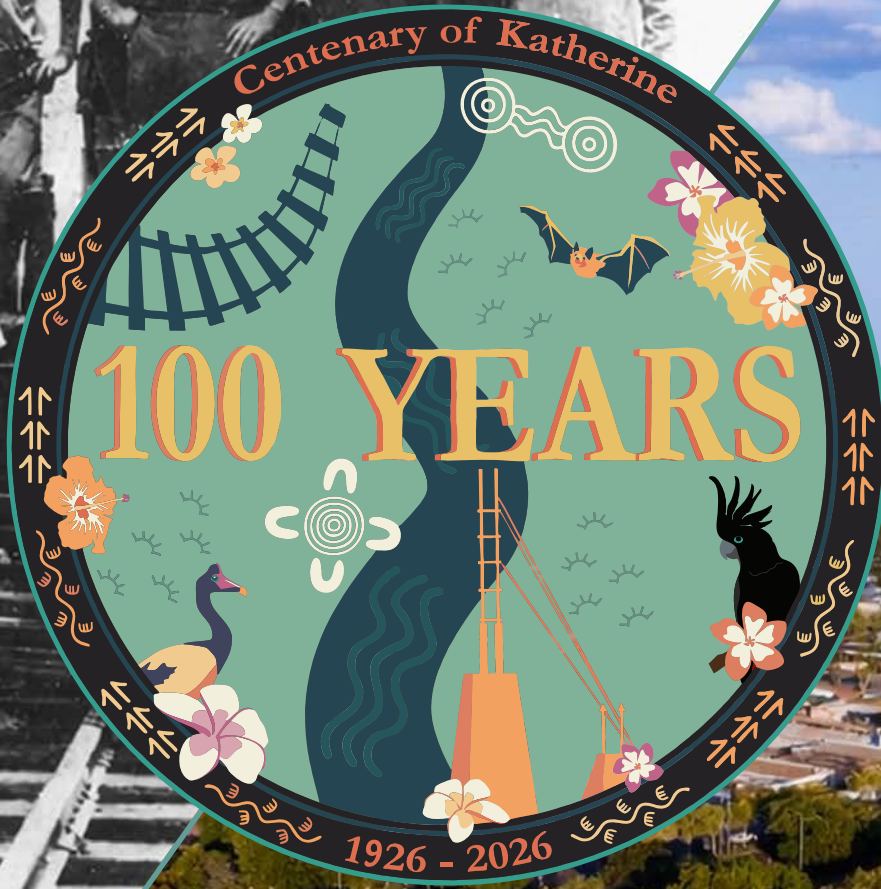




**KATHERINE**  
TOWN COUNCIL



**DRAFT**  
**MUNICIPAL PLAN**  
**2026-2027**

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**WE RECOGNISE THE FIRST NATIONS CULTURE AS ONE OF THE LONGEST SURVIVING CULTURES IN THE WORLD AND PAY OUR RESPECTS TO ELDERS PAST, PRESENT AND EMERGING.**

**WE ACKNOWLEDGE THE TRADITIONAL OWNERS OF THE KATHERINE REGION AND THEIR ONGOING CONNECTION TO LAND, WATER AND COMMUNITY.**

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



# ABOUT THIS PLAN

This Municipal Plan sets out what Katherine Town Council will deliver over the 2026–2027 financial year. It focuses on the services people rely on every day, the projects we are advancing, and how public funds are used to support a strong, liveable community.

Prepared in accordance with the *Local Government Act 2019* (NT), and the [Katherine 2027 Strategic Plan](#). It is an opportunity to complete what we set out to do and to begin shaping the next phase of Katherine’s future with the community.

## MAYOR’S INTRODUCTION

This year’s Municipal Plan marks a fresh start for Council — and for Katherine.

Following the election of an entirely new Council in September 2025, this is the first plan we have delivered together. We didn’t want it to be just another document — we wanted it to reflect what you’ve told us really matters.

And you’ve been clear.

We’ve heard about the importance of safe, reliable roads (especially after a big wet), well-maintained public spaces that suit our unique environment, practical and accessible community facilities, and keeping Katherine a connected, liveable place to call home.

This plan is our first step in responding to those priorities.

You will notice it is focused, measured and—quite deliberately—a little conservative. As a new Council, we are taking the time to properly understand our financial position, including the liabilities we carry and what it will take to meet them responsibly into the future. That means being careful with how we spend today, so we can deliver when it really counts tomorrow.

In simple terms: we’re focused on getting the basics right. Delivering core services well, maintaining what we have, and making steady, visible improvements where we can. That might not sound flashy—but it’s the foundation of a Council that works.

Over the coming year, this work will also help shape our longer-term direction, and we will continue listening to the community as we plan for Katherine’s future.

On behalf of Council, thank you for your ongoing input, honesty and engagement. We value it, and it is helping guide the decisions we are making every day.

We’re committed to building a Katherine that is strong, sustainable and ready for what comes next — and we’re glad to be on that journey with you.



## MESSAGE FROM THE ACTING CHIEF EXECUTIVE OFFICER

This Municipal Plan sets out a clear and practical program of work for the year ahead.

Our role is to deliver reliable services, maintain and improve infrastructure, and ensure Council operates in a way that is efficient, accountable and responsive to the community.

This plan reflects a strong focus on delivery, on progressing key projects, on improving access to services, and on strengthening how we operate as an organisation.

At the same time, we are preparing for the future. As we complete the final year of the current Strategic Plan, we will begin work on the next phase of planning for Katherine.

This includes reviewing what we have achieved, identifying opportunities for improvement, and supporting Elected Members to engage with the community on future priorities.

Council remains committed to responsible financial management, continuous improvement, and delivering value for the community we serve.



# ABOUT KATHERINE

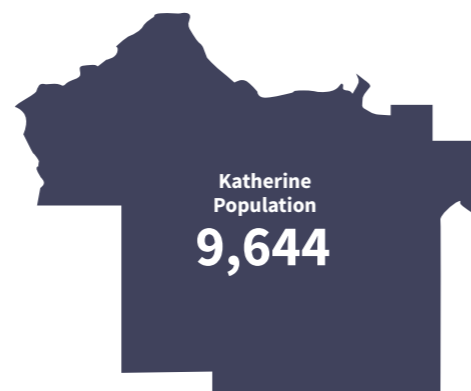
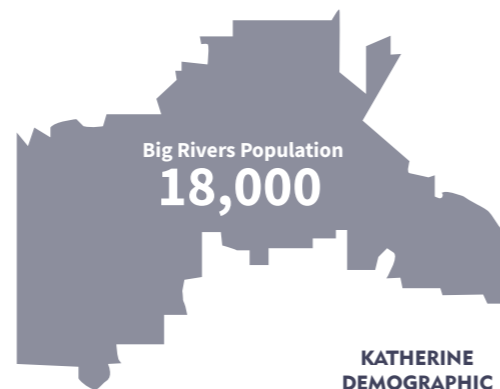
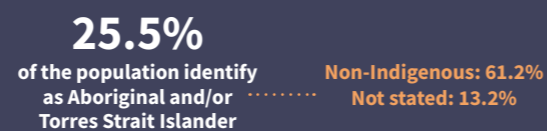
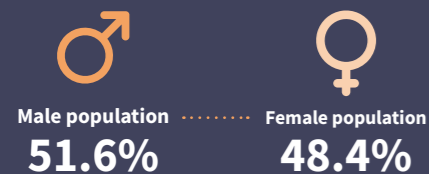
**KATHERINE IS A PLACE WHERE PEOPLE COME FOR OPPORTUNITY AND STAY FOR THE SENSE OF COMMUNITY.**

As the heart of the Big Rivers region, Katherine plays an important role as a service centre. As a regional hub, it supports a wide range of industries including government, health, education, tourism, construction and Defence. This creates demand for skilled workers and opportunities to build careers or grow a business.

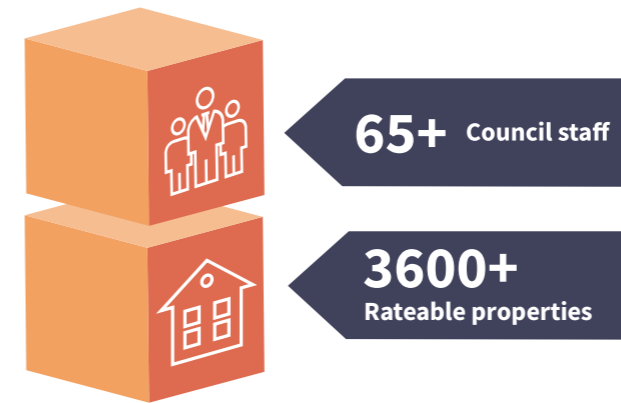
Its strategic position at the junction of major transport routes, connecting north-south rail and road corridors with east-west links, makes Katherine a vital hub for the movement of freight and people.

Katherine also offers strong employment and business opportunities, particularly compared to many similar-sized towns. The scale of the town means there is room to step into leadership roles and help shape the local economy.

