

ANNUAL REPORT



2024/2025







Image above: Larrakia smoking ceremony
Cover image: Bundilla Beach Reserve

ACKNOWLEDGEMENT OF LARRAKIA COUNTRY

City of Darwin acknowledges the Larrakia people as the Traditional Owners of all the land and waters of the Greater Darwin region.

To the Larrakia, Darwin is known as Garramilla. The original language of the Larrakia is Gulumirgin (pronounced Gooloo-midgin).

Often referred to as “Saltwater People”, the Larrakia lived, loved, birthed, hunted and survived a life on pristine coastal and inland areas. Established ‘song lines’ connecting Larrakia people to Country penetrate throughout their land and sea, allowing stories and histories to be told and retold for future generations. Scientific evidence dates Aboriginal presence in northern Australia to 60,000 years.

The Larrakia culture and identity is rich and vibrant. In the footsteps of the Larrakia people, City of Darwin will continue to foster this culture and identity by creating a vibrant community together.

**"THE LARRAKIA
CULTURE AND
IDENTITY IS RICH
AND VIBRANT."**



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1. INTRODUCTION



1.1 ABOUT OUR ANNUAL REPORT

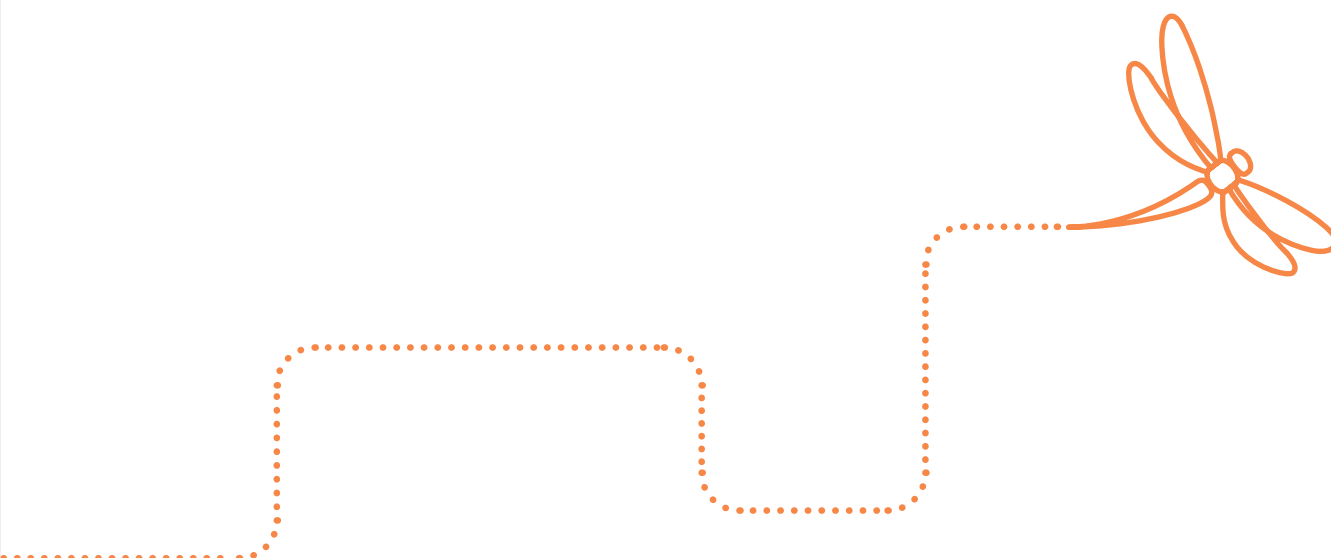
City of Darwin is pleased to present the 2024/25 Annual Report. The report outlines City of Darwin's performance against the goals and outcomes for the sixth year of our strategic plan, *Darwin 2030: City for People. City of Colour* and achievements against the 2024/25 Municipal Plan and budget. It also provides an insight into our aspirations for the future to ensure we remain on track to deliver on our 2030 vision. The annual report includes City of Darwin's audited financial statements for the 2024/25 financial year.

The annual report is City of Darwin's primary tool for reporting to our community and stakeholders on service delivery and financial performance and is a vital part of our overall governance framework and commitment to transparency and accountability. Our community and stakeholders include Darwin residents and ratepayers, local business owners, potential investors, community groups, government agencies, funding bodies and present and future staff.

In accordance with the *Local Government Act 2019 (NT)* (the Act), all councils must present an annual report to the Minister for Local Government by 15 November each year. The annual report must include a copy of the council's audited financial statements for the relevant financial year and contain an assessment of the council's performance against the objectives stated in the relevant municipal plan adopted for the relevant financial year, applying indicators of performance set in the plan.

In addition to meeting our legislative obligations, by presenting this report City of Darwin intends to:

- communicate our vision and strategic directions with the community
- instil community confidence in our ability to show strong leadership and deliver on our promises
- demonstrate our commitment to good governance as an accountable and transparent local government
- promote City of Darwin and Council to investors locally and with our international neighbours and partners
- build confidence and satisfaction in the partnerships which are being created with other level of government, community groups, local business and industry leaders through key projects and services
- recognise the achievements of our organisation
- promote City of Darwin as an employer of choice for future staff.



1.2 LORD MAYOR AND CHIEF EXECUTIVE OFFICER FOREWORD

We are pleased to present the City of Darwin's 2024/25 Annual Report.

This year has been one of delivery and focus on the essentials that matter most to our community – maintaining our roads and footpaths, keeping our city clean and safe, managing waste responsibly, and continuing to green and cool Darwin for the future.

Rates and financial responsibility

Council remains committed to delivering value for money for ratepayers. Rates revenue continues to underpin the core services that make our city function – from waste collection and recycling to maintaining stormwater drains, street lighting, and essential infrastructure. Careful financial management has enabled us to deliver these services while progressing community priorities, all within a balanced budget.

Roads and infrastructure

Investing in our transport and stormwater networks has been a priority. Across the municipality, we resurfaced and resealed key roads, upgraded drainage in flood-prone areas, and maintained footpaths and kerbs to improve safety and accessibility. These works may not always be headline projects, but they are the foundation of a liveable city.

Rubbish and waste management

Waste and resource recovery remains at the core of Council's work. This year we successfully delivered our pre-cyclone clean-up, reducing risks for households while diverting thousands of tonnes from landfill. At Shoal Bay, upgrades have improved recycling and emissions management, while community education programs and new waste initiatives continue to help residents reduce, reuse and recycle.

Greening and cooling Darwin

Darwin's greening program continues to make a visible difference across our suburbs. More than 16,500 native plants were distributed to the community, alongside 874 new street and park trees and nearly 5,000 additional trees planted in bushland reserves. Shade trees and landscaping along major streets, parks and reserves help cool our city, reduce heat, and enhance amenity in every neighbourhood.

Investing in places, culture and identity

Darwin's reputation as a city of colour and creativity grew stronger. Council introduced its first Percentage for Arts Policy, commissioned five Darwin artists to deliver new public artworks, and collaborated with Larrakia artists on works featured at Council's Civic Centre and on city assets. The Darwin Street Art Festival – Double Exposure brought fresh energy to the CBD, while new installations has further brightened our shared spaces.

Council also provided over \$1.5 million in sponsorship and \$70,000 in-kind support to events including the Darwin Festival, Darwin Aboriginal Art Fair, Royal Darwin Show, among other key events. These cultural and community programs attracted significant audiences and delivered strong economic benefits for the city, reinforcing Darwin's place as a regional destination for arts, culture and tourism.

Young people and community life

Our young people remain at the centre of our city's vibrancy. The LAUNCH program continued to grow, with the LAUNCH Night Series offering safe spaces for social connection and creativity. A Mental Health First Aid initiative was rolled out for young people, and Council partnered with youth leaders to co-design a mindfulness colouring book and a new Youth Info Card. A new collaboration with the NT Student Society supported the distribution of a monthly student newspaper, giving young voices a stronger presence in Darwin's community life.

We also continued investing in play and recreation. The Waters Ward multigenerational recreation space advanced through its concept design stage, promising a flagship facility for families across Darwin. Renewal works were completed at George Park, Dorisvale Park and Bayfield Park, while Bundilla Beach gained new skateable surfaces and a 3x3 basketball court.

Our annual Christmas program once again brought the city to life, with the Very Darwin Christmas Pageant attracting record crowds who filled the streets with festive spirit. Free family activities across suburbs ensured every part of our community could share in the celebrations.



Lord Mayor and CEO, City of Darwin

Delivering with accountability

The 2024/25 Municipal Plan contained 47 actions across Council's five strategic directions. By 30 June 2025, 41 were completed, five are being monitored for delivery in the first half of 2025/26, and one — the Chapel Lane revitalisation — has been rescheduled for completion in 2025/26. This 87% delivery rate demonstrates Council's strong focus on accountability, transparency and service excellence.

Looking ahead

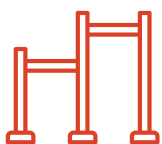
As we plan for the future, Council will continue to balance the delivery of major civic projects with the essential services our community relies on every day. Rates, roads, rubbish and greening will remain at the heart of our work, while key projects such as the Civic Centre redevelopment, Waters Ward recreation space and Bundilla Beach revitalisation will further enhance our city's liveability in the years ahead.

We thank our Elected Members, staff, partners and community for their continued trust and contribution. Together, we are building a city that is not only vibrant and inclusive, but also reliable in delivering the core services that make a difference in people's lives every day.

The Hon. Lord Mayor
Peter Styles

Chief Executive Officer
Simone Saunders

1.3 ABOUT OUR CITY



25 EXERCISE STATIONS



22,067 DRIVEWAYS



41 PUBLIC AMENITY FACILITIES



590HA GREEN SPACE



8 TENNIS COURTS AT 3 LOCATIONS



3 COMMUNITY CENTRES



10,127
STREET AND PUBLIC LIGHTING



421KM
STORMWATER INFRASTRUCTURE



36,245
RATEABLE ASSESSMENTS



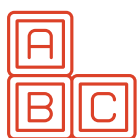
475KM ROADS



19 SPORTING GROUNDS
AND OVALS



3 SWIMMING POOL
FACILITIES



6 CHILDCARE
CENTRES



4 LIBRARIES



221 PARKS



3,756 PARKING
BAYS



1 VELODROME



1 SKATE
PARK



129
PLAYGROUNDS



632KM
FOOTPATHS AND
WALKWAYS IN TOTAL



141
WATER BUBBLER
DRINKING FOUNTAINS

2. OUR HIGHLIGHTS



2.1 SUMMARY OF STRATEGIC PERFORMANCE

PRIORITIES TO PROGRESS

The 2024/25 Municipal Plan identified 11 priorities to progress and achievements against these are reported under the relevant strategic direction highlights on pages 46-83.

- Waters Ward Multigenerational Recreation Space
- Cyclone Tracy monument and commemorative program
- Greening Darwin Strategy
- Civic Centre and Precinct Redevelopment Project
- Bundilla Beach revitalisation
- Smith Street streetscaping
- Chapel Lane revitalisation
- ICT Roadmap and Customer Relationship Management Solution
- Connectivity and accessibility
- Community funding and support
- Place and Liveability Plan

Summary of strategic performance 2024/25

Strategic direction	2023/24 result	2024/25 result	Remaining actions to be reported in future years to 2030
 A capital city with best practice and sustainable infrastructure	1 completed 3 in progress	3 in progress	3
 A safe, liveable and healthy city	2 completed 7 in progress	4 completed 3 in progress	3
 A cool, clean and green city	1 completed 5 in progress	1 completed 4 in progress	4
 A smart and prosperous city	10 in progress	10 in progress	10
 A vibrant and creative city	5 in progress 1 not yet due	5 in progress 1 not yet due	6

Table 1 Summary of strategic performance 2024/25

Image: Councillors Sylvia Klonaris and Kim Farrar with Chief Executive Officer Simone Saunders

2.1.1 OPERATIONAL PERFORMANCE

Municipal Plan

The 2024/25 Municipal Plan contains a total of 47 actions across the five strategic directions and governance framework. As at 30 June 2025, 41 actions were complete, five required monitoring, and one was marked as off-track. Items marked as monitor are on track for delivery by the end of the first half of 2025/26. The item marked as off-track is delivery of the Chapel Lane revitalisation project which is scheduled to commence in Q1 2025/26 for completion into 2025/26.

A total of 87 per cent of actions were delivered in full within the 2024/25 year.

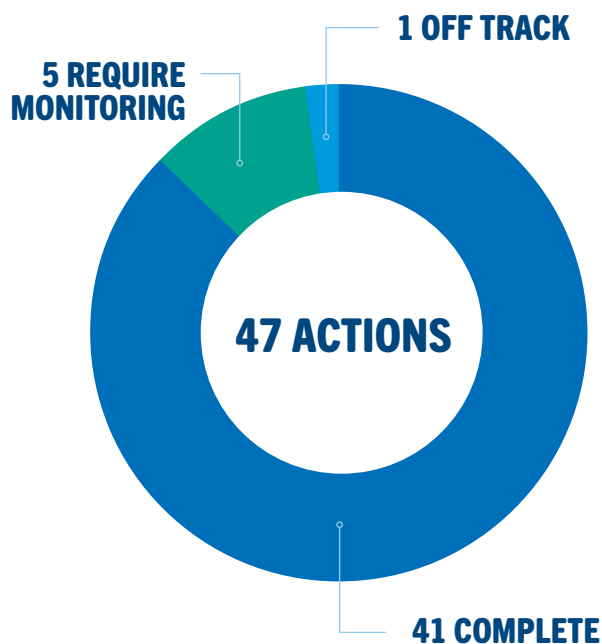
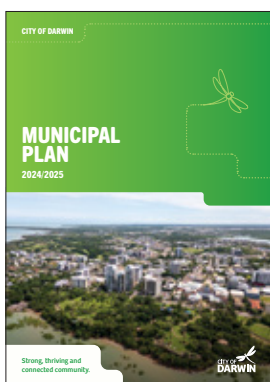


Figure 1 Municipal Plan action performance 2024/25

Performance of other strategies and plans during 2024/25

City of Darwin has adopted 10 strategies and supporting plans which operationalise the delivery of Darwin 2030: City for People. City of Colour.



Climate Emergency Strategy

- Installed new landfill gas wells to collect landfill gas for conversion to renewable energy.
- Finalised an emissions tracking and reporting tool to be used for analysing projects and scenarios to assist in meeting emissions targets.
- Completed City of Darwin's emissions profile for 2022/23 and 2023/24.
- Installed environmental sensors across the municipality with real-time microclimate data available for analysis.
- Supported delivery of the 2024/25 Sustainable Living Program with CoolMOB.



Creative Strategy

- Council endorsed first Percentage for Arts Policy.
- Extended lightbox series to new sites at Casuarina Library.
- Smith Street Public Art commissions awarded to 5 Darwin artists.
- Delivered Darwin Street Art Festival Double Exposure Event and four street art projects across City of Darwin assets including Alawa amenities, Nightcliff Community Centre, street furniture Nightcliff Foreshore and Casuarina Library.
- Commissioned agreements with Larrakia artists resulting in Customer Service area artwork and street sweeper wrap.



Customer First Strategy

- Continued first contact resolution methodology.
- Continued identifying opportunities for customer service provision enhancements in the new Civic Centre.
- Document information continues to be updated in line with plain language principles and the updated writing style guide.
- Continued regular reviews of current customer service processes to enhance value for customers.



Economic Development Strategy

- Provided over \$1.5 million in sponsorship and \$70,000 in in-kind support in 2024/25 financial year.
- Developed and launched the Darwin Investment Prospectus in collaboration with the NT Government.
- Prepared the Sister Cities Action Plan 2024-2026 with the Sister Cities and International Relations Advisory Committees.
- Developed the Greater Darwin brand story.
- Delivered Darwin Fusion 2025, including an International Relations Conference, networking dinner, the Darwin International Trade Show and Garamilla International Food Fair.



Greening Darwin Strategy

- Finalised and adopted the Public Tree Management Policy and Procedure.
- Launched canopy cover data on the City of Darwin Liveability Platform.
- Continued delivery of the Gardens for Wildlife program. The program saw a significant increase in membership, undertook resident consultations, met with school and community groups, and delivered community events with a focus on biodiversity.
- Planted new trees in Smith Street to cool the Darwin city centre and planted 27 new trees at the Bundilla Beach Coastal Reserve.
- Distributed over 16,500 trees through the native plant giveaway program, planted 874 street and park trees, and planted 4,750 trees in bushland areas.



Movement Strategy

- Implemented the Commercial Outdoor Activities Policy and supporting guidelines to simplify approvals for commercial outdoor activities on City of Darwin controlled land.
- Delivered Active Routes to School and Open Streets projects.
- Installed people and active transport technology at Rapid Creek and Nightcliff to optimise urban planning.
- Installed people counting solutions at Casuarina Aquatic and Leisure Centre and Bundilla Beach Coastal Reserve and launched a new smart city trailer.
- Parking wayfinding signs are increasing utilisation for off-street parking sites.



Play Space Strategy

- Continued to use technology to inform decision making across play space provision and promotion.
- Constructed shade over the liberty swing and Malak obstacle course.
- Completed play space renewal at George Park in Fannie Bay, Dorisvale Park in Tiwi, and Bayfield Park in Malak.
- Delivered a skateable surface at the Bundilla Beach Coastal Reserve and 3x3 basketball court.
- Finalised the concept design for the regional playground Waters Ward focusing on multigenerational play.



Reconciliation Action Plan

- Launched a course on First Nations history and culture on City of Darwin's online learning management system.
- Participated in Reconciliation Australia's Workplace Barometer.
- Delivered a NAIDOC program including a stall at the NAIDOC March.
- Delivered Reconciliation Week programs across three sites including two public events with First Nations event partner.
- Delivered First Nations Cultural Learning Plan and First Nations Recruitment Plan.



Waste and Resource Recovery Strategy

- Trash and Treasure hardstand area upgraded to an all-weather surface using recycled crushed concrete.
- Landfill gas well upgrade completed with 6 new wells installed to collect landfill gas for conversion to renewable energy.
- Recipient of an NT Local Government Circular Economy Award for battery recycling at Shoal Bay.
- Recycling education sessions have been delivered to schools.
- Shoal Bay Waste Management Facility tours have been delivered to schools, community and industry groups.
- Stage 2 landfill expansion commenced at Shoal Bay Waste Management Facility.



Youth Strategy

- Delivered Mental Health First Aid program for young people.
- Supported design and delivery by young people of Mindfulness Colouring Book including promotions of services for young people.
- Reviewed, redesigned, and distributed Youth Info Card with service listings for across the municipality.
- Continued high level delivery in partnership with external provider Pathfinders NT for LAUNCH Night Series with increased case management, referrals and support.
- Established new partnership with NT Student Society to support and distribute monthly student newspaper.

2.2 FINANCIAL SNAPSHOT

The following provides a snapshot of City of Darwin's income and expenditure for 2024/25.

Income – 5 year trend				
2020/21	2021/22	2022/23	2023/24	2024/25
\$116.7M	\$123.9M	\$124.4M	\$139.4M	\$156.2M

Expense – 5 year trend				
2020/21	2021/22	2022/23	2023/24	2024/25
\$127.6M	\$135.4M	\$137.4M	\$132.5M	\$140.0M

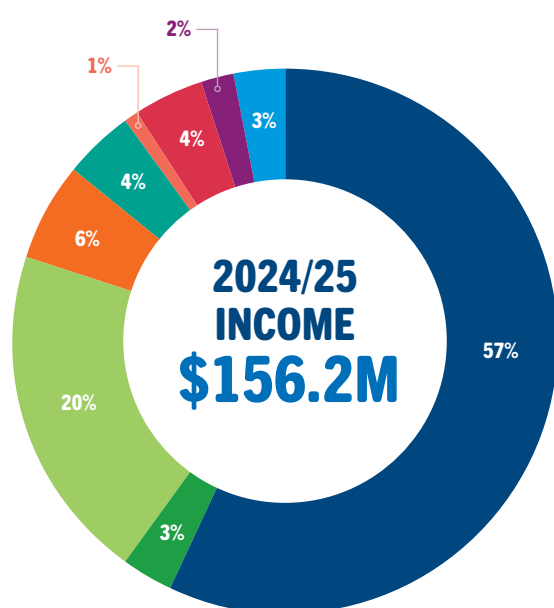


Figure 2 Income 2024/25

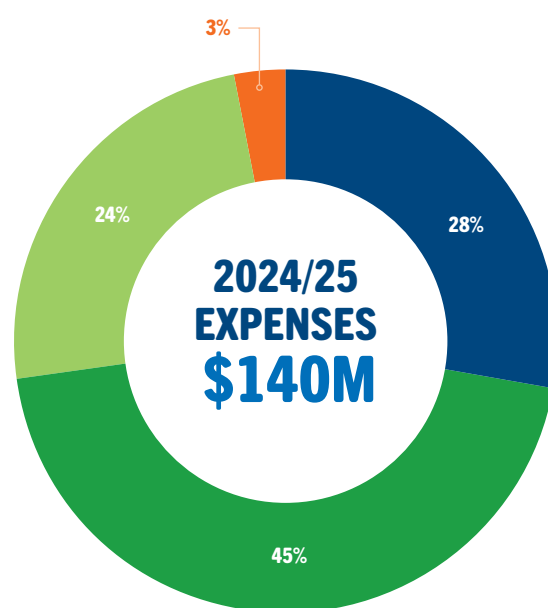


Figure 3 Expenses 2024/25

2024/25 Income category	\$'000
Rates revenues	88,517
Statutory charges	4,069
User charges	31,104
Grants, subsidies and contributions	10,014
Investment and interest income	6,329
Other income and reimbursements	1,391
Amounts received specifically for new or upgraded assets	6,190
Contributed assets	3,842
Asset disposal and fair value adjustments	4,708
Total income	156,164

Table 2 Actual income 2024/25 by category

2024/25 Expenses category	\$'000
Employee expenses	38,996
Materials, contracts and other expenses	63,199
Depreciation, amortisation and impairment	34,167
Finance costs	3,663
Total expenses	140,025

Table 3 Actual expenses 2024/25 by category

The following provides a snapshot of City of Darwin's capital expenditure for 2024/25.

2024/25 capital expenditure		\$'000
	Buildings	8,150
	Stormwater drainage	1,038
	Transport	3,587
	Pathways	1,619
	Public lighting	2,016
	Plant and equipment	2,302
	Parks and reserves	4,626
	Other assets	441
	Waste management infrastructure	370
Total capital expenditure		24,148

Table 4 Actual capital expenditure 2024/25 by asset class

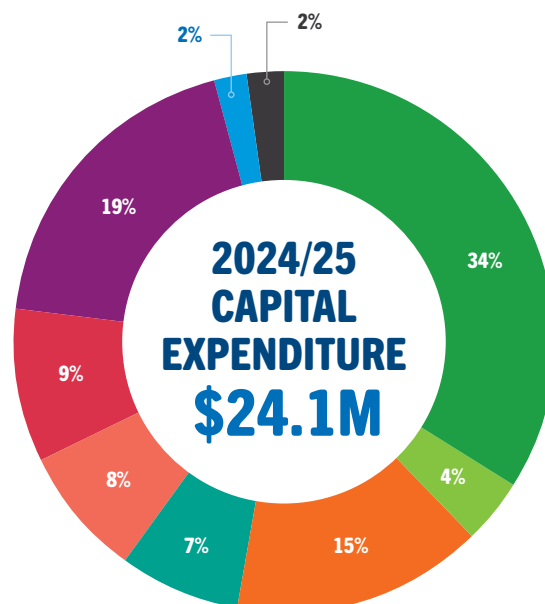


Figure 4 Capital expenditure 2024/25



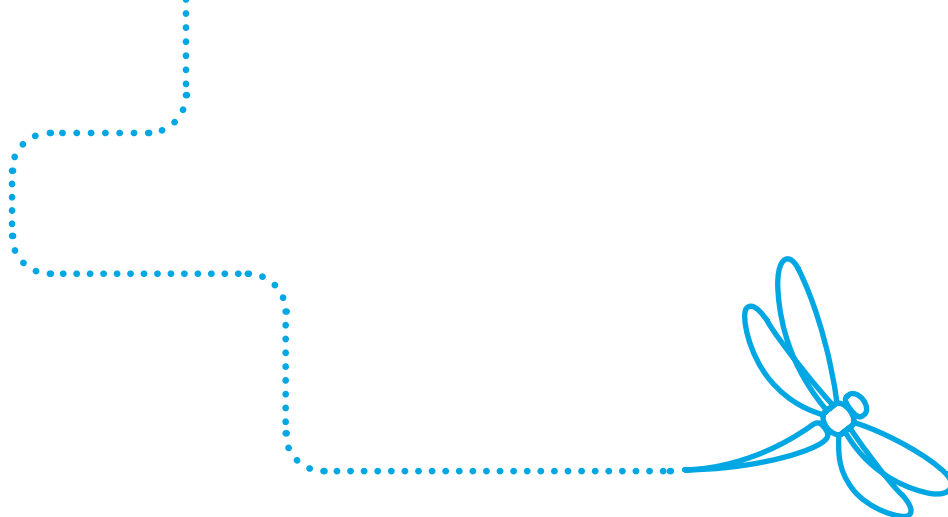
Councillors Ed Smelt and Jimmy Bouhoris at the Casuarina Aquatic and Leisure Centre opening event

2.3 EXTERNAL GRANTS AND FUNDING

Securing external funding is an important function of City of Darwin and provides an opportunity for City of Darwin to deliver key projects in accordance with community expectations whilst keeping rate increases to a minimum. External funding includes government operational subsidies and grants. Funding recognised and/or secured in 2024/25 is outlined in Tables 5 and 6 below.

Sponsorships and operational grants

Program	Funding agency	2024/25 funding recognised \$
Financial Assistance Grant (FAA) – Roads Maintenance Subsidy 24/25	Australian Government, Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	2,546,280
Financial Assistance Grant (FAA) – General Purpose Financial Assistance 24/25	Australian Government, Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	2,274,803
Public Library Funding	Northern Territory Government, Department of Territory Families, Housing and Communities	1,508,688
Financial Assistance Grant (FAA) – Roads Maintenance Subsidy 25/26	Australian Government, Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	1,337,272
Financial Assistance Grant (FAA) – General Purpose Financial Assistance 25/26	Australian Government, Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	1,167,137
Darwin City Deal – Bundilla Park activation maintenance	Northern Territory Government, Department of The Chief Minister and Cabinet	598,000
Mosquito Control Program	Northern Territory Government, Department of Health	218,775
Graffiti Control	Northern Territory Government, Department of Logistics and Infrastructure	150,000
Fun Bus	Northern Territory Government, Department of Children's and Families	107,713
Launch Night Series	Northern Territory Government, Department of Tourism Sport and Culture	45,000
Gaming After Dark Sessions	Northern Territory Government, Department of Territory Families, Housing and Communities	14,900
Australia Day	National Australia Day Council	12,970
Darwin Fusion 2025 – Sister Cities Aust	Sister Cities Australia Inc	9,091
Building Digital Skills Grant	Good Things Foundation Ltd	5,200
Darwin Fusion 2025	Charles Darwin University	5,000
Darwin Fusion 2025	Darwin Port Operations Pty Ltd	3,000
Darwin Fusion 2025	Australian Government, Department of Foreign Affairs and Trade	3,000



Program	Funding agency	2024/25 funding recognised \$
Australia Day	Australia Day Council NT	2,250
Medicare 40th Anniversary Set Up Pop Up	Australian Library and Information Association	2,000
Seniors Month Grant	Northern Territory Government, Department of Territory Families, Housing and Communities	1,600
Young Territory Author Awards Sponsorship	City of Palmerston	1,000
Total sponsorships and operational grants		10,013,679

Table 5 Total sponsorships and operational grants 2024/25



Dalay Reading Club at Casuarina Library

Capital grants

Program	Funding agency	2024/25 funding recognised \$
Darwin City Deal – Bundilla Park activation	Northern Territory Government, Department of The Chief Minister and Cabinet	2,212,334
Local Roads and Community Infrastructure Program – Phase 2	Australian Government, Department of Infrastructure, Transport, Regional Development, Communications and the Arts	1,376,758
Darwin City Deal – Darwin City Greening – Smith Street Improvement Project	Northern Territory Government, Department of Logistics and Infrastructure	934,271
Local Roads and Community Infrastructure Program – Phase 4	Australian Government, Department of Infrastructure, Transport, Regional Development, Communications and the Arts	495,642
Bundilla Beach Monument	Northern Territory Government, Department of The Chief Minister and Cabinet	300,000
Black Spot Program 2022/23	Northern Territory Government, Department of Logistics and Infrastructure	285,000
Immediate Priority Grant – Nightcliff Village Upgrade Stage 1	Northern Territory Government, Department of The Chief Minister and Cabinet	250,000
Changing Places, The Esplanade, Darwin	Northern Territory Government, Department of Territory Families, Housing and Communities	70,000
Tourism Town Asset Program	Northern Territory Government, Department of Tourism and Hospitality	50,000
Chapel Lane Revitalisation	Northern Territory Government, Department of Logistics and Infrastructure	49,002
Capital funding for various projects in Darwin municipality	Northern Territory Government, Department of Logistics and Infrastructure	39,606
Black Spot Program 2024/25	Northern Territory Government, Department of Logistics and Infrastructure	39,107
Total capital grants recognised		6,101,720

Table 6 Capital grants recognised as income in 2024/25

Grant income in the table above and in the Financial Statements is recognised in accordance with AASB 1058. This is in the year that milestones are achieved and may differ to the financial year in which the funds are received.



3. OUR COUNCIL



3.1 DEMOCRATIC LOCAL GOVERNANCE

Council is made up of 13 elected members, one of whom is the Lord Mayor. The Lord Mayor and councillors (collectively, the elected members) are elected by the community to represent the interests of the community. Elected members are empowered by the Act to make decisions for the municipality. They perform their role by taking part in Council meetings, policy development, setting strategic directions, decision-making and community engagement. To achieve a strong common purpose and commitment to the community, elected members provide information to their constituents regarding Council decisions and activity and are available to community members wishing to express their concerns and opinions. Strong democratic governance is required for City of Darwin to deliver Darwin 2030: City for People. City of Colour.



Image: Councillors at Casuarina Aquatic and Leisure Centre opening day

The role of elected members

The Lord Mayor and councillors must act in accordance with section 44 of the Act when representing City of Darwin and:

- represent the interests of all residents and ratepayers
- provide leadership and guidance
- facilitate communication between the members of the council's constituency and the council
- be properly informed to enable participation in the deliberations of the council and its community activities
- ensure, as far as practicable, that the council acts honestly, efficiently and appropriately in carrying out its statutory responsibilities
- ensure that council resources are used prudently and solely in the public interest
- actively monitor the financial affairs of the council.

Casual vacancy

Councillor Brian O'Gallagher stood down from Council in August 2024 to take up an elected position as Member for Karama, creating a casual vacancy for an elected member on the Council.

City of Darwin undertook an expression of interest campaign in December 2024 for the position of Councillor for Waters Ward, calling on applications from members of the public. The vacancy was required to be filled in accordance with the Act and Council's Policy, Filling Casual Vacancies. Applications were invited from electors who were eligible under section 46 of the Act.

Following the expression of interest campaign, Council undertook a closed ballot vote and resultingly Mirella Fejo was appointed as the new City of Darwin Councillor for Waters Ward. Councillor Fejo was formally inducted to Council in February 2025.

