



KATHERINE
TOWN COUNCIL

Municipal Plan 2024/25

Cover art “Woodland & Rocks (2 hours down the road)” by artist Katherine Bradley, Katherine Town Council Prize winner in the Katherine Prize 2023. The Katherine Prize is the Northern Territory’s longest running visual art award. Each year, the Katherine Town Council sponsors a \$2000 award. The Council selected the featured artwork to win the 48th annual Katherine Town Council Award 2023.

Wardlaman

Jawoyn

Dagoman

**We acknowledge the traditional owners
of the country on which we work and live**

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Introduction

This municipal plan is Katherine Town Council's action plan on the services, programs, events, facilities, and infrastructure we will deliver and maintain for the community in 2024/25. This Plan also contains our annual budget, which outlines proposed Council rates and our Long-Term Financial Plan. Our Fees and Charges document can be viewed on our website www.katherine.nt.gov.au/council/council-documents/fees-and-charges. Katherine Town Council's vision is for Katherine to be a place of opportunity where we live, work, learn, and grow together. Our community is at the centre of everything we do. In achieving this, we contribute to the vision where:

- Katherine is welcoming, vibrant, family-friendly, and fosters diversity and unity.
- In Katherine, everyone belongs, feels safe, and has a sense of community.
- Our vision recognises the importance of valuing our environment and investing in our people and culture.

Vision:

Katherine is a place of opportunities. We celebrate diversity as we live, work, learn and grow together.

Mission:

Together, we will work effectively today to shape our exceptional future tomorrows.

Values:

- Accepting of DIVERSITY
- Sense of COMMUNITY
- Respect for PEOPLE, our ENVIRONMENT, and our CULTURE.

Consultation

To ensure that Council aligns its vision with Katherine's future, there will be 21-day consultation period from 5 June to 25 June 2024.

Elected Members received the draft Municipal Plan on the 27 May 2024, six business days prior to adopting the draft plan for consultation. The advertisement was placed on the Council website on 5 June 2024 and the Katherine Times on 5 June 2024. Elected Members conducted consultations with the community during this period.

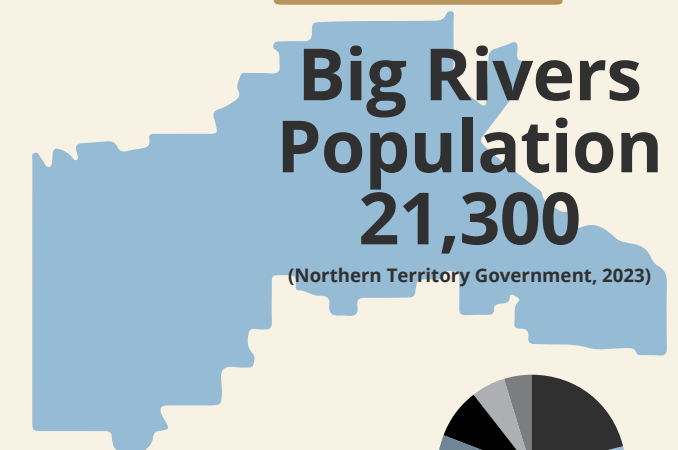
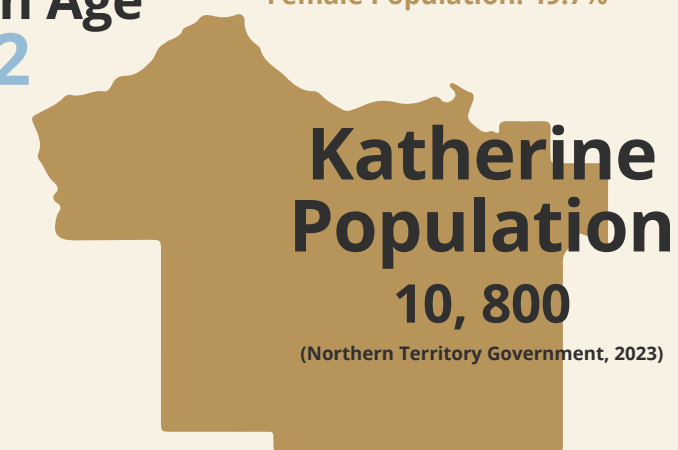
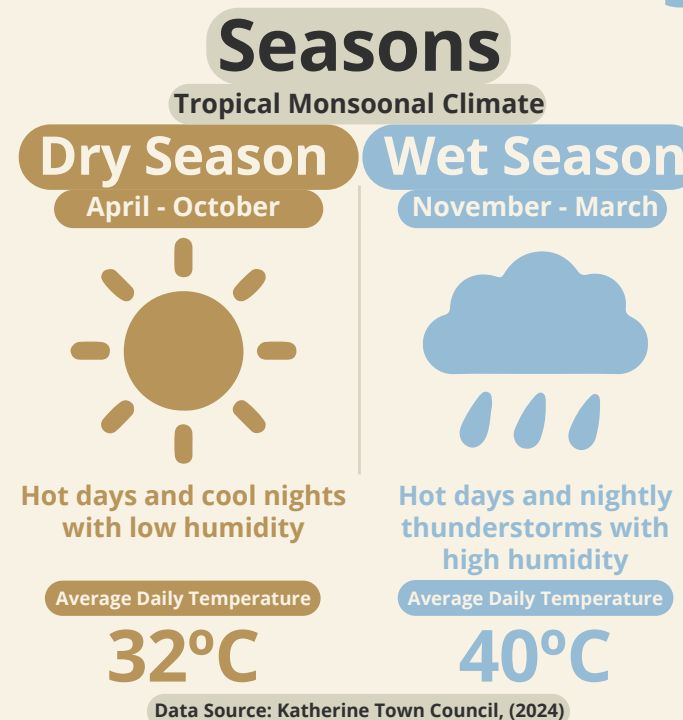
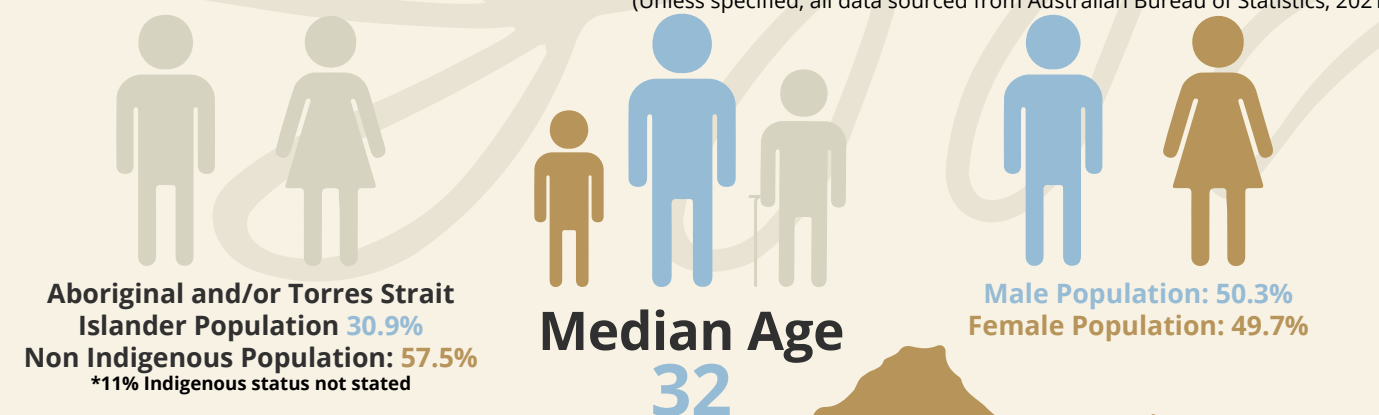
The Municipal Plan was adopted by Special Meeting of Council on 27 June 2024.

About Katherine

At the heart of the Big Rivers region is Katherine, the fourth-largest township in the Northern Territory. Including the local RAAF Airbase at the Katherine suburb of Tindal, the town's population is 10,800. Katherine is also a service hub for over 21,000 people living in the wider Big Rivers region, a responsibility that shapes Council's strategic priorities.

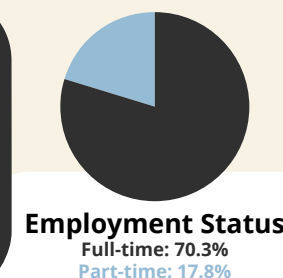
Katherine is located at a critical crossroads point for Northern Australia and the top end, connecting Perth to Darwin from the west and Adelaide to Darwin through the north/south highway and rail corridor. Katherine services the Big Rivers region, providing access to education and medical services. Katherine also includes the Tindal Defence base that is undergoing multimillion dollar upgrades.