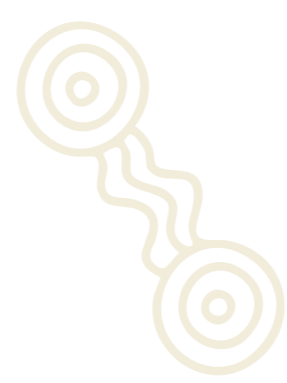
Katherine is also a social town. Whether it's sport, camping, community events or spending time with friends and family, there are plenty of ways for people to connect.



KATHERINE DEMOGRAPHIC OVERVIEW



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





# ROLE OF COUNCIL AND ELECTED MEMBERS

**LOCAL GOVERNMENT IS THE LEVEL OF GOVERNMENT CLOSEST TO THE COMMUNITY, AND MUCH OF COUNCIL'S WORK IS PART OF EVERYDAY LIFE IN KATHERINE.**

Katherine Town Council is responsible for services and infrastructure that keep the town running. This includes maintaining local roads, managing waste, caring for parks and public spaces, supporting community facilities like the library and aquatic centre, and helping ensure public health and safety standards are met.

Council also plans for the future of Katherine, identifying infrastructure needs, supporting growth, and advocating to other levels of government for funding and services that benefit the community.

Some issues raised with Council fall outside local government responsibilities, such as policing, housing, or major health services. In these cases, Council plays an important role in advocating on behalf of the community and working with the relevant agencies.



## Elected Members set the direction, staff deliver the work, and community input helps shape priorities and decisions.



### THE ROLE OF ELECTED MEMBERS

Elected Members are chosen by the community to represent local views and make decisions about how Council operates.

Their role is to set direction, consider community priorities, and make decisions at Council meetings that guide how services are delivered and how public funds are used.

Elected Members are not involved in the day-to-day running of Council. Their focus is on leadership, decision-making and ensuring Council is working in the best interests of the community.

The Chief Executive Officer and Council staff are responsible for delivering services, managing operations, and implementing Council's decisions.

### WORKING TOGETHER

Local government works best when there is a clear partnership between Elected Members, Council staff and the community.

Elected Members set the direction, staff deliver the work, and community input helps shape priorities and decisions.

### THE MAYOR, CEO AND STAFF

The Mayor provides leadership to Council and represents Katherine at the local, Territory, and national levels, supported by the Deputy Mayor.

## PLANNING, GOVERNANCE AND COMPLIANCE



### HOW COUNCIL PLANS, DELIVERS AND REPORTS

Council operates within a clear planning and governance framework to ensure decisions are transparent, accountable and financially responsible.

This Municipal Plan has been prepared in accordance with the *Local Government Act 2019* (NT) and supports the delivery of the [Katherine 2027 Strategic Plan](#).

### IT ALIGNS WITH:

- Council's annual budget
- Long Term Financial Plan
- policies and operational frameworks

### IN PRACTICAL TERMS:

- The Strategic Plan sets the long-term direction
- This Municipal Plan sets what we are delivering this year
- The Budget shows how it is funded

Council is responsible for ensuring these elements work together and that the community can clearly see how decisions are made and how resources are used.



## COMMUNITY CONSULTATION

A 21-day consultation period ran from 2 to 22 June 2026 to ensure our plans reflect local priorities. Elected Members received the draft Municipal Plan on 15 May 2026, 6 business days before endorsing it for public consultation at an Ordinary Meeting of Council 26 May 2026.

Council promoted the consultation through Your Say Katherine [www.yoursaykatherine.com.au](http://www.yoursaykatherine.com.au) and Council website, and Elected Members engaged with residents throughout the period to seek feedback. The final 2026-2027 Municipal Plan will be adopted at the Special Meeting of Council on 25 June 2026.



## ELECTED MEMBERS



**MAYOR**

**MAYOR JOANNA HOLDEN**  
Term: Elected 2025 to the 13th Katherine Town Council



**COUNCILLOR**

**COUNCILLOR TONI COUTTS**  
Term: Elected 2025 to the 13th Katherine Town Council



**DEPUTY MAYOR**

**COUNCILLOR MEL DOYLE**  
Term: Elected 2025 to the 13th Katherine Town Council



**COUNCILLOR**

**COUNCILLOR KATHY GLASS**  
Term: Elected 2025 to the 13th Katherine Town Council



**COUNCILLOR**

**COUNCILLOR JIM KING**  
Term: Elected 2025 to the 13th Katherine Town Council



**COUNCILLOR**

**COUNCILLOR ANJALI PALMER**  
Term: Elected 2025 to the 13th Katherine Town Council

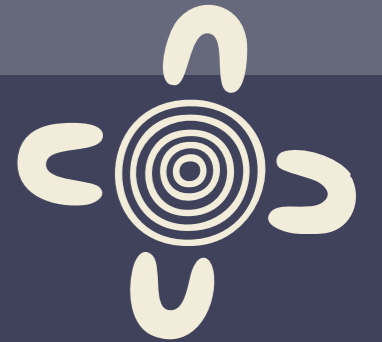
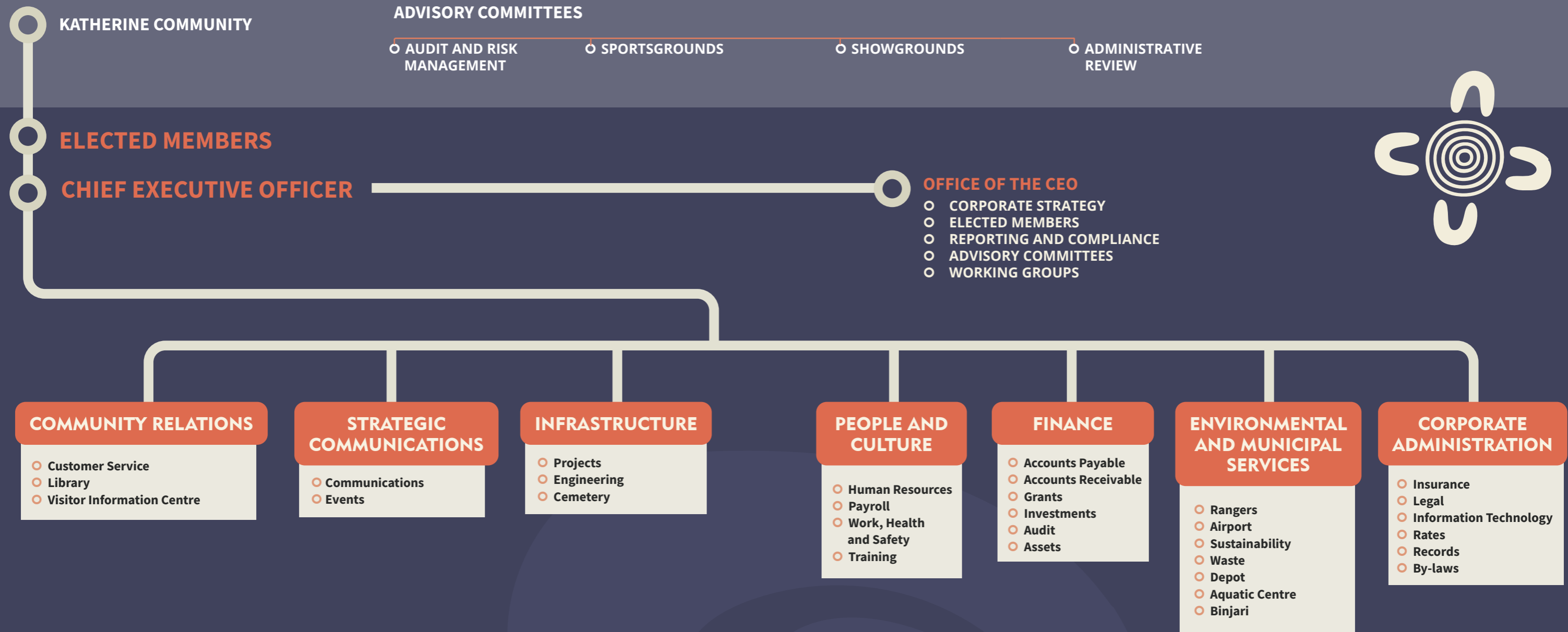


**COUNCILLOR**

**COUNCILLOR KATHRYN WHITEHOUSE**  
Term: Elected 2025 to the 13th Katherine Town Council

# ORGANISATIONAL STRUCTURE AND SERVICES

COUNCIL DELIVERS ITS SERVICES THROUGH SEVERAL KEY AREAS. EACH PLAYS A DISTINCT ROLE, BUT ALL CONTRIBUTE TO DELIVERING SERVICES TO THE COMMUNITY AND SUPPORTING THE DAY-TO-DAY RUNNING OF THE ORGANISATION.



## OFFICE OF THE CEO

The Office of the CEO supports good governance and ensures Council operates efficiently, ethically and in line with community priorities.

The team provides leadership, coordination and oversight across the organisation. This includes supporting Elected Members, managing Council meetings, committees, and working groups, maintaining policies, and ensuring compliance with legislation.

The Office also leads key planning and reporting processes, supports risk management, and advocates for investment in Katherine and the broader region.



## STRATEGIC COMMUNICATION

Strategic Communications plays a key role in keeping our community informed and acting as a conduit to gather feedback on projects and services.