"STRONG DEMOCRATIC GOVERNANCE IS REQUIRED FOR CITY OF DARWIN TO DELIVER DARWIN 2030: CITY FOR PEOPLE. CITY OF COLOUR."

3.2 ELECTED MEMBERS



The Hon. Lord Mayor Kon Vatskalis

Ph: 0499 384 233

lord.mayor@darwin.nt.gov.au

Lord Mayor

- President of Local Government Association of the Northern Territory (LGANT)
- Top End Regional Organisations of Councils (TOPROC)
- Council of Capital Cities Lord Mayors (CCCLM)
- NT Ministerial Advisory Council on Multicultural Affairs (MACMA)
- Administrative Review Committee (Chair)
- Chief Executive Officer Performance Appraisal Committee (Chair)
- Cyclone Tracy Commemoration Advisory Committee (Chair)
- Darwin Military and Civilian History Advisory Committee (Chair)
- International Relations Advisory Committee (Chair)
- Tree Advisory Committee (Chair)
- Sister City Advisory Committee (alternate)
- The Lord Mayor is an ex officio member of all Council committees.





CHAN WARD

Chan Ward comprises the suburbs of Coconut Grove, East Point, Fannie Bay, Jingili, Ludmilla, Millner, Nightcliff and Rapid Creek.



Councillor Ed Smelt

Elected 2021

Ph: 0448 914 933
ed.smelt@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Darwin Military and Civilian History Advisory Committee (alternate)
- Risk Management and Audit Committee



Councillor Morgan Rickard

Elected 2021

Ph: 0483 129 394
morgan.rickard@darwin.nt.gov.au

- Administrative Review Committee
- Arts and Cultural Development Advisory Committee
- East Point Reserve Advisory Committee (alternate)
- Reconciliation Advisory Committee (alternate)
- Tree Advisory Committee



Councillor Peter Pangquee

Elected 2017

Ph: 0499 417 632
peter.pangquee@darwin.nt.gov.au

- Administrative Review Committee
- Chief Executive Officer Performance Appraisal Committee
- Reconciliation Advisory Committee
- Development Consent Authority
- Local Government Code of Conduct Panel
- Local Government Association of the Northern Territory (LGANT)
- Tourism Top End



LYONS WARD

Lyons Ward comprises the suburbs of Bayview, Darwin City, Larrakeyah, Parap, Stuart Park, The Gardens, The Narrows and Woolner.



Councillor Amye Un

Elected 2021

Ph: 0499 382 948
amy.e.un@darwin.nt.gov.au

- Administrative Review Committee (alternate)



Councillor Mick Palmer

Elected 2015

Ph: 0418 892 943
mick.palmer@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Chief Executive Officer Performance Appraisal Committee
- International Relations Advisory Committee (alternate)
- Risk Management and Audit Committee
- Development Consent Authority
- Local Government Code of Conduct Panel



Councillor Sam Weston

Elected 2023

Ph: 0499 389 462
sam.weston@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Darwin Military and Civilian Advisory Committee



RICHARDSON WARD

Richardson Ward comprises the suburbs of Alawa, Brinkin, Buffalo Creek, Casuarina, Holmes, Leanyer, Lee Point, Lyons, Muirhead, Nakara, Tiwi and Wanguri.



Councillor Jimmy Bouhoris

Elected 2017

Ph: 0438 274 386
jimmy.bouhoris@darwin.nt.gov.au

- Administrative Review Committee
- Chief Executive Officer Performance Appraisal Committee
- Arts and Cultural Development Advisory Committee (alternate)
- Information Communication Technology Steering Committee
- International Relations Advisory Committee
- Risk Management and Audit Committee
- Youth Advisory Committee
- Council on the Ageing NT Board (alternate)
- Development Consent Authority (alternate)



Councillor Vim Sharma

Elected 2021

Ph: 0499 387 043
vim.sharma@darwin.nt.gov.au

- Administrative Review Committee (alternate)

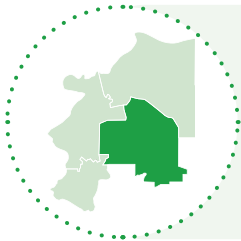


Councillor Rebecca Want de Rowe

Elected 2012

Ph: 0414 893 733
rebecca.wantderowe@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Youth Advisory Committee (alternate)
- Local Government Code of Conduct Panel



WATERS WARD

Waters Ward comprises the suburbs of Anula, Berrimah, Coonawarra, Eaton, Hidden Valley (part only), Karama, Malak, Marrara, Moil, Wagaman, Winnellie and Wulagi.



Councillor Sylvia Klonaris

Elected 2021

Ph: 0477 938 621
sylvia.klonaris@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Access and Inclusion Advisory Committee
- Information Communication Technology Steering Committee (alternate)
- Sister City Advisory Committee
- Council on the Ageing



Councillor Kim Farrar

Elected 2022

Ph: 0499 373 881
kim.farrar@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Chief Executive Officer Performance Appraisal Committee
- Access and Inclusion Advisory Committee (alternate)
- East Point Reserve Advisory Committee
- Tree Advisory Committee (alternate)



Councillor Mirella Fejo

Elected 2024

Ph: 0491 982 332
Mirella.Fejo@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Place Names Committee NT

3.3 ELECTED MEMBER ALLOWANCES

Elected member allowances are set by the Northern Territory Remuneration Tribunal each year. The Report and Determination No. 1 of 2024 – Determination of Allowances for Members of Local Government Councils was made on 29 January 2024 and tabled in the Northern Territory Legislative Assembly on 14 February 2024.

The Determination sets the value of allowances for councillors, deputy principal members, and the principal member. Allowances are paid in accordance with City of Darwin Elected Members Expenses, Facilities and Support Policy.

Principal Member (Lord Mayor)	
Type of allowance	Principal member allowance from 1 July 2024
Principal Member allowance	\$127,200.00
Councillor allowance	\$31,775.00
Vehicle allowance	\$25,000.00
Professional development allowance	\$4,000.00
Deputy Principal Member (Deputy Lord Mayor)	
Type of allowance	Deputy principal member allowance from 1 July 2024
Deputy Principal Member allowance	\$23,800.00
Councillor allowance	\$31,775.00
Extra meeting/activity allowance	Up to 2 hours \$200.00 Between 2 and 4 hours \$300.00 More than 4 hours \$500.00 (maximum payable for any one day) Capped at \$10,000 per financial year Activity allowance not included in \$10,000 cap
Professional development allowance	\$4,000.00
Councillor	
Type of allowance	Councillor ordinary base allowance from 1 July 2024
Councillor allowance	\$31,775.00
Extra meeting/activity allowance	Up to 2 hours \$200.00 Between 2 and 4 hours \$300.00 More than 4 hours \$500.00 (maximum payable for any one day) Capped at \$10,000 per financial year Activity allowance not included in \$10,000 cap
Vehicle allowance	Travel exceeds 50km from home base Vehicle allowance will be in the form of kilometre allowance, at rates set by the Australian Taxation Office each year Capped at \$10,000 per financial year
Professional development allowance	\$4,000.00

Table 7 Maximum elected member allowances payable for 2024/25

The following table provides an itemisation of any allowances paid to elected members for the 2024/25 financial year.

Elected Member	Councillors' allowance	Lord Mayor allowance	Deputy Lord Mayor allowance	Acting Lord Mayor allowance	Vehicle Allowance	Extra meeting/ activity allowance	Annual professional development	Total allowances
Lord Mayor	\$31,775.00	\$127,200.00			\$25,000.00			\$183,975.00
Councillor Jimmy Bouhoris	\$31,775.00					\$9,800.00	\$3,644.58	\$45,219.58
Councillor Kim Farrar	\$31,775.00					\$9,900.00	\$1,460.39	\$43,135.39
Councillor Mirella Fejo	\$13,235.00					\$4,000.00		\$17,235.00
Councillor Sylvia Klonaris	\$31,775.00					\$10,000.00		\$41,775.00
Councillor Brian O'Gallagher	\$2,561.61					\$1,000.00		\$3,561.61
Councillor Mick Palmer	\$31,775.00		\$7,825.20			\$7,400.00		\$47,000.20
Councillor Peter Pangquee	\$31,775.00		\$5,868.90			\$11,000.00		\$48,643.90
Councillor Morgan Rickard	\$31,775.00		\$2,151.93			\$6,500.00		\$40,426.93
Councillor Vim Sharma	\$31,775.00					\$200.00		\$31,975.00
Councillor Ed Smelt	\$31,775.00					\$9,600.00	\$2,903.54	\$44,278.54
Councillor Amye Un	\$27,460.49					\$5,300.00		\$32,760.49
Councillor Rebecca Want De Rowe	\$31,775.00					\$6,000.00		\$37,775.00
Councillor Sam Weston	\$31,775.00		\$7,955.62			\$10,000.00	\$8,000.00	\$57,730.62

Table 8 Elected member allowances paid 2024/25

3.4 ELECTED MEMBER EXPENSES REIMBURSED 2024/25

There are several expenses which elected members incur whilst fulfilling their roles. Expenses incurred and reimbursed in accordance with City of Darwin Elected Members Expenses, Facilities and Support Policy are outlined in the table below:

Elected Member	Expense
Nil	Nil

Table 9 Elected member expenses reimbursed 2024/25

Members of the 23rd Council were provided with a phone and laptop to conduct Council business.

3.5 ELECTED MEMBER PROFESSIONAL DEVELOPMENT

In 2024/25 the allowance for elected member professional development was \$4,000.00. The total amount claimable each year is the total of two years, being based on the annual allowance, plus one year drawn in advance or one year's remaining balance from a previous year. This amount includes all associated costs such as travel, conference fees, meals and accommodation.

Elected Member	Professional development course/ conference	Location	Total costs including travel
Lord Mayor and Councillor Peter Pangquee	National General Assembly, Australian Local Government Association (ALGA)	23 to 27 June 2025, Canberra	Attended as LGANT representatives
Councillor Jimmy Bouhoris	National General Assembly, Australian Local Government Association (ALGA)	23 to 27 June 2025, Canberra	\$3,644.58
Councillor Kim Farrar	National General Assembly, Australian Local Government Association (ALGA)	2 to 5 July 2024, Canberra	\$1,460.39
Councillor Ed Smelt	Councillor Leadership, Communication and Governance, Shift Life Coaching	09 June to 30 June 2025	\$1,750.00
	National General Assembly, Australian Local Government Association (ALGA)	2 to 5 July 2024	\$1,153.54
Councillor Sam Weston	Company Directors Course, Australian Institute of Company Directors	17 to 23 March 2025, Darwin	\$8,000.00

Table 10 Elected member professional development expenses 2024/25

3.6 MEETING ATTENDANCE

23rd Council members	Ordinary meetings attended	Ordinary meetings apology	Special meetings attended	Special meetings apology	Briefings	Workshops
Lord Mayor	9	4	0	1	6	7
Councillor Jimmy Bouhoris	11	2	1	0	8	12
Councillor Kim Farrar	11	2	1	0	11	12
Councillor Mirella Fejo	5	0	1	0	4	4
Councillor Sylvia Klonaris	13	0	0	1	12	12
Councillor Brian O’Gallagher	1	0	0	1	1	1
Councillor Mick Palmer	11	2	1	0	9	10
Councillor Peter Pangquee	11	2	1	0	9	9
Councillor Morgan Rickard	10	3	1	0	7	11
Councillor Vim Sharma	6	7	0	1	0	0
Councillor Ed Smelt	13	0	1	0	12	11
Councillor Amye Un	7	3	1	0	9	9
Councillor Rebecca Want De Rowe	9	4	1	0	10	11
Councillor Sam Weston	12	1	1	0	12	12

Table 11 Elected member meeting attendance 2024/25

Councillor Amye Un resigned in July 2024 to contest the Northern Territory election and was reinstated in September 2024. Councillor Brian O’Gallagher resigned in August 2024, and Councillor Mirella Fejo commenced in February 2025.

Ordinary meetings held	Special meetings held	Briefings held	Workshops held
13	1	12	13

Table 12 Meetings held 2024/25

3.7 COUNCIL AND COMMITTEE MEETINGS

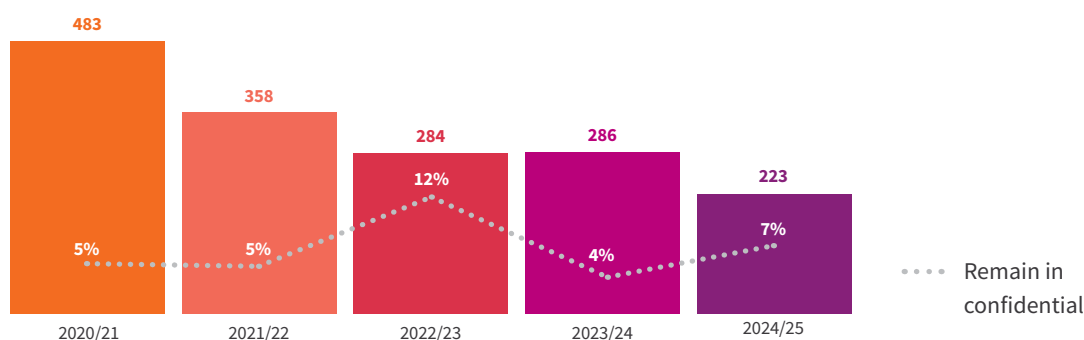
To improve transparency, customer service, access to the elected members and for the public to observe Council decision making without the need to attend, all ordinary and special Council meetings are live webcast via MS Teams, subject to being closed for confidential business.

Council holds a 30-minute public forum, open to all members of the public, prior to the ordinary Council meeting held at the end of the month. The purpose of the public forum is to provide an avenue for members of the public to engage with elected members. The Lord Mayor chairs the public forum to ensure it is conducted in an orderly manner and directs questions to councillors and/or the Chief Executive Officer for response. The chair ensures that all participants are given an opportunity to speak.

COUNCIL DECISIONS

Some decisions made by Council are considered confidential in accordance with the Act and Council policy. These decisions are reviewed on a periodic basis with the majority moved into open. At 30 June 2025 only 7 per cent of Council decisions remained in confidential.

Council decisions



3.7.1 Committees (executive, advisory and audit)

In accordance with the Act, Council may appoint a committee which may be executive or advisory in nature. Executive committees carry out functions on behalf of the Council which have been delegated to it. Council appoints elected member committee membership at the commencement of each term of Council for a period of 12 months and thereafter annually. The current City of Darwin executive committees are the Administrative Review Committee and the Chief Executive Officer's Performance Appraisal Committee.

Council must also establish and maintain an audit committee. The City of Darwin audit committee is the Risk Management and Audit Committee.

The following pages outline Council's executive, advisory and audit committees' structure and representation as at 30 June 2025.

Executive committee	Purpose	Membership
Administrative Review	To conduct internal reviews of decisions pursuant to Chapter 18 of the Act and to carry out the financial functions of Council pursuant to Section 17 of the <i>Local Government (General) Regulations 2021</i> .	Lord Mayor (Chair) Councillor Jimmy Bouhoris Councillor Peter Pangquee Councillor Morgan Rickard All remaining elected members are appointed as alternate members
Chief Executive Officer Performance Appraisal	To conduct performance appraisals of the Chief Executive Officer.	Lord Mayor (Chair) Councillor Jimmy Bouhoris Councillor Kim Farrar Councillor Mick Palmer Councillor Peter Pangquee

Table 13 Executive committees

Advisory Committees

Advisory committee	Purpose	Membership
Access and Inclusion Advisory	To advocate, inform, and guide Council on improved access and inclusion for all people, including people with disabilities, living, working, studying in or visiting Darwin.	Councillor Sylvia Klonaris Councillor Kim Farrar (alternate) Lord Mayor (ex-officio)
Arts and Cultural Advisory	To advocate, inform and guide Council on improving its positive impact on communities and culture in Darwin.	Councillor Morgan Rickard Councillor Jimmy Bouhoris (alternate) Lord Mayor (ex-officio)
Darwin Military and Civilian History Advisory	To strengthen the tourism, historical, cultural, and educational prospects of the raft of events and activities relating to Darwin's military heritage and its impact on the citizens of the Northern Territory.	Lord Mayor (Chair) Councillor Sam Weston Councillor Ed Smelt (alternate)
East Point Reserve Advisory	To provide advice to Council on matters outlined in the Committee's roles and functions. The Committee will provide recommendations to Council to enable informed decisions to be made on the management of East Point Reserve.	Councillor Kim Farrar Councillor Morgan Rickard (alternate) Lord Mayor (ex-officio)
Information Communication Technology (ICT) Advisory	To ensure accountability and governance oversight of the ICT function with a particular focus on assessment and monitoring of ICT projects, decision making and outcomes. In addition, the governance and oversight of ICT infrastructure, networks, and security.	Councillor Jimmy Bouhoris Councillor Sylvia Klonaris (alternate) Lord Mayor (ex-officio)
International Relations Advisory	To advocate, inform, and support Council with its international relations strategy, while supporting a whole of Council approach to community, cultural and economic development.	Councillor Jimmy Bouhoris Councillor Mick Palmer (alternate) Lord Mayor (ex-officio)

Advisory committee	Purpose	Membership
Reconciliation Advisory	To advocate, inform, and guide Council on reconciliation actions and efforts to strengthen the relationships between First Nations and non-First Nations people, for the benefit of all Australians living, working, studying in or visiting Darwin.	Councillor Peter Pangquee Councillor Morgan Rickard (alternate) Lord Mayor (ex-officio)
Sister City Advisory	To provide cross-cultural understanding and build vibrant and connected communities and generate mutual benefits for both cities through educational, cultural, professional, economic, and humanitarian exchange.	Councillor Sylvia Klonaris Lord Mayor (alternate)
Tree Advisory	To provide recommendations to Council to enable informed decisions to be made on the management of the Greening Strategy.	Lord Mayor (Chair) Councillor Morgan Rickard Councillor Kim Farrar (alternate)
Youth Advisory	To give young people a say in voicing their concerns on matters and issues that are important to them and are related to Council. The Committee also assists young people involved to develop leadership, communication, teamwork, and public speaking skills.	Councillor Jimmy Bouhoris Councillor Rebecca Want de Rowe (alternate) Lord Mayor (ex-officio)

Table 14 Advisory committees



Access and Inclusion Advisory Committee meeting

Outside committees with City of Darwin appointed representation

Outside committee	Purpose	City of Darwin appointed representative
Council of Capital Cities Lord Mayors (CCCLM)	To provide a national corporate entity for the effective coordination and representation of the special interests of the capital cities of the Australian states and Northern Territory in their relations with other spheres of government.	Lord Mayor
Council on the Ageing NT Board of Management (COTA)	To promote the well-being of senior Territorians aged 50 years and over and First Nations Territorians aged 45 years and over.	Councillor Sylvia Klonaris Councillor Jimmy Bouhoris (alternate)
Development Consent Authority (DCA) Northern Territory	To determine the development applications within the municipality. The DCA may also be appointed to hold public hearings or a reporting body hearing on behalf of the Minister for Infrastructure, Planning and Logistics.	Councillor Mick Palmer Councillor Peter Pangquee Councillor Jimmy Bouhoris (alternate)
Local Government Association of the Northern Territory (LGANT)	Peak body representing local government in the Northern Territory.	Lord Mayor Councillor Peter Pangquee
Top End Regional Organisations of Councils (TOPROC)	Proactively identifies matters of collective priority for communities within the Greater Darwin region and provides a strong leadership and voice to advance solutions.	Lord Mayor
Tourism Top End	The primary role of the Board is to provide strategic direction to Tourism NT and strategic advice to the Minister. It provides leadership and vision through strategy formulation and policy development whilst meeting its legislative, financial and governance obligations.	Councillor Peter Pangquee

Table 15 Outside committees with City of Darwin appointed representation

Appointments by the Local Government Association of the Northern Territory (LGANT)

Outside committee		City of Darwin appointed representative
Local Government Code of Conduct Panel	The Local Government Unit will investigate complaints about a council that is in potential breach of legislative requirements.	Councillor Mick Palmer Councillor Peter Pangquee Councillor Rebecca Want de Rowe

Table 16 Appointments by the Local Government Association of the Northern Territory

RISK MANAGEMENT AND AUDIT COMMITTEE

The City of Darwin Risk Management and Audit Committee (RMAC) is established in accordance with section 86 of the Act. The purpose of RMAC is to provide independent assurance and assistance to the Council and the Chief Executive Officer in matters relating to the monitoring of the risk management framework, financial reporting processes, compliance, performance of auditors and the audit program.

PKF Merit was appointed to audit the 2024/25 financial statements and report to Council on the results of that audit. In particular, the auditor is required to report on any material irregularity in the Council's accounting practices or the management of Council's financial affairs identified during the audit.

The results of the annual external audit process were presented to RMAC on 17 October 2025. It is RMAC's role to review and recommend to the Council's Chief Executive Officer the suitability of the annual financial statements for certification and inclusion in the annual report.

Council received an unqualified audit of its 2024/25 financial statements with no matters of a significant nature brought to the attention of RMAC by the auditor.

RMAC met three times during the 2024/25 financial year and in addition to the 2023/24 annual financial statements provided oversight on several items including:

- 2023/24 Annual Report
- risk management framework
- internal audit assurance
- external audit reporting
- fraud control
- Civic Centre and Precinct redevelopment project
- Shoal Bay Waste Management Facility
- work health and safety/human resources
- Information Communication & Technology (ICT) Roadmap.

RMAC reviewed and made recommendations to Council on several internal and external policies and procedures including:

- Property policies
- Fraud Prevention Policy and procedure
- Independent Commissioner Against Corruption procedure
- Investment Policy
- Asset Management Plan – buildings and land
- Unclaimed Money Policy
- Terms of Reference for the Risk Management and Audit Committee.

The Risk Management and Audit Committee is supported by the Chief Executive Officer and senior staff.

Risk Management and Audit Committee	Members	Meeting attendance
To make recommendations to Council relating to risk management and audit matters as follows: • internal controls • financial management • emergency and waste management • risk management framework, including strategic, operational and project risk assessments • internal and external audit functions • annual financial statements and other performance reporting documents.	Roland Chin (Chair)	3
	George Araj	3
	Sanja Hill	2
	Joe McCabe (resigned January 2025)	0
	Councillor Jimmy Bouhoris	3
	Councillor Mick Palmer	1
	Councillor Ed Smelt	3
Total Risk Management and Audit Committee meetings held		3

Table 17 Risk Management and Audit Committee

An adjustment to the RMAC schedule saw the programmed June meeting moved to July in 2025. A total of four meetings will be held in the calendar year, in line with the Terms of Reference, however three meetings were held in the reporting period.

4. OUR PEOPLE AND SAFETY



4.1 ORGANISATIONAL STRUCTURE

City of Darwin operates on a four-hub structure which aligns to the priorities of the Act and allows for a more agile organisation focused on collaboration and streamlined decision-making.



OFFICE OF THE LORD MAYOR AND CHIEF EXECUTIVE OFFICER

Simone Saunders, Chief Executive Officer

- Governance and Strategy
- Marketing, Communications and Engagement
- Office of the Lord Mayor and CEO



CORPORATE

Natalie Williamson, General Manager

- Corporate and Customer Service
- Finance
- Human Resources and Safety
- ICT Project Management Office
- Infrastructure



COMMUNITY

Matt Grassmayr, General Manager

- Community and Cultural Services
- Library and Family Services
- Operations
- Regulatory Services



INNOVATION

Alice Percy, General Manager

- Digital Innovation and Records
- Environment, Climate and Waste
- Growth and Economic Development
- Technical Services

Image: Bagot Park Community Planting Day

4.2 WORKFORCE PROFILE

The workforce profile provides valuable insights into the composition of our workforce and is used to inform workforce management strategies and policy.

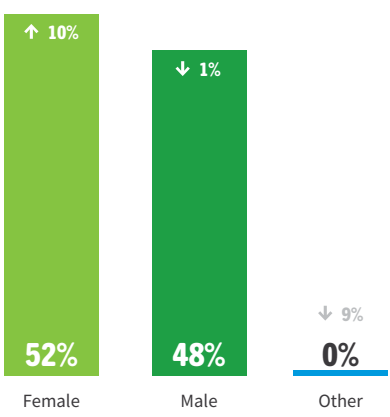


TOTAL
EMPLOYEES

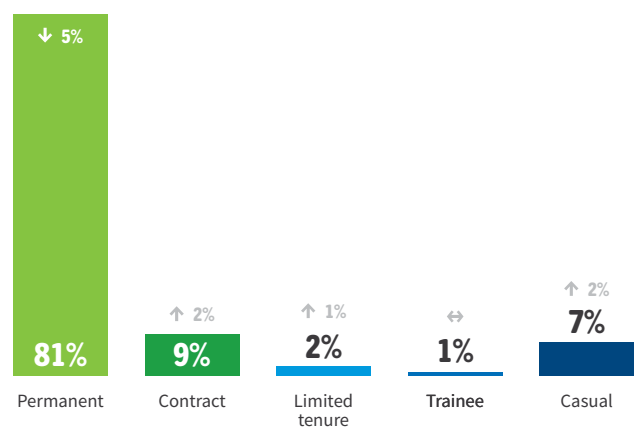
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AS AT 30
JUNE 2025

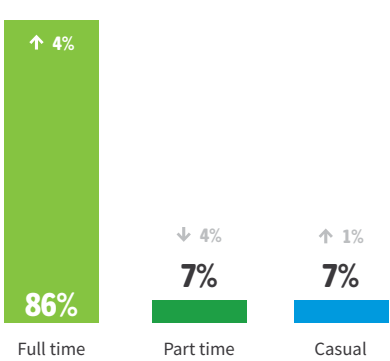
GENDER



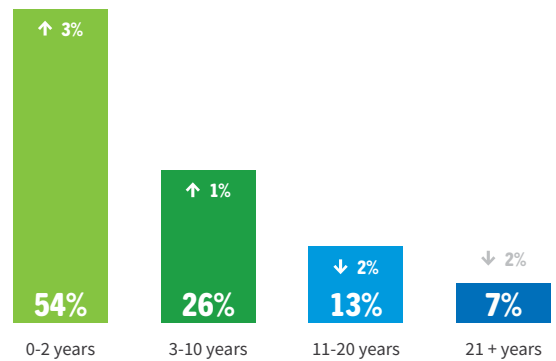
EMPLOYMENT
TYPE



WORKFORCE
STATUS



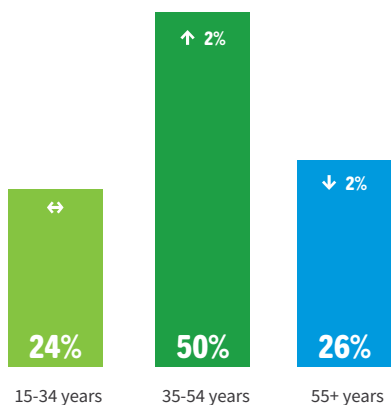
WORKFORCE
TENURE



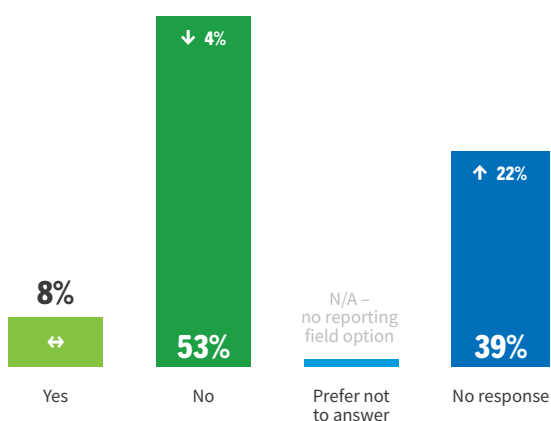
Percentage change from 2023/24 are indicated with arrows ↑ ↓ ↔



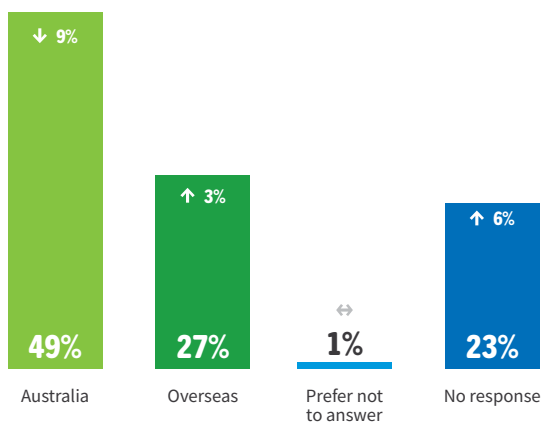
AGE OF WORKFORCE



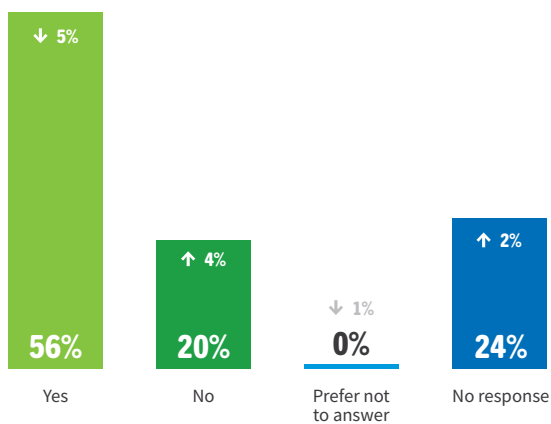
FIRST NATIONS WORKFORCE



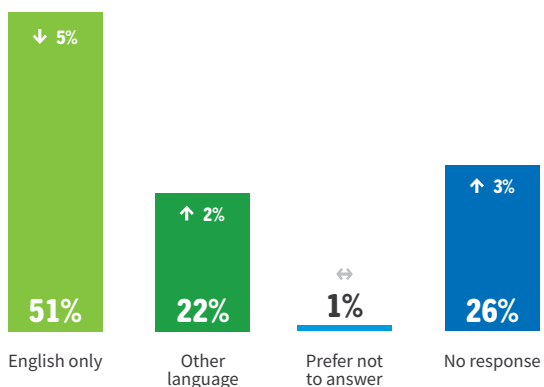
WORKFORCE COUNTRY OF BIRTH



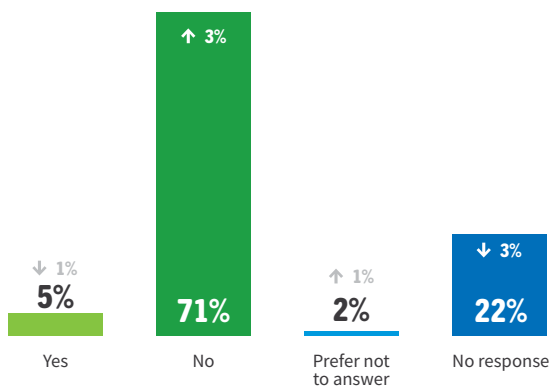
WORKFORCE LANGUAGE – ENGLISH AS FIRST



WORKFORCE LANGUAGE SPOKEN AT HOME



WORKFORCE DISABILITY



4.3 OUR VALUES AND AWARDS

In July and December 2024, City of Darwin recognised our corporate values, comprising customer services, accountability, respect, excellence and solidarity (CARES) plus our activity and efforts in the areas of reconciliation, environmental sustainability, enterprise leadership, and workplace health and safety through our staff awards process. These awards are in place to encourage, recognise and celebrate employees and align to the Performance Management Framework.

