitment to innovation, Council is helping shape a resilient and future-focused city that can respond to challenges and embrace new opportunities.



Overarching key messages

Who we are

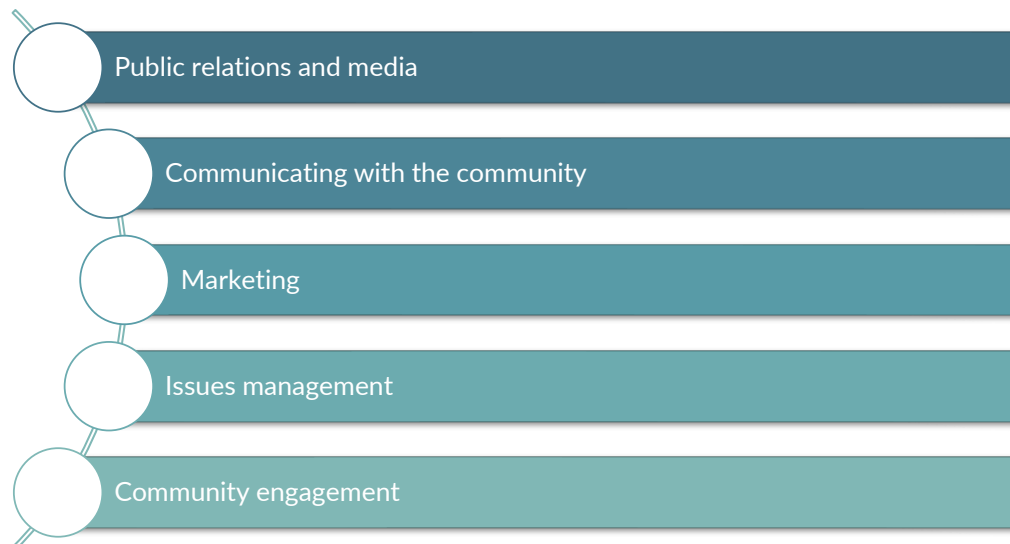
- City of Palmerston is a welcoming, vibrant, family-friendly city that fosters diversity and unity
- We strive to create a community where everyone belongs and everyone feels safe
- Our vision as 'A Place for People' guides every decision we make
- City of Palmerston plays a key role in the region's future as the second largest and fastest-growing city in the Northern Territory
- We value strong families, connected communities and a safe, inclusive city
- We nurture a vibrant local economy where businesses are encouraged to set up and grow
- We believe cultural diversity is a strength that enriches our community
- We invest in and take care of our natural environment
- City of Palmerston is committed to being an environmentally friendly, liveable city that promotes renewable practices and sustainability

Leadership and governance

- Council is committed to transparent, accountable and accessible decision-making
- We plan for the future through responsible governance and long-term strategic planning
- We invest in what the community values including safety, liveability, sustainability and economic opportunity
- We engage early, listen actively and provide clear feedback on how community input shapes decisions
- We engage with the community in ways that are inclusive, visible, innovative and responsible
- We empower residents to participate in shaping their city, from sustainability initiatives to planning decisions
- City of Palmerston responds to issues with accuracy, transparency and timeliness, ensuring the community receives clear and reliable information

COMMUNICATION AND ENGAGEMENT APPROACH

This strategy builds on the foundations of the work already achieved and sets out the next, more detailed phase of Council's communication and engagement approach. It provides a framework for how City of Palmerston will inform, connect and engage with the community across the following areas:



The following strategic principles underpin all communication and engagement activities delivered under this strategy ensuring the objectives and overarching goal are achieved:

- *Consistency* – Ensure messaging, tone and information are consistent across all channels
- *Clear and transparent information* – Be clear about decisions, processes and outcomes so stakeholders and community members can understand what is happening and why
- *Timeliness* – Share information early where possible and at appropriate stages of a process so community members have meaningful opportunities to understand and respond
- *Inclusivity and accessibility* – Communicate in plain English and ensure information is accessible to diverse audiences
- *Purpose-driven communication* – Align communication and engagement activities with organisational goals, priorities and desired outcomes

One of the key measures of Council's reputation and community sentiment is the Net Promoter Score (NPS), captured through the annual community satisfaction survey. Residents are asked how likely they are to recommend living in Palmerston on a scale from 0 to 10, with responses grouped as detractors, passives and promoters. The overall NPS is calculated by subtracting the percentage of detractors from the percentage of promoters, resulting in a score between -100 and +100.

NPS reflects the community's overall experience of living in Palmerston and may be influenced by a range of factors, including Council services, communication, engagement and broader community experiences. It is therefore not a direct measure of communication and engagement performance but provides a useful overarching indicator of community sentiment over time.

Through clear, timely, consistent and accessible communication and purposeful and transparent engagement, City of Palmerston aims to contribute positively to community understanding, trust and overall sentiment.



*In 2025 Council's Net Promoter Score was -6, with 30% detractors, 45% passive, 24% promoters.

PUBLIC RELATIONS AND MEDIA

City of Palmerston's approach to public relations and media focusses on strengthening relationships and building trust through the media. The strategy prioritises proactive storytelling and clear narratives and ensures all media interactions are consistent, timely and aligned to the six Community Plan Outcomes.

To help achieve an increase in share of voice in the media, the following approaches will be considered;

- Create a proactive schedule of stories aligning to the six outcomes
- Develop material, where necessary, to support proactive media relations
- Develop and maintain an accessible Image Library that can be utilised by marketing and media platforms
- Improved quarterly media monitoring to track coverage, identify emerging issues and reporting on insights
- Explore alternative relevant spokespeople to address various conversations in the media where appropriate
- Improve sponsorship agreements to leverage from joint marketing opportunities
- Improve consistent response times to media through priority actioning adhering to the Customer Service Charter



NT News snippet, 2026

Tools and Tactics

The following tools and tactics are some examples of what can be used to support achieve the outcomes:

- Media release
- Media alert
- Event
- Fact sheet
- FAQs
- Holding statement
- Talking points

KPIs

KPI	MEASURE
Proactive stories pitched	Minimum of three proactive media opportunities, pitches or story leads distributed per quarter aligned to Community Plan outcomes.
Media mentions	Minimum of 26 mentions across radio, print, online and TV each quarter including sponsorships/partnerships



COMMUNICATING WITH THE COMMUNITY

The timely, accurate and consistent sharing of information between City of Palmerston and the community is key to achieve the overall goal of the strategy. This approach applies to communication across the organisation, recognising that effective communication with the community is a shared responsibility. Specifically, the types of communication we refer to includes service updates, project information, public notices and general announcements, keeping the community connected and informed of Council's activities and programs.

Communication can be strengthened through adopting a clear and coordinated approach. Communications should prioritise clear information which is aligned with Council's Community Plan Outcomes, is easy to understand and available to all community members. Where possible, digital communication methods should be prioritised to adhere to City of Palmerston's commitment to environmental sustainability.

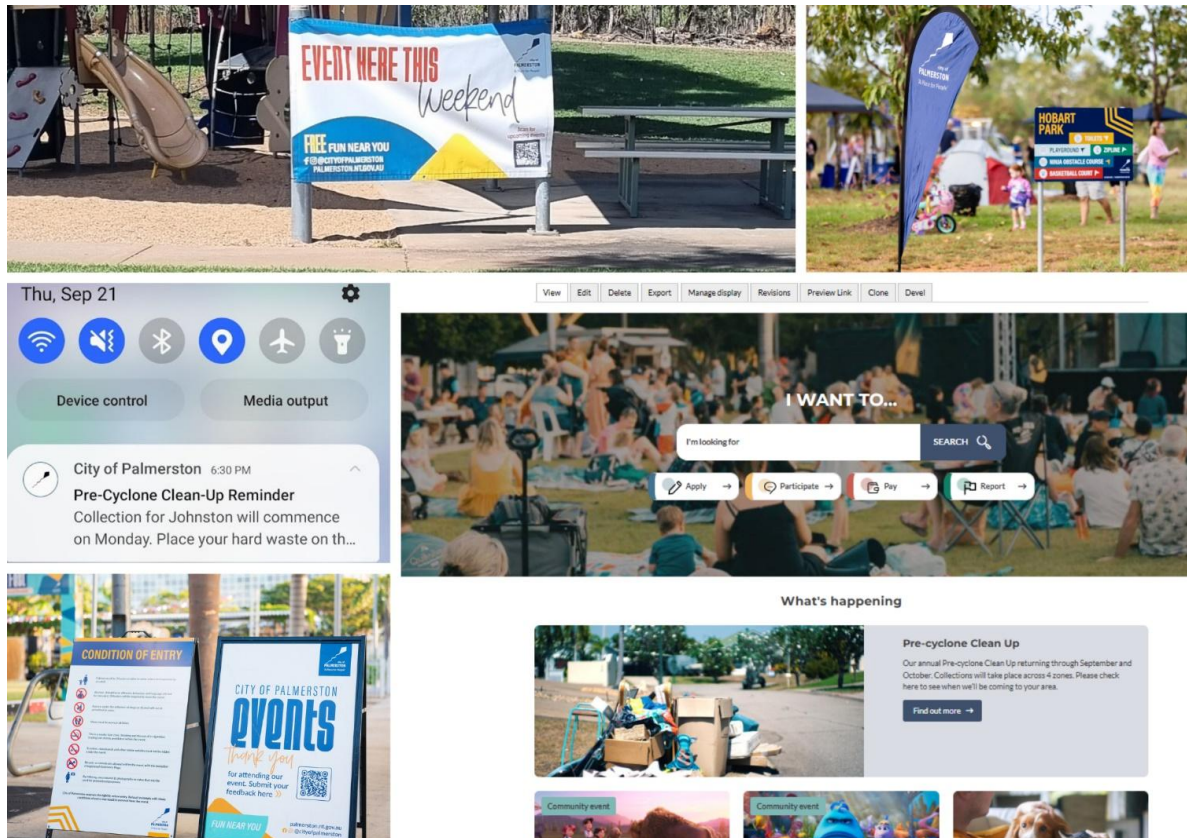
To help achieve the goal and objectives of this strategy, the following approaches will be considered;

- Strategically plan and prepare communication through comprehensive investigation, aligning to the principles, tailoring messaging if required, identifying target stakeholders and developing clear, concise and accessible information
- Distribute information across appropriate channels, either physical or digital, using a coordinated multi-channel approach to maximise reach and engagement
- Review outcomes to evaluate the effectiveness of communication and refine future communication approaches for continuous improvement

Tools and Tactics

The following tools and tactics are some examples on how to support this approach.

- Website
- Mobile app
- Chatbot
- QR codes
- Social media
- eNewsletters
- Flyers/printed materials
- Innovative trials
- Fact sheets
- FAQs
- Letters/notices
- Community noticeboards
- Video inductions
- SMS



Communication in practice

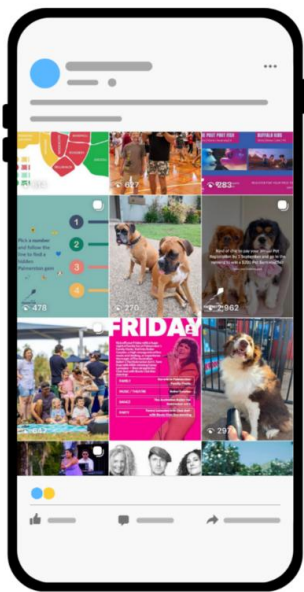
KPIs

KPI	MEASURE
Information reach and engagement	Maintain consistent year on year reach across Council communication channels including website, social media, e-Newsletters and mobile app
eNewsletter performance	20% open rates of eNewsletters
Overall social media audience growth and engagement	Increase total social media followers year on year
Communication preferences aligned	Distribution of communication methods and improved alignment with community preferred communication methods as per community satisfaction survey

MARKETING

Marketing plays a key role in shaping how the community experiences and engages with Council and its programs and initiatives. City of Palmerston should adopt a strategic, insight driven marketing approach that strengthens community awareness, encourages participation and reinforces trust.

Council's marketing efforts should ensure content is community centred and has a positive outcomes focus. Campaigns should be designed to be accessible and inclusive ensuring all community members, regardless of background, ability or location, can engage.



OWNED

City of Palmerston Instagram



OUT-OF-HOME

Palmerston Youth Festival activation



EARNED

NT News social coverage

Council should adopt an integrated, multi-channel approach for its marketing activities and campaigns, selecting channels based on audience needs, preferences and campaign objectives. Council will use a mix of owned, earned and paid channels to ensure widespread reach across the community. This includes:

- Owned channels – controlled by Council
- Earned channels – indirectly controlled by Council
- Paid channels – advertising and promotion

A streamlined, consistent approach to marketing activities should be followed, as shown below.

1. **Plan:** Define objectives, identify target audiences and align with Council priorities. Ensure audience needs are considered from the beginning.
2. **Develop:** Create clear, audience focused messaging that aligns with Council's tone of voice and overarching key messaging. Develop campaign materials that reflect Council's brand and values
3. **Deliver:** Implement campaigns across selected channels using a digital-first, multi-channel approach to maximise reach and adhere to Council's commitment to sustainability
4. **Monitor:** Track performance of campaigns in real time (where possible) and adjust activities to improve effectiveness
5. **Evaluate:** Measure results against KPIs and capture insights and feedback to inform future campaigns

Tools and Tactics

OWNED CHANNELS	EARNED CHANNELS	PAID CHANNELS
- Website - Social media (Facebook, Instagram, LinkedIn) - eNewsletters - SMS notifications - Council publications - Signs and digital screens	- Media coverage (newspaper, radio and TV) - Partnerships with local organisations, schools or businesses - Social media sharing and engagement from community	- Social media advertising - Print advertising - Radio advertising - Signage/banners/bus shelters - Sponsored content - Partnerships

KPIs

KPI	MEASURE
Campaign reach	Achieve campaign reach targets set based on campaign objectives, audience and budget.
Conversion rate	Monitor people taking a desired action such as registrations, survey completion or bookings *depending on campaign
Brand awareness	Increase in recognition or awareness of Council and its initiatives

ISSUES MANAGEMENT

City of Palmerston is committed to providing timely, accurate and coordinated communication during issues, incidents and emergencies that may impact the community, Council operations or Council's reputation.

Issues management is a proactive approach focused on identifying and addressing emerging concerns before they escalate. There is a coordinated response used during significant incidents or emergencies that require urgent communication and community updates. During emergencies, communication will align with Council's established emergency management arrangements and be coordinated with relevant emergency management stakeholders.

Council will adopt a consistent and transparent approach to issues management and communication by:

- Proactively develop risk assessments and mitigation tactics as well as drafting issues management communications for planned initiatives
- Monitor emerging issues and community concerns
- Identify delegations/spokespeople for issues that may arise
- Provide timely and accurate information
- Communicate clearly and consistently across channels
- Support community safety and awareness
- Coordinate communication internally and externally
- Respond appropriately based on the level of impact and risk.

Communication responses may include updates through:

- Council website
- Social media
- Media statements and interviews
- Direct stakeholder communication
- SMS or emergency notifications where appropriate
- Community updates and public notices.

Council will continue to review and refine its issues management approach to support continuous improvement and community confidence.

Issues Management Framework



- **Identify** - Identify risks associated with initiatives or activities through risk assessments, including drafting communications to use in the event of an issue. . Monitor emerging matters, risks and community concerns through media, social media, operational updates and stakeholder feedback.
- **Assess** - Assess the potential impact, level of risk, stakeholder interest and likelihood of escalation.
- **Plan and implement** - Provide coordinated, accurate and timely communication using appropriate channels and messaging.
- **Monitor and review** - Continue monitoring community response and emerging information to adapt communication as required and support continuous improvement.

During issues, incidents and emergencies, Council's communication aims to deliver timely updates, support community awareness and understanding, ensure consistent messages across spokespeople and platforms and capture lessons learned to strengthen future responses.

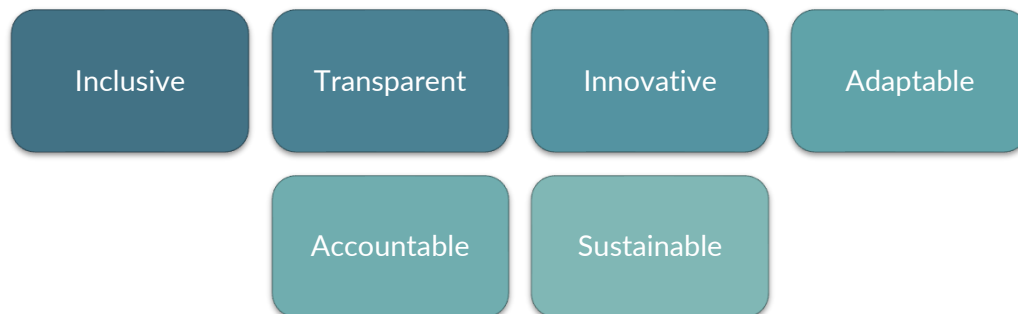


COMMUNITY ENGAGEMENT

City of Palmerston is committed to open and accountable decision-making informed by consultation with the Palmerston community.

Community engagement activities are guided by Council's Community Engagement Council Policy and the Engagement Institute (formerly International Association of Public Participation [IAP2]) Spectrum of Public Participation.

Council's key principles for community engagement are:



A planned and consistent approach to community engagement ensures activities are culturally appropriate and tailored to the needs of the diverse community of Palmerston. Engagement should be meaningful, creating genuine opportunities for the community to contribute to decision making, while being clear about the aspects that can and cannot be influenced. A strong focus should be placed on closing the feedback loop, so participants understand how their input has informed decisions. The table below sets out the levels of engagement and influence in decision making. They are not mutually exclusive and, in many cases, Council will use a combination of techniques suited to the project or activity and stakeholders involved.