An important part of this role is strategic communication. This includes corporate communication, marketing, events management and community consultation, helping ensure the community is informed, connected, and has opportunities to provide input, and understands how and why decisions are made.



“  
**THE COMMUNITY IS INFORMED, CONNECTED, AND HAS OPPORTUNITIES TO PROVIDE INPUT, AND UNDERSTANDS HOW AND WHY DECISIONS ARE MADE.**”

## COMMUNITY RELATIONS

The Community Relations Department provides frontline services that connect Council with residents, visitors and the wider community.

This includes the Katherine Public Library, the Visitor Information Centre, and Customer Service.

The Library offers a welcoming and inclusive space that supports learning, connection and community use, with programs that reflect local needs and interests.

The Visitor Information Centre supports tourism by providing information, facilitating bookings, and promoting local experiences.

Customer Service ensures the community can easily access Council services, make payments, and connect with Council across a range of channels.

## PEOPLE AND CULTURE

The People and Culture Department focuses on building a capable, engaged and resilient workforce.

The team supports employees through training, development and wellbeing initiatives, helping staff build skills and contribute to organisational goals.

There is a strong focus on creating a positive workplace culture and embedding workplace health and safety as part of everyday practice.

## FINANCE

The Finance team manages Council's financial operations and ensures public funds are managed responsibly.

This includes budgeting, reporting, payroll, accounts and grant management.

The team supports informed decision-making through accurate data and works closely with other departments to support service delivery.

**THE TEAM PLAYS A KEY ROLE IN KEEPING KATHERINE CLEAN, SAFE AND WELL-MAINTAINED.**



## INFRASTRUCTURE

The Infrastructure team is responsible for planning, delivering and managing Council's physical assets. This includes roads, drainage, public facilities, and recreational spaces.

The team leads capital works projects, manages contractors, and plans for long-term growth, ensuring infrastructure supports safety, accessibility and community needs.

## ENVIRONMENTAL SERVICES

Environmental Services delivers a wide range of essential services that support the day-to-day functioning of the town, such as the Katherine Civil Airport.

This includes waste management, regulatory services, maintenance of public spaces, and support for emergency management.

The team plays a key role in keeping Katherine clean, safe and well-maintained.

## CORPORATE ADMINISTRATION

The Corporate Administration team delivers a broad range of internal and external services that support Council operations, including information and communication technology (ICT), rates administration, records compliance, facility leasing and insurance management.

Frontline responsibilities include revenue services, such as managing rates, fees, charges, and fines through regulatory processes.

The team is dedicated, and highly skilled across key administrative functions. Their focus is to optimise operational efficiency, enabling other departments to concentrate on their core functions

# WHAT THE COMMUNITY TOLD US



Feedback gathered through consultations on Council projects and services over the past year shows the community wants Council to focus on getting the basics right.

These basics include roads, drainage, waste services, and public spaces that suit our climate and lifestyle.

All of these contribute to making Katherine a more liveable town.

## **THERE IS ALSO A STRONG DESIRE FOR CONNECTION.**

People value spaces and activities that bring the community together and support young people, families and the vulnerable.

People also want clear and honest communication about what the Council is doing and how decisions are made.

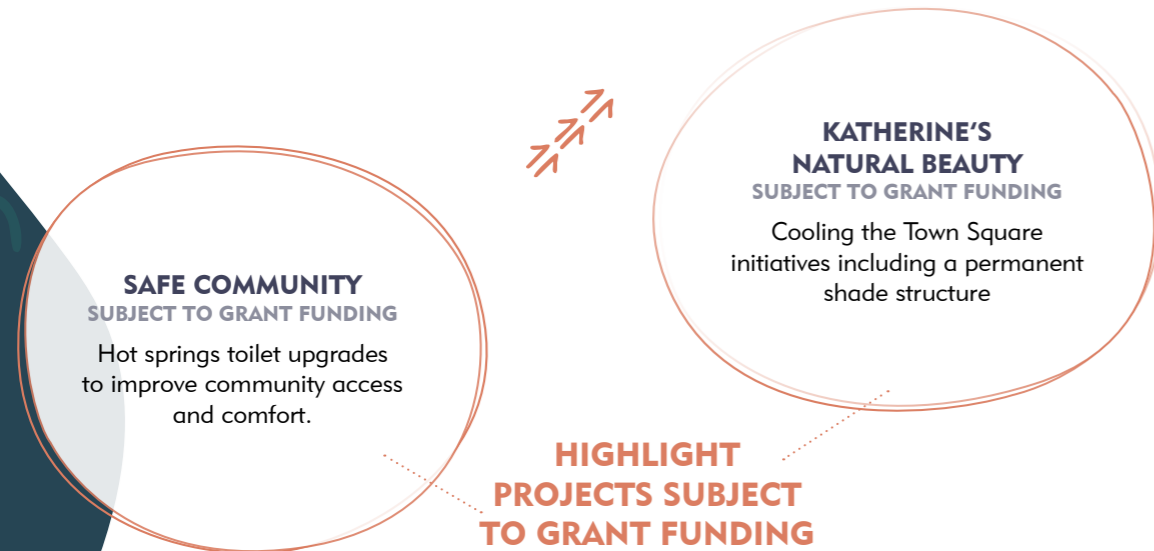
This plan reflects those priorities.



# HIGHLIGHTED PROJECTS

## WHAT WE'RE DELIVERING THIS YEAR

This year's program focuses on finishing current projects, planning new ones and seeking funding to support improved services.



## THESE PROJECTS ARE GUIDED BY THE PRIORITIES SET OUT IN THE KATHERINE 2027 STRATEGIC PLAN, PARTICULARLY:

- STRONG LEADERSHIP**  
Ensuring transparent, accountable decision-making and responsive services
- ARTS, CULTURE AND HERITAGE**  
Recognising and supporting Katherine's identity, history and culture
- COMMUNITY AND FAMILIES**  
Supporting safe, inclusive spaces and everyday services people rely on
- BIG RIVERS INTER-GOVERNMENT COLLABORATION**  
Working with other levels of government to deliver outcomes for the region
- SPORTS AND CIVIC EVENTS**  
Maintaining and improving facilities that bring the community together
- ENVIRONMENTAL SUSTAINABILITY**  
Managing resources responsibly and protecting the natural environment
- GROWTH AND SUSTAINABILITY**  
Planning for infrastructure, economic development and future needs

**TOGETHER, THESE PRIORITIES SHAPE THE DELIVERABLES IN THIS MUNICIPAL PLAN AND ENSURE THAT THE WORK WE ARE UNDERTAKING ALIGNS WITH THE LONG-TERM DIRECTION SET BY COUNCIL AND THE COMMUNITY.**

This year represents the final stage of delivering on those commitments, with a focus on completing key projects and building a strong foundation for the next Strategic Plan.

# 100 YEARS

## CENTENARY OF KATHERINE EVENTS

2026 is a big year for Katherine, marking 100 years since the town was officially gazetted. It's a chance to recognise our history and bring the community together through a range of centenary events across the year.

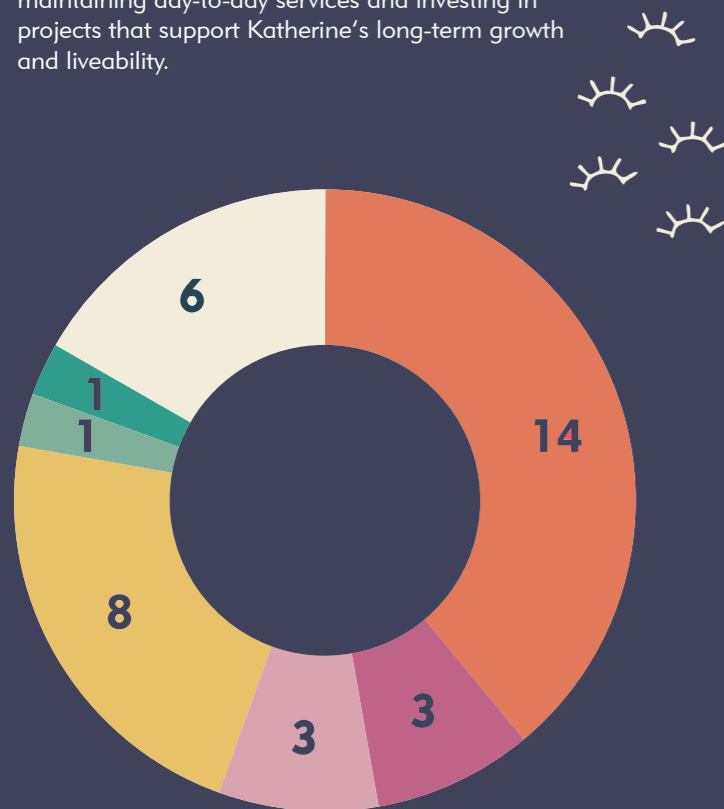
Council will continue working alongside the community-based Centenary Working Group to deliver events and activities that reflect Katherine's character and community spirit.

# DELIVERABLES BY STRATEGIC PRIORITY

These graphics provide a snapshot of how Council's work program is delivered.