Due to the sheer number of compelling nominations received from fellow staff members, multiple winners were identified across some categories for their outstanding contributions to City of Darwin.



July Awards 2024

Category	Recipient
CARES individual	Jacob Beets and Verity Clough
CARES team	Capability and Learning team
WHS individual	Shane Coleman
WHS team	Weighbridge team
Environmental sustainability	Melodee Brencher
Reconciliation	Bruce Waia
Enterprise leadership	Brooke Prince
Executive enterprise leadership	Tracy Bignell

Table 18 Employee awards July 2024

December Awards 2024

Category	Recipient
CARES individual	Aaron Caelli and Natalie Coonan
CARES team	Office of Lord Mayor and CEO
WHS individual	Bradley Golik
WHS team	Nik Samiotis, Martinho Soares and Daniel Pledger
Environmental sustainability	Joan Tachado
Reconciliation	Ciella Willams
Enterprise leadership	Roman Maher
Executive enterprise leadership	Nik Kleine

Table 19 Employee awards December 2024

4.4 STAFF TRAINING AND DEVELOPMENT

City of Darwin is committed to providing training, development, and employment programs to ensure that the skills and knowledge of our people are maintained and developed to support with the delivery of services to our community and achievement of our strategic objectives.

During the 2024/25 financial year, City of Darwin has hosted or organised more than 163 training professional development opportunities, falling into the following categories:

- mandatory, compliance and legislative
- business and occupational
- all-staff development.

Additionally, City of Darwin held 6 Orientation days and 6 Working with Cultural Differences sessions for new staff, with over 87 and 84 participants respectively.

Mandatory and compliance activities constituted 29 per cent of all training activities and they included but were not limited to legislative, compliance, competencies, and licenses. A major effort around mandatory and compliance was channelled into the transition to Temporary Traffic Management training, which underwent a complete restructure from Austroads and the Northern Territory Government Department of Logistics and Infrastructure. Refresher courses constituted approximately 18 out of 45 compliance sessions with a further 9 sessions dedicated to Temporary Traffic Management transition courses.

City of Darwin took a different approach to delivering business, occupational, leadership, and all staff training in the areas of teamwork and customer service in 2024/25 by leveraging in-house expertise to design and deliver learning. A total of 36 per cent of the training budget was utilised for this activity, while maintaining a commitment to quality learning. City of Darwin's workforce continues to advance its upskilling journey and is well equipped to anticipate and respond to community needs.

Professional development training activities were delivered in response to the training requirements identified through City of Darwin's annual Performance and Development Reviews, a process that ensures training needs align with business performance and strategic objectives.

As in the last two years, the level of staff engagement in planning their learning journey illustrates a genuine commitment of the City of Darwin workforce to further broaden and sharpen their job-related skills. Following a

thorough review and analysis of the learning needs, the training budget was equitably distributed across all teams and a well-planned training program with 92 sessions dedicated to the development of business and occupational skills was delivered.

In November 2024, a new Learning Management System was launched, marking an important step in building a suite of courses and learning experiences delivered in contemporary, user-friendly formats. Phase one of the rollout focused on mandatory training and the onboarding of new starters, ensuring consistent access and completion across the organisation.

In response to staff feedback, the team also relaunched business and system skills courses on high-demand topics such as MS365, Emotional Intelligence, Critical Thinking, Problem Solving, and Public Speaking. This allowed provision of training to a larger group of staff who are eager to broaden their learning with valuable new resources.

The training opportunities offered by the Capability and Learning team included an internally designed and delivered all-staff development day called Working Together. The purpose of this day was to stop and reflect on key topics like customer service, which is provided to each other and the community.

The training session also emphasised the importance of maintaining a solution-focussed mindset, a highly relevant skill in the rapidly changing world. Participants learned about teamwork and collaboration, and the power of reflection and reviewing how well a job or project was rolled out and how it could be improved. These skills were brought to life through a series of challenges and discussions between training groups. It gained staff appreciation, as reflected in the strong positive feedback. After 20 sessions delivered to 333 staff, 94 per cent of ratings were positive with an average rating at 4.59 out of 5.

During the 2024/25 financial year, 24 people (around 6 per cent of the workforce) participated in the Employee Study Assistance Scheme, a reimbursement scheme through which employees can gain formal qualifications relevant to their current or prospective role at City of Darwin. Of the 24 team members who participated in the scheme, nine enrolled in vocational and 15 in tertiary education courses.

With three current staff enrolments in each, Accounting, Horticulture, Library & Information Services and Engineering are now in the lead as the most popular disciplines studied. Horticulture has moved back into first place along with

Accounting, with second place now held by Project Management, Engineering, Government Investigations, Conservation and Ecosystem Management – with two enrolments each.

Traineeships, apprenticeships and graduate roles

City of Darwin is committed to identifying and retaining talent by offering opportunities to young professionals.

The list of City of Darwin early career professionals keeps expanding, with the current trainees, apprentices, and graduates representing the following fields of study during the reporting period:

- Graduate Librarian (Graduate)
- Graduate Digital Communications (Graduate)
- Certificate III in Information Technology (Trainee)
- Certificate III in New Business & Entrepreneurship (Trainee)
- Certificate IV in Design (Traineeship)
- Certificate IV in Library & Information Services (Trainee)
- Certificate IV in Work Health and Safety (Trainee).

Training activities delivered

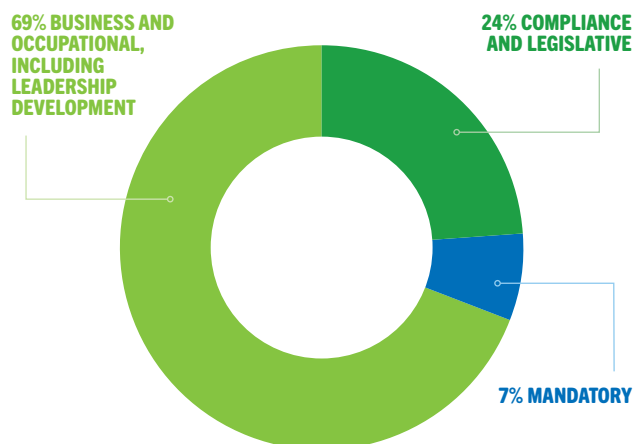


Figure 5 Training activities delivered

4.5 WORKPLACE HEALTH AND SAFETY

Building on the progress achieved in the previous year, City of Darwin has continued to strengthen Workplace Health and Safety (WHS) culture through the active application of our revised WHS Management System. This year, the priority has been embedding the framework into daily operations, ensuring policies and procedures are actively used by staff at all levels. We have focused on reinforcing consultation, training, and accountability as core elements of our safety approach, while further enhancing the functionality of our digital reporting system to support timely and accurate incident management. By doing so, City of Darwin has advanced its commitment to continuous improvement in WHS performance, fostering a safer and more resilient workplace for employees, contractors, and the community we serve.

Employee wellbeing

City of Darwin continues to place a strong emphasis on employee wellbeing. Recognising that a safe workplace extends beyond physical safety, we have implemented a holistic wellbeing program designed to support the mental, emotional, and physical health of our staff. A key feature of this initiative is the introduction of a dedicated wellbeing portal, providing employees with easy access to a wide range of resources, including health and lifestyle information, mental health support services, financial wellbeing tools, and self-development opportunities. This proactive approach reflects our commitment to creating a workplace culture that values and supports the overall wellbeing of our people, ensuring they have the tools and resources to thrive both at work and in their personal lives.

WHS performance dashboard

In 2024/25, a total of 299 incidents were reported, as shown in Figure 7. This increase compared to the 2023/24 financial year is largely the result of an increased safety awareness achieved through risk management initiatives and targeted training that have expanded the categories of incidents being recorded. Importantly, while overall reporting numbers have risen, the severity of incidents has continued to decline, demonstrating the effectiveness of early identification, proactive reporting, and preventative measures.

This improvement in reporting and safety culture is reflected in the declining ratio of lost time injuries (LTI) to total incidents year-on-year over the past five years.

% of lost time injuries

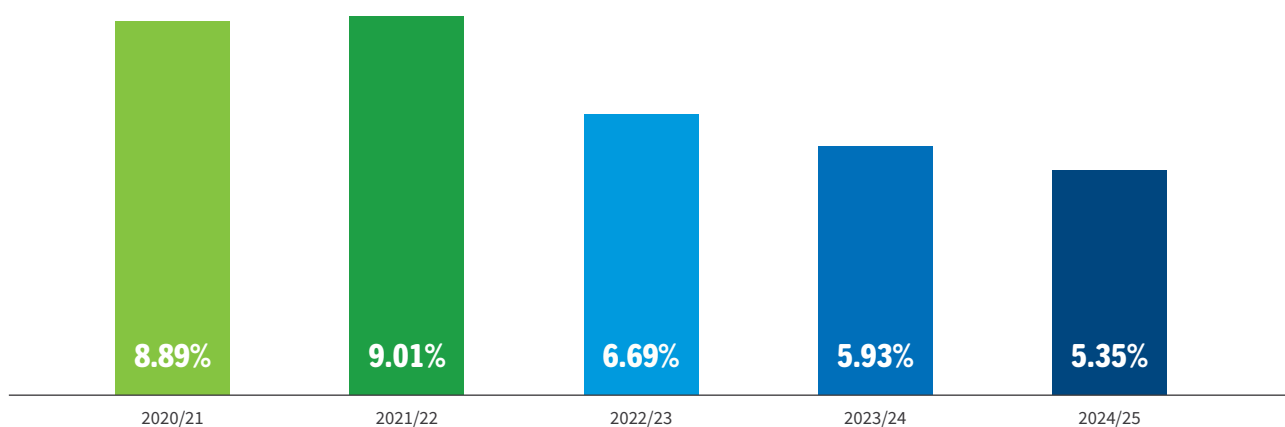


Figure 6 Lost time injuries past five years

The broader reporting framework has enabled City of Darwin to identify trends, collaborate more effectively with internal departments, and strengthen incident reviews. By sharing resources such as body-worn camera footage and incident data, we have enhanced our ability to learn from events and implement preventative measures, ultimately supporting a safer workplace for our people.

Annual figures – all reported incidents, lost time injury (LTI) claims and medical only claims

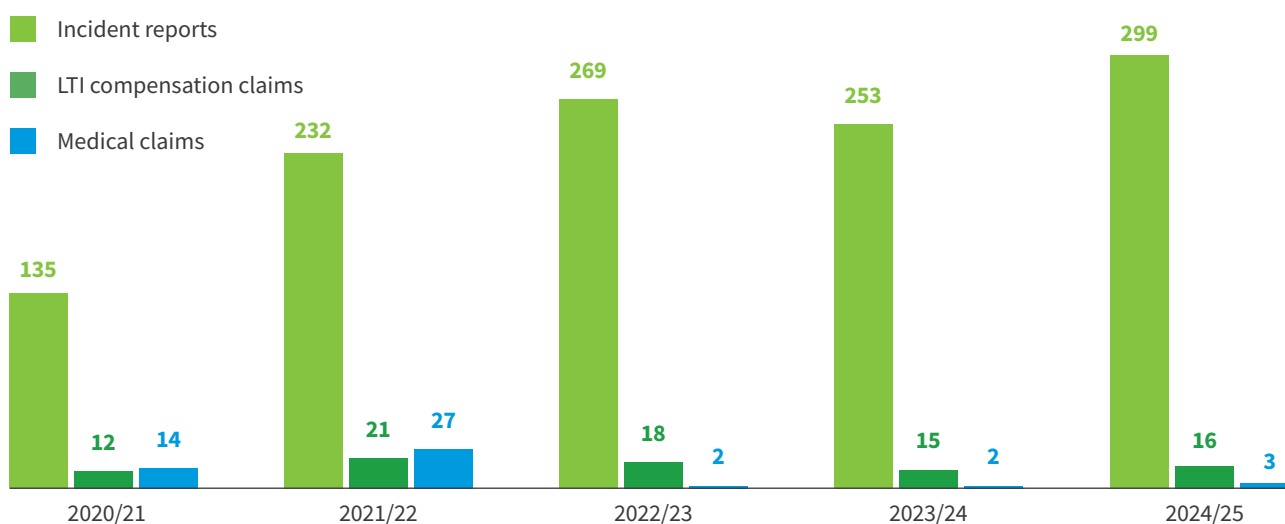


Figure 7 Annual figures – all reported incidents, lost time injury (LTI) claims and medical only claims

5. OUR PERFORMANCE



DARWIN 2030: CITY FOR PEOPLE. CITY OF COLOUR.



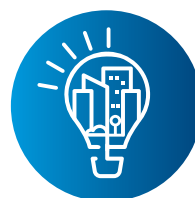
A capital city with best practice and sustainable infrastructure



A safe, liveable and healthy city



A cool, clean and green city



A smart and prosperous city



A vibrant and creative city

UNDERPINNED BY CITY OF DARWIN'S GOVERNANCE FRAMEWORK



Vision and culture



Roles and relationships



Decision making and management



Accountability

COUNCIL'S STRATEGIC ROLES HAVE BEEN DEFINED AS



Provider



Funder



Regulator



Partner



Facilitator



Advocate

OUR ANNUAL REPORT LEGEND

City of Darwin utilises a number of icons throughout the report that denote achievement or progress as outlined in the table below.

2024/25 Measures of performance

Completed	Action or project is completed.	COMPLETED ✓
On track	Program, action or project is in progress with no major disruptions or delays.	ON TRACK →
Monitor	Action or project requires active monitoring.	MONITOR —
Not commenced / deferred	Program, action or project will not progress or is deferred. Commentary will show the intended course of action.	NOT STARTED ✗

Table 15 Measures of performance icon. Operational performance objectives are set in the City of Darwin Municipal Plan 2024/25. This report showcases City of Darwin's achievements against these goals, and highlights other initiatives undertaken throughout the year.

5.1 STRATEGIC DIRECTION 1



A capital city with best practice
and sustainable infrastructure



STRATEGIC DIRECTION 1

City of Darwin has a number of existing and identified strategic infrastructure projects, some of which are currently unfunded. Infrastructure projects that are not funded will be scoped, appropriate funding sources identified and built into Council's Long-Term Financial Plan to ensure they are delivered. Council will actively pursue opportunities to fund strategic projects through public private partnerships, joint ventures, government grant programs and other suitable funding mechanisms.

Target: by 2030, a number of infrastructure projects will be developed and delivered

Strategic action	2023/24 progress	2024/25 progress	Comment
Develop a priority infrastructure plan 	ON TRACK →	ON TRACK →	The Strategic and Priority Projects Plan 2030 was adopted by Council during the 2024/25 financial year and is being used to target external funding opportunities. Asset condition surveys remain ongoing, supporting data driven projects and grant applications.
Implement City of Darwin's asset management framework 	ON TRACK →	ON TRACK →	A project plan for the Assetic maintenance module has been developed for buildings, fleet, playgrounds and parks, transport and pathways. Updates to the asset management plans for transport and pathways are underway for delivery late in 2025.
Increase utilisation of the City of Darwin's land and community assets    	ON TRACK →	ON TRACK →	Developed a new Commercial Outdoor Activities Policy and guideline to support increased business and community use of public spaces. Introduced new street food trading sites and welcomed new street food vendors into the program.



STRATEGIC DIRECTION 1: OPERATIONAL PERFORMANCE

Target: by 2030, a number of infrastructure projects will be developed and delivered

2024/25 deliverables	Status	Comment
Deliver the 2024/25 capital works program	COMPLETED ✓	A comprehensive capital works program has been delivered, which includes several scoping, planning, and construction projects. On 30 June 2025, 90 per cent of the program was completed, with the remainder of the program completed at the time of publication.
Deliver the 2024/25 Better Suburbs and Enhancement Projects	COMPLETED ✓	City of Darwin elected members led a program of community focused projects called Better Suburbs, and in 2024/25 a total of 71 per cent of the program has been completed. A list of completed projects is in Appendix 8.2. The balance of the program has been completed at time of publication.
Continue asset condition assessments for Council's stormwater infrastructure	COMPLETED ✓	Stormwater infrastructure condition assessments and cleaning remains an ongoing annual priority. The 2024/25 program has been completed within approved funding.
Deliver the 2024/25 milestones for the Civic Centre redevelopment project	COMPLETED ✓	Construction commenced on site during 2024/25, and milestones were achieved in line with project expectations.
Commence the 2024/25 components of the Smith Street streetscaping project	COMPLETED ✓	Construction has commenced on the project, with completion scheduled for 2025/26.
Complete a wayfinding and interpretative signs audit	COMPLETED ✓	The signs audit was completed and a report delivered in Q2 2024/25.
Deliver asset management plans for asset categories pathways and transport	MONITOR —	Asset revaluations remain underway. Asset management plans were drafted and are awaiting revaluation and data modelling ahead of finalisation in early 2025/26.



City of Darwin CEO Simone Saunders and Councillor Weston with Stokes Street Park seating

STRATEGIC DIRECTION 1 HIGHLIGHTS

Civic Centre and Precinct Redevelopment

The new Civic Centre and Precinct will feature a modern library and customer service, function space and meeting rooms, off street carpark and space for a café. The application for development of the new Civic Centre was approved by the Development Consent Authority and construction works commenced in April 2025 on the current car park site adjacent to the existing Civic Centre. Project completion is expected 2028.

The new Civic Centre and adjacent parkland will transform the surrounding area into a welcoming precinct with a community plaza that will have linkages to the city centre, Darwin Waterfront, and the new State Square.

Footpaths

Contributing towards a safer, vibrant and inclusive community, City of Darwin is committed to providing safe and accessible footpaths throughout the municipality. Over \$1 million was invested in renewing footpaths in 2024/25 to enhance accessibility and safety of pedestrians. Under the footpath renewal program, new pathways were constructed on Bell Street, Able Street, Packard Street, Sanders Street and Lee Point Road.

Stormwater and roads

As part of City of Darwin's commitment towards best practice and sustainable infrastructure, \$1.45 million was invested in stormwater renewals and upgrades, including Yanyula Drive, Tiwi Gardens Road, Tiwi Place, Essington School, and Travellers Walk.

This year, \$1.8 million was invested in road resurfacing works on Chambers Crescent in Malak, Pickford Street and Freshwater Road in Jingili, the north-east section of Rapid Creek Road in Millner, and Gardens Road in The Gardens.

Playgrounds

A total of \$1 million has been invested to upgrade and renew playgrounds in the Darwin Municipality to align with City of Darwin's Play Space Strategy. A playground was replaced at George Park, while playgrounds at Juliet Shields Park, East Point Reserve and the Malak Obstacle Course were upgraded.

The Waters Ward Multigenerational Recreation Space is nearing finalisation of the design phase. The detailed design for the car park is complete and the recreational space design is at a 50% level of detail. The new recreational space at Malak Oval in the Malak Greenbelt will incorporate multiple ancillary facilities such as improved access, toilets, BBQ facilities and play equipment to support active recreation and activities for all ages.

Bundilla Beach revitalisation – stage 1

Construction works for stage 1 of the revitalisation of the Bundilla Beach area commenced in September 2024 and were completed in June 2025. City of Darwin has invested \$500,000 and the Northern Territory Government has committed \$3 million to develop the Bundilla Beach Master Plan and deliver the first stage of works.

Delivered within budget, the Bundilla Beach stage 1 works represent a significant investment in community infrastructure, amenity and future-focused public space. The project reimagines the foreshore as a place to gather, play, exercise and relax, day or night, all year round.

Among the standout new features is an activity hub, providing a safe, interactive space for children and a scenic escape for families. Lighting for the footpaths, BBQ's and the toilets have been improved and are all solar powered, a first for City of Darwin. Sunset lawns and improved beach access allow visitors to enjoy the natural beauty of the coastline, while new BBQ shelters and tables offer spots for picnics and gatherings.

Two fully fenced dog parks have been added for pet lovers, alongside smart CCTV poles, public lighting and Wi-Fi, with street food enabling infrastructure enhancing safety, activation, and atmosphere across the space.

Active recreation is supported with a FIBA 3x3 basketball court, shared user paths, exercise nodes, picnic shelter and improved greenspace irrigation, creating a more walkable and lush environment.

Better Suburbs and greening

This year marks the fifth year of the Better Suburbs program to deliver streetscape beautifications and community infrastructure. Projects are focussed on improving the amenity of Darwin and delivering services specific to each Ward. Small projects have been identified through the community's effective engagement with elected members and identifying priorities that are important to the community.

Greening our municipality continues to be at the forefront of elected member priorities with several projects being delivered including the Nightcliff Village Eastern Laneway redevelopment, Bagot Park community planting day, Darwin Cenotaph reflection bench, and Chung Wah Temple entrance upgrades. A full list of completed projects under the Better Suburbs program can be located in Appendix 8.2.

Safety a priority on local roads

Improving pedestrian safety around schools and busy public areas remained a key focus this year. As part of the 2024/25 Local Area Traffic Management (LATM) programme, enhancements were made to two active children's crossings, speed humps were installed at Malay Road and speed cushions at Patterson Street to further reduce vehicle speed and improve safety during school hours.

The LATM programme also delivered a new pedestrian crossing facility along Progress Drive and Casuarina Drive, strategically located near the heavily used Chapman Road car park. This project included additional upgrades within the car park itself, improving access and safety for pedestrians and drivers alike.

These targeted infrastructure improvements reflect our ongoing commitment to creating safer, more walkable neighbourhoods across the municipality.

Commercial outdoor activities

This financial year saw the successful review and publication of the Commercial Outdoor Activities Guidelines on the City of Darwin website, providing clearer direction for vendors and stakeholders. The 2025 Street Food Program was launched with permits issued to participating vendors, contributing to a vibrant and diverse food scene. An internal review of the program was also undertaken to inform and enhance future activations.

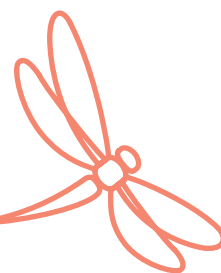
Several new and unique commercial outdoor activity permits were issued, including one for camel rides at Mindil Beach, a unique attraction that has been well received by both locals and visitors. Outdoor dining continues to thrive across the municipality, with over 20 licensed sites on City of Darwin controlled land. A number of these licences were reviewed and renewed during the year, ensuring continued compliance and effective management of on-street dining experiences.

Strategic Property Plan

This financial year saw a new tenancy at the Casuarina Aquatic and Leisure Centre in Club Lime who have successfully opened their gym with solid memberships and are enjoying the premises. The Property team continued actively seeking tenants for all vacant City of Darwin managed properties with Integrated Disability Action Inc joining Nightcliff Community Centre.

Several Expression of Interest processes were conducted including for Lyons Community Centre and the vacant property at Karama.

The Property Team worked throughout the financial year delivering consultations and negotiating with community and commercial tenants to implement new leases in line with the Leasing & Licensing Policy to increase community services, sporting clubs and commercial endeavours throughout Darwin.







5.2 STRATEGIC DIRECTION 2



A safe, liveable and healthy city



STRATEGIC DIRECTION 2

Target: by 2030, Darwin will be a safer place to live and visit

Strategic action	2023/24 progress	2043/25 progress	Comment
Work with key partners to improve safety in the municipality through the further development of City of Darwin's CCTV network and smart city technology 	ON TRACK →	COMPLETED ✓	An agreement with NT Police to operate and maintain CCTV in the Darwin City Centre is nearing finalisation. New smart cameras have been installed at Bundilla, and planning is underway for other locations.
Implement City of Darwin business continuity plans to enable appropriate responses to disaster and man-made events that could impact the safety of the community, City of Darwin staff or City of Darwin assets   	ON TRACK →	COMPLETED ✓	A comprehensive suite of business continuity plans for City of Darwin were developed. These plans address the key risk areas for the organisation ensuring critical functions can be returned to normal operations effectively and efficiently.

Target: by 2030, Darwin will be increasingly recognised as a liveable city

Strategic action	2023/24 progress	2024/25 progress	Comment
Partner with the Australian Government and Northern Territory Government to deliver on the Darwin City Deal 	ON TRACK →	COMPLETED ✓	City of Darwin continued to work with partners to deliver City Deal projects including the Smith Street streetscaping project, and the Chapel Lane project.
Promote Darwin as a more attractive place to live and work 	ON TRACK →	ON TRACK →	The Draft Place and Liveability Plan was launched in 2024/25, focusing on engaging with the community to ensure a sense of place and increased liveability for residents of our municipality.
Work with the Northern Territory Government on a long-term plan for City of Darwin to take on an increased role in planning decisions within the municipality 	ON TRACK →	ON TRACK →	Reviewed and responded to the Planning Commission's Draft Strategic Planning Policy, seeking more collaboration and an increased role in planning. Continued to respond to planning applications for new developments. City of Darwin is a key stakeholder on the Land Development Committee providing feedback on planning and development in Darwin.
Increase utilisation of Darwin's beaches and foreshores 	ON TRACK →	ON TRACK →	New street food locations introduced at Bundilla Beach and continued to support key events at Mindil Beach, Nightcliff Foreshore and East Point Reserve.
Develop a Social Infrastructure Plan that outlines City of Darwin facilities and services that meet the long-term social needs of the city 	ON TRACK →	COMPLETED ✓	Preparation and promotion of the Draft Place and Liveability Plan supports the development of social infrastructure in an inclusive manner with ongoing dialog with our community through the Liveability Platform.

STRATEGIC DIRECTION 2: OPERATIONAL PERFORMANCE

Target: by 2030, Darwin will be a safer place to live and visit

2024/25 deliverables	Status	Comment
Deliver the 2024/25 animal management program and services	COMPLETED ✓	Regulatory Services has continued to deliver animal management services including animal education and behaviour programs.
Deliver the Making Mindil Safe Project – Stage 2 lighting	MONITOR —	Stage 2A of the project has been completed and work on Stage 2B is underway, with a completion date scheduled for early 2025/26.

Target: by 2030, Darwin will increasingly be recognised as a liveable city

2024/25 deliverables	Status	Comment
Complete Stage 1 of the Bundilla Beach Revitalisation project	COMPLETED ✓	Stage 1 of the Bundilla Beach revitalisation project has been completed, and a launch party was held at the site on 20 June 2025.
Complete the Chapel Lane Revitalisation project	OFF TRACK ✗	Construction delays encountered due to external approvals regarding underground service location clashes. Construction rescheduled to commence in September 2025 Project to be delivered during 2025/26.
Finalise the design for a regional playground in the Waters Ward	MONITOR —	Carpark design remains at 90%, with a review and detailed design underway for the play space. Remaining design components to be delivered in early 2025/26.
Deliver a new footbridge at Jingili Water Gardens	MONITOR —	Construction on the footbridge commenced in Q4 2024/25, and the project is scheduled to be delivered in Q1 2025/26.
Deliver the 2024/25 Movement Strategy annual actions	COMPLETED ✓	Delivered the Active Paths and Open Streets project with the Bicycle Network, and a Ride Thru Breakfast for Ride to Work Day. Delivered upgrades and new connections to the shared path network.
Develop a Place and Liveability Plan	COMPLETED ✓	Draft Place and Liveability Plan endorsed by Council for public consultation. Engagement on the draft plan, toolkit and platform commenced in June 2025.
Participate in City Deal initiatives, including the State Square and Civic Precinct Redevelopment	COMPLETED ✓	City of Darwin continued to work with partners to deliver City Deal projects including Chapel Lane, and Smith Street streetscaping. Commenced construction of the new Civic Centre.

STRATEGIC DIRECTION 2 HIGHLIGHTS

Play our Way grant – Nightcliff Oval

City of Darwin was successful in receiving \$1.5 million of funding under the Australian Government's \$200 million Play Our Way Program, which is designed to remove barriers, address discrimination and promote equality for women and girls to participate in sport and physical activity.

One of the 290 organisations around the nation selected, City of Darwin will use the funding to construct a new change room facility at Nightcliff Oval. The facility is planned to comprise match rooms, inclusive amenities (shower cubicles/toilets), trainer's room, disability accessible toilets, office, medical room, canteen, and storeroom.

The project will provide a safe, accessible, inclusive, fit-for-purpose change room facilities for oval users, particularly women and girls to participate in sport and physical activity including AFL and Cricket.

It is hoped this facility will result in enduring change for women and girls facing barriers to participate in sport and physical activity, particularly those who identify as First Nations people.

While grant funding was received in 2024/25, the project is scheduled for delivery in 2025/26.

Animal management awareness program

School visits were reintegrated into the Animal Education team's activities with an expanded range of sessions designed to complement school curriculums. These visits included new interactive activities, and the animal education children's book, *The Adventures of Louie & Luna*, was included in the program and distributed across City of Darwin's Libraries.

Popular school activities delivered include:

- Microchipping activity: designed for children aged 7 and above, this activity teaches the importance of microchipping and registration. Students "implant" and scan microchips in stuffed animals and learn how this technology reunites pets with their owners.
- Hunting cat game: role-playing game illustrating how free-roaming cats can threaten biodiversity by preying on native wildlife.
- Mental enrichment with recycled materials: hands-on session where children create toys, treat puzzles, and cat castles using recycled materials, highlighting the importance of mental stimulation for pets.

New animal education handbooks

The Animal Education team launched new pet ownership handbooks for Darwin residents. These handbooks are designed as comprehensive guides to help pet owners build stronger connections with their pets by better understanding and evaluating their needs, ultimately supporting improved animal welfare. These handbooks provide practical tools and insights to go beyond basic care, offering information on local regulations, Animal Education programs; strategies for managing nuisance behaviours, and a directory of local pet services; including, access to animal behaviour assessments.

Separate handbooks are available for dog and cat owners, while pamphlets support the new resources for chickens and roosters. As part of this project, targeted postcards were also developed for barking dog owners and community cat feeders.

Parking enforcement in school zones

City of Darwin's CBD and Suburban parking teams have increased regulatory presence in school zones throughout the municipality. Working alongside the Northern Territory Police, the aim is to increase education and enforcement for safe parking behaviours, increasing community safety to ensure children have safe travel to and from school. Increasing the presence of rangers has resulted in a shift to positive parking behaviours at many schools and the community should be commended for their commitment to ensuring a safe pedestrian environment around schools.

Improvements to our built environment

Teams from City of Darwin's Operations Centre are consistently upgrading and improving assets to enable residents and visitors to enjoy Darwin's natural environment and to participate in active recreation.

Improvements achieved this year include:

- Mangrove boardwalk – upgraded decking's on both bridges to composite material
- Bayview heritage bunkers – upgraded stair treads and decking to composite material and all handrails painted
- Bicentennial Park – upgraded bridge with new frame, decking and handrails and concrete ramp for smooth transition from bridge to path.
- Track resurfacing works at East Point – resurfaced 750 metres of walking track to type 2 road base.

Animal management at a glance

1998

CUSTOMER ACTION
REQUESTS

1192

CATS REGISTERED



309

NUISANCE BARKING
INVESTIGATIONS

295

PETS MICROCHIPPED

17 ANIMAL BEHAVIOUR
WORKSHOPS WITH
179 ATTENDEES

20 WALK N WAG EVENTS
402 ANIMALS SERVED
407 ATTENDEES

6304

DOGS REGISTERED



ANIMAL EDUCATION

2243 PEOPLE
ENGAGED

ANIMAL EDUCATION
OFFICERS CONDUCTED
14 SESSIONS WITH **1060**
STUDENTS ENGAGED

188 DOG ATTACK
INVESTIGATIONS

539 PARASITE CONTROL TREATMENTS ADMINISTERED
TO CATS AND DOGS FROM FIRST NATIONS
COMMUNITIES IN PARTNERSHIP WITH ANIMAL
MANAGEMENT IN RURAL AND REMOTE INDIGENOUS
COMMUNITIES (AMRRIC)

774

CALLS FOR
UNCONTAINED ANIMALS/
ANIMALS AT LARGE



Snap Send Solve

City of Darwin continued to enhance community wellbeing and urban amenity through the successful implementation of Snap Send Solve. This easy-to-use platform empowers residents to report maintenance and public space issues such as potholes, graffiti, or overgrown vegetation directly to City of Darwin.