(Unless specified, all data sourced from Australian Bureau of Statistics, 2021)

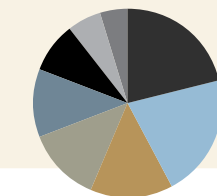
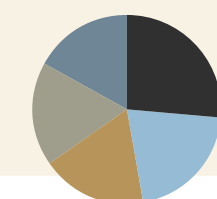


Language used at home
(Other than English)

Kriol: 4.3%
Nepali: 2.5%
Tagalog: 1.9%
Punjabi: 0.8%
Warlpiri 0.8%



Median Weekly Income
Personal: \$1,025
Family: \$2,175
Household: \$1,936



Registered businesses by Industry

Katherine Town Council LGA - total registered businesses

Industry	2023			2022			Change
	Number	%	% Northern Territory	Number	%	% Northern Territory	
Total Businesses	917	100.0	100.0	890	100.0	100.0	+27
Agriculture, Forestry and Fishing	178	19.4	5.8	177	19.9	5.8	+1
Construction	153	16.7	18.6	155	17.4	18.6	-2

Data Source: Regional Development Australia NT - Economic Profile

Message from the Mayor



Lis Clark

Over the 2024/25 financial year, Council will continue its focus on promoting Katherine to ensure it secures a prominent position on the Northern Territory Government's agenda. Advocating for our town's advancement is one of Council's critical functions, and while we have had wins over the last year, there is still work to be done.

Our priorities for the next year will be to support ventures and developments that make Katherine a better place to live, work and invest. These include growing our tourism industry by attracting tourism development, such as five-star accommodation, and our proposed multi-purpose sport and recreation precinct, which can facilitate conferences and gala events. The ongoing availability and quality of domestic water is also crucial.

Our town's safety is critical to our town's prosperity and liveability, so we will continue to invest in infrastructure that deters crime, such as lighting, and work with other agencies and organisations to reduce youth crime.

Katherine has a highly transient population, which means an ongoing influx of new citizens, and it is Council's job to make them feel welcome and build a strong relationship with our community.

Vibrant regional events and celebrations, like the Australian Citizen Ceremonies and Citizen Awards, are great ways to unite people, so Council will support a vibrant calendar of events for 2024/25.

Our new online community engagement platform, Your Say Katherine, will play an essential role over the next year in gathering community feedback on the many projects our CEO and her team will roll out in 2024/25.

It is with great pleasure that we present the Katherine Town Council Municipal Plan for the financial year of 2024/25. On behalf of the Elected Members, I look forward to supporting the great work our CEO and the Katherine Town Council team undertake to deliver this Plan over the next year.

Lis Clark

L. Clark

Elected Members

Councillors are elected by democratic vote. They are a vital part of the community and they represent the municipality.

The Mayor and six Councillors are elected for a term of four years. The next general election will be in 2025.



**Lis Clark
Mayor**



**Denis Coburn
Deputy Mayor**



**Maddy Bower
Councillor**



**Peter McDougall
Councillor**



**Amanda Kingdon
Councillor**



**Kerrie Mott
Councillor**



**Jeremy Trembath
Councillor**

Chief Executive Officer

Summary



Ingrid Stonhill

Over the past two years, I am proud that our council team has completed many significant projects that greatly benefited our town. It is a testament to the small and dedicated Council team who hold the good of our community and our region as their motivator and priority. However, while it is important to celebrate achievement, our focus remains on the work to be done.

We understand the challenges posed by the higher cost of living affecting everyone in Australia, and we are committed to addressing these challenges while striving for continued progress. Like households around the country, Council is subject to rising business costs, so we rely heavily on external funding sources to deliver projects and services that make Katherine a better place to live and an attractive business proposition for investors.

High on our agenda is the aging infrastructure within our municipality. The Aquatic Centre now 43 years old, and the Civic Centre, now 42 years old, are prime examples of facilities requiring upgrades and renewal. These are enormous projects that require significant

funding. Still, every challenge is an opportunity, so with government and community support, we are seeking funding to construct a new multi-purpose sport and recreation precinct for Katherine and the Big Rivers region that will stimulate significant economic development for our town.

In line with our commitment to innovation, we are also exploring sustainable solutions such as solar lighting, solar powering of council facilities, and transitioning council vehicles to hybrids. By embracing these initiatives, we aim to reduce costs and minimise our environmental footprint while efficiently serving our community.

This year, our focus extends beyond merely completing tasks; it's about ensuring everything we do is done exceptionally well. We are finding new ways to work smarter and efficiently to deliver outstanding services and projects.

Government and business have long recognised the strategic value of our region's position as a crossroads and central hub for service delivery. We continue to advocate for Katherine to the Northern Territory Government for the delivery of projects like a second

Katherine River bridge, the Agrihub, biosecurity truck wash, and improvements to our airport.

While these large projects deliver clear economic benefits, their viability is also subject to community support. This year, we have invested in a range of innovative technologies to help the community understand how Council spends its budget and determines its priorities. Through our new Your Say Katherine platform, we highlight potential or upcoming projects to inform the community and gather feedback. Combined with our elected members' many community engagement activities, these tools bridge communication gaps between Council and its constituents, improving transparency, accountability and results.

It is my pleasure to present our 2024/25 Municipal Plan to you, and I look forward to leading our team in shaping Katherine as a great place to live, work, and invest.

Ingrid Stonhill

Organisation Chart

Community

Council

MAYOR & ELECTED MEMBERS

Chief Executive Officer

Advisory Committees

RISK & AUDIT SPORTSGROUNDS SHOWGROUNDS CENTENARY OF KATHERINE ADMINISTRATIVE REVIEW GREENING

Office of the CEO

Community Relations

Finance

People and Culture

Infrastructure

Environmental Service

Corporate Administration

Strategic Priorities

Katherine's 2027 Five Year Strategic Plan outlines the roadmap for the Katherine municipality over the next five years. This plan was driven by community input. Following are our seven strategic priorities and highlighted projects for 2024/25.



SP01

Strong Leadership



SP02

Community and Families



SP03

Sports and Civic Events



SP04

Growth and Sustainability



SP05

Arts, Culture and Heritage



SP06

Big Rivers Inter-Government Collaboration



SP07

Environmental Sustainability

Projects Subject to Grant Funding 2024//25

Katherine Town Council is seeking funding to deliver these projects:

Katherine and Big Rivers Multi-Purpose Sport and Recreation Precinct

When we secure funding, we will partner with the NT Government, Katherine-based NGOs, Indigenous organisations and sporting and community groups to plan the development of a multi-purpose regional sports, recreation, and community precinct linked to the existing Katherine Aquatic Centre and Sportsground environs. The project will redevelop the Henry Scott Building and adjoining land into a modern indoor sports and community centre that will also serve as an evacuation centre for the Big Rivers region and a space to host large indoor social events and conferences, providing the Big Rivers region with year-round access to sporting and community events.

Railway crossing traffic improvements

We propose to trial the installation of rumble strips on the approach to the railway level crossing at Florina Road when funding becomes available.

Facility energy upgrades

We seek funding to reduce greenhouse gas emissions and increase community savings by installing solar energy equipment to power infrastructure connected to the electricity grid, including the redeveloped Katherine Aquatic Centre.

Katherine Riverbank Trail Revitalisation Project

When we secure project funding, we will restore damaged sections of the Katherine Riverbank Trail with a flood-resilient structural alternative and revitalise identified pavement sections.

Highlighted Projects 2024//25

New Visit Katherine Website

We will develop a new Visit Katherine website which will feature fresh content, improved booking capabilities, enhanced user experience, expanded audience engagement, regular updates, and the capability to capture valuable feedback.

SP1 – Strong Leadership 1.4.3 Enhance Customer Experiences at the Visitor Information Centre

Your Say Katherine

Implement a new community engagement platform that will offer Katherine a modern, accessible, and inclusive approach to engagement for council projects, whilst promoting transparency, participation, and the collection of valuable data and insights.

SP1 – Strong Leadership 1.3.3 Identify a number of tools to ensure our engagement is broad, inclusive and accessible to our diverse community

Reconciliation Action Plan

KTC's Reconciliation Action Plan will be a commitment to fostering reconciliation and facilitating meaningful relationships that promote cultural understanding and awareness.