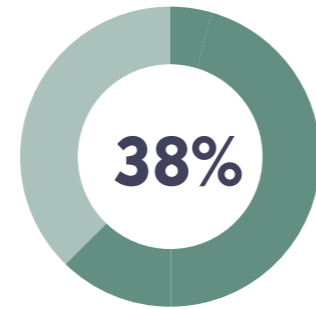
They show how this year's deliverables are distributed across the Strategic Plan priorities and how they are funded through a mix of the operational budget, capital investment, and external funding.

Together, they highlight the balance between maintaining day-to-day services and investing in projects that support Katherine's long-term growth and liveability.

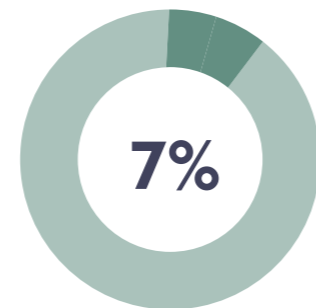


- STRONG LEADERSHIP
- COMMUNITY AND FAMILIES
- SPORTS AND CIVIC EVENTS
- GROWTH AND SUSTAINABILITY
- ARTS, CULTURE AND HERITAGE
- BIG RIVERS INTER-GOVERNMENT COLLABORATION
- ENVIRONMENTAL SUSTAINABILITY

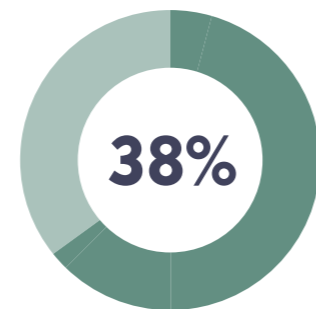
# DELIVERABLES BY FUNDING SOURCE



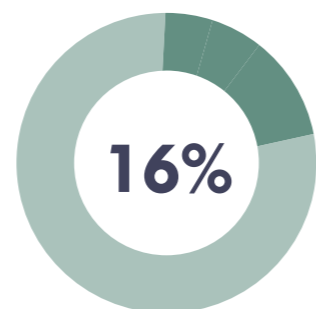
GRANT-ONLY FUNDING



CO-CONTRIBUTION



CAPEX BUDGET



CO-CONTRIBUTION



# PLANNING FOR THE FUTURE



As Council reaches the final stages of the current Strategic Plan, this Municipal Plan provides an opportunity to pause, reset and realign our long-term direction. This transition period will allow Council to review current priorities, assess what is achievable, and strengthen the link between strategic planning, service delivery, infrastructure needs and financial capacity.

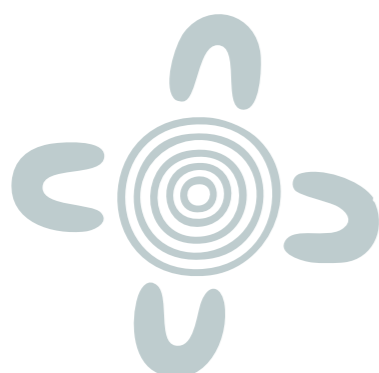
A key focus will be the Service Level Delivery Assessment and the future Asset Plan. Together, these bodies of work will help Council better understand the services it provides, the level of service the community needs and expects, and the infrastructure and assets required to support those services.

This reset is intended to provide a more stable and realistic foundation for long-term planning. By establishing clear, achievable budget forecasts and financial projections, Council will be better placed to plan, deliver and maintain services and infrastructure in a way that is responsible, sustainable and aligned with community needs.

# STRONG LEADERSHIP



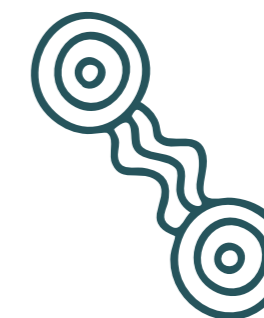
STRONG LEADERSHIP		
#	DELIVERABLE	MEASURES
1.1.1.1	Strengthen Elected Member capability to fulfil their roles, responsibilities, and decision making duties	<ul style="list-style-type: none"> <li>Elected Members attend at least two (2) professional development sessions</li> <li>Number of Council policies reviewed</li> <li>Number of new Council policies</li> </ul>
1.1.1.2	Enhance the reliability and quality of our video conferencing and livestreaming capability	<ul style="list-style-type: none"> <li>Number of Ordinary Meetings of Council that are livestreamed</li> <li>Number of public views</li> </ul>
1.1.1.3	Update our long-term strategies so they reflect current priorities and community stakeholder input	<ul style="list-style-type: none"> <li>Service Level and Delivery Assessment (SLDA) completed</li> <li>Number of SLDA recommendations implemented</li> </ul>
1.1.2.1	Develop a Digital IT Roadmap and Strategy to guide our future technology, systems, and digital service improvements	<ul style="list-style-type: none"> <li>Digital IT Roadmap and Strategy endorsed</li> <li>Digitised Fees and Charges document</li> </ul>
1.1.2.2	Implement effective strategic, consistent and proactive enterprise-wide approach to risk management	<ul style="list-style-type: none"> <li>Four (4) Corporate Risk Register reviews undertaken annually</li> <li>Number of Corporate Risk Register controls actioned</li> <li>Percentage of compliance with Legislation, Australian Standards, Accounting Standards and NT Government frameworks</li> <li>Number of audit recommendations implemented</li> <li>Percentage or number of corrective actions taken and reported as working</li> </ul>
1.1.3.1	Encourage and educate the community about the services we provide	<ul style="list-style-type: none"> <li>Number of educational campaigns delivered</li> <li>Total website traffic across Council websites</li> <li>Number of open Council meetings held</li> <li>Number of public question time held</li> </ul>



PARTNER IN PROGRESS		
#	DELIVERABLE	MEASURES
1.2.2.1	Act as a connector on issues affecting the community through active involvement in relevant groups and committees	<ul style="list-style-type: none"> <li>Number of active User and Working Groups</li> <li>Number of Council committees</li> </ul>

ENHANCE CUSTOMER EXPERIENCES		
#	DELIVERABLE	MEASURES
1.4.1.1	Deliver improvements and new infrastructure additions to the cemetery to support community need	<ul style="list-style-type: none"> <li>Number of headstones and plaques with photos on the website</li> <li>Lawn Cemetery guideline compliance</li> <li>Number of cemetery improvements</li> </ul>
1.4.3.1	Enhance Katherine's tourism experience through improved Visitor Information Centre services and stronger community connection to local attractions	<ul style="list-style-type: none"> <li>Number of wet season visitor experiences available</li> <li>Increase in tourism bookings (year-on-year)</li> <li>Completion of feasibility assessment for reinvestment into the VIC</li> </ul>

FINANCIAL		
#	DELIVERABLE	MEASURES
1.5.1.1	Provision services and negotiate further extension of funding for the Binjari community	<ul style="list-style-type: none"> <li>Successful negotiations to deliver municipal services</li> <li>Binjari Local Government services delivered</li> </ul>
1.5.2.1	Have a grants officer to seek and coordinate grant funding	<ul style="list-style-type: none"> <li>Value of successful grants</li> <li>Number of grants submitted</li> <li>Number of grants acquitted within funding agreement terms</li> <li>Grants management process review completed</li> <li>Up to date Grants Register</li> </ul>
1.5.2.2	Support community-driven initiatives through the delivery of the Community Grants Program	<ul style="list-style-type: none"> <li>Number of community grants provided</li> </ul>
1.5.3.1	Maintain an active funding pipeline aligned to our strategy	<ul style="list-style-type: none"> <li>Value of co-contribution for grant applications</li> </ul>



# COMMUNITY AND FAMILIES

## SAFE COMMUNITY

#	DELIVERABLE	MEASURES
2.1.2.1	Upgrade our public amenities to improve safety and disabled accessibility	<ul style="list-style-type: none"> <li>Number of remediated public amenities</li> </ul>
2.1.3.1	Improve road and pedestrian safety in Katherine	<ul style="list-style-type: none"> <li>Number of recommendations implemented from the CBD road safety audit</li> </ul>
2.1.4.1	Implement our Laneway Management Policy	<ul style="list-style-type: none"> <li>Trial closed</li> <li>Number of requests for additional laneway closures</li> <li>Number of laneways closed</li> </ul>

## SUPPORT OUR YOUTH

#	DELIVERABLE	MEASURES
2.4.1.2	Award annual perpetual leadership trophies for Katherine Schools	<ul style="list-style-type: none"> <li>Number of trophies awarded</li> <li>Number of participating schools</li> <li>Perpetual Leadership Award guideline established</li> </ul>

# SPORTS AND CIVIC EVENTS

SPORTS AND CIVIC EVENTS		
#	DELIVERABLE	MEASURES
3.1.1.1	Deliver a coordinated annual program of community events that reflect local identity and priorities	<ul style="list-style-type: none"> <li>Number of events held that celebrate Katherine's centenary program of events delivered</li> <li>Number of other events held</li> <li>Complete a review of the events calendar</li> <li>Number of partnership agreements developed with community organisations</li> <li>Incorporate Indigenous-led content or partnerships in at least three (3) Centenary events or initiatives</li> </ul>

