



KATHERINE
TOWN COUNCIL



KATHERINE TOWN COUNCIL
Municipal Plan
2025-2026

ACKNOWLEDGMENT OF COUNTRY

**We recognise the first nations culture
as one of the longest surviving cultures
in the world and we pay our respects to
Elders both past, present and future.**

The logo featured on the 2025-2026 Municipal Plan cover was designed by Katherine-based artist Kim Maskell. It was her winning entry in the Katherine Town Council Centenary Logo Competition in April 2025.

WARNING: Aboriginal and Torres Strait Islander readers are advised that this document may include the images of people who are deceased.

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INTRODUCTION

The 2025-2026 Municipal Plan sets out Katherine Town Council’s commitments to the community for the coming financial year. It outlines the services, programs, events, facilities, and infrastructure that Council will deliver and maintain to support a thriving and connected community.

This Plan includes Council’s Annual Budget, which details proposed rates and financial allocations, along with our Long-Term Financial Plan. For information on service costs, please refer to Council’s Fees and Charges 2025-2026, available at www.katherine.nt.gov.au/council/council-documents/fees-and-charges.aspx.

At the heart of this Plan is Council’s ongoing commitment to making Katherine a place where people can live well, work meaningfully, learn continuously, and grow together. The following community vision guides our strategic direction:

**OUR VISION**

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

**OUR MISSION**

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

**OUR VALUES**

- Embrace diversity
- Foster a strong sense of community
- Show respect for people, the environment and culture.



COMMUNITY CONSULTATION

A 21-day consultation period ran from 15 May to 4 June 2025 to ensure our plans reflect local priorities. Elected Members received the draft Municipal Plan on 2 May 2025, 6 business days before endorsing it for public consultation at a Special Council Meeting 14 May 2025.

Council promoted the consultation through Your Say Katherine www.yoursaykatherine.com.au and the NT News on 15 May 2025, and Elected Members engaged with residents throughout the period to seek feedback. The final 2025-2026 Municipal Plan was adopted at the Ordinary Meeting of Council on 17 June 2025.

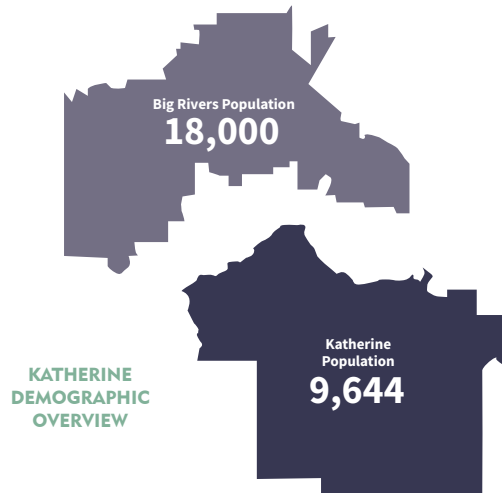


Photo: Mayor Lis Clark and Ethan Woods-Alum, Katherine Citizen of the Year

With a population of around 9,644, including the nearby RAAF Base Tindal, Katherine services more than 18,000 people across the wider region.

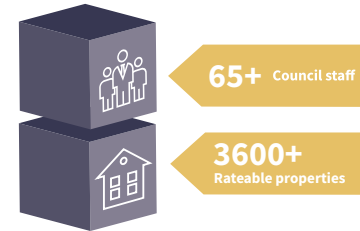
Strategically positioned at the junction of major transport routes—connecting north-south rail and road corridors with east-west links—Katherine plays a vital role in the movement of people, goods and services across Northern Australia.

Katherine's identity is shaped by its natural landscapes, cultural diversity, and Defence presence, including significant upgrades underway at Tindal RAAF Base. As a service and lifestyle centre, Katherine provides essential health, education, and economic opportunities for residents and the Big Rivers region.



ABOUT KATHERINE

Located in the heart of the Big Rivers region, Katherine is the fourth-largest township in the Northern Territory and a key regional hub.



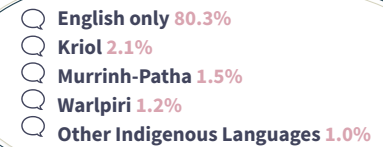
Top 4 Occupations



Top 4 Industries of Employment



Top 5 Languages Spoken at Home



Source: Australian Bureau of Statistics, 2021 Census (LGA: Katherine, NT)



MAYOR LIS CLARK

MESSAGE FROM THE MAYOR ELISABETH CLARK

As I look back on my time serving this incredible community, and ahead to the future we're planning together, I feel both proud and hopeful.

This new Municipal Plan comes at a significant moment for Katherine. With our town's centenary approaching and a new Council term on the horizon, we have an opportunity to reflect on how far we've come and to set a clear course for what's next.

Throughout my nearly 18 years in local government, I've always believed in leading with our community's needs and values at the heart of every decision. This Plan reflects that principle. It outlines the progress we've made as a team - Councillors, staff, and community members working together, and sets out a vision for Katherine that is practical, forward-looking, and deeply connected to who we are.

Some of our biggest projects are finally taking shape after years of planning and advocacy. We're also investing in our Civic Centre, a building that, while central to our operations, has long needed attention. We're fixing long-standing issues, bringing it up to modern standards, and making it a better workplace and public space. I'm confident this will help us continue attracting great people to serve in local government and deliver for our community.

This Municipal Plan is more than a list of projects; it's a roadmap shaped by teamwork, resilience, and a shared belief in our town's potential. As I prepare to step back from public life, I do so with confidence in the direction we're heading. It has been the privilege to serve Katherine, and I'm proud to leave behind a strong foundation for those who come next.

Thank you to everyone. I'm excited to see Katherine continue to grow, thrive, and celebrate all that makes our town unique.

E. Clark



MESSAGE FROM THE CEO INGRID STONHILL

I'm proud to present Katherine Town Council's Municipal Plan — our blueprint for a smarter, safer, and stronger future.



CEO INGRID STONHILL

This plan builds on the momentum already driving our town forward. With a \$10 million federal grant, we're transforming our aged public pool into a modern, regional aquatic centre for families, clubs, and communities across the Big Rivers. We're investing \$5 million to upgrade the Civic Centre, address long-standing compliance issues, and create a safer, more functional facility for staff and the community.

We're also investing in a significant safety upgrade to First Street and preparing to celebrate 100 years since Katherine formally became a town, a major milestone in our shared history.

Katherine is an active town that loves its outdoor lifestyle. That's why we're extending our walking and cycling network with a new \$1 million (comprising federal and Council funding) shared pathway along Zimin Drive, making it safer and easier to get around on foot or by bike.

Improvements are underway right across the municipality: resealing roads, upgrading roundabouts, refurbishing public toilets, revitalising parks, and creating inclusive events that bring our community together.

This Plan sets out a clear, community-focused vision that supports growth,

protects what makes Katherine special, and puts people first. I encourage everyone to read the plan, and we look forward to shaping Katherine's future together.

Ingrid Stonhill

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 Local Government General Election will be held on 23 August 2025.



MAYOR **ELISABETH CLARK**



DEPUTY MAYOR
DENIS COBURN



COUNCILLOR
MADDY BOWER



COUNCILLOR
AMANDA KINGDON



COUNCILLOR
PETER MCDUGALL



COUNCILLOR
KERRIE MOTT

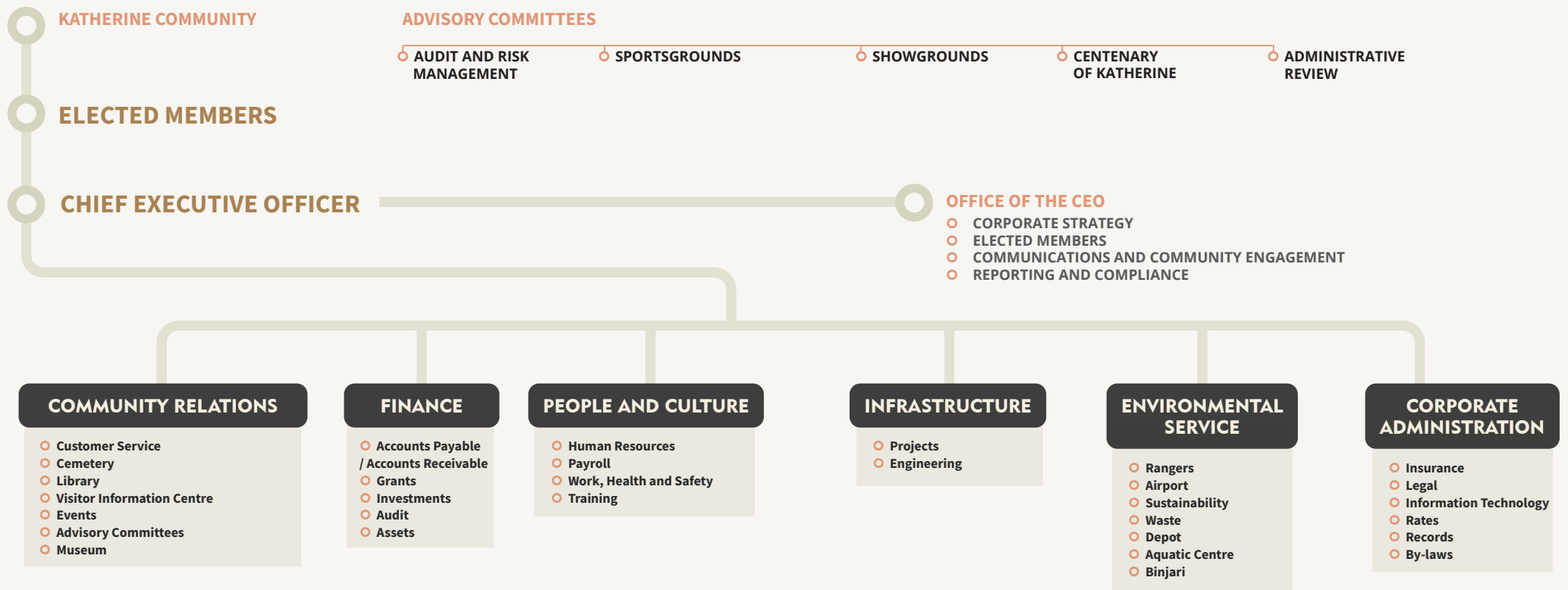


COUNCILLOR
JEREMY TREMBATH





ORGANISATION CHART



HIGHLIGHTED PROJECTS 2025-2026



Centenary of Katherine

In 2026, Katherine marks 100 years since its official gazettal—a milestone that reflects the town’s transformation from a remote outpost to a thriving regional hub. Council will deliver a year-long program of centenary celebrations to honour our town’s unique history and the people who continue to shape it. A major community celebration on the gazettal anniversary will headline the calendar, alongside a Council-supported grants program that enables local groups to host their own centenary-themed events. The centenary will also be woven into the town’s regular events. A formal Gala Dinner will serve as the program’s signature event, bringing together community, industry, and cultural groups to reflect on Katherine’s journey over the past century.