SP5 – Arts, Culture and Hertiage 5.2.6 Develop a Reconciliation Action Plan (RAP)

Water-wise campaign

KTC will develop a campaign that promotes conserving resources, protecting the environment, saving energy and costs whilst fulfilling our social responsibility to ensure sustainable water management is here for present and future generations.

SP2 Environment Sustainability 7.3.1 Educate the community on water allocation, sustainable water use and avoiding leaks

Offer Traineeships

KTC will offer work experience and traineeship positions to provide more opportunities for our youth to enter the workforce.

SP 4 - Growth and Sustainability 4.3.5 Support tertiary organisations in their workforce development offerings

Ratepayer's Information Handbook

We will develop a Ratepayer's Information Handbook that will provide valuable information for Ratepayers.

SP1 – Strong Leadership 1.1.3 Improve transparency around issues affecting the community

Budget Initiatives 2024//25

>\$10million in infrastructure and road projects that include:

Civic Centre Upgrade

The Civic Centre will be refurbished to ensure it is a safe, engaging, and accessible building for the public and staff.

Aquatic Centre upgrade

The aquatic centre upgrade will include upgrading the existing 50m pool and constructed a shaded 25x25m eight lane pool with zero entry ramp and a new leisure water play area with shade.

Outback Outhouse

We will deliver uniquely designed Outback Outhouse toilets in the CBD area.

New Dog Pound

We will build a new dog pound at the Waste Management Facility.

Sportsground Fencing Stage 2

We will continue to replace the Sportsground fencing along Chambers Drive.

Showgrounds Fencing

We will initiate the first phase of the upgrades to the Katherine Showground fencing, improving security from the entry point along the Victoria Highway.

Katherine signage

We will install welcome signs to mark the boundary of the Katherine Town Council local government area.

Parkettes and nature playgrounds

We will install parkettes and nature playgrounds in accordance with the Katherine CBD Revitalisation Masterplan 2019.

Waste Facility Infrastructure Upgrades

We will install a machinery shed to protect our assets and initiate flood mitigation plans for the Tip Shop.

First Street Redevelopment

The First Street redevelopment will manage parking demands, improve traffic flow, and promote accessibility and pedestrian safety access to Katherine Central from First Street.

Line marking of CBD Carpark

New line marking in the CBD car park will improve traffic flow, pedestrian safety and parking management.

Improvements to rural roads

Improvements to Florina Road will include rehabilitating 200 metres at the Florina Road Store, constructing a slip lane at Rockhole community, shoulder widening from Rockhole to Helena Road, and making intersection improvements at Helena Road.

Stormwater drainage improvements

We will continue stormwater drainage improvements in the municipal area.

Our Service Delivery Plan

1 Strong Leadership

Katherine has endless potential for liveability and opportunity. In order to realise this, Katherine needs strong leadership and collaboration between its community and Council.

1.1 Strong Leadership

Our goal is to: Lead a strong local democracy with a community that is actively engaged in Katherine's strategic direction.

No.	Strategic Priority	Deliverable	Measure
1.1.1	Strengthen our councillor profiles to increase community awareness of who they are	Report on Elected Member activities each month Organise Council meetings and special meetings Organise Elected Member information sessions	# of reported activities # held # held
1.1.2	Ensure strong internal governance with updated policies and procedures in place	Workplace policies and Council By-Laws are reviewed regularly Ensure compliance with local government legislation Ensure compliance with other legislation applicable to Council Encourage presentations to Council on issues affecting the community	% of policies updated to improve performance # of compliance issues raised # of compliance issues raised # of presentations
1.1.3	Improve transparency around issues affecting the community	Maintain active membership on reference groups formed to deal with issues affecting the community Encourage and Educate the Community about the Services that is provided by Council Pop up Rates Info Bay Develop Ratepayer's Information Handbook	# of reference groups Council have membership on # of Service Requests # Ratepayer Feedback Complete a Ratepayer's Information Handbook
1.1.4	Learn what the community wants to know through community engagement strategies	Support Elected Members to participate in community engagement forums	# of EM activities that relate to community engagement

1.2 Partner in progress

Our goal is to: Provide strategic leadership on economic development issues to promote Katherine's reputation and improve business confidence.

No.	Strategic Priority	Deliverable	Measure
1.2.1	Foster strong relationships with the Northern Territory and federal governments to ensure coordination and support for economic development initiatives affecting Katherine at the local level and in the Big Rivers region	Continue membership on the Big Rivers Regional Economic Growth Committee	# of Council projects included in the Big Rivers Growth Plan
1.2.2	Act as a connector on issues affecting the community through active involvement in relevant reference groups	Membership on external committees involved with community issues Improve Council advisory committees' governance compliance with their Terms of Reference (ToR)	# of reference groups Council have membership on # of advisory committee meetings and meeting compliance with ToR
1.2.3	Act as a connector for businesses to foster collaboration and partnership opportunities.	Membership on Katherine Chamber of Commerce Committee Identify Partnership Opportunities	# of Chamber of Commerce meetings attended # KTC's Partnership Agreements

1.3 Community Engagement

Our goal is to: Improve Council communications and engagement with the community.

No.	Strategic Priority	Deliverable	Measure
1.3.1	Develop a Communication Engagement Strategy and Action Plan to guide Council communications	Finalise the Communication and Engagement Strategy	Communications Engagement Strategy and Action Planned approved for implementation
1.3.2	Improve consistency of our communications and engagement in alignment with our strategy	Implement Communications and Engagement Strategy	# actions implemented as per the Communication and Engagement Plan
1.3.3	Identify a number of tools to ensure our engagement is broad, inclusive and accessible to our diverse community	Expand the number and type of community engagement tools used, including Have Your Say Katherine Snap Send Solve Online Search - Cemetery	Increased community engagement Increase community engagement with implementation of direct messaging and snappers. Implemented



1.4 Enhance Customer Experiences

Our goal is to: Deliver positive customer experiences for visitors and residents.

No.	Strategic Priority	Deliverable	Measure
1.4.1	Continually improve services and our tourism offerings	Continued collaborative partnership with Tourism Top End and the Top End Visitor Information Centre	Up-to-date Memorandum of understanding
		Implementation of Visitor Information Centre Activation program	# of actions prescribed in the VIC Activation program achieved
		Continued participation in Activate Katherine partnership	Delivery of agreed actions identified in Activate Katherine Strategy
		Active participation and completion of agreed actions as part of the Big Rivers region Destination Management Plan implementation team	# meetings attended
1.4.2	Develop an Activate Katherine strategy with the Northern Territory Government and local stakeholders	Participate in the Activate Katherine partnership	Delivery of agreed actions identified in the Activate Katherine Strategy
1.4.3	Enhance customer experiences at our Visitor Information Centre	Implement new Visit Katherine website and Complete implementation of Visitor Information Centre Improvement Plan	New Visit Katherine website is live and Review Pro Rating (2023-24 - 89%) has increased

1.5 Financial

Our goal is to: Have long-term financial sustainability in Council to allow for continued growth and development.

No.	Strategic Priority	Deliverable	Measure
1.5.1	Collaborate with all three levels of government	CEO to participate in intergovernmental reference groups and engage NT and federal government as stakeholders in Council initiatives	# of intergovernmental reference groups CEO participates in
		Continue Binjari Local Government service provision and negotiate further extension of funding	Deliver Binjari Local Government Service delivery as per the funding agreement with NTG
		Continue mosquito monitoring program	Deliver mosquito monitoring program as per the funding agreement with NTG
1.5.2	Have a grants officer to seek and coordinate grant funding	Seek funding for projects outside of Council budget	# of grants applied for and acquitted
1.5.3	Pursue grants for new and upgraded infrastructure and programs	Seek funding for projects outside of Council budget	# of successful grant applications
1.5.4	Develop and implement a circular economy framework in collaboration with the Northern Territory Government and Big Rivers region	Continue to work with regional partners to find ways to improve Katherine's circular economy	Expanded recycling opportunities
1.5.5	Set a prosperous tone to encourage private sector investment	Update Katherine Life data	Track user data on Katherine Life
		Promote Katherine Life as a resource for people considering investing and living in Katherine	# of Katherine Life promotional activities implemented

2 Community and Families

Katherine's best asset are the people of Katherine. Katherine is and continues to be a great place to live, work and raise a family.

2.1 Safe Community

Our goal is to: Foster a safer community.

