CITY OF DARWIN

ANNUAL REPORT



2025/2026



Image above: Reconciliation Week at Casuarina Library, May 2026
Cover image: Jingili Water Festival, May 2026

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 Gulumirrgin (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. "

AWARDS RECEIVED

City of Darwin received a number of industry awards and professional recognitions during 2025/26, highlighting excellence in community infrastructure, accessibility, recreation and library services.

These achievements reflect City of Darwin's commitment to delivering innovative facilities, inclusive programs and high-quality services that enhance liveability, strengthen community connections and create positive outcomes for residents and visitors alike.

The awards received throughout the year recognise the amazing contributions by staff, project partners and community stakeholders whose collaborative efforts continue to support a vibrant, accessible and connected Darwin.

Australian Library and Information Association Bess Thomas Award – Geektacular

In 2026, City of Darwin's Geektacular event received the Australian Library and Information Association Bess Thomas Award, recognising excellence and innovation in library services for children and young people.

Delivered as a joint initiative between the City of Darwin Libraries and City of Darwin Youth Programs team, Geektacular has become a flagship youth event attracting more than 500 young people aged 15-25 each year.

The free event transforms Casuarina Library into a vibrant and inclusive space for young people to connect, create and celebrate their interests, with activities including gaming, karaoke, Dungeons and Dragons, cosplay, creative workshops, performances and a youth-led marketplace.

A key strength of Geektacular is its focus on youth participation and leadership, with more than 50 young people involved as performers, artists, stallholders, facilitators and event producers. This provides opportunities to build confidence, develop skills and strengthen connections within the community.

Australian Library and Information Association NT Library & Information Excellence Award 2025 – Carol Cheng

City of Darwin Libraries' Community Wellbeing Officer, Carol Cheng, was recognised with the NT Library & Information Excellence Award for her contribution to community engagement, inclusion and wellbeing.

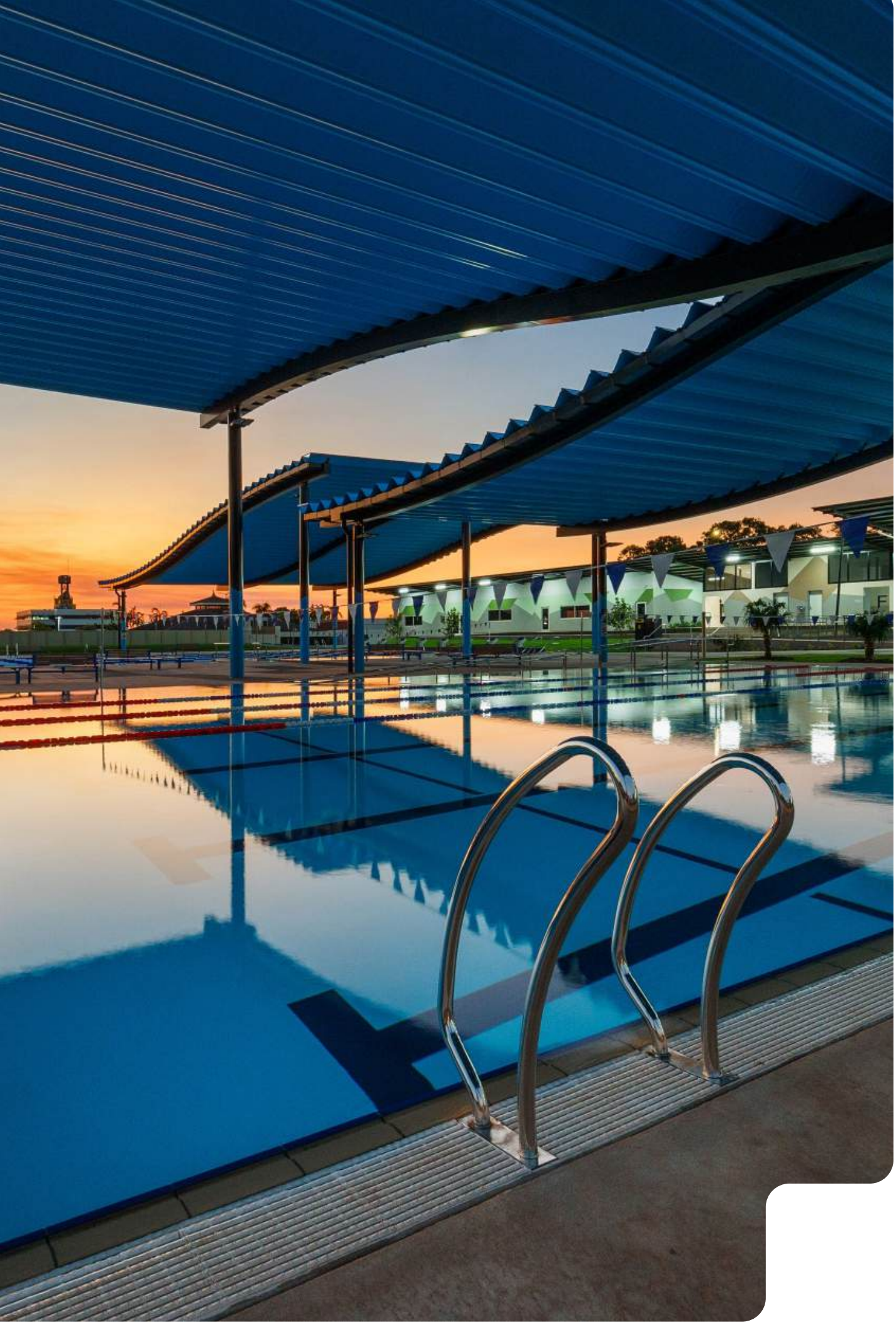
A key initiative recognised was the Community Support and Advice Group, which provided a welcoming space for multicultural communities to access information about English language learning, employment preparation, local services and other community resources. The sessions also created opportunities for participants to connect with others and develop a stronger sense of belonging.

Through this work, Carol strengthened the role of City of Darwin Libraries as an accessible and welcoming place where people can find information, seek support, develop skills and build community connections.

The award recognised Carol's initiative, collaboration and commitment to creating meaningful opportunities for inclusion and participation across Darwin's diverse communities.



Image: Gaming at Geektacular



CASUARINA AQUATIC AND LEISURE CENTRE

Parks and Leisure Australia SA/NT Community Facility of the Year 2026

Casuarina Aquatic and Leisure Centre was recognised with the Parks and Leisure Australia SA/NT Community Facility of the Year Award, acknowledging the successful transformation of the former Casuarina Pool into a vibrant recreation and community destination.

The $26.8 million redevelopment delivered a modern aquatic and leisure facility featuring a 50-metre pool, learn-to-swim pool, lagoon pool, play spaces, community amenities and enhanced accessibility features. Since opening in July 2024, the centre has become a popular destination for residents and visitors, supporting active lifestyles, community wellbeing and social connection.

The award recognises excellence in community recreation infrastructure and reflects City of Darwin's commitment to delivering high-quality facilities that improve liveability and create opportunities for people of all ages and abilities to participate in recreation and leisure activities. As a regional winner, the project progressed to the Parks and Leisure Australia National Awards of Excellence in November 2026.

2026 Northern Territory Architecture Awards – People's Choice Award

In June 2026, the Casuarina Aquatic and Leisure Centre received the People's Choice Award at the Northern Territory Architecture Awards, with project architect Ashford Lamaya Architects recognised for creating a facility that strongly resonates with the community.

The award celebrated the centre's distinctive tropical design, which responds to Darwin's climate through generous shade, open-air spaces, natural ventilation and accessible community gathering areas. The project has been praised for creating an inviting and inclusive environment that encourages recreation, learning and connection while reflecting the character of Darwin and the Larrakia landscape.

The project also received a Northern Territory Jury Citation, with judges commending its climate-responsive architecture, accessibility and success in establishing a contemporary community hub that supports health, wellbeing and social cohesion.

Image: Casuarina Aquatic and Leisure Centre



Image: Darwin Christmas Pageant 2025

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1. INTRODUCTION



1.1 ABOUT OUR ANNUAL REPORT

City of Darwin is pleased to present the 2025/26 Annual Report. The report outlines City of Darwin's performance against the goals and outcomes for the seventh year of our strategic plan, *Darwin 2030: City for People. City of Colour*. including further achievements against the 2025/26 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 2025/26 financial year.

The annual report is City of Darwin's primary tool for sharing with our community and stakeholders our 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 levels 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.

Image: Bundilla Beach open day

1.2 LORD MAYOR AND CHIEF EXECUTIVE OFFICER FOREWORD

We are pleased to present City of Darwin's 2025/26 Annual Report.

This year was one of resilience, renewal and progress for our city. We responded to the significant impacts of Cyclone Fina, welcomed a new Lord Mayor and Council, continued to invest in essential infrastructure and delivered projects and programs that will help shape Darwin's future.

Throughout 2025/26, City of Darwin continued to make strong progress towards the vision outlined in Darwin 2030: City for People. City of Colour. Across all five strategic directions, we delivered meaningful outcomes that improved liveability, strengthened community wellbeing and positioned Darwin for sustainable growth.

Responding to Cyclone Fina

Cyclone Fina presented a significant challenge for our community, impacting parks, roads, trees, playgrounds and community infrastructure across the municipality.

City of Darwin responded quickly to restore essential services, make public spaces safe and support community recovery. More than 13,400 infrastructure and tree assessments were undertaken and more than 200 staff and contractors contributed to recovery efforts.

The formal recovery program was completed in April 2026, demonstrating the resilience of our community and the dedication of our staff, contractors and partners.

Investing in a liveable, connected and welcoming city

Investment in infrastructure remained a key focus throughout the year, ensuring Darwin continues to be a welcoming, accessible and connected capital city.

Construction of the new Civic Centre continued to make strong progress and remains on track for completion in 2028. Once complete, the redevelopment will deliver a modern civic hub featuring contemporary community and council facilities alongside a vibrant, cool and green public space for community, business and cultural activities.

The opening of the new Jingili Water Gardens footbridge restored an important connection between the Jingili and Millner communities, providing a safer, more accessible and resilient link for pedestrians and cyclists.

Progress also continued on the Waters Ward Multigenerational Recreation Space, while seven playgrounds were revitalised to create safer and more inclusive places for children and families.

We continued to invest in roads, pathways, driveways and community infrastructure, improving connectivity, accessibility and safety across the municipality.

Together, these projects are helping create welcoming neighbourhoods where people of all ages and abilities can move easily, connect with others and enjoy the lifestyle that makes Darwin unique.

Supporting a safe, healthy and inclusive community

Creating a safe, healthy and connected community remained central to our work.

Some examples are; road safety and liveability projects delivered at Chambers Crescent and Koolinda Crescent improved accessibility and movement within neighbourhoods, while new active transport initiatives encouraged more people to walk, cycle and enjoy public spaces.

We continued to support people at every stage of life through programs and services for children, young people, families, seniors and people living with disability. Accessibility improvements across libraries and public facilities, the introduction of Hidden Disabilities Sunflower accreditation, Healthy Darwin programs and community recreation initiatives helped create a more inclusive city for all.

We also continued to work closely with service providers, Northern Territory Police and community organisations to promote public safety, support vulnerable community members and maintain welcoming public spaces.

Building a greener and more sustainable Darwin

Environmental sustainability continued to be a priority throughout the year.

Through the Greening Darwin Strategy, we planted hundreds of street and park trees, distributed thousands of free native plants to residents and we are developing a 10-year Tree Planting Plan to guide future greening efforts.



Image: Lord Mayor and CEO, City of Darwin

Climate action, biodiversity projects and innovative waste diversion initiatives also contributed to a cleaner, cooler and more environmentally responsible city.

Significant progress was made at the Shoal Bay Waste Management Facility, including delivery of critical infrastructure projects that will support Darwin's future waste management needs while increasing opportunities to recover and divert valuable resources from landfill.

Driving innovation and opportunity

Darwin continued to strengthen its position as a smart and prosperous capital city.

The launch of the Liveability Platform and Data Insights Platform improved access to information, strengthened community participation and supported evidence-based planning and decision making.

We progressed key digital transformation projects that will enhance customer service and organisational capability into the future.

We continued to work with business, industry and government partners to support economic growth, strengthen international relationships and promote Darwin as a destination to live, work, study, invest and visit.

Celebrating culture, creativity and community

Darwin's diversity, creativity and sense of community remain among our greatest strengths.

Throughout the year, City of Darwin delivered a vibrant program of events, festivals, public art initiatives, library programs and community grants that brought people together and celebrated the unique character of our city. Highlights included the Jingili Water Festival, Christmas Pageant, National Children's Week celebrations and programs supporting local artists and creative industries.

We also continued our commitment to reconciliation and celebrating First Nations cultures through National Reconciliation Week activities, support for First Nations-led initiatives and the integration of Larrakia culture and storytelling into public spaces, projects and community events.

Delivering on our commitments

The 2025/26 Municipal Plan contained 36 actions across City of Darwin's strategic directions and governance framework. By 30 June 2026, 33 actions had been completed, with the remaining actions progressing and on track for delivery.

These results reflect City of Darwin's ongoing commitment to accountability, transparency and delivering practical outcomes for our community.

Looking ahead

The achievements outlined in this report reflect the dedication of our Elected Members, staff, volunteers, community organisations, businesses, government partners and residents.

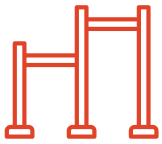
Together, we have continued to build a city that is safe, liveable, sustainable, innovative and inclusive.

As we move forward under the leadership of a newly elected Council, we remain committed to delivering the infrastructure, services and opportunities that will support our community and strengthen Darwin's future.

The Hon. Lord Mayor
Peter Styles

Chief Executive Officer
Simone Saunders

1.3 ABOUT OUR CITY



28 EXERCISE STATIONS



22,255 DRIVEWAYS



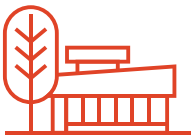
42 PUBLIC AMENITY FACILITIES



610HA GREEN SPACE



8 TENNIS COURTS AT 3 LOCATIONS



3 COMMUNITY CENTRES



10,186
STREET AND PUBLIC LIGHTING



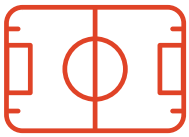
503KM
STORMWATER INFRASTRUCTURE



36,245
RATEABLE ASSESSMENTS



477KM ROADS



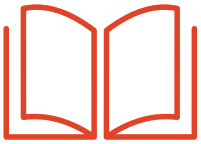
19 SPORTING GROUNDS AND OVALS



3 SWIMMING POOL FACILITIES



6 CHILDCARE CENTRES



4 LIBRARIES



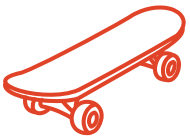
223 PARKS



3,736 PARKING BAYS



1 VELODROME



1 SKATE PARK



129
PLAYGROUNDS



632KM
FOOTPATHS AND WALKWAYS



148
WATER BUBBLER AND DRINKING FOUNTAINS

2. OUR HIGHLIGHTS



2.1 SUMMARY OF STRATEGIC PERFORMANCE

PRIORITIES TO PROGRESS

The 2025/26 Municipal Plan identified 8 priorities to progress and achievements against these are reported under the relevant strategic direction highlights on pages 60-103.

- Civic Centre and Precinct Redevelopment Project
- Climate emergency
- Connectivity and accessibility
- Greening Strategy
- ICT Roadmap and Customer Relationship Management Solution
- Playgrounds
- Shoal Bay Waste Management Facility
- Waters Ward Multigenerational Recreation Space

Summary of strategic performance 2025/26

Strategic direction	2024/25 result	2025/26 result	Remaining actions to be reported in future years to 2030
A capital city with the best practice and sustainable infrastructure	3 in progress	3 in progress	3
A safe, liveable and healthy city	4 completed 3 in progress	3 in progress	3
A cool, clean and green city	1 completed 4 in progress	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 2025/26

Image: Victory by Caleb Dude photo by Helen Orr

2.1.1 OPERATIONAL PERFORMANCE

Municipal Plan

The 2025/26 Municipal Plan contains a total of 36 actions across the five strategic directions and governance framework. As at 30 June 2026, 33 actions were complete and 3 require monitoring. Items listed as monitor are on track for delivery in 2026/27.