SP5 – Arts, Culture and Heritage 2. Support Culture – Celebrate culturally important days and 3. Our Rich Heritage - Create opportunities and partnerships to develop the arts, culture and heritage sector.

Katherine Visitor Experience Enhancement

We are excited to announce several key initiatives aimed at enhancing the visitor experience in Katherine.

Library Relocation: To improve community access and provide visitors with convenient IT facilities, we are relocating the Library to a more accessible area. This move will ensure that both residents and travelers can easily access essential services and resources.

Visitor Information Centre: The Visitor Information Centre will be co-located at the Godinymayin Yijard Rivers Arts and Culture Centre (GYRACC), a not-for-profit cultural precinct. This strategic move will support both the Visitor Information Centre and GYRACC, fostering a vibrant cultural hub for both locals and tourists.

Katherine Museum: The Council will take over the operations and facilities of the Katherine Museum. This initiative aims to secure the museum’s long-term sustainability and enhance its role as a cultural landmark, preserving and showcasing our rich heritage for future generations.

These enhancements are designed to benefit our community and promote tourism, making Katherine an even more attractive destination for visitors. We look forward to seeing these projects come to life and contribute to the growth and vibrancy of our town.

SP1 – Strong Leadership 4. Enhance Customer Services - Continually Improve Services and Tourism Offerings.

SP5 – Arts, Culture and Heritage 3. Our Rich Heritage - Support the restoration and promotion of Katherine’s historical sites.

New Airport Masterplan

Council will develop a new Masterplan for the Katherine Civil Airport based on a stakeholder and community consultation that will invite input from local businesses, residents, and regional stakeholders to explore future uses for the airport. Community feedback will help shape a new shared vision that balances commercial potential, defence support, and community needs. The Masterplan will inform the NT and Australian Governments about Katherine’s aspirations for an improved civil airport.

SP4 – Growth and Sustainability 1. Better Infrastructure.

SP6 – Big Rivers Inter-Government Collaboration. 3. Inter-Government Collaboration and Advocacy – Advocate for the interests of our community.

Solar Street Lighting Trial

A solar street lighting trial will begin in Katherine South to address recurring faults affecting a bank of around 20 lights across the municipality. These lights will be retrofitted with new arms and LED fittings, powered by solar panels and batteries capable of running for five days without recharge. The trial will use existing infrastructure to assess the feasibility of transitioning to more reliable, energy-efficient lighting in Katherine.

SP7 – Environmental Sustainability 4. Reduce our Footprint - Gather data to implement more efficient and less wasteful work practices.



Shared Pathway Strategy

Council will consult on, finalise then implement a ten-year Shared Pathway Strategy (2025–2035) to improve mobility, safety, and connectivity across Katherine. The plan prioritises expanding and upgrading shared pathways, aligning with the NT Government’s Shared Path Review and community calls for safe, active transport options. The strategy also outlines the economic, social, and health benefits of shared pathway investment, including projected returns through tourism, improved fitness, and safer walking and cycling links between key areas of town.

SP4 - Growth and Sustainability 1. Better Infrastructure - Develop a shared pathways strategy and potential projects.

More Tourism Transport and Parking

Council will support a bus that can transport tourists to key tourism destinations around town, lessening the need for more cars on the road and providing more parking options for caravans and RVs. Both projects will benefit tourists and the broader community.

SP3 – Sports and Civic Events, 3. Accessibility and Mobility - Investigate an accessible public bus on a continual loop to improve community mobility and access to key tourism points



BUDGET INITIATIVES 2025-2026

\$9.7 million in infrastructure and road projects that include:

Zimin Drive Shared Pathway

Council will construct a 5.7km shared pathway from the Low-Level Bridge to the Stuart Highway, creating a continuous loop that links with the Riverlink Trail and other key pedestrian and cycling routes.

Civic Centre Refurbishment

The Civic Centre will be redesigned to deliver:

- a watertight roof and modern HVAC system
- accessible bathrooms and compliant ramps
- energy-efficient lighting and improved insulation
- separate staff and public office areas
- upgraded IT infrastructure
- public amenities upgrades

Katherine Aquatic Centre Upgrade

Council will upgrade the existing 50m pool, build a 25x25m eight-lane pool with a zero-entry ramp, and install a new leisure water play area.

Accessible Outback Outhouse

Council will construct a fully accessible Outback Outhouse style public toilet to replace the existing one outside the Post Office.

Nature Play Park

Council will install a new nature play park in one of Katherine's suburban areas.

Irrigation System Upgrades

Council will replace and upgrade irrigation systems in public green spaces. Priority locations include Railway Terrace, Glencoe Park and Fuller Park.

Urban and Rural Road Upgrades

Council will continue to improve our roads with the priorities for 2025-26 being:

- Giles Street – improve traffic flow and parking in the school zone, and complete shoulder repairs from Cameron Street to the hospital
- Needham Terrace – complete road reseal
- Shepherd Street – complete road reseal
- Zimin Drive – shoulder upgrades and improvements at the Shadforth Road intersection
- Intersection upgrades – priorities include Helena/Florina, Collins/Byers, and Collins/Cragborn



OUR SERVICE DELIVERY PLAN



STRONG LEADERSHIP

Strategic Priority (Actionable focus area)	Deliverable	Measure
1 VISION: 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 GOAL: Strong Leadership - Lead a strong local democracy with a community that is actively engaged in Katherine's strategic direction.		
1.1.1 Strengthen our councillor profiles to increase community awareness of who they are	1.1.1.1 Report on Elected Member activities each month	Number of reported activities
	1.1.1.2 Organise Council meetings and special meetings	Number of meetings held
	1.1.1.3 Organise Elected Member information sessions	Number of Elected Member information sessions held Total attendance by Elected Members
	1.1.1.4 Election campaign	Number of campaigns held
	1.1.1.5 Facilitate an induction program for newly Elected Members	Number of induction programs held
	1.1.1.6 Provide Elected Members with professional development and training	Number of mandatory professional development sessions attended by Elected Member Number of voluntary professional development sessions by Elected Member Number of attendance at LGANT Symposium's by Elected Member
	1.1.1.7 Award Annual Perpetual Leadership Trophies for Katherine Schools	Number of trophies awarded Number of participating schools
	1.1.1.8 Elected Members are supported in their role	Number of opportunities for participation
1.1.2 Ensure strong internal governance with updated policies and procedures in place	1.1.2.1 Workplace policies and Council By-Laws are reviewed regularly	100% of policies up-to-date
	1.1.2.2 Ensure compliance with local government legislation	Number of compliance issues raised
	1.1.2.3 Ensure compliance with other legislation applicable to Council	Number of compliance issues raised
	1.1.2.4 Encourage presentations to Council on issues affecting the community	Number of presentations
1.1.3 Improve transparency around issues affecting the community	1.1.3.1 Maintain active membership on reference groups formed to deal with issues affecting the community	Number of reference groups in which Council participates
	1.1.3.2 Encourage and educate the community about the services that are provided by Council	Number of media releases
	1.1.3.3 Host Pop Up Council information booths	Three Pop Up Council information booths hosted Number of people engaged at the Pop Up events
	1.1.3.4 Enhance distribution of information regarding council rates and charges	Complete a Ratepayer's Information Handbook
	1.1.3.5 Implement a rates calculator tool on Council's website	Rates calculator tool operational on Council's website Number of page visits to the rates calculator tool At least 50% positive feedback on rates calculator tool
	1.1.3.6 Increase social media engagement	Total social media reach Number of Council posts Number of corporate platforms used Number of comments and 'likes' by users Number of subscribers / followers

Strategic Priority (Actionable focus area)	Deliverable	Measure
	1.1.3.7 Incorporate email campaigns to promote Council's educational initiatives	Number of email campaigns Number of email subscribers
	1.1.3.8 Re-establish the bi-monthly community newsletter	Number of distributed newsletters
	1.1.3.9 Communicate the outcomes of council meetings by implementing post council meeting video briefings	Total social media reach
1.1.4 Learn what the community wants to know through community engagement strategies	1.1.4.1 Support Elected Members to participate in community engagement forums	Number of EM activities that relate to community engagement
	1.1.4.2 Use Your Say Katherine to inform and gather feedback on council projects and activities	Number of aware visitors Number of informed visitors Number of engaged visitors Number of projects and activities on Your Say Katherine
	1.1.4.3 Embed stakeholder engagement in infrastructure project management processes	Number of fit-for-purpose templates in use Number of stakeholder engagement activities undertaken A Stakeholder Management Plan is created with each project
	1.1.4.4 Conduct stakeholder engagement training for staff	Number of sessions held Number of participants