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Goal	To provide balanced and objective information in a timely manner.	To obtain feedback on issues, alternatives and decisions.	To work with stakeholders to ensure concerns and aspirations are considered and understood.	To partner with stakeholders in each aspect of decision making.	To place final decision making in the hands of the stakeholder.
Council's role	We will keep you informed.	We will explore options by listening and acknowledging your feedback.	We will work with you to ensure your concerns and aspirations are directly reported in the decisions made.	We will look to you for advice and innovation and incorporate this in decision making as much as possible.	We will ensure information and tools are available for you to meaningfully participate.
Community's role	Keep in touch.	Contribute ideas and feedback.	Share ideas, concerns and aspirations.	Work together to develop solutions.	Collaborate with Council to implement the agreed decision.
Example situations/projects	Routine Council maintenance upgrades.	Changes to Council by-laws.	Designing a new local park or playground.	Developing long-term strategic plans.	Deciding on a controversial local issue.
Example tools	• Fact sheets • Flyers • Posters • Social media • Website • Letterbox drops.	• Surveys • Public information/drop in sessions • Written submissions • Email and phone.	• Workshops • Digital engagement.	• Workshops • Working groups.	• Citizens jury • Citizens panel.

Community engagement activities should remain flexible unless there is a statutory requirement that applies. Engagements should be purpose driven, as opposed to meeting minimum engagement periods or prescribed actions. The focus will be on obtaining a balanced, unbiased view from the community and providing this feedback to Council to support informed decision making.

Community engagement activities will identify the purpose, level of engagement and target audiences, ensuring engagement aligns with the project objectives and community needs. Methods will be selected to suit the community and context, supported by clear, accessible information. Activities should use a mix of in-person and digital approaches to maximise reach and inclusion, keeping the above principles top of mind. Feedback should be considered alongside technical, financial, legislative and operational requirements to inform decision making, with outcomes communicated back to the community to close the feedback loop.

Tools and Tactics

The following tools and tactics are some examples on how to support this approach.

- Community consultation
- Stakeholder meetings
- Workshops
- Pop up stalls
- Town Hall meetings
- Online surveys
- Interactive platforms
- Focus groups
- Community partnerships
- Visual engagement materials
- Conversation Café
- Consultation database

KPIs

KPI	MEASURE
Participation levels	Number of participants engaged through consultation activities, reported quarterly
Quality of feedback	Collect relevant and constructive feedback that supports informed decision making
Consultation database	Establish a growing database of community wishing to engage regularly on consultations

COUNCIL REPORT

2nd Ordinary Council Meeting

Agenda Item:	12.1.4
Report Title:	Local Government Representation Review 2026
Meeting Date:	Tuesday 15 September 2026
Author:	Governance Lead, Angie Torr
Approver:	General Manager Finance and Governance, Chris Fearon

Community plan

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

Purpose

This report seeks Council endorsement of the submission to the Northern Territory Local Government Representation Review Committee in response to the NT Local Government Representation Review Discussion Paper 2026.

Key messages

- The Representation Review considers local government representation arrangements across the Northern Territory following a local government general election.
- The review considers external boundaries, wards, ward boundaries and the number of Elected Members for the municipality.
- City of Palmerston strongly supports retaining its existing undivided electoral structure and does not support the introduction of wards.
- City of Palmerston considers the current model continues to provide fair, effective and whole-of-municipality representation.
- While Palmerston's population, enrolment and geographic area have increased since the last review, Council considers these changes have not created a representation issue.
- The submission also addresses external boundary considerations, including Council's support for retaining Northcrest Stage Two within Palmerston, consideration of incorporating the remaining East Arm area, and identification of Kowandi as an emerging neighbouring development with a functional relationship to Palmerston.

Recommendation

1. THAT Report entitled Local Government Representation Review 2026 be received and noted.
2. THAT Council endorse the submission to the Representation Review Committee, at **Attachment 12.1.4.1**.

Background

The Northern Territory Government has commenced the 2026 Local Government Representation Review, with the Committee appointed to review representation arrangements applying to local government areas across the Northern Territory.

The Review provides an opportunity to consider whether existing representation arrangements continue to provide effective representation and whether changes are required to matters including local government boundaries, wards and ward boundaries and the number of Elected Members.

In undertaking the Review, the Committee is required to consider matters prescribed by the *Local Government Act 2019* (NT) (the Act), including communities of interest, communication and travel, population change, population density and physical features. Where wards exist or are being considered, additional considerations include equality in elector numbers, geographic and demographic characteristics and, where possible, maintaining identifiable communities within a single ward.

The Committee released the *Discussion Paper 2026* on 23 July 2026 to facilitate consultation with councils and communities and to seek feedback regarding existing and potential representation arrangements. Responses are due to the Committee by 2 October 2026.

City of Palmerston participated in the previous Representation Review and advocated for the continuation of Palmerston as an undivided municipality. While the previous review recommended that Palmerston be divided into wards, lobbying with the Minister for Local Government resulted in this decision being rescinded and Palmerston remaining undivided.

The attached submission has been prepared in response to the 2026 Discussion Paper and considers changes that have occurred since the previous Review and whether those changes warrant alteration to Palmerston's representation arrangements.

Discussion

Palmerston's representation model

City of Palmerston is currently an undivided municipality represented by seven Councillors and one directly elected Mayor. Palmerston has a current population of 42,748 and electoral enrolment of 26,412, equating to 3,773 voters per Councillor. Since 2020, the population has increased by 9.5%, while electoral enrolment increased by 12.1% between 2021 and 2026.



The proposed submission strongly supports retaining the existing undivided representation model and does not support the introduction of wards. While Palmerston has continued to grow, there is no demonstrated deficiency in the existing model or evidence that geographic subdivision would provide fairer or more effective representation.

The current model enables every Palmerston elector to vote for all Councillor positions and enables residents to engage with all Elected Members. It also supports a whole-of-municipality approach to representation, whereby Elected Members are accountable to and consider the interests of the entire Palmerston community rather than a defined geographic constituency.

A key consideration of the Representation Review is the effective representation of communities of interest. The Act requires the Committee to consider communities of interest, including economic, social and regional interests.

The submission emphasises that Palmerston's communities of interest are not primarily defined by geography. While Palmerston contains individual suburbs and a diverse community, its social, cultural, demographic and economic communities extend across suburb boundaries.

An undivided structure enables communities of interest distributed throughout Palmerston to collectively support candidates they consider represent their interests, regardless of where those candidates reside within the municipality.

Population growth and number of Elected Members

The Discussion Paper identifies considerable variation in voters per Councillor across municipal councils. Palmerston currently has 3,773 voters per Councillor, compared with 4,343 in Darwin, 2,328 in Litchfield, 2,133 in Alice Springs and 1,142 in Katherine.

It is considered that the existing number of Elected Members remains suitable at this time. Should Palmerston experience significant population and enrolment growth prior to a future election, the adequacy of the number of Elected Members could be considered separately at that time without requiring the introduction of wards.

External boundaries

The submission identifies three areas for consideration as part of the current Review, outlined below.

Berrimah Farm/Northcrest Stage Two – Council supports Northcrest Stage Two remaining within the City of Palmerston local government area. While Northcrest Stage One has subsequently been incorporated into the City of Darwin, Council considers there is no demonstrated community, operational or representation benefit from altering the existing boundary for Stage Two. Retention provides certainty for future planning, infrastructure and service delivery.

East Arm – Council supports consideration of extending Palmerston's boundary to incorporate the remaining East Arm area. This would build upon the boundary changes



implemented in the last review and provide a logical and coherent municipal boundary for this industrial and employment area. As East Arm is predominantly non-residential, its inclusion is not anticipated to materially affect Palmerston's residential population, electoral enrolment or existing representation model.

Greater Holtze Area- Council does not currently hold a position regarding the future boundary arrangements for the Greater Holtze area. However, the submission brings the area to the Committee's attention as a neighbouring development area expected to have a functional relationship with Palmerston and whose future residents may rely upon services, facilities, employment, retail and community infrastructure within Palmerston. Raising Kowandi does not advocate for a particular boundary outcome but seeks to ensure this relationship is considered as development progresses.

The 2026 Local Government Representation Review provides Council with an opportunity to reaffirm its position on the representation model that best serves the Palmerston community and to identify external boundary matters relevant to the municipality's continued growth.

Consultation and marketing

There was no consultation or marketing required during the preparation of this Report.

Policy implications

There are no policy implications for this Report.

Budget and resource implications

There are no budget or resource implications relating to this Report.

Risk, legal and legislative implications

The Representation Review is undertaken in accordance with the *Local Government Act 2019* (NT). In reviewing representation arrangements, the Committee must consider the statutory matters relevant to representation, including communities of interest, communication and travel, population trends, population density and physical features.

The Committee may make recommendations regarding representation arrangements; however, the Review does not mean changes will necessarily be made to every local government area.

This Report addresses the following City of Palmerston Strategic Risks:

6. Governance

Failure to effectively govern.



Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- Long Term Financial Plan
- Community Plan

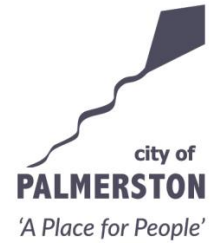
Council officer conflict of interest declaration

We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

Attachments

1. 20260915 - Doc ID 701807 - DRAFT Representation Review Submission [**12.1.4.1** - 5 pages]

OFFICE OF THE MAYOR



ID: 701807 – APB: at

XX September 2026

NT Local Government Representation Review Committee
PO Box 2075
PARAP NT 0804

Email: submissions@lgr2026.com.au

Dear Committee

Local Government Representation Review 2026 – City of Palmerston Submission

City of Palmerston welcomes the opportunity to provide the following submission to the NT Local Government Representation Review Committee for the 2026 Representation Review.

About City of Palmerston

Palmerston is a welcoming vibrant family city that fosters diversity and unity. The youngest but fastest-growing Northern Territory city, it has a median age of 31 and many families call it home. Established in 1980, it became a municipality in 1985 and was declared a city in 2000. It includes the residential suburbs of Archer, Bakewell, Bellamack, Driver, Durack, Farrar, Gray, Gunn, Johnston, Marlow Lagoon, Mitchell, Moulden, Palmerston City, Rosebery, Woodroffe and Zuccoli; and industrial and serviced commercial areas in the suburbs of Pinelands, Yarrowonga, Wishart, Tivendale and parts of Berrimah.

Ward Structure

City of Palmerston strongly supports the retention of its current undivided electoral structure and does not support the introduction of wards, or changes. City of Palmerston considers that the existing structure continues to provide fair, effective and whole of city representation for the Palmerston community.

Palmerston's suburbs form part of a highly interconnected urban community, with residents routinely accessing employment, education, recreation, retail, community facilities and Council services across suburb boundaries. City of Palmerston considers that the municipality continues to demonstrate a strong whole-of-city community of interest rather than a series of geographically distinct communities requiring separate electoral representation.



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Under the current structure, all Palmerston electors can vote for all councillor positions, regardless of where candidates or electors reside within the municipality. This enables communities of interest that are dispersed across Palmerston to collectively support candidates whom they consider best represent their interests. Introducing wards would fragment that electoral base by restricting electors to candidates contesting their ward.

For example, Palmerston's senior community (according to the Community Satisfaction Survey is 14%) is distributed throughout the municipality rather than concentrated within a particular geographic area. Under an undivided system, seniors across Palmerston may collectively support a candidate who understands and advocates for matters important to older residents, irrespective of the suburb in which that candidate resides.

The same principle applies to other communities of interest that extend across Palmerston. Geographic wards assume that location is an appropriate representation of community interest. In Palmerston, Council does not consider that assumption reflects how the community functions. For example, members of Palmerston's numerous sporting clubs, cultural groups and community organisations may live in different suburbs but are connected through shared interests beyond their location.

The existing structure therefore provides communities of interest with the largest possible electoral base from which to seek representation. Candidates can seek support from electors throughout Palmerston who identify with their priorities, experience or perspective. Similarly, the current model encourages councillors to consider the interests of Palmerston as a whole.

Number of Elected Members

Council acknowledges continued population and enrolment growth across the municipality. The Discussion Paper records Palmerston's current population as 42,748, compared with 39,032 in 2020, representing growth of 9.5%. Electoral enrolment has increased by 12.1% between 2021 and 2026 to 26,412 electors.

During the 2017 Representation Review, City of Palmerston sought approval from the Department of Housing and Community Development to increase the number of Elected Members, inclusive of the Mayor, from seven to eight. This request was subsequently approved by the Minister and took effect from the 2018 Local Government Election. Council sought this increase during a period of significant population growth, with Palmerston's population increasing by 10.57% between the 2014 and 2018 elections. The introduction of an additional Elected Member provided increased representative capacity while retaining the benefits of an undivided electoral structure.

Since that time, Council's Community Satisfaction Survey results have shown an overall improvement in community satisfaction, which on average has been maintained in recent years. This provides a practical indicator that population growth has not diminished the community's ability to access its elected representatives under the current structure.

The 2025 Community Satisfaction Survey results also indicated that 37% of residents surveyed had contacted Council in the last 12 months, the highest rate in the last 7 years, with 68% rating Council making it easy for you to interact with them as 'very good' or 'good'.

The Discussion Paper identifies Palmerston as having 26,412 enrolled electors and eight Councillors including the Mayor, equating to 3,773 per councillor. This ratio sits within the range of representation currently operating across the Northern Territory's municipal councils. By comparison, Darwin has 4,343 voters per councillor, Litchfield 2,328, Alice Springs 2,133 and Katherine 1,142.

While Palmerston has experienced population and enrolment growth, Council considers that the current number of Elected Members continues to provide an appropriate level of representation.

Should Palmerston experience significant population and enrolment growth prior to a future general election, Council considers that the adequacy of the number of Elected Members could be reviewed at that time.

External Boundaries of Local Government areas

East Arm

City of Palmerston requests consideration of extending its boundary to include the unincorporated area of East Arm as nominated in the attachment provided. The inclusion of East Arm would extend the existing boundary from Wishart and Tivendale, providing a logical and coherent municipal boundary that strengthens the strategic and economic relationship between this area and Palmerston. East Arm is predominantly industrial and commercial in nature and supports employment, freight, logistics and other economic activity that has connections with Palmerston and its broader growth.

Bringing the remaining area within City of Palmerston would also provide greater consistency in local government planning, service delivery and infrastructure management across this strategically important area. Importantly, as East Arm is predominantly non-residential, its inclusion would not result in a significant increase in Palmerston's residential population or electoral enrolment and would therefore have minimal impact on the existing elector-to-Elected Member ratio or Council's current representation model.

Berrimah Farm future development (Northcrest Stage Two)

During the 2022 Representation Review, City of Palmerston continued to advocate for Palmerston's municipal boundary to be extended to include the unincorporated area of the Northcrest Stage One development in Berrimah, noting that Northcrest Stage Two (part of the Berrimah Farm area plan) was included within Palmerston's boundaries as of 1 July 2022. This recommendation was not supported through the previous Representation Review.

Since that time, Northcrest Stage One has been announced as being incorporated within the City of Darwin's boundaries. City of Palmerston acknowledges this outcome; however, Council strongly supports Northcrest Stage Two remaining within the City of Palmerston's boundary and considers there is no demonstrated community, operational or representation benefit in altering the existing boundary.

Northcrest Stage Two forms part of Palmerston's existing local government area and its future development should be considered in the context of Palmerston's broader growth and service planning. Retention within Palmerston provides continuity and certainty for Council's long-term infrastructure, service delivery and strategic planning and avoids unnecessary alteration of an established local government boundary in anticipation of future development for non-residential areas.

Importantly, the location of Stage One within another local government area does not, of itself, provide a sufficient basis for transferring Stage Two. The appropriate boundary should be determined by the community of interest and functional relationship of the land with the respective municipality, together with future servicing, access, development and representation considerations. Council considers that Northcrest Stage Two can continue to be appropriately planned for, serviced and represented as part of Palmerston.

Greater Holtze Area

Council does not currently hold a position regarding the future local government boundary arrangements for the Greater Holtze area and acknowledges it is located within the Litchfield municipality. However, Council considers it important to bring the area to the Committee's attention as part of this Representation Review.

Holtze (and Kowandi) is a neighbouring development area in its early stages that will have a strong functional relationship with Palmerston, with future residents expected to rely on and access services, facilities, employment, retail and community infrastructure within the municipality. It is important that the relationship between Greater Holtze and Palmerston is recognised as development progresses and the community of interest and service requirements of the area become more clearly established.

Council is not intending to advocate for a particular boundary outcome in relation to Greater Holtze, but to ensure that its proximity to and reliance on Palmerston is appropriately considered in future planning and representation decisions.