This approach has not only led to faster, more responsive service delivery, but also earned formal recognition. In 2025, City of Darwin was named the Top-Rated Council in the Northern Territory in the Snap Send Solve Community Satisfaction Index and received both the Inclusive Excellence Award and Top Solver Award for 2024. These accolades reflect the strong collaboration between our engaged community and the dedicated teams who resolve issues quickly and effectively.

Throughout the year, Snap Send Solve supported a range of initiatives that improved public safety, accessibility, and amenity. It remains a vital part of City of Darwin's customer-first approach, enabling direct community participation in shaping a cleaner, safer, and more liveable Darwin.

Public lighting projects

Significant upgrades to public lighting were delivered this year to enhance safety and amenity across key community spaces. Lighting improvements were completed at the Nightcliff Boat Ramp and Sunset Park car parks, increasing visibility and safety in these high-traffic areas along the Nightcliff foreshore.

Stage 2A of the Making Mindil Safe project was also finalised, bringing enhanced lighting to the Mindil Beach Markets precinct, supporting safer, more welcoming evening events. Stage 2B was under construction at year end, for delivery prior to time of publication.

In addition, a successful walkway luminaire trial was conducted along Walkway 25, between Trower Road and Strele Crescent, as a pilot for the Place and Liveability Plan 2050. Based on its success, similar lighting treatments are planned for other walkways across the municipality in the coming year.

Place and Liveability Plan 2050

Building on last year's successful community engagement and the positive reception of two pilot liveability walkway projects, the City of Darwin developed a Draft Place and Liveability Plan 2050, along with a Liveability Platform and Liveability Toolkit. These resources were approved for public consultation, which took place in June and July 2025.

A significant body of cost-effective work supported the creation of the new interactive platform, which provides real-time data on liveability status and outcomes. This platform will play a key role in long-term strategic planning and amplify community voices within the Northern Territory Government's planning framework.

The Place and Liveability Plan aims to enhance the quality of life and wellbeing of people living within our community by fostering a stronger sense of place and improving the liveability of Darwin by 2050.

Movement Strategy

City of Darwin delivered several initiatives in 2024/25 under the Movement Strategy to promote active and accessible transport across the municipality. The Active Paths and Open Streets program was successfully implemented in partnership with Nightcliff and Karama Primary Schools, encouraging safer and more active travel for students and families.

To celebrate National Ride to Work Day, a popular 'ride-through breakfast' event was held to promote cycling and active commuting, supported by a community competition for catering prizes.

A comprehensive audit of wayfinding and interpretative signage was completed by a consultant, laying the groundwork for upgraded signage across the city.





5.3 STRATEGIC DIRECTION 3



A cool, clean and green city



STRATEGIC DIRECTION 3

Target: by 2030, Darwin will be recognised as a clean and environmentally responsible city

Strategic action	2023/24 progress	2024/25 progress	Comment
City of Darwin will have zero net emissions from operations by 2030 	ON TRACK →	ON TRACK →	An emissions profile for the 2022/23 and 2023/24 financial years have been completed, along with development of an emissions tracking tool to support development of future emissions reduction scenarios. City of Darwin was successful in receiving funding through the Federal Government Community Energy Upgrades Grant to undertake energy efficiency upgrades at several facilities over the coming years.
Deliver projects that will cool the Darwin city centre   	ON TRACK →	ON TRACK →	The Smith Street project includes increased tree cover for greening and cooling within the city centre. Darwin Living Lab is undertaking a study into optimum growing conditions for climbing plants specific to the Darwin climate.
Ensure City of Darwin open spaces contribute to the city's biodiversity    	ON TRACK →	ON TRACK →	A revegetation plot at East Point has been planted out with over 2,500 native monsoon forest plants, planted by the community through a Community Planting Day in May 2025. This is in addition to other community events and research projects undertaken to strengthen plant and animal biodiversity across Darwin.
Contribute to Northern Territory Government's 50 per cent renewable energy target by 2030  	ON TRACK →	COMPLETED ✓	The Northern Territory Government no longer has a 50 per cent renewable energy target by 2030. City of Darwin remains committed to our Climate Emergency Strategy and supporting programs and initiatives in the plan.
Facilitate forums for environmental service providers to share information and develop relationships within the sector and with other industries 	ON TRACK →	ON TRACK →	City of Darwin held several open days and tours at Shoal Bay Waste Management Facility with various stakeholders including industry partners, government connections and the public to educate and engage key participants in waste operations, waste diversion, and the circular economy.

Image: Cavenagh Street landscaping

STRATEGIC DIRECTION 3: OPERATIONAL PERFORMANCE

Target: by 2030, Darwin will be recognised as a clean and environmentally responsible city

2024/25 deliverables	Status	Comment
Deliver the 2024/25 Greening Darwin Strategy annual funded actions	COMPLETED ✓	Distributed 16,877 trees through the native plant giveaway program, planted 874 street and park trees, and planted over 4,750 trees in bushland areas.
Deliver the Stage 2 Inert Cell Expansion at Shoal Bay Waste Management Facility	COMPLETED ✓	NTEPA approval received, and construction has commenced, meeting 2024/25 milestones.
Deliver the 2024/25 Climate Strategy annual funded programs	COMPLETED ✓	Emissions profile for 2022/23 and 2023/24 has been delivered and includes support for modelling of future projects. Successfully received grant funding to undertake energy efficiency upgrades at several City of Darwin facilities.
Deliver the 2024/25 Waste Management and Resource Recovery annual funded program	COMPLETED ✓	Solar panels and inverters now received at Shoal Bay for recycling and reuse. Delivered education sessions at the newly upgraded Shoal Bay Education Centre and undertook a Shoal Bay community open day.
Partner with City Deal Partners to deliver the Heat Mitigation and Adaption Strategy and Urban Living priorities	COMPLETED ✓	Tree canopy assessments conducted to support mapping from previous years. Supported Darwin Living Lab's study into optimum growing conditions and species of climbing plants on shade structures.
Deliver a composting facility at Shoal Bay Waste Management Facility	COMPLETED ✓	A FOGO tender was released, however no viable projects were identified. An EOI remains underway for advanced waste processing technologies.



Chan Ward Christmas Party

STRATEGIC DIRECTION 3 HIGHLIGHTS

Greening achievements

City of Darwin's Urban Bushland team have had a busy time over the past year with over 4,750 revegetation and tree plantings including:

- East Point revegetation site – 2,500 natives planted
- Muirhead revegetation site – 2,000 natives planted

In addition, the City Maintenance Waters Ward team planted 37 trees in mega tube pots and installed a new irrigation drip system at Yanyula Drive, Anula, enhancing amenity, biodiversity and habitat for wildlife on an unutilised and undeveloped council owned lot between Anula Shopping Centre and Anula Primary School.

Shoal Bay Waste Management Facility – Stage 2A Landfill Expansion

In May 2025, in line with project milestones, City of Darwin commenced Stage 2A of the inert landfill expansion at Shoal Bay Waste Management Facility. Upon completion this expansion will deliver an additional 148,000 m³ of airspace, ensuring the continued safe acceptance and management of asbestos-contaminated waste from across the Greater Darwin region.

The Stage 2 area is the only approved site in the Greater Darwin region where asbestos can be lawfully and safely disposed of. It is a fully engineered cell that prevents harmful substances from contaminating the surrounding environment. The robust design also means that it will serve the Territory's asbestos disposal needs well into the future, reducing reliance on costly and inefficient interstate transport. This cell plays a critical role in safeguarding both public health and the local environment.

Greenhouse gas emissions management

Each year, City of Darwin quantifies and tracks its annual organisational greenhouse gas emissions. In 2024/25, a tool was developed to model City of Darwin's future emissions trajectories based on a range of scenarios, this tool will assist in selecting optimal emissions reduction strategies for meeting City of Darwin's Climate Emergency Strategy 2030 targets.

In February 2025 City of Darwin was awarded a grant through the Federal Government's Community Energy Upgrades Fund to implement energy efficiency upgrades at a number of facilities, which will equate to an annual reduction in greenhouse gas emissions of 204 tonnes of CO₂ and significant energy cost savings.

Educating the community on environmental sustainability

City of Darwin continues to support the community in adopting environmentally sustainable practices through sponsoring and delivering a range of education programs. In 2024/25, the COOLmob Sustainable Living Project delivered more than 20 sustainability sessions to primary school students, local businesses received a workshop to improve their sustainability performance and renters attended a workshop on increasing energy efficiency and reducing energy costs. In addition, City in Darwin partnered with NTRS and Veolia to deliver 23 waste education sessions and eight bus tours of Shoal Bay Waste Management Facility for the community and hosted an inaugural Community Open Day on-site.

City of Darwin also sponsored the popular Top End Native Eco Fair event held in July 2024, providing an opportunity for the community to engage with local biodiversity organisations and community groups through information stalls, guided walks, talks and activities for all ages.

Reviva Reuse Shop

In February 2025, City of Darwin engaged Resource Recovery Australia through a competitive tender process, to operate the recycle shop at Shoal Bay Waste Management Facility. The new operation called Reviva Reuse Shop, supports the reduction of landfill waste, increases recovery of reusable materials and promotes circular economy principles. The shop also supports social inclusion through employing and upskilling workers who face barriers to employment.

In its first six months the Reviva Reuse Shop achieved the following outcomes:

- welcoming more than 15,000 customers and processing over 11,700 sales
- diverting over 159 tonnes of material from landfill
- donating 773 kg of clothing, books, and toys to six local charities
- hosting 12 school group visits focused on waste education.

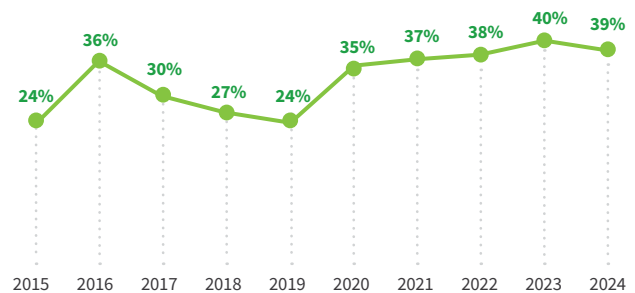
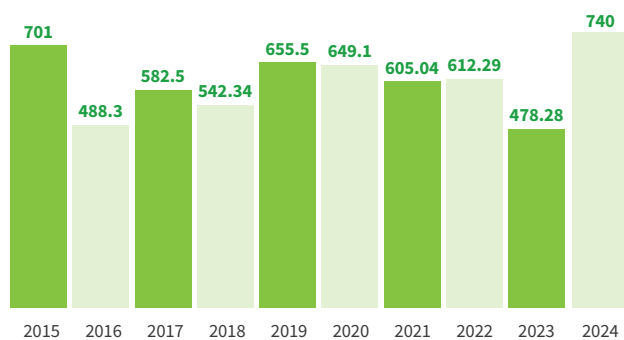


Muirhead community planting day

Graphs for cyclone clean-up waste diversion

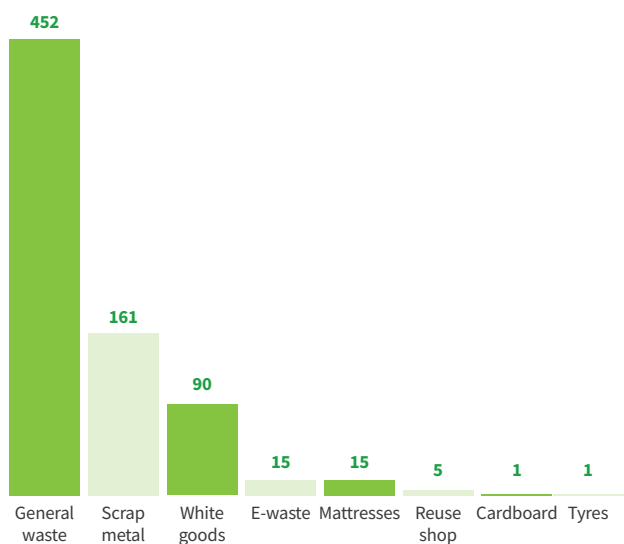
Diversion rate (%)

Total tonnage collected



Collection by material

Total collected: 740 tonnes



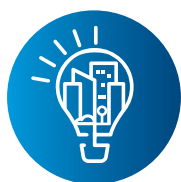




5.4 STRATEGIC DIRECTION 4



A smart and prosperous city



STRATEGIC DIRECTION 4

Target: by 2030, Darwin will be recognised globally as smart city

Strategic action	2023/24 progress	2024/25 progress	Comment
Implement and evolve #SmartDarwin and its pillars by 2030 	ON TRACK →	ON TRACK →	Smart City and Data policies were adopted by Council in 2024/25, supported by a Data Management Guideline. Smart City technology continues to be implemented across the municipality including the launch of a new smart trailer.
Lead innovation for the city and facilitate relevant activities to support these initiatives 	ON TRACK →	ON TRACK →	City of Darwin launched the Snap Send Solve platform for residents and visitors to Darwin to report items in the community using a simple digital tool.
Support the development of business centres that foster industry engagement, collaboration and innovation across all markets 	ON TRACK →	ON TRACK →	Supported business through providing feedback and reviewing applications for commercial developments, including alterations to Casuarina Square and developments in the Darwin city centre driven by the new CDU precinct.
Develop innovation hubs for our community and future generations 	ON TRACK →	ON TRACK →	Two pilot installations supporting the Place and Liveability Plan were installed across the community, testing ideas for the community to create liveable neighbourhoods.
Support life-long learning opportunities through the provision of STEAM (science, technology, engineering, arts and maths) programs 	ON TRACK →	ON TRACK →	STEAM and Lego Club programs run consistently throughout the year and are well attended. Casuarina Library also hosted a Women and Girls in Science event with Inspired NT, seeing over 200 members engaged in the activities.

Target: by 2030, Darwin will have attracted and retained more residents and will offer sustainable investment opportunities

Strategic action	2023/24 progress	2024/25 progress	Comment
Implement an economic development plan for the city 	ON TRACK →	ON TRACK →	City of Darwin delivered the 2025 Darwin Fusion, a two-day event that included an International Relations Conference; an International Trade Show; and Garramilla International Food Fair that was attended by over 1,500 community members and included 12 performances and 13 food stalls.
Support initiatives to increase the population of Darwin through engagement with business and industry, and all levels of Government 	ON TRACK →	ON TRACK →	Partnered with the Northern Territory Government to deliver large scale events including the 'A Very Darwin Christmas Pageant', and Cyclone Tracy 50th Anniversary Commemoration event. Also worked with the Northern Territory Government on the Investment Prospectus and Greater Darwin brand project.
Promote Darwin as a great destination to live, work, study and invest 	ON TRACK →	ON TRACK →	Refreshed the Discover Darwin website with new content and layout and finalised the Greater Darwin brand story.
Support initiatives to grow the economy and retain people and jobs in Darwin 	ON TRACK →	ON TRACK →	Developed an Investment Prospectus and built business capability by delivering a workshop on grants, tenders and EOI writing through October Business Month. Delivered the 2024/25 Sponsorships program supporting a range of services, events and activities for Darwin residents and visitors.
Deliver the international relations program to leverage business growth and economic development opportunities for the city 	ON TRACK →	ON TRACK →	Continued to deliver the Sister Cities Action Plan 2024-26, including the Darwin Sister City Award Storytelling Competition. Held Sister City and International Relations Committee meetings.

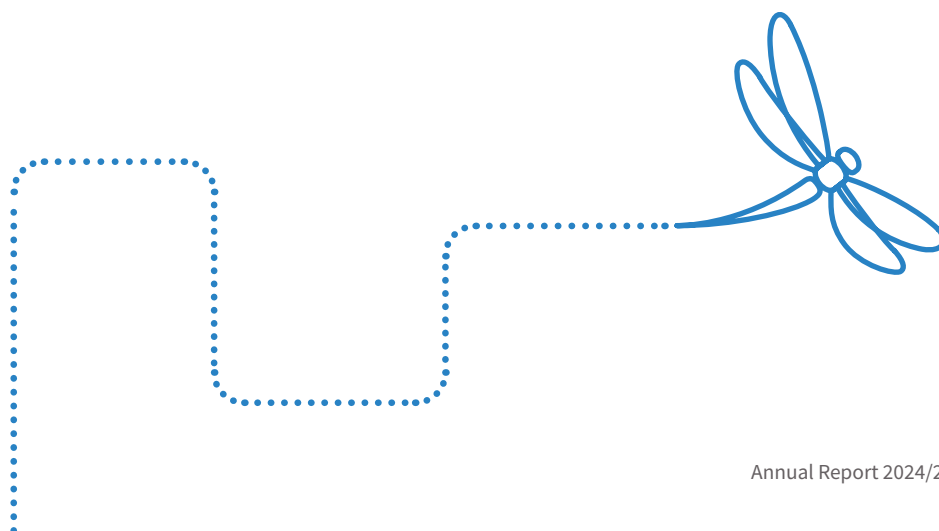
STRATEGIC DIRECTION 4: OPERATIONAL PERFORMANCE

Target: by 2030, Darwin will be recognised globally as smart city

2024/25 deliverables	Status	Comment
Deliver 2024/25 outcomes from the ICT Roadmap including design for a customer relationship management system, and a learning management system	COMPLETED ✓	Key milestones delivered as per roadmap, including an upgrade of the financial system to the cloud and completion of customer relationship management (CRM) and human resource and information system (HRIS) requirements gathering.
Deliver 2024/25 components of the Smart City Initiatives	COMPLETED ✓	Smart City Toolkit developed, and smart technology solutions used to support traffic studies, liveability pilots and insights reporting.

Target: by 2030, Darwin will have attracted and retained more residents and will offer sustainable investment opportunities

2024/25 deliverables	Status	Comment
Promote Darwin as a great destination to live, work, study, visit and invest through various channels	COMPLETED ✓	Used channels such as the Discover Darwin LinkedIn, Discover Darwin website, and developed the Greater Darwin brand story to promote Darwin to a greater audience.
Deliver an International Relations Program	COMPLETED ✓	Delivered the 2024/25 projects from the Sister Cities Action Plan 2024-2026 including the Darwin International Trade Show at Darwin Fusion.
Deliver the Economic Development Action Plan 2024-2026	COMPLETED ✓	Contributed data to the Night Time Economy Report, issued an expression of interest for supply, installation and management of billboards on City of Darwin controlled land.
Develop a Sister Cities Action Plan 2024-2026	COMPLETED ✓	The Sister Cities Action Plan 2024-2026 was adopted by Council in early 2024/25, and projects delivered include the Darwin Sister City Award – Storytelling Competition.
Develop an Investment Prospectus	COMPLETED ✓	Delivered an Investment Prospectus, which has been used throughout the year for delegation visits.



STRATEGIC DIRECTION 4 HIGHLIGHTS

Darwin Fusion 2025

City of Darwin proudly hosted Darwin Fusion from 22-23 May 2025, welcoming delegates from Sister and Friendship Cities, and representatives across government, business, education, and community sectors.

The two-day event highlighted the role of local government and international partnerships in driving trade, investment, and cultural exchange. Day one featured the International Relations Conference with over 140 delegates and keynote speakers including ambassadors and consuls from key partner nations. Day two showcased the International Trade Show with 50 exhibitors across diverse industries, followed by the Garramilla International Food Fair, a vibrant celebration of multiculturalism and Larrakia culture attended by over 1,500 people.

Library STEAM Zone

STEAM Zone is a hands-on learning program for all ages. It gives children and their families a creative and supportive space to explore science, technology, engineering, arts, and math in a way that's playful, engaging, and exciting.

Running every two weeks, year-round, STEAM Zone encourages participants to think outside the box, work together, and solve real-world problems through facilitated activities. Whether it's building, coding, designing, or experimenting, there's always something new to try.

Every year during National Science Week, with help from grant funding from Inspired NT, STEAM Zone features special themed sessions. This year's focus was on the solar system, with activities ranging from programming a robot to drive across the planets to using virtual reality to explore the constellations.

The program focuses on making learning fun and accessible for everyone. It supports different learning styles and helps build confidence, curiosity, and a love for STEAM, starting from a young age. No matter what participants are into, STEAM Zone gives children the resources and opportunity to build a love of lifelong learning.

Women and Girls in Science event

City of Darwin Libraries partnered with Inspired NT to celebrate the International Day of Women and Girls in Science with a special event at Casuarina Library. The event brought together accomplished women working in science across the Northern Territory, providing a unique opportunity for young people to connect with real-life role models and learn about the wide range of career pathways available in science.

Through hands-on demonstrations and one-on-one conversations, participants were able to see the possibilities that exist in STEAM fields and gain inspiration for their own future journeys. This free community event not only highlighted the achievements of Territory women in science but also aimed to spark curiosity and encourage the next generation of scientists, engineers, and innovators.

Tea and Tech: Supporting Digital Confidence for Over-50s

From March 2025, City of Darwin Libraries delivered 'Tea and Tech'; a ten-session program designed to help community members aged 50 and over build digital skills in a relaxed, social setting. Funded by the Good Things Foundation grant, the program welcomed 57 participants.

Sessions covered topics such as spotting scams, streaming media, and understanding artificial intelligence. Each session included a presentation, hands-on support, and morning tea, fostering both learning and connection. Feedback was overwhelmingly positive, with participants valuing the friendly environment and personalised assistance. The program exceeded expectations in reach and engagement, reinforcing the library's role in promoting digital inclusion and lifelong learning.





City of Darwin Smart Trailer

Evaluation of dog park utilisation

In collaboration with the Innovation team, and through data gathered by a Smart Trailer, the Animal Education team evaluated the usage of City of Darwin's Lakeside Drive and Muirhead dog parks. The evaluation focused on overall popularity, visitor volume, peak times, usage of large and small dog areas, and engagement with existing park resources.

The findings will guide future educational efforts by identifying optimal times for in-park education, suitable locations for signage and visual materials, and insights into which resources are being used or are lacking. This data also supports efforts to inform dog owners about busy periods, helping them choose the best time to visit, whether for socialising or quieter experiences for more anxious dogs.

Darwin city centre traffic model

In 2024/25, City of Darwin made significant progress in updating and implementing a digital micro-simulation traffic model for the Darwin city centre. This advanced modelling tool enables the assessment of theoretical and proposed development scenarios, helping to identify potential impacts on the road network and inform future upgrade requirements.

The model will play a key role in strategic transport planning and network management, ensuring the city centre remains accessible and efficient as it grows. Importantly, it also contributes to the development of City of Darwin's virtual twin, a dynamic, data-driven representation of Darwin that supports smarter decision-making and urban innovation.

Library statistics

408,602

**VISITS TO
LIBRARIES**

436,920

**TOTAL ITEM
CIRCULATION**

138,236

**DIGITAL LIBRARY
CIRCULATION**

89,669

**INTERNET SESSIONS
ON LIBRARY PCS
AND WI-FI**

875

**LIBRARY EVENTS
WITH 25,795
ATTENDEES**

269

**FAMILY AND CHILDREN'S
EVENTS WITH 19,664
ATTENDEES**



5.5 STRATEGIC DIRECTION 5



A vibrant and creative city



STRATEGIC DIRECTION 5

Target: by 2030, Darwin will be recognised as an iconic destination

Strategic action	2023/24 progress	2024/25 progress	Comment
Partner with other stakeholders to grow the visitor economy of Darwin  	ON TRACK →	ON TRACK →	City of Darwin engaged with the Cruise Tourism Working Group and Destination Darwin Working Group, and has furthered discussions with key stakeholders including Top End Tourism, Hospitality NT and the Chamber of Commerce to support the Darwin visitor economy.
Deliver a City of Darwin events program and support other event programs that engage locals and attract visitors    	ON TRACK →	ON TRACK →	Delivered a full program of events including the Christmas Pageant, several ward parties, the Cyclone Tracy Commemorative Event, Australia Day Citizenship and Awards Ceremony, the Bombing of Darwin event, and the inaugural Jingili Water Gardens Festival, as well as the opening of the Bundilla Coastal Reserve.
Support the promotion of Darwin as a cruise ship and yachting destination and as a home port for expedition ships 	ON TRACK →	ON TRACK →	City of Darwin provided in-kind support to enable shuttle bus lanes and temporary bus stops outside the Tourism Top End building on large cruise ship visitor days, and has supported the inclusion of a journey planner QR code to the cruise ship passport to facilitate travelling to the Darwin city centre.

Target: by 2030, Darwin will be a more connected community and have pride in our cultural identity

Strategic action	2023/24 progress	2024/25 progress	Comment
Promote Darwin as a destination known for its First Nation cultures and landmarks   	ON TRACK →	ON TRACK →	Partnered with Larrakia Nation Aboriginal Corporation to deliver the 2025 Garramilla International Food Fair. Attended by over 1,500 community members, and showcased Larrakia People's culture and the heritage of First Nations Peoples.
Fund the Darwin Entertainment Centre to deliver programs and services that create a cohesive, connected and culturally enriched community    	ON TRACK →	ON TRACK →	City of Darwin has continued to deliver programs and services that create a cohesive, connected and culturally enriched community, including programs for families and children, youth, seniors and participants in recreation and exercise and arts and culture sectors.

STRATEGIC DIRECTION 5: OPERATIONAL PERFORMANCE

Target: by 2030, Darwin will be recognised as an iconic destination

2024/25 deliverables	Status	Comment
Develop a Darwin place brand	COMPLETED ✓	Stage 1 of the Greater Darwin place brand has been developed, which saw delivery of the Greater Darwin brand story.
Deliver a City of Darwin annual events program and events management, including partnering with NTG to deliver the Christmas Pageant	COMPLETED ✓	A Very Darwin Christmas Pageant was delivered alongside a complimentary set of festive events. Other key events held include the Bombing of Darwin Commemorative Service and the Cyclone Tracy Commemorative Event.



Afro Dance Festival

Target: by 2030, Darwin will be a more connected community and have pride in our cultural identity

2024/25 deliverables	Status	Comment
Deliver the 2024/25 Community Grants Program to support and enable community events and programs including those celebrating culture, arts and diversity	COMPLETED ✓	Delivered the Community Grants Program. Funded activities can be found on page 164-165.
Deliver the 2024/25 Youth Strategy annual actions	COMPLETED ✓	Worked with Darwin youth to deliver a young artists mindfulness colouring book, school holiday programs, Youth Week activities, and the Launch series.
Deliver a Cyclone Tracy Monument	COMPLETED ✓	Finalised construction of a monument at Bundilla Beach in November 2024.
Deliver the Cyclone Tracy commemoration program	COMPLETED ✓	Successfully delivered a Cyclone Tracy Program in collaboration with the Cyclone Tracy Commemoration Advisory Committee. Key activities included a grants program, commemoration trail, interpretative signs, sculpture, podcast, events, photo exhibition and website.
Complete a Heritage Audit of City of Darwin assets, including an assessment on best use of public assets	MONITOR —	The audit commenced in 2024/25. Data will be loaded into the mapping software, and an assessment on best use of public assets will be completed in 2025/26.
Deliver the 2024/25 communications, media and marketing program	COMPLETED ✓	Supported City of Darwin's marketing, communications and engagement programs, including delivery of regular media releases, print, radio and social media.
Increase City of Darwin workforce and Elected Members presence at Reconciliation and NAIDOC Week events, publicly demonstrating our joint commitment to Reconciliation and the celebration of First Nations people.	COMPLETED ✓	Elected Members and City of Darwin workforce provided invitations and opportunities to participate in Reconciliation Week 27 May – 3 June 2025 and NAIDOC Week 7-14 July 2025.
City of Darwin will work in partnership with Larrakia representative organisations and First Nations providers to create opportunities for our workforce and Elected Members to engage in training, education and awareness of Larrakia and First Nations history and culture.	COMPLETED ✓	Online First Nations and Reconciliation training developed and available to staff through the Learning Management System.

STRATEGIC DIRECTION 5 HIGHLIGHTS

Cyclone Tracy 50th Anniversary Program

City of Darwin delivered the Cyclone Tracy 50th Anniversary Program in collaboration with the Cyclone Tracy Advisory Committee. This multifaceted initiative honoured one of the most defining events in Darwin's history and supported the protection and recognition of the city's heritage.

The program featured a community grants initiative, a commemorative trail, and the design, production, and installation of twelve interpretive signs at historically significant locations. Key highlights included a podcast series capturing personal stories and reflections, a public commemoration event, a photography exhibition, a dedicated website sharing information and resources related to the anniversary, Cyclone Tracy monument and support to the Remembering Cyclone Tracy Incorporated to create a Cyclone Tracy memorial.

Together, these activities celebrated Darwin's resilience and history, while enhancing public awareness and appreciation of the city's heritage sites and stories.

Christmas Pageant

In partnership with the Northern Territory Government, City of Darwin proudly hosted the third annual "A Very Darwin Christmas" pageant on Saturday 16 November 2024, drawing over 14,000 attendees to celebrate the festive season in the heart of the city.

This vibrant community event featured 50 Christmas themed floats and more than 1,200 participants, including 10 local schools. The parade journeyed from the Esplanade through the city centre, showcasing a uniquely Territorian Christmas, with highlights including tinsel-adorned helicopters, a giant Gingerbread Man, a whimsical Grinch lair, and friendly horses, all culminating in the arrival of Santa Claus.

The pageant reflected the spirit and diversity of Darwin, bringing joy and pride to residents and visitors alike. It concluded at the Smith Street stage, where the Lord Mayor's Lighting of the Christmas Tree ceremony officially marked the beginning of the holiday season.

Festive decorations lit up the mall, guiding visitors to the popular "Wish Upon a Star" activation at Raintree Park, which inspired widespread community engagement and social media sharing.

Jingili Water Festival and Families Week

City of Darwin delivered its inaugural Jingili Water Festival during Families Week in May 2025 at the Jingili Water Gardens. Hosted by the Chan Ward Elected Members, the Jingili Water Festival was attended by over 4,500 community members and celebrated the important role families play in our communities.

The event featured a range of free entertainment for all community members, including face painting, petting zoo, water slides, and Dunkaroo for Kids as well as music and a barramundi-themed scavenger hunt. Larrakia Nation, Royal Life Saving NT and Power and Water also participated in the event, providing engaging presentations for attendees. City of Darwin's Fun Bus and Fun in the Parks teams were also on site to provide a range of fun entertainment for children of all ages.

Haunted House Halloween Disco

Waters Ward Elected Members proudly hosted the inaugural Haunted House Halloween Disco at the Malak Community Centre, an exciting new addition to City of Darwin's community events calendar.

The event attracted over 450 attendees across three hours, with community members of all ages embracing the Halloween spirit. Many arrived in costume, enjoyed face painting, and indulged in our complimentary BBQ, as well as food and sweet treats from local food trucks.