Strategic Priority (Actionable focus area)	Deliverable	Measure
1.2 GOAL: Partner in progress - Provide strategic leadership on economic development issues to promote Katherine's reputation and improve business confidence.		
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	1.2.1.1 Advance economic development within Katherine and the Big Rivers region	Number of Council's projects supported by the NTG Rebuilding the Economy Strategy
1.2.2 Act as a connector on issues affecting the community through active involvement in relevant reference groups	1.2.2.1 Membership on external committees involved with community issues	Number of reference group memberships
	1.2.2.2 Improve compliance with Terms of References (ToRs) for Council's advisory committees	Total ToR-compliant meetings
	1.2.2.3 Investigate options for increasing participation of user groups on committees	Number of participating user groups Number of quorum-attained meetings
	1.2.2.4 Membership with Local Government Association of the Northern Territory (LGANT)	Number of services utilised from membership
1.2.3 Act as a connector for businesses to foster collaboration and partnership opportunities	1.2.3.1 Identify partnership opportunities	Number of Chamber of Commerce meetings attended

Strategic Priority (Actionable focus area)	Deliverable	Measure
1.3 GOAL: Community Engagement - Improve Council communications and engagement with the community.		
1.3.2 Improve consistency of our communications and engagement in alignment with our strategy	1.3.2.1 Implement Council's Communications and Engagement Strategy	Number of actions implemented as per the Communication and Engagement Plan
	1.3.2.2 Provide Elected Member communication training	Total attendance by Elected Members Number of training sessions held
1.3.3 Identify a number of tools to ensure our engagement is broad, inclusive and accessible to our diverse community	1.3.3.1 Undertake communication preference tools survey and implement findings	Findings implemented Total number of feedback provided by the community
	1.3.3.2 Redevelop Council's website	Website traffic increased compared to the previous website version
	1.3.3.3 Enhance the customer request experience utilising new functionality on Snap Send Solve	Number of Snap Send Solve Requests submitted Number of requests closed or reassigned Number of meetings held with Snap Send Solve
	1.3.3.4 Grow the online Cemetery Search database	Number of headstones and plaques with photos on the website
	1.3.3.5 Improve awareness of and continually update Know Your Council Katherine and Katherine Life	Number of page visits Update database quarterly
	1.3.3.6 Mobile engagement kiosk trial	Number of kiosk uses during trial 20% increase in engagement
	1.3.3.7 Increase online payments	Number of online payments



Strategic Priority (Actionable focus area)	Deliverable	Measure
1.4 GOAL: Enhance Customer Experiences - Deliver positive customer experiences for visitors and residents.		
1.4.1 Continually improve services and our tourism offerings	1.4.1.1 Partner with Tourism Top End (TTE) and the Top End Visitor Information Centre	Current Memorandum of Understanding (MoU) in place Number of collaborative outcomes
	1.4.1.2 Enhance tourism offerings in the off season	Number of tourism offerings in the off season 5% bookings increase from previous off season
	1.4.1.3 Encourage uptake in tourism memberships	Number of tourism memberships
	1.4.1.4 Active participation and completion of agreed actions as part of the Big Rivers Region Destination Management Plan implementation team	Number of meetings attended
1.4.3 Enhance customer experiences at our Visitor Information Centre	1.4.3.1 Implement and promote the new Visit Katherine website	Visit Katherine website upgrade complete Number of website visits
	1.4.3.2 Enhance the Katherine Visitor Information Centre facilities	Number of improvements made to the Katherine Visitor Information Centre
	1.4.3.3 Deliver visitor experiences for the Centenary of Katherine 2026	At least three (3) experiences delivered



Strategic Priority (Actionable focus area)	Deliverable	Measure
1.5 GOAL: Financial - Have long-term financial sustainability in council to allow for continued growth and development.		
1.5.1 Collaborate with all three levels of government	1.5.1.1 Advocate for the long term strategic financial sustainability	Number of advocacy occurrences
	1.5.1.2 Provision services and negotiate further extension of funding for the Binjari community	Binjari Local Government services delivered
	1.5.1.3 Collect samples for the Mosquito Monitoring Program	Mosquito samples and collection sheets submitted to Medical Entomology every two weeks
1.5.2 Have a grants officer to seek and coordinate grant funding	1.5.2.1 Refine grants management processes	Number of grants submitted Number of grants acquitted within funding agreement terms
	1.5.2.2 Reform the Council Community Grants Program	Number of community grant applications Utilisation of the Community Grant Program fund 100% of funding allocation awarded
	1.5.2.3 Provide community education on how to apply for Council's Community Grants Programs	At least two information sessions held
	1.5.2.4 Implement the Centenary of Katherine 2026 Community Grants Program	Number of community grant applications Utilisation of the Community Grant Program fund 100% of funding allocation awarded
1.5.3 Pursue grants for new and upgraded infrastructure and programs	1.5.3.1 Seek funding for services and projects outside of Council budget	Number of successful grant applications Number of grant applications submitted
	1.5.3.2 Refine Council's Project Management Process to support funding applications	Number of fit-for-purpose templates in use 100% of grant applications utilising the Project Toolkit templates Percentage of successful applications Percentage of successful applications that were successfully completed Number of Funder feedback sessions with comments logged
	1.5.3.3 Budget for Council contribution for funding applications	Number of funding applications using Council's contribution fund Value of Council contribution to funding applications
1.5.5 Set a prosperous tone to encourage private sector investment	1.5.5.1 Tailor information on Katherine Life	Number of website visits
	1.5.5.2 Promote Katherine Life as a resource for people considering investing and living in Katherine	Number of Katherine Life promotional activities undertaken



Strategic Priority (Actionable focus area)	Deliverable	Measure
2	VISION: 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	GOAL: Safe Community - Foster a safer community.	
2.1.1	Enhance road safety around schools	2.1.1.1 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 Complete road safety audit at two more schools Number of identified recommendations completed
2.1.2	Provide safe and accessible public amenities throughout Katherine	2.1.2.1 Assess the condition of public amenities throughout Katherine and implement remediation where required Number of remediated public amenities 2.1.2.2 Provision of accessible public amenities in line with town planning requirements and current standards Number of accessibility infrastructure projects undertaken Number of new facilities Percentage of facilities that are compliant with current standards
2.1.3	Improve street lighting for safety	2.1.3.1 Assess present condition of street lighting and develop and implement a program of work for improvement Number of streetlights assessed Number of streetlights remediated 5% reduction in community Snap Send Solve requests for streetlight repair 2.1.3.2 Undertake a solar street lighting trial Number of solar street lights Number of issues raised during trial 2.1.3.3 Drive sustainable energy infrastructure for all future developments Number of sustainable energy infrastructure upgrades
2.1.4	Develop a laneway management policy	2.1.4.1 Refine implementation of Council's Laneway Management Policy Number of laneway closure trials Number of requests for additional laneway closures 2.1.4.2 Assess and finalise the current laneway closure trials Number of laneways progressed from trial

Strategic Priority (Actionable focus area)	Deliverable	Measure
2.2	GOAL: Prioritise Recreation - Collaborate and innovate with the private and public sectors for positive social, economic, and environmental outcomes.	
2.2.1	Foster growth for a recreational precinct that connects sports, culture and recreation	2.2.1.1 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 2.2.1.2 Seek funding to progress the Katherine Showgrounds Masterplan Funding sourced
2.2.2	Support business and community leaders in promoting Katherine's competitive attributes	2.2.2.1 Make resources and data available to business and community groups promoting Katherine as a venue Number of businesses and community groups supported
2.2.3	Promote an active community with family events, festivals, live music and sports	2.2.3.1 Provide an up-to-date calendar of free and accessible community events that cater for our diverse community Number of events held 2.2.3.2 Implement online facilities booking system and make information publicly accessible Number of public bookings via the online booking system Number of ongoing bookings Number of casual bookings

Strategic Priority (Actionable focus area)	Deliverable	Measure
2.3	GOAL: Celebrate Diversity - Celebrate diversity in our community and recognise their needs and interests.	
2.3.1	Support diversity by ensuring our communication and engagement is inclusive and accessible to all members of the community	2.3.1.1 Ensure council information is available in public spaces and service hubs Results of the annual marketing channel survey 2.3.1.2 Use NTG agencies and community groups to share council news and information via Katherine Chain Number of communications shared through Katherine Chain 2.3.1.3 Ensure Council's website meets accessibility standards Website conforms with accessibility standards
2.3.2	Improve disability access in town	2.3.2.1 Ensure infrastructure and projects incorporate disability access Number of new projects and remediated infrastructure adhering to disability access building codes 2.3.2.2 Consult with disability advocates in project stakeholder engagement activities Number of relevant projects Council sought feedback from disability advocates on
2.3.3	Welcome and connect the Defence community with the Katherine community	2.3.3.1 Partner with Defence on key issues connecting the Katherine Community and RAAF Tindal Attend Welcome to Tindal Expo Number of Defence representatives on advisory committees Number of military commemorative services supported by Council

Strategic Priority (Actionable focus area)	Deliverable	Measure
2.4	GOAL: Support our Youth - Support youth engagement.	
2.4.1	Empower youths through youth-focused events and school-holiday activities	2.4.1.1 Provide a range of youth focused, free and accessible community events and programs Number of events held Number of participants
2.4.2	Provide a platform for youths to have a voice	2.4.2.1 Support external youth led and focused advocacy programs and events Number of youth led/focused programs and events supported Number of youth led/focused programs and events funded
2.4.4	Participate in the Katherine Youth Advisory Group	2.4.4.1 Participate in community led Katherine Youth Interagency Committee (KYIC) Number of meetings attended