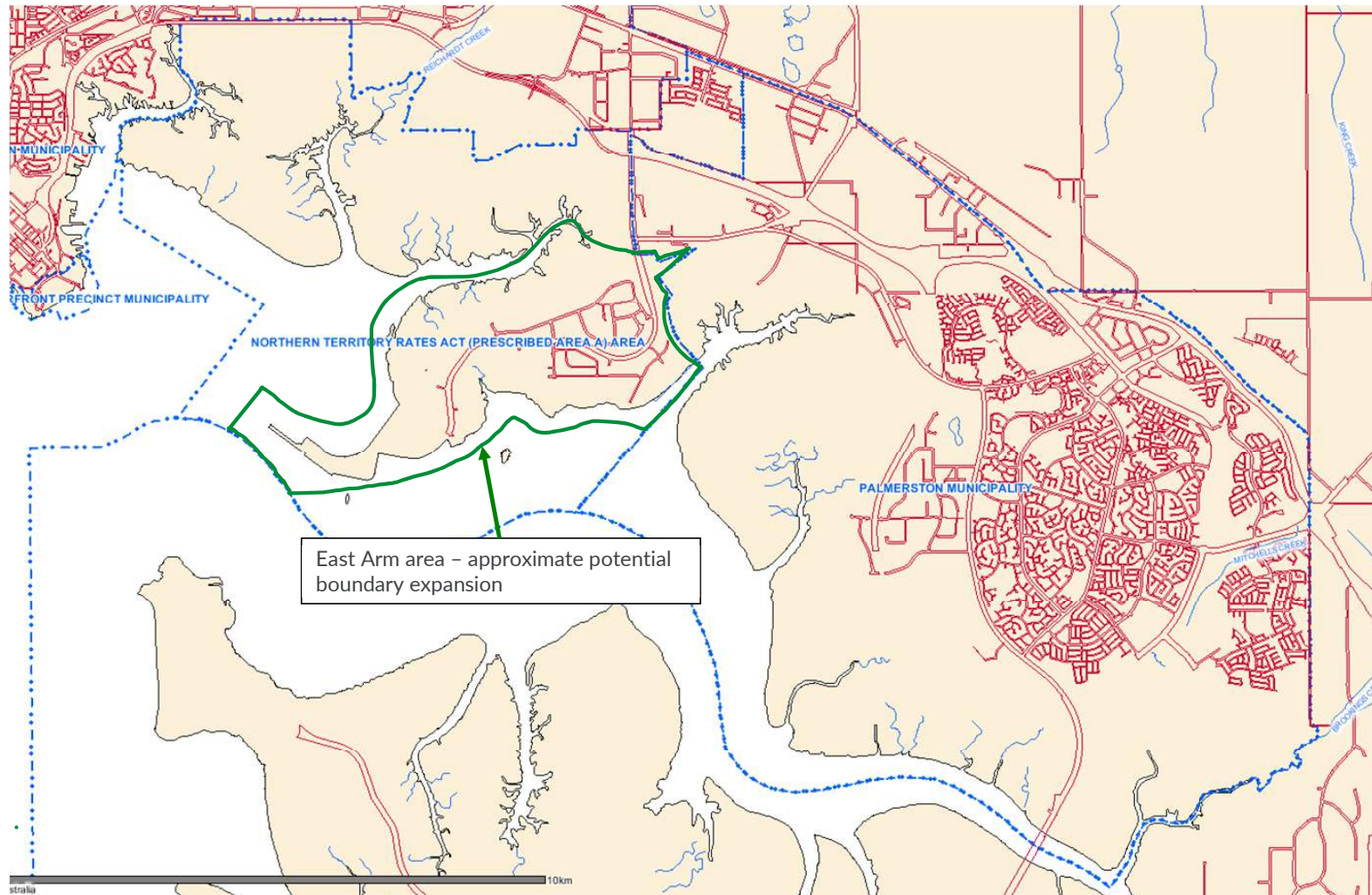
Thank you again for the opportunity to provide a submission to the Local Government Representation Review 2026. We appreciate your careful consideration of City of Palmerston's feedback.

Yours sincerely

Athina Pascoe-Bell
Mayor

Encl.

Potential boundary expansion map.



COUNCIL REPORT

2nd Ordinary Council Meeting

Agenda Item:	12.2.1
Report Title:	Major Capital Projects Update
Meeting Date:	Tuesday 15 September 2026
Author:	Senior Project Manager, Richard Azzopardi
Approver:	Acting General Manager Infrastructure, Michael Williams

Community plan

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

Purpose

The purpose of this Report is to update Council on the status of current Major Capital Projects.

Key messages

- Council has major capital projects underway that have a planned, or contracted value, greater than \$1 million.
- The following projects have updates included as attachments of this report:
 - Zuccoli Community Hub.
 - Enterprise Resource Planning Project (ERP).
- Updates on additional relevant projects are also provided within this report, these include:
 - Woodroffe Park upgrade.
 - SWELL solar and battery project.
 - Animal Management Facility.
 - Reseal program.
 - Palmerston Plan projects.

Recommendation

THAT Report entitled Major Capital Projects Update be received and noted.

Background

Council has a \$12.05M Capital Works Program in 2026/27. The Capital Works Program include a broad range of asset renewal programs along with major capital projects from planning and development stages to delivery.

Capital projects are any project where a Council asset is built or renewed. This can include new assets, such as a new shade over a playground, or replacement (also referred to as renewal of assets such as road resurfacing). Typically, Council's programs and projects are reported through specific project communications with updates provided in the quarterly and financial reports.

Discussion

Updates on the following major capital projects are included as attachments to this report:

- Zuccoli Community Hub **Attachment 12.2.1.1.**
- Enterprise Resource Planning Project (ERP) **Attachment 12.2.1.2.**

Council is also progressing additional capital projects and programs, with recent progress on key projects summarised below.

Woodroffe Park upgrade

Work has commenced on the installation of the park furniture, with work on the play equipment and shade to commence later in September. The project is expected to be completed by October. The project has a total budget of \$600,000 and is 100% funded by the Northern Territory Government.

SWELL solar and battery project

The design phase has been completed. An application to connect the system to the energy grid has been submitted. Installation is expected to commence in September and be completed by December. The project is part funded by a \$264,000 grant from the Australian Government's Community Energy Upgrades Fund Round 2.

Animal Management Facility

Construction work is underway and is progressing towards completion in October. The contract was awarded to JKJ Constructions with a value of \$363,044. This stage includes 16 new dog pens.



Figure 1: Construction of Animal Management Facility, 27 August 2026

Reseal Program

Work has commenced on the 2026/27 reseal program, with four sections of Lambrick Avenue between Shearwater Drive and Hutchison Terrace asphalted in August.

Although this work required a significant portion of the annual program budget, Lambrick Avenue is critical to the Palmerston road network and was a maintenance issue throughout the last wet season.

Palmerston Plan Projects

Council has secured \$6.8M from the Northern Territory Government for the City of Palmerston Infrastructure Support Package. Project Implementation Plans have been approved for two projects, with the project status described below:

Bloodwood Park Fencing: Tender to be released mid-September.

This project includes installation of approximately 200m of fencing around the playground area at Bloodwood Park, including mowing strip (concrete base strip), gates and servicing access as shown in **Figure 2** below.



Figure 2: Bloodwood Park Fencing

Driver Avenue Path Upgrade: Quotations for design under assessment.

The first identified project to be completed this financial year is Driver Avenue, extending the wider, shared pathway (2.5m width) from the school (just past the bridge) to the President Park crossing, as shown in **Figure 3** below.



Figure 3: Driver Avenue Path Upgrade



The next package project plans are being prepared for approval including:

- Widdup Park softfall replacement.
- Mitchell Creek walking trail.

Consultation and marketing

Consultation occurs as relevant to each project and its status.

Policy implications

There are no policy implications for this Report.

Budget and resource implications

The projects are being delivered within the 2026/27 Capital Works Program. Individual budget updates are included with the current project summaries.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

5. Infrastructure

Failure to plan, deliver and maintain fit for purpose infrastructure.

Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- [Community Infrastructure Plan 2016-2026](#)

Council officer conflict of interest declaration

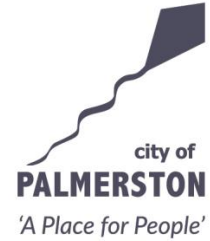
We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

Attachments

1. Zuccoli Community Hub [12.2.1.1 - 3 pages]
2. Enterprise Resource Planning Project (ER P) [12.2.1.2 - 2 pages]

ZUCCOLI COMMUNITY HUB

SEPTEMBER 2026 UPDATE



PROJECT OVERVIEW

Summary:

The Zuccoli Community Hub aims to provide an integrated multi-purpose precinct to meet open space, recreation and community needs for the rapidly growing Zuccoli and wider City of Palmerston communities. The Masterplan and Stages 1 and 2A are complete, with the Dog Park, Public Toilet and Pump Track open to the public. This report focuses on the following elements:

- Stage 2B: construction of the skate park and surrounds.
- Stage 3A: design and construction of the Community Buildings.

Website Link: <https://palmerston.nt.gov.au/operations/major-projects/zuccoli-community-hub>

Total budget and funding:

Stage	Prior Year Costs	Current FY* Budget	Total Budget to Date	Current FY* Actuals	Current FY* Commitment	Remaining Budget
Masterplan	\$116,062	\$0	\$116,062	\$0	\$0	\$0
Stage 1 - Dog Park	\$1,467,166	\$0	\$1,467,166	\$0	\$0	\$0
Stage 2 - Design	\$202,588	\$0	\$202,588	\$0	\$0	\$0
Stage 2 - Civil	\$809,974	\$0	\$809,974	\$0	\$0	\$0
Stage 2 - Walkway, Seating, BBQ	\$459,886	\$0	\$459,886	\$0	\$0	\$0
Stage 2 - Pump Track	\$1,174,408	\$0	\$1,174,408	\$0	\$0	\$0
Stage 2B - Skate Park and surrounds	\$0	\$0	\$0	\$0	\$0	\$0
Stage 3A - Design	\$178,026	\$272,348	\$450,374	\$118,434	\$153,914	\$0
Stage 3A - Building	\$0	\$3,000,000	\$3,000,000	\$0	\$0	\$3,000,000**
TOTAL	\$4,408,110	\$3,272,348	\$7,680,458	\$118,434	\$153,914	\$3,000,000

*Current financial year is 2026/27.

** Council borrowing

Table 1: Total project budget and funding, 2 September 2026

External Funding Sources:

- \$250,000 Northern Territory Government- Immediate Priority Grant (Pump Track).
- \$411,889 LRCI Phase IV (Walkway, BBQ).

- \$10,000,000 Federal Government (Stage 3 Building – Commitment announced).
- \$2,000,000 Northern Territory Government – Palmerston Plan (Stage 2B – commitment announced).

Anticipated completion date:

- Stage 2B construction – 2027.
- Stage 3 concept design and preliminary building design for tender – late 2026.
- Stage 3 building construction – 2027-2028.

STATUS UPDATE

Current Contracts:

Activity	Status	Awarded contract value	Approved variations	Approved claims	Amount to claim
Stage 3 Design	Awarded	\$450,000	-	\$237,244	\$213,131
TOTAL		\$450,000	-	\$237,244	\$213,131

Table 2: Current contracts, 5 August 2026

Works to date summary:

Stage 2

Stage 2 includes the recreational facilities of the Zuccoli Community Hub and is being constructed in smaller stages as funding is available. A component of the walking trails and pathways, shade structure, and civil works were completed by mid-2025. The track was formally opened to the public on 4 March 2026, with lighting installed and operational in May 2026.

An allocation of \$2,000,000 has been announced by the Northern Territory Government for the Zuccoli Community Hub as part of the Palmerston Plan. The available funds will be added to the budget in the 1st budget review and have been allocated to the construction of skate park, shade, pathways, and landscaping. The design of these elements was completed in 2025.

There is currently no funding available for the remaining Stage 2 works, including the multi-purpose court and exercise equipment.

Stage 3

Stage 3 incorporates all remaining elements of the site, with a focus on the community facilities, including the community hall and programs building, multi-purpose entrance and events space, playground, gardens and carpark. The current activities are focussed on the design of these elements and preparation for tender documents for the building.

Progress in the past month:

- Progression of preliminary design for the hall and programs building.



Figure 1: Zuccoli Community hub - concept image

Upcoming works:

Stage 2:

- Preparation of project plan for approval.
- Preparation of tender documents for skate park.

Stage 3:

- Progression of preliminary design phase of building elements.
- Completion of concept design for all other stage 3 elements.
- Finalise funding.

Project risks:

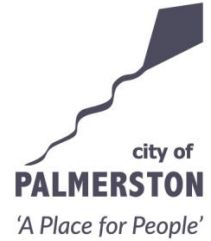
Stage 3:

Global events have the potential to impact construction costs through:

- Cost of fuel on elements like transport of materials.
- Availability of certain materials.

ENTERPRISE RESOURCE PLANNING PROJECT

SEPTEMBER 2026 UPDATE



PROJECT OVERVIEW

Summary:

City of Palmerston (CoP) requires effective software systems capable of delivering efficient and quality services to the community while meeting the organisation's internal corporate needs. An Enterprise Resource Planning (ERP) Project has been identified to enable a strategic approach to updating Council's existing system.

Project budget:

\$2 million over three (3) financial years

Funding source(s):

City of Palmerston

Completion date:

2026

Contractor:

Project/Procurement Management Support – Corporate Strategic Systems (CSS)

STATUS UPDATE

Percentage complete:

25%

Actual costs to date (consultancy):

- FY24 - \$282,900.
- FY25 - \$494,784.
- FY26 - \$217,450.
- FY27 - \$1,800.

- Total to date \$996,534.

Works to date summary:

CoP currently uses several software systems to meet its core operational requirements, some of which have partial integration, and most operate independently. To mitigate these issues, CoP has made the decision to invest in an Enterprise Resource Planning (ERP) project. CoP have engaged Corporate Strategic Systems (CSS) for the procurement stage of the project. An internal Project Control Group (PCG) has been established to provide direction and governance for the project.

An initial two-stage tender process was initiated with legal and probity support. The Expression of Interest (EOI) phase ran from 9 April to 21 May 2025. After evaluation, no submissions were progressed, and the CEO disbanded the tender panel.

In conjunction with CSS, a revised procurement process is now underway including consideration of a best of breed selection process with focus on solutions for high-risk areas.

The full tender process commenced on 5 November 2025, supported by legal and probity advice, with submissions closing 8 December 2025.

Responses to the Tender were received and are now being evaluated by the Tender Assessment Panel. The assessment process consists of three (3) stages, and assessment is currently underway.

Completed activities:

- Tender submissions closed 8 December 2025.

Upcoming activities:

- Finalise tender assessment.

Project risks:

The project is currently tracking 19 risks.

The top three (3) high rated risks are:

- Limited CoP staff – as CoP has a limited number of resources, if business resources or SMEs are not available to support project activities, project deliverables, timelines and overall cost may be impacted.
- Impact of change and training activities - if change management and training activities are not timely and appropriately managed, there is a risk that staff may not use the system.
- Insufficient funding – while funds have been set aside for the implementation of the new ERP system, if the tender quote is higher and additional funding is not available, there is the risk that scope may need to be cut.

COUNCIL REPORT

2nd Ordinary Council Meeting

Agenda Item:	12.2.2
Report Title:	Financial Report for the Month of August 2026
Meeting Date:	Tuesday 15 September 2026
Author:	Executive Manager Financial Performance, Jeffrey Guilas
Approver:	General Manager Finance and Governance, Chris Fearon

Community plan

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

Purpose

The purpose of the Report is to present to Council the Financial Report for August 2026.

Key messages

- This report presents the August 2026 financial report and is representative of the year-to-date income and expenditure as at 31 August 2026.
- The financial health check ratios indicate that overall Council is in a positive financial position largely due to rates and charges levied in July.
- The annual budget is the 2026-27 original budget published in the 2026-27 Municipal Plan, plus the capital budget rollover.
- Operating income is \$41.27 million or 88% of the annual budget of \$46.79 million and 96% of the year-to-date budget of \$42.83 million.
- Operating expenditure is \$7.47 million or 14% of the annual budget of \$54.11 million and 75% of year-to-date budget of 10 million.
- Operating surplus (excluding depreciation) is at \$36.02 million.
- Capital income is \$0.13 million or 3% of the revised annual capital income budget of \$5.09 million and 25% of year-to-date budget of \$0.54 million.
- Capital expenditure is \$0.51 million or 4% of the revised annual budget of \$12.05 million and 33% of year-to-date budget of \$1.5 million. There is a further \$2.38 million in commitments where works have commenced or are awaiting payment, combined, this equates to 24% spend of the annual budget.

- The total cash and cash investments were \$24.68 million, which includes \$16.50 million in term deposits in various banking institutions with less than 12 months to maturity, and \$8.18 million in our general trading account. Excess cash funds are expected to be invested in a term deposit in September to maximise interest earnings.
- The 2026-27 Rates and Charges have been levied totalling \$40.06 million. The rates debt receivable balance is \$35.78 million which includes:
 - \$33.60 million for 2026-27 due on 30 September.
 - \$1.37 million remains outstanding for 2025-26.
 - \$0.42 million remains outstanding for 2024-25.
 - \$0.39 million of accumulated unpaid rates from 2023-24 and prior.
- Total payments to creditors August 2026 amounted to \$2.05 million, of which \$1.73 million (84.46%) was paid to local suppliers.
- Council is compliant with its statutory obligations such as Pay-as-You-Go Withholdings, Goods and Services Tax, and Superannuation Guarantee reporting.
- There were no contract variations during August 2026 that met the criteria under Regulation 42 of the *Local Government (General) Regulations 2021*.

Recommendation

THAT Report entitled Financial Report for the Month of August 2026 be received and noted.

Background

In accordance with *Local Government (General) Regulations 2021* - Part 2 (Division 7), the preceding month's Financial Report must be presented to Council. Regulation 17(1) of the General Regulation requires a monthly report from the Chief Executive Officer to provide the Council with the actual income and expenditure for the period; the most recently adopted annual budget; and details of any material variances between the most recent actuals and the most recently adopted annual budget.

The information below is provided to assist with the terminology used throughout the report.