No.	Strategic Priority	Deliverable	Measure
2.1.1	Enhance road safety around schools	Undertake road safety audit to assess the current traffic and safety concerns in school zones, and identify potential measures that can be put into place	Completed road safety audit and prepare work plan
2.1.2	Provide safe and accessible public amenities throughout Katherine	Assess the condition of public amenities throughout Katherine and implement remediation where required	Remediated public amenities
2.1.3	Improve street lighting for safety	Assess present condition of street lighting and develop and implement a programme of work for improvement	# of streetlights assessed and improved safety through strategic street lighting
2.1.4	Develop a laneway management policy	Developed in 2022, continue to implement laneway closures	# of laneways closed

2.2 Prioritise Recreation

Our goal is to: Collaborate and innovate with the private and public sectors for positive social, economic, and environmental outcomes.

No.	Strategic Priority	Deliverable	Measure
2.2.1	Foster growth for a recreational precinct that connects sports, culture and recreation	Secure funding for the Katherine Sports Precinct expansion to include AFL field, Conference and Evacuation centre, improved gym facilities and undercover sports courts	Successful rPPP stream 1 application
2.2.2	Support business and community leaders in promoting Katherine's competitive attributes	Make resources and data available to business and community groups promoting Katherine as a venue	# of businesses and community groups supported
2.2.3	Promote an active community with family events, festivals, live music and sports	Provided a continually developing calendar of free and accessible community events that cater for our diverse community	# of events held # of patron attending
2.2.4	Support Buy Local initiatives where possible	Promote buy local promotional activities	# of buy local promotions supported

Celebrate Diversity

Our goal is to: Celebrate diversity in our community and recognise their needs and interests.

No.	Strategic Priority	Deliverable	Measure
2.3.1	Support diversity by ensuring our communication and engagement is inclusive and accessible to all members of the community	Use a range of communication and engagement tools and methods to reach all members of the Katherine community	The variety of tools used to engage with different community segments
2.3.2	Improve disability access in town	Ensure infrastructure and projects incorporate disability access Consult with disability advocates in project stakeholder engagement activities	New projects and infrastructure facilitate disabled access # of relevant projects Council sought feedback from disability advocates on
2.3.3	Welcome and connect the Defence community with the Katherine community	Partner with Defence on key issues connecting the Katherine Community and RAAF Tindal	Attend Welcome to Tindal Expo

2.4 Support our Youth

Our goal is to: Support youth engagement.

No.	Strategic Priority	Deliverable	Measure
2.4.1	Empower youths through youth-focused events and school-holiday activities	Provided a range of youth focused, free and accessible community events and/or programs	# of events held
2.4.2	Provide a platform for youths to have a voice	Support external youth led and focused advocacy programs and/or events	# of external youth focused events supported/funded
2.4.3	Collaborate with the Northern Territory Government on its Katherine Youth Action Plan	Developed in 2022 - Continued commitment to KTC agreed actions	# of external youth focused events supported/funded
2.4.4	Participate in the Katherine Youth Advisory Group	Participate in community lead Youth Advisory Committee (YAG)	# of meetings attended

3 Sports and Civic Events

Prioritising sports infrastructure, community events, and branding of Katherine as a vibrant community is important to improving the liveability and positive attributes of Katherine.

3.1 Sports and Civic Events

Our goal is to: Provide sporting infrastructure and appropriate events to encourage community connectedness.

No.	Strategic Priority	Deliverable	Measure
3.1.2	Hold events throughout the year that acknowledge themes that are important to our town and its residents, such as memorial days	Deliver complete program of commemorative events as agree in partnership with identified stakeholders	# of commemorative events held
3.1.3	Improve participation in user advisory groups and improve coordination of these groups on Council land	Ensure conformance with advisory committee Terms of Reference requirements	All advisory committee meetings to comply with Terms of Reference
		Work with all users to ensure maximum utilisation of facilities	All stakeholders are identified and invited to relevant advisory committee meetings
3.1.4	Develop key sporting infrastructure such as an all-weather/multipurpose sports arena	Incorporate indoor sports facilities in the design of the proposed multipurpose sports and recreation precinct	Indoor sports courts incorporated in the proposed multipurpose sports and recreation hub
	Develop future infrastructure such as a regional sporting precinct, updated aquatic centre and potential water recreation facility	Funding for the multipurpose sports and recreation precinct which will include an AFL field, conference and evacuation centre, improved gym facilities and undercover sports courts	Successful rPPP stream 1 application

3.2 Brand Identity

Our goal is to: Develop and implement a brand identity that is uniquely Katherine's.

No.	Strategic Priority	Deliverable	Measure
3.2.1	Craft Katherine's personality and identity by playing to our strengths	Select imagery and key messaging for marketing communication material that promote Katherine's points of difference and strengths and align with the Big Rivers Region Destination Marketing Plan	Consistent brand messaging
3.2.2	Capture Katherine's profile as a desirable travel destination for long and short stays	Complete the Visit Katherine Marketing strategy	Increase number of visitors to Katherine Visitor Information Centre and the booking value by 1%
3.2.3	Establish Katherine's presence through wayfinding signage	Renew signage and replace and construct where necessary within the CBD and at tourism attractions	Improved wayfinding
3.2.4	Collaborate with Tourism NT on its tourism strategy for the NT	Active participation and completion of agreed actions as part of the Big Rivers Region Destination Management Plan Implementation Team	# meetings attended Delivery of agreed actions identified in Big Rivers Region Destination Management Plan

3.3 Accessibility and Mobility

Our goal is to: Improve the accessibility of facilities and transport infrastructure and provide alternative transport solutions.

No.	Strategic Priority	Deliverable	Measure
3.3.1	Investigate an accessible public bus on a continual loop to improve community mobility and access to key tourism points	Source funding for a feasibility study to determine residents' and visitors' bus needs and options	A completed feasibility study
3.3.2	Provide and maintain footpaths and bike paths for ease of movement around town, with a shared pathway strategy	Assess then develop a program of improvements and upgrades to deliver the shared pathway strategy	Footpath and Bike Path assessment completed and shared strategy up dated
3.3.3	Partner with Northern Territory Government to conduct a trial for new urban transport options	Support the Northern Territory Government to deliver urban transport options	Monitor where Council can help
3.3.4	Make public toilets more accessible	Construct new public toilets in CBD	Two toilets designed and erected
3.3.5	Develop a parking strategy.	Determine need, plan and develop more parking options for caravans, RVs and CBD street parking	Increased parking options for caravans and RVs

3.4 Activation and Revitalisation

Our goal is to: Maximise developmental potential of Council's land assets and create an attractive town through revitalisation.

No.	Strategic Priority	Deliverable	Measure
3.4.1	Provide and maintain wayfinding signage	Renew and/or update signage in main street, Hot Springs, Visitor Information Centre, overflow caravan parking, RV parking areas and airport	Signage completed.
3.4.2	Support creating a vibrant CBD with updates to streets such as Railway Terrace and First Street	Review and implement the CBD revitalisation master plan	Infrastructure built as per the master plan
3.4.3	Enhance public spaces with placemaking and activation	Continued participation in Activate Katherine partnership	Delivery of agreed actions identified in Activate Katherine Strategy
		Provide continually developing calendar of events in recognition of Council's Activating Public Spaces Guidelines	Increase number of events
3.4.4	Review shade and cooling potential of all facilities	The Greening Committee to assess and recommend a works program to increase shade and cooling options	A shade and cooling works program developed by the Greening Committee
3.4.5	Provide more drinking water access	Cooled water bubblers in CBD	Additional cooled water bubblers around the CBD
3.4.6	Explore expanding our public library to be a community hub that delivers community events and activities	Funding for the multipurpose sport and recreation precinct expansion to include AFL field, conference and evacuation centre, improved gym facilities and undercover sports courts	Successful rPPP stream 1 application

4 Growth and Sustainability

Katherine must grow in a way that allows for sustained success. Infrastructure must be sustainable and support both expansion and liveability.

4.1 Better Infrastructure

Our goal is to: Identify infrastructure in need of upgrading, potential for new infrastructure, and develop long-term plans to anticipate opportunities for better infrastructure.