ACCESSIBILITY AND MOBILITY		
#	DELIVERABLE	MEASURES
3.3.2.1	Create shared pathways to support active transport	<ul style="list-style-type: none"> <li>Completion of Zimin Drive Shared Pathway</li> </ul>

ACCESSIBILITY AND MOBILITY		
#	DELIVERABLE	MEASURES
3.4.6.1	Assess options to ensure the Katherine Public Library is accessible, fit-for-purpose and safe for community use	<ul style="list-style-type: none"> <li>Options analysis completed and Council decision made</li> <li>Preferred option for future library infrastructure identified</li> <li>Number of stakeholder engagement activities undertaken</li> </ul>



# GROWTH AND SUSTAINABILITY



## BETTER INFRASTRUCTURE

#	DELIVERABLE	MEASURES
4.1.2.1	Develop a prioritised pipeline of shovel ready projects supported by project planning documentation and funding applications	<ul style="list-style-type: none"> <li>Number of shovel ready projects with completed planning documentation</li> <li>Number of feasibility studies undertaken to support funding applications</li> </ul>
4.1.2.2	Deliver infrastructure projects in line with approved scope, budget and timeframes	<ul style="list-style-type: none"> <li>Number of infrastructure projects delivered</li> <li>Number of rural roads identified for upgrades</li> <li>Number of rural road upgrades</li> <li>Completion of R2R approved projects</li> </ul>
4.1.2.3	Advance precinct scale planning and prepare proposals for funding to support community infrastructure development	<ul style="list-style-type: none"> <li>Precinct planning completed for rPPP Stream 1 funding</li> <li>Number of rPPP Stream 2 funding applications submitted</li> </ul>
4.1.2.4	Deliver the Civic Centre Refurbishment project	<ul style="list-style-type: none"> <li>100% of project completed</li> </ul>

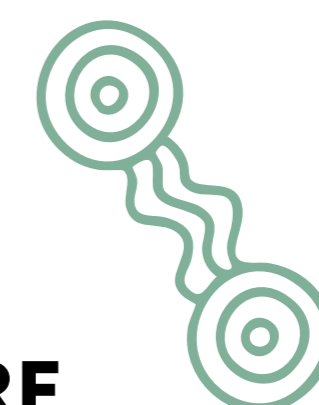
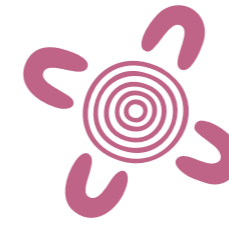
## LEAD WITH BEST PRACTICE

#	DELIVERABLE	MEASURES
4.2.4.1	Provide effective asset management and valuation across Council	<ul style="list-style-type: none"> <li>Revaluation of Council assets</li> <li>Implement a new Asset Management System</li> <li>Asset sustainability/asset renewal ratio maintained &gt;90%</li> <li>Percentage of assets valued within required valuation cycle by statutory deadline</li> </ul>
4.2.4.2	Long-term financial sustainability through improved budget processes, incorporating timelines and assumptions	<ul style="list-style-type: none"> <li>Percentage of operating expenses vs. operating income</li> <li>Percentage of current ratio adjusted for tied funds</li> <li>Reduce rates debt liability</li> </ul>
4.2.4.3	Stronger procurement processes in line with legislative requirements	<ul style="list-style-type: none"> <li>Internal audit program undertaken</li> <li>Number of procurement improvements implemented</li> <li>Number of procurement methods used</li> </ul>

## ATTRACT SKILLED WORKERS

#	DELIVERABLE	MEASURES
4.3.3.1	Strengthen workforce governance through a finalised Enterprise Bargaining Agreement (EBA) and plant upgrades that improve workplace safety	<ul style="list-style-type: none"> <li>New Enterprise Bargaining Agreement approved</li> <li>Number of plant upgrades</li> </ul>





## ARTS, CULTURE AND HERITAGE

### VIBRANT ART

#	DELIVERABLE	MEASURES
5.3.2.1	Support the growth of arts, culture and heritage through partnerships, programs and community initiatives	<ul style="list-style-type: none"> <li>Partnership agreements in place</li> <li>Number of subsidies provided</li> </ul>



# BIG RIVERS INTER-GOVERNMENT COLLABORATION



## COLLABORATE WITH REGIONAL COUNCILS

#	DELIVERABLE	MEASURES
6.2.4.1	Advocate to government agencies on Katherine's Land Use Plan	<ul style="list-style-type: none"> <li>New cemetery site identified</li> </ul>

# ENVIRONMENTAL SUSTAINABILITY

## WASTE MANAGEMENT

#	DELIVERABLE	MEASURES
7.1.7.1	Update our Waste Management Strategy to guide future waste infrastructure, services, recycling initiatives, operation of the Tip Shop, and compliance priorities	<ul style="list-style-type: none"> <li>Completion of the Waste Management Strategy</li> <li>Number of Waste Management Working Group meetings</li> <li>Number of days the Tip Shop operated during the dry season</li> <li>Hold a Wet Season hard rubbish collection</li> </ul>
7.1.7.2	Improve safety and security at the Waste Management Facility (WMF)	<ul style="list-style-type: none"> <li>Number of improvements at the WMF</li> </ul>

## KATHERINE'S NATURAL BEAUTY

#	DELIVERABLE	MEASURES
7.2.5.1	Cooling and greening Katherine	<ul style="list-style-type: none"> <li>Number of trees planted</li> <li>Hold the Native Plant Giveaway event</li> </ul>
7.2.5.2	Cooling the Town Square	<ul style="list-style-type: none"> <li>Shovel-ready design completed for grant-funding applications</li> </ul>

## PROTECT OUR WATER

#	DELIVERABLE	MEASURES
7.3.3.1	Improve sustainable water use across our operations through monitoring and upgraded irrigation infrastructure systems	<ul style="list-style-type: none"> <li>Implementation of the Irrigation Infrastructure Replacement program</li> <li>Number of parks with irrigation upgrades</li> <li>Bore meter readings</li> </ul>

## REDUCE OUR FOOTPRINT

#	DELIVERABLE	MEASURES
7.4.1.1	Digitise our forms, applications, and permits to streamline processes	<ul style="list-style-type: none"> <li>Number of applications downloaded or submitted through the website</li> <li>Number of internal forms digitised</li> <li>Number of external applications digitised</li> </ul>





# RATING STRATEGY

## OBJECTIVES

Katherine Town Council has adopted a Rating Strategy for the 2026/2027 financial year with the following objectives:

- Delivering projects and services within a financially sustainable framework
- Responding to community needs and expectations through the delivery of priority capital works
- Clearly outlining the principles used by Council when determining the mix of rates and annual charges
- Ensuring future Councils are appropriately positioned to fund ongoing maintenance, replacement, and rehabilitation of assets

## PRINCIPLES

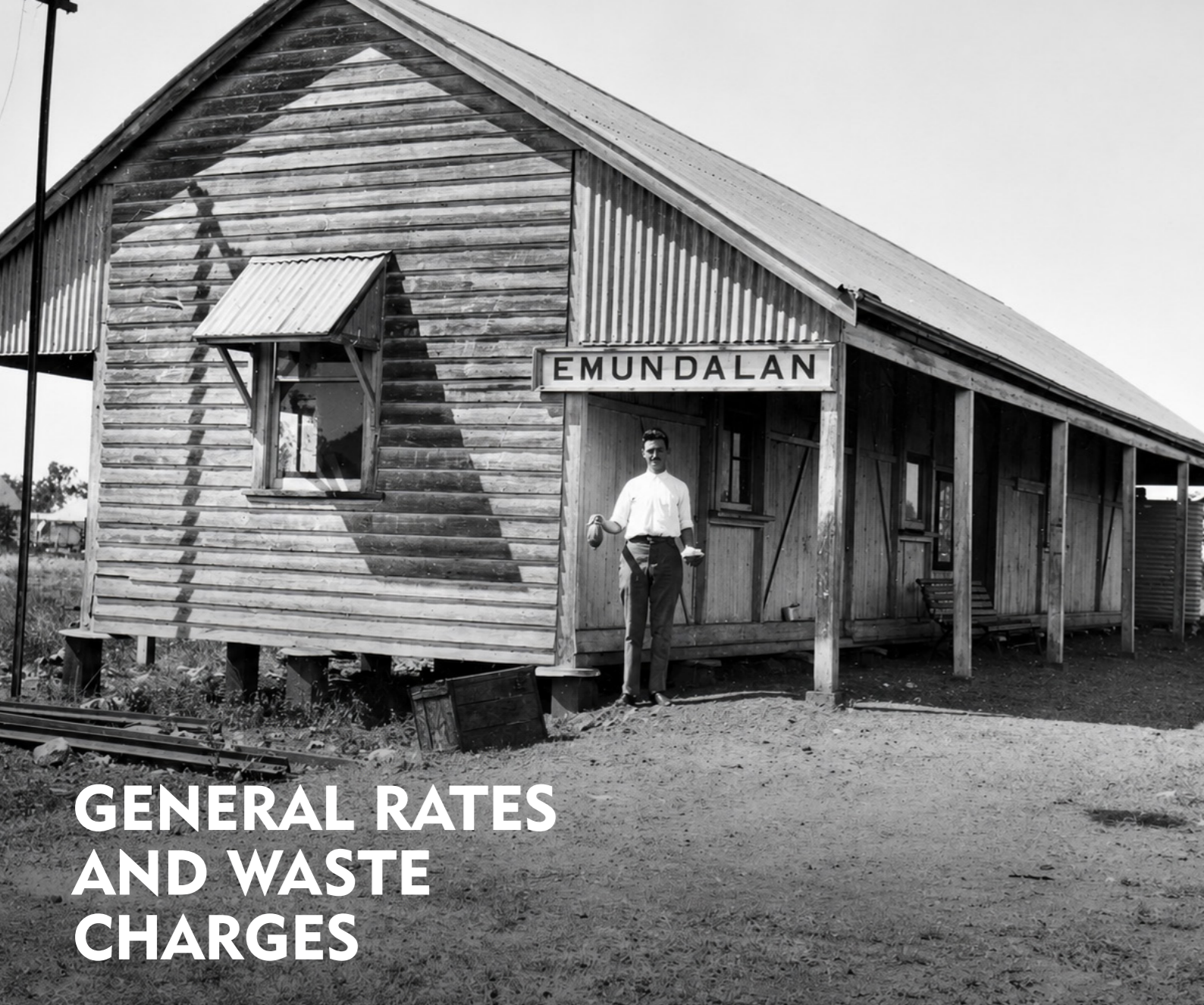
In developing its rating approach, Council considers the broader social and economic impacts on the community, with particular regard to promoting equitable access to essential services, infrastructure, and community facilities. Council seeks to raise sufficient general rate revenue to fully fund its operating costs, including depreciation, whilst also contributing to the capital works program that underpins the municipality's long-term growth and sustainability.