Annual Budget for 2026-27 consists of:

- The total budget per the municipal plan for the 2026-27 financial year.
- The approved capital budget roll-over from 2025-26.

Year-to-date actuals (YTD Actuals) is the actual income and expenditure from 1 July 2026 to the current reporting date, 31 August 2026.

This report should be read in conjunction with the following:

- Dashboard report found at **Attachment 12.2.2.1** which is a traffic-light reporting system highlighting the current health status and areas of interest to Council. Further details are then reported in the body of the report.
- Financial reports included at **Attachment 12.2.2.2** presenting the financial position of Council as at 31 August 2026.

Comments are only added to variances that have an actual balance that is over or under the year-to-date budget by 10%.

Discussion

Financial Health

The financial health check ratios provide Council with a quick snapshot of its financial position. The ratios are benchmarked against the forecast ratios as per the Municipal Plan. If the ratio indicates that Council is not on target, an explanation is provided.

- The operating surplus ratio is 88%, well above the KPI target of 0%, mainly because the 2026-27 rates and charges were levied and recognised as income in July. The ratio is expected to decrease throughout the year as expenditure is incurred.
- The debt service ratio (net operating income divided by debt repayments plus interest) for August 2026 is 259 indicating that the Council has sufficient capacity to meet its loan obligations and is well above the KPI ratio of 2 times. This ratio is high because the 2026-27 rates revenue has already been recognised at the start of the financial year. The ratio is expected to decrease throughout the year as expenditure is incurred and recognised.
- Rates collection is currently 16% of total rates revenue, which is expected to be low as rates were only levied on 28 July and are not due until 30 September. This will increase as the rates payments are received.
- The current ratio (Current Assets divided by Current Liability) is 4.98 for August 2026 which demonstrates that Council has enough resources to meet its short-term obligations. This is high due to rates being levied and recognised as income and recorded as debtors. It is expected to decrease progressively over the coming months as expenditure is incurred and receivables are collected.

Operating Overview

The dashboard provides an overview of Council's operating income and expenditure for 2026-27 as at 31 August 2026. Refer to **Attachment 12.2.2.1**.

Total operating income as at 31 August 2026 is \$41.27 million, which is 88% of the annual budget of \$46.79 million and 96% of the year-to-date budget of \$42.83 million. A portion of the Financial Assistance Grant for 2026-27 was received in June rather than July causing variance in budget and actuals in the current financial year.

Total operating expenditure as at 31 August 2026 is \$7.47 million or 14% of the annual budget of \$54.11 million and 75% of year-to-date budget of \$10 million, this mainly consists of the following:

- \$2.29 million employee costs.
- \$0.39 million materials and contractors.
- \$2.22 million depreciation (non-cash).
- \$0.64 million other expenses such as program running cost and training costs.
- \$0.34 million in utilities.
- \$0.97 million in insurance expenses.
- \$0.07 million professional services.
- \$0.29 million software, hardware, stationery and subscriptions.

The \$2.53 million underspend in operating expenditure is largely due to invoices that are yet to be received and some invoices yet to be approved for services received in August.

Capital Overview

Capital Income

Capital projects are funded by capital grants, Council contributions (operating surplus and financial reserves), and borrowings.

Total budgeted capital income of \$5.09 million includes grant funding of \$1.74 million, non-cash gifted assets of \$3 million, developer contributions of \$0.20 million, and \$0.15 million sale of fleet.

Capital income is at 3% of the annual budget and 25% of the year-to-date budget due to income from grants, developer contribution and disposal of assets yet to be recognised as income and the gifted assets that are yet to be recognised as part of the end of year process.

Table 1 provides a breakdown of the budgeted capital grants income for 2026-27 (A), including an overview of grants received (B), grants yet to be received (C), and grants recognised as income (D).

Grants that have been received are recognised as a grant liability until the assessment of income criteria has been met such as meeting the grant agreement obligations.

Table 1: 2026-27 Budgeted Capital Grants

CAPITAL PROJECT 2026-27	TOTAL BUDGETED GRANT INCOME FOR 26-27 (A)	GRANT FUNDS RECEIVED TO DATE (B)	GRANT FUNDS YET TO BE RECEIVED (C = A-B)	GRANT RECOGNISED AS INCOME (D)
Reseal Program	\$332,592	\$0	\$332,592	\$0
Black Spot – Yarrawonga Road	\$112,715	\$0	\$112,715	\$7,160
Road Reconstruction	\$450,000	\$0	\$450,000	\$0
Woodroffe Park Upgrades	\$592,690	\$592,690	\$0	\$84,309
Solar Panel and battery Installation-SWELL	\$256,348	\$158,400	\$97,948	\$1,620
Total	\$1,744,345	\$751,090	\$993,255	\$93,088

Capital Expenditure

The dashboard provides an overview of Council's capital expenditure for 2026-27 as per **Attachment 12.2.2.1**.

The 2026-27 revised capital expenditure annual budget is \$12.05 million. This includes the original budget of \$9.42 million and \$2.63 million capital budget rolled over from 2025-26.

The pie chart in the dashboard as per **Attachment 12.2.2.1** shows that out of the \$12.05 million capital expenditure budget, the actual capital expenditure is \$0.51 million which is 4% of the annual budget and 33% of year-to-date budget.

In addition to the \$0.51 million actual expenditure, there is a further \$ 2.38 million in commitments where works have commenced and/or are awaiting invoices for payment. The current expenditure combined with the commitments presents 24% of expenditure against the revised annual budget.

Cash and Investments

Trading Account: \$8.18 million.

Investments: \$16.50 million.

Annual Budgeted interest and investment revenue: \$1.19 million.

Year to Date interest revenue: \$0.34 million.

Table 2: Cast at bank and Investments

CASH AT BANK AND INVESTMENTS					
DURATION	NO.	VALUE (\$) (In millions)	% OF TOTAL PORTFOLIO	LIMIT	
				Minimum	Maximum
Cash at bank	1	\$8.18			
<12 months	7	\$16.50	100%	50%	100%
>1 – 3 years	0	NIL	0%	0%	50%
>3 - 5 years	0	NIL	0%	0%	25%
>5 years	0	NIL	0%	0%	10%
Total	8	\$24.68	100%		

The investment portfolio is compliant with the Council Investments Policy.

- As at 31 August 2026, the Council held \$16.50 million in term deposits across three financial institutions.
- Cash held by Council in the National Australia Bank (NAB) trading account as of 31 August 2026 was \$8.18 million earning 4.45% interest per annum.

Performance of our investments against our policy and details on our investments are provided in section 2.3 of the Investments Management Report at **Attachment 12.2.2.2**.

Receivables

Council has \$37.89 million in Receivables, which is made up of the following.

- \$36.04 million in Rates and charges includes rates levied during 2026-27 and receivables from infringements. Further explanation of the breakdown is detailed below in rates and charges.
- \$0.64 million sundry debtors.
- \$0.49 million grants receivable.

- \$0.20 million GST receivable.
- \$0.57 million accrued interest receivables for Term Deposits.
- \$0.03 million others.

Rates and charges

The dashboard at **Attachment 12.2.2.1** highlights the rates levied for the 2026-27 financial year are \$40.06 million, of which \$6.46 million (16%) has been collected so far.

Item 2.4 Debtors Control at **Attachment 12.2.2.2** provides for the summary of the breakdown of outstanding rates.

The 2026-27 Rates and Charges have been levied generating \$40.06 million of revenue.

- Rates overdue as at August 2026 is \$2.18 million:
 - \$1.37 million is overdue for 2025-26 rates.
 - \$0.42 million overdue rates from 2024-25 which is 1% of the total 2024-25 rates revenue.
 - \$0.39 million overdue rates from 2023-24 and prior years.
- 1232 properties have outstanding rates for 2025-26 and prior.
- 1910 Ratepayers have paid their 2026-27 rates in full.
- Total of 524 properties have either direct debit or payment arrangement in place.

The *Local Government Act 2019* (NT) allows Council to place an overriding statutory charge on a property where rates have been outstanding for at least six months, which gives Council priority over other registered and unregistered mortgages, charges, and encumbrances except for a previously registered overriding statutory charge. Council currently holds overriding statutory charges on 178 properties for debts from 2024-25 and earlier.

Financial hardships for the 2025-26 financial year have expired with all new applications under review.

A balance of \$0.34 million of rates received in advance is accounted for in the balance sheet as a liability as it relates payment to the of rates for a future period.

Infringements

Total infringements outstanding from prior years is \$0.25 million as of 31 August 2026, this consists of:

- Animals \$0.23 million.
- Public Places \$6,969.
- Parking \$15,385.

The graph in the dashboard at **Attachment 12.2.2.1** shows the total infringements issued, payment received, amount sent to Fines Recovery Unit for collection and any outstanding infringements from 1 July 2026 to 31 August 2026. Please refer to section 2.4 - Debtor Control Accounts, for a further breakdown.

- Total Animal infringements issued for 2026-27 as at 31 August 2026 after adjusting the withdrawn and written off infringements is \$21,814. Of this, \$6,602 was escalated to FRU and \$3,812 has been collected. Remaining \$11,400 is outstanding with the Council.
- Total Parking, Public Places and Litter infringement notices issued between 1 July 2026 and 31 August 2026 amounted to \$5,161, \$426, and \$142 respectively. As at 31 August 2026, only \$1,572 from Parking infringement has been collected and the rest is outstanding with the Council.

Sundry Debtors

Sundry Debtors as at 31 August 2026 is \$0.64 million as presented in **Attachment 12.2.2.2**. This balance mainly includes \$375,000 that is expected to be received from Department of the Chief Minister and Cabinet for Palmerston Youth Festival (\$300,000) and Palmerston Regional Economic Plan (\$75,000), \$100,000 from Department of Logistics and Infrastructure for security grant, and \$126,841 from Belgravia for the profit share in SWELL operations. The total also includes the amounts to be received relating to long grass and property maintenance. The age of the debts is provided in section 2.4 Debtor Control Account.

Trade Creditors Paid

Total payments to creditors in August 2026 amounted to \$2.05 million, of which \$1.73 million (84.46%) was e paid to local suppliers. **Attachment 12.2.2.2**. Section 2.5 Creditor Accounts Paid shows the breakdown of the payments made.

Borrowings

Total external borrowings balance as at 31 August 2026 of \$4.49 million is made up of the following:

- Archer Land Fill Rehabilitation loan: The total amount borrowed from NAB was \$1.96 million with the balance as at 31 August 2026 being \$0.23 million. The interest rate is fixed at 2.78% for the duration of the loan with principal and interest repayments made quarterly. This loan was for 8 years and is due to conclude on 30 June 2027.
- SWELL loan: The \$5 million approved loan for the SWELL project was drawn down during December 2023 with a balance of \$4.27 million as at 31 August 2026. This is a 20-year loan with current variable interest rate of 5.61% with principal and interest repayments made quarterly. This loan is renegotiated every 5 years.
- The \$3 million loan for Zuccoli Hub has been approved by the Minister and a report will be presented to Council to proceed with the borrowing.

Other Compliance matters

Council is compliant with payment and reporting of all tax liabilities as outlined below:

- Council has remitted \$0.61 million Year-to-Date (YTD) in Pay-As-You-Go (PAYG) tax to the Australian Taxation Office (ATO). The PAYG withholding tax is reported to the Australian Taxation Office on a fortnightly basis by Council.
- The Business Activity Statement (BAS) balance for the month ended 31 July 2026 has been finalised and lodged on 21 August 2026 as a Goods and Services Tax refund of \$118,370. ATO refund was received in NAB on 25 August.

- Council has the required insurances to manage the current risk exposure.

Contract Variations

There were no contract variations during August 2026 that met the criteria under Regulation 42 of the *Local Government (General) Regulations 2021*.

Consultation and marketing

The following City of Palmerston staff were consulted in preparing this Report:

- Finance team.
- Governance team.
- Infrastructure team.

Policy implications

This report is in line with the reporting requirements under the *Local Government Act* and relevant Council Policies.

Budget and resource implications

This Report provides an overview of the budget and resource implications.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

2. Financial Sustainability

Failure of Council to be financially sustainable to deliver key services and infrastructure for the community.

6. Governance

Failure to effectively govern.

Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- [Long Term Financial Plan](#)

Council officer conflict of interest declaration

We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

Attachments

1. Dashboard - Aug 26 [12.2.2.1 - 2 pages]
2. EOM August-2026 [12.2.2.2 - 25 pages]

As at 31 August 2026

DASHBOARD

Financial Health Ratios	MP KPI	As at August 26	Status
Operating Surplus Ratio	> 0%	88%	High due to rates being levied and recognised as income. This balance will reduce as the year progresses
Debt Service Ratio	> 2.0	259	High due to rates being levied and recognised as income. This balance will reduce as the year progresses
Rates Collection	>95%	16%	Low due to rates not being due yet. This will increase as we receive the rates payments
Current Ratio	> 1.5	4.98	

\$36.01 M

Operating Surplus (excluding Depn)

Annual Budget is at \$6 M

\$24.68 M

Cash at bank and Investment

Annual Budget is at \$5.09 M

\$0.51 M

Capital Expenditure

Annual Budget is at \$12.05 M

\$0.13 M

Capital Income

Annual Budget is at \$5.09 M

\$7.47 M

Operating Expenditure

Annual Budget is at \$7.47 M

\$41.27 M

Operating Income

Annual Budget is at \$46.79 M

Legend



On Track

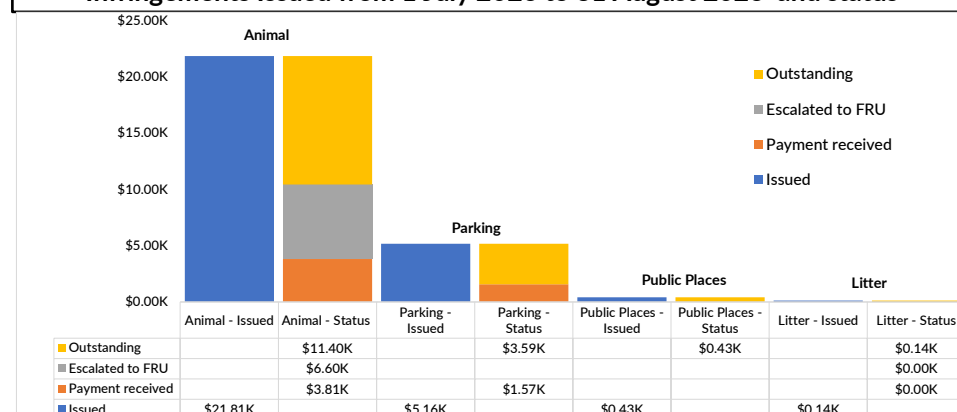


Explanation required

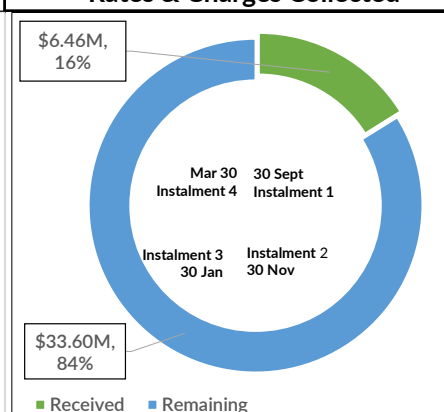


Off Track

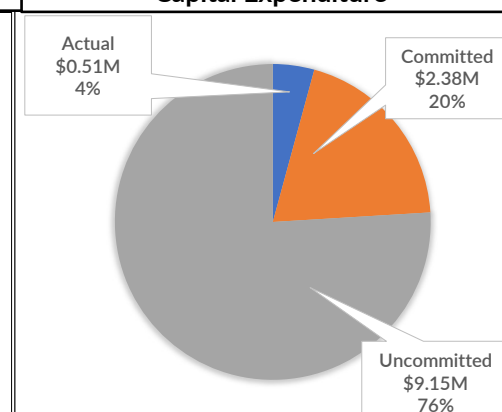
Infringements Issued from 1 July 2026 to 31 August 2026 and status