A total of 92 per cent of actions were delivered in full within the 2025/26 year.



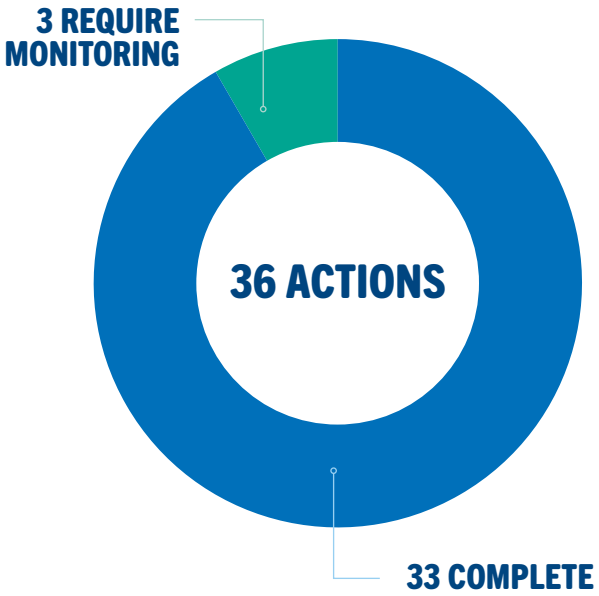


Figure 1 Municipal Plan action performance 2025/26

Performance of other strategies and plans during 2025/26

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



Access Strategy

- Delivered the 2025 DiversAbility Fun Day, celebrating people with disabilities, attracting 600+ attendees and increasing visibility of access initiatives.
- Continued delivery of the Sport4All program, increasing inclusive sports and recreation activities across clubs, schools and communities.
- Delivered a promotional video on MLAK to raise awareness of accessible services.
- Achieved accreditation for the Hidden Disability Sunflower program.
- Delivered deaf awareness and AUSLAN training for 20 City of Darwin staff.



Climate Emergency Strategy

- Progress remains ongoing for energy efficiency upgrades at West Lane Car Park, Casuarina Library and Parap Pool.
- Sponsored several sustainable living programs including the Top End Eco Fair and Sustainable House Day.
- Completed a City of Darwin emissions target review.
- Continued work with the CSIRO and Darwin Living Lab on identifying and mapping cool refuges across the municipality.
- Presented on the City of Darwin Place and Liveability Plan at the CSIRO symposium, with a focus on adapting to heat through community led solutions.



Creative Strategy

- Supported by Arts Access Darwin, installed Tara Darcy's artwork *Maningrida Community* on four new light pole wraps near the Nightcliff Jetty.
- Delivered artworks in partnership with Darwin Street Art Festival at Casuarina Library by Kris Keogh and Aralia Street Shopping precinct by Piper Kidd and the Esplanade by Trent Bundirrik Lee.
- Continued installation of public art on irrigation tanks and public amenities across the municipality.
- Held creative development workshops with 20 Darwin artists as part of the Civic Centre Integrated Art and Design Project with four artists moving into concept refinement.
- Online publication of the Public Art Story Map.



Customer First Strategy

- Continued first contact resolution methodology.
- Continued identifying opportunities for customer service provision enhancements in the new Civic Centre.
- 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 f or customers.
- Achieved key CRM project milestones, including supplier shortlisting, solution demonstrations and engagement with the preferred vendor, strengthening digital transformation and organisational capability.
- This strategy has been completed, and any ongoing actions have been incorporated into regular operations.



Economic Development Strategy

- Provided $724,908.18 sponsorship and $104,214.50 of in-kind support in the 2025/26 financial year.
- Attended the NT Business Roundtable with Australian Ambassador to ASEAN, promoting Darwin businesses and people to people links with the ASEAN regions through our Sister Cities partnerships.
- Met with TradeInvest Timor Leste to discuss opportunities to support Darwin business links with Timor Leste.



Greening Darwin Strategy

- Delivered a native planting pilot at Robyn Lesley Park, Karama.
- A total of 41 street trees have been planted to cool and shade within the city centre, including the greening of the McMinn Street verge and seeing the replacement of bare rocky ground with irrigated landscaped areas.
- Distributed over 9,500 trees through the native plant giveaway program, planted 646 street and park trees, and planted approximately 6,000 trees in bushland areas.
- Endorsed the Road Verge Planting Policy.
- Managing and recording of significant tree impacts from Cyclone Fina to support the resilience of our urban trees.



Movement Strategy

- Installation of new wayfinding signs in The Mall, enhancing navigation and visitor experience within the city centre.
- Delivered the 2025 Active Paths and Open Streets Program at Nightcliff and Karama Primary Schools.
- Completion of the Chambers Crescent and Koolinda Crescent Local Area Traffic Management works, creating safer road environments and improved pedestrian accessibility.
- Installation of reflective road marker luminaires in four walkways in Coconut Grove, Moil, Tiwi and Karama, improving night-time visibility and helping to deter antisocial behaviour.



Play Space Strategy

- Playground upgrades completed include softfall replacement at Lake Alexander, Nightcliff Foreshore playground and Sunset Park.
- Playground refurbishments and replacements were completed at Fong Park, Bayfield Park, Dorisvale Park and George Park.
- Construction commenced on stage 1 of the Waters Ward Multigenerational Recreation Space.
- An investigation into movement studies was undertaken for the Waters Ward project.
- Shade sail replacements delivered across the municipality, repairing damage caused by Cyclone Fina.



Reconciliation Action Plan

- Delivered key internal documents including a First Nations Career Development Plan.
- Completed a sponsorship agreement with Larrakia Nation Aboriginal Corporation for NAIDOC week events and activities.
- Finalised the 2024-2026 Innovate Reconciliation Action Plan and commenced preliminary conversations towards developing the next Reconciliation Action Plan.



Waste and Resource Recovery Strategy

- Delivered a successful trial diverting food waste from Parap Markets for processing into soil improver.
- Finalised a scoping study partnership on waste to energy with NTG to inform future waste management opportunities for the Top End.
- Commenced construction of the stage 7 landfill cell.
- Completed the stage 2 landfill cell expansion project.
- Diverted a total of 35,715 tonnes of waste from landfill. In addition, thousands of items were saved and given a new life through the Reviva Reuse shop.



Youth Strategy

- Secured a 3-year partnership with Pathfinders NT for LAUNCH Night Series to deliver social inclusion activities and active community participation with increased case management, referrals and support for young people.
- Delivered several partnership programs for Get That Job, including with Charles Darwin University and Surf Life Saving NT.
- Provided Hidden Disability training to Geektacular young producers.
- Engaged young Larrakia artists in designing signage for the couch surfing program.

2.2 CYCLONE FINA

The Greater Darwin region was struck by an early season cyclone on Saturday 22 November 2025, with Category 3 severe tropical cyclone Fina bringing damaging winds, widespread tree damage and power outages affecting around 19,000 properties.

City of Darwin commenced recovery operations on Sunday 23 November 2025, deploying dedicated survey teams and operational crews through the Emergency Operations Centre.

Recovery efforts initially focused on restoring access to critical services, with crews working around the clock during the first 3 days to reopen key road networks serving hospitals, emergency services, schools and childcare centres. Fallen trees and debris were rapidly cleared to enable safe movement across the municipality, while detailed assessments were undertaken to identify hazards and prioritise further works.

Although many areas appeared to be cleared in the early stages of the recovery, significant work continued behind the scenes to ensure affected sites were stable, safe and suitable for long-term use, supporting a sustainable and resilient recovery for the community.

Surveys

Over the recovery period, City of Darwin undertook 13,483 surveys across roads, pathways, buildings, playgrounds and public infrastructure, and the municipal tree network. Thousands of staff and contractor hours were dedicated to restoring safety and enabling the community to return to daily activities.

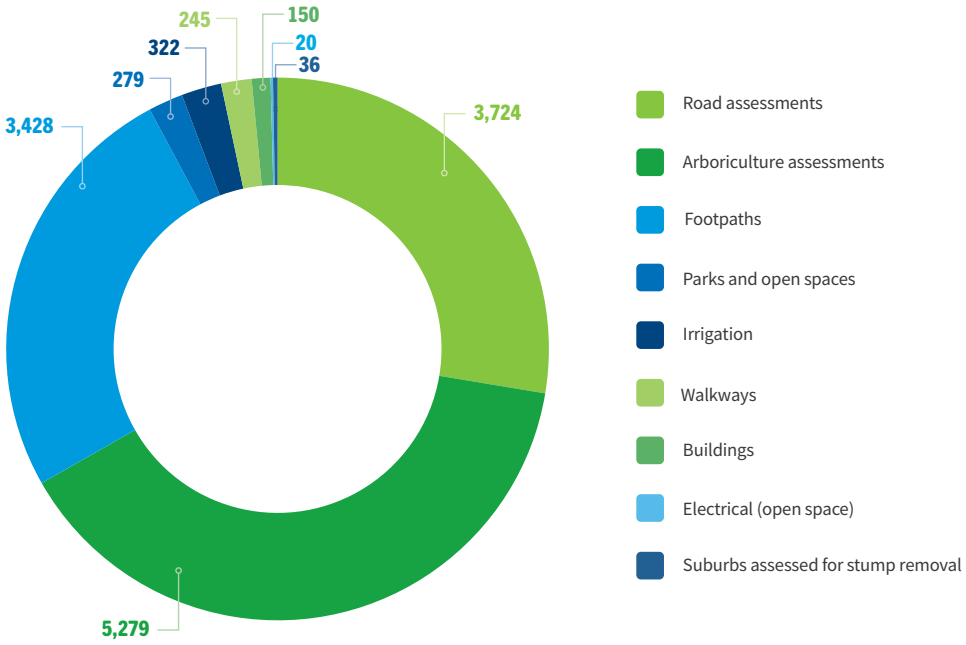


Figure 2 Cyclone Fina surveys completed



Image: Richardson Ward, tree stump removal

Roads and pathways

During the first day of recovery, rapid road assessments were undertaken to identify closures and support clearing operations. Once municipal roads were made passable, City of Darwin crews inspected all 477 km of road assets and walked all 632 km of footpaths to identify hazards and defects caused by fallen trees, debris, and other cyclone-related damage.

City of Darwin teams followed a defined recovery plan to ensure resources were directed to the areas of greatest need first. Initial efforts focused on moving trees and debris from roads and driveways to verges, followed by clearing pathways and then undertaking verge clean-up activities. This approach prioritised restoring access across all suburbs.

The road and pathway surveys, together with impact assessments, provided City of Darwin crews with a robust risk-based work program, enabling recovery works to be carried out safely and where they would have the greatest impact.

Trees

The most significant impact was to City of Darwin's tree network. Beyond the immediate clearing works, a further 5,279 trees were identified as requiring remedial action as a direct result of Cyclone Fina. This resulted in the removal of 1,960 high and moderate risk-rated trees, with crews continuing these works through one of Darwin's wettest wet seasons on record.

In addition to tree remediation and removal activities, a further 1,203 stumps were identified for removal from road verges, along with 1,063 stumps in public parks and open spaces. The scale of stump removals highlights the significant impact Cyclone Fina had on Darwin's tree canopy and reinforces the importance of ongoing replanting and greening efforts in support of City of Darwin's Cool, Clean, Green strategic direction.



Image: Alawa amenities block, November 2025

Parks and open spaces

Recovery and reopening activities were guided by City of Darwin's parks and open space hierarchy. High-use regional and destination parks and ovals, sports facilities and key community precincts were prioritised for assessment and reopening, followed by district, neighbourhood and local parks.

This approach ensured City of Darwin's limited resources were focused on the areas delivering the greatest community benefit while maintaining public safety. However, prolonged rain, humidity and restricted site access created ongoing challenges for recovery.

These conditions delayed some recovery works, particularly in parks and open spaces, where activities were carefully managed to avoid further environmental damage. City of Darwin maintains 363 sites on a regular mowing schedule, many of which remained inaccessible due to saturated ground conditions from ongoing wet weather. The final site was returned to the regular mowing program in March 2026.

Parks infrastructure and playgrounds were also affected. Repairs to shade sails and play equipment accounted for most repair works, with shade sail damage primarily caused by high winds and play equipment damage largely resulting from fallen trees.

Buildings

In the immediate aftermath of the event, several City of Darwin facilities were temporarily closed, including community centres, libraries, pools and walkways, while damage assessments and clean-up works were completed. Facilities were then reopened in stages as they were declared safe for public use.

Building damage was relatively limited but included impacts to the Lyons Community Centre and Alawa amenities block, where fallen trees damaged roof structures and delayed reopening. Other facilities requiring remedial works included Gardens Oval, the Darwin Amphitheatre, West Lane Car Park, Nightcliff Pool and several childcare centres; however, damage at these sites was less severe, enabling a faster return to normal operations.

Waste management

City of Darwin's kerbside collection services all remained as scheduled with normal operations from Monday 24 November 2025, ensuring residents could safely dispose of potentially hazardous household putrescible waste.

In accordance with the Northern Territory Emergency Waste Management Plan, the Northern Territory Government established a temporary green waste disposal site at Hidden Valley, while green waste disposal at Shoal Bay Waste Management Facility remained suspended to prioritise the management of putrescible and general waste streams.

The Hidden Valley facility operated to receive cyclone-related green waste for both residents and commercial clearing for the Greater Darwin Region. Shoal Bay and its lined landfill cells are not designed to receive and manage large-scale emergency green waste volumes, and events such as Cyclone Fina can substantially impact available landfill airspace, reducing the facility's operational lifespan and potentially resulting in significant costs for ratepayers.

City of Darwin's Cyclone Fina recovery program was officially completed on 30 April 2026, with the majority of response and restoration activities finalised during the 2025/26 financial year. Some longer-term remediation works, particularly the reinstatement of shade sails and other park infrastructure, will continue into 2026/27 as part of the final recovery phase.



Image: Cyclone recovery in Thompson Crescent, Moil

2.3 FINANCIAL SNAPSHOT

The following provides a snapshot of City of Darwin's income and expenditure for 2025/26.