This approach is guided by the following principles:

- **Equity** – achieving an appropriate balance between user-pays principles and residents' capacity to pay
- **Effectiveness and Efficiency** – supporting Council's financial, social, economic, environmental, and corporate objectives as outlined in the Long-Term Financial Plan
- **Simplicity** – ensuring the rating system is transparent, easily understood by the community, and free from unnecessary complexity, perceived bias, or hidden costs
- **Sustainability** – aligning revenue decisions with financial strategies for the delivery and renewal of infrastructure and services identified in Council's Municipal Plan

Council remains committed to actively seeking and securing alternative funding sources in order to reduce reliance on rate revenue and alleviate the financial burden on the community.

RATING CATEGORY/ZONE	26/27 RID	26/27 MIN	LEVY 2026/27
Binjari	0.0000001	\$1,605.00	\$73,830.00
Cotton Gin	3.4076	\$13,256.00	\$13,256.00
Major Cattle Facility	0.5067	\$1,921.00	\$7,980.53
Major Shopping Centre	3.4076	\$1,921.00	\$91,153.30
Mining Tenement	0.9238	\$2,368.42	\$0.00
Pastoral Lease	0.0813	\$1,000.70	\$12,951.80
Solar Farm	0.7881	\$1,757.00	\$6,856.47
Tindal Ex Gratia	0.0000001	\$1,850.00	\$447,700.00
Workers Accom Less Than 120	0.0000001	\$20,207.00	\$0.00
Workers Accom Less Than 240	0.0000001	\$35,362.00	\$0.00
Workers Accom Less Than 30	0.0000001	\$3,725.00	\$11,175.00
Workers Accom Less Than 60	0.0000001	\$12,630.00	\$0.00
Workers Accom More Than 240	0.0000001	\$63,626.00	\$63,626.00
Zone A H HCP	0.299	\$1,757.00	\$262,772.95
Zone C	2.4688	\$1,757.00	\$51,059.16
Zone CB	3.0584	\$1,704.00	\$1,369,559.12
Zone CB (Residential Use)	0.5443	\$1,568.00	\$32,553.30
Zone CL CP	3.9948	\$1,659.00	\$144,681.24
Zone CV TC	3.4076	\$1,757.00	\$242,280.36
Zone FD	3.4076	\$1,788.00	\$1,788.00
Zone GI LI	1.9116	\$1,757.00	\$1,215,686.80
Zone LR LMR MR	2.1289	\$1,568.00	\$4,586,138.67
Zone NOZONE	0.299	\$1,704.00	\$377,807.00
Zone OR	1.3386	\$1,757.00	\$17,820.20
Zone R	0.3919	\$1,605.00	\$732,065.81
Zone RL	0.6801	\$1,568.00	\$396,902.18
Zone RW	19.5123	\$1,757.00	\$14,636.01
Zone SC	4.5066	\$1,757.00	\$22,533.00
Zone SK1 SK2 SK4 SK5	2.1289	\$1,568.00	\$86,487.28
Zone WM	0.4939	\$1,757.00	\$104,470.77



# GENERAL RATES AND WASTE CHARGES

Rates are Council's main source of income and are used to deliver the services and facilities our community relies on every day — including parks and reserves, roads and footpaths, libraries, recreational facilities, and many other essential community services.

General rates are calculated using a differential rating system based on a property's value (known as the Unimproved Capital Value, or UCV) and its zoning under the Northern Territory Planning Scheme. Each category has its own rate and minimum charge. The rates are then calculated using either the minimum amount or the UCV-based rate — whichever is higher.

In addition, fixed rates will apply to specific land use categories such as workers accommodation, major cattle facility, cotton gins and solar farms. 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 general rate associated with the zone that represents the highest percentage of the property's area. After reviewing service costs, inflation, and the impact on the Katherine Municipality, Council has set a balanced approach for 2026/2027 that supports both financial sustainability and affordability.

The total amount expected to be raised from **General Rates is \$10,387,770.95**, subject to any supplementary adjustments during the levying period.

As in previous years, Council has resolved to apply an overall rates increase of 4.8%. Reduced rate-in-the-dollar increases have been applied to residential, central business

and service commercial properties, with overall increases of 4.5% for LR, LMR and MR zoned allotments, and 3.8% for CB zoned allotments.

This mixed increase balances the need to meet rising operational costs while remaining mindful of ongoing cost-of-living pressures within the community. For most households, this equates to a median annual increase of \$159 for residential, \$96 for central business and \$75 for rural zoned properties. This also takes into consideration updated property values set by the Valuer-General as part of the latest revaluation.

Overall, this approach helps ensure Council can continue to provide essential services while keeping rates fair, transparent and as affordable as possible for the community.

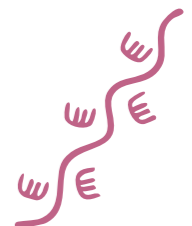
Katherine Town Council's waste management charges support both the ongoing operational costs and the significant capital investments required to keep the Katherine Waste Management Facility environmentally compliant and sustainable. For the 2026/2027 financial year, Council aims to collect \$1,730,765.00 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 2026/2027 will increase by 5.9% in line with the Long-Term Financial Plan. The full waste management charge will be \$466.00, representing a \$26.00 increase from the previous year. This fee covers both the weekly kerbside garbage collection and access to the Katherine Waste Management Facility to dispose free for disposal items as per the Fees and Charges 2026/2027. The adjustment equates to an increase of approximately \$0.50 per week.

For properties where Council is unable to provide a regular weekly kerbside collection service, a minimum waste management charge of \$195.00 will apply. This represents an increase of \$25.00 from the previous year, equating to approximately \$0.29 more per week.

All other allotments within the municipality will also be subject to the \$195.00 minimum waste management levy. This levy is essential for supporting the operation and maintenance of the Katherine Waste Management Facility, ensures landowners have access to the facility, and funds important waste management projects across the municipality.

Council remains committed to the delivery of waste services that are sustainable, accessible, and environmentally responsible, supporting positive long term outcomes for the Katherine community.



# FEES AND CHARGES

For 2026/2027, Council will implement a 3.3% increase to fees and charges, with targeted adjustments to better align revenue with the cost of service delivery.

The impact on most households is expected to be limited, with green waste—representing the largest proportion of domestic disposal—remaining free of charge.

Council will also adjust facility hire fees to better reflect the cost of operating and maintaining Council-owned assets, while continuing to support accessible and equitable community use.

These initiatives support Council's commitment to financial sustainability, responsible asset management and efficient service delivery.

View all fees and charges on our website: [katherine.nt.gov.au/documents/publications-and-policies/fees-and-charges](https://katherine.nt.gov.au/documents/publications-and-policies/fees-and-charges)

# ANNUAL BUDGET ASSUMPTIONS 2026-2027



## INCOME

- Rates Income will increase on average 4.8%
- Waste charges will increase on average 5.9%
- 3.3% Increase has been applied to Fees and charges
- At the time of budget preparation, the Federal Government is yet to publish Financial Assistance Grants for the 26-27 Financial year. All other Government grants were forecast by analysing historical data to identify trends. Expected grant inflows are based on prior agreements and forecast to remain consistent with the prior year.
- Interest Income is forecast using anticipated interest rates based on current or near-term rates tied broadly to RBA Cash Rate – discounted to reflect conservative investment duration and liquidity requirements.