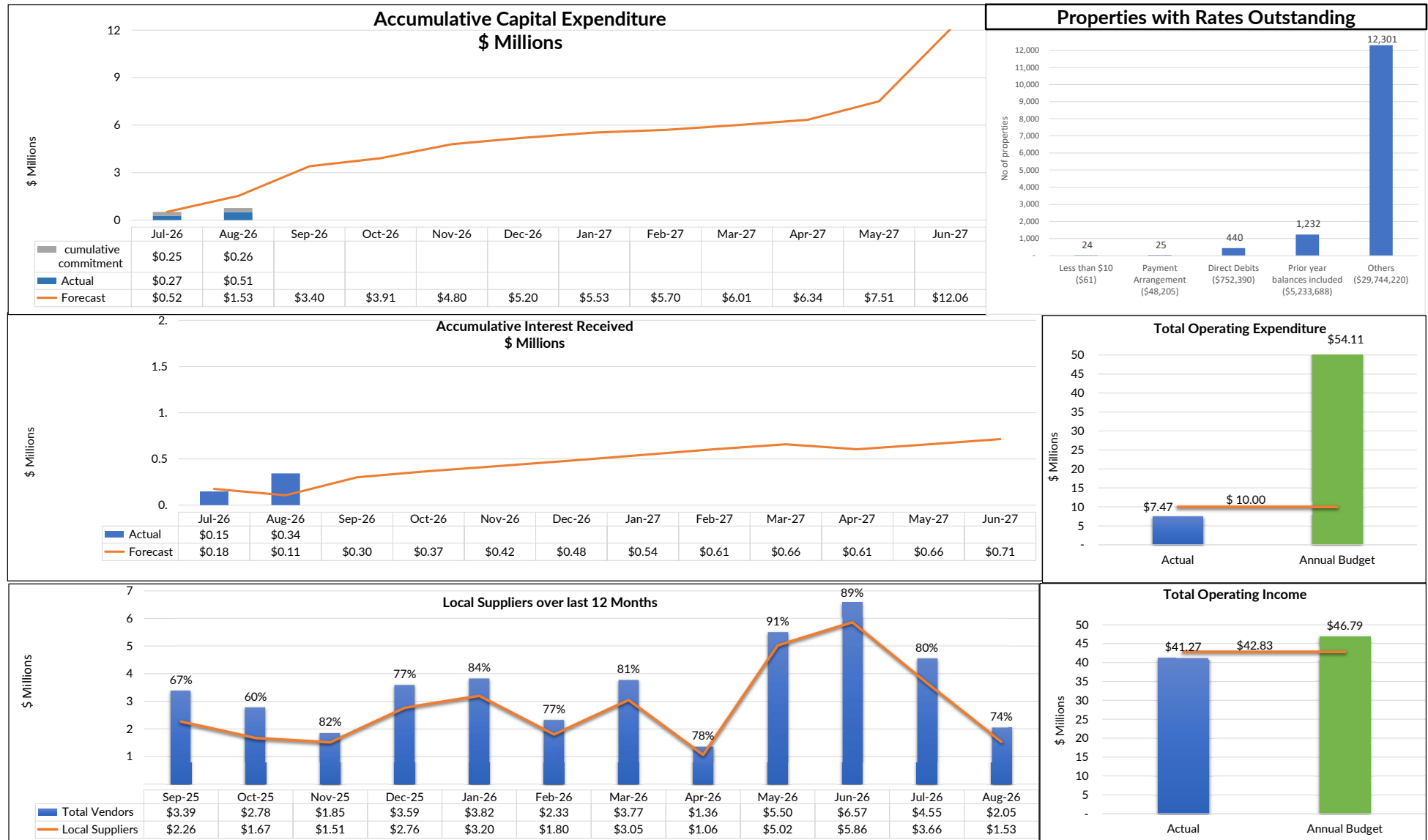


Rates & Charges Collected

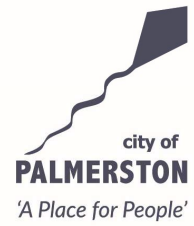


Capital Expenditure





FINANCIAL MANAGEMENT REPORTS



AUGUST 2026

- 1. Executive Summary
- 2. Financial Results

FINANCIAL MANAGEMENT REPORTS | AUGUST 2026 | 1

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	2.9	Elected Member Expenses
	2.10	CEO Credit Card

Certification By Chief Executive Officer

I, Nadine Nilon, the interim Chief Executive Officer of the City of Palmerston, hereby certify that to the best of my knowledge, information and belief:

- The internal controls implemented by Council are appropriate; and
- The Council's Financial Report for August 2026 best reflects the financial affairs of the Council.



Nadine Nilon
Interim Chief Executive Officer

Section 2
Financial Results
31 August 2026
16.67%

Executive Summary as at
% of year passed

1.2 - Executive Summary

Description	Annual Budget \$	YTD Actual \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Operating Income						
Rates	31,173,444	30,665,444	98%	31,126,444	99%	
Charge	9,439,365	9,400,459	100%	9,439,365	100%	
Fees & Charges	1,128,976	227,458	20%	135,121	168%	1
Grants, Subsidies & Contributions	3,857,365	547,286	14%	1,940,661	28%	2
Interest & Investment Revenue	1,192,455	422,699	35%	185,863	227%	3
Other Income	3,000	1,741	58%	2,000	87%	4
Operating Income	46,794,604	41,265,087	88%	42,829,455	96%	
Operating Expenditure						
Employee Costs	-13,775,320	-2,291,845	17%	-2,449,779	94%	
Materials & Contractors	-15,468,570	-387,068	3%	-2,433,643	16%	5
Depreciation, Amortisation & Impairment	-13,312,000	-2,218,667	17%	-2,218,667	100%	
Elected Members Allowances	-575,703	-80,956	14%	-91,701	88%	6
Elected Members Expenses	-43,370	-6,969	16%	-2,308	302%	7
Professional Services	-2,477,433	-70,119	3%	-345,900	20%	8
Auditor's Remuneration	-59,500	0	0%	0	0%	
Utilities	-2,482,012	-340,763	14%	-272,034	125%	9
Legal Expenses	-324,540	-19,285	6%	-61,131	32%	10
Telephone & Other Communication Charges	-228,565	-83,990	37%	-92,000	91%	
Donations, Sponsorships & Grants	-261,000	-28,306	11%	-40,333	70%	11
Software, Hardware, Stationery, Subscriptions	-1,382,303	-290,344	21%	-323,254	90%	
Insurance	-955,776	-973,802	102%	-944,443	103%	
Borrowing Costs	-293,509	-44,497	15%	-49,394	90%	
Other Expenses	-2,466,909	-635,177	26%	-676,323	94%	
Operating Expenditure	-54,106,509	-7,471,786	14%	-10,000,909	75%	
OPERATING SURPLUS/(DEFICIT)	-7,311,905	33,793,300		32,828,546		
Capital Income						
Net gain (loss) on disposal or revaluation of assets	150,000	23,182	15%	81,200	29%	12
Developer Contributions	200,000	18,085	9%	0	0%	
Asset Income	3,000,000	0	0%	0	0%	
Grants Income	1,744,345	93,088	5%	462,715	20%	13
Capital Income	5,094,345	134,355	3%	543,915	25%	
Net SURPLUS / (DEFICIT) transferred to Equity Statement	-2,217,560	33,927,656		33,372,461		

Section 2
Financial Results

31 August 2026

16.67%

Executive Summary as at
% of year passed

1.2 - Executive Summary

Description	Annual Budget \$	YTD Actual \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Asset Purchase	-5,976,019	-210,094	4%	-474,891	44%	
Asset Upgrade	-6,071,970	-301,286	5%	-1,059,373	28%	
Capital Expenditure	-12,047,989	-511,380	4%	-1,534,264	33%	14
Less Non-Cash Expenditure	-13,312,000	-2,218,667	17%	-2,218,667	100%	
Plus Gifted Assets	-3,000,000	0	0%	0	0%	
NET CAPITAL SURPLUS/(DEFICIT)	2,046,451	35,634,943	0	34,056,864		
Borrowings	-3,000,000	0	0%	0	0%	
Less Repayment of Borrowings	-564,571	-86,127	15%	-94,095	92%	
Reserve Movement	1,518,120	0	0%	0	0%	
NET SURPLUS/(DEFICIT)	-	35,548,816		33,962,769		

Notes

1. Fees and charges relating to dog and cat registrations have been recognised earlier than anticipated, contributing to the favourable variance.
2. A portion of the Financial Assistance Grant for 2026-27 was received in June rather than July. This timing difference will be adjusted in the first budget review.
3. Investment interest income is tracking above budget, reflecting higher-than-anticipated returns on investments.
4. The variance reflects the timing of cash inflows associated with long grass recovery, which are expected to be received in coming months.
5. Contractor invoices relating to building maintenance, cleaning, mowing, landscaping and other services are yet to be received and processed. Expenditure will be recognised as invoices are received.
6. Elected Member meeting allowance expenditure varies depending on the number and timing of meetings attended during the period.
7. Conference registration expenditure incurred during the period was not cashflowed.
8. The variance is primarily attributable to invoices for the Community Satisfaction Survey, Asset Capitalisation and Guardian IMS Training that are yet to be received and processed.
9. The variance is due to delayed reversal of accrued utility invoices. This will be corrected in the next month.
10. Legal and debt collection expenditure is currently below budget, with associated fees expected to be incurred in coming months as needed.
11. Expenditure on donations, sponsorships and grants is dependent on the timing and approval of applications throughout the year.
12. Variance is due to the timing of sale of fleet vehicles
13. The variance reflects the timing of works completed, with less work undertaken than originally anticipated. As a result, only a portion of the grant funding can be recognised at this stage.
14. Several projects are currently in their commencement or delivery phase. Works are progressing, with expenditure expected to be recognised as invoices are received and processed.

Approved by: Exec Manager Financial Performance

Section 2
Financial ResultsBudget Summary Report By Directorate as at
% of year passed31 August 2026
16.67%**1.3 - Operating Income**

Description	Annual Budget \$	YTD Actuals \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Office of the Chief Executive						
Office of the CEO	1,217,932	64,466	5%	971,267	7%	1
Office of the Chief Executive	1,217,932	64,466	5%	971,267	7%	
People and Place						
City Activation	300,800	300,000	100%	300,000	100%	
People and Place	300,800	300,000	100%	300,000	100%	
Finance & Governance						
GM Finance & Governance	80,062	15,544	19%	13,344	116%	2
Financial Services	547,419	295,763	54%	78,357	377%	3
Rates	31,395,877	30,719,591	98%	31,163,506	99%	
Finance & Governance	32,023,358	31,030,897	97%	31,255,207	99%	
Community						
Community Development	7,000	0	0%	2,000	0%	4
Library Services	793,942	17,529	2%	16,772	105%	
Animal Management	436,677	116,690	27%	41,113	284%	5
Parking & Other Ranger Services	53,400	8,776	16%	10,400	84%	6
Community	1,291,019	142,995	11%	70,285	203%	
Infrastructure						
Aquatic Centre	0	19,622	0%	0	0%	
Civic Centre	166,587	27,765	17%	27,765	100%	
Gray Community Hall	22,755	1,757	8%	3,793	46%	7
Private Works	50,100	11,580	23%	8,350	139%	8
Recreation Centre	40,960	1,135	3%	6,827	17%	9
Roads & Transport	1,527,121	80,787	5%	665,394	12%	1
Subdivisional Works	127,390	950	1%	0	0%	
Waste Management	9,439,365	9,402,198	100%	9,439,365	100%	
Odegaard Drive Investment Property	477,662	78,881	17%	79,610	99%	
Durack Heights Community Centre	9,555	2,053	21%	1,593	129%	10
Goyder Square	100,000	100,000	100%	0	0%	
Infrastructure	11,961,496	9,726,728	81%	10,232,696	95%	
OPERATING INCOME	46,794,604	41,265,087	88%	42,829,455	96%	

Notes

The variance is due to following:

1. Portion of Financial assistance grants received earlier than expected and this will be adjusted
2. Timing of expenses being deducted from rental income generated by leased properties.
4. Interest income from investments is higher than anticipated
4. Grant income related to Seniors Day has not yet been recognised
5. Income from dog registrations and infringements is higher than anticipated.
6. Revenue from parking infringements and other infringements recoveries is irregular and received on an ad hoc basis.
7. Income from Gray Community hall hire is slightly lower year than expected
8. Revenue from permits on private works is higher than anticipated
9. Income from Recreation centre facility hire is lower than expected
10. Facility hire income from Durack community centre is higher than expected



Approved by: Exec Manager Financial Performance

Section 2
Financial Results

31 August 2026

16.67%

Budget Summary Report By Directorate as at
% of year passed

1.3 - Operating Expenditure

Description	Annual Budget \$	YTD Actuals \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Office of the Chief Executive						
Councillors	-619,073	-88,098	14%	-94,009	94%	
Office of the CEO	-930,163	-111,663	12%	-210,868	53%	1
Office of the Chief Executive	-1,549,236	-199,761	13%	-304,877	66%	
People & Place						
GM People & Place	-407,590	-55,815	14%	-55,508	101%	
Customer Experience	-433,727	-84,682	20%	-70,711	120%	2
People and Customer	-1,199,272	-132,847	11%	-174,510	76%	3
Public Relations and Communications	-909,356	-120,675	13%	-181,256	67%	4
Arts & Culture	-61,860	-10,380	17%	-14,000	74%	5
City Activation	-1,813,175	-593,831	33%	-563,860	105%	
People & Place	-4,824,981	-998,230	21%	-1,059,844	94%	
Finance & Governance						
GM Finance & Governance	-582,454	-69,530	12%	-83,546	83%	6
Records Management	-344,077	-44,056	13%	-56,209	78%	7
Financial Services	-14,893,143	-2,425,468	16%	-2,445,131	99%	
Rates	-176,200	-3,643	2%	-16,167	23%	8
Governance	-1,730,717	-1,259,495	73%	-1,321,530	95%	9
Information Technology	-2,105,843	-467,626	22%	-423,578	110%	
Fleet	-257,617	-10,398	4%	-22,661	46%	10
Finance & Governance	-20,090,051	-4,280,216	21%	-4,368,822	98%	
Community						
Community Services	-1,076,618	-135,523	13%	-168,379	80%	11
Library Services	-1,841,498	-254,954	14%	-311,831	82%	12
GM Community	-259,774	-61,418	24%	-40,503	152%	13
Animal Management	-114,750	-5,501	5%	-17,167	32%	14
Parking & Other Ranger Services	-1,208,149	-167,269	14%	-194,307	86%	15
Community	-4,500,790	-624,665	14%	-732,187	85%	
Infrastructure						
Aquatic Centre	-1,742,319	-88,138	5%	-292,852	30%	16
Civic Centre	-292,181	-18,659	6%	-47,034	40%	17
Depot	-103,302	-9,946	10%	-14,200	70%	17
Driver Resource Centre	-38,238	-5,346	14%	-5,338	100%	
Emergency Operations	-10,000	-14,925	149%	0	0%	
Gray Community Hall	-124,272	-9,636	8%	-20,712	47%	17
GM Infrastructure	-1,574,068	-244,167	16%	-252,953	97%	
Open Space	-6,180,183	-490,749	8%	-957,956	51%	17

Section 2
Financial Results

31 August 2026

16.67%

Budget Summary Report By Directorate as at
% of year passed

1.3 - Operating Expenditure

Description	Annual Budget \$	YTD Actuals \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Private Works	-121,326	-18,969	16%	-19,747	96%	
Recreation Centre	-434,727	-26,011	6%	-45,177	58%	17
Roads & Transport	-1,566,466	-245,319	16%	-252,332	97%	
Stormwater Infrastructure	-179,576	-3,946	2%	-40,000	10%	18
Street Lighting	-921,298	-46,984	5%	-45,745	103%	
Subdivisional Works	-25,000	0	0%	0	0%	
Waste Management	-9,341,958	-92,261	1%	-1,465,610	6%	17
Odegaard Drive Investment Property	-128,848	-20,453	16%	-17,116	119%	17
Durack Heights Community Centre	-91,976	-6,699	7%	-14,121	47%	17
Goyder Square	-265,713	-26,710	10%	-44,286	60%	17
Infrastructure	-23,141,451	-1,368,915	6%	-3,535,178	39%	
OPERATING EXPENDITURE	-54,106,509	-7,471,786	14%	-10,000,909	75%	

Notes

The variance is due to following:

1. Invoice for Local Government Association of Northern Territory (LGANT) membership not processed yet
2. Employee expenses were higher than anticipated, mainly due to temporary staff
3. Awaiting invoices for staff training and recruitment, with some expenditure items incurred on an ad hoc basis.
4. Subscription and membership expenses are yet to be incurred, while advertising and promotion costs are in line with operational requirements
5. Expenditure on Programs and events for Art and Culture is less year to date, all funds will be expended by the end of year".
6. Due to cash flow timing of employee expenses
7. Invoices for office equipment leasing and postage are yet to be received and processed
8. Invoices for printing and photocopying have not yet been received, and debt collection expenditure is lower year-to-date than anticipated
9. Invoices for survey and insurances are yet to be processed
10. Expenditure related to motor vehicle fuel, servicing and parts less than expected year to date
11. Expenses relating to Community Grants and sponsorships is dependent on timing of application from community
12. Pending contractors, security and utilities invoices for month of August
13. Cash flow timing of the employee expense budget
14. Pound management expenses year to date is lower than anticipated
15. Employee expenses are lower than anticipated due to a vacant position during the period, which has now been filled
16. July and August invoices for contract management and contractors yet to be received
17. Invoices relating to external professional services, utilities, security, and contractor services have not yet been processed. In addition, some expenditure items are reactive in nature and occurs in line with operational requirements
18. Work package is currently in the planning phase. Expenditure is expected to occur in the coming months as the work progresses

Approved by:  Exec Manager Financial Performance

1.3 - Capital Income

Description	Annual Budget \$	YTD Actuals \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Office of the Chief Executive						
Office of the Chief Executive	0	0	0%	0	0%	
People & Place						
People & Place	0	0	0%	0	0%	
Finance & Governance						
Financial Services	3,000,000	0	0%	0	0%	
Fleet	150,000	23,182	15%	81,200	29%	1
Finance & Governance	3,150,000	23,182	1%	81,200	29%	
Community & Culture						
Community & Culture	0	0	0%	0	0%	
Infrastructure						
Aquatic Centre	0	1,620	0%	0	0%	
Open Space	592,690	84,309	14%	300,000	28%	2
Roads & Transport	895,307	7,160	1%	112,715	6%	2
Street Lighting	256,348	0	0%	50,000	0%	2
Subdivisional Works	200,000	18,085	9%	0	0%	3
Infrastructure	1,944,345	111,174	6%	462,715	24%	
CAPITAL INCOME	5,094,345	134,355	3%	543,915	25%	

Note: Capital Grants largely make up Capital Income. Grants are recognised when the grant obligations have been met, which is when expenditure on capital project has occurred.