The evening featured a range of themed activations, including a haunted house-style disco, spooky story time sessions delivered by City of Darwin Libraries, and inclusive sensory activities supported by the Fun in the Parks team. The event was a resounding success, fostering community connection and family-friendly fun.



Haunted House Halloween Disco



Darwin Christmas Pageant

Access Strategy 2025-2030

The new Access Strategy 2025-2030 was developed through extensive community consultation in 2024/25, engaging 195 participants including people with disability, key stakeholders, Council members, City of Darwin staff, and the broader community. Input was gathered through 8 focus groups, 78 public survey responses, 8 stakeholder interviews, and 2 community pop-ups.

City of Darwin's Access and Inclusion Advisory Committee provided guidance throughout the process.

Consultation feedback highlighted both strengths and opportunities for improvement, forming the foundation for strategic priorities. Key themes included:

- Built environment and mobility: footpaths, crossings, signage, and accessible parking require upgrades. Heat mitigation in public spaces was a major concern.
- Participation and events: strong support for more inclusive events and beach access. Requests included Auslan interpreters, better wheelchair access, and accountability for event accessibility plans.

- Intersectionality and inclusion: participants emphasised the importance of recognising overlapping experiences of marginalisation, especially for First Nations people with disability or those with English as a second language.
- Hidden disabilities: suggestions included quiet zones at events and expanded staff training on neurodiversity, dementia, and mental health.
- Access to services: improvements were recommended for City of Darwin's website, promotion of accessibility resources, and enhanced assistive technologies in libraries.
- Employment and training: calls for more inclusive recruitment, flexible roles, and ongoing staff and contractor training on disability awareness.
- Advocacy and collaboration: participants identified areas outside Council control (e.g. public transport) and recommended stronger collaboration with NT government, local disability organisations and businesses.

The strategy was endorsed by Council in July 2025.

Darwin Street Art Festival 2025

In line with goals from the Creative Strategy 2024-2030, City of Darwin supported several Darwin Street Art Festival (DSAF) 2025 projects, including as funder, via sponsorship or logistical and building services. These include:

Colour Popping Scenic Mural at entrance of the Nightcliff Community Centre

Artist: Marita Albers

Nightcliff Community Centre sports a fresh, wraparound mural work that brightens the entryway with a colourful scene including trees, plants, flowers, and friendly local critters. A fun welcome into a well-loved and used community space.

Marita Albers is a Darwin artist who has been exhibiting her work in the Territory, interstate and overseas for almost twenty years. She is primarily known for her brightly coloured, exuberant paintings, but has worked in a variety of other mediums as well. Marita has collaborated on dance and fashion projects, illustrated a children's book, and worked on several public art projects. She draws on her love of story and her travels to fuel her work and professes an incurable addiction to colour.

Bookish Interplanetary Mural on front wall, Casuarina Library

Artist: Kris Keogh.

Casuarina Library features a fun alien themed new mural, which includes a nod to the wonders of reading and the welcoming space of our libraries; no matter what planet you may be from.

Kris is a musician, painter and digital artist based in Nhulunbuy, Arnhem Land, NT. He has been exhibiting since 2008 and has had several solo shows in both Australia and Japan. Kris is influenced by all things kawaii, op art, and Australian First Nations painters, especially from Northeast Arnhem Land and from the Central Desert region. Fun fact – Kris is the original designer of our Fun Bus!

Nice Boi Mural on Alawa Oval Amenity Block

Artist: Tarzan JungleQueen.

Alawa Oval's toilet block has been beautifully upgraded with 'Nice Boi', a bright new work interweaving themes of freedom, identity, justice and peace with a message 'Not free until we are all free'.

Tarzan JungleQueen is a multi-disciplinary queer artist whose work blends graphic design, collage, screen printing, and text. Their work explores and reimagines ideas of queerness, identity, and community, often through the deconstruction of their own body. With a deep connection to community arts in Darwin, Tarzan is committed to collective liberation and environmental justice. Their art has been exhibited locally, interstate, and internationally.

Double Exposure Evening Event

Saturday June 14, Austin Lane, old RSL block

A new addition to this year's Street Art Festival, Double Exposure was a bold outdoor projection exhibition, transforming the city into a vibrant night-time gallery for one night only. The large-scale installations converted a vacant space in Darwin's city centre, including the activation of existing large-scale murals, and an immersive two-storey cube installation showcasing film, photography, and digital artworks including local young artists, established Darwin artists as well as interstate, and international creatives. City of Darwin through the Creative Strategy was a key sponsor of this event, along with Department of Foreign Affairs and Trade (DFAT) and Activate Darwin via the Northern Territory Government.

Tidal Reflections on Urban Furniture, Rapid Creek Foreshore.

Artists: Free Space Studio Collective with Arts Access Darwin.

Near Kite Surfers Corner, two concrete tables and bench seat bases have been beautifully hand painted by the Free Space Studio collective, a group of 18 artists with disability, supported and represented by Arts Access Darwin. This diverse group of artists came together to develop a collaborative mural artwork responding to the theme of Tidal Reflections and including designs that inspired by the nearby tropical, ocean environment of beautiful Larrakia Country. City of Darwin supported this project through artists fees and arts team administration.

Darwin Street Art Festival is delivered by Proper Creative, funded by the Northern Territory Government through Activate Darwin and supported by other sponsors including City of Darwin.

Tara Darcy's Artwork Nightcliff Jetty

City of Darwin installed three new light poles in the Nightcliff jetty carpark as a key project on the Liveability Platform, delivering on both art and culture and safety and security principles for the community. The Arts and Cultural Development team worked in collaboration with Arts Access Darwin to create a set of images by Tara Darcy for use on these from an original painting called Maningrida Community.

Maningrida Community was inspired by Tara's coastal life growing up in her home community in West Arnhem Land. Individual elements from her artworks have been selected as design features and include figures, birds, planes, turtles, and houses. Tara is a member of the Free Space Studio, an accessible visual arts program run by Arts Access Darwin as part of Darwin Community Arts.

Creative Strategy design suites

In line with goals from the Creative Strategy, City of Darwin has worked with Arts Access Darwin and the Free Space Studio collective on several design suites across a range of Council projects to elevate local artists with disability and provide additional opportunities to exhibit their work in the public realm, including:

- *Gurumbai* (2019 – 2022). Featuring artworks inspired by the local Rapid Creek water ecology, designed for the Jingili Watergardens All Access Playground shade structures. These artworks also feature on amenity blocks and one of our street sweepers.
- *Gestures: Celebrating 10 Years of the Free Space Studio* (2024). Lightbox Exhibition honouring the collective's 10-year anniversary with 10 artworks by 10 Free Space artists.

MAGNIFY – Youth Programs and Museum and Gallery of the NT

MAGNIFY was a partnership between City of Darwin's Youth Programs team and the Museum and Art Gallery of the Northern Territory (MAGNT). Delivered during Youth Week, the project engaged almost 50 young people in direct delivery of the event including 8 emerging producers, 20 market stall holders, 9 activity facilitators and 10 performers.

MAGNIFY sought to build on MAGNT's annual EXIT Art exhibition by offering complementary public programming designed and delivered by young creatives. Offerings included live painting and tote bag printing, a makers' market, dance cyphers in the gallery, music and spoken word performances as well as nail art, custom vinyl toy and acrylic painting workshops. The event turned the spotlight on the creativity, capacity and positive contributions young people make to our community and was appreciated by 500 plus attendees.



Happy Tank 2.0 by Gloria Richards

Community Grants

The Community Grants program services community groups to provide inclusive events and capacity building activities that benefit the Darwin community. This year the program doubled its received applications, funding a wide variety of exciting projects.

Highlights included specialised First Aid training for families and carers of young children through Playgroup; The Sugarbag Block Party, a largescale free arts event celebrating the LGBTQIA+ community and activating Austin Lane in the CBD; a targeted dog desexing program that saw over 40 animals receive treatment; and the Refugee World Cup, which brought together over 1000 locals from diverse backgrounds to share in their love of football. A full list of grant recipients can be found in Appendix 8.3.

Reconciliation and NAIDOC Week Grants

In line with City of Darwin's Reconciliation Action Plan, six dynamic NAIDOC Week events were funded, celebrating the theme "The Next Generation: Strength, Vision & Legacy". These included a large community cultural and family fun day by Yilli Rreung Housing, with attending Councillors commenting on the excellent community outcomes; a leadership and career breakfast that empowered the next generation of First Nations leaders; the Deadly Cup Rugby League Carnival, a free community health promotion event with over 3000 attendees; and a sewing workshop for First Nations women to come together, celebrate culture and learn new skills. Details on the full program can be found in Appendix 8.3.

★ CITIZENSHIP SNAPSHOT

855
New citizens



21
Ceremonies
held

71
Countries
represented



Lord Mayoral Awards

LORD MAYORAL AWARDS

Champion Award

Richard Crookes, a passionate advocate who has dedicated his efforts to improving the lives of stroke survivors and their families across the Northern Territory, was awarded the Champion Award. Through public education campaigns, Richard has championed the critical F.A.S.T. message to help communities recognise and respond to strokes quickly. Richard works tirelessly to improve accessibility, advocating for disability ramps at fishing spots and increased wheelchair parking. Richard's support for hospital patients and leadership in fundraising initiatives like Stride4Stroke further highlight his unwavering commitment to supporting the community. As a stroke survivor, Richard draws on his lived experience, advocacy, writing, and community initiatives to inspire and empower others.

Rising Star Award

Tristan Toll, a 19-year-old entrepreneur and advocate for access and inclusion in employment, was awarded the Rising Star Award. Tristan co-founded a thriving lawn mowing and gardening business dedicated to empowering people with disabilities and is now the Operations Manager, leading a team across more than 150 sites.

Tristan's impact extends beyond business, he was recognised for co-designing and supporting facilitating programs such as 'Get Ready to Work' and 'Supported Employment, Empowering Disabilities', which focus on developing skills and knowledge in the gardening sector, as well as understanding employment rights. Living with Autism, Tristan shares his journey to inspire others and spoke at the 2023 NT Youth Conference. Passionate about fairness and inclusion, Tristan creates opportunities to ensure everyone feels valued and empowered to achieve their goals.





Citizen of the Year Awards

CITIZEN OF THE YEAR AWARDS

Citizen of the Year Award: Donna Roushman

Donna has been recognised for her impactful work in the field of inclusive swimming after she formed the Starfish Swim Group in 2005, providing specialised swimming instruction for children with special needs.

The Starfish Swim Group was created to offer families with children who have disabilities access to a free, comprehensive water skills program, helping children learn to swim and stay safe in the water.

Donna's dedication has been pivotal in creating and sustaining a supportive, inclusive environment where children with disabilities can thrive, gain valuable skills and enjoy the benefits of swimming.

Donna's commitment has been recognised with the Medal of the Order of Australia (OAM), celebrating her exceptional service and lasting impact on the community.

Young Citizen of the Year Award: Peter Susanto

Peter has been recognised for being an outstanding young man and dedicated member of the community.

After showing exceptional academic abilities in the early years of primary school, Peter accelerated through the grades to eventually achieve top academic results at school and in competitions at regional, national and international levels, as well as enrolling in a Bachelor of Medicine at a very young age.

Peter's academic achievements have raised the NT's profile in academics and Peter has been invited to speak at several Darwin schools to share his story.

Peter contributes to the community by inspiring young people to do their best in whatever they do, through sharing his achievements, struggles and strategies to deal with difficult challenges.

Peter established Peter's Little Library, a free mini library where everyone can borrow, swap or donate books, and is a member of the Northern Territory Association for the Education of the Gifted and Talented.

Peter was the 2024 NT Youth Week Ambassador and has volunteered for the Australian Dental Association where he advocated for all NT residents aged 18 years and less to have access to free oral health services irrespective of their situation or school enrolment.

Community Activity of the Year Award: Darwin Lions Beers Can Regatta

The Darwin Lions Beer Can Regatta is a unique event held annually in Darwin that celebrates creativity, fun and community spirit.

The Regatta has made several important contributions to the community over the past 50 years, raising significant funds for local charities, including assisting the Men's Shed Palmerston in purchasing a new shed and contributing to St John Ambulances purchasing two new ambulances.

The Regatta has also supported the Cancer Council NT and raised awareness about recycling and waste management, promoting creative re-use of materials and highlighting the importance of sustainability.



5.6 CITY OF DARWIN GOVERNANCE FRAMEWORK

Vision and Culture

2024/25 deliverables	Status	Comment
Proactive risk management in supporting operations and project delivery	COMPLETED ✓	Collaborative risk management support was provided to key operational and strategic projects to ensure proactive identification and treatment of risks throughout the financial year.

Roles and Relationships

2024/25 deliverables	Status	Comment
Provide Operating Subsidies and Sponsorships in line with City of Darwin's Funding Guidelines	COMPLETED ✓	The City of Darwin sponsorships funding for 2024/25 was awarded, and additional out-of-round applications were presented and supported within budget.
Establish and maintain productive and positive relationships with Larrakia Nation, First Nations and Government Stakeholders to work in collaboration to improve public amenity	COMPLETED ✓	Assertive Outreach continued to work with stakeholders across the community to improve public safety including joint patrols, remote community visitor programs and other initiatives.
Advocate Council's position at National and Local Levels for the benefit of the Darwin community	COMPLETED ✓	The CEO and Lord Mayor continued to advocate for City of Darwin at all levels, recently via ALGA motions, Local Government Act changes, and directly with the Federal and Territory Government through written submissions and regular meetings.

Decision Making and Management

2024/25 deliverables	Status	Comment
Implement City of Darwin's Privacy Management Framework and annual actions	COMPLETED ✓	Privacy Management Framework implemented with supporting actions undertaken, such as establishment of Privacy Governance Committee and mandatory privacy training completed by all new employees.



Accountability

2024/25 deliverables	Status	Comment
Deliver unqualified 2023/24 City of Darwin Audited Financial Statements	COMPLETED ✓	Unqualified Audited Financial Statements achieved.
Deliver the 2023/24 Annual Report	COMPLETED ✓	Annual Report 2023/24 completed and published.
Deliver the 2024/25 Internal Audit Program	COMPLETED ✓	A three-year internal audit program was developed and commenced with the first tranche of audits nearing finalisation.



DiversAbility Fun Day

5.7 STRATEGIC AND MAJOR PROJECTS

City of Darwin major projects are operations or capital projects with budgets that exceed \$1 million. Each year, City of Darwin identifies a number of major projects which are fundamental to delivering on the *Darwin 2030 – City for People. City of Colour Strategic Plan*. These projects may be delivered within an annual budget cycle or scheduled and funded across multiple years.

Project	Description and comments	Budget	30 June 2025 result
Bundilla Beach revitalisation – stage 1	The stage 1 of the Bundilla Beach project delivered public lighting, a new dog park, a 3x3 basketball court, shared user paths and walkways, toilets, BBQ tables and shelters, CCTV, exercise nodes and softscape. The Masterplan and stage 1 was funded by a \$3 million grant from the NT Government and \$500k from City of Darwin.	\$3.5 million	COMPLETED ✓
Road resurfacing and renewal	Roads are an essential community asset which require continuous maintenance and repair works. For this year's program, reseals were completed on Chambers Crescent in Malak, Pickford Street and Freshwater Road in Jingili, the north-east section of Rapid Creek Road in Millner, and Gardens Road in The Gardens.	\$1.8 million	COMPLETED ✓
Chapel Lane revitalisation	The project is part of a plan to transform laneways and small streets in the Darwin city centre into enjoyable spaces for locals and visitors. The revitalisation project was scheduled to commence in 2024/25, however has been delayed due to underground service location clashes. Construction will commence in September 2025 and is expected to be completed in December 2025.	\$1.2 million	OFF TRACK ✗
Civic Centre and Precinct Redevelopment Project	The Civic Centre and Precinct redevelopment project will feature a new City of Darwin office, enhanced community facilities, including a new library, a function space accommodating up to 300 people, along with additional meeting rooms for community use, as well as approximately 410 car parking spaces servicing residents, workers and visitors. Construction commenced in April 2025 and is scheduled for completion in 2027/28.	\$77 million	ON TRACK →

Project	Description and comments	Budget	30 June 2025 result
Stormwater upgrade	Stormwater upgrades are delivered through an annual program of works, and through condition assessments of stormwater assets high-risk areas are identified for immediate rectification works. Asset replacements for this year have been completed at Yanyula Drive, Tiwi Gardens Road, Tiwi Place, Essington School and Travellers Walk. Stormwater upgrades at Driffield Street and Chapel Lane will be finalised in 2025/26, completing the 2024/25 program of works.	\$2.1 million	ON TRACK →
Footpath reconstruction	Under the annual footpath renewal program, footpaths were upgraded on Bell Street, Able Street, Packard Street, Sanders Street and Lee-Point Road.	\$1 million	COMPLETED ✓
Smith Street streetscaping	The project will see greening and cooling elements added to the stretch between Knuckey and Whitfield Streets, including additional trees and landscaping, improved pedestrian and active transport access and enhancements made to amenity. Construction works commenced in March 2025. Practical completion is expected to be delivered in September 2025.	\$3 million	ON TRACK →
Information Communication Technology (ICT) Roadmap	City of Darwin continues an information and communication technology transformation program to deliver an enhanced user experience, customer service, data and information management, and improved process integration and strategy.	\$3.1 million	ON TRACK →
Shoal Bay Waste Management Facility upgrade works – Stage 2	Construction works have commenced on the northern expansion of the Stage 2 waste cell at Shoal Bay Waste Management Facility (Shoal Bay), ensuring the continued safe disposal of asbestos containing materials within construction and demolition waste, for the Greater Darwin region. The expanded cell has been designed to meet and exceed best practice environmental standards, playing a critical role in safeguarding both public health and the local environment. Construction of the new waste cell has commenced and is scheduled for completion in November 2025.	\$5.7 million	ON TRACK →

Project	Description and comments	Budget	30 June 2025 result
Plant and equipment replacement program	The plant and equipment program is an annual cycle of replacements and new assets to support City of Darwin's operational needs. This year, the program saw delivery of an irrigation van, new tipper, bushlands utility, and a street sweeper. A contract was awarded for the supply of 2 articulated loaders, 2 tractors and 1 vertique soil aerator for delivery in 2025/26. Procurement for the supply of new backhoes, and 22 new trucks commenced in 2024/25 and is expected to be delivered from 2025/26 onwards.	\$4.5 million	ON TRACK →
Better Suburbs	City of Darwin continues to invest in the Better Suburbs Projects program to upgrade streetscapes and community infrastructure in our suburbs as part of Council's commitment to achieve a vision of a Darwin 2030: City for People. City of Colour. Projects delivered include a storage shed at Nakara Oval, laneway beautification at Nightcliff Village, and the installation of speed check signs. The full list of projects completed can be found in Appendix 8.2. The balance of Better Suburbs projects not completed in 2024/25 are scheduled for completion in early 2025/26.	\$1.8 million	ON TRACK →
Parks and playground constructions	Playground upgrades were delivered at George Crescent Park, Juliet Shields Park, the Malak obstacle course, and liberty swing. Dorisvale Park and Bayfield Park playground replacements are ongoing for completion in early 2025/26. The Waters Ward Multigenerational Recreation Space is nearing finalisation of design ahead of planned construction commencing in 2025/26.	\$1 million	ON TRACK →



6. LEGISLATIVE COMPLIANCE



LEGISLATIVE COMPLIANCE

The Local Government Act 2019 details the information which must be captured within the Annual Report.

Under section 291 of The Act the content of the annual report must include:

- a copy of the council's audited financial statements (refer pages 108-157)
- an assessment on council's performance against the objectives stated in the municipal plan (refer pages 46-87)
- an itemisation of any shared services the council has entered
- details of any delegations of the council's functions and powers to a council committee
- an itemisation of any amounts of fees or allowances paid to committee members (refer pages 29-31 and 105)
- a summary of community engagements and consultations undertaken by the council (refer pages 93-95)
- an assessment of council's performance of service delivery and projects (refer pages 46-87)
- comparison of the council's actual performance against budget with a reason for the material variations (refer pages 102-104).

6.1.1 Shared services

The Shared Services Policy was adopted by Council on 22 February 2022. During 2024/25 City of Darwin participated in one shared service:

- Library Courier Services shared by City of Darwin, City of Palmerston and Litchfield Council – \$3,060 of \$9,180.00.

6.1.2 Delegations

On 28 September 2021, the 23rd Council reviewed its statutory delegations and adopted the following delegations to Council committees and the Chief Executive Officer:

CHIEF EXECUTIVE OFFICER PERFORMANCE APPRAISAL COMMITTEE

The power to:

- conduct and finalise a performance evaluation and review of the Council's Chief Executive Officer; and
- any other power and functions delegated to it under its Terms of Reference from time to time.

ADMINISTRATIVE REVIEW COMMITTEE

Its powers under section 324 of the Local Government Act to:

- investigate, inquire into and make recommendations to Council on matters raised in application to review a decision in accordance with Part 18.1 of the Local Government Act 2019; and
- any other powers and functions delegated to it under its Terms of Reference from time to time; and
- pursuant to section 40 of the Local Government Act 2019 its powers under section 19 of the Local Government (General) Regulations 2021, to carry out, on behalf of the Council, financial functions of the Council in the months the Council does not hold an ordinary meeting.

RISK MANAGEMENT AND AUDIT COMMITTEE

To:

- monitor compliance by the Council with the proper standards of financial management; and
- monitor compliance by the Council with Northern Territory Local Government Legislation and Accounting Standards; and
- authorise the Committee or its members to:
 - obtain any information it requires from any member of staff and/or external party
 - discuss any matters with the external auditors, or other external parties
 - request, via the Chief Executive Officer, the attendance of any member of staff at committee meetings
 - obtain external legal or other professional advice, as considered necessary to meet its responsibilities
- any other powers and functions delegated to it under its Terms of Reference from time to time.

CHIEF EXECUTIVE OFFICER

Or any person acting in the position of Chief Executive Officer,

- all the powers, functions and duties under the Local Government Act 2019 and Local Government Regulations 2021 subject to any conditions and or limitations specified in legislation, Council policy and procedure or by Council resolution with the exception of:
 - i. the powers, functions and duties under section 35 regarding adoption of the Municipal Plan
 - ii. the powers, functions and duties under section 64, appointment to fill a casual vacancy on the Council
 - iii. the powers, functions and duties under Section 82 to establish or abolish Council committees; and
 - iv. the powers, functions and duties under Part 6.4, meetings of electors
- all the powers, functions and duties of all other acts and regulations under which Council has a vested power, function or duty, subject to any legislative restrictions, conditions and limitation, Council policy and procedure
- the powers and functions under the Darwin City Council By-laws 1994, subject to any legislative restrictions, conditions and limitation, Council policy and procedure
- that such powers, functions and duties may be further delegated buy the Chief Executive Officer in accordance with Section 168 of the Local Government Act 2019 (NT) as the Chief Executive Officer determines, unless otherwise indicated therein.

In accordance with Section 183 of the Local Government Act 2019 (NT), the Chief Executive Officer has been appointed as an Authorised Person.

On 15 March 2022, these delegations were modified to clarify the limitations on financial liabilities as required by section 40(3)(b) of the Act and Council resolved that:

In accordance with section 40(3)(b) of the Local Government Act 2019 that the following financial liabilities will require Council approval:

- a. Any loan borrowings, entering mortgages, issuing of bonds or similar undertaking excluding minor transactions as defined in the borrowing guidelines;
- b. Where Council enters a fixed purpose contract and anticipated expenditure is over \$10 million (ex GST);
- c. Where Council enters a period contract and \$10 million expenditure (ex GST) is expected to occur in any year;
- d. Where Council enters a panel contract and anticipates expenditure over \$10 million for a project (ex GST) or \$10 million (ex GST) per year for a service;

- e. Other circumstances where City of Darwin would create a financial liability of \$10 million (ex GST) or more.

Note: City of Darwin operates under the City of Darwin By-laws 2023 which came into effect in October 2023.

6.1.3 Freedom of information

In accordance with the Information Act 2002, residents and customers may request access to information (Freedom of Information) which is either personal to them or information related to Council business. In 2024/25, City of Darwin received 6 Freedom of Information requests. 1 related to access to personal information and 5 related to Council information.

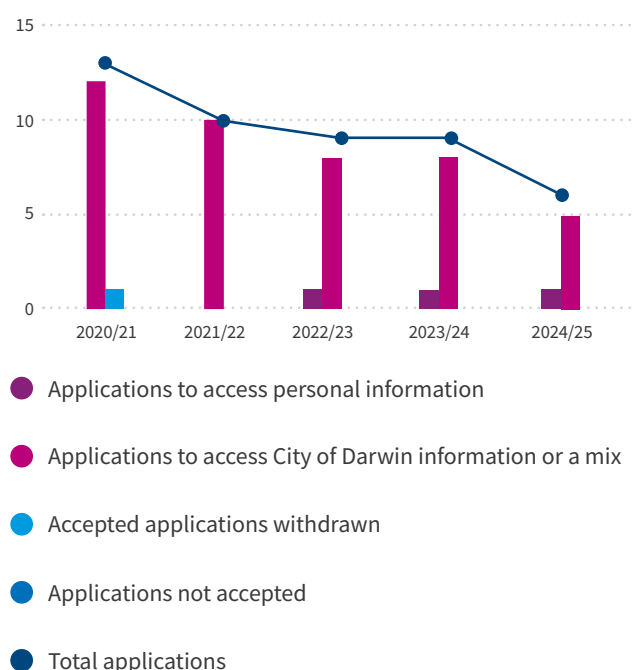


Figure 8 Freedom of information

Freedom of Information requests 2024/25	
Information requests	6
Personal	1
Council Information	5

6.1.4 Community engagement

City of Darwin is committed to open, transparent and responsive engagement with our stakeholders and the community. We design our engagement process to reflect our diverse population and continue to incorporate the input and feedback we received into our decision making.

Engagement instils community confidence in our ability to show strong leadership and deliver our promises. It also builds confidence and satisfaction in the partnerships we are creating with our stakeholders and the community.

Community and stakeholder engagement is a planned process which provides significant benefits to City of Darwin.



During 2024/25 City of Darwin undertook several engagement processes including:

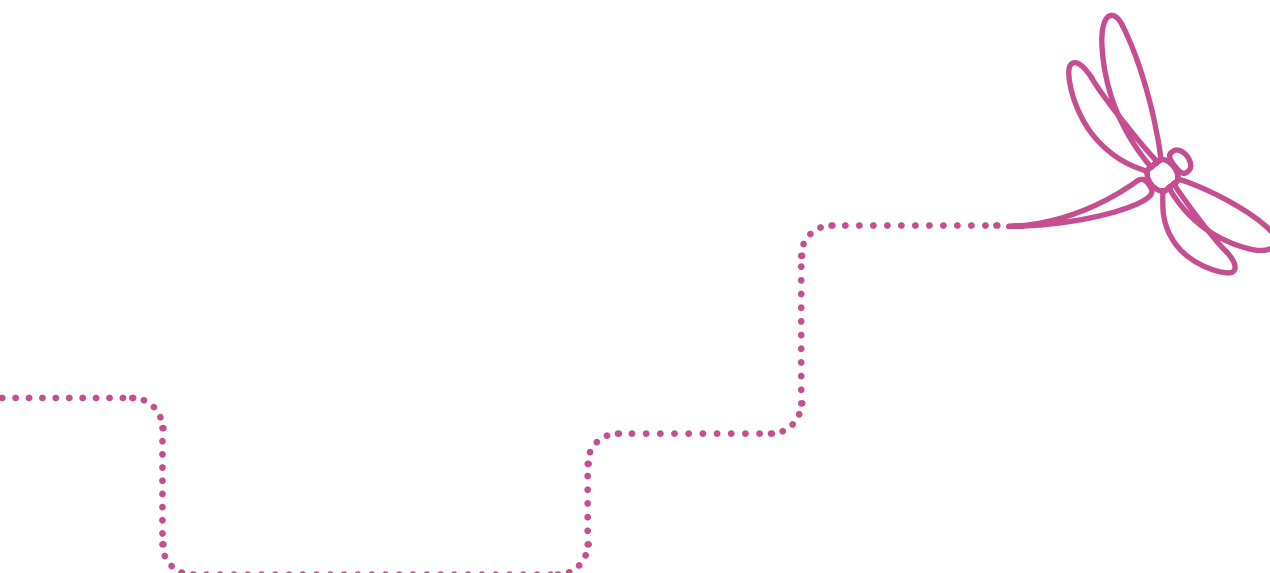
Project	Timing	Engagement information
Waters Ward Multigenerational Recreation Space	2 September to 11 October 2024	The Waters Ward Multigenerational Recreation Space is being developed under the Play Space Strategy 2023–2030 to provide facilities for residents of all ages and abilities. Community consultation was undertaken through an online survey, community pop-ups, stakeholder meetings, workshops and a drawing competition. A total of 186 participants contributed, including local residents, schools, community groups and service providers. Feedback highlighted safety, shade, water play, nature play and inclusive design as key priorities. The engagement confirmed strong community support for creating a welcoming, accessible and family-friendly space for the Waters Ward community.



Project	Timing	Engagement information
Developing the Greater Darwin Brand	14 October to 4 November 2024	City of Darwin partnered with Nous Group to develop a unifying brand for the Greater Darwin region, highlighting the area's lifestyle, culture and opportunities. Engagement was undertaken through surveys, pop-up events, focus groups, workshops and stakeholder correspondence, with 183 people participating in the brand voting survey. The 'Lean into life' concept received the strongest support, valued for its inclusivity, relatability and alignment with Darwin's relaxed lifestyle. The engagement showed strong support for a brand that reflects Darwin's lifestyle, identity and community values.
Access Strategy 2025-2030	16 October to 13 November 2024	City of Darwin undertook community consultation to inform the Access Strategy 2025-2030. Engagement included focus groups, an online survey, stakeholder interviews, pop-up sessions and written submissions, with 195 people contributing. Feedback highlighted the importance of better footpaths, accessible parking, shade and lighting, as well as clearer signage and wayfinding. Participants also called for more inclusive events, improved beach access and greater attention to invisible disabilities. The engagement confirmed strong support for City of Darwin's role in promoting accessibility and inclusion, with libraries identified as important inclusive hubs and backing for stronger advocacy, training and collaboration with disability organisations.
Fun Bus Survey	11 April to 9 May 2025	The Fun Bus is a mobile playgroup providing free early childhood activities across Darwin. Community engagement was undertaken to gather feedback from parents, carers and families to guide programming and improve service delivery. The sentiment from survey responses was positive, with more than 95 per cent of participants rating the Fun Bus as good or excellent and 98 per cent indicating they were likely to recommend it to others. Feedback highlighted the friendly and welcoming staff, the range of activities, and the program's contribution to social connection and early learning.
Parap Pool Training Facility proposal	17 April to 6 May 2025	City of Darwin sought community feedback on a proposal from Swimming Northern Territory to construct a new training facility at Parap Pool, including a gym, meeting room and additional storage. Engagement was undertaken through surveys, stakeholder correspondence and community pop-ups, with 229 submissions received. Almost 80 per cent of respondents supported the proposal, noting benefits for local swimmers, sporting clubs and the opportunity to attract elite training camps in the lead-up to major competitions. The overall sentiment was strongly positive, with feedback emphasising youth development, health and wellbeing, and strengthening Darwin's reputation as a sporting destination.