Income – 5 year trend				
2021/22	2022/23	2023/24	2024/25	2025/26
$123.9M	$124.4M	$139.4M	$156.2M	$159.5M

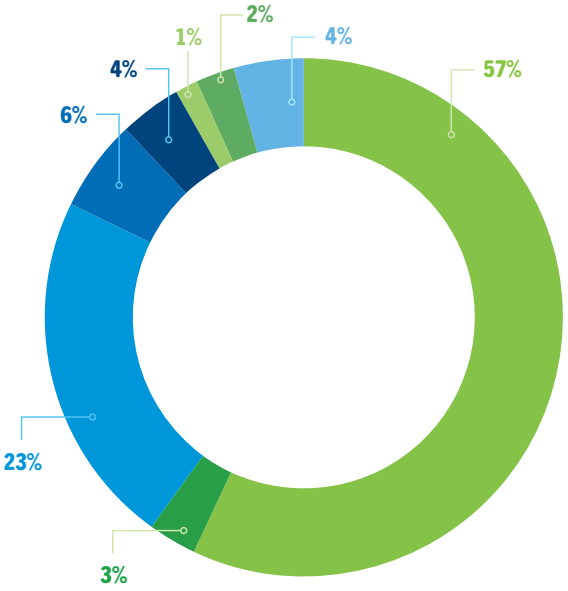


Figure 3 Income 2025/26

2025/26 Income category	$'000
Rates revenues	90,894
Statutory charges	4,821
User charges	35,430
Grants, subsidies and contributions-operating	9,125
Investment and interest income	6,194
Other income and reimbursements	2,217
Amounts received specifically for new or upgraded assets	3,873
Contributed assets	6,965
Total income	**159,519**

Table 2 Actual income 2025/26 by category



Image: Floyd Court stormwater renewal

Figure 4 Expenditure 2025/26

Expense – 5 year trend				
2021/22	2022/23	2023/24	2024/25	2025/26
$135.4M	$137.4M	$132.5M	$140.0M	$166.5M

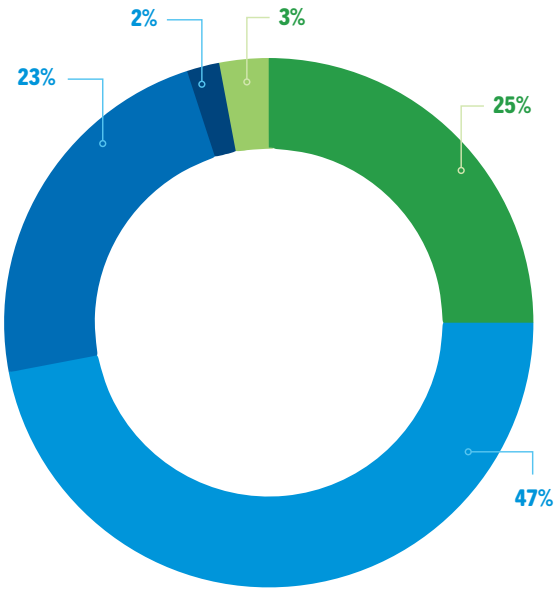


Figure 4 Expenditure 2025/26

2025/26 Expenses category	$'000
Employee expenses	41,138
Materials, contracts and other expenses	78,541
Depreciation, amortisation and impairment	38,239
Finance costs	3,724
Asset disposal and fair value adjustments	4,808
Total income	**166,450**

Table 3 Actual expenditure 2025/26 by category

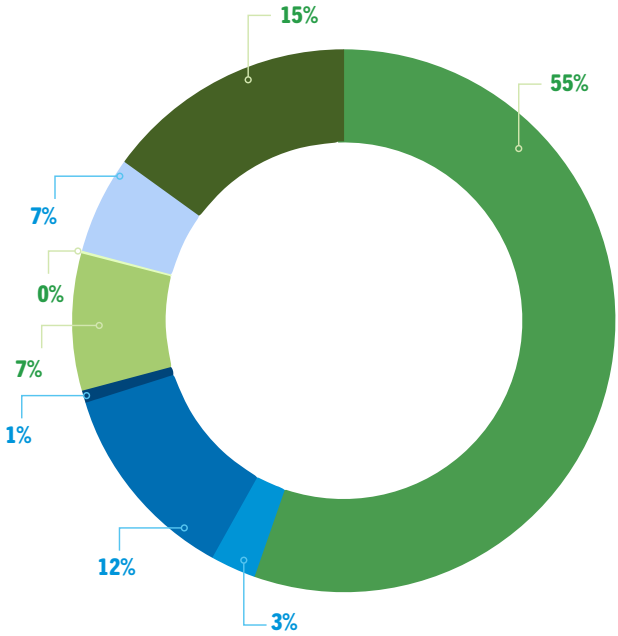


Figure 5 Capital expenditure 2025/26

2025/26 Capital expenditure	$'000
Buildings	34,503
Stormwater Drainage	1,678
Pathways	7,507
Public Lighting	461
Plant and Equipment	5,085
Parks & Reserves	96
Other Assets	3,619
Waste Management Infrastructure	9,370
Total income	**62,319**

Table 4 Actual capital expenditure 2025/26 by asset class

2.4 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 2025/26 is outlined in Tables 5 and 6 below.

Sponsorships and operational grants

Program	Funding agency	2025/26 funding recognised $
Financial Assistance Grant (FAA) - Roads Maintenance Subsidy 26/27	Australian Government, Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	2,304,606
Financial Assistance Grant (FAA) - General Purpose Financial Assistance 26/27	Australian Government, Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	2,073,147
Public Library Funding	Northern Territory Government, Department of Territory Families, Housing and Communities	1,533,958
Financial Assistance Grant (FAA) - Roads Maintenance Subsidy 25/26	Australian Government, Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	1,317,678
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	1,233,067
Mosquito Control Program	Northern Territory Government, Department of Health	218,775
City of Darwin Christmas Pageant 2025	Northern Territory Major Events Company Pty Ltd	150,000
ASEAN Australia Centre 2025-26 Grants Program	Australian Government, Department Of Foreign Affairs and Trade	115,000
Fun Bus	Northern Territory Government, Department of Children's and Families	110,239
LAUNCH Night Series	Northern Territory Government, Department of Tourism Sports and Culture	25,754
Gaming After Dark Sessions	Northern Territory Government, Department of People, Sport and Culture	15,150
Australia Day	National Australia Day Council	15,000
Community Cohesion Programs In Your Library	Australian Library and Information Association Ltd	9,000

Program	Funding agency	2025/26 funding recognised $
Science Week NT Community Grants 2025	Australian Government, Charles Darwin University	1,500
Australia Day Community Grant	Australia Day Council Northern Territory	1,350
Young Territory Author Awards Sponsorship	City Of Palmerston	1,000
Citizen Science Corner Grant 2025	Australian Library and Information Association Ltd	650
Sponsorships and operational grants		**9,125,873**

Table 5 Sponsorships and operational grants 2025/26



Image: Casuarina Library Reconciliation Week event 2026

Capital grants

Program	Funding agency	2025/26 funding recognised $
Darwin City Deal - Darwin City Greening - Smith Street Improvement Project	Northern Territory Government, Department of Logistics and Infrastructure	1,906,347
Chapel Lane Project	Northern Territory Government, Department of Logistics and Infrastructure	1,203,172
Black Spot Program	Northern Territory Government, Department of Logistics and Infrastructure	359,441
Roads to Recovery - Lee Point Rd Upgrades	Australian Government, Department of Infrastructure, Transport, Regional Development, Communication and the Arts	179,367
Play Our Way Stream 1 Facilities - Nightcliff Oval Change Rooms	Australian Government, Department of Health and Aged Care	107,894
Changing Places Facility - The Esplanade, Darwin	Northern Territory Government, Department of Territory Families, Housing and Communities	60,000
Tourism Town Asset Program	Northern Territory Government, Department of Tourism and Hospitality	56,392
Total capital grants recognised		**3,872,613**

Table 6 Capital grants recognised as income in 2025/26

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.



Image: Cavenagh Street tree planting

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.

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

Image: Civic Centre redevelopment site visit, June 2026

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.

Council elections

Northern Territory local government elections are held every 4 years, with elections for the 24th Council of the City of Darwin held on 23 August 2025. The election saw 6 new elected members join Council, with 7 members re-elected into their positions. All members were officially sworn in on 17 September 2025.

The 23rd Council continued to undertake their duties until the commencement of the caretaker period on 31 July 2025.

Casual vacancy

Councillor Ed Smelt resigned from Council in March 2026 to take up an elected position as Member for Nightcliff, creating a casual vacancy for an elected member on the Council.

In line with requirements under the Act, a by-election was held on 30 May 2026. Clarence McCarthy-Grogan was elected to Council as an elected member for the Chan Ward. Councillor McCarthy-Grogan was formally inducted to Council on 30 June 2026.

3.2 ELECTED MEMBERS



The Hon. Lord Mayor Peter Styles

Ph: 0499 384 233
lord.mayor@darwin.nt.gov.au

Lord Mayor

- Administrative Review Committee (Chair)
- Chief Executive Officer Performance Appraisal Committee (Chair)
- Darwin Military and Civilian History Advisory Committee (Chair)
- International Relations Advisory Committee (Chair)
- Tree Advisory Committee (Chair)
- The Lord Mayor is an ex officio member of all Council committees
- Council of Capital Cities Lord Mayors (CCCLM)
- Top End Regional Organisations of Councils (TOPROC)



CHAN WARD

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



Councillor Julie Fraser

Elected 2025

Ph: 0461 319 769
julie.fraser@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Tree Advisory Committee



Councillor Clarence McCarthy-Grogan

Elected 2026

Ph: 0499 425 109
clarence.mccarthy-grogan@darwin.nt.gov.au

- Administrative Review Committee (alternate)



Councillor Peter Pangquee

Elected 2017

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

- Administrative Review Committee (alternate)
- Chief Executive Officer Performance Appraisal Committee
- Information Communication Technology Steering Committee (alternate)
- Reconciliation Advisory Committee
- Development Consent Authority Northern Territory
- President of Local Government Association of the Northern Territory (LGANT)
- Local Government Code of Conduct Panel
- 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 Nicole Brown

Elected 2025

Ph: 0499 382 948
nicole.brown@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Risk Management and Audit Committee



Councillor Mick Palmer

Elected 2015

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

- Administrative Review Committee
- Chief Executive Officer Performance Appraisal Committee
- East Point Reserve Advisory Committee
- Risk Management and Audit Committee
- Development Consent Authority Northern Territory
- 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 History Advisory Committee
- International Relations Advisory Committee (alternate)
- Local Government Association of the Northern Territory (LGANT)



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: 0499 402 821
jimmy.bouhoris@darwin.nt.gov.au

- Administrative Review Committee
- Access and Inclusion Advisory Committee (alternate)
- Information Communication Technology Steering Committee
- International Relations Advisory Committee
- Risk Management and Audit Committee
- Youth Advisory Committee (alternate)
- Development Consent Authority Northern Territory (alternate)



Councillor Shani Carson

Elected 2025

Ph: 0414 778 994
shani.carson@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Chief Executive Officer Performance Appraisal Committee
- Darwin Military and Civilian History Advisory Committee (alternate)
- East Point Reserve Advisory Committee (alternate)

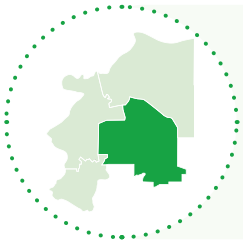


Councillor Edwin Joseph

Elected 2025

Ph: 0499 387 043
edwin.joseph@darwin.nt.gov.au

- Administrative Review Committee
- Sister City Advisory Committee (alternate)



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 Kim Farrar

Elected 2022

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

- Administrative Review Committee (alternate)
- Arts and Cultural Development Advisory Committee (alternate)
- Tree Advisory Committee (alternate)



Councillor Sylvia Klonaris

Elected 2021

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

- Administrative Review Committee (alternate)
- Access and Inclusion Advisory Committee
- Chief Executive Officer Performance Appraisal Committee
- Sister City Advisory Committee



Councillor Patrik Ralph

Elected 2025

Ph: 0491 982 332
patrik.ralph@darwin.nt.gov.au

- Administrative Review Committee (alternate)
- Arts and Cultural Development Advisory Committee
- Reconciliation Advisory Committee (alternate)
- Youth Advisory Committee

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 2025 – Determination of Allowances for Members of Local Government Councils was made on 10 December 2024 and tabled in the Northern Territory Legislative Assembly on 13 February 2025.

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 2025
Principal Member allowance	$132,288.00
Councillor allowance	$33,046.00
Vehicle allowance	$25,000.00
Professional development allowance	$5,000.00
Deputy Principal Member (Deputy Lord Mayor)	
Type of allowance	Deputy principal member allowance from 1 July 2025
Deputy Principal Member allowance	$23,800.00
Councillor allowance	$33,046.00
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) Extra meeting allowance capped at $10,000.00 per financial year Activity allowance not included in $10,000 cap
Professional development allowance	$5,000.00
Councillor	
Type of allowance	Councillor ordinary base allowance from 1 July 2025
Councillor allowance	$33,046.00
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) Extra meeting allowance capped at $10,000.00 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	$5,000.00
Travel allowance	Travel allowances are paid in accordance with the determination and Council policy

Table 7 Maximum elected member allowances payable for 2025/26

The following tables provide an itemisation of allowances paid to elected members for the 2025/26 financial year.

23rd Council

Elected Member	Councillor's allowance	Lord Mayor allowance	Deputy Lord Mayor allowance	Vehicle allowance	Extra meeting/ activity allowance	Travel allowance	Annual professional development	Total allowances
Lord Mayor	6,284.89	25,158.88		4,754.60				36,198.37
Councillor Jimmy Bouhoris	6,284.89				1,000.00			7,284.89
Councillor Kim Farrar	6,284.89				700.00			6,984.89
Councillor Mirella Fejo	6,284.89				600.00			6,884.89
Councillor Sylvia Klonaris	6,284.89				800.00			7,084.89
Councillor Mick Palmer	6,284.89				900.00			7,184.89
Councillor Peter Pangquee	6,284.89				200.00	700.00		7,184.89
Councillor Morgan Rickard	6,284.89		2,021.51		1,200.00			9,506.40
Councillor Vim Sharma	6,284.89							6,284.89
Councillor Ed Smelt	6,284.89				300.00		1,750.00	8,334.89
Councillor Amye Un	6,284.89				800.00			7,084.89
Councillor Rebecca Want De Rowe	6,284.89				500.00			6,784.89
Councillor Sam Weston	6,284.89				600.00			6,884.89

Table 8 Elected member allowances paid 2025/26, 23rd Council

24th Council

Elected Member	Councillors' allowance	Lord Mayor allowance	Deputy Lord Mayor allowance	Vehicle allowance	Extra meeting/ activity allowance	Travel allowance	Annual professional development	Total allowances
Lord Mayor	26,761.11	107,129.12		20,245.40			1,174.20	155,309.83
Councillor Jimmy Bouhoris	26,761.11		3,912.60		6,300.00		4,933.03	41,906.74
Councillor Nicole Brown	26,776.35				7,400.00		3,875.48	38,051.83
Councillor Shani Carson	26,776.35				7,700.00		3,254.55	37,730.90
Councillor Kim Farrar	26,761.11				6,700.00		3,785.00	37,246.11
Councillor Julie Fraser	26,776.35				9,700.00		4,020.42	40,496.77
Councillor Edwin Joseph	26,776.35				8,800.00		3,003.87	38,580.22
Councillor Sylvia Klonaris	26,761.11				7,900.00			34,661.11
Councillor Clarence McCarthy-Grogan	1,448.59							1,448.59
Councillor Mick Palmer	26,761.11		4,303.84		5,400.00			36,464.95
Councillor Peter Pangquee	26,761.11				10,700.00			37,461.11
Councillor Patrik Ralph	26,776.35		8,020.83		6,000.00			40,797.18
Councillor Ed Smelt	14,267.01		912.94		2,700.00			17,879.95
Councillor Sam Weston	26,761.11				7,200.00			33,961.11

Table 9 Elected member allowances paid 2025/26, 24th Council

3.4 ELECTED MEMBER EXPENSES REIMBURSED

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 10 Elected member expenses reimbursed 2025/26

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

3.5 ELECTED MEMBER PROFESSIONAL DEVELOPMENT

In 2025/26 the allowance for elected member professional development was $5,000.00. 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	Dates and location	Total costs including travel
Lord Mayor Peter Styles	Local Government Association of the Northern Territory Conference 2025	18-19 November 2025, Darwin	489.25
	Local Government Association of the Northern Territory Symposium 2026	14-15 April 2026, Darwin	684.95
Councillor Jimmy Bouhoris	Australian Local Government Association (ALGA) – National General Assembly	22-26 June 2026, Canberra	4,933.03
Councillor Nicole Brown	Women Unlimited Leadership Summit	18-19 February 2026, Canberra	1,712.15
	2026 Australian Institute of Company Directors Summit	10-11 March 2026, Sydney	1,413.33
	Membership for the Australian Institute of Company Directors	30 June 2026-30 June 2027	750.00
Councillor Shani Carson	Australian Local Government Association (ALGA) – National General Assembly	22-26 June 2026, Canberra	3,254.55
Councillor Kim Farrar	Australian Institute of Company Directors Governance Essentials for Local Government Course	12-13 March 2026, Darwin	3,785.00
Councillor Julie Fraser	Australian Local Government Association (ALGA) – National General Assembly	22-26 June 2026, Canberra	4,020.42

Councillor Edwin Joseph	Membership and joining fee for the Australian Institute of Company Directors	10 December 2025-10 December 2026	970.00
	Local Government Association of the Northern Territory Conference 2025	18-19 November 2025, Darwin	489.25
	Diploma of Community Studies	October-December 2025, online	450.00
	Australian Institute of Company Directors NT Annual Dinner	27 May 2026, Darwin	205.00
	Governing in the Climate Emergency	July-September 2026, online	204.67
	Local Government Association of the Northern Territory Symposium 2026	14-15 April 2026, Darwin	684.95
Councillor Ed Smelt	Councillor Leadership, Communication, and Governance – Shift Life Coaching	9-30 June 2025, online	*1,750.00

Table 11 Elected member professional development expenses 2025/26

*Professional Development Allowance of $1,750 was paid on 10 July 2025 and relates to 2024/25 FY.