Notes

1. Sale of vehicle delayed due to short term operational needs, to be disposed by September/October
2. Variance is due to less work carried out than what was expected, therefore only a portion of the months grant funds can be recognised
3. Income from Funds in Lieu of construction received earlier than anticipated


 Approved by: Exec Manager Financial Performance

Section 2
Financial Results

31 August 2026
16.67%

Budget Summary Report By Directorate as at
% of year passed

1.3 - Capital Expenditure

	Annual Budget \$	YTD Actuals \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Office of the Chief Executive						
Office of the Chief Executive	0	0	0%	0	0%	
People & Place						
Arts & Culture	-51,400	0	0%	0	0%	
People & Place	-51,400	0	0%	0	0%	
Finance & Governance						
Information Technology	-938,818	-1,400	0%	0	0%	
Fleet	-411,200	-55,531	14%	-81,200	68%	1
Finance & Governance	-1,350,018	-56,931	4%	-81,200	70%	
Community & Culture						
Library Services	-126,754	0	0%	-15,284	0%	2
Community & Culture	-126,754	0	0%	-15,284	0%	
Infrastructure						
Aquatic Centre	-149,250	-4,854	3%	-10,000	49%	3
Civic Centre	-184,958	0	0%	0	0%	
Depot	-441,767	-190,598	43%	-266,082	72%	4
Driver Resource Centre	-10,527	0	0%	0	0%	
Gray Community Hall	-20,480	0	0%	0	0%	
GM Infrastructure	-3,298,348	-118,434	4%	-283,348	42%	5
Open Space	-1,540,594	-96,065	6%	-346,600	28%	6
Recreation Centre	-724,432	0	0%	0	0%	
Roads & Transport	-2,884,411	-41,815	1%	-368,253	11%	7
Stormwater Infrastructure	-210,534	0	0%	0	0%	
Street Lighting	-939,851	-2,077	0%	-152,543	1%	8
Waste Management	-68,014	-605	1%	-10,954	6%	9
Odegaard Drive Investment Property	-37,125	0	0%	0	0%	
Durack Heights Community Centre	-9,527	0	0%	0	0%	
Infrastructure	-10,519,817	-454,449	4%	-1,437,779	32%	
CAPITAL EXPENDITURE	-12,047,989	-511,380	4%	-1,534,264	33%	

Notes

The variance is due to the following:

- Expenditure on the purchase of a vehicle was lower than anticipated
- Program for Library building capital works yet to be developed
- Program for Aquatic centre renewal yet to be developed
- Construction of the dog pound is underway, with invoices for completed works yet to be paid
- Design of Zuccoli community hub underway
- Expenditure related to Woodroffe park upgrades yet to be incurred
- Works on Yarrawonga Road have commenced, and invoices for completed works are yet to be processed
- Material procurement for Rosebery park underway and invoices for work completed works yet to be processed. Design underway for solar panel and battery installation for SWELL
- CCTV system upgrade on Archer Waste facility underway

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Section 2
Financial Results

Capital Expenditure & Funding as at 31 August 2026
% of year passed 16.67%

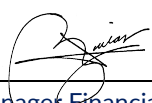
1.4 - Capital Expenditure & Funding

CAPITAL EXPENDITURE	Annual Budget	Actuals
Land & Buildings	6,733,852	398,195
Infrastructure (including roads, footpaths, park furniture)	3,434,249	53,572
Fleet	411,200	55,531
Other Assets (including furniture & office equip)	938,818	1,400
TOTAL CAPITAL EXPENDITURE	12,047,989	511,380
TOTAL CAPITAL EXPENDITURE FUNDED BY:	Annual Budget	Actuals
Operating Income	4,833,260	74,750
Capital Grants	1,744,345	93,088
Transfers from Cash Reserves	2,470,384	343,542
Borrowings	3,000,000	0
TOTAL CAPITAL EXPENDITURE FUNDING	12,047,989	511,380


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Section 2
Financial ResultsBalance Sheet as at
% of year passed31 August 2026
16.67%**2.1 - Balance Sheet**

Balance Sheet	YTD	
Assets		
Current Assets:		
Cash & cash equivalents		
<i>Cash on Hand</i>	1,355	Petty Cash
<i>Tied Funds</i>	8,181,787	Tied funds equals restricted reserve and unearned Grant income
Investments		
<i>Tied Funds</i>	9,478,660	Tied funds equals restricted reserve and unearned Grant income
<i>Untied Funds</i>	7,021,340	
Receivables		
<i>Rates and Charges</i>	36,040,482	
<i>Other Receivables</i>	1,851,859	
TOTAL CURRENT ASSETS	62,575,483	
Non-Current Assets:		
Infrastructure, property, plant & equipment	578,399,900	
Investment property	7,000,000	
Work in progress	1,282,823	
TOTAL NON-CURRENT ASSETS	586,682,723	
TOTAL ASSETS	649,258,206	
Liabilities		
Current Liabilities:		
Payables	3,125,858	
Unearned Grant Income (AASB1058)	7,528,674	Unearned grant income
Borrowings	519,615	
Provisions	1,399,068	
TOTAL CURRENT LIABILITIES	12,573,215	
Non-Current Liabilities:		
Borrowings	3,976,373	
Provisions	2,155,569	
TOTAL NON-CURRENT LIABILITIES	6,131,942	
TOTAL LIABILITIES	18,705,157	
NET ASSETS	630,553,049	
Equity		
Accumulated Surplus	237,994,770	
Profit & Loss - current Year	30,718,663	
Net Reserves	5,197,648	
<i>Working Capital Reserve</i>	4,995,227	
<i>Net Transfers to & from Reserves</i>	- 9,929,352	
<i>Unexpended Grant reserve</i>	1,430,338	Externally restricted reserve
<i>Election Reserve</i>	200,000	Internally restricted reserve
<i>Disaster reserve</i>	500,000	Internally restricted reserve
<i>Unexpended Capital works</i>	2,424,098	Internally restricted reserve
<i>Developer Funded reserve</i>	2,137,942	Internally restricted reserve
<i>Waste Reserve</i>	3,439,396	Internally restricted reserve
Revaluation reserves	356,641,968	
TOTAL EQUITY	630,553,049	



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Section 2
Financial Results

Statement of Reserves as at 31 August 2026
% of year passed 16.67%

2.2 - Statement of Reserves - Budget Movements 2026/27

OTHER RESERVES	Opening Balance \$ 01/07/2026	Original Budget 2026/27 to Reserves \$	Original Budget 2026/27 from Reserves \$	1st Review 2026/27 to Reserves \$	1st Review 2026/27 from Reserves \$	Projected Balance at YTD 2026/27 \$
Externally Restricted Reserves						
Unexpended Grants Reserve	-	-	-		-	-
Externally Restricted Reserves	-	-	-	-	-	-
Internally Restricted Reserves						
Election Expenses Reserve	-	88,000		-	-	88,000
Disaster Recovery Reserve	-	-	-	-	-	-
Unexpended Capital Works Reserve	1,727,370	-	-	-		1,727,370
Developer Funds In Lieu Of Construction	2,622,168	521,902	(250,000)	-	-	2,894,070
Waste Management Reserve	2,276,543	-	(192,128)	-		2,084,415
Asset Renewal Reserve	-	-	-	-	-	-
Major Initiatives Reserve	-	-	-	-	-	-
Internally Restricted Reserves	6,626,081	609,902	(442,128)	-	-	6,793,855
Unrestricted Reserves						
Working Capital Reserve	3,575,689	514,490	(425,000)	-		3,665,179
Unrestricted Reserves	3,575,689	514,490	(425,000)	-	-	3,665,179
TOTAL RESERVES	10,201,770	1,124,392	(867,128)	-	-	10,459,034


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Section 2
Financial Results

Investments Management Report as at
% of year passed

31 August 2026
16.67%

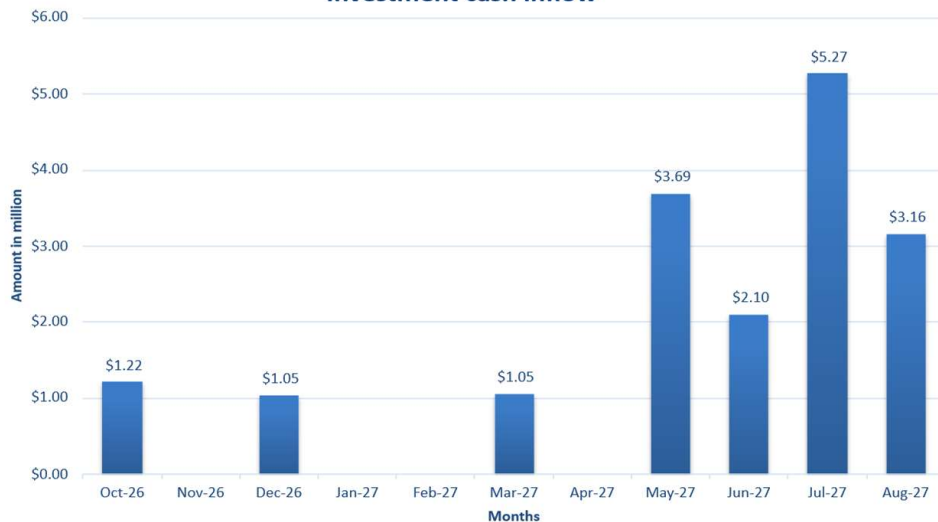
2.3 - Investment Management Report

COUNTERPARTY	RATING	AMOUNT	INTEREST RATE	MATURITY DATE	DAYS TO MATURITY	INSTITUTION TOTALS
NAB	S&P A1+	\$ 1,000,000	4.20%	October 9, 2026	39	
NAB	S&P A1+	\$ 1,000,000	5.40%	July 26, 2027	329	
NAB	S&P A1+	\$ 1,000,000	4.50%	December 24, 2026	115	
NAB	S&P A1+	\$ 2,000,000	5.25%	June 7, 2027	280	
NAB	S&P A1+	\$ 1,000,000	5.35%	March 24, 2027	205	
NAB	S&P A1+	\$ 3,000,000	5.30%	August 25, 2027	359	\$ 9,000,000.00
AMP	BBB+	\$ 3,500,000	5.35%	May 3, 2027	245	\$ 3,500,000.00
JUDO	BBB	\$ 4,000,000	5.40%	July 6, 2027	365	\$ 4,000,000.00
		\$ 16,500,000			202	

Investment Distribution by Credit Rating		
Credit Rating	% of Portfolio	Counterparty Limit
A1 & A1+	55%	100%
BBB+	45%	60%
A3	0%	40%
Interest Income Year to Date		Amount
Total Year to Date Interest on Cash at Bank		\$ 45,911
Total Year to Date Investment Earnings		\$ 245,015
Total Year to Date Interest from internal loan		\$ 4,835
Total Year to Date interest penalty income		\$ 48,057
Total YTD Interest Income		\$ 343,818

Investment Distribution by Individual institution		
ADI	% of Total	Max Individual limit
National Australian Bank (NAB)	55%	60%
Commonwealth Bank (CBA)	0%	60%
AMP Bank Limited	21%	40%
Judo Bank	24%	40%
Cash at bank & Investments		Amount
Trading Account		\$ 8,181,787
Short Term Investment		\$ 16,500,000
Petty Cash		\$ 1,355
Total Funds		\$ 24,683,142

Investment cash inflow



PROPERTY ADDRESS						
PROPERTY ADDRESS	VALUATION BASIS	VALUE	INCOME YTD	EXPENSE YTD	NET PROFIT YTD	COMPARITIVE YTD YIELD AT CASH RATE OF 4.35%
48 Odegaard Drive, Rosebery	Fair Value	\$ 7,000,000	\$ 89,144	\$ 20,453	\$ 68,691	\$ 51,723


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Section 2
Financial Results
31 August 2026
16.67%

Debtor Control Accounts as at
% of year passed

2.4 Debtor Control Accounts

RATES OUTSTANDING FOR THE CURRENT YEAR (including interest)

Report Month	Debtor Rates & Charges	Current year Outstanding	Outstanding % of CY Rates	Current year overdue	Overdue % CY Rates	Total outstanding interest for all years	Payments Received in Advance
Aug-26	\$35,778,564	\$33,597,088	84%	\$0	0.0%	\$0	\$335,244
Aug-25		\$31,332,311	93%	\$0	0.0%		\$328,830

RATES AND CHARGES OVERDUE AMOUNT (including interest)

	Total	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21	2020 & Prior
Rates and Charges Overdue Amount (Incl. Interest)	\$2,181,476	\$1,369,206	\$424,350	\$211,222	\$103,726	\$41,327	\$14,509	\$17,135
	100%	62.8%	19.5%	9.7%	4.8%	1.9%	0.7%	0.8%
Number Of Properties (Cumulative)	1232	1232	246	135	58	30	11	15

INFRINGEMENTS DUE BY YEARS

	Total	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21	2020 & Prior
Animal Infringements	\$229,613	\$86,998	\$56,816	\$23,380	\$23,380	\$19,708	\$14,138	\$5,192
Public Places	\$6,969	994	\$2,719	\$139	\$1,632	\$1,485		
Parking Infringements	\$15,385	1,088	\$3,170	\$3,717	\$1,676	\$2,152	\$1,575	\$2,007
Net Balance on Infringement Debts	\$251,967	\$89,080	\$62,705	\$27,236	\$26,688	\$23,345	\$15,713	\$7,199
	100%	35.4%	24.9%	10.8%	10.6%	9.3%	6.2%	2.9%
Number of Infringements	1,396	231	290	266	220	190	131	68

SUMMARY OF INFRINGEMENTS AS PER CATEGORY

From 1/07/26 to 31/08/2026	Issued (A)	Variation (B)	Withdrawn/ Written off (C)	Total issued after adjustment (D=A+B-C)	Payment received (E)	Escalated to Fines Recovery unit (F)	Outstanding with CoP (G)	Total Outstanding (FRU + CoP) (H=F+G)
Animal Infringements	\$20,176	\$1,638	-	\$21,814	3,812	\$6,602	\$11,400	\$18,002
Parking Infringements	\$4,025	\$1,176	(40)	\$5,161	1,572	-	\$3,589	\$3,589
Public Places	\$300	\$126	-	\$426	-	-	\$426	\$426
Litter	\$100	\$42	-	\$142	-	-	\$142	\$142
TOTAL	24,601	2,982	(40)	27,543	5,384	6,602	15,557	22,159

SUNDRY DEBTORS:

Total	30 Days	30- 60 days	60-90 days	90 days and over
\$638,221	\$23,340	\$324,593	\$2,573	\$287,715


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SECTION 2

Financial Results

Creditor Accounts Paid 31 August 2026
% of year passed 16.67%

2.5 - Creditor Accounts Paid

Vendor Number	Creditor Name	Creditor Payment Type	Amount \$	Notes
2	Australian Taxation Office - PAYG	General Creditors	241,223.00	
54	Powerwater	Utilities	224,099.74	
549	City of Darwin	General Creditors	214,183.65	
V06339	JKJ Constructions Pty Ltd	General Creditors	158,787.23	
V00318	QuickSuper Clearing House	Superannuation	129,849.39	
V00295	Jacana Energy	Utilities	122,600.44	
1607	Sterling NT Pty Ltd	General Creditors	67,770.36	
V06156	Mode Design Corp. Pty Ltd	General Creditors	65,138.94	
5104	JLM Contracting Services Pty Ltd	General Creditors	64,140.96	
V01814	N and M Klidas Nominees Pty Ltd T/A Vrahos Contr	General Creditors	49,783.50	
V02432	E3 Pro Pty Ltd	General Creditors	49,390.00	
V00582	Ezko Commercial Services Pty Ltd	General Creditors	33,014.09	
V02162	RMI Security - Conigrave Pty Ltd	General Creditors	32,756.32	
V01088	Department of Infrastructure, Planning & Logistics	General Creditors	32,670.00	
87	Industrial Power Sweeping Services Pty	General Creditors	30,945.82	
2587	Top End RACE	General Creditors	30,698.47	
V06466	Department of Housing Local Government and Community Development	General Creditors	30,000.00	
V05234	Mills Oakley	General Creditors	21,690.89	
1469	RTM - Police, Fire and Emergency	General Creditors	17,069.00	
V02605	QIT Plus Pty Ltd	General Creditors	16,417.50	
V00228	Outback Tree Service	General Creditors	15,949.50	
4660	Brightly Software Australia Pty Ltd	General Creditors	15,400.00	
V02942	Aerometrex Limited	General Creditors	15,345.00	
5031	All Aspects Recruitment & HR Services	General Creditors	14,853.00	
V04167	All About Party Hire	General Creditors	14,603.00	
V01237	Regional Capitals Australia Inc	General Creditors	14,300.00	
V06476	Trellis Technologies Pty Ltd	General Creditors	13,181.65	
V05931	BDO Audit (NT)	General Creditors	12,294.92	
V04381	Telstra Limited	General Creditors	11,372.96	
V01503	LG Solutions Pty Ltd	General Creditors	10,780.00	
5254	True North	General Creditors	10,646.43	
V06489	Lasch Pty Ltd TA - Conference Logistics	General Creditors	9,985.00	
V02332	Bellridge Pty Limited	General Creditors	9,829.00	
5387	Odd Job Bob - Darren John Fillmore	General Creditors	8,797.80	
5	Australia Post	General Creditors	8,670.83	
V01118	Wilson Security Pty Ltd	General Creditors	8,492.14	
4735	Palmerston and Rural Party Hire	General Creditors	8,312.50	
V06222	Geek Culture Collective	General Creditors	7,855.00	
V03973	AANT Salary Packaging	General Creditors	7,405.08	
5508	Open Systems Technology Pty Ltd - CouncilFirst	General Creditors	6,998.40	
V03776	Business Fuel Cards Pty Ltd	General Creditors	6,953.80	
V01183	Resource Furniture	General Creditors	6,645.65	
V01584	Salary Packaging Australia	General Creditors	6,503.02	
V04798	Australian Radio Network Pty Limited	General Creditors	5,852.00	
V06361	Brooklyn Towns Pty Ltd T/A D Ryan & Associates	General Creditors	5,720.00	
V04789	ACECOM NT PTY LTD T/A ACECOM FIRE & SECURITY	General Creditors	5,452.81	
V06292	Select Events Darwin PTY Ltd	General Creditors	5,435.60	
V05105	Litchfield Welding	General Creditors	5,192.00	
V05274	Top End Group Training Pty Ltd - GTNT	General Creditors	5,100.00	
V02534	Water Dynamics Pty Limited	General Creditors	4,616.55	
3099	Iron Mountain Australia Pty Ltd	General Creditors	4,172.47	