SPORTS AND CIVIC EVENTS

Strategic Priority (Actionable focus area)	Deliverable	Measure
3 VISION: 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 GOAL: Sports and Civic Events - Provide sporting infrastructure and appropriate events to encourage community connectedness.		
3.1.1 Hold events throughout the year that acknowledge themes that are important to our town and its residents, such as memorial days	3.1.1.1 Deliver a complete program of commemorative events as agreed in partnership with identified stakeholders	Number of commemorative events held
	3.1.1.2 Implement overarching centenary theme into 2026 events	Centenary theme developed and applied to marketing
3.1.2 Improve participation in user advisory groups and improve coordination of these groups on Council land	3.1.2.1 Consult with community reference groups on issues which affect them	Number of advisory committee meetings complying with relevant Terms of Reference (ToRs)
	3.1.2.2 Work with all users to ensure maximum utilisation of facilities	Number of user groups on advisory committees Number of advisory committee attendances by user groups
3.1.3 Develop key sporting infrastructure such as an all-weather/multipurpose sports arena	3.1.3.1 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
3.1.4 Develop future infrastructure such as a regional sporting precinct, updated aquatic centre and potential water recreation facility	3.1.4.1 Funding for the Multipurpose Sports and Recreation Precinct which will include an AFL field, conference and evacuation centre, improved gym facilities and undercover sporting courts	Successful rPPP stream 1 application

Strategic Priority (Actionable focus area)	Deliverable	Measure
3.2 GOAL: Brand Identity - Develop and implement a brand identity that is uniquely Katherine's.		
3.2.1 Craft Katherine's personality and identity by playing to our strengths	3.2.1.1 Select imagery and key messaging for marketing communication material that promotes Katherine's points of difference	Align with the Big Rivers Region Destination Management Plan
	3.2.1.2 Source and commission updated digital assets (imagery, video footage, etc.)	Number of digital assets in database
	3.2.1.3 Ensure consistent marketing and communication collateral reflect our brand	Number of Council templates and forms compliant with our current corporate branding
3.2.2 Capture Katherine's profile as a desirable travel destination for long and short stays	3.2.2.1 Develop and implement a Social Media Plan to promote Visit Katherine	Increase booking value by 1% through Visit Katherine promotions
3.2.3 Establish Katherine's presence through wayfinding signage	3.2.3.1 Upgrade signage to include centenary celebration theme	Number of updated themed signage
	3.2.3.2 Implement interpretive signage in key locations	Number of interpretive signage erected
3.2.4 Collaborate with Tourism NT on its tourism strategy for the NT	3.2.4.1 Active participation and completion of agreed actions as part of the Big Rivers Region Destination Management Plan Implementation Team	Number of meetings attended Number of agreed actions delivered
	3.2.4.2 Advocate for Centenary of Katherine 2026 to be incorporated into Tourism Top End marketing initiatives	At least one Centenary of Katherine activity included in a Tourism Top End major marketing initiative

Strategic Priority (Actionable focus area)	Deliverable	Measure
3.3 GOAL: Accessibility and Mobility - Improve the accessibility of facilities and transport infrastructure and provide alternative transport solutions.		
3.3.1 Investigate an accessible public bus on a continual loop to improve community mobility and access to key tourism points	3.3.1.1 Help facilitate the implementation of a bus service to key tourism destinations in partnership with a local provider	Number of bus service bookings taken
3.3.2 Provide and maintain footpaths and bike paths for ease of movement around town, with a shared pathway strategy	3.3.2.1 Finalise design and commence build of the Zimin Drive Shared Pathway	5.7kms of shared bicycle and pedestrian sealed pathway constructed
	3.3.2.2 Council endorse the Shared Pathway Strategy and undertake community consultation	Completed Shared Pathways Strategy Community consultation planned and initiated
3.3.3 Partner with Northern Territory Government to conduct a trial for new urban transport options	3.3.3.1 Advocate to the Northern Territory Government to deliver urban transport options	Number of advocacy occurrences
3.3.4 Make public toilets more accessible	3.3.4.1 Increase availability of accessible public toilets	Two toilets designed and erected
3.3.5 Develop a parking strategy	3.3.5.1 Determine need, plan and develop more parking options in Katherine	Parking Strategy document completed Parking Strategy implemented Number of parking options for caravans and RVs established

Strategic Priority (Actionable focus area)	Deliverable	Measure
3.4 GOAL: Activation and Revitalisation - Maximise developmental potential of Council's land assets and create an attractive town through revitalisation.		
3.4.1 Provide and maintain wayfinding signage	3.4.1.1 Implement RV and other wayfinding signage as required	Number of updated wayfinding signage
3.4.2 Support creating a vibrant CBD with updates to streets such as Railway Terrace and First Street	3.4.2.1 Review and implement the CBD Revitalisation Masterplan	Number of infrastructure built as per the Masterplan
3.4.3 Enhance public spaces with placemaking and activation	3.4.3.1 Provide continually developing calendar of events	Number of events held
3.4.4 Review shade and cooling potential of all facilities	3.4.4.1 Implement a tree data collection initiative within Katherine	Number of community participation Number of trees added to Council's database
3.4.5 Provide more drinking water access	3.4.5.1 Install cooled water bubblers in public spaces	Number of new installations
3.4.6 Explore expanding our public library to be a community hub that delivers community events and activities	3.4.6.1 Investigate options to relocate Katherine Public Library to improve accessibility and safety for all	Successful rPPP stream 1 application
	3.4.6.2 Undertake library operations as per the funding agreement	Achieve reporting and acquittal compliance
	3.4.6.3 Develop the library collection	Increase library circulation by 10% Achieve at least 18,000 items borrowed, returned, or renewed
	3.4.6.4 Increase community participation	Increase annual library patronage by 15% Achieve a target of 2,000 activity participants
	3.4.6.5 Partner with local organisations to enhance library services and programs	At least three (3) local organisation partnerships established Number of collaborative programs delivered Number of participants
	3.4.6.6 Provide access to public computers and free public Wi-Fi	Total computer usage time Number of computer users Total Wi-Fi usage Number of times public Wi-Fi accessed
	3.4.6.7 Deliver library programs and events for our community	Number of programs delivered Number of events delivered Total number of participants
	3.4.6.8 Young Territory Author Awards	Total entries received
	3.4.6.9 Themed book collection and donation drive	Number of books collected, donated, and successfully distributed to community groups
	3.4.6.10 Trial an exchange program with the Katherine District Hospital	Trial undertaken Number of library collection items provided At least 80% positive feedback from hospital staff and patients received
	3.4.6.11 Connect with local wellbeing services	Number of partnerships established Number of joint initiatives completed At least 80% positive feedback from partner organisations
	3.4.6.12 Digitise the newspaper collection	Number of newspaper editions digitised Frequency of online access



Helen Summers OAM

Citizenship and Citizen of the Year Awards Ceremony

Friday 24th January 2025

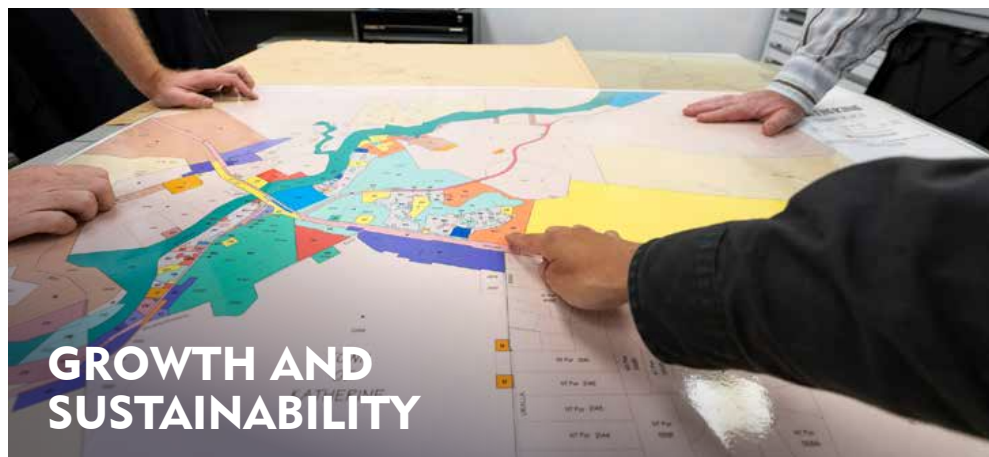
11:00am-1:00pm

Godinymayin Yijard Rivers Arts and Culture Centre

Please join us and Australia Day Ambassador Helen Summers OAM to welcome our new Australian Citizens, and celebrate the fantastic members of the Katherine community who have been nominated for the 2025 Citizen of the Year Awards. Scan the QR Code to secure your free ticket!



For more information: Contact Isabella Murphy, 0498 725 055, events@ktc.nt.gov.au



Strategic Priority (Actionable focus area)	Deliverable	Measure
4	VISION: 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	GOAL: Better Infrastructure - Identify infrastructure in need of upgrading, potential for new infrastructure, and develop long-term plans to anticipate opportunities for better infrastructure.	
4.1.1	Develop a shared pathways strategy and potential projects	4.1.1.1 Deliver the Shared Pathway Strategy and Zimin Drive Shared Path Design 5.7kms of shared bicycle and pedestrian sealed pathway constructed Completed Shared Pathways Strategy Community consultation planned and initiated
4.1.2	Develop a project planning framework with hierarchy for shovel-ready projects	4.1.2.1 Introduce a feasibility review process to project planning framework Number of project proposals that have undergone a feasibility assessment before the start of the project 4.1.2.2 Audit infrastructure to identify locations requiring upgrades Number of audits undertaken of existing infrastructure Number of upgrades identified through audit Number of items listed as critical Understanding of upgrade costs 4.1.2.3 Package of shovel ready projects that have supporting project toolkit documentation, to anticipate future funding opportunities Number of shovel ready projects 4.1.2.4 Deliver new and upgraded infrastructure improvements Number of other infrastructure projects delivered 4.1.2.5 Deliver the Civic Centre Refurbishment 80% of project completed 4.1.2.6 Develop a RPT Apron proposal for upgrade at the Katherine Civil Airport Proposal complete (project plan to secure funding includes all costs to begin the works) 4.1.2.7 Install a machinery shed at the Waste Management Facility 100% completed 4.1.2.8 Complete Katherine Aquatic Centre Upgrade Stage 1 100% completed 4.1.2.9 Seek funding for Katherine Aquatic Centre Upgrade Stage 2 Funding secured
4.1.3	Review Council's available land to consider potential utilisation opportunities	4.1.3.1 Undertake feasibility studies to determine the condition, limitations and opportunities for vacant council land Feasibility study completed
4.1.4	Investigate an all-weather multipurpose facility	4.1.4.1 Design and develop an all-weather multipurpose facility pending RPPP funding success Successful rPPP stream 1 application