Image: City of Darwin's 24th Council at Inauguration in September 2025

3.6 MEETING ATTENDANCE

23rd Council

23rd Council members	Ordinary meetings attended	Ordinary meetings apology	Special meetings attended	Special meetings apology	Briefings	Workshops
Lord Mayor	1	0	2	0	1	1
Councillor Jimmy Bouhoris	1	0	2	0	1	1
Councillor Kim Farrar	1	0	2	0	1	1
Councillor Mirella Fejo	1	0	2	0	1	1
Councillor Sylvia Klonaris	1	0	2	0	1	1
Councillor Mick Palmer	1	0	2	0	1	1
Councillor Peter Pangquee	1	0	0	2	0	0
Councillor Morgan Rickard	1	0	0	2	0	0
Councillor Vim Sharma	0	1	0	2	0	0
Councillor Ed Smelt	1	0	1	1	1	0
Councillor Amye Un	1	0	2	0	1	1
Councillor Rebecca Want De Rowe	1	0	1	1	1	1
Councillor Sam Weston	1	0	2	0	1	1

Table 12 Elected member meeting attendance 2025/26, 23rd Council

Ordinary meetings held	Special meetings held	Briefings held	Workshops held
1	2	1	1

Table 13 Meetings held 2025/26, 23rd Council

24th Council

Council members	Ordinary meetings attended	Ordinary meetings apology	Special meetings attended	Special meetings apology	Briefings	Workshops
Lord Mayor	10	0	2	0	8	13
Councillor Jimmy Bouhoris	9	1	2	0	4	12
Councillor Nicole Brown	9	1	2	0	7	12
Councillor Shani Carson	9	1	2	0	8	12
Councillor Kim Farrar	10	0	2	0	8	10
Councillor Julie Fraser	10	0	1	1	7	12
Councillor Edwin Joseph	10	0	2	0	8	12
Councillor Sylvia Klonaris	10	0	2	0	8	10
Councillor Clarence McCarthy-Grogan	1	0	0	0	0	0
Councillor Mick Palmer	9	1	1	1	5	9
Councillor Peter Pangquee	10	0	2	0	6	11
Councillor Patrik Ralph	10	0	2	0	7	11
Councillor Ed Smelt	5	0	0	0	3	3
Councillor Sam Weston	10	0	2	0	8	10

Table 14 Elected member meeting attendance 2025/26, 24th Council

Councillor Ed Smelt resigned in March 2026, and Councillor McCarthy-Grogan commenced in June 2026.

Ordinary meetings held	Special meetings held	Briefings held	Workshops held
10	2	8	13

Table 15 Meetings held 2025/26, 24th Council

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 webcast live via MS Teams, subject to being closed for confidential business.

Council holds a 30-minute public forum each month, open to all members of the public, prior to the commencement of the ordinary Council meeting. The purpose of the public forum is to provide an avenue for members of the public to engage with elected members on the upcoming meeting topics. The Lord Mayor chairs the public forum to ensure it is conducted in an orderly manner and directs questions to councillors for response.

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. As at 30 June 2026 only 5 per cent of Council decisions remained in confidential.

Council decisions

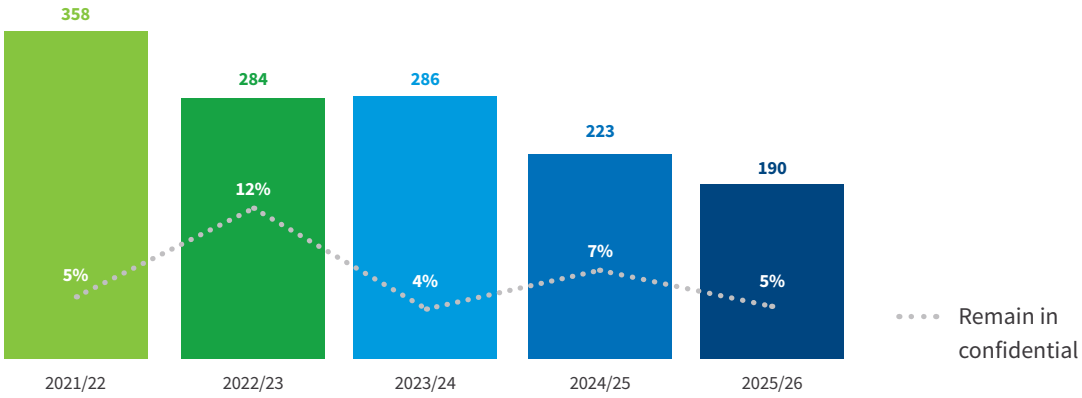


Figure 6 Council decisions 2021/22 to 2025/26

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 2026.

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 *Local Government (General) Regulations 2021.*	Lord Mayor (Chair) Councillor Jimmy Bouhoris Councillor Edwin Joseph Councillor Mick Palmer 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 Shani Carson Councillor Sylvia Klonaris Councillor Mick Palmer Councillor Peter Pangquee

Table 16 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 Jimmy Bouhoris (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 Patrik Ralph Councillor Kim Farrar (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 Shani Carson (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 an informed decision to be made on the management of East Point Reserve.	Councillor Mick Palmer Councillor Shani Carson (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 Peter Pangquee 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.	Lord Mayor (Chair) Councillor Jimmy Bouhoris Councillor Sam Weston (alternate)

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 Patrik Ralph (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 Councillor Edwin Joseph (alternate) Lord Mayor (ex-officio)
Tree 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 an informed decision to be made on the management of the Greening Strategy 2021.	Lord Mayor (Chair) Councillor Julie Fraser 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 Patrik Ralph Councillor Jimmy Bouhoris (alternate) Lord Mayor (ex-officio)

Table 17 Advisory committees



Image: Councillor McCarthy-Grogan's swearing in ceremony, June 2026

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 Peter Styles
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 Peter Pangquee Councillor Mick Palmer Councillor Jimmy Bouhoris (alternate)
Local Government Association of the Northern Territory (LGANT)	Peak body representing local government in the Northern Territory.	Councillor Peter Pangquee Councillor Sam Weston
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 Peter Styles
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 18 Outside committees with City of Darwin appointed representation

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

Outside committee	Purpose	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

Table 19 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 oversight 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 2025/26 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 16 October 2026. 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 2025/26 financial statements with no matters of a significant nature brought to the attention of RMAC by the auditor.

RMAC met four times during the 2025/26 financial year and in addition to the 2024/25 annual financial statements provided oversight on several items including:

- 2024/25 Annual Report
- risk management framework
- internal audit assurance
- external audit reporting
- fraud control
- asset sustainability
- Civic Centre and Precinct redevelopment project
- work health and safety/human resources.

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

- Risk Management Policy and Procedure
- Financial Hardship Policy
- Procurement Policy

The Risk Management and Audit Committee is comprised of 4 independent community members, including the Chair, and 3 elected members. The Committee is supported by the Chief Executive Officer and senior staff.

Risk Management and Audit Committee	Members	Meeting attendance	Meeting apologies
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.	**Independent members**		
	Roland Chin (Chair)	4	0
	George Araj	1	0
	Sanja Hill	2	2
	Tanya Jacobs	3	0
	Shara Reid	3	0
	Elected member representation		
	Councillor Jimmy Bouhoris	4	0
	Councillor Nicole Brown	1	0
	Councillor Mick Palmer	3	1
	Councillor Ed Smelt	0	2
Total Risk Management and Audit Committee meetings held		**4**	

Table 20 Risk Management and Audit Committee

Independent members of the Risk Management and Audit Committee are appointed by Council for a two-year term. During 2025/26, the Committee transitioned to a new term following expiry of the previous community member appointments on 31 August 2025.

Following an expression of interest process Council appointed Roland Chin as Chair, with Sanja Hill, Tanya Jacobs and Shara Reid appointed as independent members. The appointments bring a range of expertise and experience to support the Committee in providing effective oversight of Council's risk management, governance and audit responsibilities.

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
- Environment, Climate and Waste
- Place and Economic Development
- Technical Services

Image: Fun in the Parks

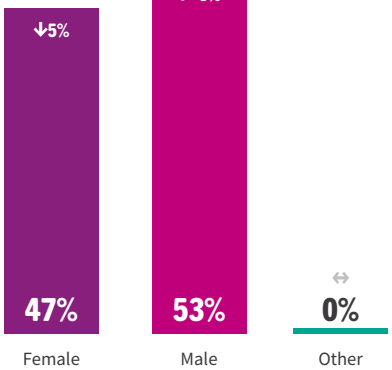
4.2 WORKFORCE PROFILE

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

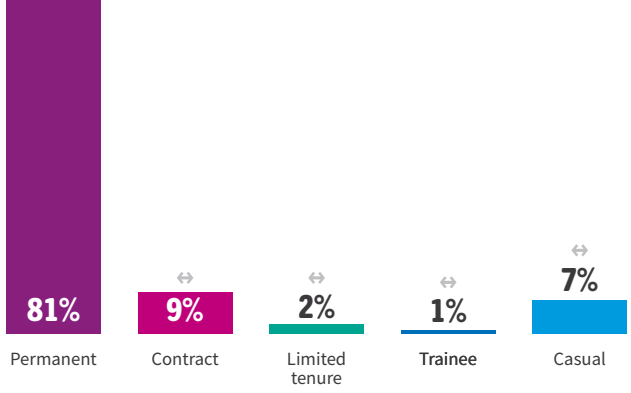
TOTAL EMPLOYEES

382 AS AT DATE 30 JUNE 2026

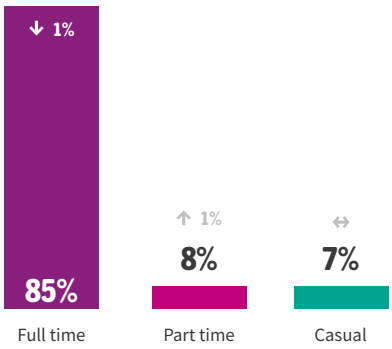
GENDER



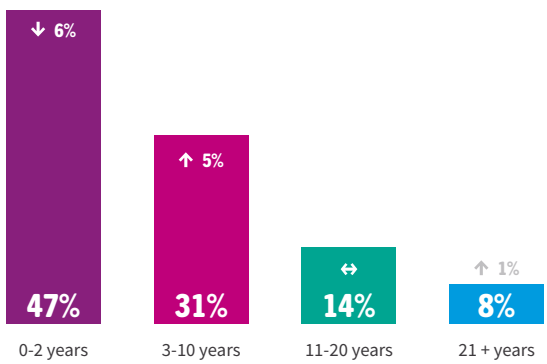
EMPLOYMENT TYPE



WORKFORCE STATUS

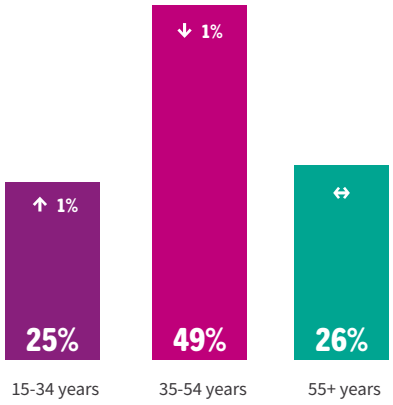


WORKFORCE TENURE

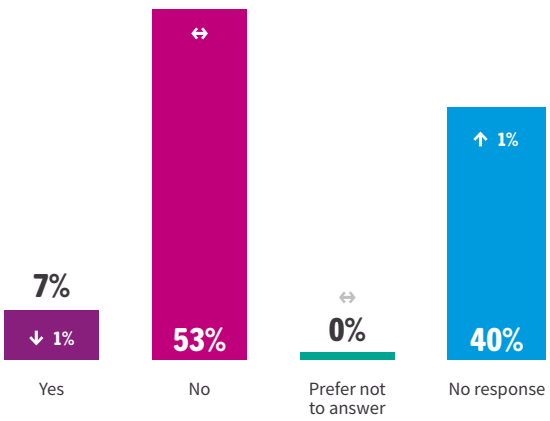


Percentage change ↑ ↓ ↔

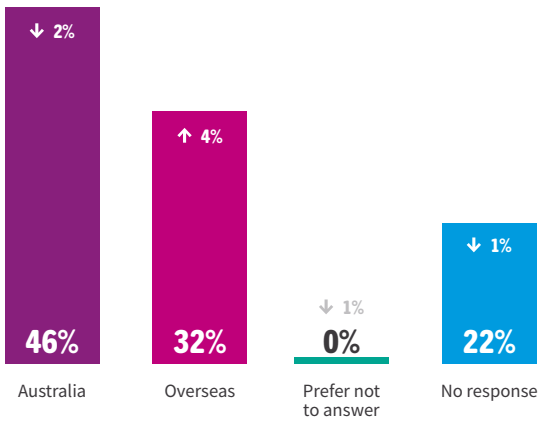
AGE OF WORKFORCE



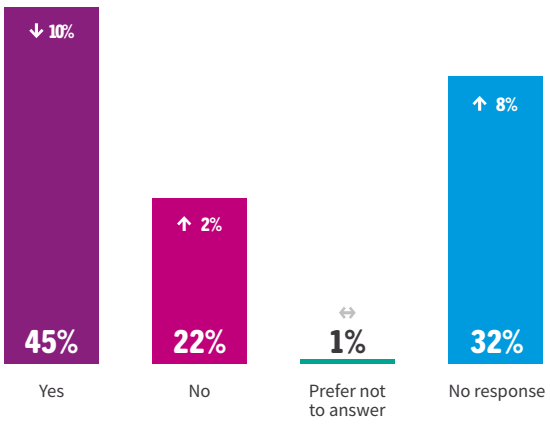
FIRST NATIONS WORKFORCE



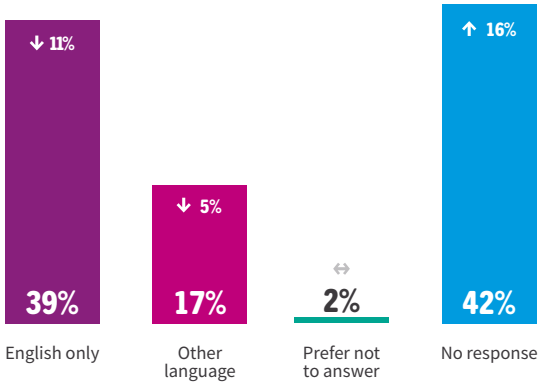
WORKFORCE COUNTRY OF BIRTH



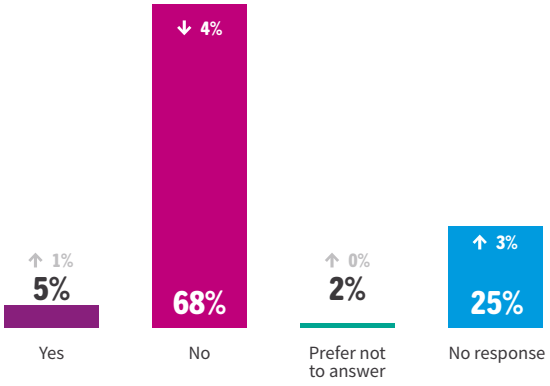
WORKFORCE LANGUAGE – ENGLISH AS FIRST LANGUAGE



WORKFORCE LANGUAGE SPOKEN AT HOME



WORKFORCE DISABILITY



4.3 OUR VALUES AND AWARDS

In December 2025, City of Darwin celebrated the achievements and contributions of employees through the annual employee awards program. The awards recognise individuals and teams who exemplify the organisation's core values of Customer Service, Accountability, Respect, Excellence and Solidarity (CARES), as well as those who have demonstrated exceptional commitment to reconciliation, environmental sustainability, enterprise leadership, innovation, and workplace health and safety.

The employee awards form an important part of City of Darwin's Performance Management Framework, providing an opportunity to acknowledge and celebrate the dedication, professionalism and positive impact of employees across the organisation. The program reinforces the behaviours and values that contribute to a strong organisational culture and support the delivery of services to the community.