V06128	Mammas Kitchen	General Creditors	4,132.50	
V06234	Cussen Co Pty Ltd.	General Creditors	4,092.00	
5131	Core Traffic Control Pty Ltd	General Creditors	3,898.40	
V05726	Neptune NT Pty Ltd	General Creditors	3,847.28	
V04812	RingCentral Australia Pty Ltd	General Creditors	3,478.01	
3683	Area9 IT Solutions	General Creditors	3,415.09	
V02369	Maher Raumteen Solicitors	General Creditors	3,355.00	
V02025	Event Hospitality & Entertainment	General Creditors	3,285.00	
V05360		Refunds & Reimbursements	3,000.00	1
V03609	VTG Waste & Recycling Pty Ltd	General Creditors	2,917.71	
V04917	OverDrive Australia	General Creditors	2,613.24	
5114	S.E. Rentals Pty Ltd	General Creditors	2,330.90	
V03990	Ecotreat Solutions NT	General Creditors	2,253.00	
V04072	Atomic Search Pty Ltd	General Creditors	2,248.88	
4678	Allabout Party Hire & Events - Darwin Party Hire	General Creditors	2,226.00	
V06491		Refunds & Reimbursements	2,103.75	1
5163	Masters Studio	General Creditors	2,000.00	
V02306	Well Done International Pty Ltd	General Creditors	1,994.54	
V01904	Veolia Environmental Service (Australia) Pty Ltd	General Creditors	1,959.19	
422	ALIA -Australian Library & Information Association	General Creditors	1,865.00	
V04904	Tropical Tree Services Pty Ltd	General Creditors	1,850.00	
4398	Quality Indoor Plants Hire	General Creditors	1,821.15	
V01203	Tyrreright Palmerston	General Creditors	1,788.00	
V00682	Leigh Dyson Plumbing	General Creditors	1,749.00	
V03794	Dial Before You Dig SA NT Inc	General Creditors	1,689.95	
V01106	Darwin Toilet Hire	General Creditors	1,650.00	
V05634	Dream Impact Inspire Pty Ltd	General Creditors	1,650.00	
4561	Bendesigns	General Creditors	1,608.75	
V03273	Bundirrik Cultural Services - Trent Lee	General Creditors	1,595.00	
V06477	Sam's Plastering	General Creditors	1,573.00	
V06508	Tintin Decoration	General Creditors	1,572.50	
V00474	Lane Communications	General Creditors	1,562.63	
V03425	CSS Services Pty Ltd ITF Corporate Strategic System Trust	General Creditors	1,540.00	
5640	Think Water - Winnellie & Virginia	General Creditors	1,506.07	
V04679	Riley Thomas Page	General Creditors	1,500.00	
2064	Larrakia Nation Aboriginal Corporation	General Creditors	1,430.00	
V06458	Jim's Test & Tag	General Creditors	1,414.60	
V06350	Tracks Care Pty Ltd	General Creditors	1,367.44	
V02328	Dale Austin - Dingo, Cockatoo Aboriginal Culture	General Creditors	1,320.00	
V03274	Top End Critters	General Creditors	1,320.00	
V01420	CENTRELINK (PAYROLL)	General Creditors	1,296.99	
2199	SBA Office National	General Creditors	1,294.99	
4483	Isubscribe Pty Ltd	General Creditors	1,249.98	
V02379	Paint and Create Darwin	General Creditors	1,190.00	
215	Employee Assistance Services NT Inc (EASA)	General Creditors	1,174.90	
V02681	Nalija Pty Ltd trading as Total Safety Solutions	General Creditors	1,161.68	
V05606	Home Grown Lawn Mowing	General Creditors	1,150.00	
V01397	RSPCA Darwin	General Creditors	1,100.00	
V03205	Kaos Horde Historical European Martial Arts Club Inc Darwin Sword Academy	General Creditors	1,100.00	
V00193	Amcom Pty Ltd Acc no CN5439	General Creditors	1,085.70	
272	City Wreckers	General Creditors	1,078.00	
2915	Territory Uniforms	General Creditors	1,013.76	
V00271	NTIT (Fuji Xerox Business Centre NT)	General Creditors	946.23	
V04604	Stone Monkey Australia	General Creditors	930.60	
V05199	ByProgress Pty Ltd t/as Giggling Geckos Amusements & Hire	General Creditors	880.00	
V00730	Tip Top Circus Entertainment	General Creditors	825.00	
V06196	Top End Garage Doors & Gates	General Creditors	814.00	

V01801	Pumpstech NT	General Creditors	792.00	
V01936	Arjays Sales & Services Pty Ltd	General Creditors	748.00	
V04876	Rachael's Designacake	General Creditors	726.00	
V05427		Refunds & Reimbursements	700.00	1
V04064	Made Concepts Pty Ltd	General Creditors	660.00	
V05959	ARN Defining Audio - DO NOT USE	General Creditors	660.00	
V02285	Territory Native Plants	General Creditors	650.24	
V02229	Studio B Designs	General Creditors	638.00	
256	The Bookshop Darwin	General Creditors	628.90	
V06259	Alexandra Duff	General Creditors	600.00	
566	Stickers & Stuff	General Creditors	559.00	
627	Darwin Community Arts Inc	General Creditors	550.00	
V01124	Insignia Pty Ltd	General Creditors	542.15	
V05911	The Trustee for Spotlight Stores Trading Trust	General Creditors	538.50	
V03746	Kim Koole Music	General Creditors	500.00	
V05146	Teo Pellizzeri	General Creditors	500.00	
V06391	Bamalang MOB Productions	General Creditors	500.00	
V06490	Aaliyah Fuamatu & Donny Fumatu	Grants, Sponsorships, Donations & Prizes	500.00	
V06485	Northern Window Tinting	General Creditors	495.00	
V00332	Hyper The Clown	General Creditors	467.50	
V00351	Charles Darwin University	General Creditors	462.00	
V03936	Crystal Robins	General Creditors	450.00	
V06499	Tailwag Coffee	General Creditors	443.00	
V03167	Palmerston Super Clinic Pharmacy	General Creditors	435.98	
237	National Flags	General Creditors	429.00	
4528	Miranda's Armed Security Officers Pty	General Creditors	429.00	
900	Palmerston Golf & Country Club Inc	General Creditors	400.00	
V01722	Glennon, Casey Jane	General Creditors	400.00	
V02314	Adam Scriven	General Creditors	400.00	
V05725	Evies Entertainment	General Creditors	400.00	
435	Palmerston Regional Business Association (PRBA)	General Creditors	385.00	
V06294	Rentokil Initial Pty Ltd T/A Outback Pest Co	General Creditors	385.00	
3189	Seek Limited	General Creditors	345.51	
V05354	Cleaner The Crow Cleaning Service P/L	General Creditors	343.75	
V05074	On Point Creative NT	General Creditors	330.00	
V06340	Serena Storm	General Creditors	300.00	
V01703	Cazalys Brasserie - Jobize Pty Ltd	General Creditors	270.00	
V05111	Celeste Franz Hoobin	Grants, Sponsorships, Donations & Prizes	250.00	
V05956	Tannah Crockett	Grants, Sponsorships, Donations & Prizes	250.00	
V05966	Tina Carlson	Grants, Sponsorships, Donations & Prizes	250.00	
V05982	Khloe Desamito	Grants, Sponsorships, Donations & Prizes	250.00	
V06472	Nixon Rourke	Grants, Sponsorships, Donations & Prizes	250.00	
V06473	Gus Allan Spike	Grants, Sponsorships, Donations & Prizes	250.00	
V06478	Oscar Macer	Grants, Sponsorships, Donations & Prizes	250.00	
V06479	Quinton Veal	Grants, Sponsorships, Donations & Prizes	250.00	
V06480	Nate Fichtner	Grants, Sponsorships, Donations & Prizes	250.00	
V06482	Aran Hammond	Grants, Sponsorships, Donations & Prizes	250.00	
V06492	Ayden Galvin	Grants, Sponsorships, Donations & Prizes	250.00	
V06493	Victoria Goude	Grants, Sponsorships, Donations & Prizes	250.00	
V06494	Daniel Lyness	Grants, Sponsorships, Donations & Prizes	250.00	
V06503	Harrison Randall	Grants, Sponsorships, Donations & Prizes	250.00	
V06505	Ava Grace Leong	Grants, Sponsorships, Donations & Prizes	250.00	
V00542	Industry Health Solutions	General Creditors	242.00	
35	WINC Australia Pty Limited	General Creditors	233.82	
285	Australian Communications & Media	General Creditors	218.00	
V06253	Chowdhury Md Sadaruddin	General Creditors	200.00	
V06260	All Things Diesel NT Pty Ltd	General Creditors	200.00	

V06282	Lay Properties Pty Ltd	General Creditors	200.00	
V02036	Telefonix Technology Group Pty Ltd t/as Ubivio	General Creditors	198.00	
V00075	Mercury Group of Companies Pty Ltd (T/A Fit2Work)	General Creditors	184.80	
18	Integrated Land Information System	General Creditors	172.50	
V05400	FIRSTAIDPRO AUSTRALIA PTY. LTD	General Creditors	172.00	
3788	HPA Incorporated	General Creditors	154.00	
1094	Gray Primary School	Grants, Sponsorships, Donations & Prizes	100.00	
3834	Good Shepherd Lutheran College	Grants, Sponsorships, Donations & Prizes	100.00	
895	Bakewell Primary School	Grants, Sponsorships, Donations & Prizes	100.00	
V01030	Forrest Parade School	General Creditors	100.00	
V06501		Refunds & Reimbursements	100.00	1
V06504	Rosebery Secondary School	Grants, Sponsorships, Donations & Prizes	100.00	
V05432	Escabags Limited	General Creditors	77.00	
V00022	Officeworks	General Creditors	76.00	
V04223	Brad Sweeny	Refunds & Reimbursements	55.00	
V06481	Madison Tye	Refunds & Reimbursements	55.00	
V06497	James Green	Refunds & Reimbursements	55.00	
V06511	Deborah McCaw	Refunds & Reimbursements	50.00	
V01938	Windcave Pty Limited	General Creditors	49.50	
V06507	Maliah Wulf	Refunds & Reimbursements	19.21	
V02545	Amazon Web Services Inc	General Creditors	5.01	
			2,051,291.19	

Investments

-

Total Creditor Payments (excludes investments placed)

2,051,291.19

Total Payments made to Local suppliers this month**1,731,788.41****Percentage of this month's payments made to local suppliers****84.42%****Notes**

1. Redacted names relate to rates refunds to individuals or where the name of an entity may identify individuals.



Approved by: Exec Manager Financial Performance

SECTION 2

Financial Results

Creditor Accounts Outstanding as at
% of year passed

31 August 2026

16.67%

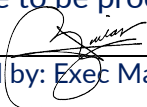
2.6 - Creditor Accounts Outstanding

Creditor No.	Creditor Name	Amount \$	Notes
4190	National Australia Bank - Corporate Credit Cards	27,298.45	1
V00022	Officeworks	76.00	1
V01118	Wilson Security Pty Ltd	9.28	1
V06506	Zebedee Schulz	(35.00)	1
V00682	Leigh Dyson Plumbing	(198.00)	1
V04917	OverDrive Australia	(205.14)	1
V06196	Top End Garage Doors & Gates	(346.50)	1
2186	Optus Billing Services Pty Ltd	(480.00)	1
3438	NT Shade & Canvas Pty Ltd	(567.18)	1
3428	Bunnings Group Limited	(665.75)	1
3235	Records & Information Management Professionals Aus	(698.50)	1
V06130	Save a Paw NT Inc	(800.00)	1
V04381	Telstra Limited	(1,052.48)	1
5104	JLM Contracting Services Pty Ltd	(1,904.25)	1
5387	Odd Job Bob - Darren John Fillmore	(1,909.60)	1
V05682	Open Circle Training	(2,155.00)	1
3936	Arafura Tree Services and Consulting	(4,335.00)	1
V02534	Water Dynamics Pty Limited	(4,825.17)	1
V02997	Illion Australia Pty Ltd T/a illion TenderLink	(5,320.70)	1
V04317	Randstad Pty Ltd	(7,394.33)	1
V06487	Share the Dignity Limited	(9,756.00)	1
V05931	BDO Audit (NT)	(18,442.38)	1
54	Powerwater	(18,705.74)	1
		(52,412.99)	

Total	30 Days	30- 60 days	60-90 days	90 days and over
(52,412.99)	(52,412.99)	-	-	-

Notes

1. Invoice to be processed and paid in September

Approved by:  Exec Manager Financial Performance

Section 2
Financial Results

Commercial Leases as at 31 August 2026
% of year passed 16.67%

2.7 - Commercial Leases

Description	Revised Annual Budget \$	YTD Actuals \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Income						
Library Services	30,000	5,500	18%	5,500	100%	
GM Finance & Governance	80,062	15,544	19%	13,344	116%	1
Civic Centre	166,587	27,765	17%	27,765	100%	
Income	276,649	48,808	18%	46,608	105%	
Expenditure						
GM Finance & Governance	-12,000	-2,249	19%	-2,000	112%	
Expenditure	-12,000	-2,249	19%	-2,000	112%	
Profit/(Loss)	264,649	46,559	18%	44,608		

Notes

1. Variance is due to timing of expenses being deducted from rental income generated by leased properties


Approved by: Exec Manager Financial Performance

Section 2
Financial Results

Council Loans as at
% of year passed

31 August 2026
16.67%

2.8 - Council Loans

INTERNAL LOANS

Making the Switch Balances (FILOC)	
1st Withdrawal June 2019	640,000
2nd Withdrawal June 2020	2,583,849
Public lighting officer June 2020	114,000
Project Cost taken from FILOC	3,337,849
Repayments 2019/20	(200,000)
Repayments 2020/21	(313,615)
Repayments 2021/22	(321,849)
Repayments 2022/23	(330,299)
Repayments 2023/24	(338,971)
Repayments 2024/25	(346,950)
Repayments 2025/26	(357,004)
Loan Balance at 1/07/2026	1,129,161
Expected Repayments 2026/27	(281,902)
Expected Loan Balance as at 30/06/2027	847,259

Making the Switch (FILOC)					
Principal as of 1/7/2026	Principal Loan Repayments for 2026-27	Principal Loan Repayments YTD	Interest for 2026-27	Interest YTD	Loan balance as of 31/08/2026
1,129,161	-281,902	-46,984	-35,154	4,835	1,082,177

The above table shows the total loan amount taken from the FILOC Reserve. The interest rate is fixed at 2.60% for the duration of the loan and is paid on a quarterly basis. The loan repayments will end in 2029. The final loan value for this project is \$3,223,849 not including employee costs for the Public Lighting Officer. External Loan - Archer Landfill Rehabilitation Balances

SWELL Loan (FILOC)	
Project Cost taken from FILOC	
Project Cost taken from FILOC	400,000
Repayments 2023/24	(80,000)
Repayments 2024/25	(80,000)
Repayments 2025/26	(80,000)
Loan Balance at 1/07/2026	160,000
Expected Repayments 2026/27	(80,000)
Expected Loan Balance as at 30/06/2027	80,000

SWELL Loan (FILOC)			
Principal as of 1/7/2026	Principal Loan Repayments for 2026-27	Principal Loan Repayments YTD	Loan balance as of 31/08/2026
160,000	-80,000	-13,333	146,667

Section 2
Financial Results

Council Loans as at
% of year passed

31 August 2026
16.67%

2.8 - Council Loans

The above table shows the loan amount taken from the FILOC Reserve for SWELL construction. An amount of \$80K is repaid on yearly basis and no interest is charged. The loan repayments will end in 2028.

EXTERNAL LOANS

Archer Landfill Rehabilitation Balances (NAB)	
Total Loan Amount	1,960,000
Repayments 2019/20	(221,647)
Repayments 2020/21	(228,052)
Repayments 2021/22	(234,504)
Repayments 2022/23	(240,950)
Repayments 2023/24	(248,044)
Repayments 2024/25	(254,986)
Repayments 2025/26	(262,201)
Loan Balance at 1/07/2026	269,615
Expected Repayments 2026/27	(269,615)
Expected Loan Balance as at 30/06/2027	0

Archer Landfill Rehabilitation (NAB)					
Principal as of 1/7/2026	Principal Loan Repayments for 2026-27	Principal Loan Repayments YTD	Interest for 2026-27	Interest YTD	Loan balance as of 31/08/2026
269,615	-269,615	-44,460	-12,172	1,269	225,155

The External Loan - Archer Landfill Rehabilitation is for a term of 8 years commencing 28 June 2019 and concluding 30 June 2027. The interest rate is fixed at 2.78% for the duration of the loan and is paid on a quarterly basis.