Strategic Priority (Actionable focus area)	Deliverable	Measure
4.2	GOAL: Lead with Best Practice - Lead by example and set a high benchmark.	
4.2.1	Regularly update our workplace policies and procedures, and Council By-Laws	4.2.1.1 All policies and procedures are up-to-date 100% of policies up-to-date 4.2.1.2 Finalise review of the By-Laws By-law review complete 4.2.1.3 Finance policies and procedures are up-to-date and followed 100% of policies and procedures up-to-date 0% of unapproved budgeted expenses 4.2.1.4 Educate the community regarding By-Laws Number of educational campaigns and initiatives promoting compliance with By-Laws 4.2.1.5 Undertake By-Laws regulation Number of dogs impounded Number of dogs returned to their owners or re-homed Number of animal infringements issued Total hours of regulatory patrols Number of parking infringements issued Number of verbal warnings given to drivers for parking related offences Number of impounded vehicles Total hours of parking patrols
4.2.2	Keep up-to-date with workplace health and safety training and be safety conscious when carrying out tasks	4.2.2.1 Undertake WHS Audit to produce an Action Plan WHS audit completed Action Plan developed 25% of actions completed 4.2.2.2 Staff Wellness focus Ten staff wellness activities held 20% staff participation in wellness activities
4.2.3	Review Council's fees and charges system to ensure the sustainability of council's facilities and services	4.2.3.1 Digitise the Fees and Charges Schedule Fees and Charges Schedule digitisation complete Number of page visits Total Fees and Charges Schedule downloads
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	4.2.4.1 Develop the Audit and Risk Internal Audits Process Number of internal audits undertaken 4.2.4.2 Projects and initiatives undertake feasibility assessments prior to initiation and planning Number of business cases Number of cost benefit analyses 4.2.4.3 Comply with Council's procurement policy Number of Local Buy uses as a procurement method Number of tenders issued Number of requests for proposals issued Number of conflicts of interest declared 100% compliance with financial delegation limits 4.2.4.4 Implement an asset management system Asset Management System implemented 4.2.4.5 Deliver on the additional controls on the Corporate Risk Register Number of additional controls implemented 4.2.4.6 Prudent financial management for stronger returns for ratepayers Debtors reduced to 30 days 0% of operating surplus and loss vs budget Financial Current Ratio above 1.5 4.2.4.7 Comply with financial legislative requirements Number of non-compliances Number of internal controls Number of integrity checks in a year

Strategic Priority (Actionable focus area)		Deliverable	Measure
4.3	GOAL: Attract Skilled Workers - Attract and retain skilled workers.		
4.3.1	Offer Council staff training and development opportunities	4.3.1.1	Training and development highlighted in annual review discussions, increased frequency of reviews with greater focus on career development
			100% of reviews conducted 100% of training hours recorded
4.3.2	Celebrate our successes	4.3.2.1	Internal and external good news stories are regularly shared
			30 good news stories shared in internal and/or external sources
		4.3.2.2	Council recognises achievements by submitting for awards
			Number of award submissions
		4.3.2.3	Implement years of service awards to recognise staff and increase staff retention
			Years of Service Awards program established Formal exit interview process re-established - 70% of staff participate in exit interviews
4.3.3	Provide the right conditions and right opportunities	4.3.3.1	Successful EBA negotiations
			New EBA formalised and enacted
4.3.4	Enhance Katherine's liveability so that people want to live here	4.3.4.1	Strengthen workforce recruitment efforts by producing a Council recruitment video
			Video produced. Number of views and shares of the video
4.3.5	Support tertiary organisations in their workforce development offerings	4.3.5.1	Work with ISAAC NT to advocate on skill shortages
			90% of work experience requests accepted
		4.3.5.2	Commence a Trainee program partnering with GTNT and LGANT
			Two traineeships offered Two traineeships completed





ARTS, CULTURE AND HERITAGE

Strategic Priority (Actionable focus area)	Deliverable	Measure
5	VISION: 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	GOAL: Vibrant Art - Encourage the arts sector.	
5.1.1	Support the street art series and art organisations	5.1.1.1 Support community partners in the delivery of art installations and art related events Number of community partnerships Number of art installations funded Number of art related events supported
5.1.2	Support development of an arts trail	5.1.2.1 Partner with stakeholders to support the development of an arts trail At least one stage of the arts trail developed
5.1.3	Encourage knowledge of our art history, such as the Katherine Prize being the longest-running arts prize in the NT	5.1.3.1 Partner with identified stakeholders to deliver art, cultural, and historical based services and events Operational funding provided Number of services and events delivered collaboratively
	5.1.3.2 Celebrate 50 years of the Katherine Prize	Number of community participants Katherine Prize 50th anniversary celebrated
	5.1.3.3 Incorporate the winning Katherine Centenary Logo in marketing opportunities	Number of times that the winning Katherine Centenary Logo was used in marketing materials

Strategic Priority (Actionable focus area)	Deliverable	Measure
5.2	GOAL: Support Culture - Acknowledge and promote multiculturalism.	
5.2.1	Include multicultural activities in our event planning	5.2.1.1 Provide an up-to-date calendar of free and accessible community events that cater for our diverse community Number of events held
	5.2.1.2 Hold citizenship ceremonies	Number of citizenship ceremonies held
	5.2.1.3 Partner with and financially support the Katherine Multicultural Festival	Operational funding provided
5.2.2	Support culturally-appropriate facilities	5.2.2.1 Take account of cultural considerations when designing and renovating Council facilities Number of Council's facilities that incorporate cultural considerations in their design
	5.2.2.2 Create bilingual signage	Number of Council's signs that incorporate bilingual alternative wording
5.2.3	Support cultural training and Indigenous employment	5.2.3.1 Partner with Indigenous employment organisations and agencies to create training and employment opportunities within Council Twelve Indigenous trainees and staff hired through employment organisations
5.2.4	Support NAIDOC Week events	5.2.4.1 Support of the NAIDOC Committee and associated events through committee participation as requested, the provision of facility usage for events and event participation. Number of committee meetings attended by representative Number of events supported
5.2.5	Celebrate culturally important days	5.2.5.1 Support and partner with identified stakeholders to hold events Number of events held
	5.2.5.2 Promote and support Indigenous heritage within the Centenary celebrations	Incorporate Indigenous-led content or partnerships in at least three Centenary events or initiatives
5.2.6	Develop a Reconciliation Action Plan (RAP)	5.2.6.1 Implement the Reconciliation Action Plan (RAP) RAP complete

Strategic Priority (Actionable focus area)	Deliverable	Measure
5.3	GOAL: Our Rich Heritage - Reinvigorate Katherine by preserving, embracing and showcasing our rich arts and heritage.	
5.3.1	Support the restoration and promotion of Katherine's historical sites	5.3.1.1 Partner with community groups to restore and promote Katherine's historic sites Number of historic site community group partnerships Number of historic sites supported through restoration and promotion
5.3.2	Create opportunities and partnerships to develop the arts culture and heritage sector	5.3.2.1 Provide operational support to Godinymayin Yijard Rivers Arts and Culture Centre Operational funding provided
	5.3.2.2 Provide funding and associated prize money for the annual Katherine Prize event	Funding provided
	5.3.2.3 Council to take carriage of the Katherine Museums' Operations	Compliance with Historical Society agreement Number of visitors Café is operational Number of asset upgrades and repairs
5.3.3	Increase participation at cultural facilities and help facilitate events	5.3.3.1 Celebrate the Centenary of Katherine Number of events supported Number of diverse events
5.3.4	Capture opportunities for collaborative marketing plans with other sectors	5.3.4.1 Identify co-marketing opportunities through reference groups Number of co-marketing opportunities supported



BIG RIVERS INTER-GOVERNMENT COLLABORATION

Strategic Priority (Actionable focus area)	Deliverable	Measure
6	VISION: 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	GOAL: Katherine is a Services Hub - Highlight and leverage Katherine as a services hub.	
6.1.1	Collaborate with the Big Rivers regional councils	6.1.1.1 Partner with Roper Gulf Regional Council and Victoria Daly Regional Council Number of collaborative outcomes
6.1.2	Highlight Katherine's role as a central hub in the Territory, providing services to the broader neighbouring regions	6.1.2.1 Seek infrastructure funding to enable Katherine's capacity to host regional events and conferences Number of grants sought focused on event infrastructure development Number of central activities held in Katherine on behalf of the Big Rivers region
		6.1.2.2 Consult with identified stakeholders to develop a new Airport Masterplan to meet future regional needs Number of workshops and consultation sessions with stakeholders
		6.1.2.3 Incorporate key messaging about Katherine's identity as a service hub to the Big Rivers region in presentations and communications Number of key messages that identify Katherine as a service hub to the Big Rivers region
6.1.3	Investigate a regional waste management facility hub	6.1.3.1 Advocate and investigate partnerships for regional waste management Number of partnerships investigated

Strategic Priority (Actionable focus area)	Deliverable	Measure
6.2	GOAL: Collaborate with Regional Councils - Work collaboratively with other councils and government to ensure we are achieving the best outcomes for the Big Rivers region.	
6.2.1	Work in partnership with the Big Rivers regional councils on primary issues affecting the region	6.2.1.1 Membership on Big Rivers Region of Councils (BRROC) Number of BRROC meetings Number of issues raised through BRROC
6.2.3	Work with NTG on its Big Rivers Regional Economic Growth Plan	6.2.3.1 Maintain partnership with NTG towards economic development within Katherine and the Big Rivers region Number of economic development outcomes
6.2.4	Investigate the maximum capacity of Katherine's population growth to better manage financial resources and strategise our priorities	6.2.4.1 Advocate to government agencies on Katherine's Land Use Plan Number of advocacy occurrences