The high calibre and volume of nominations received from employees reflected the outstanding work being undertaken across the organisation during the year. In recognition of the exceptional contributions demonstrated by nominees, multiple award recipients were selected in several categories. Their achievements highlight the talent, commitment and collaborative spirit of City of Darwin's workforce and the important role employees play in delivering positive outcomes for our community.

Annual employee award recipients December 2025

Category	Recipient
CARES individual	Winner 1: Ashleigh Young Winner 2: Jessica Fry Runner Up 1: Binita Chhetri Runner Up 2: Janna Li Runner Up 3: Don Chatura
CARES team	Winner: Cleaning Services City Maintenance Runner Up: Building Services
WHS individual	Winner: Amanda Maansson Runner Up: Jordan Schrapel
WHS team	Winner: Community Inclusion Team Runner Up: PCCU Collections Supervisors
Innovation	Winner: Nim Perera Runner Up: Paige Collins
Environmental sustainability	Winner: Paul Callaway Runner Up: Angela Garcia-Castilla Runner Up: Kalina Zarzycka-Kusiak
Reconciliation	Winner: Kaye Strange Runner Up: Lauren Brumby
Enterprise leadership	Winner: Alex Busch Runner Up: Kyle Miller
Executive enterprise leadership	Winner: Emma Jane Edwards

Table 21 Employee awards December 2025

4.4 STAFF TRAINING AND DEVELOPMENT

City of Darwin is committed to providing training, development, and employment programs to ensure that 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 2025/26 financial year, more than 140 training and development activities were delivered across the organisation, encompassing both mandatory compliance requirements and professional development initiatives. In addition, four orientation days and five working with cultural differences sessions were conducted for new employees.

Mandatory, compliance and legislative training accounted for 40 per cent of all training activities undertaken during the year. This included a range of legislative, compliance and licensing requirements, with significant investment directed towards temporary traffic management training, where four employee cohorts completed a five-day accredited program. A further 140 employees completed asbestos awareness training to ensure ongoing compliance with legislative obligations. In total, 249 employees completed compliance and legislative training, including 56 licence renewals and 193 new licence attainments.

Professional development opportunities continued to be informed by workforce capability requirements identified through the annual performance and development review process, ensuring learning investments remained aligned with operational needs and strategic priorities. A total of 143 professional development activities were supported across a range of business and occupational skill areas.

Sixty per cent of the annual training budget was allocated to the development of business, occupational and leadership capabilities. This approach supports City of Darwin's commitment to maintaining a capable and adaptable workforce, ensuring employees have the skills necessary to respond effectively to evolving community expectations and organisational priorities.

The Employee Study Assistance Scheme continued to support employees undertaking formal qualifications relevant to their current or future roles within the organisation. During 2025/26, 22 employees, representing approximately 6 per cent of the workforce, participated in the program, with 12 enrolled in vocational education and 10 undertaking tertiary studies.

Business administration remained the most in demand field of study, followed by information studies (librarianship) and accounting. Employees also pursued qualifications across a diverse range of disciplines including conservation and ecosystem management, horticulture, waste management, project management, leadership and management, engineering, law and government investigations, reflecting the breadth of professional expertise required across the organisation.

A highlight of the year was the exceptional performance of City of Darwin's team, the Dar-Winners, at the Northern Territory division of the Australasian Management Challenge. In April 2026, City of Darwin’s team won the regional title, and will compete at the Australasian Management Challenge Final in Tasmania in August 2026.

The Australasian Management Challenge is a highly regarded professional development program that tests participants' leadership, teamwork, communication, strategic thinking and problem-solving capabilities through a series of practical, time-critical challenges. The team's achievement reflects the dedication, professionalism and collaborative spirit of its members and highlights City of Darwin's ongoing investment in developing leadership capability and fostering a high-performing workforce dedicated to serving the community.

Traineeships, apprenticeships and graduate roles

City of Darwin is committed to attracting, developing and retaining emerging talent by providing meaningful early career pathways for school leavers, graduates and individuals entering or re-entering the workforce. These programs support the development of future workforce capability while creating opportunities for participants to gain practical experience, build professional skills and contribute to the delivery of services to the community.

During the 2025/26 reporting period, City of Darwin continued to invest in a range of traineeship and graduate opportunities across diverse professional disciplines. These opportunities enabled participants to develop industry-relevant knowledge and experience while receiving structured support and mentoring within the workplace.

The following graduate and trainee positions were supported during the year:

- Graduate Librarian
- Certificate IV in Business and Entrepreneurship (Corporate Trainee)
- Certificate IV in Business and Entrepreneurship (Youth Trainee)
- Certificate IV in Library and Information Services (Library Trainee)

Through these programs, City of Darwin continues to strengthen its talent pipeline, support workforce succession planning, and provide valuable career development opportunities that contribute to the long-term success of both participants and the organisation.

Training activities delivered

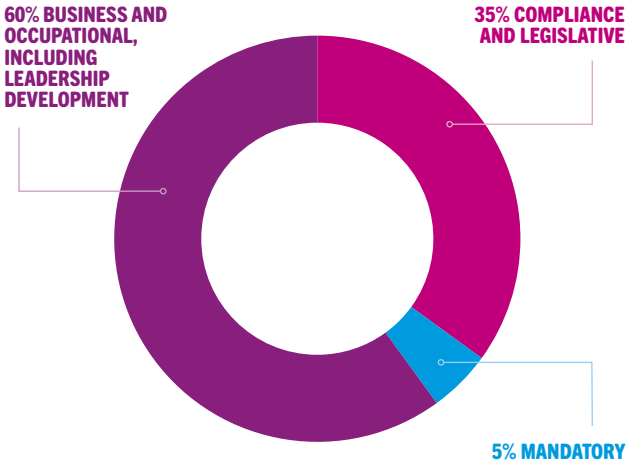


Figure 7 Training activities delivered

4.5 ENTERPRISE BARGAINING

A significant achievement during 2025/26 was the successful conclusion of bargaining for the City of Darwin Enterprise Agreement 2026, which was endorsed by employees through a successful ballot in June 2026.

The bargaining process involved extensive consultation and engagement with employees and bargaining representatives, with a strong focus on achieving an outcome that appropriately recognised employee contributions while maintaining the long-term financial sustainability and operational effectiveness of Council services.

The new Enterprise Agreement delivers a balanced package of remuneration and employment conditions designed to support workforce attraction, retention and development, while ensuring the responsible stewardship of community resources.

Key outcomes include salary increases totalling 15.5 per cent over the four-year term of the Agreement, a wage equalisation payment recognising the period between agreements, increases to a range of allowances, the introduction of paid Reconciliation Leave, and enhanced opportunities for employee development through modernised higher duties provisions.

The Agreement also includes a range of contemporary and inclusive workplace measures, legislative updates, and operational improvements that support organisational effectiveness and service delivery.

The successful outcome reflects City of Darwin's commitment to being an employer of choice by providing fair, competitive and contemporary employment conditions while maintaining a sustainable and responsible approach to financial management. The Agreement establishes a strong foundation for future workforce capability and supports the organisation's ability to continue delivering valued services and outcomes for the Darwin community.



Image: Better Suburbs program, Camphor Street verge, Nightcliff

4.6 WORKPLACE HEALTH AND SAFETY

Work Health and Safety

Building on the strong foundations established in previous years, City of Darwin has continued to mature its Workplace Health and Safety (WHS) framework through a sustained focus on proactive risk management, leadership engagement, and continuous improvement.

During the year, efforts have concentrated on strengthening critical risk controls, enhancing safety leadership capability, and increasing workforce participation in hazard identification and incident prevention.

Continued investment in systems, training, and assurance activities has supported greater visibility of safety performance and improved decision-making across the organisation. Through regular consultation City of Darwin has reinforced a positive safety culture where accountability, learning, and shared responsibility remain central to achieving safe outcomes for all.

Employee wellbeing

City of Darwin remains committed to supporting the wellbeing of our employees and recognising the important relationship between health, wellbeing, and workplace performance.

Throughout the year, initiatives have focused on promoting physical, psychological, and social wellbeing while fostering an inclusive and supportive workplace culture. Employees have continued to access a range of wellbeing resources and support services, including mental health initiatives, health promotion programs, and professional development opportunities. Increased attention has also been given to psychosocial health and the prevention of workplace stressors through education, awareness, and early intervention strategies.

These efforts demonstrate City of Darwin's ongoing commitment to ensuring our people are supported, engaged, and equipped to maintain their wellbeing both within and beyond the workplace.

WHS performance dashboard

In 2025/26, City of Darwin recorded 357 reported incidents, as illustrated in Figure 9. While this represents an increase compared to the 2024/25 financial year, this is considered a positive indicator of improved safety awareness and reporting practices across the organisation. Enhanced risk management initiatives, targeted training programs, and a broader incident classification framework have encouraged employees to identify and report hazards, near misses, and low-consequence events that may previously have gone unreported.

Encouragingly, despite the increase in overall reporting, the severity of reported incidents has continued to decline. The growth in hazard and near miss reporting demonstrates a strong reporting culture and reflects the effectiveness of proactive risk identification, early intervention, and preventative controls.

The expanded reporting framework has also strengthened City of Darwin's ability to identify trends, undertake meaningful incident analysis, and implement targeted corrective actions. Improved collaboration across departments has enhanced organisational learning and informed continuous improvement initiatives. Together, these efforts contribute to a safer workplace and support our ongoing commitment to protecting the health, safety, and wellbeing of our employees, contractors, and the community.

The increase in lost time injuries (LTIs) was primarily linked to Cyclone Fina clean-up activities. All injuries were minor, with short recovery periods and low severity ratings. Lost time resulted largely from precautionary treatment and recovery requirements associated with wet season hazards, including infection risks from open wounds and minor soft tissue sprains and strains. No serious or permanent injuries were recorded during the clean-up program.

Percentage of lost time injuries

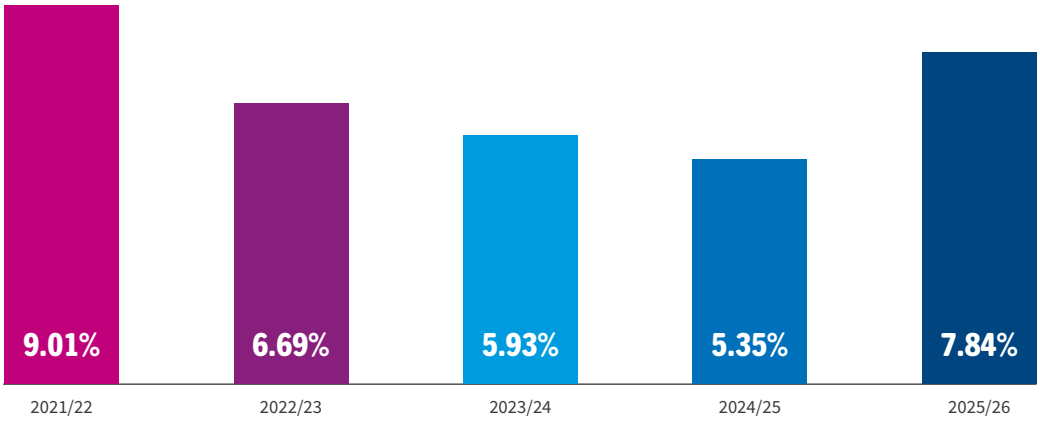


Figure 8 Lost time injuries past five years

Annual figures - all reported incidents, LTI injuries and MTI Medical injuries

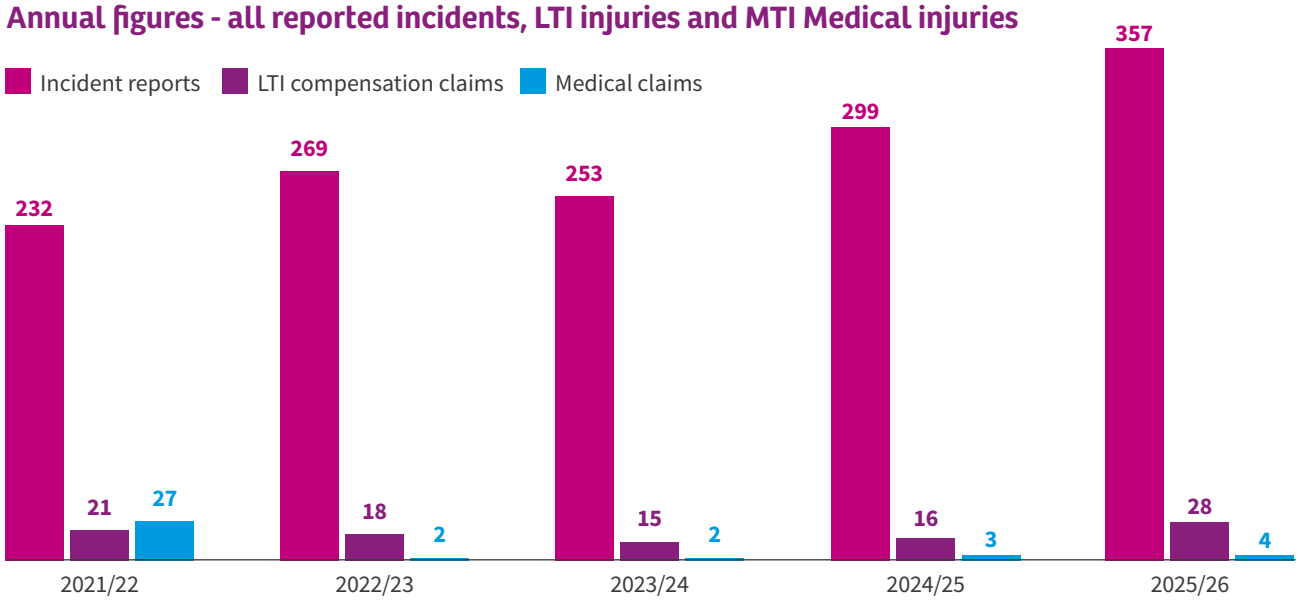


Figure 9 Reported incidents, lost time injury claims and medical claims

5. OUR PERFORMANCE



Image: Healthy Darwin Sunrise Yoga

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



COUNCIL'S STRATEGIC ROLES HAVE BEEN DEFINED AS



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.

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 22 Measures of performance

Operational performance objectives are set in the City of Darwin Municipal Plan 2025/26. This report showcases City of Darwin's achievements against these goals, and highlights other initiatives taken 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	2024/25 progress	2025/26 progress	Comment
Develop a priority infrastructure plan	ON TRACK	ON TRACK	Asset surveys to identify condition and age-based priority projects remains ongoing.
Implement City of Darwin's asset management framework	ON TRACK	ON TRACK	Asset Management Plan reviews have been recently completed for roads, pathways and driveways across the municipality to inform future investment and priorities.
Increase utilisation of the City of Darwin's land and community assets	ON TRACK	ON TRACK	Approved 1,154 event permits, comprising 983 small event permits and 171 comprehensive event permits. Issued 57 street food vendor permits across public spaces. Achieved an occupancy rate of 86% across City of Darwin's tenanted property portfolio.

Image: Cavenagh Street, Darwin City

STRATEGIC DIRECTION 1: OPERATIONAL PERFORMANCE

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

2025/26 deliverables	Status	Comment
Deliver the 2025/26 capital works program	COMPLETED	Successfully delivered asset renewal programs for driveways, pathways, walkways, road resurfacing and playgrounds. Progress was also made across several key projects, with key milestones completed for stormwater, public amenities and lighting, and the cell 2 expansion at Shoal Bay Waste Management Facility.
Deliver the 2025/26 milestones for the new Civic Centre and Precinct Redevelopment Project	COMPLETED	Construction is progressing with major project milestones delivered on time. Key constructions stages, including scaffolding, formwork, reinforcement and concrete pours, continue to be completed as planned.
Complete an expression of interest for partnership opportunities to deliver electric vehicle infrastructure across the Darwin municipality	COMPLETED	An expression of interest was released, with proposals received and assessment ongoing.
Develop asset management plans for asset categories street and public lighting, and stormwater drainage	MONITOR	Asset management plans for street and public lighting and stormwater drainage are in development.

STRATEGIC DIRECTION 1 HIGHLIGHTS

Jingili footbridge

The opening of the new Jingili Water Gardens footbridge restored a vital connection between the Millner and Jingili communities, ensuring residents can once again safely access one of Darwin's most popular recreational spaces. Replacing a well-loved local landmark that had reached the end of its service life, the new bridge combines a modern, durable design with the iconic red appearance valued by the community.