No.	Strategic Priority	Deliverable	Measure
4.1.1	Develop a shared pathways strategy and potential projects	Assess then develop a program of improvements and upgrades to deliver the shared pathway strategy	A shared pathway strategy is completed and projects are funded and underway
4.1.2	Develop a project planning framework with hierarchy for shovel-ready projects	Develop a framework to prioritise projects and a consistent suite of project management templates/documents	Framework in place to prioritise projects and document suite used in project planning and delivery
		Dog pound relocated to the Waste Management Facility and current vehicle impound yard relocated	New dog pound and vehicle impound yard operational
		Identify infrastructure upgrades and improvements at the Airport such as parking, RPT aprons, street lighting, terminal renovations	Shovel ready project plan to secure funding
		Install a plant and equipment shed at the Waste Management Facility	Shovel ready project plan to secure funding
4.1.3	Review Council's available land to consider potential utilisation opportunities	Feasibility studies to determine the condition, limitations and opportunities for vacant council land	# of land studies completed
4.1.4	Investigate an all-weather multipurpose facility	Funding for the multipurpose sport and recreation precinct expansion to include AFL field, conference and evacuation centre, improved gym facilities and undercover sports courts	Successful rPPP stream 1 application

4.2 Lead with Best Practice

Our goal is to: Lead by example and set a high benchmark.

No.	Strategic Priority	Deliverable	Measure
4.2.1	Regularly update our workplace policies and procedures, and Council bylaws	All policies and procedures are up-to-date	% of policies up-to-date
		Finalise review of the bylaws	Bylaws have been reviewed
		Finance policies, procedures and manuals are up-to-date and followed	% implementation of policies up-to-date and % of unapproved budgeted expenses.
		Deliver advice and educational materials regarding By-Laws	# of educational campaigns and initiatives aimed at promoting compliance with By-Laws.
4.2.2	Keep up-to-date with workplace health and safety training and be safety conscious when carrying out tasks	Ongoing safety training and safety culture improvements	Decrease in incidents, increase in Lost Time Injury Frequency Rates (LTIFR)
4.2.3	Review Council's fees and charges system to ensure the sustainability of council's facilities and services	Conduct fees and charges review	Review complete and necessary changes are implemented
4.2.4	Be prudent with our financial management for stronger returns for ratepayers and sustainable long-term finances with current risk management practices current at all times	Comply with legislative requirements - Applications of AASB, NT Local Government Act 2019, Australian Taxation legislation and reporting requirements	% of tax returns, monthly council reports and other financial reports submitted on time
		Prudent financial management for stronger returns for ratepayers - Preparation of Annual Budget and Revisions, CAPEX Budget and Improved debtors management	Budgets prepared, debtors reduced to 30 days and % of operating surplus and loss against budget
		Sustainable Long Term Financial Plan and current risk management practices - Review financial information and reporting system, Grant Management and acquittals up-to-date	Increased number of internal controls and integrity checks in a year, improved CRM and Asset Management System and Financial Ratio Analysis

4.3 Attract Skilled Workers

Our goal is to: Attract and retain skilled workers.

No.	Strategic Priority	Deliverable	Measure
4.3.1	Offer Council staff training and development opportunities	Training and development highlighted in annual review discussions, increased frequency of reviews with greater focus on career development	% of reviews conducted, number of training hours undertaken
4.3.2	Celebrate our successes	Internal and external good news stories are regularly shared and Council recognises achievements by submitting for awards	Number of good news stories shared in internal and external sources and # of award submissions
4.3.3	Provide the right conditions and right opportunities	Implementation and refresh of Wellness Strategy to ensure compelling staff offering. Continuing leadership training to increase accountability and structure provides greater role clarity and development opportunities for the majority of staff	Wellness events offered, wellness spend, staff survey
4.3.4	Enhance Katherine's liveability so that people want to live here	Continue the Katherine Life online platform	# of users identified in data report
4.3.5	Support tertiary organisations in their workforce development offerings	Promote Council as a work experience destination, replace student admin with a traineeship	# of work experience positions and traineeships offered



5 Arts, Culture and Heritage

We are proud to call Katherine home. We will promote and communicate our pride in Katherine with residents and visitors to attract people to our community and share Katherine's vibrancy.

5.1 Vibrant Art

Our goal is to: Encourage the arts sector.

No.	Strategic Priority	Deliverable	Measure
5.1.1	Support the street art series and art organisations	Continue to support community partners in the delivery of art installations and art related events.	Partner with Katherine Street Art Festival and # of art organisations funded
5.1.2	Support development of an arts trail	Partner with stakeholders to support the development of an arts trail	Arts trail progress
5.1.3	Encourage knowledge of our art history, such as the Katherine Prize being the longest-running arts prize in the NT	Continue working with identified stakeholders, by agreement, to deliver art, cultural and historical based services and events	Provide operational funding Godinymayin Yijard Rivers Arts and Culture Centre, Katherine Prize and Katherine Multicultural Festival

5.2 Support Culture

Our goal is to: Acknowledge and promote multiculturalism

No.	Strategic Priority	Deliverable	Measure
5.2.1	Include multicultural activities in our event planning	Provided a continually developing calendar of free and accessible community events, covering across all areas of our local community	# of citizenship ceremonies held (4) and continue to partner with and financially support the Katherine Multicultural Festival
5.2.2	Support culturally-appropriate facilities	Take account of cultural considerations when designing and renovating Council facilities	# of Council facilities that incorporate cultural considerations in their design
5.2.3	Support cultural training and Indigenous employment	Work with Indigenous employment organisations and agencies to create training and employment opportunities within Council	# of Indigenous trainees and staff
5.2.4	Support NAIDOC Week events	Support of the NAIDOC Committee and associated events through committee participation as requested, the provision of facility usage for events and event participation.	Committee meeting attendance by representative (as requested) and # of events supported
5.2.5	Celebrate culturally important days	Support and partner with identified stakeholders to hold events	# of events held
5.2.6	Develop a Reconciliation Action Plan (RAP)	Develop Reconciliation Action Plan (RAP)	RAP complete

5.3 Our Rich Heritage

Our goal is to: Reinvigorate Katherine by preserving, embracing and showcasing our rich arts and heritage.

No.	Strategic Priority	Deliverable	Measure
5.3.1	Support the restoration and promotion of Katherine's historical sites	Work with community groups to restore and promote Katherine's historic sites	# of sites supported
5.3.2	Increase participation at cultural facilities and help facilitate events	Provide operational funding Godinymayin Yijard Rivers Arts and Culture Centre	Funding delivered
		Provide funding and associated prize money for the annual Katherine Prize event	Funding and prize money delivered
		Provide operational funding to The Historical Society of Katherine Inc	Funding delivered
		Participation in the NT Arts Strategy Reference Group	# of reference group meetings attended
5.3.3	Increase participation at cultural facilities and help facilitate events	Support arts and multicultural events and assess new opportunities	Diversity and number of events supported
5.3.4	Capture opportunities for collaborative marketing plans with other sectors.	Identify co-marketing opportunities through reference groups	# of co-marketing opportunities supported



6 Big Rivers Inter-Government Collaboration

Council will lead regional collaboration. Collaboration will better assist the region to both address challenges and strengthen connection between people and resources available to the region.

6.1 Katherine is a Services Hub

Our goal is to: Highlight and leverage Katherine as a services hub.

No.	Strategic Priority	Deliverable	Measure
6.1.2	Collaborate with the Big Rivers regional councils	Continue working collaborative with Roper Gulf Regional Council and Victoria Daly Regional Council	# of collaborative outcomes
6.1.3	Highlight Katherine's role as a central hub in the Territory, providing services to the broader neighbouring regions	Promote Katherine's capacity to host regional events and conferences	# of central activities held in Katherine on behalf of the Big Rivers region
		Incorporate key messaging about Katherine's identity as service hub to the Big Rivers region in presentations and communications.	Editorial and marketing material consistently incorporates messaging that promotes Katherine as a service hub
6.1.4	Investigate a regional waste management facility hub	Undertake research into developing the Katherine Waste Management Facility as a waste management regional hub for the Big Rivers region, working in partnership with NTG, Regional Councils, waste-related commercial operators, and waste management professionals	Research undertaken

6.2 Collaborate with Regional Councils

Our goal is to: Work collaboratively with other councils and government to ensure we are achieving the best outcomes for the Big Rivers Region.