Strategic Priority (Actionable focus area)	Deliverable	Measure
6.3	GOAL: Inter-Government Collaboration and Advocacy - Collaborate with Territory and federal governments.	
6.3.1	Advocate for the interests of our community	6.3.1.1 Advocate for the interests of the Katherine community Number of media releases Number of Council interactions with government agencies seeking action
6.3.4	Membership on regional committees	6.3.4.1 Memberships on Regional Committees Number 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	6.3.5.1 Elected Members' memberships on external committees Number of external committees Elected Members are appointed to





Strategic Priority (Actionable focus area)	Deliverable	Measure
7	VISION: Environmental Sustainability - Our unique environment will be celebrated, maintained and protected.	
7.1	GOAL: Waste Management - Implement waste management actions that benefit our community and environment.	
7.1.3	Engage residents with a community education program to encourage sustainable practices that minimise their footprint	7.1.3.1 Provision new bin roll outs including serial number and hot stamps Number of new bins provisioned Number of new bin requests
		7.1.3.2 Implement an informational page on Council's website about proper waste disposal Number of website visits
		7.1.3.3 Kerbside waste truck wrap and customer service roll out Kerbside waste truck wrapped Total social media reach Number of customer service calls received related to waste services
7.1.4	Provide opportunities for the community to repurpose, recycle and reuse all types of resources, reducing our landfill waste	7.1.4.1 Encourage residents and businesses to reduce waste and separate waste streams Number of campaigns conducted
		7.1.4.2 Investigate green waste collection opportunities Investigation report to Council
		7.1.4.3 Investigate a once-a-year wet season hard rubbish collection Investigation report to Council
7.1.5	Install a Tip Shop at our waste facility, encouraging the reuse of goods	7.1.5.1 Operation of the Tip Shop Number of days the Tip Shop operated Total social media reach
7.1.6	Raise awareness to keep our town litter-free	7.1.6.1 Promote community use of Snap Send Solve to report rubbish and illegal dumping Total snaps using the relevant incident report categories Number of campaigns Number of participants
		7.1.6.2 Promote participation in Great Northern Clean Up and Clean Up Australia activities Total social media reach Number of community partnerships Number of participants
7.1.7	Implement the Katherine Town Council Waste Management Strategy 2021-2026	7.1.7.1 Review the Council Waste Management Strategy Number of actions achieved
		7.1.7.2 Compliance with Environment Protection Authority (EPA) Licence Number of non-compliances
		7.1.7.3 Provide effective waste collection and disposal services Tonnage of residential waste collected Tonnage of commercial waste collected

Strategic Priority (Actionable focus area)	Deliverable	Measure
7.2	GOAL: Katherine's Natural Beauty - Showcase the raw beauty of Katherine's natural attractions and protect our natural assets from pollution and overuse.	
7.2.2	Embark on greening initiatives with the collective help of the community to beautify and increase green spaces	7.2.2.1 Establish the Native Plant Giveaway through Council's Greening Katherine initiative Native Plant Giveaway initiative established Number of community participants Number of partnerships Number of plants given away
7.2.3	Undertake activation projects to provide nature play spaces for kids of all ages	7.2.3.1 Develop Nature Play Parks Number of Nature Play Parks constructed
7.2.4	Encourage engagement with natural spaces in neighbourhoods	7.2.4.1 Campaign and educate residents and businesses regarding verge maintenance and responsibilities Number of campaigns held Number of educational and campaign partnerships
		7.2.4.2 Provide outdoor community activities celebrating our green spaces Number of activities held outside
7.2.5	Provide cool and shaded spaces for the community	7.2.5.1 Erect shade structures in public spaces Number of spaces identified as requiring Shade structures Number of shade structures erected
		7.2.5.2 Investigate solutions to cooling the Town Square Problem statement defined Number of solutions investigated Number of solutions delivered
		7.2.5.3 Provide shading along the Council footpath network Number of trees planted Total estimate of carbon storage of trees planted

Strategic Priority (Actionable focus area)	Deliverable	Measure
7.3	GOAL: Protect our Water - Sustainably manage our water resources.	
7.3.2	Monitor Council's monthly water-use	7.3.2.1 Council maintain an interest in PFAS contamination and monitoring Number of engagements with environmental agencies related to PFAS contamination level updates
		7.3.2.2 Monitor and report on all Council water usage and bore readings Bore water usage reported monthly Number of water leaks resolved
7.3.3	Upgrade irrigation of our parks to minimise wastage of town and bore water	7.3.3.1 Implement the Irrigation Replacement Program Irrigation Replacement Program implemented Number of locations irrigation is replaced Value of replaced irrigation
		7.3.3.2 Provide community education on the vandalism of our irrigation systems within Council's parks and facilities Number of education measures Value of items damaged





Strategic Priority (Actionable focus area)	Deliverable	Measure
7.4 GOAL: Reduce our Footprint - Optimise Council's products, services, and operations to increase efficiencies and reduce our emissions.		
7.4.1 Investigate platforms to transfer printable forms to online interactive forms	7.4.1.1 Digitise Council applications and permits to streamline processes, while enhancing the utilisation of digital platforms to improve access and efficiency for Council services.	25% increase in interactive council applications Number of EzyBill registrations processed Number of Snap Send Solve requests submitted Increase Snap Send Solve community usage by 10%
	7.4.1.2 Explore and implement strategies to streamline Council processes, reducing paper dependency and increasing operational efficiency through digital solutions.	5% reduction in printing Review of potential greening measures conducted
	7.4.1.3 Investigate ways to successfully distribute electronic Council agendas	Number of requests to print council agendas Number of suitable IT hardware for reading agendas provisioned by Council to Elected Members Number of training sessions held to support Elected Members to use electronic council agendas
7.4.2 Reduce emissions of our vehicle fleet	7.4.2.1 Purchase electric hybrid vehicles where fit-for-purpose	100% of new corporate fleet are hybrid vehicles
	7.4.2.2 Investigate electric commercial ride-on mowers	Market research undertaken Plant is fit-for-purpose
7.4.3 Gather data to implement more efficient and less wasteful work practices	7.4.3.1 Trial battery-operated multi-purpose equipment to identify opportunities for more efficient and sustainable work practices.	Trial complete Number of practical applications for operational use identified



Rates form the foundation of revenue for Katherine Town Council, as they do for most local governments. They are essential to Council's financial sustainability by generating the necessary income to meet community needs while balancing the social and economic impacts. Rates fund the full range of services delivered by Council — from parks, reserves, roads, and footpaths to libraries, recreational facilities, and many other vital community services.

$$\begin{array}{ccccc}
 \text{Your annual rates calculation} & = & \text{Unimproved Capital Value (E.g. \$120,000)} & \times & \text{Higher value between the differential rate or the fixed minimum amount}
 \end{array}$$

Council sets its general rates using a Differential Rating System, where the Unimproved Capital Value (UCV) of a property is multiplied by either the applicable differential rate or the fixed minimum amount, whichever is greater. Each parcel of rateable land is categorised according to the Northern Territory Planning Scheme Zones, with each category assigned a specific description, differential rate, and fixed minimum charge.

In addition, for the 2025-2026 financial year, fixed rates will apply to specific land use categories such as workers accommodation, major cattle facility, cotton gins and solar farms.

Following a detailed review of previous rating principles, the cost-of-service delivery, and expected inflationary pressures, Council has developed a strategy for 2025-2026 that seeks to balance financial needs with affordability for the community. Council has set a target to collect \$9,957,455 in general rates. A key priority has been to minimise rate increases for residential properties.

As a result, the average general rate for residential properties will increase by just 3.6%, which translates to a modest median increase of \$60.00. Council's goal is to keep increases for residential-only properties under 4.8%. This approach reflects Council's understanding of the broader economic pressures and impacts that our residents are facing. For all other land categories and zones, differing rates increases applied to all other zones and categories which will yield a 4.8% average increase.

For multi-zoned allotments (properties within the Katherine Municipality that span more than one zone) valuation services will provide Council with the percentage split and UCV for each zone. Council will apply the rate associated with the zone that represents the highest percentage of the property's area.

Category Description	Cents in the \$	Minimum	Levy 2025/2026
Residential (LR LMR MR SK1, SK2 SK4, SK5)	1.85429	\$1,495	\$4,457,723
Agricultural (A H HCP)	0.31975	\$1,675	\$263,469
Water Management (WM)	0.64068	\$1,675	\$99,660
Rural (R)	0.43417	\$1,530	\$713,311
Rural Living (RL)	0.77582	\$1,495	\$386,090
Community Living/ Purpose (CL CP)	3.81210	\$1,582	\$140,227
Central Business (CB)	3.24099	\$1,625	\$1,326,253
Commercial (C)	2.58520	\$1,675	\$48,693
Service Commercial (SC)	4.50652	\$1,675	\$22,533
Future Development FD	30.27549	\$1,705	\$1,705
Railway (RW)	18.61677	\$1,675	\$12,287
Industry (GI LI)	1.98189	\$1,675	\$1,189,495
Organised Recreation (OR)	1.27720	\$1,675	\$17,001
Zone CB (Residential Use)	0.57509	\$1,495	\$26,222
Multi-Zone (MZ)	0.00000	\$0	\$0
Tindal Ex Gratia	0.00000	\$1,764	\$426,888
Zone Binjari	0.00000	\$1,530	\$70,380
Pastoral Lease	0.07893	\$971	\$11,448
Mining Tenement	0.89595	\$2,297	\$0
Zone NOZONE	0.31975	\$1,625	\$366,785
Major Shopping Centre	3.50000	\$1,832	\$84,875
Workers Accommodation < 30	0.00000	\$3,384	\$6,768
Workers Accommodation 30-60	0.00000	\$12,045	\$0
Workers Accommodation 60- 120	0.00000	\$19,272	\$19,272
Workers Accommodation 120-240	0.00000	\$33,726	\$0
Workers Accommodation >240	0.00000	\$57,816	\$0
Major Cattle Facility	0.48333	\$1,832	\$7,612
Solar Farm	0.75153	\$1,675	\$6,538
Cotton Gin	3.50000	\$12,045	\$12,045
Tourism (TC) Caravan Park (CV)	3.25000	\$1,675	\$240,175
			\$9,957,455

Katherine Town Council's waste management charges support both the ongoing operational costs and the significant capital investments required to keep the Katherine Waste Management Facility environmentally compliant and sustainable. For the 2025-2026 financial year, Council aims to collect \$1,594,000 through waste levies, ensuring that the costs of operating, maintaining, and rehabilitating the facility are met now and in the future.