Project	Timing	Engagement information
Draft Municipal 2025/26	30 April to 21 May 2025	The Draft Municipal Plan 2025/26 outlined City of Darwin's proposed priorities, budget and capital works for the year ahead. Community engagement was undertaken through surveys, submissions and direct correspondence to seek feedback on the draft plan. Feedback supported greening initiatives, tree planting, improvements to parks and pathways, accessibility upgrades and investment in community facilities. The engagement demonstrated strong community interest in shaping Council's direction, with feedback helping to refine priorities for the 2025/26 financial year.
Place and Liveability in Darwin	20 June 2025 to 28 July 2025	The Place and Liveability Plan is being developed to provide a framework for strengthening Darwin's identity, vibrancy and quality of life. The Plan will guide future projects, policies and investment to support a safe, connected and inclusive city. To inform the draft Plan, City of Darwin undertook a broad community engagement process. More than 1,200 people contributed through workshops, surveys and community events. The community identified safety, open space and connectivity as key priorities, while First Nations engagement highlighted arts and culture, employment and economic activity. Feedback also pointed to opportunities for more cultural storytelling, local events and improvements to parks and recreation facilities. The sentiment from the engagement process was strongly positive. Community members welcomed the opportunity to shape a shared vision for Darwin's future and expressed strong support for a plan that places safety, connectivity, open space and cultural identity at the centre of future planning and investment.

Table 21 Engagements undertaken in 2024/25



6.1.6 Risk Management Framework

City of Darwin's Risk Management Policy outlines City of Darwin's commitment and approach to risk management and risk appetite. The Risk Management Policy and framework has been developed in accordance with the International Standard for Risk Management ISO 31000:2018. The principles considered within the framework consider risk management to be:

- an integrated and integral component of organisation activities
- inclusive of stakeholder views and perceptions
- customer to include internal and external organisational requirements
- dynamic to respond to environment and future changes
- operating within a structured and communicated framework
- lead by demonstrated commitment from elected members, senior management and staff.

A strategic risk assessment identified nine risks associated with achieving City of Darwin's Strategic Plan and includes the existing controls as well as future opportunities for the organisation to mitigate or further reduce these risks. Operational and project risk development continued throughout the year. Risk opportunities will be considered in future municipal and business planning processes, along with future reviews of City of Darwin's Strategic Plan.

City of Darwin's identified strategic risks:

	Inherent risk	Residual risk
Council financial settings are not sustainable into the long-term	High	Low
Inability to attract, retain, develop staff, and ensure a safe workplace	High	Medium
Failure to prepare for, respond to, and recover from internal/external critical events	High	Low
Inability to adapt and prepare for climate change	High	Low
Inability to deliver and maintain Council assets and infrastructure	Extreme	Medium
Lack of Council relevance and maintaining key stakeholder relationships	Medium	Low
Lack of effective governance to support strategic decision-making, monitoring, oversight and compliance	High	Low
Lack of effective, secure and fit-for-purpose ICT	High	Medium
Council waste management facilities and services do not meet community needs, are not sustainable and/or have negative environmental impacts	High	Low

Table 22 Strategic risk register



7. FINANCES



7.1 FINANCIAL OVERVIEW

City of Darwin's audited financial statements include disclosures that meet all statutory requirements and demonstrate the Council's ongoing commitment to financial accountability and economic sustainability.

The 2024/25 financial result was an operating surplus of \$1.4 million compared to the amended operating budgeted deficit of \$9.2 million, representing an overall favourable variance against the budget. City of Darwin has a budgeted operating deficit as the Council does not fund the non-cash expense of depreciation but rather funds its capital replacement and improvement program for assets. The main variance between the final result and the budget is related to investment and interest revenue and operating grants and subsidies revenue, reflecting primarily the early receipt of 50 per cent of the 2025/26 Federal Assistance Grant (FAA) funds, and other projects spanning financial years have been transferred to reserves for allocation to corresponding financial years, and results in an underlying deficit operating position and decrease in accumulated surplus.

The annual operating revenue for the year reached \$141.4 million, higher by \$17.9 million than the previous year. The favourable result was across most categories. City of Darwin's expenditure increased by \$7.5 million to \$140 million compared to last financial year. The increase is principally due to the increases in materials, contracts, and other expenses, and employee costs.

The City of Darwin's capital expenditure program reflects the creation of new assets as well as renewal of existing ones. \$24.2 million was expended on community infrastructure, with notable projects completed being Bundilla Beach revitalisation project, installation of solar-powered parking meters with 4G and pay-by-plate technology, Cyclone Tracy monument and the Gardens Road asphalt reseal.

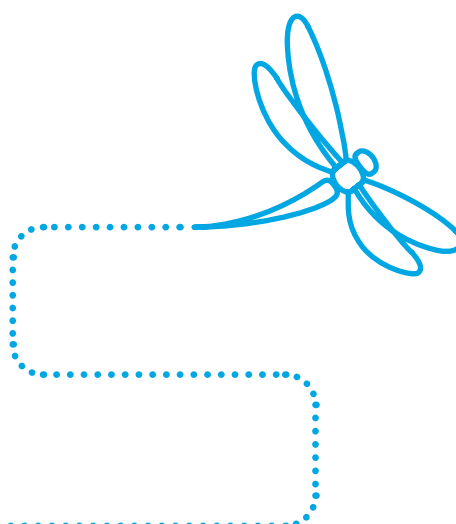
Other projects completed or substantially progressed include the Civic Centre and Precinct Redevelopment, Smith Street streetscape improvements, Better Suburbs projects, Casuarina Drive lighting, playground and softfall refurbishments, road resurfacing and renewal works, pathway renewals and stormwater renewal and upgrade projects.

The 2024/25 financial year resulted in an increase in City of Darwin's net assets by \$148 million from the previous year to \$1.4 billion. This is mainly due to the increase in non-current assets, driven by the revaluation of the transport and pathway asset classes increasing the infrastructure, property, plant and equipment assets. City of Darwin's liquidity position improved due to an increase in cash and investments on hand with the execution and drawdown of new borrowings of \$36 million.

City of Darwin's restricted cash reserves increased by \$47 million, with an increase in the carry forward reserve and waste management reserves.

The audited financial statements present the City of Darwin's final financial result for 2024/25 financial year.

Full details of Council's audited Financial Statements are available from pages 108 to 157 within this Annual Report.



7.2 FINANCIAL REPORT

STATEMENT 1. COMPARISON OF ACTUAL PERFORMANCE AGAINST BUDGET

Table 1.1 Income and expenditure statement

	2025 FY Original budget \$'000	2025 FY Final budget \$'000	2025 FY Actual performance \$'000	Variation between final budget and actual performance \$'000
Operating income				
Rates	78,596	78,596	78,516	(80)
Charges	9,876	9,876	10,001	125
Statutory charges	2,539	2,579	4,069	1,490
User fees and charges	28,337	30,737	29,965	(772)
Operating grants and subsidies	6,551	6,742	10,014	3,272
Interest / investment income	3,513	3,513	6,329	2,816
Commercial and other income	2,377	2,377	2,530	153
Total income	131,790	134,420	141,424	7,004
Operating expenses				
Employee expenses	42,535	42,385	38,996	3,389
Materials, contracts and services	61,147	64,150	62,505	1,645
Elected member allowances	800	800	677	123
Elected member expenses	12	12	0	12
Council committee allowances	10	10	17	(7)
Depreciation, amortisation and impairment	32,524	32,524	34,167	(1,643)
Finance expenses	3,722	3,722	3,663	59
Total expenses	140,751	143,602	140,025	3,578
Budgeted operating surplus/ (deficit)	(8,961)	(9,182)	1,399	10,582

* Other income and user fees aligned to annual budget reporting categorisation

Table 1.2 Annual operating position

	2025 FY Original Budget \$'000	2025 FY Final budget \$'000	2024FY Actual result \$'000	Variation between final budget and actuals \$'000
Operating surplus/(deficit)	(8,961)	(9,182)	1,399	10,581
Remove non-cash items				
Add back depreciation	32,524	32,524	34,167	1,643
Add back other non cash items	1,402	1,402	2,128	726
Total non-cash items	33,926	33,926	36,295	2,369
Less additional outflows				
Capital expenditure	(61,054)	(40,063)	(24,148)	15,915
Repayment of borrowings	(4,422)	(11,359)	(12,165)	(806)
Total additional outflows	(65,476)	(51,422)	(36,313)	15,109
Add additional inflows				
Add capital grants	3,500	10,738	6,190	(4,548)
Proceeds from borrowings	0	36,000	36,000	-
Sale of infrastructure, property, plant and equipment	500	500	267	(233)
Transfers from/(-to) reserves	36,511	(27,498)	(47,632)	(20,134)
Transfers from unrestricted cash	0	6,937	0	(6,937)
Total additional inflows	40,511	26,677	(5,175)	(31,852)
Net operating position	0	0	(3,794)	(3,794)

STATEMENT 2. REASONS FOR MATERIAL VARIATIONS BETWEEN THE FINAL BUDGET AND ACTUAL PERFORMANCE

Operating income

Operating income had a positive variance to the amended budget of \$7 million. This is due to the increase in operating grants and subsidies revenue being higher than budgeted and strong investment revenue performance. The favourable variance in operating grant and subsidies income was predominately a result of 50% prepayment of the 2025/26 Financial Assistance Grant (FAA) by the Commonwealth Government and partly due to the income recognition of operational maintenance funding for the Bundilla Beach revitalisation project and graffiti management. The positive increase in interest and investment income reflects City of Darwin achieving stronger investment returns and higher than anticipated cash balances. Statutory charges experienced increased revenue. This income stream includes work permit income and parking enforcement activities within the city centre.

Operating expenses

The favourable variance between budget and actual is \$3.6 million. This is a result of a combination of factors:

Expenses for employees remained below budget, resulting from vacancies throughout the financial year. The open positions during the year continue to reflect the ongoing challenges in recruiting suitably qualified staff in a highly competitive regional labour market and low unemployment levels.

Material, contracts and other expenses had a favourable variance due to lower spending. The Waste Services division's expenditure was below budget with efficiency gains during the year for materials, contracts, and other expenses associated with landfill covering and leachate treatment. Technical Services, City Parking and Human Resources functions also reflected lower projected costs for the year than anticipated.

The overall favourable variance for operating expenses is partially offset by the unfavourable variance for depreciation, amortisation and impairment expense. This is mainly due to the revaluation of transport and pathways assets at 30 June 2025. Depreciation is a non-cash expense.

Capital expenditure

City of Darwin's capital expenditure includes both the creation of new assets and the renewal of existing ones. Despite the regional supply network and cost escalation challenges, the 2024/25 financial year saw continued activity and delivery across the capital works program.

The variance observed in the capital program is attributed to the scheduling of projects that extend across multiple financial years, with several being carried forward into 2025/26 for continued delivery. This includes key initiatives such as Shoal Bay Waste Management Facility stage 2 expansion, Civic Centre and Precinct Redevelopment, ICT PMO program, blackspot projects aimed at enhancing road safety, Better Suburbs projects, Chapel Lane redevelopment, Smith Street improvements and Driffield Street stormwater upgrades. The transfer of carried forward projects to reserves for continuation in the new financial year is also reflected in the variance related to transfers to reserves.

Capital grants

The recognition of grant income is in accordance with Australian Accounting Standard AASB1058; as such, there are budget timing variances for projects that are progressing into the 2025/26 financial year. These include Chapel Lane revitalisation, Smith Street streetscape improvements, blackspot projects and Nightcliff Oval changerooms.

Non-cash items

Other non-cash items are the annual discount unwinding of the waste remediation provisions. The annual budget is based on the prior year's calculation as future indexation estimates are unknown; this varied to the final results. The annual unwinding is transferred to the waste remediation reserve at year end, funded from the waste management reserve.

The transfer from unrestricted cash is the budgeted movement to reflect the closure of a loan facility for Casuarina Aquatic and Leisure Centre. There are no 'actuals' on this line as movement reflects budget equity transfer of prior year unrestricted funds.

STATEMENT 3. TOTAL EXPENDITURE FOR EACH COUNCIL COMMITTEE

For the year ending 30 June 2025	Council committee allowances \$'000	Council committee expenses \$'000	Total \$'000
Risk Management and Audit Committee	8	0	8
ICT Steering Committee	9	0	9
Total	17	0	17

Table 17 Total expenditure for each Council committee



International Women's Day march

7.3 KEY FINANCIAL INDICATORS

FINANCIAL SUSTAINABILITY INDICATORS

Council indicators

Percentage of rate debtors outstanding	Target	2022/23	2023/24	2024/25
	<5%	5.8%	6.4%	6.1%

This indicator is designed to measure City of Darwin's effectiveness in recovering debts legally owed to it.

Debt servicing ratio	Target	2022/23	2023/24	2024/25
	<10%	3.8%	4.9%	9.4%

This indicator is designed to show what proportion of revenue is required as a commitment to fund Council's loan repayments. Finance costs excludes interest expense of unwinding Waste remediation liabilities as non cash item.

Liquidity ratio – unrestricted	Target	2022/23	2023/24	2024/25
	≥1.5:1	2.86:1	2.12:1	3.35:1

This indicator is designed to measure whether Council has the ability to pay its debts as they fall due and is expressed as a factor of one. The ratio is calculated as (Current Assets minus Externally Restricted Reserves)/ (Current Liabilities).

Rates ratio	Target	2022/23	2023/24	2024/25
	60%-70%	61.1%	64.1%	63.2%

This indicator is designed to measure City of Darwin's ability to cover its day to day expenses through its own rates and annual charges.

Operating surplus/(deficit)	Target	2022/23	2023/24	2024/25
	Break-even	(\$13.1M)	(\$9.0M)	\$1.4M

This indicator is designed to provide information on the result of ordinary operations including depreciation, which is a non cash expense. Council does not fund depreciation rather it funds the capital expenditure program.

Operating surplus before depreciation	Target	2022/23	2023/24	2024/25
	\$25M – \$35M	\$22.2M	\$25.3M	\$35.6M

This indicator is designed to provide information on the result of ordinary operations before depreciation, which is a non cash expense. Excluding depreciation gives the amount of operating income over and above operating expenses that is available to fund capital expenditure.

Asset sustainability ratio	Target	2022/23	2023/24	2024/25
	100%	40.3%	53.8%	35.7%

This indicator is designed to indicate the extent to which Council is renewing its assets. A ratio of 100% or more indicates that Council spends at least the amount of depreciation each year on renewing assets.

% Annual expenditure within budget	Target	2022/23	2023/24	2024/25
	95%-105%	98.4%	95.9%	99.5%

This indicator is designed to measure how effective Council's budgeting practices are by measuring how close actual expenditures incurred were to original budget.

Targets reflect the Long Term Financial Plan 2023-2033 and City of Darwin's Borrowing Policy.



7.4 GENERAL PURPOSE FINANCIAL STATEMENTS



General Purpose Financial Statements
for the year ended 30 June 2025

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General Purpose Financial Statements for the year ended 30 June 2025

Chief Executive Officer's Statement

I, Simone Saunders, the Chief Executive Officer of City of Darwin (the Council), hereby certify that the Annual Financial Statements to the best of my knowledge, information and belief:

- have been drawn up in accordance with the applicable Australian Accounting Standards, the *Local Government Act 2019* (LGA) and the *Local Government (General) Regulations 2021* so as to present fairly the financial position of the Council and the results for the year ended 30 June 2025; and
- are in accordance with the accounting and other records of the Council.



Simone Saunders
Chief Executive Officer

17 October 2025

General Purpose Financial Statements

for the year ended 30 June 2025

Understanding the Council's financial statements

Introduction

Each year, individual Local Governments across the Northern Territory are required to present a set of audited Financial Statements to their council and community.

About the certification of financial statements

The financial statements must be certified by the Chief Executive Officer as "presenting a true and fair view" of the Council's financial results for the year and ensuring both responsibility for and ownership of the financial statements across the Council.

What you will find in the statements?

The financial statements set out the financial performance, financial position and cash flows of the Council for the financial year ended 30 June 2025.

The format of the financial statements is standard across all Northern Territory Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards.

The financial statements incorporate four "primary" financial statements:

1. **A Statement of Comprehensive Income**
A summary of the Council's financial performance for the year, listing all income and expenses.
2. **A Statement of Financial Position (Balance Sheet)**
A 30 June snapshot of the Council's financial position including its assets and liabilities.
3. **A Statement of Changes in Equity**
The overall change for the year (in dollars) of the Council's "net wealth".
4. **A Statement of Cash Flows**
Indicates where the Council's cash came from and where it was spent.

About the notes to the financial statements

The Notes to the Financial Statements provide greater detail and additional information on the four Primary Financial Statements.

About the Independent Auditor's Report

The Council's Financial Statements are required to be audited by external auditors.

In the Northern Territory, the Auditor provides an audit report, with an opinion on whether the Financial Statements present fairly the Council's financial performance and position.

Who uses the financial statements?

The financial statements are publicly available documents and are used by (but not limited to) councillors, residents and ratepayers, employees, suppliers, contractors, customers, and financiers including banks and other financial institutions.

Deficit budgeting

The Council budgets for a deficit as it does not fund depreciation; rather it funds capital purchases and any loan funding.

This is in accordance with the *Local Government (General) Regulations 2021* Part 2 Division 4, and section 202 of the *Local Government Act 2019*.

Statement of Comprehensive Income

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Income			
Rates revenue	2a	88,517	84,937
Statutory charges	2b	4,069	3,568
User charges	2c	31,104	25,825
Grants, subsidies and contributions - operating	2g	10,014	2,497
Investment and interest income	2d	6,329	5,065
Reimbursements	2e	366	573
Other income	2f	1,025	1,042
Total income		141,424	123,507
Expenses			
Employee costs	3a	38,996	37,126
Materials, contracts and other expenses	3b	63,199	57,877
Depreciation, amortisation and impairment	3c	34,167	34,262
Finance costs	3d	3,663	3,242
Total expenses		140,025	132,507
Operating Surplus (Deficit)		1,399	(9,000)
Physical resources received free of charge	2i	3,842	1,280
Amounts received specifically for new or upgraded assets	2g	6,190	9,156
Asset disposal and fair value adjustments	4	4,708	5,448
Net Income		16,139	6,884
Other Comprehensive Income (Loss)			
Revaluation Increment - Infrastructure, property, plant & equipment	9a	131,836	5,170
Total amounts which will not be reclassified subsequently to operating result		131,836	5,170
Total other comprehensive income		131,836	5,170
Total Comprehensive Income (Loss)		147,975	12,054

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalent assets	5a	62,563	54,657
Trade and other receivables	5b	14,166	15,942
Other financial assets (investments)	5c	96,146	65,187
Inventories	5d	265	265
Total current assets		173,140	136,051
Non-current assets			
Other financial assets (investments)	6	4,500	—
Infrastructure, property, plant and equipment	7	1,381,455	1,258,365
Total non-current assets		1,385,955	1,258,365
TOTAL ASSETS		1,559,095	1,394,416
LIABILITIES			
Current liabilities			
Trade and other payables	8a	21,357	23,744
Borrowings	8b	8,255	12,749
Provisions	8c	6,582	6,794
Lease liabilities	8d,15	663	951
Total current liabilities		36,857	44,238
Non-current liabilities			
Trade and other payables	8a	7	10
Borrowings	8b	73,713	44,994
Provisions	8c	46,268	50,236
Lease liabilities	8d,15	797	1,460
Total non-current liabilities		120,785	96,700
TOTAL LIABILITIES		157,642	140,938
Net assets		1,401,453	1,253,478
EQUITY			
Accumulated surplus		269,932	301,425
Asset revaluation reserves	9a	999,134	867,298
Other reserves	9b	132,387	84,755
Total Council Equity		1,401,453	1,253,478

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2025

\$ '000	Notes	Accumulated surplus	Asset revaluation reserves	Other reserves	Total equity
2025					
Balance at the end of previous reporting period		301,425	867,298	84,755	1,253,478
Net Income/(Deficit) for the Year		16,139	—	—	16,139
Other comprehensive income					
Gain on revaluation of IPP&E	7a	—	131,836	—	131,836
Other comprehensive income		—	131,836	—	131,836
Total comprehensive income		16,139	131,836	—	147,975
Transfers between Reserves		(47,632)	—	47,632	—
Balance at the end of period		269,932	999,134	132,387	1,401,453
2024					
Balance at the end of previous reporting period		285,770	862,128	93,526	1,241,424
Net Income/(Deficit) for the Year		6,884	—	—	6,884
Other comprehensive income					
Gain on revaluation of IPP&E	7a	—	5,170	—	5,170
Other comprehensive income		—	5,170	—	5,170
Total comprehensive income		6,884	5,170	—	12,054
Transfers between Reserves		8,771	—	(8,771)	—
Balance at the end of period		301,425	867,298	84,755	1,253,478

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Cash flows from operating activities			
<u>Receipts</u>			
Rates Receipts		88,558	84,937
Statutory Charges		4,069	3,568
User Charges		30,273	25,825
Grants, Subsidies and Contributions		9,266	2,497
Investment Receipts		6,138	5,065
Reimbursements		569	1,615
Other Receipts		1,250	–
<u>Payments</u>			
Finance Payments		(1,354)	(1,094)
Payments to Employees		(38,917)	(37,373)
Payments for Materials, Contracts & Other Expenses		(65,669)	(62,029)
Net cash generated in operating activities	11b	<u>34,183</u>	<u>23,011</u>
Cash flows from investing activities			
<u>Receipts</u>			
Net Disposal of Investment Securities		–	11,223
Sale of assets		267	80
Amounts received specifically for new/upgraded assets		2,462	13,702
<u>Payments</u>			
Expenditure on renewal/replacement of assets and new/upgraded assets		(17,138)	(35,993)
Net Purchase of Investment Securities		(35,459)	–
Net cash used in investing activities		<u>(49,868)</u>	<u>(10,988)</u>
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from borrowings		36,000	–
Proceeds from Bonds & Deposits		317	–
<u>Payments</u>			
Repayment of Bonds & Deposits		–	(87)
Repayment of Lease Liabilities		(951)	(922)
Repayments of borrowings		(11,775)	(4,975)
Net cash (used in)/generated from financing activities		<u>23,591</u>	<u>(5,984)</u>
Net increase in cash held		<u>7,906</u>	<u>6,039</u>
plus: Cash & Cash Equivalents at beginning of period		54,657	48,618
Cash and cash equivalents held at end of period	11a	<u>62,563</u>	<u>54,657</u>
Additional Information:			
plus: Investments on hand – end of year	6b	100,646	65,187
Total cash, cash equivalents and investments		<u>163,209</u>	<u>119,844</u>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 1. Summary of material accounting policies

The principal accounting policies adopted by the Council in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

(1) Basis of preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations, the requirements of the *Local Government Act 2019*, the *Local Government (General) Regulations 2021* and other relevant Northern Territory legislation.

The financial report, except for the cash flow information, have been prepared on an accrual basis by measurement at fair value of financial assets and financial liabilities.

The financial report was authorised for issue on 17 October 2025.

1.2 Historical cost convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention. All amounts are stated in Australian dollars.

1.2 Critical accounting estimates

The preparation of financial statements, in conformity with Australian Accounting Standards, requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.3 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

(2) The local government reporting entity

The City of Darwin ("the Council") is incorporated under the NT Local Government Act and has its principal place of business at Harry Chan Avenue, Darwin. These financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas have been eliminated.

Trust monies and property held by the Council but subject to the control of other persons have been excluded from these financial statements.

(3) Income recognition

The Council recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the Council to acquire or construct a recognisable non-financial asset that is to be controlled by the Council. In this case, the Council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

Rates and Charges

Rates and Charges are recognised at the commencement of the rating period. Rates overpaid at the end of the reporting period are classified as a current liability.

Non-cash contributions

Non-cash contributions with a value in excess of the recognition thresholds as stated in Note 1 - 6.2 are recognised as revenue and as non-current assets. Non-cash contributions below the threshold are recorded as revenue and as current assets.

Interest Income

Interest received from term deposits is accrued over the term of the investment.

Other Income

Other Income is recognised when it is probable that future economic benefit will flow to the Council and these benefits can be measured reliably.

(4) Cash, cash equivalents and other financial instruments

Cash and Cash Equivalents include all amounts readily convertible to cash on hand at the Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Trade and Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the *Local Government Act 2019*. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed disclosure of the accounting policies applied to financial instruments forms part of Note 12.

(5) Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Any amount by which cost exceeds the net realisable value has been recognised as an expense.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

5.1 Other real estate held for resale

Properties not acquired for development, but which the Council has decided to sell as surplus to requirements, are recognised at the carrying value at the time of that decision.

Certain properties, auctioned for non-payment of rates in accordance with the *Local Government Act 2019* but which failed to meet the reserve set by the Council and are available for sale by private treaty, are recorded at the lower of the unpaid rates and charges at the time of auction or the reserve set by the Council. Holding costs in relation to these properties are recognised as an expense when incurred. There is no such land held by the Council at balance date.

(6) Infrastructure, property, plant and equipment

6.1 Initial recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, and direct labour on the project. Capital works in progress is stated at cost, net of accumulated impairment losses, if any.

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Capitalisation thresholds applied during the year are: items of infrastructure, property, plant and equipment with a total value of less than \$5,000 are treated as an expense in the year of acquisition. All other items of infrastructure, property, plant and equipment are capitalised.

Where homogenous items are purchased with each individual item less than the threshold (\$5,000) consideration is given to capitalisation based on materiality and practicality.

6.3 Subsequent recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further details of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each asset class of property, plant and equipment at least once every 4 years. An exception is the valuation of land under roads which may be carried out internally every 4 years.

In the 2025 financial year the transport and pathways were valued by an independent, professional qualified valuer. In the previous year, valuations were conducted for land and land improvements, the land under roads, and buildings.

Any revaluation increment arising on the revaluation of assets is credited to the appropriate class of the revaluation reserve, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation reserve of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further details of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

6.4 Depreciation of non-current assets

Other than land, land under roads and waste remediation assets, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Land is not depreciated as it has an unlimited useful life.

Waste remediation assets are depreciated based on the rate of utilisation of airspace of landfill cells in proportion to total available airspace at the beginning of the reporting period.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Council. Where the Council receives additional information regarding the estimated service potential and useful life of an asset, and deems it to have a material effect on the useful life as specified by the asset class below, the Council may apply a revised useful life. Care should be used in interpreting financial information based on these estimates.

The classes and useful lives of property, plant and equipment recognised by the Council are:

Plant & Equipment

Plant & Machinery	3 to 20 years
Office Equipment	5 to 50 years
Computer Equipment	2 to 10 years

Other Assets

Other Structures	3 to 100 years
Office Furniture	5 to 20 years

Parks & Reserves

Park Furniture & Structures	5 to 60 years
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Buildings

Fitout & Fittings	40 years
Floor Covering	20 years
Main (Uncomponetised)	20 to 100 years
Roof	40 to 60 years
Services	40 years
Structure	60 - 150 years

Stormwater Drainage

Pipes & Pits	80 years
Open Lined/Unlined Drains	15 to 80 years
Subsoil Drainage	80 years

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

Transport

Sealed Roads - Formation	Infinite
Sealed Roads - Pavement	15 to 120 years
Sealed Roads - Surface	20 to 50 years
Kerb & Channels	80 years
Roundabouts	80 years
Traffic Signals	40 years
Car Parks - Formation	Infinite
Car Parks - Pavement	15 to 120 years
Car Parks - Surface	20 to 50 years

Pathways

Driveways	15 to 80 years
Pathways	15 to 80 years

Public Lighting

Base Station	20 years
Lamp	15 years
Pole	40 years
Underground Cable	80 years

Waste Management & Remediation

Waste Management Infrastructure	3 to 30 years
Waste Remediation	Airspace Consumption

6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

6.6 Borrowing costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 *Borrowing Costs*. The amounts of borrowing costs recognised as an expense are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2. As permitted by AASB 123, Council may elect to recognise borrowing costs as an expense in the period in which they incurred regardless of how the borrowings are applied.

(7) Investment property

As at 30 June 2025 the Council has not classified any assets as Investment Properties.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

(8) Payables

8.1 Goods and services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

8.2 Payments received in advance and deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

(9) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables".

All borrowing costs are expensed in the period in which they are incurred.

No borrowing costs have been capitalised on qualifying assets for the year ended 30 June 2025.

The Council has not received any interest free loans.

(10) Employee benefits

10.1 Salaries, wages and compensated absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119 *Employee Benefits*.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Sick leave

Liabilities for non vesting sick leave are recognised as expense at the time when the leave is taken and measured at the rates paid or payable, and accordingly no liability has been recognised in these reports.

10.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme and other schemes as chosen by employees.

The superannuation expense for the reporting period is the amount of the contribution the Council makes to the superannuation plan which provides benefits to its employees.

(11) Provisions for reinstatement, restoration and rehabilitation

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation and rehabilitation of disturbed areas. Where these can be reliably estimated, close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs and are carried at the net present value of estimated future costs.

Rehabilitation and closure costs have been recognised for the Shoal Bay Waste Management Facility. The provision will be reviewed annually and adjustments disclosed in Note 8(c).

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

The facility will be closed to further waste disposal in 2034 unless the lease is negotiated to extend that. The net present value of the estimated future costs includes post closure and monitoring costs in accordance with NT Environment Protection Authority (NT EPA) Landfill Guidelines for up to 30 years beyond 2034.

(12) Leases

Accounting policy

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

12.1 Council as a lessee

The Council recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i.) Right-of-Use Assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The right-of-use assets are also subject to impairment. Refer to the accounting policies above - Impairment of non-financial assets in Note 1- 6.5.

ii.) Lease Liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

iii) Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(13) Equity accounted Council businesses

The Council does not operate any businesses required to be equity accounted.

(14) Goods and Services Tax (GST) implications

In accordance with Urgent Issues Group (UIG) abstract 1031 "Accounting for the Goods and Services Tax"

- Receivables and creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

(15) New accounting standards and interpretations

The Council adopted all standards which became mandatorily effective for annual reporting periods beginning on or before 1 July 2024, none of the standards had an impact on the reported position, performance and cash flows.

The relevant standards for the Council were:

- AASB 101 Presentation of Financial Statements (amended by AASB 2020-1, AASB 2020-6, AASB 2022-6, AASB 2023-3) addresses the classification of liabilities as current or non-current. These amendments are relevant to the

continued on next page ...

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 1. Summary of material accounting policies (continued)

Council due to its long-term borrowings, which require assessment under the revised classification criteria. The adoption of these amendments did not result in any change to the Council's accounting policies or the classification of its liabilities and, accordingly, had no material impact on the financial statements.

- AASB 13 Fair Value Measurement (amended by AASB 2022-10) provides updated guidance on the fair value measurement of non-financial assets. These amendments are relevant to the Council as it performs regular revaluations of infrastructure, property, plant, and equipment to ensure compliance with fair value measurement principles. The adoption of these amendments did not result in any change to the Council's existing accounting policies but has been applied in the current-year valuation process.

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2025, these standards have not been adopted by the Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for the Council then further information has been provided in this note.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these statements that could be applicable to Councils.

Effective for NFP annual reporting periods beginning on or after 1 January 2025

- AASB 2023-5 Amendments to Australian Accounting Standards - Lack of Exchangeability

Effective for NFP annual reporting periods beginning on or after 1 January 2026

- AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments

Effective for NFP annual reporting periods beginning on or after 1 January 2026 for public sector

- AASB 17 Insurance Contracts (amended by AASB 2020-5, AASB 2022-1, AASB 2022-8 and AASB 2022-9 Insurance Contracts in the Public Sector)

Effective for NFP annual reporting periods beginning on or after 1 January 2028

- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10, AASB 2017-5, AASB 2023-7 and AASB 2024-4)
- AASB 18 Presentation and Disclosure in Financial Statements.