No.	Strategic Priority	Deliverable	Measure
6.2.1	Work in partnership with the Big Rivers regional councils on primary issues affecting the region	Continue membership on Big Rivers Region of Councils (BRROC)	# of issues through BRROC
6.2.3	Work with NTG on its Big Rivers regional Economic Growth Plan	Continue membership on Big Rivers Economic Growth Committee	# of committee meetings
		Collaboratively progress projects identified in the Big Rivers regional Economic Growth Plan	# of projects and progression
		Collaboratively progress projects identified in the Big Rivers regional Liveability Coordination Plan	# of projects and progression

6.3 Inter-Government Collaboration and Advocacy

Our goal is to: Collaborate with Territory and federal governments.

No.	Strategic Priority	Deliverable	Measure
6.3.1	Advocate for the interests of our community	Advocacy for issues affecting Katherine	# of media releases for advocacy
6.3.4	Membership on regional committees	Continue CEO membership on Big Rivers region Coordination Committee, Big Rivers Economic Growth Committee, Local Emergency Committee, GYRACC Board of Management, Katherine Chamber of Commerce, Nitmiluk National Park Board, Katherine Anti Social Behaviour Reference Group, Beetaloo Regional Reference Group, Katherine Youth Interagency Committee, Community Benefit Committee	# of external regional committee memberships held
6.3.5	Develop an elected member-led advocacy agenda on key areas of concern including housing, homelessness, liveability, native title	Elected Members membership on external committees	# of external committees Elected Members are appointed to





7 Environmental Sustainability

Our unique environment will be celebrated, maintained and protected.

7.1 Waste Management

Our goal is to: Implement waste management actions that benefit our community and environment.

No.	STRATEGIC PRIORITY	Deliverable	Measure
7.1.2	Develop a waste management advisory committee	Engage with key relevant stakeholders within the Katherine community to develop an advisory committee	Committee to be established September 2024
7.1.3	Engage residents with a community education program to encourage sustainable practices that minimise their footprint	Kerbside waste contractor weighs wheelie bins and monitors content and contamination	# of social media posts to educate and encourage residents to recycle and data collected on waste collection and contamination
7.1.4	Provide opportunities for the community to repurpose, recycle and reuse all types of resources, reducing our landfill waste	Improve waste stream separation through recycling and messaging. Encourage residents to repurpose, recycle and reuse waste types	Amount of waste collected for recycling
7.1.5	Install a Tip Shop at our waste facility, encouraging the reuse of goods	Investigate increased Tip Shop trading hours and the use of volunteers. Fully enclose the Tip Shop building	Amount of funding directed to make building improvements; # hours open and \$ amount of annual turnover
7.1.6	Raise awareness to keep our town litter-free	Rapid Response Buggy used during the dry season, provide more bin enclosures to public location bins to help prevent the spread of rubbish, and litter free and graffiti removal campaigns	Three more bin enclosures in public location bins; Hours Rapid Response Buggy operates
7.1.7	Implement the Katherine Town Council Waste Management Strategy 2021-2026	Continue to implement the Waste Management Strategy	# of actions achieved

7.2 Katherine's Natural Beauty

Our goal is to: Showcase the raw beauty of Katherine's natural attractions and protect our natural assets from pollution and overuse.

No.	STRATEGIC PRIORITY	Deliverable	Measure
7.2.5	Provide cool and shaded spaces for the community.	Implement the Greening Committees works program to increase shade and cooling options	Work to make Katherine Town Square a greener space

7.3 Protect our Water

Our goal is to: Sustainably manage our water resources.

No.	STRATEGIC PRIORITY	Deliverable	Measure
7.3.1	Educate the community on water allocation, sustainable water use and avoiding leaks	Develop and implement a public water-wise communication plan	Water-wise campaign implemented
7.3.2	Monitor Council's monthly water-use	Review all water usage reports and look for efficiencies	Reduction in Water use
7.3.3	Upgrade irrigation of our parks to minimise wastage of town and bore water	Develop a irrigation replacement program	Upgrade 2 x council parks for 2024 / 2025 as per replacement program

7.4 Reduce our Footprint

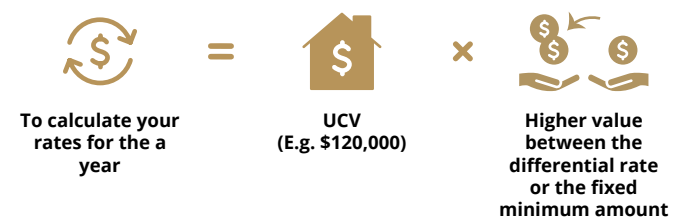
Our goal is to: Optimise Council's products, services, and operations to increase efficiencies and reduce our emissions.

No.	STRATEGIC PRIORITY	Deliverable	Measure
7.4.1	Investigate platforms to transfer printable forms to online interactive forms	Create and Implement Digitised Forms Electronic Council Correspondence	% of digitised forms Increase participation with EzyBill
7.4.2	Reduce emissions of our vehicle fleet	Purchase hybrid vehicles where possible	At least 80% of the council fleet are hybrid vehicles

Rates, Waste and Charges

Know your rates and waste charges

Council determines its general rates using the Differential Rating System, where the unimproved capital value (UCV) is multiplied by the higher value between the differential rate or the fixed minimum amount. Council is also introducing fixed rates for specific categories in 2024/25.



Each piece of rateable land is categorised based on the NT Planning Scheme Zones, each with its own description, differential rate, and fixed minimum amount.

For the 2024/25 financial year, Council aims to collect \$9,401,592.00 in rates. Following a thorough review considering previous rating factors, the cost of delivering council services and the persistent inflationary pressures anticipated to affect the costs of goods and services. A key objective was to devise a strategy to mitigate rate increases. We've managed to limit the general rate hike to 4.8% percent for the average residential property, resulting in a modest maximum median increase of \$77.00.

In addition, Council has introduced three new rating categories: Cotton Gin, Workers Accommodation, and Solar Farms. Workers Accommodation will incur a fixed rate based on the number of rooms, while Cotton Gins and Solar Farms will be subject to a differential rate based on their assessed value.

Multi-Zoned allotments in the Katherine Municipality, where an allotment has more than one zone, the valuation services will provide Council with the percentage of zoned areas and corresponding UCVs (Unimproved Capital Value). Council will then use the zone with the higher percentage to determine the appropriate rate for the land.

Waste charges have escalated, leading to an increase of 5.9% to the full and minimum waste charges.

The full waste management charge for the year will be \$417.00, this reflects an increase of \$23.13.

In situations where the council cannot offer a weekly kerbside collection, a minimum waste charge of \$147.96 will be implemented, reflecting a \$8.21 increase from the previous year.

All other allotments within the municipality will bear a waste management levy of \$147.96. This levy is designed to support the management and project expenses associated with maintaining the Waste Management Facility and the delivery of the kerbside collections.

Fees and Charges

A 3.3% increase has been applied to fees and charges, with some exceptions and adjustments.

As we approach the final phase of the three-year plan, changes have been made to charges related to hiring council facilities. Notably, Sportsground hire fees were not increased in the 2023/24 financial year due to delays in opening the multi-sporting facility.

Consequently, for the financial year 2024/25, the Sportsground hire fees are only in phase 2 of the three-year plan.

Over the past three years, only two mobile food van permits were processed, attributed partly to perceived high costs. In response to addressing concerns raised by food vendors, Council has revamped the permit system, introducing options for a three-month or annual permit with fees reduced by 50%. This initiative aims to promote activity on council land, fostering diversity and vibrancy.

Additionally, gym class permits are now available to encourage the activation of council land within the municipality.

Moreover, dog owners can now hire citronella dog barking collars from the council, offering a solution to address barking concerns in the community.

Waste Charges for domestic and general users, will see the removal of general packaging as a waste stream. Prices for tyres etc and other listed waste has increased, prices have been set based on waste expenditure and recovery costs.