Completed ahead of the wet season, the elevated structure is designed to withstand monsoonal conditions and king tides, reducing the risk of future closures and providing a reliable year-round link for pedestrians and cyclists. Improved accessibility features, including a shared pathway and gentle gradient, make the crossing more inclusive for all users.

The project also delivered environmental benefits, with carefully selected native plantings supporting local biodiversity and habitat for threatened species. By strengthening connectivity, accessibility and environmental resilience, the footbridge will benefit residents and visitors for decades to come.



Image: Jingili footbridge



Image: Fong Park playground revitalisation

Waters Ward Multigenerational Recreation Space

This project is a key deliverable of Council's strategic directions in continuing the commitment towards safe, accessible and multigenerational recreation. Stage one of construction commenced in 2025/26 focusing on upgrading the existing car park.

The car park upgrade will increase capacity, safety and accessible parking, setting the foundations for the future stages of the project. Once complete, the new Waters Ward Multigenerational Recreation Space will provide a recreation space where people of all ages and abilities can come together and interact.

Playgrounds

City of Darwin is continuing to invest in safer, modern and inclusive play spaces, with 7 playgrounds refurbished across the municipality. The works form part of City of Darwin's ongoing playground revitalisation program, which delivers improvements that support active, healthy lifestyles and create welcoming places for families.



Image: Jingili Footbridge launch

Civic Centre and Precinct Redevelopment

The Civic Centre development construction continued to make strong progress throughout 2025/26, with structure works advancing with the central core progressing to level 8, and formwork, steel reinforcement and concrete pours completed to level 4.

Preparations for community consultation and engagement in 2026/27 commenced to ensure the public is involved in shaping the future vision of the site. The project remains on track for completion in 2028.

Connectivity and accessibility

The 2025/26 Connectivity and Accessibility Program has been successfully delivered, resulting in enhanced accessibility, safety and connectivity across the municipality. The program included a combination of asset renewal and new infrastructure works, with completed projects including road resurfacing and renewal, footpath reconstruction on Carstens Crescent, Harvey Street, Strele Crescent and Lee Point Road Stage 2, driveway renewals across Nakara, Wagaman, Wanguri and Wulagi, and the delivery of Access and Inclusion Committee initiatives.



Image: East Point Road, road reseal

Road resurfacing

The annual road reseal program, including East Point Road, Henbury Avenue/Rocklands Drive and Alec Fong Lim Drive, was successfully completed during the financial year, reinforcing Council's ongoing commitment to proactive asset renewal and network maintenance. The program improved the condition, safety and longevity of key road assets, helping to preserve infrastructure performance while reducing future maintenance costs and ensuring reliable service outcomes for the community.



Image: Nightcliff Foreshore playground revitalisation



5.2 STRATEGIC DIRECTION 2

A safe, liveable and healthy city

STRATEGIC DIRECTION 2

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

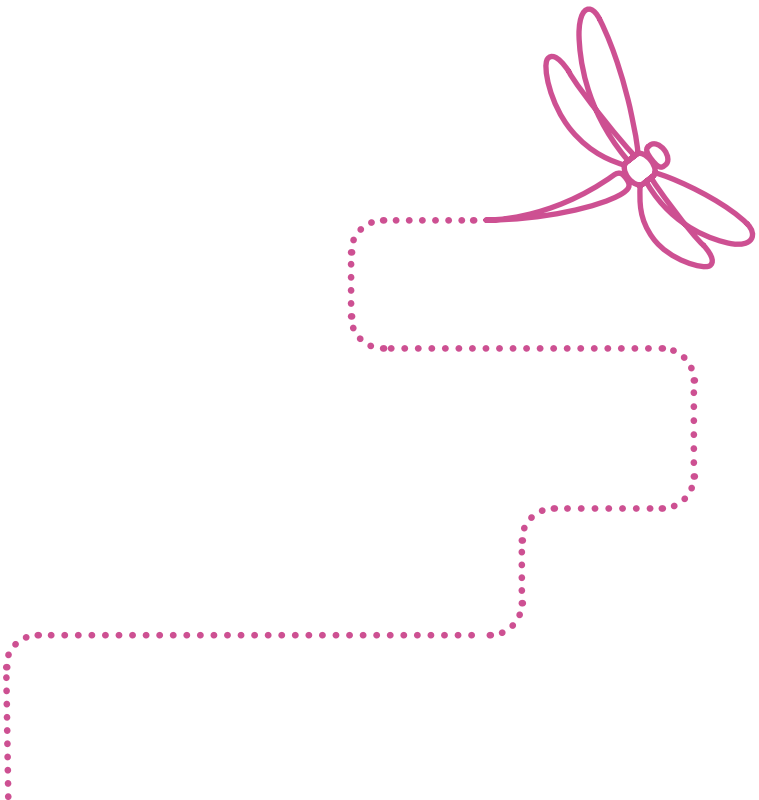
Strategic action	2024/25 progress	2025/26 Progress	Comment
Promote Darwin as a more attractive place to live and work	ON TRACK	ON TRACK	Continued promotion of Darwin as an attractive destination to live and work via the Discover Darwin website. Developed the Place and Liveability Plan 2050.
Work with 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	City of Darwin continues to provide comment on Development Applications and Planning Scheme amendments to the Northern Territory Government and advocates for outcomes consistent with its strategic plans and supporting strategies.
Increase utilisation of Darwin's beaches and Foreshores	ON TRACK	ON TRACK	Delivered the Street Food Program across key beach and foreshore locations, including Bundilla, East Point, Nightcliff and the Esplanade. Approved 292 small events and 61 comprehensive events that were held at coastal, beach and foreshore locations.

Image: Sport4All program with Cricket NT

STRATEGIC DIRECTION 2: OPERATIONAL PERFORMANCE

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

2025/26 deliverables	Status	Comment
Deliver regulatory services including regulation of vehicles, animals and public places in line with legislative requirements	COMPLETED	Regulatory Services continues to support the community through the regulation of vehicles, animals and public places and offers a series of free monthly workshops for residents including barking matters programs, don't bite be polite, life with dogs, and animal education initiatives.
Deliver local area traffic management initiatives to improve movement, road safety and liveability	COMPLETED	Completed construction on the Koolinda and Chambers Crescent local area traffic management initiatives. The Fitzer Drive and Harriet Place blackspot projects are nearing finalisation at year end.
Deliver the 2025/26 street and public lighting and amenity projects	MONITOR	Completed pathway lighting between the Darwin Ski Club and Bundilla Park. Atkins Drive and the Making Mindil Safe stage 2B projects are under construction and scheduled for completion in the first quarter of 2026/27.
Deliver an assertive outreach program in partnership with service providers	COMPLETED	Assertive Outreach team continue to refine data collection and maintain strong working relationships across a wide variety of service providers.



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

2025/26 deliverables	Status	Comment
Deliver the access and inclusion infrastructure projects	COMPLETED	All funded elements were delivered including works at Casuarina Library and Nightcliff foreshore.
Deliver the 2025/26 milestones for the Waters Ward Multigenerational Recreation Space	COMPLETED	Construction of stage 1 enabling elements underway. Progress towards delivery of the high thrills zone remains underway.
Deliver the 2025/26 annual events program, including the 2026 Bombing of Darwin event	COMPLETED	Delivered a diverse program of events across the year including Australia Day, Bombing of Darwin, Christmas Pageant and program, and ward events.
Enhance and maintain parks and recreation facilities to meet community needs	COMPLETED	Operations teams delivered a significant community recovery program for Cyclone Fina for 6 months of the year. Proactive and reactive works remain ongoing.

Target: by 2030, Darwin residents will be more active and healthy

2025/26 deliverables	Status	Comment
Deliver the 2025/26 healthy and active community programs	COMPLETED	Healthy Darwin program continues to provide a wide variety of accessible, engaging healthy activity across the municipality, catering to different demographics. Activities delivered include Pilates, Zumba, yoga, golf, group fitness and wellness workshops.
Deliver 2025/26 Play Space Strategy annual funded actions	COMPLETED	Playground revitalisations delivered across the year under the capital program, with milestones for the Waters Ward Multigenerational Recreation Space also achieved.



Image: Bombing of Darwin event, February 2026

STRATEGIC DIRECTION 2 HIGHLIGHTS

Chambers Crescent and Koolinda Crescent road safety and liveability projects

Following extensive community engagement, City of Darwin finalised and delivered the Chambers Crescent and Koolinda Crescent road safety and liveability projects.

Community feedback helped shape the completed works, with residents identifying priorities such as improved accessibility, enhanced public spaces, increased shade and tree planting, upgraded park amenities, better maintenance, and opportunities for public art and activation.

The Chambers Crescent works delivered painted parking lanes, two speed humps near the Kapool Crescent intersections and two new pedestrian refuges located near the Malak Shopping Centre and Holzerland Green Belt. The Koolinda Crescent project delivered painted parking lanes, three new pedestrian refuges near Karama Shopping Centre, Robyn Lesley Park and the Mueller Street intersection, upgrades to the children's crossing and adjoining footpath at Karama Primary School and widening of the Koolinda Crescent and Kalymnos Drive intersection.

These improvements have enhanced road safety, pedestrian connectivity and accessibility throughout the area. The completed projects provide safer crossing points, reduced vehicle speeds and improved access to key community destinations.

Darwin city centre bike lane

As part of the broader Smith Street revitalisation project, a new on-road bike lane was introduced to support safer, more sustainable transport options in the city centre. Developed following extensive community consultation, the bike lane provides a valuable connection for cyclists and promote active travel as an alternative to car use. This initiative aligns with the City of Darwin's adopted Movement Strategy, reinforcing our commitment to creating a more accessible and connected urban environment.

Open streets

City of Darwin delivered the open streets program at Karama Primary School and Nightcliff Primary School in September 2025, encouraging students and families to choose active and sustainable ways to travel to and from school. Delivered as part of City of Darwin's Movement Strategy, the initiative promoted walking, cycling, scooting and public transport through a fun, safe and accessible community event.

On event days, temporary road closures transformed streets outside participating schools into vibrant spaces where students, parents and teachers could walk, ride and play. Activities, games, giveaways, free coffee and a community sausage sizzle helped create a welcoming atmosphere while highlighting the benefits of active travel. Building on the success of the active paths program, open streets supports healthier lifestyles, strengthens community connections and encourages more families to consider active transport as part of their daily routine.



Image: Open Streets Event, Karama Primary School



Image: Hidden Disabilities Sunflower Accreditation launch

Disability access capital projects

In line with City of Darwin's Access Strategy, the Access and Inclusion Advisory Committee recommended a set of disability access priorities to Council, which were approved at the Council Meeting held on 24 June 2025.

Three priority projects were completed during this period:

- Nightcliff foreshore – installation of delineation for driveway crossings
- Libraries – installation of accessible drinking bubbler, lowering of returns chutes, and improving collection signage for better visibility
- Casuarina and Nightcliff libraries – installation of tactile ground surface indicators.

Additional work has also been delivered in our libraries which was a priority site for accessibility improvements over the past year, the children's area received a minor upgrade, including a fresh coat of paint and installation of a new 75" television and soundbar. These enhancements improved visibility and audio quality for families attending story time sessions, making programs more accessible and engaging for participants.



Image: Casuarina Library accessibility upgrades featuring Three Green Sea Turtles (Doedleera) by Taleena Lui-Villaflor

Hidden Disabilities Sunflower Accreditation

The Community Inclusion team with support from Capability and Learning have coordinated training to customer facing City of Darwin staff to improve understanding and support for individuals with hidden disabilities.

The Hidden Disabilities Sunflower is a globally recognised symbol designed to discreetly indicate that an individual has a non-visible disability. This initiative aims to foster understanding and support in public spaces without the need for verbal disclosure. Individuals can voluntarily wear a sunflower-branded item, such as a lanyard, pin, or ID card, to signal that they may require additional assistance, patience, or time. Training was rolled out to City of Darwin staff on 2 April, in recognition of World Autism Awareness Day.

Staff who have completed the training have been provided with white Sunflower Ally badges and lanyards, identifying them as trained staff who can provide appropriate assistance and support to people with hidden disabilities.

Sunflower signage has been installed across City of Darwin facilities at key customer-facing locations, including entrances, reception areas and other high-traffic areas. Information is also available to customers outlining how they can access Sunflower lanyards, wristbands and other available supports.

These measures help create a more welcoming and accessible environment and ensure that people with hidden disabilities can more easily identify available support when accessing City of Darwin services and facilities.

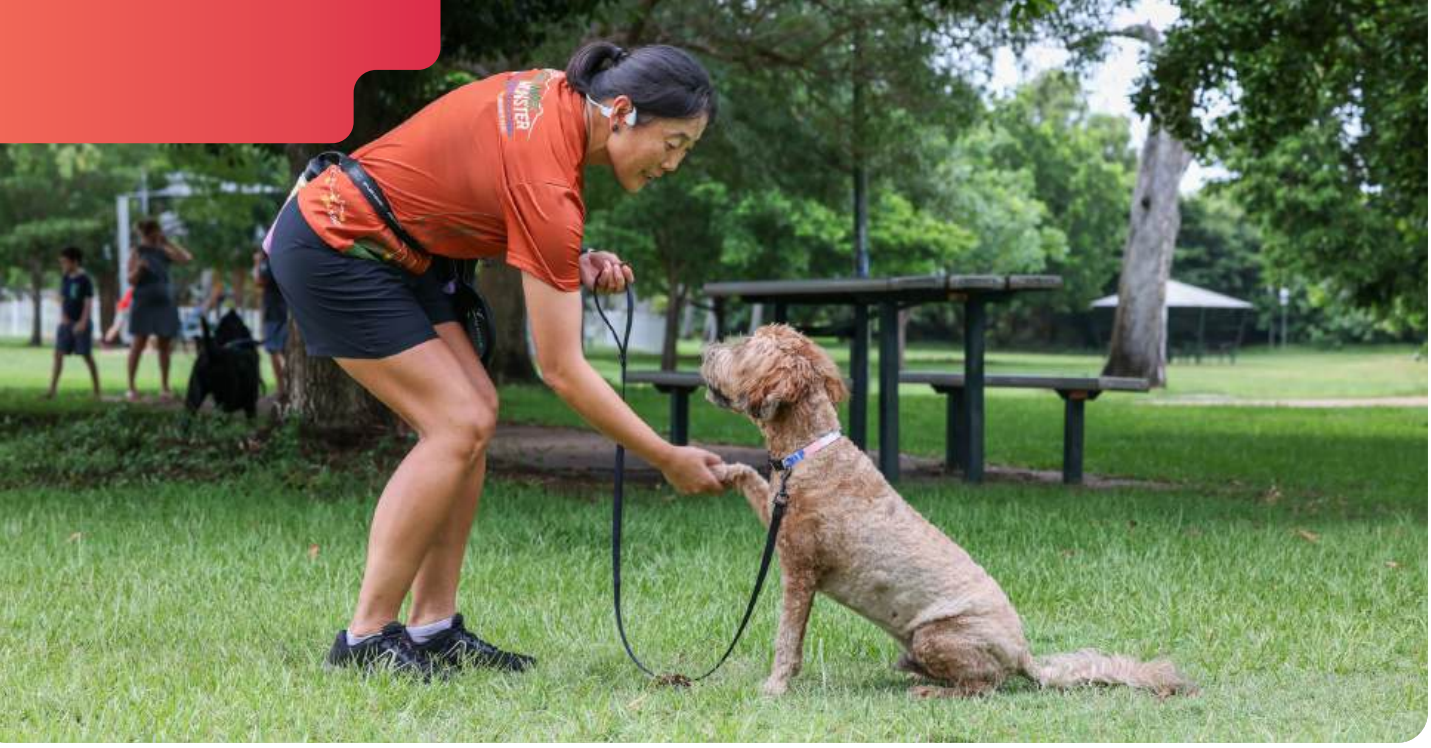


Image: Walk 'n' Wag

Cat tracking program

A pilot cat tracking program was delivered during the year encouraging residents to record sightings of roaming and stray cats using the FeralScan app. Community participation resulted in 190 reports, with more than 200 cats and kittens sighted across Darwin.