## EXPENDITURE

- An increase in Employee expenses is due to the Enterprise Bargaining Agreement (EBA), 3% increment rises and resource allocation increases.
- Increases in legal fees aligned to commencement of negotiations to replace Council's expired EBA currently in force.
- Materials and Contracts expenses are forecast to increase due to inflation
- Electricity forecast to increase by a minimum of 37% based on cost reflective tariff pricing to local government
- Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026 ("RTCCO") made by the Fair Work Commission came into force on 21 April 2026. Primary parties to contracts now required to adjust rates for road transport services to ensure increased fuel costs are recovered. Base Fuel Price (AIP TGP) forecast to increase by up to 76%
- Elected Members allowances and expenses will be paid as per the [Northern Territory of Australia Remuneration Tribunal – Determination of Allowances for members of Local Councils](#).

## EXPLANATION NOTES

- Council committee allowances and expenses have been provided for the Independent members of the Audit and Risk Management Committee
- The Budgeted operating Deficit is due to non-cash expenses of depreciation and the Unwinding of the discount for Waste Management Facility Make Good provision. 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.
- Total Prior year actuals forecast based on the approved 2<sup>nd</sup> Budget review 2025-2026 and the Long Term Financial Plan assumptions.



# ANNUAL BUDGET AND LONG-TERM FINANCIAL PLAN 2026-2027

## ANNUAL BUDGET INCOME AND EXPENDITURE STATEMENT

ANNUAL BUDGET INCOME AND EXPENDITURE STATEMENT	DRAFT BUDGET 2026-2027 \$	FORECAST 2027-2028 \$	FORECAST 2028-2029 \$	FORECAST 2029-2030 \$	FORECAST 2030-2031 \$
<b>OPERATING INCOME</b>					
Rates	10,614,408	11,123,900	11,657,847	12,217,423	12,803,860
Waste Charges	1,730,765	1,832,880	1,941,020	2,055,540	2,176,817
Fees and Charges	3,153,943	3,258,023	3,365,538	3,476,601	3,591,328
Operating Grants & Subsidies	3,788,593	2,362,776	2,433,659	2,506,669	2,581,869
Bank & Investment Income	600,000	700,000	728,700	758,577	789,678
Other revenue	30,000	346,846	362,108	378,040	394,674
<b>TOTAL OPERATING INCOME</b>	<b>19,917,709</b>	<b>19,624,425</b>	<b>20,488,872</b>	<b>21,392,850</b>	<b>22,338,227</b>
<b>OPERATING EXPENDITURE</b>					
Employment Expenses	7,038,410	7,249,562	7,467,049	7,691,061	7,921,792
Materials & Contracts	11,445,937	11,674,856	11,908,353	12,146,520	12,389,450
Elected Member Allowances	415,040	415,040	415,040	415,040	415,040
Elected Member Expenses	165,625	165,625	165,625	165,625	165,625
Council Committee Allowances	25,000	56,100	57,222	58,366	59,534
Council Committee Costs	38,000	8,160	8,323	8,490	8,659
Depreciation, Amortisation & Impairment	6,125,782	6,488,298	6,541,918	6,912,756	7,291,012
Interest Expenses	64,000	156,353	238,645	243,418	248,286
Other Expenses	70,000	71,400	72,828	74,285	75,770
Finance Costs - Unwinding of WMF Discounting	629,865	664,603	692,849	711,902	731,480
<b>TOTAL OPERATING EXPENDITURE</b>	<b>26,017,659</b>	<b>26,949,997</b>	<b>27,567,852</b>	<b>28,427,462</b>	<b>29,306,649</b>
<b>BUDGETED OPERATING SURPLUS / DEFICIT</b>	<b>( 6,099,950)</b>	<b>( 7,325,572)</b>	<b>( 7,078,980)</b>	<b>( 7,034,612)</b>	<b>( 6,968,422)</b>

# ANNUAL BUDGET OPERATING POSITION - DRAFT 2026-2027

## ANNUAL BUDGET INCOME AND EXPENDITURE STATEMENT



ANNUAL BUDGET OPERATING POSITION	DRAFT BUDGET 2026-2027 \$	FORECAST 2027-2028 \$	FORECAST 2028-2029 \$	FORECAST 2029-2030 \$	FORECAST 2030-2031 \$
BUDGETED OPERATING SURPLUS / DEFICIT	( 6,099,950)	( 7,325,572)	( 7,078,980)	( 7,034,612)	( 6,968,422)
less Non-Cash Income	-	-	-	-	-
Add Back Non-Cash Expenses	6,125,782	7,152,901	7,234,767	7,624,658	8,022,492
<b>TOTAL NON-CASH ITEMS</b>	<b>6,125,782</b>	<b>7,152,901</b>	<b>7,234,767</b>	<b>7,624,658</b>	<b>8,022,492</b>

<b>Less ADDITIONAL OUTFLOWS</b>	-	-	-	-	-
Capital Expenditure	5,952,530	2,420,177	1,486,029	1,445,817	991,709
Borrowing Repayments (Principal Only)	-	250,000	333,333	333,333	333,333
Transfers to Reserves	-	-	-	200,000	635,000
Other Outflows - Repayments	-	-	-	-	-
<b>TOTAL ADDITIONAL OUTFLOWS</b>	<b>5,952,530</b>	<b>2,670,177</b>	<b>1,819,362</b>	<b>1,979,150</b>	<b>1,960,042</b>

<b>Add ADDITIONAL INFLOWS</b>	-	-	-	-	-
Capital Grants Income	1,711,000	1,090,177	635,029	743,797	288,649
Prior Year Carry Forward Tied Funding	30,000	-	-	-	-
Other Inflow of Funds	-	45,000	50,000	50,000	50,000
Drawdown of Borrowings	3,000,000	-	-	-	-
Transfers from Reserves	1,241,530	1,707,671	127,546	595,307	632,324
<b>TOTAL ADDITIONAL INFLOWS</b>	<b>5,982,530</b>	<b>2,842,848</b>	<b>812,575</b>	<b>1,389,104</b>	<b>970,973</b>
<b>NET BUDGETED OPERATING POSITION</b>	<b>55,832</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,000</b>

# CAPITAL EXPENDITURE AND FUNDING BUDGET - DRAFT 2026-2027

## BY CLASS OF INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

BY CLASS OF INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT	DRAFT BUDGET 2026-2027 \$	FORECAST 2027-2028 \$	FORECAST 2028-2029 \$	FORECAST 2029-2030 \$	FORECAST 2030-2031 \$
<b>CAPITAL EXPENDITURE</b>					
Buildings & Other Structures	2,708,530	710,000	150,000	50,000	-
Improvements	291,000	79,960	-	-	-
Plant & Equipment	195,000	150,000	150,000	-	-
Furniture, Fittings & Equipment	213,000	50,000	51,000	52,020	53,060
Infrastructure - Footpaths & Cycleways	1,030,000	175,069	-	-	-
Infrastructure - Roads	1,415,000	855,148	1,035,029	1,143,797	738,649
Infrastructure - Stormwater & Drainage	100,000	100,000	100,000	100,000	100,000
Infrastructure - Street Lighting	-	150,000	-	-	-
Infrastructure - Irrigation	150,000	150,000	-	100,000	100,000
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>5,952,530</b>	<b>2,420,177</b>	<b>1,486,029</b>	<b>1,445,817</b>	<b>991,709</b>

<b>CAPITAL EXPENDITURE FUNDING</b>					
Council Operational Contribution	-	1,230,000	781,000	667,020	668,060
Utilisation of Retained Earnings	-	-	-	-	-
Capital Grants	1,711,000	1,090,177	635,029	743,797	288,649
Deferred Capital Grants	-	-	-	-	-
Transfers from Capital Reserves	1,241,530	-	-	-	-
Borrowings	3,000,000	-	-	-	-
Sale of Assets (Including Trade-In)	-	100,000	70,000	35,000	35,000
Other Funding	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE FUNDING</b>	<b>5,952,530</b>	<b>2,420,177</b>	<b>1,486,029</b>	<b>1,445,817</b>	<b>991,709</b>