The full waste management charge for 2025-2026 will increase by 5.9%. The full waste management charge will be \$440.00, representing a \$23.00 increase from the previous year. This fee covers both the weekly kerbside garbage collection and access to the Katherine Waste Management Facility. The adjustment equates to an increase of approximately \$0.44 per week. For properties where Council is unable to provide a regular weekly kerbside collection service, a minimum waste management charge of \$170.00 will apply. This represents an increase of \$22.04 from the previous year, equating to approximately \$0.43 more per week.

All other allotments within the municipality will also be subject to the \$170.00 minimum waste management levy. This levy is essential for supporting the operation and maintenance of the Katherine Waste Management Facility and funds important waste management projects across the municipality.

Council remains committed to delivering waste services that are sustainable, accessible, and environmentally responsible, ensuring the long-term benefit of the Katherine community.

Fees and Charges

A 3.3% increase has been applied to Council's fees and charges for 2025-2026, with some exceptions and specific adjustments. As part of the review, Council assessed the relationship between the cost of servicing Council-owned facilities and the fees charged to both commercial and non-commercial users. Based on this assessment, adjustments have been made to the hire charges for Council facilities to better reflect the true cost of providing these services.
www.katherine.nt.gov.au/council/council-documents/fees-and-charges.aspx





FINANCE 2025-2026

ANNUAL BUDGET ASSUMPTIONS 2025-2026

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 (LTFP). The same rate has been applied to the outer year budgets.

Waste Management Levy is to increase on average 5.9%, which is the same increase as the last financial year and as per the LTFP. The same rate has been applied to the outer year budgets.

A 3.3% increase has been applied to fees and charges, which is the same increase as the last financial year and as per the LTFP, with some exceptions and adjustments.

Interest income is forecast using the Trading Economics Analysis 3.1%.

Government grants are currently forecast to account for 13% of overall Council revenue. This is expected to increase with further grant applications during the financial year.

Currently rates and waste charges represent 67% of Council income.

Expenses

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 2025-2026 with the CPI (NT Economy Outlook) rate of 2.5% being applied and 2.4% outer years.

Finance costs relating to the rehabilitation of Katherine Waste Management Landfill have been provided for.

Assumption	Annual Budget 2025-2026 \$	Forecast 2026-2027 \$	Forecast 2027-2028 \$	Forecast 2028-2029 \$	Forecast 2029-2030 \$
Rates Increase	4.80%	4.80%	4.80%	4.80%	4.80%
Waste Charges Increase	5.90%	5.90%	5.90%	5.90%	5.90%
Fees & Charges	3.30%	3.30%	3.30%	3.30%	3.30%
Interest Rates (Trading Economics Analysis)	3.10%	3.10%	3.10%	3.10%	3.10%
Business Growth	2.00%	2.00%	2.00%	2.00%	2.00%
Salary & Wages (EBA & Superannuation Guarantee)	3.50%	3.00%	3.00%	3.00%	3.00%
CPI (NT Economy Outlook)	2.50%	2.40%	2.40%	2.40%	2.40%
Debt Servicing Ratio (Debt servicing/Revenue excluding grants)	0.00%	0.00%	3.24%	3.48%	3.24%
Current Ratio (current liquid assets/current liabilities)	9.68	8.79	8.36	8.52	8.34

Explanation notes

*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 2025. [Report and determination No. 1 of 2025 - Allowances for members of local government councils](#)

**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 non-cash expense. Regulation 10 of the Local Government General Regulations 2021 states a council may budget for a deficit if the reason for the deficit can be attributed to: depreciation, amortisation, asset write-downs, expenditure of tied grant funding recorded as income in a prior year, or other non-cash items.

****Council adopted the Audit and Risk Management Committee resolution ARMC-2024-6 minimum threshold of major capital works of \$150,000 and definition of capital works consistent with the NT Government guidelines.

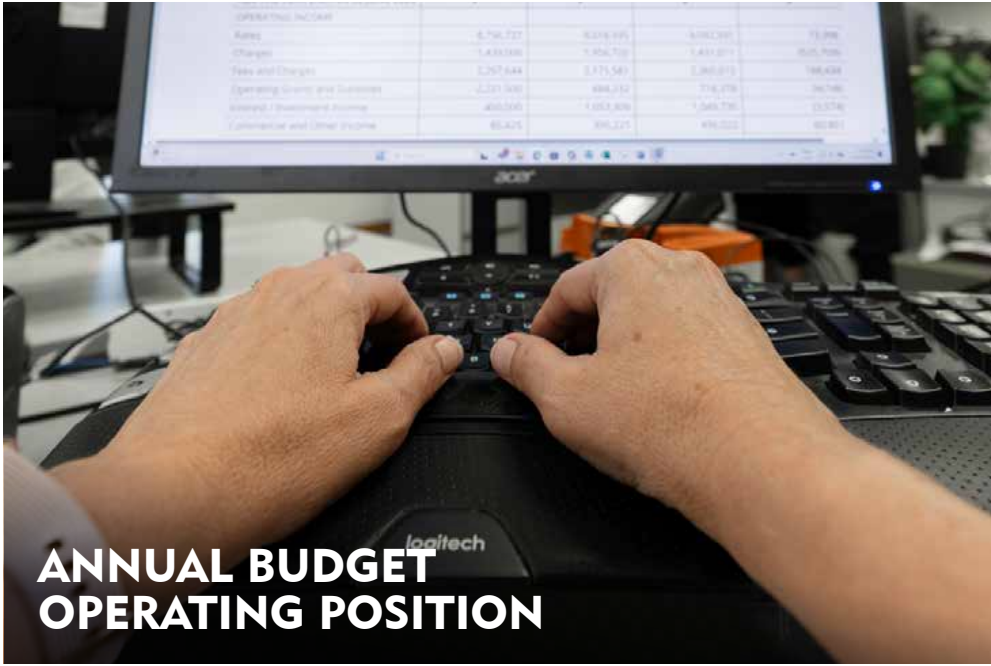
*****Total Prior years actuals forecast based on the approved second budget review 2024-2025.



ANNUAL BUDGET AND LONG-TERM FINANCIAL PLAN 2025-2026

ANNUAL BUDGET INCOME AND EXPENDITURE STATEMENT

LONG-TERM FINANCIAL PLAN	Annual Budget 2025-2026 \$	Forecast 2026-2027 \$	Forecast 2027-2028 \$	Forecast 2028-2029 \$	Forecast 2029-2030 \$
OPERATING INCOME					
Rates	9,990,399	10,469,938	10,972,495	11,499,174	12,051,135
Waste Charges	1,645,818	1,742,922	1,845,754	1,954,654	2,069,978
Fees and Charges	2,525,689	2,604,216	2,685,334	2,769,129	2,855,689
Operating Grants & Subsidies	2,193,222	2,245,859	2,299,760	2,354,954	2,411,473
Bank & Investment Income	576,365	576,365	545,365	545,365	545,365
Other Revenue	372,182	388,558	400,872	413,728	427,149
TOTAL OPERATING INCOME	17,303,675	18,027,858	18,749,580	19,537,004	20,360,789
OPERATING EXPENDITURE					
Employment Expenses	6,069,690	6,255,390	6,446,821	6,644,160	6,847,593
Materials & Contracts	8,350,845	8,818,282	9,101,886	9,502,369	9,920,473
Elected Member Allowances*	275,520	275,520	275,520	275,520	275,520
Elected Member Expenses*	55,000	55,000	55,000	55,000	55,000
Council Committee Allowances**	29,615	30,918	32,279	33,699	35,182
Council Committee Expenses**	8,360	8,728	9,112	9,513	9,931
Depreciation, Amortisation & Impairment	4,800,007	4,872,791	4,929,825	4,983,534	5,003,243
Interest Expenses	58,416	146,524	291,649	272,473	252,840
Other Expenses	-	-	-	-	-
Finance Costs - Unwinding of WMF Discounting	465,321	479,746	494,618	509,951	525,760
TOTAL OPERATING EXPENDITURE	20,112,774	20,942,899	21,636,710	22,286,219	22,925,542
BUDGETED OPERATING SURPLUS / DEFICIT***	(2,809,099)	(2,915,041)	(2,887,130)	(2,749,215)	(2,564,753)



ANNUAL BUDGET OPERATING POSITION

	Annual Budget 2025-2026 \$	Forecast 2026-2027 \$	Forecast 2027-2028 \$	Forecast 2028-2029 \$	Forecast 2029-2030 \$
BUDGETED OPERATING SURPLUS / DEFICIT***	(2,809,099)	(2,915,041)	(2,887,130)	(2,749,215)	(2,564,753)
Less Non-Cash Income					
Add Back Non-Cash Expenses	5,265,328	5,352,537	5,424,443	5,493,485	5,529,003
TOTAL NON-CASH ITEMS	5,265,328	5,352,537	5,424,443	5,493,485	5,529,003
Less ADDITIONAL OUTFLOWS					
Capital Expenditure	9,705,621	13,115,473	9,965,473	9,450,444	2,650,444
Borrowing Repayments (Principal Only)	-	-	250,000	333,333	333,333
Transfers to Reserves	-	-	-	-	-
Other Outflows	-	-	-	-	-
TOTAL ADDITIONAL OUTFLOWS	9,705,621	13,115,473	10,215,473	9,783,777	2,983,777
Add ADDITIONAL OUTFLOWS					
Capital Grants Income	5,191,029	7,635,029	7,635,029	7,000,000	-
Prior Year Carry Forward Tied Funding*****	-	-	-	-	-
Other Inflow of Funds	72,178	54,133	54,133	54,133	54,133
Drawdown of Borrowings	2,000,000	3,000,000	-	-	-
Transfers from Reserves	-	-	-	-	-
TOTAL ADDITIONAL INFLOWS	7,263,207	10,689,162	7,689,162	7,054,133	54,133
NET BUDGETED OPERATING POSITION	13,815	11,185	11,002	14,626	34,606