The project engaged the community and provided data that supports future community education initiatives, responsible pet ownership campaigns and targeted programs, including desexing programs prioritising impacted areas. In Partnership with RSPCA, 60 cats were desexed through the 2025/26 program.

Animal education program

School visits continued throughout the year, with curriculum-aligned sessions featuring new interactive activities. The Adventures of Louie and Luna remains a popular educational resource for school-aged children.

Our public workshops continued to attract strong participation, helping pet owners address common issues such as barking, boredom and escape behaviours before they become problems within the community.

Walk'n'Wag remains our most popular program, providing opportunities for dogs to socialise in a controlled environment while giving owners access to advice and referrals from animal education staff.

During 2025/26, the animal education team increased its focus on vulnerable communities and Darwin town camps, promoting responsible pet ownership and supporting higher registration and microchipping rates. Preparing pet owners for storm season and Territory Day was also a key priority to improve pet and community safety.

In partnership with City of Darwin Libraries, the team delivered a range of engaging activities for children and adults. One highlight was the Pet Portrait Workshop at Library Lounge, where participants created artworks of their pets that were later displayed at Casuarina Library, celebrating responsible pet ownership and the bond between people and their pets.



Image: Open Streets Event, Karama Primary School

Parking enforcement in school zones and large events

City of Darwin's CBD and Suburban parking teams continue to focus on deterring or detecting unsafe parking in and around school zones throughout the municipality, continuing to work alongside the Northern Territory Police and the Department of Education and Training to increase education and enforcement, promoting safe parking behaviours, increasing community safety to ensure children have safe travel to and from school.

Large public events have been a focus of City of Darwin rangers this year. The increased presence aims to instil positive parking behaviours at large public events, demonstrating commitment to ensuring a safe pedestrian access at these events.

Daily patrollers collaboration

City of Darwin continues to invest in community safety through participation in the daily patrollers network, bringing together frontline services from Government, non-government organisations and contracted providers to share information and coordinate responses to emerging issues.

Through the network, coordinated patrols are undertaken in areas of concern, increasing the visible presence of frontline services across parks, open spaces and other public areas. This provides opportunities to engage with people before antisocial behaviour occurs, with Northern Territory Police attendance requested where further intervention is required.

Working collaboratively with other agencies also enables people who may require additional support to be connected to appropriate services. These coordinated efforts are helping maintain cleaner and safer public spaces, while strengthening community confidence.

Unlawful dumping of waste

An increased focus on illegal dumping of waste and household goods in public places has been supported through targeted surveillance, public awareness campaigns and community-provided information to identify offenders and enable regulatory action.

While the targeted illegal dumping campaign has resulted in infringement notices being issued, its greatest value lies in the behavioural change it has achieved. In many cases, highly visible proactive enforcement has led offenders to remove dumped items themselves. This approach has reduced community clean-up costs and helped minimise the environmental impacts of illegal dumping.

Animal management at a glance

KARAMA, MALAK, BERRIMAH
SUBURBS WITH HIGHEST IMPOUNDMENT RATE

FANNIE BAY, LARRAKEYAH, NAKARA
SUBURBS WITH LOWEST IMPOUNDMENT RATE

335
NUISANCE ANIMAL INVESTIGATIONS

202 DOG ATTACK INVESTIGATIONS

692
PETS MICROCHIPPED

5,444
DOGS REGISTERED



1,698
CALLS FOR UNCONTAINED ANIMALS/ ANIMALS AT LARGE

20 WALK 'N' WAG EVENTS
402 ANIMALS SERVED

1,125
CATS REGISTERED



ANIMAL EDUCATION CONSULTATIONS DELIVERED **121** WITH **128** PET OWNERS

14 ANIMAL BEHAVIOUR WORKSHOPS WITH **208** ATTENDEES

ANIMAL EDUCATION SCHOOL PROGRAMS **11** SESSIONS **1,512** ATTENDEES

431
ANIMALS RECEIVING FREE OR SUBSIDISED PARASITE CONTROL TREATMENTS

189 ANIMALS
DESEXED THROUGH FREE OR SUBSIDISED DESEXING PROGRAM

319
FIRST YEAR REGISTRATIONS WAIVED FOR ANIMAL REHOMING ENTITIES



Sport4All

City of Darwin and Get Skilled Access entered into an initial 12-month agreement in mid-2025 to deliver the Sport4All program across the municipality.

A Sport4All inclusion coach, employed by Get Skilled Access in partnership with City of Darwin, is a person with a disability who works with community sport and education settings to build capability to be inclusive, accessible, and welcoming for people with disability.

During the first 12 months of the program the inclusion coach has worked with several sports clubs and schools to complete online learning modules and develop inclusion action plans. In addition, key highlights for the inclusion coach included supporting NT Cricket to run All Abilities School Holiday Sessions and taking part in the Diversability Fun Day, Darwin Disability Expo and NT Physical Literacy Summit.

Momentum is now well established to deepen engagement, support more clubs and schools to prepare and implement action plans, and translate awareness into measurable participation outcomes for people with disability in the second year of delivery.

Pool attendance

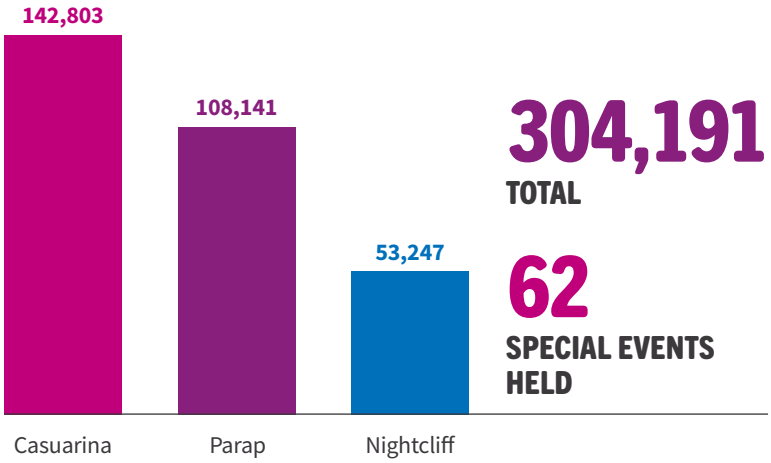


Figure 10 Pool attendance

Healthy Darwin

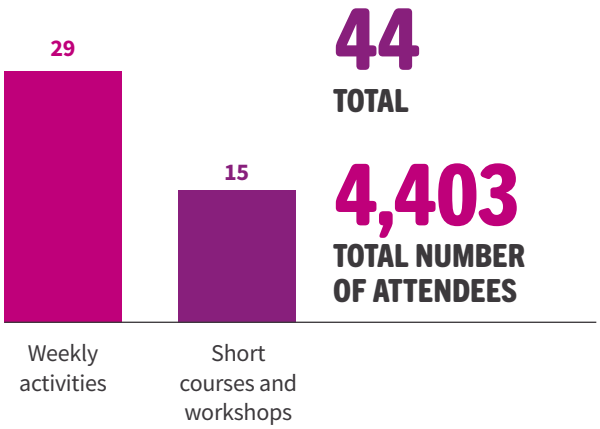


Figure 11 Healthy Darwin activities

Oval usage

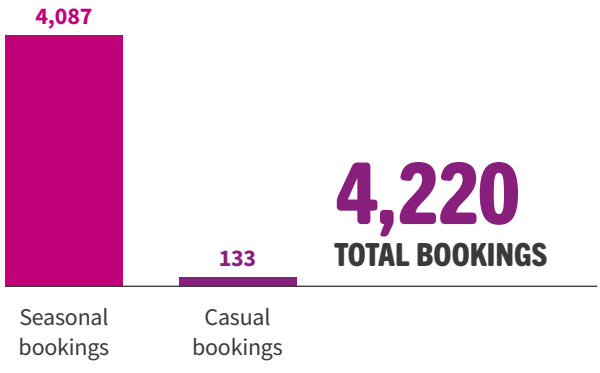


Figure 12 Oval usage



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	2024/25 progress	2025/26 progress	Comment
City of Darwin will have zero net emissions from operations by 2030	ON TRACK	ON TRACK	Completed the City of Darwin organisational emissions profile for 2024/25. Continued energy efficiency upgrades at West Lane car park, Parap Pool and Casuarina Library.
Deliver projects that will cool the Darwin city centre	ON TRACK	ON TRACK	Delivered greening activities at Smith Street, Chapel Lane, and McMinn Street along with additional planting in the Cavenagh Street median adjacent to the Danala building.
Ensure City of Darwin open spaces contribute to the city's biodiversity	ON TRACK	ON TRACK	Delivered community planting at Robyn Lesley Park, Karama. Continued cane toad management activities at East Point and Jingili Water Gardens. Installed biodiversity signage at Robyn Lesley Park and Duke Street rainforest.
Facilitate forums for environmental service providers to share information and develop relationships within the sector and with other industries	ON TRACK	ON TRACK	Sponsored or supported several environmental initiatives and events including the Darwin Living Lab Symposium, NT Native Eco Fair, October Business Month Sustainability Workshop and the Future Ready Economy Project workshop.

Image: Cavenagh Street greening project

STRATEGIC DIRECTION 3: OPERATIONAL PERFORMANCE

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

2025/26 deliverables	Status	Comment
Deliver the 2025/26 Greening Darwin Strategy annual funded actions	COMPLETED	Achieved greening targets for the year including delivery of 491 street and park trees, fulfilled 240 customer request trees, planted 15 trees within the Darwin city centre hardscape, and distributed 9,455 trees through the native plant giveaway program.
Deliver the Stage 7 putrescible cell milestones at Shoal Bay Waste Management Facility	COMPLETED	Construction has commenced on the putrescible cell at stage 7, with the project on schedule against target milestones.
Deliver the 2025/26 Climate Emergency Strategy annual funded programs	COMPLETED	Completed a successful food waste diversion trial at Parap Market and hosted a display at the International Day for Women and Girls in Science event that demonstrated how City of Darwin uses science to tackle Darwin's climate change challenges.
Explore advanced waste processing technologies to divert waste from landfill	COMPLETED	Finalised a scoping study partnership with the Northern Territory Government to undertake a detailed study on waste to energy in the Top End.
Identify priorities for more targeted greening along footpaths and shared paths	COMPLETED	10-year Tree Planting Plan under development, identifying priorities for targeted greening.



Image: Native plant giveaway

STRATEGIC DIRECTION 3 HIGHLIGHTS

Shoal Bay Waste Management Facility capital projects

Construction and certification of the Shoal Bay stage 2 northern expansion was completed in 2025/26. The new cell will deliver 200,000m3 of additional airspace for the disposal of asbestos waste materials.

Detailed design and NTEPA approval for construction of the $8.5M stage 7 putrescible waste cell were completed in December 2025 with a construction contractor engaged early in 2026 for the works. Bulk earthworks on the project commenced in April 2026 along with ordering of long lead time materials for the cell's construction.

The stage 7 cell will provide an additional 450,000 m3 of additional airspace with completion of the works scheduled for November 2026. It is envisioned that the new cell will begin receiving waste mid-2027 once certifications and approvals have been received.

Robyn Lesley Park native planting liveability project

A community planting day was held in September 2025 to create a biodiverse garden bed in Robyn Lesley Park, Karama where 200 native plants were established. This project was delivered as part of the City of Darwin's Place and Liveability Plan. The native garden bed is designed to enhance amenity, shading, cooling, and biodiversity in the area. Involving the community in planting out the garden also aims to build a sense of stewardship and connection to the space.

A sign installed at the garden describes some of the local native species in the garden and how these can be incorporated into private gardens, helping support Darwin's biodiversity.

Compost bin rebate for residents

Darwin residents have enthusiastically embraced home composting, with more than 100 households taking the opportunity for a rebate through City of Darwin's Compost Bin Rebate Program, which commenced in January 2026. The rebate program offers up to $100 towards the purchase of a compost bin, worm farm or bokashi system from a local Northern Territory supplier. By composting at home, residents are turning food scraps into a valuable resource for their gardens while helping reduce greenhouse gas emissions associated with food waste in landfill.

To assist residents with their composting, a free workshop was held in May 2026 led by Emily Hinds, a local horticultural guru who provided tips and tricks and answered questions.

Parap Market food waste diversion

City of Darwin partnered with Parap Market and EcoMob to trial a solution for keeping food waste out of landfill. The trial involved separating and collecting food waste from market stallholders and processing it into a nutrient-rich fertiliser for Territory farms. This trial, which ran for 14 weeks from March to June 2026, was designed to be easy and straightforward for stallholders and proved successful.

Food waste makes up a large proportion of waste sent to landfill in Darwin where it contributes to greenhouse gas emissions and wastes valuable nutrients and organic matter that could be used to grow more food. During the trial, close to 200kg of food waste was saved from landfill each market day, totalling 2.7 tonnes over the life of the project.

Resources and guidance are currently being developed based on the trial outcomes to assist other markets and food businesses to also implement a program to put food waste to good use.

East Point science trail signs revitalisation

East Point science trail signs have been revitalised and replaced with updated and expanded content. The new signs feature engaging illustrations and key flora and fauna to look out for. The science trail incorporates the mangrove boardwalk and monsoon forest trail and provides insights into East Point's unique and special flora and fauna, threatened species, revegetation program, geology, migratory shorebirds and mangrove habitat.

The revitalisation also included the addition of a new Larrakia bush foods sign designed by Larrakia artist Naomy Briston. The sign features beautiful artwork as well as cultural knowledge on three key bush tucker plants that occur at East Point.

Diverting resources from landfill

The Shoal Bay Waste Management Facility is the region's largest waste and resource recovery facility and remains committed to diverting waste from landfill and supporting a circular economy. Shoal Bay continued to receive and separate wastes including green waste, paints, oils, chemicals, batteries, cardboard, metals, concrete, tyres and e-waste for further processing and recycling.

This year a total of 35,715 tonnes was diverted from landfill. In addition, thousands of items were saved and given a new life through the Reviva Reuse shop.