SWELL (NAB)				
Total Loan Amount	5,000,000			
Repayments 2023/24	-187,500			
Repayments 2024/25	-250,000			
Repayments 2025/26	-250,000			
Loan Balance at 01/07/2026	4,312,500			
Expected Repayments 2025/26	-250,000			
Expected Loan Balance as at 30/06/2027	4,062,500			

SWELL (NAB)					
Principal as of 1/7/2026	Principal Loan Repayments for 2026-27	Principal Loan Repayments YTD	Approx Interest for 2026-27	Interest YTD	Loan balance as of 31/08/2026
4,312,500	-250,000	-41,667	-263,362	38,393	4,270,833

The External Loan - SWELL is for a term of 20 years commencing 29 December 2023 and concluding 28 September 2043. The interest rate is variable for the duration of the loan and is paid on a quarterly basis. The current interest for September quarter 2026 quarter is 5.61%

Section 2
Financial Results

Elected Member Expenses 31 August 2026
% of year passed 16.67%

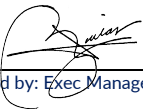
2.9 - Elected Member Expenses

Description	Revised Annual Budget \$	YTD Actuals \$	% YTD Actuals of Annual Budget	YTD Budget	% YTD Actuals of YTD Budget	Notes
Operating Expenditure						
Superannuation	-59,812	-8,984	15%	-9,969	90%	
Mayoral Allowance	-124,032	-21,069	17%	-20,672	102%	
Mayor Vehicle Allowance	-25,000	-4,246	17%	-4,627	92%	
Mayoral Professional Dev Allowance	-7,500	0	0%	0	o%	
Deputy Mayoral Allowance	-17,200	-1,791	10%	-2,867	62%	1
Elected Members Councillor Allowances	-184,464	-31,335	17%	-30,744	102%	
Elected Members Professional Dev Allowance	-52,500	-300	1%	0	o%	
Elected Members Meeting Allowance	-84,000	-10,000	12%	-22,198	45%	2
Information Technology Capital Entitlement	-9,955	0	0%	0	o%	
Acting Mayor Allowance	-11,240	-3,211	29%	-624	514%	1
Advertising and promotion	0	-173	o%	0	o%	
Printing & Photocopying Costs	-1,000	0	0%	0	o%	
Other Sundry Expenses	-6,578	0	0%	-353	0%	
Food & Catering Costs	-9,000	-818	9%	-771	106%	
Course Seminar & Conference Registration	-20,557	-5,266	26%	0	o%	3
Air Travel	-3,093	0	0%	0	o%	
Travel Accommodation	-2,111	0	0%	-1,185	0%	3
Travel Related Costs Other	-1,031	-732	71%	0	o%	3
Operating Expenditure	-619,073	-87,925	14%	-94,009	94%	

Notes

The variance is due to following:

1. Deputy Mayor acting on Mayor's role
2. Meeting allowance expenditure is dependent on the number and timing of meetings attended during the period
3. Expenditure for these budget lines is dependent on the timing of seminars/conferences attended and travel undertaken



Approved by: Exec Manager Financial Performance

Section 2
Financial Results

CEO Credit Card Transactions as at
% of year passed

31 August 2026
16.67%

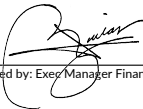
2.10 - CEO Credit Card Transactions

Cardholder Name: Andrew Walsh
Cardholder Position: CEO
Period 01/07/2026 to 31/07/2026

Transaction Date	Amount \$	Supplier's Name	Reason for the Transaction
07/08/2026	15.73	EQ Group	Petrol Hire Car(DNAC 2026)
07/08/2026	541.94	Budget Rent A Car	Hire Car (DNAC 2026)
Total	557.67		

Cardholder Name: Nadine Nilon
Cardholder Position: ActingCEO/Interim CEO
Period 14/08/2026 to 27/08/2026 and 28/08/2026 to 31/08/2026

Transaction Date	Amount \$	Supplier's Name	Reason for the Transaction
27/08/2026	2.00	Darwin State square	Parking fees
Total	2.00		



Approved by: Exco Manager Financial Performance



13 INFORMATION AND CORRESPONDENCE

13.1 Information

13.2 Correspondence

13.2.1 LGANT Circular Economy Award 2026 - Nominations

1. THAT correspondence dated 25 August 2026 entitled LGANT Circular Economy Award 2026 - Nominations be received and noted.
2. THAT Council endorse nominations to the LGANT Circular Economy Award 2026 for the following projects:
 - a. Archer Waste Management Facility recycling area.
 - b. Reboot Your Loot repair workshop.

From: LGANT CEO
Sent: Tue, 25 Aug 2026 04:31:38 +0000
To: **Council CEOs; **Mayors and Presidents
Cc: LGANT CEO; Michelle VanZanden; **Council CEO EAs; Baz Durmus; oecclipse@astc.nt.gov.au; natrisha.barnett@barkly.nt.gov.au; Dave Ferguson; Jasmine Brar; dy.kelaart@centraldesert.nt.gov.au; kenneth.sichone@centraldesert.nt.gov.au; Nick Fewster; jay.mosa@darwin.nt.gov.au; Katie O'Neill; Jelise Camilleri; emma.dunne@coomalie.nt.gov.au; hamish.brace@eastarnhem.nt.gov.au; wesley.vanzanden@groote.nt.gov.au; chris.kassman@groote.nt.gov.au; brett.kimpton@krc.nt.gov.au; mikaela.baillie@litchfield.nt.gov.au; damien.ryan@macdonnell.nt.gov.au; Keith Hassett; compliance@ncl.net.au; Shane Whitten; Joseph Smith; Heidi Dorn; Tanya.brown@vicdaly.nt.gov.au; Barry Bamford; Michelle Walker; meredith.newall@westarnhem.nt.gov.au; tim.hema@westdaly.nt.gov.au; CEO West Daly Regional Council
Subject: LGANT Circular Economy Award 2026 - Nominations now open

Dear members,

I am pleased to invite nominations for the 2026 **Local Government Circular Economy Award**.

This award recognises councils that have demonstrated outstanding innovation and collaboration in circular economy practices. Eligible initiatives may include:

- Creative and sustainable solutions in resource recovery and waste reduction
- Partnerships with external stakeholders such as schools, local businesses, other councils, or waste management companies
- Educational campaigns or workshops that encourage community participation

Key Dates:

- **Nominations Close:** First Tuesday in October (6 October 2026)
- **Award Presentations:** During the LGANT November 2026 Conference Dinner

If you wish to nominate your council, please complete the online nomination form which can be found [here](#) on the LGANT website.

We encourage all councils to consider submitting a nomination and showcasing their leadership in sustainability.

Kind regards,



Mary Watson | CEO

Local Government Association of the Northern Territory

t: (08) 8944 9694 | m: 0417 864 183

e: mary.watson@lgant.asn.au | w: www.lgant.asn.au

21 Parap Road, Parap NT 0820 | PO Box 2075, Parap NT 0804

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We are local. We connect.



In the spirit of reconciliation, the Local Government Association of the Northern Territory acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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14 REPORT OF DELEGATES

15 QUESTIONS BY MEMBERS

16 GENERAL BUSINESS

17 NEXT ORDINARY COUNCIL MEETING

THAT the next Ordinary Meeting of Council be held on Tuesday, 6 October 2026 at 5:30pm in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston.

18 CLOSURE OF MEETING TO PUBLIC

THAT pursuant to *section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021* the meeting be closed to the public to consider the Confidential items of the Agenda.

19 ADJOURNMENT OF MEETING AND MEDIA LIAISON

MINUTES



1st ORDINARY COUNCIL MEETING

TUESDAY 1 SEPTEMBER 2026

The Ordinary Meeting of City of Palmerston held in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston, NT 0830.

Council business papers can be viewed on City of Palmerston's website palmerston.nt.gov.au

UNCONFIRMED

Minutes of Council Meeting
held in Council Chambers
Civic Plaza, 1 Chung Wah Terrace, Palmerston
on Tuesday 1 September 2026 at 5:30pm.

PRESENT

ELECTED MEMBERS	Mayor Athina Pascoe-Bell (Chair)
	Deputy Mayor Wayne Bayliss
	Councillor Damian Hale
	Councillor Mark Fraser
	Councillor Rob Waters
	Councillor Sarah Henderson
	Councillor Yolanda Kanyai
STAFF	Acting Chief Executive Officer, Emma Blight
	Acting General Manager Infrastructure, Michael Williams
	General Manager Finance and Governance, Chris Fearon
	Acting General Manager Community, Laura Hardman
	Minute Secretary, Pania Withnall
GALLERY	2 members of the public
	5 members of staff

Initials: _____

1 ACKNOWLEDGEMENT OF COUNTRY

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

2 OPENING OF MEETING

The Chair declared the meeting open at 5:30pm.

3 APOLOGIES

Moved: Councillor Fraser
Seconded: Councillor Henderson

THAT the apology received from Councillor Morrison for 1 September 2026 be received and noted.

CARRIED (7/0) - 11/0585 - 1/09/2026

4 DECLARATION OF INTEREST

4.1 Elected members

Nil

4.2 Staff

Nil

5 CONFIRMATION OF MINUTES

5.1 Confirmation of minutes

Moved: Councillor Fraser
Seconded: Deputy Mayor Bayliss

1. THAT the Minutes of the Special Council Meeting held on 18 August 2026 pages 12259 to 12261 be confirmed.
2. THAT the Minutes of the Ordinary Council Meeting held on 18 August 2026 pages 12265 to 12291 be confirmed.
3. THAT the Minutes of the Special Council Meeting held on 26 August 2026 pages 12297 to 12299 be confirmed.

CARRIED (7/0) - 11/0586 - 1/09/2026

Initials: _____

5.2 Business arising from previous meeting

Nil

6 MAYORAL REPORT

Nil

7 DEPUTATIONS AND PRESENTATIONS

7.1 Lei Lithium Project

Moved: Councillor Henderson
Seconded: Deputy Mayor Bayliss

THAT the presentation by Bryce Healy, General Manager Exploration and Development for Lithium Plus Minerals Pty Ltd, and Peter Habermann, Senior Project Manager for Projectick Pty Ltd, on the Lei Lithium Project be received and noted.

CARRIED (7/0) - 11/0587 - 1/09/2026

8 PUBLIC QUESTION TIME (WRITTEN SUBMISSIONS)

Nil

9 CONFIDENTIAL ITEMS

9.1 Moving confidential items into open

9.1.1 Leave of Absence Requests

Moved: Councillor Morrison
Seconded: Deputy Mayor Bayliss

1. THAT the leave of absence request received from Councillor Henderson for 28 August 2026 to 30 August 2026 inclusive, for the reason of holiday, be approved.
2. THAT each decision be moved to the Open Minutes at expiry of the leave of absence.

CARRIED (5/0) - 11/0536 - 4/08/2026

Initials: _____

9.2 Moving open items into confidential

Nil

9.3 Confidential items

Moved: Councillor Kanyai
Seconded: Councillor Waters

THAT pursuant to Section 99(2) and 293(1) of the *Local Government Act 2019* and section 51(1) of the *Local Government (General) Regulations 2021* the meeting be closed to the public to consider the following confidential items:

Item	Confidential Category	Confidential Clause
26.1.1	Contract and Tender Assessment and Award	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(c)(i) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.
26.1.2	Matters Relating to Council Staff and or Elected Members	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual.

CARRIED (7/0) - 11/0588 - 1/09/2026

10 PETITIONS

Nil

Initials: _____

11 NOTICES OF MOTION

Nil

12 OFFICER REPORTS

12.1 Action reports

12.1.1 Electric Vehicle Chargers

Moved: Councillor Henderson
Seconded: Councillor Waters

1. THAT Report entitled Electric Vehicle Chargers be received and noted.
2. THAT Council endorse the introduction of a \$0.70/kWh (ex GST) user charge for the Palmerston Recreation Centre Car Park EV charger, effective from 1 November 2026.

CARRIED (7/0) - 11/0589 - 1/09/2026

12.1.2 Council Policy Review - Whistleblower Policy

Moved: Councillor Hale
Seconded: Councillor Kanyai

1. THAT Report entitled Council Policy Review - Whistleblower Policy be received and noted.
2. THAT Council endorse the amended Whistleblower Policy as at **Attachment 12.1.2.3** to Report entitled Council Policy Review - Whistleblower Policy, with the attachment as amended to change clause 3.1 to 'The Chief Executive Officer must appoint one or more Nominated Recipients under section 97 of the ICAC Act.

CARRIED (7/0) - 11/0590 - 1/09/2026

Initials: _____

12.1.3 Council Policy Review - Outdoor Dining

Moved: Deputy Mayor Bayliss
 Seconded: Councillor Waters

1. THAT Report entitled Council Policy Review - Outdoor Dining be received and noted.
2. THAT Council endorses the amended Outdoor Dining Policy, being **Attachment 12.1.3.3**.

CARRIED (7/0) - 11/0591 - 1/09/2026

12.1.4 Palmy Sounds

Moved: Councillor Henderson
 Seconded: Deputy Mayor Bayliss

1. THAT Report entitled Palmy Sounds be received and noted.
2. THAT Council endorses the Palmy Sounds pilot program as outlined within Report entitled Palmy Sounds.

CARRIED (7/0) - 11/0592 - 1/09/2026

12.1.5 Northern Territory Remuneration Tribunal 2027 Allowances Submission

Moved: Councillor Hale
 Seconded: Councillor Fraser

1. THAT Report entitled Northern Territory Remuneration Tribunal 2027 Allowances Submission be received and noted.
2. THAT Council endorse the submission to the Northern Territory Remuneration Tribunal Inquiry into Local Government Councils and Local Authority Member allowances 2027 being **Attachment 12.1.5.1** to report entitled Northern Territory Remuneration Tribunal 2027 Allowances Submission.

CARRIED (7/0) - 11/0593 - 1/09/2026

Initials: _____

12.1.6 2026 LGANT Annual General Meeting Call for Motions

Moved: Mayor Pascoe-Bell
 Seconded: Councillor Fraser

1. THAT Report entitled 2026 LGANT Annual General Meeting Call for Motions be received and noted.
2. THAT Council endorse the following motions for submission to the Local Government Association of the Northern Territory Annual General Meeting by the prescribed closing date of 29 September 2026:
 - (a) Advocate to the Northern Territory Government for the introduction of aggravated offence provisions within the Criminal Code that recognise assaults, threats and intimidation committed against Mayors, Deputy Mayors and Councillors.
 - (b) Advocate for amendments to Northern Territory electoral legislation to remove the requirement for candidates to publish their residential address on election materials, ensuring candidate safety, privacy and security while maintaining appropriate electoral transparency.
 - (c) Investigate, develop and promote a Northern Territory Local Government careers, training and pathways platform, similar to the Greater Whitsunday Future Finder initiative, to attract, retain and develop the local government workforce across the Territory.
 - (d) Investigate candidate criteria including:
 - i. a mandatory pre-training for candidates in the lead up to local government elections to support understanding of the role of elected members, that is culturally aware and suitable for municipal and regional councils.
 - ii. code of conduct that applies during elections for all candidates.
 - iii. thorough checking of residency requirements for all candidates.

CARRIED (7/0) - 11/0594 - 1/09/2026

12.2 Receive and note reports

Nil

Initials: _____

13 INFORMATION AND CORRESPONDENCE

13.1 Information

Nil

13.2 Correspondence

Nil

14 REPORT OF DELEGATES

Moved: Councillor Kanyai
Seconded: Councillor Waters

1. THAT the verbal report provided by Councillor Kanyai regarding Palmerston Regional Business Association event on Wednesday 19 August 2026 be received and noted.
2. THAT the verbal report provided by Councillor Kanyai regarding Palmerston Cricket Club Life Members and Sponsors Day on Saturday 29 August 2026 be received and noted.

CARRIED (7/0) - 11/0595 - 1/09/2026

15 QUESTIONS BY MEMBERS

Moved: Councillor Kanyai
Seconded: Councillor Waters

THAT the question asked by Councillor Kanyai regarding Youth Advisory Committee establishment, and the response provided by the Mayor be received and noted.

CARRIED (7/0) - 11/0596 - 1/09/2026

Initials: _____

16 GENERAL BUSINESS

16.1 Brekkie in the Park

Moved: Councillor Waters
Seconded: Councillor Hale

THAT Council congratulate the event team for Brekkie in the Park on 30 August 2026; it was a fantastic day.

CARRIED (7/0) - 11/0597 - 1/09/2026

17 NEXT ORDINARY COUNCIL MEETING

Moved: Councillor Waters
Seconded: Councillor Hale

THAT the next Ordinary Meeting of Council be held on Tuesday, 15 September 2026 at 5:30pm in the City of Palmerston Library, Goyder Square, The Boulevard, Palmerston.

CARRIED (7/0) - 11/0598 - 1/09/2026

18 CLOSURE OF MEETING TO PUBLIC

Moved: Councillor Hale
Seconded: Councillor Kanyai

THAT pursuant to *section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021* the meeting be closed to the public to consider the Confidential items of the Agenda.

CARRIED (7/0) - 11/0599 - 1/09/2026

19 ADJOURNMENT OF MEETING AND MEDIA LIAISON

Nil

Acting Chief Executive Officer and Acting General Manager Community left chambers at 7:00pm.

Initials: _____



The open section of the meeting closed at 7:00pm for the discussion of confidential matters.

The Chair declared the meeting closed at 7:43pm.

UNCONFIRMED

Chair

Print Name

Date

Initials: