

CITY OF PALMERSTON

**Notice of Special Council Meeting
to be held in Council Chambers, Civic Plaza, Palmerston
on Tuesday, 28 July 2015 at 5:00pm**

AGENDA

Audio Disclaimer

An audio recording of this meeting will be made for minute taking purposes as authorised by City of Palmerston Policy MEE3 Recording of Meetings, available on Council's Website.

1. PRESENT

2. APOLOGIES

Alderman Malone – Apology

3. DEPUTATIONS / PRESENTATIONS

4. REPORTS OF OFFICERS

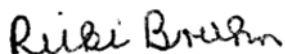
4.1. Amendments to published Municipal Plan 2015-20

8/0708

5. CONFIDENTIAL REPORTS

Nil

6. CLOSURE



**Ricki Bruhn
Chief Executive Officer**

Any member of Council who may have a conflict of interest, or a possible conflict of interest in regard to any item of business to be discussed at a Council meeting or a Committee meeting should declare that conflict of interest to enable Council to manage the conflict and resolve it in accordance with its obligations under the Local Government Act and its policies regarding the same

ITEM NO. 4.1 **Amendment to published Municipal Plan 2015-20**

FROM: Acting Director of Corporate Services

REPORT NUMBER: 8/0708

MEETING DATE: 28 July 2015

Municipal Plan:

4. Governance & Organisation

4.1 Responsibility

4.1 We are committed to corporate and social responsibility, the sustainability of Council assets and services, and the effective planning and reporting of Council performance to the community

Summary:

Council has adopted the City of Palmerston Municipal Plan 2015-2020 at the Special Council Meeting 30 June 2015 (8/1581-30/06/2015). A review of the document has highlighted required amendments that will need to be made to the published document following feedback from the Department of Local Government.

Council is asked to adopt the amended Municipal Plan 2015-2020 for publication.

Background:

At the Special Council Meeting 30 June 2015 Council adopted a series of changes to the Draft Municipal Plan. One of the changes was the inclusion of the Yarrawonga Road capital works project of \$2,500,000 funded from reserves. A review of the adopted plan has shown that the reserve schedule has not been updated appropriately although the movement of reserve funding has been shown in the budget. Furthermore the Reserve Schedule in the Long Term Financial Plan was referring back to the 2nd review 2015 budget and needs to be adjusted. With the change of Reserve amounts the accumulated Surplus adjusts to balance the Balance Sheet Plan figures.

Furthermore the Department of Local Government has suggested to show the Depreciation numbers in the budget overview as a negative figure for the ease of understanding.

The following table outlines the amendments in the document which have no financial implications on the budget 2015/16.

Page in Report	Section	Old Value	New Value
Page 26 Budget Summary	Less Depreciation – Revised 2015 Budget	6,838,796	(6,838,796)
	Less Depreciation – Budget 2016	8,062,100	(8,062,100)
Page 29 Council Reserves	Infrastructure Reserve – From Reserves	1,300,000	3,800,000
	Sum – From Reserves	1,300,000	3,800,000

Page in Report	Section	Old Value	New Value
	Infrastructure Reserve – Balance as at 30/06/2016	4,273,675	1,773,675
	Sum – Balance as at 30/06/2016	6,952,513	4,452,513
	Total Reserve Funds – From Reserves	1,300,000	3,800,000
	Total Reserve Funds – Balance as at 30/06/2016	13,105,677	10,605,677
Page 31 City of Palmerston Profit and Loss 2015-2020	Heading	DRAFT Budget 2016	Budget 2016
Page 32 City of Palmerston Cash Flow 2015-2020	Heading	DRAFT Budget 2016	Budget 2016
Page 33 City of Palmerston Balance Sheet 2015-2020	Heading	DRAFT Budget 2016	Budget 2016
	Accumulated Surplus – Reviewed Budget 2015	115,312,442	116,072,455
	Budget 2016	150,422,740	147,191,545
	Plan 2017	181,467,182	178,235,987
	Plan 2018	211,722,891	208,491,696
	Plan 2019	233,473,163	230,241,968
	Plan 2020	250,787,736	247,556,541
	Plan 2010	242,711,826	239,480,632
	Plan 2022	234,428,550	231,197,355
	Plan 2023	226,833,348	223,602,152
	Plan 2024	219,578,398	216,347,203
	Plan 2025	212,471,788	209,240,593
	Other Reserves – Reviewed Budget 2015	14,145,274	13,385,261
	Budget 2016	7,374,482	10,605,677
	Plan 2017	3,990,987	7,222,182
	Plan 2018	(2,068,549)	1,162,646
	Plan 2019	(2,255,239)	975,956
	Plan 2020	(1,393,243)	1,837,952
	Plan 2010	(410,326)	2,820,869
	Plan 2022	1,152,528	4,383,723
	Plan 2023	2,421,713	5,652,908
	Plan 2024	3,739,083	6,970,278
	Plan 2025	5,286,208	8,517,403

All amendments mentioned above are no change in strategy or change to the financial plans made by Council. Those changes are required amendments to the Municipal Plan 2015-2020 publication.

Financial Implications:

There are no financial implications for these amendments.

Policy / Legislation:

Section 24 Local Government Act

- (1) A council must adopt its municipal, regional or shire plan (or revisions to its municipal, regional or shire plan) between 1 April and 31 July in each year and forward a copy of the plan (or the revised plan) to the Agency by the latter date.

RECOMMENDATION

1. THAT Council receives Report Number 8/0708.
2. THAT Council adopt the Municipal Plan 2015-2020 with the required amendments as identified in report 8/0708.

Recommending Officer: Silke Reinhardt, Acting Director of Corporate Services

Any queries on this report may be directed to Silke Reinhardt, Acting Director of Corporate Services on telephone (08) 8935 9922 or email silke.reinhardt@palmerston.nt.gov.au.

Schedule of Attachments:

A – Amended Municipal Plan 2015-2020

Municipal Plan 2015-20



City of Palmerston

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Email: palmerston@palmerston.nt.gov.au
Internet: www.palmerston.nt.gov.au

Civic Plaza
1 Chung Wah Terrace
Palmerston NT 0830

Public Consultation and Review

The Draft 2015/2016 City of Palmerston Municipal Plan is to be exhibited for public consultation for a minimum 21 days as prescribed by Section 24(2)(c) of the Local Government Act. This consultation process commences on Wednesday 3 June 2015 and concludes at 5:00pm on Thursday 25 June 2015.

Public feedback will be considered and presented with the final Municipal Plan for adoption at a Special Meeting of the City of Palmerston to be held on Tuesday 30 June 2015.

Members of the public may submit feedback via:

- Email palmerston@palmerston.nt.gov.au
- In writing to the Chief Executive Officer, PO Box 1 Palmerston NT 0831
- Online feedback form – go to *Contact Us* on Council's website www.palmerston.nt.gov.au

This consultation is a public process and all feedback will be published on Council's website as part of the 30 June 2015 Special Meeting of Council.



City of Palmerston Municipal Plan 2015-2020

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Message from the Mayor



Government and Community Services. Council has resolved to seek the Minister's consent to:-

- Increase the number of elected representatives (not counting the Mayor) from six to eight;
- Change the title of Elected Members from Alderman to Councillor;
- Pursue changes to Council's municipal boundaries.

With the future development of areas such as Berrimah Farm and Holtze for mixed use purposes, the City of Palmerston feels it is best placed to deliver municipal services to these areas which currently sit outside our boundaries. It is anticipated a decision on these requests will be made later in the year.

Palmerston continues to be identified as the 'growth centre' of the Top End and 2015/2016 will see this growth expand to include iconic developments such as the Gateway Shopping Centre, Boulevard Plaza and the new Palmerston Hotel. The commencement of the much anticipated Palmerston Regional Hospital and the accelerated growth in our new suburbs will continue to change the landscape in Palmerston.

Council is contributing towards this changing landscape by using a portion of our cash reserves to deliver signature projects in our Central Business District to benefit the wider community. Stage 1 of The Boulevard Redevelopment has now been completed and works will commence shortly on the exciting Goyder Square Stage 2 Redevelopment. Whilst it was Councils intention to complete the balance of The Boulevard project during 2015/2016, our inability to attract financial support from the NT Government and Australian Government has resulted in this project being deferred until funds can be made available.

These signature projects were developed from our City Centre Master Plan and Council has determined that it is better to utilise our cash reserves on key CBD projects than to leave significant cash funds invested at low rates. The actual funds spent or committed to these CBD projects is now approaching \$11m.

Council continues to work with the many developers who are facilitating the growth in Palmerston to ensure the best possible outcomes for current and future generations of Palmerstonians. The provision of well-developed open space areas incorporating parks, playgrounds and walking paths to contribute to the public amenity within our suburbs. In terms of stormwater treatment, Council is working with several developers to implement 'lake systems' within these new suburbs to improve the visual amenity of these areas.

Council has completed its '*Review of Constitutional Arrangements*' in accordance with the Local Government Act and this has been submitted to the Minister for Local

On 11 September 2013, the City of Palmerston proudly became the first council in the Northern Territory to sign up as an official Refugee Council of Australia "Refugee Welcome Zone". Refugees settling in Palmerston will be welcomed to their new home with open arms. Council is committed to playing an important role in helping refugees to integrate into our society through a number of community programs and initiatives.

The budget for 2015/2016 provides a good mix of services and capital improvements coupled with a commitment to reinstate the previous Archer Landfill Site to the satisfaction of the Environment Protection Authority. Whilst there are many more projects that Council would like to include in the budget, we are mindful of the cost of living pressures facing our ratepayers.

I also take this opportunity to thank the NT Government for the recurrent funding that is made available to the well utilised Palmerston Library and for the financial contributions made to many of our community development programs in Palmerston. I also thank the Australia Government for their ongoing Financial Assistance Grants, Black Spot Road Funding and for the 100% increase in our 'Roads to Recovery' funding allocation for 2015/2016. Without this funding, the standard of our infrastructure would decline along with the quality of our services.

As we continue towards a prosperous future, I believe the residents are at the heart of our City, and I'm looking forward to continuing to work with you as we deliver on our vision to create a "City of Opportunity".

**Ian Abbott JP
Mayor**

Message from the CEO



The 2015 / 2016 financial year promises to be an exciting one for Palmerston with several key developments about to commence and others close to being completed. The combined value of these projects is close to \$1 billion and includes:-

- Gateway Shopping Centre	\$300m
- Palmerston Regional Hospital	\$150m
- Boulevard Plaza	\$200m
- Palmerston Hotel	\$ 50m
- Tiger Brennan Drive Duplication	\$ 88m
- Woolworths Bakewell	\$ 20m
- Bellamack Special School	\$ 21m

Add to this the ongoing residential developments in Durack Heights, Johnston, Zuccoli and other industrial and commercial developments in Palmerston and it promises to be another exceptional year for growth.

The latest population growth figures for the Northern Territory from the Australian Bureau of Statistics states *"Palmerston recorded the largest growth in 2013/2014, increasing by 1,700 people to reach 33,900"*. If this rate of growth continues, it is likely we will reach 40,000 residents before 2020.

Council has remained focused on implementing major projects contained within its City Centre Master Plan and 2015/2016 will see the completion of Goyder Square Stage 2 at a cost of \$5m. Whilst this construction during the dry season will inconvenience the Palmerston & Rural Markets during 2015, it will provide a permanent and much better site for future markets.

As anticipated, Council has been served with a Pollution Abatement Notice (PAN) by the Environment Protection Authority over the previous Archer Landfill Site. This PAN requires Council to take a series of actions to manage landfill gases, leachate and rehabilitation / aftercare of the site. It is estimated these works will cost \$4m to complete.

To fund this expenditure, Council is seeking to take out a loan over eight years with repayments being met from a \$50

increase in the annual Waste Service Charge. This increase will also be applied to offset a 13.8% increase for council waste delivered to the Shoal Bay Waste Facility.

The draft budget for 2015/2016 provides for total expenditure of \$37m with almost \$12m of this allocated to Capital Works. These Capital Works are spread across buildings, parks & gardens, playgrounds, roads, stormwater drainage and waste management. This is a necessary commitment to putting money back into the community, while focusing on the ongoing sustainability of Council's assets and key infrastructure.

Council is seeking to implement changes in the way it generates its rating income, in particular from residential properties. Council has previously applied a 'flat residential rate' throughout the Municipality with all residential properties paying the same amount (\$1,155 for 2014/2015) no matter what their Unimproved Capital Value (UCV) is. It is proposed to replace this flat rate with a minimum rate using the UCV of each property as the determining factor. It is anticipated that 90% of residential properties in Palmerston will pay the minimum rate of \$1,177 in 2015/2016 – an increase of \$22 or 1.9% from the previous year. If the UCV of a property exceeds \$277,000, these properties will be levied rates above the minimum rate.

With a workforce of only 72 FTE's, Council is able to provide a full range of services for its residents, including the maintenance of infrastructure which is currently valued at \$300m. The maintenance of our extensive stormwater drainage systems has been a key focus for council with additional staff resources being allocated to the maintenance of these assets.

Again this year we have utilised the services of Roy Morgan to survey residents on our performance, with the results detailed within the Municipal Plan. While we're proud of strong results in areas like city planning and waste collection, we recognize there are still key outcomes for which we can improve.

The planned new developments as part of our City Centre Master Plan will invite new commercial and retail businesses back into the heart of our city, while residential opportunities will aim to make city living an affordable reality for Territorians.

I look forward to continuing to work with Council and the Palmerston community on achieving our ambitious goals for the City's future.

Ricki Bruhn
Chief Executive Officer



City of Palmerston Municipal Plan 2015-2020

Introduction

The Municipal Plan provides the City of Palmerston's strategies over the next five years. This is Council's third annual revision of its Municipal Plan, outlining priorities and directions for the next five years 2015 – 2020.

This Plan stresses cultural vitality, economic prosperity, environmental sustainability and social equality - the Plan's strategic directions focus on four key areas:

- **Community & Cultural Wellbeing:** This key area covers activities of Council devoted to the wellbeing of our community, including arts and culture, libraries, health and safety, sports and recreation, parks and gardens and family.
- **Economic Development:** Strategies, programs, support and advocacy initiatives related to the economic vitality of our city are found in this area, including city planning, support for local businesses and tourism, and government liaison.
- **Environment & Infrastructure:** Roads and transport, drainage, bridges, developer liaison, waste management and Council services related to streetscaping and sustainability are found in this key area.
- **Governance & Organisation:** Ensuring your Council is run in an efficient, responsible and sustainable manner means that your rates are used in the most appropriate manner. This key area includes responsibility and accountability, finance, human resources, information technology, and a host of continuous improvement and performance measurement initiatives.

This revision of the Municipal Plan follows a number of significant changes introduced in 2012, both in the manner in which our service delivery strategies are articulated, but also in the manner in which Council approaches governance and transparency.

In addition to outlining our strategies, the Municipal Plan provides the City of Palmerston's **Annual Business Plan 2015/16**, broken down into the categories of **People, Systems and Processes, Assets, Service Delivery and Risk**. The **Annual Budget 2015/16** then outlines how Council intends to finance its operations in a prudent and responsible manner.

The plan was first introduced in 2012, and is a dynamic, working document that will be continuously reviewed and updated to reflect the views of residents over coming years.



City of Palmerston Municipal Plan 2015-2020

Vision and Mission

Our Vision: “City of Opportunity”

Our Mission: Building a Better Palmerston

Our Values: We are committed to:

- Community Involvement and Teamwork
- Commitment and accountability
- Sustainability and self sufficiency
- Support for diversity
- Respect for culture
- A culture of continuous improvement



City of Palmerston Municipal Plan 2015-2020

Who We Are

Palmerston, located 21km south of Darwin, commenced development in 1982 and continues to be one of Australia's fastest growing cities. Palmerston was declared a city on 2 August 2000. The latest Australian Bureau of Statistics population data indicates the population of Palmerston has reached 33,900 as at June 2014.

With an average age of 28, Palmerston's growing population is primarily made up of families. Around 25.8% of the population is under 15 years of age with only 4.1% of the population over 65 years of age. Palmerston has two major shopping complexes (with a further two under construction), various sporting clubs, restaurants, Quest Serviced Apartments, tavern, skate park, cinema and smaller shops.

The City itself has 12 suburbs already developed - Driver, Gray, Bellamack, Johnston, Woodroffe, Moulden, Durack, Farrar, Gunn, Rosebery, Bakewell, and Marlow Lagoon. The new suburb of Zuccoli is now under construction, along with the new area of Durack Heights. Once these final suburbs have been completed and in-fill opportunities realised, it is estimated the population of Palmerston will be close to 50,000 residents. Although Palmerston is mainly residential, it also has two light industrial areas - Pinelands and Yarrowonga.

The City's tropical environment is perfect for outdoor living. Palmerston has a wide range of sporting groups. The Palmerston Swimming and Fitness Centre is the home of the swimming pool and offers a gym, aerobics and swimming, as well as martial arts classes. A multipurpose recreation

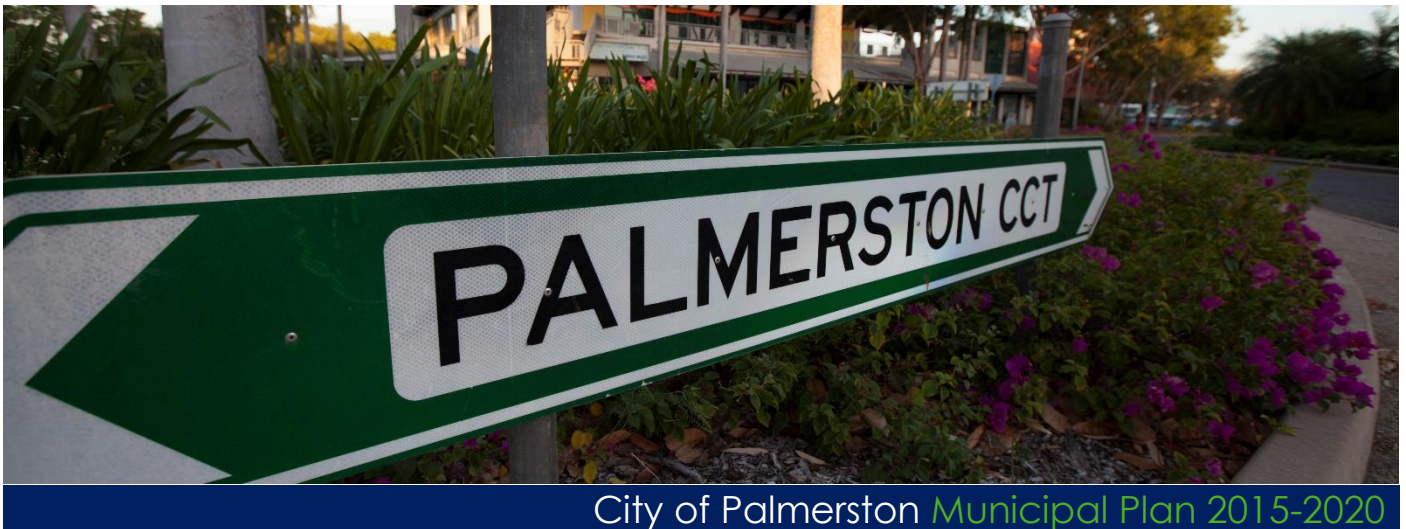
centre is also located in the City Centre near the Public Library. A new water park operated by the NT Government off University Avenue opened in 2012.

Palmerston has over 100 parks, many with playgrounds, shelters and barbecues. Marlow Lagoon is a large recreation area where community and private events are often held.

On Friday nights during the Dry Season, Palmerston's Friday night markets come alive in the City Centre. The markets boast a wide array of delicious international food, as well as craft, fruit and vegetables, and gift items for sale, activities for the kids, and entertainment for the whole family.



Palmerston is a vibrant community of families – from young to old. Truly, Palmerston is a City of Opportunity!



City of Palmerston **Municipal Plan 2015-2020**

Strategic Planning Framework

The Municipal Plan plays the leading role in Council's Strategic Planning Framework, guiding all other planning and reporting activities. It is based on four **Strategic Focus** areas which cover the services and responsibilities of Council: Community & Cultural Wellbeing; Economic Development; Environment & Infrastructure; Governance & Organisation.



1. Community & Cultural Wellbeing



Focus: Council responsibility
Focus: Community support



1.1 Healthy Communities

We are committed to providing quality health and family support services to our community

- ✓ Healthy Lifestyle Programs
- ✓ COPAL (Childhood Obesity Prevention and Lifestyle) Programs
- ✓ Support and Advocacy: Families, Youth and Seniors
- ✓ Support and Advocacy: Medical Facilities and Services
- ✓ Support and Advocacy: Disability Access

Key Performance Indicator	2012	2013	2014	Trend
Healthy Communities	98.99	98.81	97.73	↔



1.2 Safe Communities

We are committed to ensuring the safety and security of our community

- ✓ Animal Management
- ✓ Cyclone, Disaster and Emergency Management
- ✓ Regulatory Services
- ✓ Street Lighting
- ✓ Support and Advocacy: Emergency Services
- ✓ Support and Advocacy: Crime Prevention and Law Enforcement
- ✓ Support and Advocacy: Injury Prevention

Key Performance Indicator	2012	2013	2014	Trend
Safe Communities	78.24	80.28	84.93	✓



1.3 Arts and Culture

We are committed to the fostering and promotion of arts and culture within our community, the awareness and promotion of our local history, and advocacy for increased cultural resources

- ✓ Library Programs and Services
- ✓ Events
- ✓ Public Artwork
- ✓ Support and Advocacy: Arts and Culture Programs
- ✓ Support and Advocacy: Community Groups, Events and Attractions

Key Performance Indicator	2012	2013	2014	Trend
Arts and Culture	90.47	86.63	111.91	✓



1.4 Recreation

We are committed to providing quality recreation and sporting facilities, parks, gardens, playgrounds and open spaces for the benefit of our community

- ✓ Sporting, Recreational and Leisure Facilities and Programs
- ✓ Walking and Cycling Infrastructure
- ✓ Parks, Gardens and Playgrounds
- ✓ Streetscapes and Open Spaces
- ✓ Support and Advocacy: Increased Recreational Infrastructure

Key Performance Indicator	2012	2013	2014	Trend
Recreation	119.13	118.18	114.69	↔

2. Economic Development



Focus: Council responsibility
Focus: Community support



2.1 Tourism

We are committed to supporting tourism throughout our region

- ✓ Town and Business Signage
- ✓ Accommodation
- ✓ Support & Advocacy: Tourism Organisations and Operators
- ✓ Support & Advocacy: Government Initiatives

Key Performance Indicator	2012	2013	2014	Trend
Tourism (new indicator)	-	-	85.75	-



2.2 Local Business and Industry

We are committed to ensuring local businesses and industry receive the support they need in order to grow and prosper within our region

- ✓ Transport Infrastructure
- ✓ Local Purchasing and Procurement
- ✓ Support and Advocacy: Government Funding and Initiatives
- ✓ Support and Advocacy: Training and Employment Initiatives
- ✓ Support and Advocacy: Industry Organisations

Key Performance Indicator	2012	2013	2014	Trend
Local Business and Industry (new indicator)	85.63	85.53	85.54	✓



2.3 City Planning

We are committed to effective and responsible city planning which balances and meets both residential and commercial needs in our community

- ✓ City of Palmerston CBD Master Plan Implementation
- ✓ Public Land Use
- ✓ Support and Advocacy: NT Government Planning and Development Control

Key Performance Indicator	2012	2013	2014	Trend
City Planning (new indicator)	-	-	89.41	-



3. Environment & Infrastructure



Focus: Council responsibility
Focus: Community support



3.1 Environmental Sustainability

We are committed to actively protecting and enhancing the environmental assets and infrastructure of the City of Palmerston, while supporting local businesses and industry in sustainable land use

- ✓ Climate Change Impact Reduction
- ✓ Greenhouse Emissions Measurement and Reduction
- ✓ Energy and Water Resource Management Initiatives
- ✓ Support & Advocacy: Planning and Development Controls
- ✓ Support & Advocacy: Community Action, Education and Organisations
- ✓ Support & Advocacy: Conservation and Biodiversity

Key Performance Indicator	2012	2013	2014	Trend
Environmental Sustainability	95.98	95.19	96.93	✓



3.2 Assets and Infrastructure

We are committed to maintaining and developing community assets and infrastructure which meet the needs of our community

- ✓ Roads, Bridges, Footpaths and Car Parking
- ✓ Council Buildings and Facilities
- ✓ Stormwater Infrastructure
- ✓ Support and Advocacy: Traffic Management and Road Safety
- ✓ Support and Advocacy: Territory and Federal Infrastructure and Land

Key Performance Indicator	2012	2013	2014	Trend
Assets and Infrastructure	106.65	107.89	107.75	↔



3.3 Waste

We are committed to providing comprehensive and effective waste management services to our community

- ✓ Kerbside Waste Collection and Recycling
- ✓ Hard and Green Waste Facilities
- ✓ Support and Advocacy: Recycling, re-use and minimisation
- ✓ Support and Advocacy: Education initiatives

Key Performance Indicator	2012	2013	2014	Trend
Waste Collection & Disposal	129.69	129.94	133.40	✓



4. Governance & Organisation



Focus: Council responsibility
Focus: Community support



4.1 Responsibility

We are committed to corporate and social responsibility, the sustainability of Council assets and services, and the effective planning and reporting of Council performance to the community

- ✓ Elected Member Accountability to the Community
- ✓ Governance, Strategy, Legislation and Policy
- ✓ Business Planning and Performance Reporting Frameworks
- ✓ Financial Sustainability and Asset Management
- ✓ Risk Management and Workplace Health and Safety

Key Performance Indicator	2012	2013	2014	Trend
Responsibility	81.78	84.03	80.93	✗



4.2 Service

We value and encourage participation in Council activities by the community, and are committed to delivering the highest possible levels of service and community engagement

- ✓ Customer Service Standards
- ✓ Community Engagement and Voter Participation
- ✓ Governance and Participation on Council Advisory Groups
- ✓ Open Government and Transparency Initiatives

Key Performance Indicator	2012	2013	2014	Trend
Service	82.02	82.34	82.00	↔



4.3 People

We value our people, and the culture of our organisation. We are committed to continuous improvement and innovation whilst seeking to reduce the costs of Council services through increased efficiency

- ✓ Human Resources and Workforce Development
- ✓ Training and Development of Elected Members
- ✓ Cost Reduction and Efficiency Initiatives
- ✓ Continuous Improvement, Benchmarking, Research and Innovation

Key Performance Indicator	2012	2013	2014	Trend
People	94.09	94.51	94.38	↔



4.4 Systems

We are committed to ensuring the systems and processes of Council support the organisation in delivering the best possible services to the community

- ✓ Internal Business Processes and Service Levels
- ✓ Financial and Administrative Services
- ✓ Information and Communication Technology Services

Key Performance Indicator	2012	2013	2014	Trend
Systems	89.64	92.26	92.69	✓



City of Palmerston Municipal Plan 2015-2020

Measuring Performance: Understanding Council's Municipal Plan



How We Measure Performance



Primary Performance Indicators: Community Satisfaction Survey

Council is very aware performance is 'in the eye of the beholder', and the satisfaction of the community is the primary measure of performance. No matter how well we think we are doing, it is the community's opinion which matters most.

For this reason, wherever possible there is a survey score for a particular service or activity tied to each Outcome. The survey is carried out annually by Roy Morgan Research on behalf of Council beginning in 2012 and the scores are used to determine overall performance of Council with regards to a particular Outcome. With roughly 400 telephone interviews conducted to provide a cross section of ages and suburbs, Council has no ability to influence the analysis of community satisfaction, thus providing an objective outcome the community can rely on. **Scores of 100 indicate the community is "satisfied" with the performance of Council.**

The next Roy Morgan survey is scheduled to commence in June 2015 with the subsequent data to be included in the City of Palmerston's Annual Report at the end of 2015.

The survey was adjusted in 2014 to more closely align with the Municipal Plan. In some cases, it has been as simple as recalculating responses in past surveys into the corresponding Municipal Plan outcome area – in some cases it has meant asking new questions in the survey. Where the survey area includes new components, this is identified. These improvements have allowed us to more closely focus on Economic Development in particular. Sadly, it does mean in some instances we have lost the trend over the past three years, but anticipate the added focus on these areas will provide better indication of Community Satisfaction in these areas in the future.



Secondary Performance Indicators: Key Performance Indicators (KPIs)

A large set of KPIs are monitored and reported on internally and included in the Annual Report, helping track specific aspects of its services and activities. This includes financial indicators, asset management indicators, and so on. Each area of the Municipal Plan has a suite of these KPIs, which are regularly adjusted and reviewed. These KPIs help Council adjust priorities and resources over time to ensure the community satisfaction measured by the Primary Performance Indicators above is appropriately reflected.



Interested in learning more about the City of Palmerston's Municipal Plan?

The public is strongly encouraged to provide feedback regarding this plan. The success of this plan is reliant on it matching the needs and addressing the concerns of the community! Email us at palmerston@palmerston.nt.gov.au, or call 08 8935 9922.



City of Palmerston Municipal Plan 2015-2020

Annual Business Plan 2015/16

The Annual Business Plan 2015/16 outlines service delivery plans in line with Council strategy for the coming year, as well as a number of items required under Northern Territory Government legislation. These include:

- An assessment of the adequacy of constitutional arrangements presently in force for the Council under the Local Government Act and in particular, whether they provide the most effective possible representation for the area;
- An assessment of the opportunities and challenges for service delivery in the City of Palmerston;
- Any changes to the administrative and regulatory framework for delivering Council services in the area;
- An assessment of whether possibilities exist for improving Local Government service delivery by cooperation with other councils, or with government agencies or other organisations;
- A set of financial indicators for judging the standard of Council's performance, which complement the Community Satisfaction survey indicators.

Further information is available on Council's website at www.palmerston.nt.gov.au.

The Annual Business Plan is set out in five key areas:

People

A description of the governance structure of Council, the roles and responsibilities of Aldermen, Deputy Mayor, and Mayor, and a review of the system of representation in place for the City of Palmerston are all found here. This section also provides a description of allowances provided to Elected Members, a description of the role of the CEO, and a brief description of Council's organisational structure.

Systems & Processes

Running a Council effectively means ensuring the systems and processes used by staff are reviewed, documented, amended and maintained. The City of Palmerston is dedicated to continuously improving its systems.

Assets

Council is responsible for the upkeep and maintenance of a significant amount of community assets – parks, playgrounds, community halls, stormwater infrastructure etc. This section details Council's capital works budget and works program for 2015/2016.

Service Delivery

From libraries and pools to irrigating parks and cleaning up after cyclones, a modern city in the Northern Territory offers a wide number of services. This area of the plan provides information regarding budgets for service delivery across Council activities.

Risk

The City of Palmerston is faced with a number of opportunities and challenges moving into the future. This section details some of these, with a particular focus on financial sustainability and its effect on rating strategies for the 2015/16 year. This section also provides the impact of the 2015/16 budget on Council's financial performance indicators.



City of Palmerston Municipal Plan 2015-2020

People

Our Council

Shown in the photograph above are, from left to right: (back) Alderman Andrew Byrne, Alderman Paul Bunker, Alderman Heather Malone and Alderman Geoff Carter, and (front) Deputy Mayor Sue McKinnon, Mayor Ian Abbott and Alderman Seranna Shutt.

In accordance with the Local Government Act, Council is made up of seven Elected Members: a Principal Member holding the title of Mayor, and six elected members holding the title of Alderman. Each year, Council elects one Alderman to serve as Deputy Mayor for a term of 12 months. At the Council Meeting held on 7 April 2015, Alderman Sue McKinnon was appointed as Deputy Mayor for a 12 month term commencing 11 April 2015. The City of Palmerston operates under a single (or 'no wards') system with each of the seven elected members representing the entire city. **With 18,465 electors as at 2015, this makes a ratio of 1 elected member for every 3,078 electors.**

Council recognises one of the major advantages of the ward system is the guarantee wards receive distinct representation on Council, due to the rapid population growth continuing to occur in the city, Council continues to consider dividing the city into wards as impractical. As the city develops, the potential for large swings in representation quotas makes ensuring an equal distribution of voting quotas extremely difficult.

Council completed its 'Review of Constitutional Arrangements' in February 2015 and has forwarded the final report to the Minister for Local Government and Community Services. Council has resolved to seek the Minister's consent to:-

- Increase the number of elected representatives (not counting the Mayor) from six to eight;
- Change the title of the Elected Members from Alderman to Councillor;
- Pursue changes to Council's municipal boundaries.

With the future development of areas such as Berrimah Farm and Holtze for predominantly residential purposes, the City of Palmerston feels it is best placed to deliver municipal services to these areas which currently sit outside our boundaries. It is anticipated a decision on these requests will be made later this year.

Elected Members are provided with financial support in recognition of the significant amount of work required in representing their community. This is shown in the following table and conforms to Ministerial Guidelines for the setting of Council Member Allowances:

Allowance Description	Mayor	Deputy Mayor	Alderman
Annual Base Allowance	\$84,888.10	\$31,389.30	\$15,267.46
Annual Electoral Allowance	\$22,342.74	\$5,586.86	\$5,586.86
Totals	\$107,230.84	\$36,976.16	\$20,854.32
Annual Professional Development Allowance	\$3,635.50	\$3,635.50	\$3,635.50

Council resolved on 19 May 2015 that these allowances be increased to the maximum allowable as set out in the Ministerial Guidelines. All other Elected Member benefits and entitlements are outlined in Council Policy EM02 'Elected Members Benefits and Support Policy'.

As per the Local Government Act, Council employs a Chief Executive Officer and delegates a number of authorities under the Act to carry out the day to day functions of Council. The CEO is responsible for the overall administration of Council affairs, and works closely with Elected Members to ensure Council goals and objectives are met. Approximately 72 staff members operate under the CEO's direction, divided amongst the Corporate and Community Services and the Technical Services departments.

Systems & Processes

We are committed to improvement!

Council continues to work on improving our internal processes and systems. We understand the importance of being able to carry out effective and efficient council operations and the need to ensure our community members receive quality services, consistently and repeatedly.



We've made some improvements, and know that we need to continually review and keep improving. Below are a few of the areas we are focused on for the 2015/16 year.

Council Systems

At the beginning of the financial year, Council rolled out their new software system which handles customer requests, general ledger, property and animal infringements, contract management and purchasing. This system has dramatically improved our procurement authorisation processes as well as our ability to record customer requests, respond efficiently, and follow their progress through to completion. Another surprising improvement from the new system has been the resulting paper free environment.

www.facebook.com/PalmerstonNT

Council's Facebook page has continued to grow in popularity and this may be due to the increased communications/posts and increased number of Council initiatives promoted through the page. Our Facebook page now has over 9,000 followers and has begun to be the portal for residents seeking information on what is happening in and around Palmerston and to be updated on Council business.

Council installed the large format television screen in Goyder Square in November 2014 and has a new media projects officer working closely with community groups, not-for-profit organisations and clubs to produce promotional pieces and showcase community interest short films. We believe that together with the re-development of Goyder Square in the later part of 2015, this will become a crowning achievement for the CBD of our city!

Environmental Initiatives

Council's Sustainability Strategy continues to deliver more effectively the requirements of Council's operations and to support the actions required by the community for the city's natural and built environment. Developed with a holistic view of sustainability and climate change in mind, actions continue to be embedded across all operational areas.

Outsourced IT Management Services

From July 2014 Council changed from an internal Information Technology (IT) management approach with three IT staff to the outsourcing of Council's IT management services. The new approach has resulted in having a whole pool of IT engineers available with the skill sets and experience necessary to appropriately manage Council's network and infrastructure, and ensure we can continue to operate with minimal down time.

What do you think?

There are many ways to measure performance in an organisation. The City of Palmerston firmly believes the most effective method in Local Government is to ask its constituents – our community.

As described in the "Measuring Our Performance" area found earlier in the Municipal Plan, from 2012 Council has employed Roy Morgan Research to carry out an independent, objective study of community satisfaction, using the same survey other councils have been employing for years in other states.

This community consultation allows Council to not only understand how well we are meeting the needs of our community, it also helps us compare our community's satisfaction with that of other Councils to understand what they may be doing better. The survey is carried out annually, and as we analyse the results it will become instrumental in helping the City of Palmerston provide the best possible services to the community – in the community's opinion!



City of Palmerston Municipal Plan 2015-2020

Assets

Council has a Long Term Infrastructure and Asset Management Plan which is regularly monitored and updated. This plan lays out the strategies for maintaining and developing existing assets, and for providing new assets which meet the needs of the community.

Council reviews and updates these plans regularly, assessing asset life cycles, safety, sustainability and levels of service. The financial implications for managing these assets inform Council's Long Term Financial Plan, as per Council's Business Planning Framework.

Whilst there will always be community demand for the provision of new and upgraded assets, it is imperative priority is given to the replacement and renewal of existing assets before considering the construction or purchase of new assets.

Additionally, with finite financial resources, it is also important Council gives consideration to the disposal of surplus or non-performing assets – thereby releasing financial resources to more appropriate asset management activities.

Capital Income	Budget 2014/15	Budget 2015/16
Grants, Subsidies, Contributions	\$547,977	\$2,338,000
Profit on Sale of Assets	\$0	\$0
Total	\$547,977	\$2,338,000

The breakdown of Council's Capital Works Program for 2015/16 can be found below.

Capital Expenditure	Description	Budget 2015/16
Carparks	Reseal Memorial Park Carpark and Fiveash Lane – 3,700m ²	\$42,439
Facilities & Structures	Civic Centre building alterations to increase administration area adjacent to Rangers	\$80,000
	Replace approximately one third of the roof structure on the Civic Centre Building	\$500,000
	Replace carpet in Rangers section	\$5,500
	Air-conditioning upgrade in the Library Building	\$25,000
	Improve drainage at the front of Gray Community Hall	\$10,000
	Paint exterior of Driver Resource Centre	\$5,000
	Upgrade to toilets at Driver Resource Centre	\$15,000
	Air-conditioning upgrade at the Palmerston Swimming & Fitness Centre	\$40,000
	Renovate one gazebo at Marlow Lagoon Recreational Area	\$50,000
Parks & Reserves	Upgrade 40 existing park lights to LED style	\$50,000
	New playground structures to be determined by Council	\$165,750
	Refurbishment of existing playground equipment	\$75,000

	Replace BBQ's in Parks	\$20,000
	Replace seating in Parks and Playgrounds	\$10,000
	Commence replacing irrigation networks	\$200,000
	Replace outdated irrigation controllers	\$70,000
	Install lightning protection to irrigation controllers	\$10,000
	Upgrade switchboards for pumps and bores	\$20,000
	Replace irrigation cabinets	\$10,000
	Replace pine bollards with round steel powder coated bollards in Marlow Lagoon Reserve	\$22,200
	Renew Marlow Lagoon pathways	\$90,000
	Renew covered picnic areas	\$20,000
	Replace trees removed under Council's tree removal program	\$20,000
	Replace footbridge in Marlow Lagoon	\$40,000
Ancillary Road Structures	Driveway Replacements	\$30,000
	Footpath Replacements (includes open space)	\$60,000
	Road signage replacement	\$15,000
	Cycle path replacement	\$60,000
	Road bridges/Culvert audit	\$10,000
Traffic	Electronic Radar Trailer to monitor speed of vehicles	\$15,000
Roads	Line marking carparks	\$10,000
	New roundabout – Temple Terrace/Emery Avenue (Blackspot Funding)	\$750,000
	Road resealing program	\$400,000
	Disability access within parks, roads and the CBD	\$50,000
	Yarrawonga Road Contribution	\$2,500,000
Stormwater Drainage	New culvert safety structures	\$40,000
	Baban Place stormwater drainage upgrade	\$900,000
Waste Management	Archer Landfill Site – Rehabilitation in accordance with Pollution Abatement Notice received from the Environment Protection Authority	\$4,000,000
	New Archer Waste Transfer Station/Recycling Centre – Access Road and services	\$1,400,000
	Replace street/park litter bins	\$12,000
Plant & Machinery	Various plant purchases	\$250,000
Information Technology	Various capital purchases	\$70,000
Total		\$12,167,889



City of Palmerston Municipal Plan 2015-2020

Service Delivery

Council provides a wide variety of services to the community. Services are delivered through three sections with the City of Palmerston being: Technical Services, Community Services and Corporate Services. The majority of council services fall within one of the following three categories:

Ongoing delivery of existing programs and services

Existing services that residents of Palmerston can continue to enjoy and expect in 2015/16 include the Palmerston Library services, community events such as the Palmerston Flicnics, Picnic in the Parks, youth events and senior's week activities. The Community Garden, Palmerston Men's Shed and healthy active lifestyle programs, including the walking programs and exercise station, will continue to be supported by Council.

A large component of Council service delivery is the ongoing maintenance and management of the city's recreation and leisure facilities, community halls and parks and gardens. Council has ownership and responsibility for over 100 parks which are connected or surrounded by over 110km of footpaths and over 40km of bike paths. Each year Council officers and contractors work hard to maintain these facilities along with the ongoing management of Palmerston's numerous waterways and lakes which require weed harvesting on a regular cycle.

Our waste management services extend past the well-known kerbside rubbish collections to include street cleaning, recycling programs, waste transfer and the annual big cyclone clean up.

Our Rangers respond to customer requests and complaints in relation to barking dogs and dog attacks as well as working hard to reunite lost dogs with their owners on a daily basis. Council also issues disability parking permits to provide easier access for residents in need.

Graffiti management, traffic management, signage controls, driveways and verges reimbursements are all part of the long list of ongoing existing services that Council will continue to offer in 2015/2016.

Capital renewal and replacement of existing assets

With the development of new suburbs and with the increasing age of older suburbs, Council is required to invest in the ongoing renewal and replacement of roads and footpaths, stormwater drainage and council facilities. A detailed listing of capital projects has been included under the "Assets" section of the Municipal Plan with the majority of these projects falling under the category of capital renewal and replacement.

New initiative or the introduction of new or upgraded assets and services

New initiatives include grant funded projects such as Baban Place stormwater drainage and a new roundabout for the Temple Terrace / Emery Avenue intersection. New playground structures have been included at a cost of \$165,750 and a new access road (including services) in to the Archer Waste Transfer Station/Recycling Centre has been included for \$1.4m.

The following section describes the operating revenue and expenditure for activities and planned costs of the service programs, works and new initiatives proposed for 2015/16.

Operating Revenue 2015/16

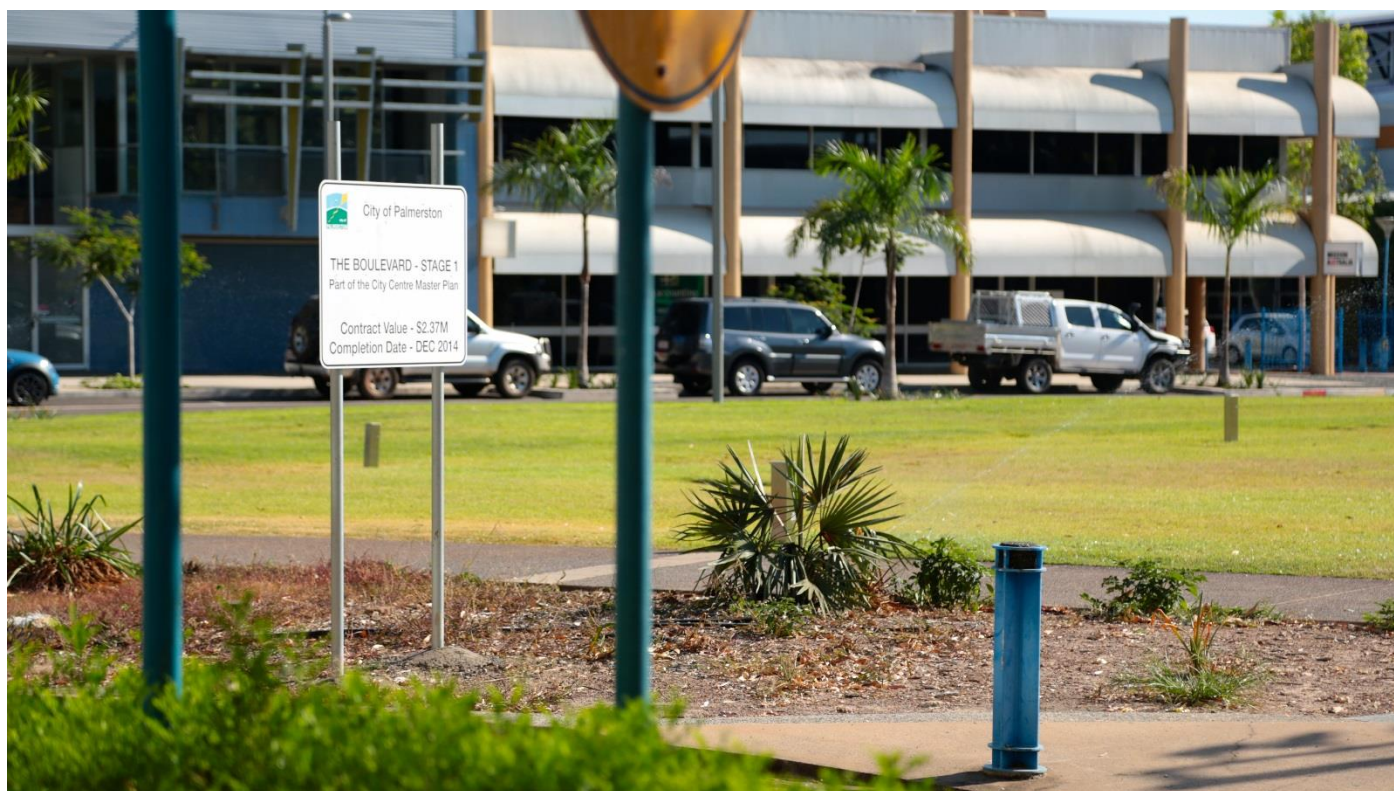
This Budget provides an increase from \$26.5 to \$28.4m, in operating revenue, or 7.1%, over the 2014/15 Revised Annual Budget.

\$M	%	Type	Description
23.9	85	General Rates & Charges	General rates and waste charges on properties, including residential, commercial and industrial
2.2	7	Grants and Subsidies	Council seeks to attract as much grant funding as possible from other tiers of government, thereby reducing reliance on other revenue streams
0.9	3	Statutory Fees & Charges	Fees and charges received by Council for regulatory functions undertaken, such as animal management and parking infringements
0.4	2	User Fees & Charges	Fees and charges received by Council for various services provided by Council
0.9	3	Investments, Reimbursements & Other Income	Interest received on Council investments, internal cash reserves and deposits, reimbursement for work undertaken, and other income
28.3	100		

Operating Expenditure 2015/16

This Budget provides an increase from \$32.8m to \$33.2m in operating expenditure, or 1.38%, over the 2014/15 Revised Annual Budget.

\$M	%	Type	Description
14.9	45	Contractual Expenditure	All contracted works, including parks, gardens, building, roads, irrigations, maintenance, etc
6.9	21	Employee Costs	All labour related expenses such as wages and salaries, allowances, leave entitlements, and employer superannuation
8	24	Depreciation	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) over their useful lives
2.2	7	Utilities	Power, water and telecommunications
1.2	3	Materials and Other Expenses	Includes expenses not separately classified above such as insurances, postage, government levies, and contributions and donations
33.2	100	<i>Note: Depreciation is removed to reflect actual expenditure elsewhere in this document</i>	



Operating Budget 2015/16 by Service Delivery

Community Recreation and Amenities

	2014/15 Revised Budget	2015/16 Budget
Activities		
Effective provision, management and maintenance of recreational facilities and amenities to the community, such as car parks, public conveniences, parks, gardens and reserves, indoor and outdoor sports facilities and swimming pools, as well as removal of graffiti and repair of vandalism.	\$5,364,379	\$5,406,947

Library Services

	2014/15 Original Budget	2015/16 Budget
Activities		
Provide effective delivery of library services to the community, including the management of Council's local history collection, acquire and manage high quality book stock and reference material, upgrading facilities where appropriate, provide public internet access, and initiatives to increase library usage.	\$1,236,029	\$1,201,302

Environmental Services & Waste Management

	2014/15 Original Budget	2015/16 Budget
Activities		
Support and advocate activities and initiatives promoting environmental awareness and education in the community. Support for initiatives encouraging the use of renewable energy. Provide effective collection and disposal of domestic waste and green waste, collect recyclable litter, and administer the Archer Waste Transfer Station.	\$5,409,123	\$5,564,551

Community Support

	2014/15 Original Budget	2015/16 Budget
Activities		
Provision of advocacy, activities, programs and initiatives in support of the community, including Healthy lifestyle, youth multicultural and seniors programs. Facilitation of community engagement through advisory groups, networks and committees. Community support is also provided via community events such as Australia Day celebrations, Carols, citizenship ceremonies, and the administering of the Community Grants Scheme.	\$882,445	\$759,792

Governance

	2014/15 Original Budget	2015/16 Budget
Activities		
Effectively provide appropriate support services and governance training to Elected Members, conduct civic receptions, promote and support voter participation, conduct Council elections every four years, conduct Council meetings, benchmarking activities, disaster recovery, ensure legislative compliance and good governance, corporate planning and reporting, performance management, WHS and risk management.	\$391,107	\$362,740

Roads and Infrastructure

	2014/15 Original Budget	2015/16 Budget
Activities		
Provide and effectively manage Council infrastructure assets such as bridges, bike and footpaths, kerbing, roadside verges, sealed roads, stormwater infrastructure, floodplain management, street lighting, lawns and trees etc. Maintain Council plant and machinery, carry out construction and maintenance activities of assets.	\$3,740,851	\$3,707,519

Regulatory Services

	2014/15 Original Budget	2015/16 Budget
Activities		
Administer by-laws, support emergency services, provide effective control and regulation of dogs, infringements.	\$731,798	\$717,145

Council Administration

	2014/15 Original Budget	2015/16 Budget
Activities		
Provide Council operations with effective administrative and support services, including financial management, public relations, customer services, plant management, human resources, training and development, information technology, payroll, workplace health and safety, rates administration, and records management.	\$6,557,094	\$5,916,368



City of Palmerston Municipal Plan 2015-2020

Risk

Opportunities and Challenges

Residential Development

The Northern Territory Government is focused on reducing the cost of land to enable first home-buyers to enter the property market. This is particularly the case in the new suburb of Zuccoli where stages of the development are being zoned MD (Multiple Dwelling) to accommodate for smaller building allotments right down to 300m².

Whilst Council has supported small lot integrated developments in Durack Heights and Stage 1 of Zuccoli, the concentration of small lots between 300m² – 599m² throughout Stage 2 and possibly Stages 3 and 4 of Zuccoli are a concern to Council. The ability to adequately service these new subdivisions is a key consideration, along with the provision of open space and social infrastructure to ensure good public amenity for residents.

Council is engaging with all current developers to ensure the capture and treatment of stormwater can be used to enhance open space areas and to provide a cost effective solution to developers.

Municipal Waste Management

Waste management continues to be a major expense item within the Council Budget – but Community Survey results continue to identify the services being offered to residents to be exceptional. The service consists of a domestic collection service of twice weekly 120lt bin collection and fortnightly 240lt recycling collection service. This will continue, and additional options for increased services and bin capacities will be brought in over the coming year. The development of a new Waste Transfer and Recycling Centre at Archer will come at a considerable cost to Council, however the staging of these works over some years will ensure a smooth transition to the new site.

As anticipated, Council has been served with a Pollution Abatement Notice (PAN) by the Environment Protection Authority over the previous Archer landfill site. This PAN requires Council to take a series of actions to manage landfill gases, leachate and rehabilitation/aftercare of the site. It is estimated these works will cost \$4m to complete. To fund this expenditure, Council is seeking to take out a loan over eight years with repayments being met from a \$50 increase in the annual Waste Service Charge. This increase will also be applied to offset a 13.8% increase for Council waste delivered to the Shoal Bay Waste Facility.

Transport Strategy

A large proportion of our community commute daily for employment and the congestion along the two major roads in and out of Darwin continues to escalate.

It is pleasing to see the progress being made on the duplication of the Tiger Brennan Freeway which will substantially reduce the traffic congestion being experienced by Palmerston residents. Council continues to meet with staff from the Department of Transport to put forward cases for the upgrade of Temple Terrace and Roystonea Avenue to accommodate a rapidly growing population.

Public transport networks and route management needs to be further refined in order to promote increased usage in and out of Darwin. In addition, transport issues are being addressed through supporting economic development activities which allows residents to both live and work within the City.

Budget Cuts

Council's budget continues to be impacted by the Federal Government's decision to freeze our annual Financial Assistance Grants at 2013/2014 levels. On a positive note, the doubling of our "Roads to Recovery" allocation for the 2015/2016 financial year has been a godsend as this will provide extra funding to maintain our growing road networks.

The drop in official interest rates is a good outcome for homeowners and business operators, however it does

impact on our ability to generate revenue through the investment of our surplus funds. To offset this, a new income stream has been created through the leasing of our Birripa Court unit complex to the Department of Housing through its Real Housing for Growth program. This will also provide an opportunity for Palmerston residents to access subsidised rental housing.

Council continues to investigate development opportunities over its extensive land portfolio to create new income streams which can take the pressure off increasing Council rates.

Climate change

Climate change continues to be a high priority issue for the Council. Severe cyclones are a reality within our region, and although the Council has a strong environmental track record there is much more to do. We urge residents to participate in our annual pre cyclone season clean up to ensure Palmerston stays beautiful and safe during the Wet season.

More widely, global warming, rising sea levels, water quality and energy consumption are priority issues for Local Government. Council will take into consideration all climate change requirements in its risk management framework.

Development of the City Centre

Council has commenced the revitalisation of our City Centre with the completion of the Stage 1 redevelopment of both Goyder Square and The Boulevard. The large screen TV has also been installed in Goyder Square with numerous community and not-for-profit groups taking the opportunity to utilise this resource to get their message out to the Palmerston community.

Council has remained focused on implementing major projects contained within its City Centre Master Plan and 2015/2016 will see the completion of Goyder Square Stage 2 at a cost of \$5m. Whilst this construction during the dry season will inconvenience the Palmerston & Rural Markets during 2015, it will provide a permanent and much better site for future markets. The actual funds spent or committed to these CBD projects is now approaching \$11m.

With Council only having limited finances, the future implementation of our City Centre Master Plan will be heavily reliant on our ability to attract funding from both the Northern Territory Government and the Federal Government. Whilst we have been active in completing grant applications, our inability to secure grant funding has resulted in the deferral of the Stage 2 Boulevard project. Your Council has been working for quite some time to turn the tide, and develop a CBD worthy of a City. As our City adds residential suburbs at a dizzying rate, Council has put into motion plans for infrastructure improvements in the CBD to attract business and retail and enhance the 'liveability' of the CBD.

Collaboration

The City of Palmerston has committed to the following in order to promote and facilitate collaboration with other Councils and other levels of government:

- Committed to the regular and ongoing dialogue to consider issues with senior executives and Ministers of the NT Government. These high level discussions continue to address common issues with common solutions;

- Maintain membership of LGANT (Local Government Association Northern Territory) and to actively participate in all reference groups and forums created through LGANT;
- Jointly participate in TOPROC (Top End Regional Organisation of Councils), with the City of Darwin, Litchfield Shire, Belyuen Shire, Wagait Shire and the Coomalie Community Government Council to consider Top End issues and collaboration between those Councils;
- Attend ALGA (Australian Local Government Association) meetings and functions to consider and seek solutions to Local Government issues;
- Regularly hold meetings with government representatives, attend briefings and discussions in regard to NT Local Government and wider government issues.
- Regularly and actively participate in sector wide advocacy for topics such as PowerWater charges, animal management and medical facilities on behalf of the City.

Financial Sustainability

Intergenerational Equity

The City of Palmerston is committed to the principles of financial sustainability and ensuring each generation 'pays their way', rather than any generation 'living off their assets' and leaving it to future generations to address the issue of repairing worn out infrastructure. Such issues are frequently referred to as 'intergenerational equity'.

With community infrastructure such as roads, footpaths, and stormwater drainage comprising a major proportion of Council's balance sheets, it is important Council implement appropriate strategies towards the effective upkeep of such assets – so the maintenance and renewal of such assets is fairly and equitably funded from current ratepayers (i.e. general rate income) and future ratepayers (long term loan borrowings).

Given the importance of ensuring financial sustainability of Council operations in the longer term, it is a legislative requirement that Council adopt Long Term Financial Plans as part of future planning. The Long Term Financial Plan is designed as a 'high-level' summarised document towards the future planning of Council's financial operations – particularly in relation to key components such as rate movements, service levels, major infrastructure asset replacement/renewal, loan indebtedness and internal cash reserves. Council conducts an annual review of its long term financial plan.

Rates

Council must raise revenue each year sufficient for the purpose of governance, city administration and to provide for appropriate programs and services for the community. Rates constitute a system of taxation on the community for local government purposes (generally based on the value of land). Although ratepayers receive benefits from paying rates, these benefits should not necessarily be to the extent of the individual tax (rates) paid. Benefits are consumed in different quantities and types over the life cycle of the ratepayer.

Council's practices and decisions regarding rating are underpinned by:

- Accountability, transparency and simplicity;
- Efficiency, effectiveness and timeliness;
- Equitable distribution of the rate burden across the community;
- Consistency with Council's strategic, corporate and financial directions and budgetary requirements and compliance with the requirements and intent of relevant legislation and accepted professional conventions and ethics.

Council is faced with balancing its service levels, the needs and expectations of the community and setting appropriate tax levels to adequately resource its roles and responsibilities. In setting its charges for the financial year, the Council needs to give primary consideration to the following:

- The current Municipal Plan;
- The current economic and legislative climate;
- The specific issues faced by our community;
- The budget for the relevant financial year;
- The impact of charges on the community, including personal incomes and business activities;
- The broad principle of achieving equity in the distribution of the rate and charges burden;
- Minimising the level of general rates required by levying fees and charges for goods and services where ever possible;
- Setting and applying fees and charges fairly and equitably to recover the full cost of operation or providing; and
- Investigation of alternative sources of revenue to reduce Council's reliance upon rate revenue.

As part of the financial planning and budget processes, the rate revenue required to meet expenditure needs is calculated taking into account other sources of revenue. The structure of the rating system is then determined by considering how the rates are levied between, and within, various categories of ratepayers.

General rates and waste management charges are expected to account for 85% of Council's operating revenue in 2015/16. The rating structure is comprised of three key elements. These are:

- Commercial and Industrial property values, which generally reflect capacity to pay;
- User pays component to reflect usage of the waste management service provided by Council; and
- Residential property values (with minimum rate) to generally reflect a property owners capacity to pay.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across ratepayers.

Method Used To Value Land

The City of Palmerston uses Unimproved Capital Value, Section 149(1) of the Act, as a basis for all land valuations in the City of Palmerston Council area. Unimproved Capital Value is the value of the land without any improvements. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers.

All land within the Council area, except for lands specifically exempt (e.g. Crown Land, Council owned land) is ratable. Where a service that is subject to a service

charge is provided to non-ratable land, a service charge is levied against the land.

The total unimproved capital value for the City in relation to the 2015/16 year is \$3,601,307,500 less non ratable of \$316,688,710 leaving the total ratable value of \$3,284,618,790.

The Valuer-General sets the Unimproved Capital Values of land. If a ratepayer is dissatisfied with the valuation contact can be made to the Valuer-General. Contact details for the Valuer General are:

3rd Floor, NBA House, 71 Smith Street, Darwin NT 0801

Mail: GPO Box 1680, Darwin NT 0801

Telephone: (08) 8995 5300

Facsimile: (08) 8995 5365

The City of Palmerston has no role in this process. Rates must be paid in accordance with rate notices unless otherwise notified by Council.

General Rates

Council utilises a series of rating methods.

Council has decided to change the residential rating structure (including units and vacant residential land) from a current flat rate to a differential rate based on the Unimproved Capital Value (UCV) of the land.

If there is more than one residential unit/dwelling on a land parcel and such residential units do not have their own individual assessment (strata title), Council will apply multiple dwelling rating principles as a means of equitable distribution of the rate burden across the community.

A differential valuation based charge calculated as a proportion of the assessed value of each allotment with a minimum rate of \$1,177 will apply.

Council has also decided that it will no longer differentiate for self-storage units or sports clubs. For storage sheds the differential Industrial Rate will apply. For sporting clubs the differential Commercial Rate will apply.

Where there are sporting bodies within the Council area occupying or owning land which is ratable, these may apply to Council for a Public Benefit Concession as per Section 167 of the Act.

Minimum Rate and Fixed Charge

Council has determined minimum rates will be applied within the municipal boundary in order that all ratable assessments make a reasonable contribution to maintaining the services and infrastructure of each property. The City of Palmerston has applied a minimum rate to these assessments in previous years.

The primary reason for imposing a minimum rate is to ensure all these ratable properties make a reasonable contribution to the cost of administering Council activities and maintaining the services and physical infrastructure that supports each property. A minimum rate has the effect of reducing the rate in the dollar required to be applied to valuations on properties that exceed the minimum rate.

More details regarding Council's rating decisions for the 2015/16 budget are included on the next page:

Rating Zone	Budget 2014/15	Budget 2015/16	Change
Residential	Rate on UCV	Flat Rate of \$1,155	0.425000%
	Minimum Rate	\$1,155	\$1,177
	Waste Charge	\$435	\$485
	UCV	\$2,322,385,837	\$2,846,884,790
	No of Properties	12,082	12,582
	Estimated Income Rates	\$14,697,317	\$16,169,128
	Estimated Income Waste Charge	\$5,168,218	\$5,771,500
Commercial	Rate on UCV	0.710615%	0.724116%
	Minimum Rate	\$1,155	\$1,177
	UCV	\$213,475,000	\$234,465,000
	No of Properties	299	299
	Estimated Income	\$1,587,284	\$1,711,721
Industrial	Rate on UCV	0.172839%	0.176123%
	Minimum Rate	\$1,155	\$1,177
	UCV	\$193,455,000	\$203,269,000
	No of Properties	214	268
	Estimated Income	\$405,529	\$487,604
Vacant Land	Rate on UCV	0.425000%	
	Minimum Rate	\$1,177	

Residential Property Example Median Valuation:

Residential Property UCV	\$245,000
Rates 2014/15	\$1,155
Waste 2014/15	\$435
Total	\$1,590

Residential Property UCV	\$245,000
Rates 2015/16	\$1,177
Waste 2015/16	\$485
Total	\$1,662

Waste Service Charge

The Council charges a fixed amount for the waste collection service as an annual charge for each allotment of land or where multiple residential units exist on the allotment of land, then the fee times the number of residential units on each allotment.

Where the Council provides, or is willing and able to provide a waste disposal service to land within the Municipal Boundary, pursuant to Section 157 of the Act, the Council will charge a fixed rate for the service as an annual charge for each parcel of land. Where multiple residential units exist on a parcel of land, the fee times the number of residential units on each parcel will be multiplied to give the annual charge.

The Waste Management charge has increased from \$435 to \$485. This increase relates to the Pollution Abatement Notice for 240 Elrondie Avenue as well as an increase in Shoal Bay charges and provision for the CPI Increase. Vacant allotments are not provided or charged a waste management charge. The Waste Management charge is levied for the provision of a 120 litre, twice weekly domestic collection and a fortnightly recycling 240 litre bin and free access to the Waste Management Facility for residential purposes. Commercial use of the Waste Management Facility is not supported as there is no direct waste charge against either commercial or industrial properties.

The waste management fee amount is calculated on the basis of matching the service delivery costs of providing the waste collection and disposal services to occupied residential properties.

Pensioner Concessions

Eligible pensioners may be entitled to a concession on rates. City of Palmerston receives a listing from Territory Health Services of all the ratepayers eligible for concession at the time of levying the rates.

The rebate is deducted from the rate notice. If a pensioner becomes eligible part way through the rating year they must pay the rates in full to Council and then contact Territory Health Services to obtain a refund.

Contact details for Territory Health Services are:
Postal Address: GPO Box 40596 CASUARINA NT 0811
Telephone: (08) 8999 2400 Facsimile: (08) 8999 2700

Payment of Rates

Payment of rates is either by single instalment or four approximately equal amounts in the months of September, November, January and March. The dates and conditions are printed on the rate notice.

Rates may be paid by any of the following methods:

- mail, using cheque or credit card;
- BPAY through your financial institution;

- internet, using Council's online services;
- direct debit from a nominated savings or cheque account;
- In person at the Civic Centre, using cash, EFTPOS, or cheque;
- Centrepay through regular deductions from Centrelink payment.

Concessions

Application for concessions of rates and charges will be considered under the provisions of the discretionary concessions of rates and charges provisions of the Local Government Act, Chapter 11, and Part 11.8.

Late Payment of Rates

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

Council has determined penalties for late payments will be imposed in accordance with the provisions of Section 162 of the Local Government Act. These provisions are the only provisions available to Council to ensure all ratepayers pay promptly. Section 162 of the Act provides that the Council may determine a penalty for the late payment of rates and charges which are to be calculated on a daily basis. Council has determined that the penalty interest rate will remain at 18%.

Should a ratepayer default in payment, all remaining instalments become due and payable. Interest therefore accrues on the total amount of the unpaid rates and not merely the amount of the instalment.

Sale of Land for Unpaid Rates

Pursuant to Part 11.9 of the Act, if rates have been in arrears for at least three years, Council may sell the land.

Fees and Charges

The schedule of fees and charges can be viewed at the City of Palmerston Civic Centre, as well as on Council's website: www.palmerston.nt.gov.au

Community Support

Council will promote community efforts that enhance and provide revenue alternatives to community taxing through rates for the City of Palmerston.

Council will fulfill its responsibilities on matters relating to rating in accordance with relevant legislation, standards, agreements and codes, including:

- Providing payment of rates in instalments,
- Providing for the application of rebates and remissions, and
- Levying fines and interest for late payment of rates.

Council will act as an advocate to attract or attain alternative revenue sources for the City of Palmerston. Council will continue to act as an advocate for the achievement of more adequate levels and more equitable distributions of Territory and Federal grant funding to Local Government.

Council will act as advocate on behalf of the community and Local Government sector with regard to legislative and policy matters pertaining to rating and other revenue raising powers.

Council will have regard to relevant legislation and any other legal requirement in determining the terms and conditions under which it will make available any information contained in its databases and other records.

Council will be mindful of the various demographic, social, cultural, and economic attributes of the local community when preparing or distributing information.

Council will seek to provide quality rating information from its databases, in a timely, accessible and user friendly manner. Council will seek to provide rating decisions and fees and charges information in an efficient, effective and timely manner, in accordance with resource availability.



As part of Council's continuous process improvement, all aspects of this policy will be reviewed annually to ensure that the underlying principles as set out herein are best achieved.