(16) Comparative figures

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the entity retrospectively applies an accounting policy, makes a retrospective restatement, or reclassifies items in its financial statements, a third statement of financial position as at the beginning of the preceding period, in addition to the minimum comparative financial statements, must be disclosed.

(17) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 2. Income

\$ '000	2025	2024
(a) Rates revenue		
General rates		
General rates	77,374	74,340
Total general rates	77,374	74,340
Other rates (including service charges)		
Domestic Waste Management	10,000	9,500
Parking - Special Rates	1,136	1,097
Other	7	—
Total other rates (including service charges)	11,143	10,597
Total rates revenue	88,517	84,937
(b) Statutory charges		
Animal registration fees and fines	628	488
Fines and Penalties - Other	8	4
Licences and Permit Fees	1,201	1,231
Parking Fines	2,193	1,831
Other	39	14
Total statutory charges	4,069	3,568
(c) User charges		
Cemeteries	84	60
Community centres	215	197
Parking Fees	4,535	4,495
Property lease	1,271	1,304
Sundry Sales	219	172
Waste Disposal Tipping Fees	24,135	19,225
Other	645	372
Total user charges	31,104	25,825
(d) Investment and interest income		
Interest from Overdue Rates and Charges	1,046	955
Interest on Investments / Financial Assets	5,283	4,110
Total Investment and Interest Income	6,329	5,065

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 2. Income (continued)

\$ '000	2025	2024
(e) Reimbursements		
Insurance and Other Recoupments	185	126
Legal Fees Recovery - Rates and Charges	132	399
Other	49	48
Total reimbursements	366	573
(f) Other income		
Other	1,025	1,042
Total other income	1,025	1,042
(g) Grants, subsidies and contributions		
Capital grants, subsidies and contributions		
Developer Contributions - Infrastructure	88	—
Waste Management Infrastructure	—	90
Recreation Facilities & Other Infrastructure	2,512	7,831
Transport (including Roads and Pathways Funding)	2,197	606
Urban Enhancement Infrastructure	1,393	629
Total amounts received specifically for new or upgraded assets	6,190	9,156
Operating grants, subsidies and contributions		
Other grants, subsidies and contributions - operating		
Federal Assistance Act - General Component	3,442	122
Federal Assistance Act - Road Component	3,884	94
Graffiti Management	150	150
Heritage & Cultural	35	217
Library	1,533	1,513
Mosquito Control	219	219
Other grants, subsidies and contributions	751	182
Total other grants, subsidies and contributions - operating	10,014	2,497
Total grants, subsidies, contributions	16,204	11,653
(i) Sources of grants		
Commonwealth government	1,875	7,866
State/Territory Government	14,199	3,768
Other	130	19
Total	16,204	11,653

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 2. Income (continued)

\$ '000	2025	2024
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(h) Conditions over grants and contributions

Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:

Unexpended at the close of the previous reporting period	24,712	19,725
Less:		
Developer Contributions for Infrastructure	(2,213)	(331)
<i>Expended during the current period from revenues recognised, or held as grant contract liabilities, in previous reporting periods</i>		
Unexpended Grants	(4,662)	(931)
Subtotal	(6,875)	(1,262)
Plus:		
<i>Amounts recognised as revenues in this reporting period, or held as grant contract liabilities, but not yet expended in accordance with the conditions</i>		
Developer Contributions for Infrastructure	674	526
Unexpended Grants	1,294	5,723
Subtotal	1,968	6,249
Unexpended at the close of this reporting period	19,805	24,712
Net decrease in assets subject to conditions in the current reporting period	(4,907)	4,987

(i) Physical resources received free of charge

Infrastructure	3,842	1,280
Total physical resources received free of charge	3,842	1,280

(j) Grants/Subsidies - Cash Received

Cash Received during the financial year

\$'000	2025	2024
Operational		
Commonwealth Government	3	-
Northern Territory Government	9,222	2,477
Other	41	20
Subtotal operational	9,266	2,497
Capital		
Commonwealth Government	1,827	7,272
Northern Territory Government	635	5,648
Subtotal capital	2,462	12,920
Total grants/subsidies cash received	11,728	15,417

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 3. Expenses

\$ '000	Notes	2025	2024
(a) Employee costs			
Salaries and wages		34,505	33,184
Superannuation	15	3,866	3,561
Workers' compensation insurance		692	612
Fringe Benefit Tax (FBT)		122	59
Other		53	60
Less: capitalised and distributed costs		(242)	(350)
Total operating employee costs		38,996	37,126

Total number of employees (full time equivalent at end of reporting period)	349	334
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\$ '000	2025	2024
(b) Materials, contracts and other expenses		
(i) Prescribed expenses		
Auditor's remuneration		
- Auditing the financial reports	91	121
- Other Review Services	50	82
Bad and doubtful debts	1,869	393
Elected Members Allowances	677	686
Operating Leases	(9)	51
Subtotal - prescribed expenses	2,678	1,333

(ii) Other materials, contracts and expenses		
Advertising and Marketing	201	273
Bank Charges	366	396
Contractors, Materials, and Other Services	42,853	38,655
Darwin Entertainment Centre	680	680
Donations, Contributions and Assistance	926	849
Fuel and Registration	554	567
Insurance (excl. Workers Comp'n)	2,317	2,188
Legal	551	896
Other Expenses (repayment of grants previously recognised as income)	–	35
Other Materials and Services	114	137
Postage	115	123
Power	2,493	2,285
Printing and Stationery	172	173
Professional Services	1,726	1,013
Subscriptions and Registrations	2,116	2,407
Telephone and Communications	388	402
Travel and Training	312	460
Water and Effluent	4,637	5,005
Subtotal - other material, contracts and expenses	60,521	56,544
Total materials, contracts and other expenses	63,199	57,877

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 3. Expenses (continued)

\$ '000	2025	2024
(c) Depreciation, amortisation and impairment		
(i) Depreciation and amortisation		
Buildings	2,874	2,947
Infrastructure		
- Stormwater drainage	5,592	5,553
- Pathways	2,838	2,805
- Public Lighting	2,175	2,153
- Transport	9,966	9,702
- Waste Management Infrastructure	2,444	2,294
- Waste Remediation	2,187	2,116
Plant and equipment	1,761	2,739
Right-of-use assets	907	910
Parks & Reserves Infrastructure	2,151	1,933
Other assets	1,272	1,110
Subtotal	34,167	34,262
Total depreciation, amortisation and impairment	34,167	34,262
(d) Finance costs		
Interest on leases	62	91
Interest on loans	1,473	1,003
Unwinding of present value discounts	2,128	2,148
Total finance costs	3,663	3,242

Note 4. Asset disposal and fair value adjustments

\$ '000	2025	2024
Infrastructure, property, plant and equipment		
(i) Assets renewed or directly replaced		
Proceeds from disposal	267	80
Less: carrying amount of assets sold	(2,160)	(845)
Loss on Disposal	(1,893)	(765)
Fair value adjustments		
Remeasurement Adjustment/Revaluation Decrements Expensed	6,601	6,213
Total fair value adjustments	6,601	6,213
Net Income/(Loss) on Disposal or Revaluation of Assets	4,708	5,448

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 5. Current assets

\$ '000	2025	2024
(a) Cash and cash equivalent assets		
Cash on hand at bank	12,375	9,630
Deposits at call	50,188	45,027
<u>Total cash and cash equivalent assets</u>	<u>62,563</u>	<u>54,657</u>

(b) Trade and other receivables

Rateable Revenue and Charges	5,737	5,716
Accrued revenues	331	182
Debtors - general	6,608	5,779
Govt. Grants, Subsidies, Contributions and Donations	384	1,612
GST recoupment	660	606
Prepayments	570	769
Interest on Investments	1,598	1,407
Interest and Extra Charges	1,725	1,776
<u>Subtotal</u>	<u>17,613</u>	<u>17,847</u>
Less: Allowance for Doubtful Debts	(3,447)	(1,905)
<u>Total trade and other receivables</u>	<u>14,166</u>	<u>15,942</u>

(c) Other financial assets (investments)

Bonds	—	2,000
Floating Rate Notes	8,600	12,100
Term Deposits	87,546	51,087
<u>Total other financial assets (investments)</u>	<u>96,146</u>	<u>65,187</u>

Other financial assets are composed of term deposits and debt instruments. Amounts included in other financial assets that are not expected to be received within 12 months of reporting date are disclosed in Note 12.

\$ '000	2025	2024
(d) Inventories		
Stores and materials	265	265
<u>Total inventories</u>	<u>265</u>	<u>265</u>

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 6. Non-current assets

\$ '000	2025	2024
Other financial assets (investments)		
Other financial assets (investments)		
Floating rate notes	4,500	—
Total other financial assets (investments)	4,500	—
<u>Total Other financial assets</u>	<u>4,500</u>	<u>—</u>

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant and Equipment

(a) Infrastructure, property, plant and equipment

		as at 30/06/24					Asset movements during the reporting period							as at 30/06/25				
	Fair Value Level	At Fair Value	Initial Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	WIP Transfers	Adjustments & Transfers	Revaluation Increment/ (Decrement) to Equity (ARR) (Note 9)	At Fair Value	Initial Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount
\$ '000																		
Capital work in progress		–	51,501	–	–	51,501	–	–	–	–	(24,372)	–	–	–	27,129	–	–	27,129
Land - Under Roads	3	47,418	–	–	–	47,418	–	–	–	–	–	–	–	47,418	–	–	–	47,418
Land and Improvements	2	315,505	–	–	–	315,505	–	–	–	–	–	–	–	315,505	–	–	–	315,505
Buildings	3	168,532	41	(83,674)	–	84,899	4,633	4,613	–	(2,874)	–	–	–	168,532	9,287	(86,548)	–	91,271
Infrastructure																		
- Stormwater drainage	3	435,451	3,059	(255,044)	–	183,466	4,095	887	(54)	(5,592)	–	–	–	435,225	8,041	(260,464)	–	182,802
- Transport	3	498,942	11,728	(185,189)	–	325,481	5,131	5,522	(1,114)	(9,966)	–	–	120,642	646,856	189	(201,350)	–	445,695
- Pathways	3	144,805	5,600	(66,098)	–	94,307	1,329	1,972	(309)	(2,838)	–	–	11,194	172,180	11	(66,536)	–	105,655
- Public Lighting	3	89,015	3,914	(50,773)	–	42,156	1,073	300	(8)	(2,174)	–	(24)	–	88,971	5,287	(52,935)	–	41,323
- Waste Management Infrastructure	3	23,092	34,067	(25,035)	–	32,124	–	–	–	(2,444)	–	–	–	23,092	34,067	(27,479)	–	29,680
- Waste Remediation	3	35,822	–	(11,213)	–	24,609	–	–	–	(2,187)	–	–	–	35,823	–	(13,401)	–	22,422
Right-of-use assets		6,296	–	(4,036)	–	2,260	–	–	–	(907)	–	–	–	6,296	–	(4,943)	–	1,353
Plant and equipment		–	40,455	(26,556)	–	13,899	2,460	3,841	(673)	(1,761)	–	–	–	–	42,096	(24,329)	–	17,767
Parks & Reserves Infrastructure		–	45,730	(22,844)	–	22,886	3,451	2,143	(2)	(2,151)	–	24	–	–	51,341	(24,989)	–	26,352
Other assets		–	28,851	(10,778)	(219)	17,854	5,283	5,218	–	(1,272)	–	–	–	–	39,352	(12,050)	(219)	27,083
Total infrastructure, property, plant and equipment		1,764,878	224,946	(731,240)	(219)	1,258,365	27,455	24,496	(2,160)	(34,166)	(24,372)	–	131,836	1,939,898	216,800	(775,024)	(219)	1,381,455
Comparatives		1,753,440	197,767	(698,784)	(219)	1,252,204	34,185	5,495	(845)	(34,262)	(3,584)	–	5,170	1,764,878	224,946	(731,240)	(219)	1,258,365

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant and Equipment (continued)

(b) Valuation of Infrastructure, Property, Plant & Equipment

Valuation of assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 *Fair Value Measurement* requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on valuations

Fair value hierarchy level 2 valuations - Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Fair value hierarchy level 3 valuations of land - Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, formal sensitivity analysis does not provide useful information.

Other information

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 *Fair Value Measurement*: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

All of the Council's non financial assets are considered as being utilised for their highest and best use in relation to Local Government, and no alternative uses have been identified. Most of the Council's non financial assets are considered specialised assets, as they are designed to provide goods or services to meet specific community obligations that cannot be feasibly fulfilled through other means.

The highest and best use of a non financial asset takes into account the use of the asset that is physically possible, legally permissible and financially feasible.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant and Equipment (continued)

Fair Value Measurement

The requirements of AASB 13 *Fair Value Measurement* have been applied to all valuations undertaken as shown by the valuation dates by individual asset classes below.

Capital Works in Progress

- Basis of valuation: Original cost

Land and Land Improvements

- Basis of valuation: Market Value
- Date of valuation: 30 June 2024
- Valuer: Brightly Australia Pty Ltd
- Critical assumptions:

The Direct Comparison Method was used for the valuation of Council's properties with an open market value which refers to the properties zoned for residential, commercial or industrial. The valuation considered the size, shape, location and exposure of the particular site. The Council owned industrial land has been simply valued as industrial land as if owned by a private proprietor.

A number of properties that were not considered to have an open market value include sites such as road and drainage reserves, waterfront reserves and parks. Hence the value of these types of properties has been based on the sales prices achieved on the open market for adjoining and neighbouring land. Council property surrounded by residential land has been valued by reference to the sale prices achieved for neighbouring residential land. In some cases, these values have been discounted to reflect the physical attributes of each Council owned property. The degree of discount varies from site to site, according to its shape, size, contour, access etc. The zoning of the property has not been given any particular weight, given that the site is zoned to reflect the public use, rather than its alternative use if held in private hands.

As a result the Council's assets portfolio is classified as having been valued using Level 2 valuation inputs.

Land Under Roads

- Basis of valuation: Adjusted Site Value
- Date of valuation: 30 June 2024
- Valuer: Brightly Australia Pty Ltd
- Critical assumptions:

There were impediments in determining the value of Land Under Roads such as the identifiable acquisition cost for Land Under Roads is seldom; it cannot generally be disposed of; there is usually no readily available market; there is no income attributable to the road; and potentially other entities and the public also retain rights over such land.

The valuation method utilised the statutory Site Value which is a general representation of the land's use and locational attributes. Site Value is at a particular date and assumes no improvements on the land. It is regularly and periodically recalculated on an individual property-by-property basis using the application of specific up-to-date market determined sales data. Reference to a site value rate per square meter (or hectare) was used in determining the value of Land Under Road.

The Site Value was adjusted by 70% due to the urban environment of the municipality and to arrive at the raw land value which represents an appropriate basis upon which to measure the value of roadway land. It was further adjusted for access and carriageway rights value by 15% and infrastructure assets value by 10%. The total discount applied was 95% to determine the value of Land Under Roads.

As a result the Council's assets portfolio is classified as having been valued using Level 3 valuation inputs.

Buildings and Other Structures

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2024
- Valuer: Brightly Australia Pty Ltd
- Critical assumptions:

Inputs to the valuation include the design and construction, average cost of construction, and obsolescence score for each asset or component. These are supported by observable evidence obtained via inspection and market evidence, they have been classified as Level 2 inputs. The unobservable inputs used to assess the level of remaining service potential required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified using Level 3 valuation inputs.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant and Equipment (continued)

This method is based on determining the Current Replacement Cost of the modern equivalent (or cost of reproduction where relevant) and then adjusting for obsolescence. Where applicable, this approach estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives.

As a result, the revaluation for Council's assets portfolio is classified as having been valued using Level 3 valuation inputs.

The Useful Life of the asset is the period between which the future economic benefits embodied in that asset are expected to be consumed by the users. Council's useful lives have been derived from reference and benchmarking with the *IPWEA Asset Management and Financial Management Guidelines, Practice Note 12 2017 Useful Life of Infrastructure*, and where known construction dates, assessing remaining service potential as derived from visual inspections to determine total estimated useful lives. The remaining service potential was determined using consumption patterns derived from Brightly Australia's suite of benchmark profiles and other reference materials (such as IPWEA Practice Notes).

In the valuation, the depreciation expense was calculated using the straight-line methodology, there have been no residual values applied to the infrastructure asset classes, and no assets were identified to be held in excess of their recoverable amount.

Infrastructure

- Basis of valuation: Written down current replacement cost
- Date of valuation: 30 June 2022
- Valuer: Assetic Pty Ltd and Council inputs (Stormwater Drainage and Public Lighting)
- Date of valuation: 30 June 2025
- Valuer: ACEAM Pty Ltd and Council inputs (Transport & Pathways)
- The revaluation of Transport & Pathways Infrastructure assets by ACEAM Pty Ltd resulted in a increment in Roads & Pathways of \$131.8M at 30 June 2025.
- Critical assumptions:
The approach estimated the replacement costs for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on the square metres or similar capacity could be supported from market evidence (level 2) other inputs (such as estimates of pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. Therefore these assets were classified as having been valued using level 3 valuation inputs.

The observable market evidence used to support the unit rates included evidence from actual construction contracts, comparison to rates adopted by reference councils and against industry construction cost guides.

During the year there were a number of new projects completed where the actual cost was recorded and the impact of depreciation at year end was negligible. While these could be classified as valued at level 2 given the low proportion of the total portfolio that these represented and the likelihood that in future valuations they would most likely be valued at level 3 the policy adopted is that all road network infrastructure assets are deemed to be valued at level 3.

The main level 3 inputs used are derived and evaluated as follows:

Asset Condition – The nature of road network infrastructure is that there are a very large number of assets which comprise the network and as a result it is not physically possible to inspect every asset for the purposes of completing a valuation. As a consequence reliance is placed on the accuracy of data held in the asset management system and its associated internal controls. This includes regular planned inspections and updates to the system following maintenance activities and renewal treatments. Likewise, especially for storm water network infrastructure, a large portion of the portfolio is located underground and may only be inspected on an irregular basis.

To provide assurance over the accuracy of this information and taking into account the cost-benefit of undertaking physical inspections the valuation relies upon a sampling approach where the data held in the system is verified by a physical inspection. While the sampling approach, combined with internal controls associated with the asset management system, provides a high level of comfort over the condition data held in the asset management system it does not provide a guarantee that all the data is correct and the condition as recorded is valid as at the date of valuation.

Relationship between asset consumption rating scale and the level of consumed service potential – Under the cost approach the estimated cost to replace the asset is calculated and then adjusted to take account of accumulated depreciation. In order to achieve this, the Valuer determines an asset consumption rating scale for each asset type based on the inter-relationship between a range of factors. These factors and their relationship to the fair value require professional judgment and include asset condition, legal and commercial obsolescence and the determination of key

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 7. Infrastructure, Property, Plant and Equipment (continued)

depreciation related assumptions such as residual value, useful life and pattern of consumption of the future economic benefit. The consumption rating scales were based initially on the past experience of the valuation firm and industry guides and were then updated to take into account the experience and understanding of Council's own engineers, asset management and finance staff. The results of the valuation were further evaluated by confirmation against the Council's own understanding of the assets and the level of remaining service potential.

- Results:
The revaluation of Transport Infrastructure assets by ACEAM Pty Ltd resulted in a increment in Transport of \$120.6M at 30 June 2025.
The revaluation of Pathway Infrastructure assets by ACEAM Pty Ltd resulted in a increment in Pathway of \$11.2M at 30 June 2025.

Waste Management and Remediation

- Basis of valuation: Fair Value

Plant and Equipment

- Basis of valuation: Original cost

Parks and Reserves Infrastructure

- Basis of valuation: Original cost

Other Assets

- Basis of valuation: Original cost

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 8. Liabilities

\$ '000	2025 Current	2025 Non Current	2024 Current	2024 Non Current
(a) Trade and other payables				
Creditors and Accruals	11,733	–	10,621	–
Payments received in advance	140	–	82	–
Accrued expenses - employee entitlements	912	–	1,126	–
Accrued expenses - finance costs	360	–	179	–
Accrued Expenses - Leases	–	7	–	10
Deposits, retentions and bonds	907	–	588	–
Rates Paid in Advance	3,247	–	3,236	–
Contract Liabilities - Grants	4,058	–	7,912	–
Total trade and other payables	21,357	7	23,744	10

(b) Borrowings

Loans	8,255	73,713	12,749	44,994
Total borrowings	8,255	73,713	12,749	44,994

All interest bearing liabilities are secured over the future revenues of the Council.

(c) Provisions

Employee entitlements (including oncosts)	6,582	1,366	6,794	861
Post Closure Site Rehabilitation	–	27,348	–	31,725
Cell Capping - Stage 2	–	6,551	–	6,863
Cell Capping - Stage 5	–	2,965	–	2,942
Cell Capping - Stage 6	–	8,038	–	7,845
Total provisions	6,582	46,268	6,794	50,236

Landfill Rehabilitation Provision

The Council has measured and recognised remediation provisions for Shoal Bay Waste Management Facility post closure and cell capping liabilities. The provision is in accordance with AASB 137 - *Provisions, Contingent Liabilities and Contingent Assets*. The provision has been calculated by determining a best estimate of the current cost to rehabilitate the landfill site that can be reliably measured. Initial recognition includes post closure site rehabilitation estimates and cell capping estimates. The estimates are indexed by 2.50% (Forecast CPI as set out in Budget Paper No.1 Australian Government 2025-2026 Budget) and discounted at a rate of 4.16% to arrive at the Net Present Value (NPV) of the liability.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 8. Liabilities (continued)

Movements in provisions

2025 (current and non-current) \$ '000	Cell Capping		Stage 6 2025	Post Closure Site Rehabilitation 2025
	Stage 2 2025	Stage 5 2025		
Opening balance	<u>6,863</u>	<u>2,942</u>	<u>7,845</u>	<u>31,725</u>
Add: unwinding of present value discounts	296	127	338	1,367
Add (Less) Remeasurement Adjustments & Additions	(608)	(104)	(145)	(5,744)
Closing balance	<u>6,551</u>	<u>2,965</u>	<u>8,038</u>	<u>27,348</u>

\$ '000	2025	2025	2024	2024
	Current	Non Current	Current	Non Current

(d) Other liabilities

Lease Liabilities	<u>663</u>	<u>797</u>	<u>951</u>	<u>1,460</u>
<u>Total other liabilities</u>	<u>663</u>	<u>797</u>	<u>951</u>	<u>1,460</u>

The Lease Liabilities relate to the Right-of-Use Assets recognised on the Statement of Financial Position under AASB16.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9. Reserves

	as at 30/06/24		as at 30/06/25
\$ '000	Opening Balance	Increments (Decrements)	Closing Balance
(a) Asset revaluation reserve			
Land - Under Roads	3,287	–	3,287
Land and Improvements	291,435	–	291,435
Buildings	60,401	–	60,401
Infrastructure			
- Stormwater drainage	140,730	–	140,730
- Transport	233,005	120,642	353,647
- Pathways	135,035	11,194	146,229
Other assets	3,405	–	3,405
Total asset revaluation reserve	867,298	131,836	999,134
Comparatives	862,128	5,170	867,298

	as at 30/06/24			as at 30/06/25
\$ '000	Opening Balance	Tfrs from (-to) Operations	Tfrs from (-to) Capital	Closing Balance
(b) Other reserves				
Externally Restricted				
CBD Carparking Shortfall - Developer Contributions	14,210	502	(2,347)	12,365
CBD Carparking Shortfall - Rate Levy	17,504	1,782	(2,821)	16,465
Developer Contributions	1,777	156	–	1,933
Highway/Commercial Carparking Shortfall	56	2	–	58
Market Site Development	587	64	–	651
Other Carparking Shortfall	405	15	–	420
Waste Management	1,461	6,319	78	7,858
Waste Remediation	6,015	2,891	–	8,906
Unexpended Grants	358	(112)	592	838
Total Externally Restricted Reserves	42,373	11,619	(4,498)	49,494
Comparatives	37,297	6,707	(1,631)	42,373

Internally Restricted				
Asset Replacement & Refurbishment	3,945	213	(2,109)	2,049
Carry Forward Works	6,499	2,727	40,321	49,547
DEC Asset Replacement & Refurbishment	143	–	257	400
Disaster Contingency	2,404	120	–	2,524
Election Expense Reserve	348	130	–	478
Environmental	44	–	–	44
IT Strategy	4,262	(324)	260	4,198
Nightcliff Community Hall	118	19	(132)	5
Off & On Street Car Parking	2,958	2,079	(477)	4,560
Plant & Vehicle Replacement	7,089	1,733	(1,437)	7,385
Public Art	471	–	(300)	171
Sale of Land	14,100	–	(2,570)	11,530
Total Internally Restricted Reserve	42,382	6,698	33,813	82,893
Comparatives	56,229	(823)	(13,024)	42,382
Total Other Reserves	84,755	18,317	29,315	132,387
Comparatives	93,526	5,884	(14,655)	84,755

continued on next page ...

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 9. Reserves (continued)

Purposes of reserves

Asset revaluation reserves

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non-current assets (less any subsequent impairment losses, where applicable).

Other reserves

Externally Restricted Reserves

Externally restricted reserves are restricted cash held in accordance with external legal requirements. The use of these reserves must comply with legal requirements.

Carparking Shortfall-Developer Contributions (includes Highway/Commercial & Other Carparking Shortfall)

These reserves hold contributions from property developers to be used to fund future car parking infrastructure in line with the developer contribution plans.

CBD Carparking Shortfall - Rate Levy

This reserve holds income generated from parking special rates to be used for the provision, operation and maintenance of land, facilities and improvements for or in connection with the parking of vehicles in the central business district.

Market Site Development

This reserve holds lease income from Mindil, Nightcliff, Parap and Malak markets to provide for future upgrades of market sites.

Developer Contributions (other than car parking)

These reserves hold contributions from developers to be used to fund future road and stormwater drainage construction.

Waste Management

This reserve holds funds to be used for the future development of the Shoal Bay Waste Disposal site or alternative waste disposal methods.

Waste Remediation

This reserve is a subledger of the parent Waste Management Reserve and holds funds for rehabilitation and post closure costs of the waste site.

Unexpended Grants

This reserve holds unspent non reciprocal grants and contributions received subject to specific expenditure requirements. The funds are held in reserve until expended in accordance with the grant or contribution conditions.

Internally Restricted Reserves

All other reserves are generally identified by Council resolution or operational requirements for funds set aside for the future replacement or renewal of major assets or for unanticipated major expenditure such as a natural disaster. These reserves are not subject to external legal restrictions and if required, can be utilised by the Council for other purposes.

Asset Replacement & Refurbishment

This reserve holds funds for the future rehabilitation of major assets and the allocation and utilisation of surplus funds in accordance with Council policy no. 3020.100.E.R Allocation of Surplus Funds.

Carry Forward Works

This reserve holds funds relating to projects that have not been completed in the current financial year but have been identified to be completed in a future period.

DEC Asset Replacement & Refurbishment

This reserve holds funds to pay for the future replacement or upgrade of assets at the Darwin Entertainment Centre.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 9. Reserves (continued)

Disaster Contingency

This reserve holds funds to provide for possible insurance and other expenses associated with responding to a natural disaster.

Election Expense

This reserve holds funds to provide for the costs associated with holding the next Council election.

Environmental

This reserve holds funds for future environmental projects relating to City of Darwin's Climate change and Environment action plans and other associated plans.

IT Strategy

This reserve has been created for staged computer replacements and upgrades and other associated IT strategic programs.

Nightcliff Community Hall

This reserve holds lease income from Nightcliff Community Hall to provide for future upgrades of the facility.

Off & On Street Parking

Holds funds from on and off street car parking operations to provide for future development of car parking in the CBD.

Plant & Vehicle Replacement

This reserve holds funds to meet the cost of replacement of plant. The reserve can also be used for acquisition of IT equipment and software if balance exceeds plant replacement program.

Public Art

This reserve holds funds to provide for future public art projects.

Sale of Land

This reserve holds funds from sale of land proceeds in accordance with Council resolutions as effected.

Note 10. Assets subject to restrictions

\$ '000	Notes	2025	2024
The uses of the following assets are restricted, wholly or partially by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained. Internally restricted assets are created by resolution of Council and established for internal purposes.			
Cash and financial assets			
Externally restricted cash	9b	49,494	42,372
Internally restricted cash	9b	82,893	42,383
Total cash and financial assets		132,387	84,755

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2025	2024
(a) Reconciliation of cash			
Cash assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:			
Total Cash & Cash Equivalent Assets	5a	62,563	54,657
Balances per Statement of Cash Flows		62,563	54,657
(b) Reconciliation of Operating Result			
Net Income (Deficit)		16,139	6,884
Non-cash items in the statement of comprehensive income			
Depreciation, amortisation and impairment		34,167	34,262
Fair value adjustments		(6,601)	(6,213)
Grants for capital acquisitions treated as investing activity		(6,190)	(9,156)
Net loss on disposals		1,893	765
Non-cash asset received free of charge		(3,842)	(1,280)
Non-cash expense		704	751
Premiums & discounts recognised & unwound		2,128	2,148
Bad and doubtful debts		1,248	—
		39,646	28,161
Add (less): changes in net current assets			
Net (increase)/decrease in inventories		—	2
Net (increase)/decrease in receivables		234	(1,732)
Net increase/(decrease) in other liabilities		(951)	—
Net increase/(decrease) in other provisions		(2,345)	(4,308)
Net increase/(decrease) in trade and other payables		(2,694)	1,135
Net increase/(decrease) in unpaid employee benefits		293	(247)
Net cash provided by operations		34,183	23,011
(c) Non-cash financing and investing activities			
Acquisition of assets by means of:			
Physical resources received free of charge	2i	3,842	1,280
Amounts recognised in the statement of comprehensive income		3,842	1,280
Total non-cash financing and investing activities		3,842	1,280

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 11. Reconciliation to Statement of Cash Flows (continued)

\$ '000	2025	2024
(d) Financing arrangements		
Unrestricted access was available at balance date to the following lines of credit:		
Bank overdrafts	100	100
Corporate credit cards	200	200

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Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 12. Financial instruments

Recognised financial instruments

Bank, deposits at call, short term deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 4.20% and 5.80% (2024: 1.22% and 6.04%). Short term deposits have an average maturity of 227 days and an average interest rate of 4.81% (2024: 249 days and 4.80%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables - rates and associated charges (including legals and penalties for late payment)

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 18% (2024: 18%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the Territory.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - fees and other charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms and Conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - other levels of government

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms and Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

Carrying Amount:

Approximates fair value.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Liabilities - creditors and accruals

Accounting Policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms and Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Liabilities - interest bearing borrowings

Accounting Policy:

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Secured over future revenues, borrowings are repayable (annually / semi annually / quarterly); interest is charged at fixed and variable rates between 1.36% and 6.04% (2024: 1.36% and 6.62%).

Carrying Amount:

Approximates fair value.