CAPITAL EXPENDITURE AND FUNDING BUDGET

BY CLASS OF INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

	Annual Budget 2025-2026 \$	Forecast 2026-2027 \$	Forecast 2027-2028 \$	Forecast 2028-2029 \$	Forecast 2029-2030 \$
CAPITAL EXPENDITURE					
Buildings & Other Structures	2,350,000	10,000,000	7,000,000	7,200,000	400,000
Improvements	4,300,000	500,000	500,000	500,000	500,000
Plant & Equipment	300,000	300,000	300,000	250,000	250,000
Furniture, Fittings & Equipment	150,000	200,000	150,000	120,000	120,000
Fleet	240,592	180,444	180,444	180,444	180,444
Infrastructure - Footpaths & Cycleways	1,080,000	600,000	500,000	500,000	500,000
Infrastructure - Roads	1,035,029	1,035,029	1,035,029	400,000	400,000
Infrastructure - Stormwater & Drainage	100,000	150,000	150,000	150,000	150,000
Infrastructure - Street Lighting	150,000	150,000	150,000	150,000	150,000
TOTAL CAPITAL EXPENDITURE	9,705,621	13,115,473	9,965,473	9,450,444	2,650,444
CAPITAL EXPENDITURE FUNDING					
Operating Income	2,442,414	2,426,311	2,276,311	2,396,311	2,596,311
Utilisation of Retained Earnings	-	-	-	-	-
Capital Grants	5,191,029	7,635,029	7,635,029	7,000,000	-
Deferred Capital Grants	-	-	-	-	-
Transfers from Cash Reserves	-	-	-	-	-
Borrowings	2,000,000	3,000,000	-	-	-
Sale of Assets (Including Trade-In)	72,178	54,133	54,133	54,133	54,133
Other Funding	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE FUNDING	9,705,621	13,115,473	9,965,473	9,450,444	2,650,444

PLANNED MAJOR CAPITAL WORKS

BUDGET BY PLANNED MAJOR CAPITAL WORKS ****

Asset class	Project	Prior Year Actual Forecast - 2nd Budget Review ***** \$	Current Year Budget 2025-2026 \$	Forecast 2026-2027 \$	Forecast 2027-2028 \$	Forecast 2028-2029 \$	Forecast 2029-2030 \$	Total Planned Budget \$	Expected Completion Date
Buildings & Other Structures	Civic Centre Upgrade		2,000,000	3,000,000				5,000,000	Dec-26
Buildings & Other Structures	Carpark Shelters Civic Centre (Solar)		250,000					250,000	Dec-26
Buildings & Other Structures	Aquatic Centre Redevelopment	6,362,000	3,800,000					10,162,000	Oct-25
Buildings & Other Structures	Changing Places Aquatic Centre	162,000						162,000	Dec-26
Improvements	Irrigation Upgrades: priority for Railway Terrace, Glencoe Park, Fuller Park		500,000					500,000	Jun-26
Plant & Equipment	30 Tonne Excavator		300,000					300,000	Jun-26
Infrastructure - Footpaths & Cycleways	Zimin Drive Footpath/Cycleway		1,080,000					1,080,000	Jun-26
Infrastructure - Roads	Local Road & Pavements: Sheppard, Needam, Zimmin & Giles		635,029					635,029	Jun-26
Infrastructure - Roads	Rural Intersection Upgrades: Helena/Florina, Hendry/Florina, Collins/Byers, Collins/Cragborn		400,000					400,000	Jun-26
Infrastructure - Street Lighting	Solar Streetlight Trial		150,000					150,000	Jun-26
TOTAL		6,524,000	9,115,029	3,000,000	-	-	-	18,639,029	



STATEMENT OF FINANCIAL POSITION

	Annual Budget 2025-2026 \$	Forecast 2026-2027 \$	Forecast 2027-2028 \$	Forecast 2028-2029 \$	Forecast 2029-2030 \$
ASSETS					
CURRENT ASSETS					
Cash at Bank and On Hand	21,797,762	21,657,657	21,500,687	21,329,056	21,157,374
Trade and Other Receivables	2,960,023	3,187,891	3,434,838	3,702,547	3,992,852
Inventories	23,165	23,721	24,290	24,873	25,470
Total Current Assets	24,780,950	24,869,269	24,959,815	25,056,476	25,175,696
NON-CURRENT ASSETS					
Infrastructure, Property, Plant and Equipment	130,041,099	138,229,647	143,211,161	147,623,938	145,217,006
Total Non-Current Assets	130,041,099	138,229,647	143,211,161	147,623,938	145,217,006
TOTAL ASSETS	154,822,049	163,098,916	168,170,976	172,680,414	170,392,702
LIABILITIES					
CURRENT LIABILITIES					
Current Payables	1,612,566	1,651,267	1,690,898	1,731,479	1,773,035
Deferred Revenue	379,615	397,837	416,932	436,945	457,918
Current Provisions	619,344	637,925	657,063	676,775	697,078
Current Borrowings	-	250,000	333,333	333,333	333,333
Total Current Liabilities	2,611,525	2,937,029	3,098,226	3,178,532	3,261,364
NON-CURRENT LIABILITIES					
Employee Entitlements	54,361	55,992	57,672	59,402	61,184
Landfill Rehabilitation Provision	8,403,582	8,883,328	9,377,945	9,887,897	10,413,657
Borrowings	2,000,000	4,750,000	4,416,667	4,083,333	3,750,000
Total Non-Current Liabilities	10,457,943	13,689,320	13,852,284	14,030,632	14,224,841
TOTAL LIABILITIES	13,069,468	16,626,349	16,950,510	17,209,164	17,486,205
NET ASSETS	141,752,581	146,472,567	151,220,466	155,471,250	152,906,497
EQUITY					
Asset Revaluation Reserve	98,420,175	98,420,175	98,420,175	98,420,175	98,420,175
Other Reserves	8,121,899	8,121,899	8,121,899	8,121,899	8,121,899
Accumulated Surplus	35,210,507	39,930,493	44,678,392	48,929,176	46,364,423
TOTAL COUNCIL EQUITY	141,752,581	146,472,567	151,220,466	155,471,250	152,906,497

STATEMENT OF CASH FLOW

	Annual Budget 2025-2026 \$	Forecast 2026-2027 \$	Forecast 2027-2028 \$	Forecast 2028-2029 \$	Forecast 2029-2030 \$
CASH FLOWS FROM OPERATING ACTIVITIES					
RECEIPTS					
Rates	9,855,069	10,326,792	10,815,301	11,326,589	11,861,689
Waste Charges	1,621,785	1,717,526	1,818,010	1,924,343	2,036,863
Fees and Charges	2,495,512	2,573,382	2,653,143	2,735,522	2,820,604
Operating Grants & Subsidies	2,193,222	2,245,859	2,299,760	2,354,954	2,411,473
Bank & Investment Income	566,314	566,095	534,643	534,171	533,679
Other Revenue	372,182	388,558	400,872	413,728	427,149
Sub-total	17,104,084	17,818,212	18,521,729	19,289,307	20,091,457
PAYMENTS					
Employee Costs	(6,050,067)	(6,235,179)	(6,426,003)	(6,622,718)	(6,825,508)
Materials & Contracts	(8,312,079)	(8,780,137)	(9,062,825)	(9,462,371)	(9,879,514)
Elected Members Allowances & Expenses	(330,520)	(330,520)	(330,520)	(330,520)	(330,520)
Council Committee Allowances & Expenses	(37,975)	(39,646)	(41,391)	(43,212)	(45,113)
Interest Paid	(58,416)	(146,524)	(291,649)	(272,473)	(252,840)
Sub-total	(14,789,057)	(15,532,006)	(16,152,388)	(16,731,294)	(17,333,495)
Net Cash Provided by (Used in) Operating Activities	2,315,027	2,286,206	2,369,341	2,558,013	2,757,962
CASH FLOWS FROM INVESTING ACTIVITIES					
RECEIPTS					
Amounts Specifically for New or Upgraded Assets	5,191,029	7,635,029	7,635,029	7,000,000	-
Sale of Replaced Assets	72,178	54,133	54,133	54,133	54,133
PAYMENTS					
Expenditure on Renewal/ Replacement of Assets	(9,705,621)	-13,115,473	(9,965,473)	-9,450,444	(2,650,444)
Net Cash Provided by (Used in) Investing Activities	(4,442,414)	(5,426,311)	(2,276,311)	(2,396,311)	(2,596,311)
CASH FLOWS FROM FINANCING ACTIVITIES					
RECEIPTS					
Proceeds from Borrowings	2,000,000	3,000,000	-	-	-
PAYMENTS					
Repayment of Borrowings	-	-	(250,000)	(333,333)	(333,333)
Net Cash Provided by (Used in) Financing Activities	2,000,000	3,000,000	(250,000)	(333,333)	(333,333)
NET INCREASE (DECREASE) IN CASH HELD	(127,387)	(140,105)	(156,970)	(171,631)	(171,682)
Cash & Cash Equivalents at Beginning of Period	21,925,149	21,797,762	21,657,657	21,500,687	21,329,056
Cash & Cash Equivalents at End of Period	21,797,762	21,657,657	21,500,687	21,329,056	21,157,374



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