City of Palmerston Municipal Plan 2015-2020

Annual Budget 2015/16

Budget Summary

	Revised 2015 Budget	Budget 2016	Increase %
Operating Revenue	26,535,898	28,250,520	6.46%
Capital Revenue	678,281	37,338,000	5404.80%
Total Revenue	27,214,179	65,588,520	141.01%
Operating Expenditure	32,809,694	33,262,316	1.38%
Capital Expenditure	20,910,120	12,167,889	-41.81%
Total Expenditure	53,719,814	45,430,205	-15.43%
Less Depreciation	(6,838,796)	(8,062,100)	17.89%
Less Gifted Assets		35,000,000	
Net Surplus/(Deficit)	(19,666,839)	(6,779,584)	
Transfers to Reserves	4,819,629	1,020,416	
Transfers from Reserves	24,486,468	3,800,000	
Budget Balance	-	(4,000,000)	
Borrowing		4,000,000	
Balance Surplus / Deficit		-	

City of Palmerston's Budget Summary shows the Operating Revenue expected to be derived from sources relating to Council's everyday business operations and Capital Revenue to be received for works on infrastructure assets. Furthermore it outlines the Operating Expenditure to be utilised for Council's business operations (including depreciation) and capital expenditure for major works on infrastructure. City of Palmerston shows a balanced budget less depreciation and movements from reserves to mainly fund capital works.

Operating Income

Department	Division	Budget 2015	Budget 2016
Governance		718,385	690,000
	Office of the CEO	718,385	690,000
Corporate Services		18,074,325	18,767,852
	Finance	914,908	400,000
	Office of the Director Corporate and Community Services	3,383	-
	Rates	16,909,234	18,181,252
	Civic Centre	246,800	186,600
Community Services		852,210	767,773
	Arts & Culture	-	12,000
	Community Development	640	-
	Events Promotion	51,000	21,000
	Families & Children	100,000	-
	Health & Wellbeing Services	1,909	-
	Library Services	693,161	729,273
	Senior Citizens	1,500	1,500
	Youth Services	4,000	4,000
Technical Services		6,890,977	8,024,895
	Animal Management	388,100	399,000
	Aquatic Centre	84,000	95,300
	Driver Resource Centre	8,000	7,500
	Gray Community Hall	23,000	16,000
	Office of the Director Technical Services	115,754	49,250
	Parking & Other Ranger Services	134,956	171,185
	Roads & Transport	814,391	795,000
	Stormwater Infrastructure	9,335	4,000
	Subdivisional Works	178,000	180,000
	Waste Management	4,951,416	5,771,500
	Private Works	84,025	90,000
	Birripa Court Investment Property	100,000	446,160
Grand Total		26,535,898	28,250,520

Capital Income

Department	Division	Budget 2015	Budget 2016
Corporate Services		9,091	0
	Sales of Assets	9,091	0
Technical Services		669,190	37,338,000
	Roads & Transport	269,190	1,938,000
	Subdivisional Works and Planning	400,000	400,000
	Physical Resources Received Free	-	35,000,000
Grand Total		678,281	37,338,000

Operating Expenditure

Department	Division	Budget 2015	Budget 2016
Governance		1,426,526	1,123,876
	Elected Members	326,107	320,740
	Office of the CEO	996,067	689,986
	Public Relations and Communications	104,352	113,150
Corporate Services		11,073,226	12,041,248
	Financial Services	1,128,740	1,141,467
	Information Technology	1,004,736	1,090,264
	Office of the Director Corporate & Community Services	7,414,163	8,488,694
	Rates	323,798	101,000
	Records Management	215,736	339,365
	Civic Centre	472,097	380,872
	Customer Services	199,359	227,737
	Human Resources	314,597	271,849
Community Services		3,144,167	2,900,104
	Arts & Culture	77,330	140,000
	Community Development	1,025,693	939,010
	Events Promotion	373,000	309,000
	Families & Children	331,115	237,292
	Health & Wellbeing Services	65,000	42,000
	Library Services	1,236,029	1,201,302
	Senior Citizens	10,000	9,500
	Youth Services	26,000	22,000
Technical Services		17,165,775	17,197,088
	Animal Management	129,972	79,080
	Aquatic Centre	405,280	328,200
	Archer Sports Club	42,367	12,910
	Depot	79,210	87,277
	Gray Community Hall	115,577	108,975
	Office of the Director Technical Services	1,694,342	1,452,956
	Open Space	4,594,456	4,746,932
	Parking & Other Ranger Services	731,798	717,145
	Recreation Centre	206,700	209,930
	Roads & Transport	1,990,641	2,057,719
	Stormwater Infrastructure	251,000	241,000
	Subdivisional Works	120,000	80,000
	Waste Management	5,409,123	5,564,551
	Emergency Operations	95,310	99,917
	Private Works	80,000	80,023
	Street Lighting	1,220,000	1,161,500
	Birripa Court Investment Property	0	168,974
Grand Total		32,809,694	33,262,316

Capital Expenditure

Department	Division	Budget 2015	Budget 2016
Community Services		24,870	0
	Community & Social Development	18,670	0
	Libraries	6,200	0
Corporate Services		197,667	320,000
	Information Technology	22,667	70,000
	Management Corporate Service Office	175,000	250,000
Technical Services		20,687,583	11,847,889
	Aquatic Centre	91,463	0
	Civic Centre	10,000	730,500
	Driver Resource Centre	10,000	0
	Gray Community Hall	4,800	0
	Building Capital Works	6,851,112	0
	Open Space Capital Works	6,597,037	822,950
	Roads, Bridges, Footpaths	6,721,171	3,942,439
	Footpaths & Cycle Ways Capital Works	180,000	0
	Stormwater Infrastructure	120,000	940,000
	Waste Management	102,000	5,412,000
Grand Total		20,910,120	12,167,889

Council Reserves

	Balance	TO RESERVES	FROM RESERVES	Balance
	as at			as at
	01/07/2015			30/06/2016
Asset Related Reserves				
Property Reserve	1,531,345	-	-	1,531,345
Plant and Equipment Reserve	1,147,493	-	-	1,147,493
Infrastructure Reserve	4,953,259	620,416	3,800,000	1,773,675
	7,632,097	620,416	3,800,000	4,452,513
Other Reserves				
Election Expenses Reserve	150,000	-	-	150,000
Disaster Recovery Reserve	500,000	-	-	500,000
Strategic Initiatives Reserve	500,000	-	-	500,000
Unexpended Grants Reserve	169,854	-	-	169,854
Developer funds in lieu of construction	4,325,967	400,000	-	4,725,967
Community Grants Reserve	107,343	-	-	107,343
	5,753,164	400,000	-	6,153,164
Total Reserve Funds	13,385,261	1,020,416	3,800,000	10,605,677

Long-term Financial Plan 2015/16-2024/25

This Long Term Financial Plan is prepared in accordance with section 126 of the Local Government Act. It details the expected activities commencing in the 2015/16 year and concluding in the 2024/25 year.

Major Initiatives

The plan includes:

- Allowing for a growth in the rate base of approximately 5% per annum up to and including the 2017/2018 financial year. For the 2018/2019 financial year onwards, this has been reduced to 3.5%
- Increasing the existing number of staffing positions within the organisation with the ability to change functions should specific needs be identified
- Continuing to maintain an extensive array of parks and reserves as irrigated and well maintained public spaces
- Ensuring that properties leased by Council maintain commercial returns
- Ensuring the Council's IT system remains secure and up to date
- Maintain the extensive playgrounds that are established (and being established) throughout the City
- Continue to maintain the primary buildings of Council – Civic Centre, Recreation Centre and Public Library
- To achieve the outcomes as identified with the Council's Municipal Plan

Management of Infrastructure

The Council currently manages an inventory of assets to the value of approximately \$295 million. These assets include land and buildings, roads, bridges, kerbing and

footpaths, parks, gardens and irrigation systems, plant and furniture and library materials.

The major buildings including the Civic Centre, Recreation Centre and Public Library are all buildings that are owned and operated by Council apart from the Recreation Centre, which is entirely leased and the lower level of the Civic Centre and café at the Library are also leased. The rental return received from the buildings is anticipated to generally meet the maintenance requirements of these buildings.

Council maintains an extensive network of roads, which will require additional resources into the future with age and also maintaining where there have been ongoing issues with various sections. This plan anticipates an increase in road resealing and the need to repair specific sections of roads.

Footpath repair is also an issue for Council where they have been installed and now extensive building activity is occurring and causing damage to these areas through the movement of heavy transport.

Although nearly all maintenance activities are currently undertaken by the private sector, as Council maintains only a day labour workforce, tasked with smaller maintenance type activity across specific areas including the CBD.

Cleaning operations will continue to be undertaken by the private sector by way of period contracts. Other assumptions are included below:

Item	Years	Increment	Years	Increment
Profit And Loss Statement				
Rates Income	2016-2018	5%	2019-2025	3.5%
Statutory Charges Income	2016-2018	2%	2019-2025	1%
User Charges Incomes	2016-2018	1%	2019-2025	2%
Grants income	2016-2018	0%	2019-2025	0%
Investment Income	2016-2018	3%	2019-2025	3%
Other Income	2016-2018	1%	2019-2025	1%
Employee Cost	2016-2018	4%	2019-2025	4%
Professional Services	2016-2018	2%	2019-2025	1%
Insurance	2016-2018	3%	2019-2025	2%
Utilities	2016-2018	5%	2019-2025	3%
Materials & Contracts	2016-2018	3%	2019-2025	3.5%
Elected Member Allowance	2016-2018	2%	2019-2025	2%
Other Expenses	2016-2018	2%	2019-2025	2%