Liabilities - leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 14.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 12. Financial instruments (continued)

\$ '000	Notes	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2025						
Financial assets						
Cash and cash equivalents	5(a)	62,563	—	—	62,563	62,563
Receivables		11,618	—	—	11,618	10,646
Other financial assets	5(c),6	96,146	4,500	—	100,646	100,646
Total financial assets		170,327	4,500	—	174,827	173,855
Financial liabilities						
Payables	8(a)	17,970	7	—	17,977	18,117
Current borrowings		8,255	—	—	8,255	8,255
Non-current borrowings		—	39,564	34,149	73,713	73,713
Total financial liabilities		26,225	39,571	34,149	99,945	100,085
2024						
Financial assets						
Cash and cash equivalents	5(a)	54,657	—	—	54,657	54,657
Receivables		9,829	—	—	9,829	10,756
Other financial assets	5(c),6	65,187	—	—	65,187	65,187
Total financial assets		129,673	—	—	129,673	130,600
Financial liabilities						
Payables	8(a)	20,508	10	—	20,518	20,600
Current borrowings		12,749	—	—	12,749	12,749
Non-current borrowings		—	41,552	3,442	44,994	44,994
Total financial liabilities		33,257	41,562	3,442	78,261	78,343

The following interest rates were applicable to Council's borrowings at balance date:

\$ '000	2025		2024	
	Avg Interest Rate	Carrying Value	Avg Interest Rate	Carrying Value
Fixed / Variable Interest Rates	2.11%	81,968	1.75%	57,743
		81,968		57,743

Net fair value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Risk exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any impairment. All Council investments are made in accordance with the Council's investing policy and the *Local Government Act 2019*. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Ageing of the past due receivables and the amount of any impairment is disclosed in the following table:

\$'000	2025	2024
Receivables		
0 to 30 days overdue	4,146	4,691
31 to 90 days overdue	2,365	2,455
Greater than 90 days overdue	1,661	1,150
Impaired	3,447	1,533
Total	11,618	9,829

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that the Council will encounter difficulty in meeting obligations with financial liabilities. The Council also has available a bank overdraft facility that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 13. Capital expenditure and investment property commitments

\$ '000	2025	2024
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(a) Capital commitments

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Buildings	70,757	–
Infrastructure	2,985	1,286
Plant and equipment	3,981	632
Waste Management Services	4,533	93
Other	–	195
	82,256	2,206

These expenditures are payable:

Not later than one year	42,313	2,206
Later than one year and not later than 5 years	39,943	–
	82,256	2,206

(b) Other expenditure commitments

Other non-capital expenditure commitments at the reporting date but not recognised in the financial statements as liabilities:

Audit Services	353	393
Waste Management Services	4,058	22,971
Other Maintenance Contracts	6,324	7,618
Recreation	–	2,346
Security Services	17	3
Other	1,310	1,547
	12,062	34,878

These expenditures are payable:

Not later than one year	6,640	14,259
Later than one year and not later than 5 years	5,422	20,619
	12,062	34,878

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 14. Leases

(i) Council as a lessee

Terms and conditions of leases

Plant and Equipment

Lease obligations for plant & equipment are related to the provision of waste services by the Council. Leases are of varying duration, terms and conditions. No lease imposes any additional restrictions on the Council in relation to additional debt or further leasing.

Land and Buildings

Lease obligations for buildings are related to the provision of services by the Council including car parks and toilet facilities. Leases are of varying duration, terms and conditions. No lease imposes any additional restrictions on the Council in relation to additional debt or further leasing.

Set out below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period:

Right-of-Use Assets

\$ '000	Plant and Equipment	Land and Buildings	Total
2025			
Opening balance	1,571	689	2,260
Depreciation charge	(808)	(99)	(907)
Balance at 30 June	763	590	1,353
2024			
Opening balance	2,382	788	3,170
Depreciation charge	(811)	(99)	(910)
Balance at 30 June	1,571	689	2,260

Set out below are the carrying amounts of lease liabilities and the movements during the period:

\$ '000	Notes	2025	2024
Balance at 1 July		2,411	3,333
Payments		(951)	(922)
Balance at 30 June		1,460	2,411
Classified as:			
Current	8(d)	663	951
Non-current	8(d)	797	1,460

The Council had total cash outflows for leases of \$0.951M.
The following are the amounts recognised in profit or loss:

Depreciation expense of Right-of-use assets	907	910
Interest expense on lease liabilities	62	91
Total amount recognised in profit or loss	969	1,001

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 14. Leases (continued)

(ii) Council as a lessor

Leases providing revenue to the Council

The Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed as property lease income in Note 2(c).

(i) Investment property

Rentals received, and outgoings reimbursed, in relation to Investment Property are also disclosed in Note 2. These lease agreements, all of which are classified as operating leases, are made on a non-cancellable basis wherever practicable.

Council has not classified any Land or Buildings as "Investment Property".

\$ '000	2025	2024
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	889	1,112
Later than one year and not later than 5 years	1,469	1,550
Later than 5 years	398	480
	<u>2,756</u>	<u>3,142</u>

Note 15. Superannuation

The Council makes contributions to superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (11.5% in 2024/25; 11% in 2023/24). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Note 16. Interests in other entities

The Council has no interest in any Equity Accounted Businesses such as Joint Ventures, Associates & Joint Operations.

Note 17. Contingencies and Assets/Liabilities not Recognised in the Statement of Financial Position

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. Rehabilitation of Landfill Sites

The Council operates a land fill site at Shoal Bay giving rise to an obligation to rehabilitate the site in the future. Post closure and cell capping costs have been recognised as a liability and are disclosed in Note 8(c). The treatment of leachate post closure has been disclosed in Note 8(c).

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 17. Contingencies and Assets/Liabilities not Recognised in the Statement of Financial Position (continued)

2. Other Contingent Liabilities

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services. It is not practical to estimate the potential liability at this stage.

The Council believes that it is appropriately covered for claims through its insurance coverage and does not expect any material liabilities to eventuate.

Note 18. Events after the Reporting Period

Events that occur after the reporting date of 30 June 2025, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

The Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 17 October 2025.

The Council is unaware of any material or significant "non adjusting events" that should be disclosed.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

Note 19. Related party transactions

Key management personnel

Transactions with key management personnel

CEO Remuneration

The Council CEOs (as defined by under AASB 124 *Related Party Disclosure*) were paid the following total remuneration for the 2025 financial year:

	CEO Simone Saunders	Acting CEO Matt Grassmayr
	01/07/2024 - 30/06/2025	19/09/2024 - 02/10/2024 13/01/2025 - 31/01/2025
Short-term benefits	429	35
Non-cash benefits	2	-
Total remuneration	431	35

The related parties of the Council include:

- the key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the Council directly and;
- spouses, children and dependants who are close family members of the KMP and;
- any entities controlled or jointly controlled by KMP or controlled or jointly controlled by their close family members

Transactions with Key Management Personnel

The Key Management Personnel of the Council include the Elected Members, CEO and certain prescribed officers under AASB 124. In all, 18 persons were paid the following total compensation:

\$ '000	2025	2024
Total remuneration and allowances paid to Key Management Personnel during the year comprises:		
Short-term employee benefits	1,365	1,328
Non-Cash Benefits	6	9
Elected Members Allowances	675	686
Total	2,046	2,023

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

As at 30 June 2025, there are no outstanding amounts receivable or payable to/from the Council's KMP. Amounts less than \$2,000 have not been disclosed.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 20. Trust Funds

\$ '000	2025	2024
Trust Funds Held for Outside Parties		
Security Deposits and Other	457	456
Darwin Waterfront Corporation	-	5
Total Trust Funds	457	461

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 21(a). Functions

	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 21(b).							
	OPERATING INCOME		OPERATING EXPENSES		GRANTS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	2025 Actual	2024 Actual	2025 Actual	2024 Actual	2025 Actual	2024 Actual	2025 Actual	2024 Actual
\$ '000								
Functions								
Administration	3,820	282	49,610	46,120	3,442	121	644,484	587,323
Community Services	424	413	2,579	2,892	45	79	—	—
Economic Affairs	1,742	1,609	1,303	1,113	—	—	—	—
Environment	50	83	1,400	1,103	20	33	—	—
General Purpose Income	83,710	78,263	—	—	—	—	—	—
Governance	—	—	1,908	1,648	—	—	—	—
Health	219	219	333	311	219	219	—	—
Housing and Community Amenities	44,182	36,862	39,887	37,755	1,921	481	235,783	239,540
Public Order & Safety	2,984	2,440	5,514	5,132	—	—	542	967
Recreation and Culture	4,865	10,804	23,658	21,421	4,477	10,260	29,228	48,836
Transport and Communication	14,168	8,416	13,833	15,012	6,080	460	650,309	517,750
Culture	—	—	—	—	—	—	(1,251)	—
Total functions	156,164	139,391	140,025	132,507	16,204	11,653	1,559,095	1,394,416

Revenues and expenses includes net gain (loss) on disposal or revaluation of assets, amounts received specifically for new or upgraded assets and physical resources received free of charge.

Notes to and forming part of the Financial Statements for the year ended 30 June 2025

Note 21(b). Components of functions

The activities relating to Council functions are as follows:

Governance

Costs relating to the Council's role as a component of democratic government, including elections, members fees and expenses, subscriptions to local authority associations, meetings of the Council and policy making committees, area representation and public disclosure and compliance, together with related administration costs.

Administration

Governance, administration n.e.c., elected members, organisational, support services, accounting/finance, payroll, housing for council employees, human resources, information technology, communication, rates administration, records, occupancy, contract management, customer service, other support services, revenues, LGGC – general purpose, and separate and special rates.

Public Order and Safety

Animal control, enforcement of local government regulations and emergency services.

Health

Administration and inspection, food control, insect/vermin control, noxious plants, other.

Environment

Programs and activities that promote and advocate for the preservation and best practice management of the natural environment.

Community services

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, aboriginal services, other community services, education.

Housing and Community Amenities

Housing, town planning, domestic waste management services, other waste management services, street cleaning, other sanitation and garbage, urban stormwater drainage, environmental protection, public cemeteries, public conveniences, other community amenities.

Recreation and Culture

Public libraries, community centres, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens, other sport and recreation.

Transport and Communication

Urban roads, bridges, footpaths, parking areas, street lighting, other.

Economic Affairs

Tourism and area promotion, industrial development promotion, other business undertakings.

General Purpose Income

Income not otherwise attributed to other functions or activities includes rates and annual charges, untied General Purpose grants and unrestricted interest and investment income.

Independent auditor's report to the Chief Executive Officer of City of Darwin

Opinion

We have audited the accompanying general purpose financial report of City of Darwin ("the Council"), which comprises the statement of financial position as at 30 June 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended, notes to the financial statements including a summary of material accounting policies, other explanatory notes and the Chief Executive Officer's Statement.

In our opinion, the financial report of the City of Darwin is in accordance with the *Northern Territory Local Government Act*, including:

- (a) giving a true and fair view of the financial position of the City of Darwin as at 30 June 2025 and of the Council's performance for the year ended; and
- (b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Local Government (General) Regulations*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report.

We are independent of the Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the 'Code') that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Responsibility of the Chief Executive Officer and Those Charged with Governance for the Financial Report

The Chief Executive Officer of the Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Northern Territory Local Government Act and Regulations* and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Chief Executive Officer either intends to liquidate the Council or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

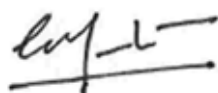
As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer.
- Conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive Officer and those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



PKF Merit



MunLi Chee
Director
DARWIN

17 October 2025

8. APPENDICES

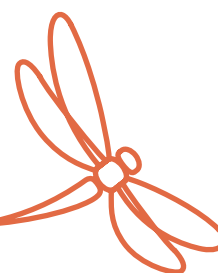


8.1 CONTRACTS AWARDED 2024/25

Service provided/contract name	Supplier	Location of supplier
Below \$9,999		
Nil		
Between \$10,000 and \$99,999		
Event delivery partner International Women's Day Walk	ForrestPR	Darwin
Wayfinding and interpretative signs audit	GHD Pty Ltd	Darwin
Developer Contribution Plan Strategic Review	GHD Pty Ltd	Darwin
Access Strategy 2025-2030	Matrix On Board Training Pty Ltd	Darwin
Nightcliff Jetty carpark lighting	MEC NT Pty Ltd	Darwin
Smith Street road resurface treatment	Omnigrip Direct Pty Ltd	Darwin
SBWMF Stage 2 construction audit	Pivot Environmental Pty Ltd	Interstate
Reconciliation Week event partner	Xhale Events	Darwin
Between \$100,000 and \$249,999		
Smith Street art	Amina McConvell, K J Moir, Minna Leunig, D Quall, Lee Harrop	Darwin
Smith Street road resurface treatment	Bespoke Road Services Pty Ltd	Darwin
SBWMF Stage 2 northern expansion construction	Senversa Pty Ltd	Interstate
Crack sealing roads	Supersealing	Darwin
Bombing of Darwin services	Territory Events & Hire	Darwin
Irrigation installation	Water Dynamics	Darwin
Security services	Wilson Security	Darwin

Image: Event for International Day of People with Disability

Service provided/contract name	Supplier	Location of supplier
Between \$250,000 and \$499,999		
Supply of fleet equipment	Airpower Pty Ltd	Darwin
Water Ward Mutigenerational Recreation Space	Beveridge Williams & Co Pty Ltd	Darwin
Transport asset condition assessment	Civiltech Solutions Pty Ltd	Darwin
Local area traffic management works	Diggamen Civil Contracting	Darwin
Aquatic facilities	H D Pumps	Darwin
Lee Point footpath replacement	Mousellis & Sons Pty Ltd	Darwin
Trower Road intersection upgrades	Mousellis & Sons Pty Ltd	Darwin
Making Mindil Safe stage 2A	Top End Race	Darwin
Between \$500,000 and \$999,999		
Provision of CCTV and stormwater drainage audit	Akron Group NT Pty Ltd	Darwin
Jingili Water Gardens footbridge construction	BMD Constructions Pty Ltd	Darwin
Playground renewals	NT Shade	Darwin
Minor works contract	Rebus Restrooms	Darwin
Between \$1,000,000 and \$4,999,999		
Smith Street streetscape improvements	DEC Installations	Darwin
Road reseal	Fulton Hogan Industries	Darwin
Bundilla Beach revitalisation – stage 1	Jaytex Constructions Pty Ltd	Darwin
Supply of trucks	RGM Maintenance Darwin	Darwin
SBWMF stage 2 northern expansion construction	Shamrock Civil Engineering Pty Ltd	Interstate
Street and public lighting maintenance	Top End Race	Darwin
Over \$5,000,000		
Darwin Civic Centre Redevelopment	DCOH Pty Ltd	Darwin



8.2 BETTER SUBURBS

Lord Mayoral Projects

- Cavenagh Street landscaping connections – this project saw upgrades to landscaping, including the centre medians continue on Cavenagh Street, with deliverables including new trees, ground covering, and irrigation.
- Chung Wah Temple Moon Gate entrance – the Woods Street entrance to the Chung Wah Temple has been upgraded with hardscaping and soft scaping improvements supporting the upgraded moon gate.

Chan Ward

- George Park playground – a new playground has been installed at George Park, Fannie Bay ensuring residents have a safe space to play with their families.
- Bagot Park greening and improvements – the increased useability of Bagot Park remains a priority, and a bike rack, water fountains and bottle fill stations have been installed to promote active recreation and use of the facilities. A community planting day was also held to increase greening along the new shared path.
- Nightcliff Community Centre upgrades – Chan Ward supported an existing grant by providing additional funding to finish off a much-needed refurbishment of the centre. The project saw painting, refurbished amenities and air-conditioning upgrades completed.
- Nightcliff Village Laneway beautification – this project saw a redevelopment of the eastern laneway in Nightcliff Village including, footpaths, trees, stormwater drainage, a dedicated loading bay, and bin screening.

Lyons Ward

- Mitchell Street landscaping – streetscaping and landscaping improvements were undertaken along a stretch of Mitchell Street supporting a cooler, greener Darwin.
- Reflection seat – City of Darwin installed a bench and complementary landscaping to create a place of reflection near the Darwin Cenotaph. The reflection bench will also feature a Cor Infinitus plaque which is being provided by the Northern Territory Government.

Richardson Ward

- Nakara Oval storage shed – a new storage shed was installed at Nakara Oval, allowing local community sporting groups to store vital equipment for their recreation programs.
- Alawa toilet mural – a local artist Tarzan JungleQueen was engaged through the Darwin Street Art Festival to complete a mural on the Alawa toilet block on Lakeside Drive. Tarzan delivered an art project titled Nice Boi.
- Casuarina Aquatic and Leisure Centre 50 metre pool heating trial – elected members sought a dry season trial of the temperature control elements at the Casuarina Aquatic and Leisure Centre 50 metre pool.

Waters Ward

- Park bollards in Malak – special vehicle barrier bollards were installed at Moody Park, Malak to prevent unauthorised access to the park, and enhancing safety of the park users.
- Waters Ward speed check signs – speed check signs were installed on Parer Drive and Brolga Street to support traffic calming and road safety near schools.
- Malak obstacle course shade structure – a shade structure has been constructed to extend the use of the obstacle course across more daylight hours.

8.3 SPONSORSHIPS, COMMUNITY AND ENVIRONMENT GRANTS AND OPERATING SUBSIDIES

Sponsorships

Name of organisation	Event	Cash \$	In-kind \$	Total \$
The Darwin Festival Limited	Darwin Festival	150,000.00	16,363.64	166,363.64
RSPCA Northern Territory Inc.	RSPCA operating sponsorship	120,000.00		120,000.00
Tourism Top End Incorporated	Top End Visitor Information Centre	90,000.00		90,000.00
Returned & Services League of Australia (SA Branch) Darwin Sub-Branch	ANZAC Day dawn service and city parade	28,000.00	6,363.64	34,363.64
Christmas In Darwin Association	Carols by Candlelight 2024	31,530.00		31,530.00
Darwin Aboriginal Art Fair Foundation	Darwin Aboriginal Art Fair	30,000.00		30,000.00
Surf Life Saving Northern Territory	Beach Lifeguard Service operating sponsorship	30,000.00		30,000.00
The Darwin City Brass Band Association Incorporated	Darwin City Brass Band – service delivery – 'Music for the Community'	30,000.00		30,000.00
Larrakia Nation Aboriginal Corporation	NAIDOC Week	25,000.00		25,000.00
NTIBN	12th Aboriginal Economic Development Forum	20,000.00		20,000.00
Proper Creative NT Pty Ltd	DSAF After Dark	20,000.00		20,000.00
Darwin City Retailers Association Incorporated	Darwin City Retailers Association	15,000.00		15,000.00
The Royal Agricultural Society of Northern Territory Inc	Royal Darwin Show	15,000.00		15,000.00
Darwin Fringe Incorporated	Darwin Fringe Festival	12,500.00	881.82	13,381.82
Crafts Council of the Northern Territory	Tactile Arts Makers Markets	12,500.00	768.18	13,268.18
Athletics Northern Territory	NT City2Surf	10,000.00	500.00	10,500.00
Brown's Mart Arts Ltd	Brown's Mart annual programs and services including performance, arts and community, and hire	10,000.00		10,000.00
Darwin Symphony Orchestra	Amphitheatre Concert	10,000.00		10,000.00
Hospitality NT	Golden Plate Awards	10,000.00		10,000.00
Table Tennis NT	WTT Youth Contender Darwin	10,000.00		10,000.00
The Array	The Array welcome initiative		9,818.18	9,818.18

Name of organisation	Event	Cash \$	In-kind \$	Total \$
Larrakia Nation Aboriginal Corporation	Darwin Harbour clean-up	8,000.00		8,000.00
Flinders University	World Archaeological Congress Cultural Festival	8,000.00		8,000.00
Swimming Northern Territory Incorporated	NT Swimming Championships	8,000.00		8,000.00
Tourism Top End	Cruise ship shuttle		6,218.18	6,218.18
Royal Life Saving NT	Pipes and Drains campaign 2024/2025	6,000.00		6,000.00
The Northern Territory of Australia	October Business Month	6,000.00		6,000.00
Cruising Yacht Association of the Northern Territory	Darwin Dili Yacht Rally Farewell Dinner	5,000.00		5,000.00
INDIAN CULTURAL SOCIETY DARWIN INC	India at Mindil	5,000.00		5,000.00
Australian American Association of the Northern Territory Inc	USS Peary memorial service	3,322.73	325.00	3,647.73
NMACI	Nightcliff Seabreeze Festival		2,922.73	2,922.73
Thai Tasty NT	Bundilla activation	2,720.00		2,720.00
Park Run	Event permit		2,600.00	2,600.00
Tokyo Crepes Couture	Bundilla activation	2,440.00		2,440.00
Greek Orthodox Community	Greek Glenti Festival		2,318.18	2,318.18
NT Thai Association	NT Thai Grand Festival		2,013.64	2,013.64
NT Thai Association	Thailand Grand Festival NT	2,000.00		2,000.00
Media Entertainment and Arts Alliance	MEAA NT Media Award	1,600.00		1,600.00
Two Two One Mental Health Charity	Healthy Growth for Businesses	1,500.00		1,500.00
Darwin Musical Theatre Incorporated	Musical theatre rehearsal		1,440.00	1,440.00
Darwin Chorale	Darwin Chorale Mary Poppins production		1,418.18	1,418.18
Darwin Lions Beer Can Regatta Inc.	Beer Can Regatta 2025		1,272.73	1,272.73
Corrugated Iron Youth Arts Inc	Office 3 – 6 Airconditioning annual servicing		1,147.27	1,147.27
East Timor Women Australia Inc	Tais Culture & Resilience: Woven Stories from Timor-Leste	1,000.00		1,000.00
Writer, Producer Angelo Raza	Promised Land Films PTY – Promising Land, The Northern Stars	1,000.00		1,000.00

Name of organisation	Event	Cash \$	In-kind \$	Total \$
Cancer Council	Dispose of green waste from a patient's residence		981.82	981.82
ASMY	Healthy Darwin 2024-25 wet season weekly activity (Oct-Mar) – Hatha yoga and mantra (24 sessions)		960.00	960.00
Darwin Musical Theatre Incorporated	Musical theatre rehearsal		960.00	960.00
Storm PT	Healthy Darwin 2024-25 wet season weekly activity (Oct-Mar) – Beginners HIIT (24 sessions)		960.00	960.00
Super Ageing	Healthy Darwin 2024-25 wet season weekly activity (Oct-Mar) – Fitness for independence (24 sessions)		960.00	960.00
Trybe Yoga Darwin	Healthy Darwin 2024-25 wet season weekly activity (Oct-Mar) – Yoga flow for beginners (24 sessions)		960.00	960.00
MCNT	Homework club		950.00	950.00
Planning Institute of Australia	Northern Territory Awards for Planning Excellence	909.09		909.09
Charles Darwin University	National Association of Enabling Educators of Australia Conference 2024		891.14	891.14
Viva Latin America Festiva	Viva Latin America Festival		704.55	704.55
Darwin RSL Sub-Branch	Remembrance Day		690.91	690.91
ASMY	Healthy Darwin 2024 dry season weekly activity (July-Sept) – Hatha yoga and mantra (13 sessions)		520.00	520.00
Timor Leste Consulate Office	Cultura de Timor Leste	500.00		500.00
Super Ageing	Healthy Darwin 2025 dry season weekly activity – Fitness for independence (11 sessions)		440.00	440.00
Corrugated Iron Youth Arts	Corrugated Iron Youth Arts Birthday Celebration Event		305.45	305.45
Eliza Barwick Naturopath	Healthy Darwin 2024-25 wet season (Oct-Mar) – Nutrition workshops (3 sessions)		270.00	270.00
ASMY	Healthy Darwin 2025 dry season weekly activity – Hatha yoga and mantra (13 sessions)		260.00	260.00
Yuyang Yoga	Healthy Darwin 2024-25 wet season (Oct-Mar) – Qigong (12 sessions)		240.00	240.00
Darwin Community Legal Service	Legal service		200.00	200.00

Name of organisation	Event	Cash \$	In-kind \$	Total \$
Darwin Bellydance	Healthy Darwin 2025 dry season program – Come and try belly dancing (2 sessions)		177.27	177.27
HG Fitness	Healthy Darwin 2024 dry season weekly activity (July-Sept) – Yoyalaties (13 sessions)		177.27	177.27
Joanna FitzGerald	Healthy Darwin 2024 dry season weekly activity (July-Sept) – Sunrise yoga (13 sessions)		177.27	177.27
Joanna FitzGerald	Healthy Darwin 2025 dry season program – Sunrise yoga (6 sessions)		177.27	177.27
Movement and Mindset Coaching	Healthy Darwin 2025 dry season program – Foam roller fundamentals (2 sessions)		177.27	177.27
Rachael Ball	Healthy Darwin 2025 dry season program – Sunrise yoga and meditation (6 sessions)		177.27	177.27
Storm PT	Healthy Darwin 2024 dry season weekly activity (July-Sept) – HIIT in the park (13 sessions)		177.27	177.27
Storm PT	Healthy Darwin 2025 dry season weekly activity – Beginners' HIIT (13 sessions)		177.27	177.27
Territory Fitness Group	Healthy Darwin 2024 dry season weekly activity (July-Sept) – BoxFit bootcamp (13 sessions)		177.27	177.27
Territory Fitness Group	Healthy Darwin 2025 dry season weekly activity – BoxFit bootcamp (11 sessions)		177.27	177.27
Australian Childhood Foundation	Youth focused, trauma informed alcohol and other drugs practice		95.45	95.45
Movement and Mindset Coaching	Healthy Darwin 2024 dry season – Unlock the Power of Rest (1 session)		90.00	90.00
Keith Miller	Parenting seminar x 2		80.00	80.00
Sea Shepherd Darwin	Sea Shepherd beach clean-up and merchandise selling		61.82	61.82
Genetic Cures for Kids	Darwin Moonwalk for Our Moons Mission		50.00	50.00
NT Emergency Services	WOW (Wear Orange Wednesday) Day 2025		50.00	50.00
Total		742,521.82	69,826.13	812,347.95

Community grants

Name of organisation	Event	Cash \$	In-kind \$	Total \$
Desexing Assistance and Community Support	Doggy Desexing Month: working with vet clinics across the NT to support the community to desex and microchip their much loved family dogs and cats in Karama, Malak and Moil, where there are identified animal management issues.	10,000.00		10,000.00
Sugarbag Incorporated	Sugarbag Festival Block Party: free arts and culture all-ages event in May that activates Austin Lane, in the heart of Darwin City. Providing a platform for the community to come together and celebrate local talents. Part of the LGBTSBQIA+ led Sugarbag festival that celebrates diversity.	10,000.00		10,000.00
Corrugated Iron Youth Arts	Youth Performing Arts Festival – Futures Collide: includes workshops, parade and 40th Birthday celebrations for children, young people and emerging and early career artists.	10,000.00		10,000.00
Darwin Community Arts	A series of workshops creating interactive, multi-sensory, immersive performances made with, by and for people with neurodiversity and disability, children and families.	9,678.00		9,678.00
Sri Lankan Australian Friendship Association	Sri Lankan New Year Festival: community-driven cultural event in The Gardens aimed at celebrating the rich traditions of the Sinhala and Tamil New Year in April. Includes a range of free public events such as cultural games, religious rituals, and cultural celebrations, all designed to showcase Sri Lankan heritage while promoting inclusion and harmony across diverse communities in NT.	9,500.00		9,500.00
Multicultural Multigenerational Mainstream Dance	The Afrobeats Dance Project provides opportunities for people of African backgrounds to learn, practice and perform their dances by connecting them with dance leaders of the African community and providing them with safe spaces, equipment, supervision, and administrative services.	8,140.00		8,140.00
YWCA Australia	Two barista training workshops for young mothers participating in Connected Families and Young Mums Strong Mums programs. The young mothers are under 30 years old, unemployed, and most have experienced domestic and family violence and trauma.	7,600.00		7,600.00
Football NT	Refugee World Cup: annual event celebrated on Australia Day where over 1,000 Darwin locals from diverse backgrounds and with diverse attributes come together to play football. Held at Marrara Football Stadium in January this was a free event.	6,860.00		6,860.00

Name of organisation	Event	Cash \$	In-kind \$	Total \$
Jocelyn Tribe (Tangan Collective)	Project Wanga will create a podcast (8 x 45 mins) led by First Nations artists interviewing arts industry members from diverse cultural backgrounds.	6,605.00		6,605.00
NTAHC (Northern Territory Aids and Hepatitis Council)	Eat, Indulge, Connect: A series of supported social events for women living with HIV to connect over a meal, that aims to address some of the unique challenges faced by this community.	5,044.00		5,044.00
Multicultural Seniors Social Club	Gathering of intergenerational individuals from different community organisations to share in the understanding of each other's culture through performances, singing, dancing, fashion shows, food and music.	5,000.00		5,000.00
Variety the Children's Charity	Community Celebration 25 Years: held during June school holidays in Jingili Watergardens to celebrate 25 years of supporting teenagers with disabilities. Event offerings include an afternoon of fun-filled activities such as art and craft, basketball, dance and music.	3,096.00	240	3,336.00
Workforce Plus	Sensory Community Garden: an inclusive and accessible outdoor space designed for people with dementia and people with disability. Established at Equal Grounds Café in Winnellie.	3,000.00		3,000.00
Alliance Française de Darwin Incorporated	French language classes through song, reading, and play for babies, children, and their parents. An opportunity for interested English-French bilingual families to meet and connect.	2,977.00		2,977.00
Indian Orthodox Church Darwin Inc	Reconciliation Family Fest: family meet and greet in Leanyer that builds on the free breakfast program for homeless people that the church has run for 3 years. Includes entertainment programs to enjoy from the minority community and reconciliation programs.	2,500.00		2,500.00
Total		100,000.00	240.00	100,240.00

Reconciliation and NAIDOC Week grants

Name of organisation	Event	Cash \$	In-kind \$	Total \$
Enterprise Learning Projects	Impact North Reconciliation Week Change Maker event.	10,000.00		10,000.00
Mayala-Bol	Community Engagement Program NAIDOC Week – Blak history, resilience and joy at Browns Mart.	9,061.00		9,061.00
Ironbark Aboriginal Corporation	NAIDOC Week event with Berrimah businesses.	7,000.00		7,000.00
Shaun Francis	NAIDOC Week mural celebrating dual Nichols Medallist Ted Cooper at Wanderers Football Club.	4,545.00		4,545.00
Total		30,606.00		30,606.00

Environment grants

Name of organisation	Event	Cash \$	In-kind \$	Total \$
Lakeside Drive Community Garden	Growing with the Seasons community workshops based on the Gulumoerrgin seasonal calendar for sustainable planting, growing and cooking in Darwin.	11,910.00		11,910.00
Nakara Primary School	Eco Warrior program to trial classroom recycling and composting sessions and a Community Swap Day, providing resources for other schools to implement similar programs.	1,600.00		1,600.00
Territory Native Plants	NT Native Eco Fair event at Jingili Watergardens, including informational stalls, walks and talks focused on biodiversity, greening, and cooling.	10,596.00		10,596.00
Waste Energy Benefits Us	Reusable foodware, seating and commercial dishwashing setup at Nightcliff Market to reduce single-use packaging waste.	10,000.00		10,000.00
Total		34,106.00		34,106.00

Operating subsidies

Name of organisation	Cash \$	In-kind \$	Total \$
Darwin Entertainment Centre	680,000.00		680,000.00
Total	680,000.00		680,000.00

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