# STATEMENT OF FINANCIAL POSITION - DRAFT 2026-2027

STATEMENT OF FINANCIAL POSITION	DRAFT BUDGET 2026-2027 \$	FORECAST 2027-2028 \$	FORECAST 2028-2029 \$	FORECAST 2029-2030 \$	FORECAST 2030-2031 \$
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash at Bank and On Hand	25,839,505	23,809,161	24,761,527	21,847,785	20,430,052
Trade and other receivables	2,590,449	2,668,162	2,748,207	3,048,824	3,640,131
Inventories	22,339	23,165	23,721	24,290	24,873
<b>Total Current Assets</b>	<b>28,452,293</b>	<b>26,500,488</b>	<b>27,533,456</b>	<b>24,920,899</b>	<b>24,095,056</b>
<b>NON-CURRENT ASSETS</b>					
Infrastructure, Property, Plant and Equipment	149,704,342	152,124,519	151,190,371	152,636,188	153,627,897
<b>Total Non-Current Assets</b>	<b>149,704,342</b>	<b>152,124,519</b>	<b>151,190,371</b>	<b>152,636,188</b>	<b>153,627,897</b>
<b>TOTAL ASSETS</b>	<b>178,156,635</b>	<b>178,625,007</b>	<b>178,723,827</b>	<b>177,557,087</b>	<b>177,722,953</b>
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>					
Current Payables	1,218,373	2,840,895	2,909,077	2,978,895	3,050,388
Deferred Revenue	-	-	-	-	-
Current Provisions	627,225	646,042	665,423	685,385	705,947
Current Borrowings	-	250,000	333,333	333,333	333,333
<b>Total Current Liabilities</b>	<b>1,845,598</b>	<b>3,736,937</b>	<b>3,907,833</b>	<b>3,997,613</b>	<b>4,089,668</b>
<b>NON-CURRENT LIABILITIES</b>					
Employee Entitlements	34,820	35,181	36,237	37,324	38,443
Landfill Rehabilitation Provision	20,391,239	21,055,842	21,748,691	22,460,593	23,192,073
Borrowings	5,000,000	4,750,000	4,416,667	4,083,334	3,750,000
<b>Total Non-Current Liabilities</b>	<b>25,426,059</b>	<b>25,841,023</b>	<b>26,201,595</b>	<b>26,581,251</b>	<b>26,980,516</b>
<b>TOTAL LIABILITIES</b>	<b>27,271,657</b>	<b>29,577,960</b>	<b>30,109,428</b>	<b>30,578,864</b>	<b>31,070,184</b>
<b>NET ASSETS</b>	<b>150,884,978</b>	<b>149,047,047</b>	<b>148,614,399</b>	<b>146,978,223</b>	<b>146,652,769</b>
<b>EQUITY</b>					
Asset Revaluation Reserve	98,420,174	98,420,174	98,420,174	98,420,174	98,420,174
Other Reserves	14,651,023	13,421,023	12,640,023	11,973,003	14,651,023
Accumulated Surplus	37,813,782	37,205,850	37,554,202	36,585,046	33,581,572
<b>TOTAL COUNCIL EQUITY</b>	<b>150,884,979</b>	<b>149,047,047</b>	<b>148,614,399</b>	<b>146,978,223</b>	<b>146,652,769</b>

# STATEMENT OF CASH FLOW - DRAFT 2026-2027



STATEMENT OF CASH FLOW	DRAFT BUDGET 2026-2027	FORECAST 2027-2028	FORECAST 2028-2029	FORECAST 2029-2030	FORECAST 2030-2031
	\$	\$	\$	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
<b>RECEIPTS</b>					
Rates	10,614,408	10,486,817	10,990,031	11,517,393	12,070,064
Waste Charges	1,730,765	1,751,047	1,854,519	1,964,104	2,080,162
Fees and Charges	3,153,943	2,512,754	2,570,155	2,627,750	2,686,681
Operating Grants & Subsidies	3,788,593	2,259,019	2,259,019	2,259,019	2,259,019
Bank & Investment Income	600,000	624,600	759,930	589,533	506,356
Other revenue	30,000	346,281	361,552	377,471	394,091
<b>Sub-total</b>	<b>19,917,709</b>	<b>17,980,518</b>	<b>18,795,206</b>	<b>19,335,270</b>	<b>19,996,373</b>

<b>PAYMENTS</b>					
Employee Costs	( 7,038,410.00)	( 7,249,562)	( 7,467,049)	( 7,691,060)	( 7,921,792)
Materials & Contracts	( 11,445,937.00)	( 11,674,856)	( 11,908,343)	( 12,146,519)	( 12,389,450)
Elected Members Allowances & Expenses	( 580,665.00)	( 580,665)	( 598,085)	( 616,027)	( 634,508)
Council Committee Allowances & Expenses	( 63,000.00)	( 64,890)	( 56,135)	( 57,819)	( 59,554)
Interest Paid	( 64,000.00)	( 156,353)	( 238,645)	( 222,942)	( 206,875)
Other Expenses	( 70,000.00)	( 72,100)	( 74,263)	( 76,491)	( 81,149)
<b>Sub-total</b>	<b>( 19,192,012)</b>	<b>( 19,726,326)</b>	<b>( 20,268,257)</b>	<b>( 20,810,859)</b>	<b>( 21,212,179)</b>
<b>Net Cash Provided by (Used in) Operating Activities</b>	<b>725,697</b>	<b>( 1,745,808)</b>	<b>( 1,473,051)</b>	<b>( 1,475,589)</b>	<b>( 1,215,806)</b>

<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
<b>RECEIPTS:</b>					
Amounts Specifically for New or Upgraded Assets	1,711,000	1,090,177	635,029	1,090,177	288,649
Sale of Replaced Assets	-	45,000	50,000	50,000	50,000
<b>PAYMENTS:</b>					
Expenditure on Renewal/ Replacement of Assets	( 5,952,530)	( 2,420,177)	( 1,486,029)	( 1,445,817)	( 991,709)
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>( 4,241,530)</b>	<b>( 1,285,000)</b>	<b>( 801,000)</b>	<b>( 305,640)</b>	<b>( 653,060)</b>

<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
<b>RECEIPTS:</b>					
Proceeds from Borrowings	3,000,000	-	-	-	-

<b>PAYMENTS:</b>					
Repayment of Borrowings	-	( 250,000)	( 333,333)	( 333,333)	( 333,333)
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>3,000,000</b>	<b>( 250,000)</b>	<b>( 333,333)</b>	<b>( 333,333)</b>	<b>( 333,333)</b>

<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>( 515,833)</b>	<b>( 3,280,808)</b>	<b>( 2,607,384)</b>	<b>( 2,114,562)</b>	<b>( 2,202,199)</b>
Cash & Cash Equivalents at Beginning of Period	25,839,505	25,323,672	22,042,864	19,435,480	17,320,918
Cash & Cash Equivalents at End of Period	25,323,672	22,042,864	19,435,480	17,320,918	15,118,719



# PLANNED MAJOR CAPITAL WORKS

PLANNED MAJOR CAPITAL WORKS		CURRENT YEAR BUDGET 2026-2027 \$	FORECAST 30-JUN-28 \$	FORECAST 30-JUN-29 \$	FORECAST 30-JUN-30 \$	FORECAST 30-JUN-31 \$	TOTAL PLANNED BUDGET	EXPECTED COMPLETION DATE
ASSET CLASS	PROJECT							
Buildings and Other Structures	Civic Centre Upgrade	\$2,465,000	\$-	\$-	\$-	\$-	\$5,000,000	Dec-26
Buildings and Other Structures	Outhouses & Park Upgrades	\$-	\$710,000	\$-	\$-	\$-	\$710,000.00	Dec-28
Infrastructure - Footpaths and Cycleways	Zimin Drive Upgrade	\$1,010,000	\$-	\$-	\$-	\$-	\$1,150,000	Mar-27
Infrastructure - Roads	Rural Road Upgrades		\$855,148	\$1,035,029	\$1,143,797	\$738,649	\$3,772,623	Jun-27
	Zimmin & Shadforth							
	Collins, Craighour, Helena, Hendry, Byers	\$1,355,000	\$-	\$-	\$-	\$-	\$1,355,000	Jun-27
Infrastructure - Street Lighting	Lighting the CBD	\$200,000					\$200,000	Jun-27
	General Upgrades	\$-	\$150,000.00	\$-	\$100,000.00	\$100,000.00	\$350,000	Jun-27
Infrastructure - Irrigation	General Upgrades							
	Railway Terrace	\$150,000	\$-	\$-	\$-	\$-	\$150,000	Jun-27
	Bore upgrades	\$-	\$-	\$-	\$100,000	\$100,000	\$200,000	Jun-27
<b>TOTALS</b>		<b>\$5,180,000</b>	<b>\$1,715,148</b>	<b>\$1,035,029</b>	<b>\$1,343,797</b>	<b>\$938,649</b>	<b>\$12,887,623</b>	





# 100 YEARS



  
**KATHERINE IS A PLACE WHERE PEOPLE COME FOR OPPORTUNITY AND STAY FOR THE SENSE OF COMMUNITY.**

  
**2026 IS A BIG YEAR FOR KATHERINE, MARKING 100 YEARS SINCE THE TOWN WAS OFFICIALLY GAZETTED.**



**LOCAL GOVERNMENT IS THE LEVEL OF GOVERNMENT CLOSEST TO THE COMMUNITY, AND MUCH OF COUNCIL'S WORK IS PART OF EVERYDAY LIFE IN KATHERINE.**



**KATHERINE TOWN COUNCIL IS RESPONSIBLE FOR SERVICES AND INFRASTRUCTURE THAT KEEP THE TOWN RUNNING.**



**WHETHER IT'S SPORT, CAMPING, COMMUNITY EVENTS OR SPENDING TIME WITH FRIENDS AND FAMILY, THERE ARE PLENTY OF WAYS FOR PEOPLE TO CONNECT.**





**KATHERINE**  
TOWN COUNCIL



08 8972 5500



[contactus@ktc.nt.gov.au](mailto:contactus@ktc.nt.gov.au)



24 Stuart Highway, Katherine  
PO Box 1071, 0851



[katherine.nt.gov.au](http://katherine.nt.gov.au)