City of Palmerston Profit and Loss 2015-2020

	ACTUAL 2014	Reviewed Budget 2015	Budget 2016	PLAN 2017	PLAN 2018	PLAN 2019	PLAN 2020	PLAN 2021	PLAN 2022	PLAN 2023	PLAN 2024	PLAN 2025
INCOME												
Rates	20,084,089	21,820,144	23,916,452	25,112,275	26,367,888	27,290,764	28,245,941	29,234,549	30,257,758	31,316,780	32,412,867	33,547,318
Statutory charges	208,728	792,481	868,750	886,125	903,848	912,886	922,015	931,235	940,547	949,953	959,452	969,047
User charges	1,006,790	493,758	419,300	423,493	427,728	436,282	445,008	453,908	462,986	472,246	481,691	491,325
Grants, subsidies and contributions	2,184,520	2,636,493	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173
Investment income	1,469,573	979,600	846,160	634,821	454,795	451,572	480,492	513,794	565,320	628,334	696,684	757,441
Other income	189,596	213,421	48,685	49,172	49,664	50,160	50,662	51,168	51,680	52,197	52,719	53,246
Total Income	25,143,296	26,935,898	28,650,520	29,657,059	30,755,096	31,692,838	32,695,291	33,735,828	34,829,466	35,970,683	37,154,587	38,369,550
EXPENSES												
Employee costs	(5,843,212)	(6,164,272)	(6,624,802)	(6,889,794)	(7,165,386)	(7,452,001)	(7,750,081)	(8,060,085)	(8,382,488)	(8,717,787)	(9,066,499)	(9,429,159)
Professional Services	(1,081,727)	(1,610,305)	(909,980)	(928,180)	(946,743)	(956,211)	(965,773)	(975,430)	(985,185)	(995,037)	(1,004,987)	(1,015,037)
Insurance	(413,025)	(434,314)	(433,900)	(446,917)	(460,325)	(469,531)	(478,922)	(488,500)	(498,270)	(508,235)	(518,400)	(528,768)
Utilities	(1,651,906)	(2,139,640)	(2,262,846)	(2,375,988)	(2,494,788)	(2,569,631)	(2,646,720)	(2,726,122)	(2,807,906)	(2,892,143)	(2,978,907)	(3,068,274)
Materials & Contractors	(11,085,102)	(11,913,837)	(11,689,041)	(12,039,712)	(12,400,903)	(12,834,935)	(13,284,158)	(13,749,103)	(14,230,322)	(14,728,383)	(15,243,876)	(15,777,412)
Depreciation, amortisation & impairment	(6,851,839)	(6,838,796)	(8,062,100)	(9,110,300)	(9,850,700)	(10,572,300)	(11,084,200)	(11,486,900)	(11,269,700)	(11,046,300)	(10,838,500)	(10,637,900)
Elected Members Allowances	(232,852)	(271,116)	(276,889)	(282,427)	(288,075)	(293,837)	(299,714)	(305,708)	(311,822)	(318,058)	(324,420)	(330,908)
Other Expenses	(2,565,576)	(3,437,415)	(3,046,425)	(3,107,353)	(3,169,500)	(3,232,890)	(3,297,548)	(3,363,499)	(3,430,769)	(3,499,384)	(3,569,372)	(3,640,759)
Finance Charges	0	0	(18,333)	(220,000)	(198,046)	(174,884)	(150,449)	(124,669)	(97,472)	(68,779)	(38,508)	(6,571)
Total Expenses	(29,725,239)	(32,809,694)	(33,324,316)	(35,400,671)	(36,974,466)	(38,556,220)	(39,957,564)	(41,280,016)	(42,013,933)	(42,774,107)	(43,583,469)	(44,434,789)
OPERATING SURPLUS / (DEFICIT)	(4,581,943)	(5,873,796)	(4,673,795)	(5,743,612)	(6,219,370)	(6,863,382)	(7,262,273)	(7,544,189)	(7,184,467)	(6,803,424)	(6,428,882)	(6,065,239)
Net gain (loss) on disposal or revaluation of assets	(67,424)	9,091	(62,000)	264,000	274,560	285,542	296,964	308,843	321,196	334,044	347,406	361,302
Amounts received specifically for new or upgraded assets	0	269,190	1,938,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Physical resources received free of charge	2,837,402	30,700,000	35,000,000	33,000,000	30,000,000	28,000,000	25,000,000	0	0	0	0	0
NET SURPLUS / (DEFICIT) transferred to Equity Statement	(1,811,965)	25,104,485	32,202,205	27,770,388	24,305,190	21,672,160	18,284,692	(6,985,346)	(6,613,271)	(6,219,379)	(5,831,476)	(5,453,937)
Other Comprehensive Income												
Gain on revaluation of infrastructure, property, plant & equipment	15,725,967	0	0	0	0	0	0	0	0	0	0	0
Total Other Comprehensive Income	15,725,967	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME (LOSS)	13,914,002	25,104,485	32,202,205	27,770,388	24,305,190	21,672,160	18,284,692	(6,985,346)	(6,613,271)	(6,219,379)	(5,831,476)	(5,453,937)

City of Palmerston Cash Flow 2015-2020

	ACTUAL 2014	Reviewed Budget 2015	Budget 2016	PLAN 2017	PLAN 2018	PLAN 2019	PLAN 2020	PLAN 2021	PLAN 2022	PLAN 2023	PLAN 2024	PLAN 2025
CASH FLOWS FROM OPERATING ACTIVITIES												
<u>Receipts</u>												
Rates - general & other	20,236,357	21,820,144	23,916,452	25,112,275	26,367,888	27,290,764	28,245,941	29,234,549	30,257,758	31,316,780	32,412,867	33,547,318
Fees & other charges	1,153,718	1,260,514	1,262,289	1,283,426	1,304,944	1,322,185	1,339,683	1,357,440	1,375,463	1,393,755	1,412,321	1,431,164
Investment receipts	1,289,100	881,640	761,544	571,339	409,316	406,415	432,443	462,414	508,788	565,501	627,016	681,697
Grants utilised for operating purposes	2,184,695	2,636,493	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173	2,551,173
Other operating receipts	254,776	209,153	47,711	48,188	48,670	49,157	49,649	50,145	50,647	51,153	51,665	52,181
<u>Payments</u>												
Employee Costs	(5,900,143)	(6,164,272)	(6,624,802)	(6,889,794)	(7,165,386)	(7,452,001)	(7,750,081)	(8,060,085)	(8,382,488)	(8,717,787)	(9,066,499)	(9,429,159)
Contractual services & materials	(15,776,227)	(16,369,211)	(15,572,656)	(16,073,224)	(16,590,834)	(17,124,145)	(17,675,286)	(18,244,863)	(18,833,504)	(19,441,856)	(20,070,590)	(20,720,399)
Other operating payments	(461,225)	(3,403,041)	(3,015,960)	(3,076,280)	(3,137,805)	(3,200,561)	(3,264,573)	(3,329,864)	(3,396,461)	(3,464,391)	(3,533,678)	(3,604,352)
Finance payments	(125,152)	0	(18,333)	(220,000)	(198,046)	(174,884)	(150,449)	(124,669)	(97,472)	(68,779)	(38,508)	(6,571)
Net Cash provided by (or used in) Operating Activities	2,855,899	871,421	3,307,418	3,307,103	3,589,921	3,668,103	3,778,500	3,896,241	4,033,904	4,185,549	4,345,766	4,503,052
CASH FLOWS FROM INVESTING ACTIVITIES												
<u>Receipts</u>												
Amounts specifically for new or upgraded assets		269,190	1,938,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Sale of replaced assets	64,379	9,091	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
<u>Payments</u>												
Expenditure on renewal/replacement of assets	(4,075,750)	(20,056,528)	(12,046,210)	(6,571,432)	(9,508,337)	(3,690,511)	(2,727,787)	(2,698,827)	(2,229,356)	(2,645,977)	(2,727,737)	(3,116,449)
Net Cash provided by (or used in) Investing Activities	(4,011,371)	(19,778,247)	(10,078,210)	(6,291,432)	(9,228,337)	(3,410,511)	(2,447,787)	(2,418,827)	(1,949,356)	(2,365,977)	(2,447,737)	(2,836,449)
CASH FLOWS FROM FINANCING ACTIVITIES												
<u>Receipts</u>												
Proceeds from Borrowings			0	0	0	0	0	0	0	0	0	0
<u>Payments</u>												
Repayments of Borrowings			0	(399,166)	(421,120)	(444,282)	(468,717)	(494,497)	(521,694)	(550,387)	(580,658)	(119,479)
Net Cash provided by (or used in) Financing Activities	0	0	0	(399,166)	(421,120)	(444,282)	(468,717)	(494,497)	(521,694)	(550,387)	(580,658)	(119,479)
Net Increase (Decrease) in cash held	(1,155,472)	(18,906,826)	(6,770,792)	(3,383,494)	(6,059,537)	(186,690)	861,996	982,917	1,562,854	1,269,185	1,317,371	1,547,125
Cash & cash equivalents at beginning of period	33,761,522	32,606,050	13,699,224	6,928,432	3,544,937	(2,514,599)	(2,701,289)	(1,839,293)	(856,376)	706,478	1,975,663	3,293,033
Cash & cash equivalents at end of period	32,606,050	13,699,224	6,928,432	3,544,937	(2,514,599)	(2,701,289)	(1,839,293)	(856,376)	706,478	1,975,663	3,293,033	4,840,158

City of Palmerston Balance Sheet 2015-2020

	ACTUAL 2014	Reviewed Budget 2015	Budget 2016	PLAN 2017	PLAN 2018	PLAN 2019	PLAN 2020	PLAN 2021	PLAN 2022	PLAN 2023	PLAN 2024	PLAN 2025
ASSETS												
Current Assets												
Cash and cash equivalents	32,606,050	13,699,224	6,928,432	3,544,937	(2,514,599)	(2,701,289)	(1,839,293)	(856,376)	706,478	1,975,663	3,293,033	4,840,158
Trade & other receivables	1,336,123	1,464,076	1,575,427	1,666,085	1,739,189	1,812,333	1,888,736	1,968,841	2,054,478	2,146,799	2,246,345	2,352,361
Total Current Assets	33,942,173	15,163,300	8,503,858	5,211,022	(775,410)	(888,957)	49,443	1,112,465	2,760,956	4,122,462	5,539,378	7,192,519
Non-current Assets												
Investment Property	0	6,600,000	6,864,000	7,138,560	7,424,102	7,721,067	8,029,909	8,351,106	8,685,150	9,032,556	9,393,858	9,769,612
Infrastructure, Property, Plant & Equipment	295,410,008	333,587,370	373,774,459	404,151,969	433,755,650	454,761,139	471,282,279	462,371,467	453,203,642	444,680,046	436,446,836	428,806,864
Other Non-current Assets	1,568,038	1,500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Non-current Assets	296,978,046	341,687,370	380,838,459	411,490,529	441,379,752	462,682,205	479,512,188	470,922,572	462,088,791	453,912,601	446,040,694	438,776,476
Total Assets	330,920,219	356,850,669	389,342,317	416,701,551	440,604,342	461,793,249	479,561,630	472,035,037	464,849,747	458,035,063	451,580,072	445,968,995
LIABILITIES												
Current Liabilities												
Trade & Other Payables	2,868,081	3,105,046	3,257,189	3,354,641	3,482,380	3,551,987	3,612,516	3,673,411	3,730,238	3,791,959	3,855,205	3,923,092
Provisions	519,254	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Current Liabilities	3,387,335	3,605,046	3,757,189	3,854,641	3,982,380	4,051,987	4,112,516	4,173,411	4,230,238	4,291,959	4,355,205	4,423,092
Non-current Liabilities												
Borrowings	0	0	4,000,000	3,600,834	3,179,714	2,735,432	2,266,715	1,772,218	1,250,524	700,137	119,479	(0)
Provisions	327,229	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other Non-current Liabilities												
Total Non-current Liabilities	327,229	300,000	4,300,000	3,900,834	3,479,714	3,035,432	2,566,715	2,072,218	1,550,524	1,000,137	419,479	300,000
Total Liabilities	3,714,564	3,905,046	8,057,189	7,755,475	7,462,094	7,087,419	6,679,230	6,245,630	5,780,762	5,292,096	4,774,684	4,723,092
NET ASSETS	327,205,655	352,945,623	381,285,128	408,946,076	433,142,248	454,705,830	472,882,400	465,789,408	459,068,985	452,742,967	446,805,388	441,245,903
EQUITY												
Accumulated Surplus	70,707,330	116,072,455	147,191,545	178,235,987	208,491,696	230,241,968	247,556,541	239,480,632	231,197,355	223,602,152	216,347,203	209,240,593
Asset Revaluation Reserves	223,446,225	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907	223,487,907
Other Reserves	33,052,100	13,385,261	10,605,677	7,222,182	1,162,646	975,956	1,837,952	2,820,869	4,383,723	5,652,908	6,970,278	8,517,403
TOTAL EQUITY	327,205,655	352,945,623	381,285,128	408,946,076	433,142,248	454,705,830	472,882,400	465,789,408	459,068,985	452,742,967	446,805,388	441,245,903