Description	C in \$	Min 24/25	Median Increase	Levy 24/25
Low-Medium Denisty Residential (LMR)	1.79072	\$1,451.00	\$66.00	\$950,737.00
Medium Density Residential (MR)	1.79072	\$1,451.00	\$66.00	\$147,075.00
Low Density Residential (LR)	1.79072	\$1,451.00	\$77.00	\$3,175,104.00
Specific Use 1 & 4 (SK1) (SK4)	2.09429	\$1,550.00	\$723.00	\$7,958.00
Specific Use 2 (SK2)	2.42170	\$1,550.00	\$0.00	\$3,269.00
Argiculture (A), Horiticulture (H), Highway Control (HC)	0.29068	\$1,550.00	\$80.00	\$224,736.00
Water Managment (WM)	0.59322	\$1,550.00	\$144.00	\$86,052.00
Rural (R)	0.39470	\$1,451.00	\$66.00	\$640,280.00
Rural Living (RL)	0.73191	\$1,451.00	\$114.00	\$351,687.00
Community Living (CL), Communit Purpose (CP)	3.63750	\$1,451.00	\$168.00	\$130,367.00
Central Business (CB)	3.09255	\$1,550.00	\$387.00	\$1,304,728.00
Caravan Parks (CV)	3.09255	\$1,550.00	\$736.00	\$88,447.00
Tourist Commercial (TC)	3.09255	\$1,550.00	\$1,076.00	\$100,817.00
Commercial(C)	2.39348	\$1,550.00	\$230.00	\$44,974.00
Sevice Commercial (SC)	4.30011	\$1,550.00	\$0.00	\$21,501.00
Future Development (FD)	28.88822	\$1,550.00	\$80.00	\$1,550.00
Railway (RW)	17.76409	\$1,550.00	\$110.00	\$11,676.00
General Industry (GI)	1.85223	\$1,550.00	\$531.00	\$878,407.00
Light Industry (LI)	1.85223	\$1,550.00	\$660.00	\$232,974.00
Organised Recreation (OR)	1.21870	\$1,550.00	\$94.00	\$16,174.00
Central Business 2 (CB2)	0.53747	\$1,550.00	\$80.00	\$26,350.00
Binjari	0.00001	\$1,451.00	\$66.00	\$65,317.00
Pastrol Lease	0.077	\$946.94	\$372.00	\$11,166.00
Mining Lease	0.8741	\$2,241.18	\$0.00	\$0.00
Zone Nil (No Planning Scheme Zone Applied)	0.29068	\$1,550.00	\$165.00	\$338,545.00
Major Shopping Centre	3.19418	\$1,728.00	\$7,042.00	\$77,459.00
Major Cattle Facility	0.43939	\$1,728.00	\$1,000.00	\$6,920.00
Workers Accommodation <30	0	\$3,076.00	\$3,076.00	0
Workers Accommodation 30 to 60 rooms	0	\$10,950.00	\$9,565.00	\$10,950.00
Workers Accommodation 60 to 120 rooms	0	\$17,520.00	\$16,135.00	\$17,520.00
Workers Accommodation 120 to 240 rooms	0	\$30,660.00	\$0.00	\$0.00
Workers Acommodation 240+ rooms	0	\$52,560.00	\$0.00	\$0.00
Solar Farm	0.68321	\$1,550.00	\$1,622.00	\$10,594.00
Cotton Gin	2.9038	\$10,950.00	\$9,565.00	\$10,950.00
Non Rateable	0	\$0.00	\$0.00	\$0.00
				\$8,994,284.00
Tindal	0.00001	\$1,683.00	\$77.00	\$407,308.00
				\$9,401,592.00

Annual Budget Assumptions

Income:

- Rates income will increase on average 4.8% in the current budgets, which is the same increase as the last financial year and as per the Long Term Financial Plan. The same rate has been applied to the outer year budgets.
- Waste Management Levy is to increase on average 5.9%. The same rate has been applied to the outer year budgets.
- A 3.3% increase has been applied to fees and charges, with some exceptions and adjustments.
- Interest income is forecast using the 10 year Australian Government Bond Rate 4.25%.

Expenditure:

- The Council employee Enterprise Bargaining Agreement (EBA) is due for renewal in 2025 and to avoid pre-empting negotiations the same 3% rate increase has been applied for outer years.
- Material and contracts expenses are forecast to increase in 2024-2025 with the CPI (Darwin) rate of 4.2% being applied and outer years.
- Finance costs relating to the rehabilitation of Katherine Waste Management Landfill have been provided for.
- Government grants are currently forecast to account for 12% of overall Council revenue. This is expected to increase with further grant applications during the financial year.
- Currently rates and waste charges represent 68% of Council income.

*Elected Member allowances and expenses will be paid as per the Northern Territory of Australia Remuneration Tribunal - Determination of Allowances for members of Local Councils - Report Determination No.1 of 2024.
**Council committee allowances and expenses have been provided for the Independent Members of the Audit and Risk Management Committee only.
***The Budgeted Operating Deficit is due to depreciation increase as a result of the 5 year Asset Revaluation completed in December 2023.

Annual Budget Income and Expenditure 2024-2025

Annual Budget \$	
OPERATING INCOME	
Rates	9,451,844
Charges - Waste	1,554,125
Fees and Charges	2,221,918
Operating Grants and Subsidies	1,934,232
Interest / Investment Income	671,500
Commercial and Other Income	291,138
TOTAL OPERATING INCOME	16,124,757
OPERATING EXPENDITURE	
Employee Expenses	5,701,033
Materials and Contracts	8,369,081
Elected Member Allowances*	241,500
Elected Member Expenses*	43,960
Council Committee Allowances**	14,000
Council Committee Expenses**	10,000
Depreciation, Amortisation and Impairment	4,866,133
Interest Expenses	49,589
Other Expenses	0
Gain/(Loss) from the remeasurement of Landfill Provision	406,116
TOTAL OPERATING EXPENDITURE	19,661,411
BUDGETED OPERATING SURPLUS / DEFICIT***	(3,536,655)

Annual Budget Operating Position 2024-2025

Annual Budget \$	
BUDGETED OPERATING SURPLUS / DEFICIT***	(3,576,655)
Remove NON-CASH ITEMS	
Less Non-Cash Income	-
Add Back Non-Cash Expenses	5,232,249
TOTAL NON-CASH ITEMS	5,232,249
Less ADDITIONAL OUTFLOWS	
Capital Expenditure	20,605,460
Borrowing Repayments (Principal Only)	-
Transfer to Reserves	-
Other Outflows	-
TOTAL ADDITIONAL OUTFLOWS	(20,605,460)
Add ADDITIONAL INFLOWS	
Capital Grants Income	15,940,164
Prior Year Carry Forward Tied Funding	-
Other Inflow of Funds	-
Transfers from Reserves	-
Drawdown of Borrowings	3,000,000
TOTAL ADDITIONAL INFLOWS	18,940,164
NET BUDGETED OPERATING POSITION	30,298

Long Term Financial Plan 2024-2025

Long Term Financial Plan	Budget 2024-2025 \$	Estimate 2025-2026 \$	Estimate 2026-2027 \$	Estimate 2027-2028 \$	Estimate 2028-2029 \$
OPERATING INCOME					
Rates	9,451,844	9,905,533	10,380,998	10,879,286	11,401,492
Waste Charges	1,554,125	1,645,818	1,742,922	1,845,754	1,954,653
Fees and Charges	2,221,917	2,339,679	2,463,682	2,594,257	2,731,753
Operating Grants & Subsidies	1,934,232	1,934,232	1,934,232	1,934,232	1,934,232
Bank & Investment Income	671,500	434,500	462,000	578,500	297,000
Other revenue	291,138	296,961	302,900	308,958	315,137
TOTAL OPERATING INCOME	16,124,757	16,556,723	17,286,734	18,140,987	18,634,267
OPERATING EXPENDITURE					
Employment Expenses	5,701,033	5,877,096	6,058,653	6,245,876	6,438,945
Materials & Contracts	8,369,081	8,887,964	9,439,017	10,024,237	10,645,739
Elected Member Allowances	241,500	241,500	241,500	241,500	241,500
Elected Member Expenses	43,960	43,960	43,960	43,960	43,960
Council Committee Allowances	14,000	14,000	14,000	14,000	14,000
Council Committee Costs	10,000	10,000	10,000	10,000	10,000
Depreciation, Amortisation & Impairment	4,826,133	5,095,756	5,272,483	5,290,107	5,316,833
Interest Expenses	49,589	212,253	299,394	278,151	258,849
Other Expenses	-	-	-	-	-
Net Gain/Loss on Disposal of Assets	-	-	-	-	-
Gain/(Loss) from the remeasurement of Landfill Provision	406,116	335,713	132,349	129,904	202,854
TOTAL OPERATING EXPENDITURE	19,661,411	20,718,242	21,511,356	22,277,734	23,172,681
BUDGETED OPERATING SURPLUS / DEFICIT	(3,536,655)	(4,161,519)	(4,224,622)	(4,136,746)	(4,538,413)

Long Term Financial Plan	Annual Budget \$	Estimate 2025-2026 \$	Estimate 2026-2027 \$	Estimate 2027-2028 \$	Estimate 2028-2029 \$
BUDGETED OPERATING SURPLUS / DEFICIT***	(3,536,655)	(4,161,519)	(4,224,622)	(4,136,746)	(4,538,413)
Remove NON-CASH ITEMS					
Less Non-Cash Income	-	-	-	-	-
Add Back Non-Cash Expenses	5,232,249	5,431,469	5,404,832	5,420,011	5,519,687
TOTAL NON-CASH ITEMS	5,232,249	5,431,469	5,404,832	5,420,011	5,519,687
Less ADDITIONAL OUTFLOWS					
Capital Expenditure	20,605,460	13,120,296	8,475,444	520,296	975,444
Borrowing Repayments (Principal Only)	0	0	250,000	333,333	333,333
Transfer to Reserves	-	-	-	-	-
Other Outflows	-	-	-	-	-
TOTAL ADDITIONAL OUTFLOWS	(20,605,460)	(13,120,296)	(8,725,444)	(853,629)	(1,308,777)
Add ADDITIONAL INFLOWS					
Capital Grants Income	15,940,164	10,550,000	8,255,148	300,000	755,148
Prior Year Carry Forward Tied Funding	-	-	-	-	-
Other Inflow of Funds	-	-	-	-	-
Transfers from Reserves	-	-	-	-	-
Drawdown of Borrowings	3,000,000	2,000,000	-	-	-
TOTAL ADDITIONAL INFLOWS	18,940,164	12,550,000	8,255,148	300,000	755,148
NET BUDGETED OPERATING POSITION	30,298	699,654	709,914	729,635	427,644

Statement Of Cash Flow

	Budget 2024-2025 \$	Estimate 2025-2026 \$	Estimate 2026-2027 \$	Estimate 2027-2028 \$	Estimate 2028-2029 \$
CASH FLOWS FROM OPERATING ACTIVITIES					
RECEIPTS					
Rates	9,397,059	9,843,771	10,316,597	10,812,124	11,331,442
Waste Charges	1,545,039	1,635,575	1,732,241	1,834,615	1,943,036
Fees and Charges	2,207,202	2,323,090	2,446,384	2,576,217	2,712,937
Operating Grants & Subsidies	1,934,232	1,934,232	1,934,232	1,934,232	1,934,232
Bank & Investment Income	671,500	434,500	462,000	578,500	297,000
Other revenue	289,975	295,749	301,637	307,642	313,766
Sub-total	16,045,007	16,466,917	17,193,090	18,043,330	18,532,413
PAYMENTS					
Employee Costs	(5,680,618)	(5,856,069)	(6,036,994)	(6,223,567)	(6,415,967)
Materials & Contracts	(8,267,589)	(8,788,894)	(9,335,788)	(9,916,672)	(10,533,658)
Elected Members Allowances & Expenses	(285,460)	(285,460)	(285,460)	(285,460)	(285,460)
Council Committee Allowances & Expenses	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
Interest Paid	(49,589)	(212,253)	(299,394)	(278,151)	(258,849)
Sub-total	(14,307,256)	(15,166,676)	(15,981,636)	(16,727,850)	(17,517,934)
Net Cash Provided by (Used in) Operating Activities	1,731,365	1,300,241	1,183,955	1,250,480	954,479
CASH FLOWS FROM INVESTING ACTIVITIES					
RECEIPTS:					
Amounts Specifically for New or Upgraded Assets	15,940,164	10,550,000	8,255,148	300,000	755,148
Sale of Replaced Assets	-	-	-	-	-
PAYMENTS:					
Expenditure on Renewal/Replacement of Assets	(20,605,460)	(13,620,296)	(8,975,444)	(1,020,296)	(1,225,444)
Net Cash Provided by (Used in) Investing Activities	(4,665,296)	(3,070,296)	(720,296)	(720,296)	(470,296)
CASH FLOWS FROM FINANCING ACTIVITIES					
RECEIPTS:					
Proceeds from Borrowings	3,000,000	2,000,000	-	-	-
PAYMENTS:					
Repayment of Borrowings	-	-	(250,000)	(333,333)	(333,333)
Net Cash Provided by (Used in) Financing Activities	3,000,000	2,000,000	(250,000)	(333,333)	(333,333)
NET INCREASE (DECREASE) IN CASH HELD	66,069	229,945	213,659	196,851	150,850
Cash & Cash Equivalents at Beginning of Period	19,903,671	19,969,740	20,199,685	20,413,344	20,610,195
Cash & Cash Equivalents at End of Period	19,969,740	20,199,685	20,413,344	20,610,195	20,761,045

Capital Expenditure and Funding

CAPITAL EXPENDITURE	2024-2025 Budget \$	2025-2026 Budget \$	2026-2027 Budget \$	2027-2028 Budget \$	2028-2029 Budget \$
Land and Buildings	10,890,000	9,700,000	7,000,000	-	-
Improvements	7,955,000	2,400,000	-	-	-
Infrastructure - Footpaths & Cycleways		500,000	500,000	-	
Infrastructure - Roads	1,005,164	300,000	755,148	300,000	755,148
Infrastructure - Stormwater & Drainage	100,000	100,000	100,000	100,000	100,000
Infrastructure - Street Lighting	-	-	-	-	-
Plant and Machinery	500,000	500,000	500,000	500,000	250,000
Fleet	155,296	120,296	120,296	120,296	120,296
Other Assets (including furniture and office equipment)	-	-	-	-	-
Leased Land and Buildings	-	-	-	-	-
Other Leased Assets	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	20,605,460	13,620,296	8,975,444	1,020,296	1,225,444
TOTAL CAPITAL EXPENDITURE FUNDED BY:					
Operating Income (amount allocated to fund capital items)	1,619,296	1,024,296	674,296	674,296	424,296
Capital Grants	15,940,164	10,550,000	8,255,148	300,000	755,148
Transfers from Cash Reserves	-	-	-	-	-
Borrowings	3,000,000	2,000,000	-	-	-
Sale of Assets (including trade-ins)	46,000	46,000	46,000	46,000	46,000
Other Funding	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE FUNDING	20,605,460	13,620,296	8,975,444	1,020,296	1,225,444

Budget by Planned Major Capital Works

Class of Assets	By Major Capital Project*	Total Prior Year(s) Actuals** \$	Total Prior Year(s) Allocated Budget \$	2024-2025 Budget \$	2025-2026 Budget \$	2026-2027 Budget \$	2027-2028 Budget \$	2028-2027 Budget \$	Total Planned Budget \$	Expected Project Completion Date
Capex: Building and Other Structures	Civic Centre Office			3,000,000	2,000,000				5,000,000	Dec-25
Capex: Building and Other Structures	Aquatic Centre		300,000	7,600,000	2,400,000				10,300,000	Sep-25
Capex: Building and Other Structures	Dog Pound Relocation			250,000					250,000	Sep-24
Capex: Improvements	Sportsground Fencing Stage 2		125,000	125,000					250,000	Aug-24
TOTAL		0	425,000	10,975,000	4,400,000	0	0	0	15,800,000	

*Council are yet to adopt the minimum threshold of major capital works which is scheduled to be tabled at the 23 July 2024 Ordinary Meeting of Council after a recommendation is provided by the Audit and Risk Management Committee meeting scheduled for 20 June 2024.

**Total Prior years actuals correct as at 30 April 2024

Assumptions

ASSUMPTIONS	Budget 2024-2025 \$	Estimate 2025-2026 \$	Estimate 2026-2027 \$	Estimate 2027-2028 \$	Estimate 2028-2029 \$
Rates Charges	4.80%	4.80%	4.80%	4.80%	4.80%
Waste Charges	5.90%	5.90%	5.90%	5.90%	5.90%
Fees and Charges	3.30%	3.30%	3.30%	3.30%	3.30%
Interest Rates (Australian Govt. Bonds Rate)	4.25%	2.75%	2.75%	3.25%	1.50%
Business Growth	2.00%	2.00%	2.00%	2.00%	2.00%
EBA and Superannuation Guarantee	3.50%	3.00%	3.00%	3.00%	3.00%
CPI (Katherine - Darwin)	4.20%	4.20%	4.20%	4.20%	4.20%

	FY 2025 \$	FY 2026 \$	FY 2027 \$	FY 2028 \$	FY 2029 \$
Debt Servicing Ratio (debt servicing/revenue net of grants)	0.35%	1.46%	3.61%	3.81%	3.58%
Current Ratio (current liquid assets/current liabilities)	9	9	9	9	8