Waste type

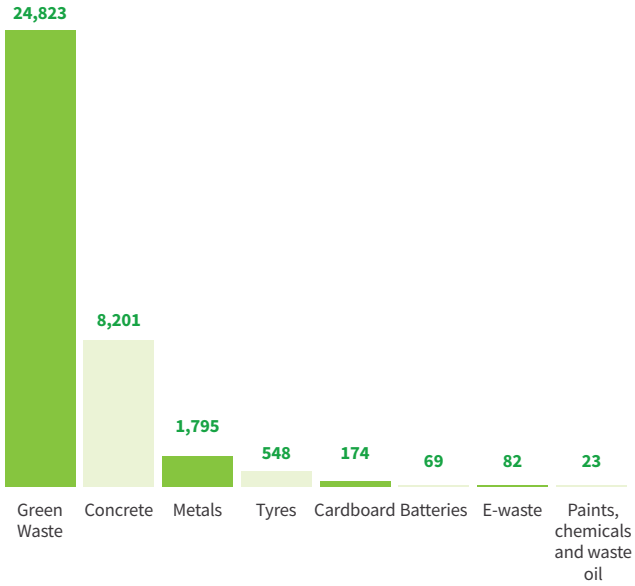


Figure 13 Waste diverted from landfill 2025/26

Pre-cyclone clean up statistics

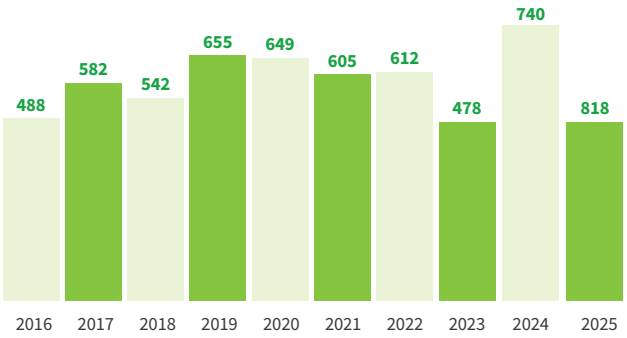


Figure 14 Total tonnage collected in 2025 pre-cyclone clean up

Collection by material

Total collected: 817.97 tonnes

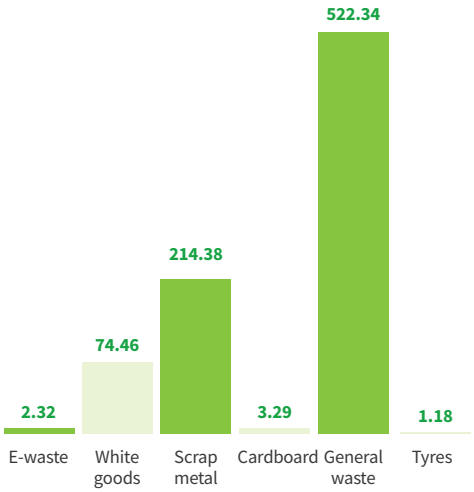


Figure 15 Tonnage by material 2025 pre-cyclone clean up

Diversion rate (%)

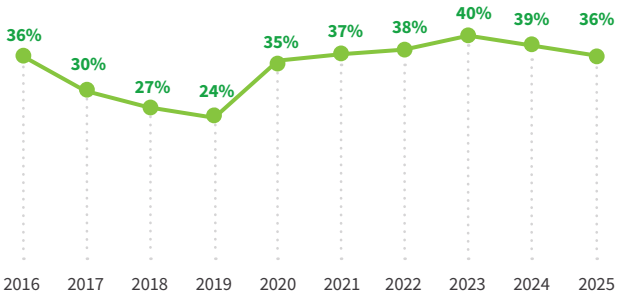


Figure 16 10 year pre-cyclone clean up waste diversion rate



Image: Compost bin rebate program



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	2024/25progress	2025/26 progress	Comment
Implement and evolve #SmartDarwin and its pillars by 2030	ON TRACK	ON TRACK	Launched the Data Insights platform and installed new movement sensors across the municipality.
Lead innovation for the city and facilitate relevant activities to support these initiatives	ON TRACK	ON TRACK	Launched a wayfinding kiosk to support navigation for cruise passengers. Developed a Greater Darwin brand toolkit. Launched a Liveability platform.
Support the development of business centres that foster industry engagement, collaboration and innovation across all markets	ON TRACK	ON TRACK	Delivered Thriving Together: Digital and Placemaking Strategies for Business Success during October Business Month. Continued engagement with Darwin City Retailers Association, the Chamber of Commerce, Property Council, Tourism Top End, and Hospitality NT to better understand industry challenges and identify opportunities for collaboration.
Develop innovation hubs for our community and future generations	ON TRACK	ON TRACK	Held workshops on the Place and Liveability plan and toolkits. Neighbourhood-level plans offer insights to guide the development of innovation hubs that are responsive to community needs and designed to better serve Darwin's diverse communities.
Support life-long learning opportunities through the provision of STEAM (science, technology, engineering, arts and maths) programs	ON TRACK	ON TRACK	Continued to deliver engaging programs across the libraries, including events such as the Science of Keeping Cool roadshow, International Day of Women and Girls in Science, and Seeds of Science: Nurturing Knowledge for all.

Image: Ni Putu Bunga Kaniska Sanubari Denpasar, Indonesia Grand Prize Winner for Photography category (People theme) 2025 Darwin Sister City Award – Storytelling Competition

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

Strategic action	2024/25 progress	2025/26 progress	Comment
Implement an economic development plan for the city	ON TRACK	ON TRACK	Continued business development, stakeholder engagement and destination promotion through October Business Month workshops, international relations activities, Darwin Fusion delivery, and development of a draft Economic Development Plan for 2026/27.
Support initiatives to increase the population of Darwin through engagement with business and industry, and all levels of Government	ON TRACK	ON TRACK	Convened international relations advisory committees, advocated for planning and housing reforms, and engaged industry stakeholders.
Promote Darwin as a great destination to live, work, study and invest	ON TRACK	ON TRACK	Promoted Darwin as a vibrant and globally connected destination through major events, international engagement, diplomatic relationships, destination marketing initiatives and development of the Greater Darwin Brand Toolkit.
Support initiatives to grow the economy and retain people and jobs in Darwin	ON TRACK	ON TRACK	Delivered a strong sponsorships and in-kind program supporting a variety of events and initiatives.
Deliver the international relations program to leverage business growth and economic development opportunities for the city	ON TRACK	ON TRACK	Delivered the Sister Cities Soirée and attended the NT Business Roundtable with the Australian Ambassador to ASEAN. Met with TradeInvest Timor Leste to discuss opportunities to support business links with Timor Leste.

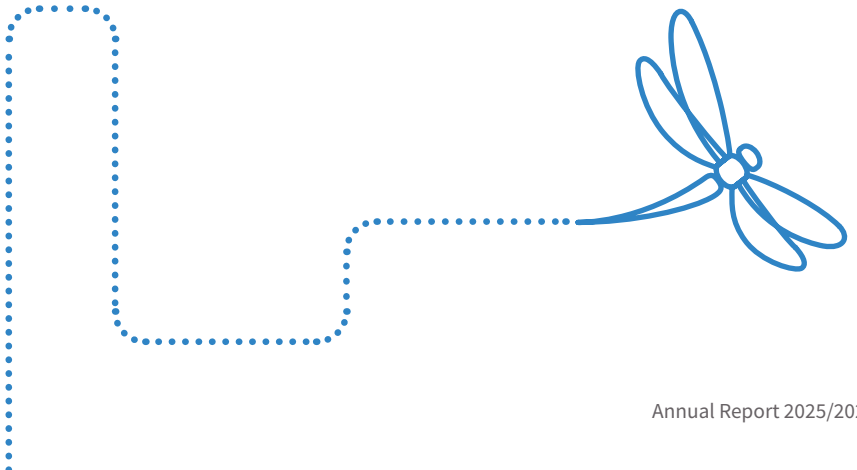
STRATEGIC DIRECTION 4: OPERATIONAL PERFORMANCE

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

2025/26 deliverables	Status	Comments
Deliver 2025/26 outcomes from the ICT roadmap including milestones towards the customer relationship management system	COMPLETED	Program milestones delivered, including shortlisting and demonstrations, through to engagement with the preferred supplier ahead of the next project phase commencing in 2026/27.
Deliver a data insights platform	COMPLETED	Data Insights platform delivered and available.

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

2025/26 deliverables	Status	Comment
Deliver the 2025/26 international relations events program, including the new Sister Cities Cup event	COMPLETED	Planning for the Darwin Fusion and Sister Cities Cup completed, with the events successfully delivered in July 2026.
Deliver an online liveability platform	COMPLETED	The Liveability Platform was launched in November 2025, complementing the Place and Liveability Plan 2050.



STRATEGIC DIRECTION 4 HIGHLIGHTS

ICT roadmap and customer relationship management solution

City of Darwin continued to deliver key outcomes under the ICT Roadmap, progressing the design and procurement of a Customer Relationship Management (CRM) system to enhance customer service, improve operational efficiency and provide a more connected customer experience.

Key milestones were achieved, including supplier shortlisting, solution demonstrations and engagement with the preferred vendor, establishing a strong foundation for project implementation in 2026/27. The ICT Roadmap will continue to guide the organisation's digital transformation, with CRM implementation in 2026/27 representing a significant step towards integrated customer engagement, improved service delivery and enhanced organisational capability.

Data and liveability platforms launched

City of Darwin expanded its digital innovation capabilities through the continued development of the Data Insights Platform and the launch of the Liveability Platform in November 2025. The Data Insights platform provides a central source of city data, dashboards and visualisations, supporting evidence-based planning and decision-making across a range of economic, environmental and community indicators.

The Liveability Platform, launched alongside the Place and Liveability Plan 2050, builds on this foundation by enabling residents to explore neighbourhood data, view local projects and contribute ideas to help shape Darwin's future. Together, the platforms improve access to information, support transparency and strengthen community participation in creating a more connected, sustainable and liveable city.

Darwin Sister City Awards: Storytelling Competition

Through the 2025 Darwin Sister City Awards Storytelling Competition, the strength of City of Darwin's international relationships was showcased, celebrating storytelling as a powerful way to inspire, inform and connect communities across Darwin and its Sister Cities through photography, poetry and short film categories.

The competition attracted amateur and professional photographers, poets and filmmakers, across Darwin and its Sister Cities, highlighting the creative talent and diverse perspectives from across Darwin and its Sister City network.

Grand Prize winners were awarded to winning entries from Haikou, China and Denpasar, Indonesia demonstrating the strong cultural and people-to-people connections fostered through the Sister Cities Program. In addition to the grand prizes, 12 Excellence and Special Encouragement Awards were presented.

The winners were announced at the Sister Cities Soirée, hosted by City of Darwin in partnership with the Darwin Festival, which featured cultural performances celebrating Darwin's Sister Cities.

Smith Street Mall wayfinding project

City of Darwin commenced the Smith Street Mall wayfinding project in 2025/26, supported through the Northern Territory Government's Tourism Town Asset Program. The project aims to enhance the visitor experience, improve accessibility and strengthen the identity of Darwin's premier civic and retail destination through new wayfinding, information and digital signage.

Working in partnership with local businesses, tourism organisations, Larrakia Nation and other key stakeholders, City of Darwin developed a comprehensive wayfinding and signage plan for the Mall. The project includes the introduction of new wayfinding and visitor information signage, a digital directory, and the integration of First Nations artwork Gunamidirra (meaning saltwater) by Jason Lee. The digital directory will provide visitors with easy access to information about local businesses, attractions, events, services and public facilities, helping people navigate the city centre and discover more of what Darwin has to offer.



Image: Casuarina Library Reconciliation Week event 2026

Women and Girls in Science

City of Darwin Libraries partnered with Inspired NT to host a Women and Girls in Science event at Casuarina Library in February 2026, attracting approximately 150 attendees.

The event showcased women working across science and STEM-related industries in the Northern Territory, with interactive demonstrations, conversations and insights into careers and pathways. The event encouraged young people to explore opportunities in science, technology and innovation while celebrating the contribution of local women in STEM.

The event provided an engaging opportunity for the community to connect with local STEM professionals and see the diverse possibilities available through science and technology careers.

STEAM learning and digital inclusion

Engaging STEAM programs continued to provide children and families with accessible opportunities to build creativity, digital confidence and problem-solving skills through City of Darwin Libraries.

STEAM Zone remained a popular fortnightly program, with hands-on activities exploring building, coding, design and experimentation. During National Science Week, special sessions themed Decoding the Universe, supported by grant funding from Inspired NT, encouraged participants to explore science through interactive and accessible activities.

Libraries also introduced Tech Zone at Nightcliff Library, a weekly school-term program for primary school-aged children. The program provides opportunities to explore emerging technologies in a fun and supportive environment, building digital literacy, confidence and creative problem-solving skills.

Together, these programs strengthened access to STEAM and digital learning, helping children and families build the skills and confidence to engage with an increasingly technology-driven world.

Library snapshot

415,906
VISITS TO LIBRARIES

437,235
TOTAL ITEM CIRCULATION

142,433
DIGITAL LIBRARY CIRCULATION

100,220
INTERNET (WIFI AND PC) SESSIONS

1,024
LIBRARY EVENTS HELD WITH 27,405 ATTENDEES

267
FAMILY AND CHILDREN'S EVENTS WITH 32,312 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	2024/25progress	2025/26 progress	Comment
Partner with other stakeholders to grow the visitor economy of Darwin	ON TRACK	ON TRACK	Participated in the Military History Advisory Committee, the Cruise Tourism Working Group, Destination Darwin Working Group and Airport Development Group Community Engagement sessions. Partnered with the Darwin City Retailers Association for delivery of the Makers Market.
Deliver a City of Darwin events program and support other event programs that engage locals and attract visitors	ON TRACK	ON TRACK	Delivered a program of events including Australia Day, the Bombing of Darwin, Jingili Water Festival and ward events. Supported events including the Darwin GleNTi, Fire and Forage, Mindil Beach Sunset Markets, Latin Festival, Nightcliff Sea Breeze Festival, Bass in the Grass, Battle of the Streets, the Malak Markets, NT City2Surf, the Darwin Symphony Orchestra, and the Beer Can Regatta.
Support the promotion of Darwin as a cruise ship and yachting destination and as a home port for expedition ships	ON TRACK	ON TRACK	Issued permits for cruise busses to drop off at the Visitor Information Centre. Upgraded the web kiosks. Continued participation in the Cruise Working Group, maintaining a proactive focus on enhancing the cruise visitor experience.

Image: Jingili Water Festival 2026

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

Strategic action	2024/25 progress	2025/26 progress	Comment
Promote Darwin as a destination known for its First Nations cultures and landmarks	ON TRACK	ON TRACK	Supported the 2025 Darwin Aboriginal Art Fair and sponsored and participated in the Aboriginal Economic Development Forum 12. Sponsorship of NAIDOC events has been approved for the next three years and a wayfinding and signage framework has been developed which includes opportunities for including Larrakia approved cultural information.
Deliver programs and services that create a cohesive, connected and culturally enriched community	ON TRACK	ON TRACK	Continued to deliver programs and services that create a cohesive, connected and culturally enriched community, including youth programs, Healthy Darwin and activity in partnership with YNT at our pools, STEAM Zones, story time and Fun Bus, and the Lightbox Art program.

STRATEGIC DIRECTION 5: OPERATIONAL PERFORMANCE

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

2025/26 deliverables	Status	Comment
Deliver the Creative Strategy annual funded actions	COMPLETED	The Public Art Story Map was released in May. Other deliverables include the concept refinement for the Civic Centre integrated art and design project, as well as installation of copyrighted works and commissioned opportunities at Bundilla Beach and Smith Street.

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

2025/26 deliverables	Status	Comment
Deliver the 2025/26 Community Grants Program	COMPLETED	Community grants program delivered $100,000 of funding across 14 activities and 2 grant funding rounds.
Deliver funded actions against the Reconciliation Action Plan	COMPLETED	Completed the 2023-2025 Innovate RAP, with impact reporting delivered to Reconciliation Australia in September 2025. Commenced consultation on the new RAP. Launched new City of Darwin Larrakia designed polo shirts during Reconciliation Week.
Deliver the 2025/26 Youth Strategy annual actions	COMPLETED	Delivered the annual co-design workshop with young people, developing and delivering actions with the Youth Advisory Committee.
Deliver the communications, media and marketing annual program	COMPLETED	Delivered a holistic program year-round, primarily focused on supporting community education, awareness and engagement.
Deliver annual library services and programs, including focus areas of literacy and continuation of online services and digital inclusion	COMPLETED	Library programs continue to support digital inclusion and literacy. Introduced PressReader as a digital resource.
Deliver family and children's outreach programs to improve family wellbeing and support children's development and foster community connections	COMPLETED	Fun Bus continued to operate across the municipality, offering play-based activities for children under 5 and their parents and carers. Continued civic school visits program and school holiday programs.

STRATEGIC DIRECTION 5 HIGHLIGHTS

Jingili Water Festival and Families Week

City of Darwin delivered its second Jingili Water Festival and Families Week event during National Families Week in May 2026 at Jingili Water Gardens. Hosted by the Chan Ward Elected Members, the free community event attracted thousands of attendees and celebrated the 2026 National Families Week theme, 'Every Family, Everywhere'.

Building on the success of the inaugural festival, the event featured a range of free activities and entertainment for all ages, including water slides, a monster foam cannon, face painting, a petting zoo, an inflatable dodgeball arena, music, guided walks and a barramundi-themed scavenger hunt.

City of Darwin's Fun Bus and Fun in the Parks teams were also on site providing engaging activities for children, while the event created opportunities for families and community members to connect and enjoy one of Darwin's unique natural spaces together.

Christmas pageant

Thousands of residents and visitors came together on Saturday 15 November 2025 for the fourth annual Darwin Christmas Pageant, celebrating the festive season in the heart of the city. The much-loved community event featured colourful Christmas-themed floats, local schools, community groups and performers, bringing festive cheer to city streets ahead of Santa Claus's arrival. As the parade made its way through the city centre, it showcased a uniquely Darwin celebration of Christmas while highlighting the creativity, diversity and community spirit that define our community.

Building on previous years, the event was expanded to include the inaugural City of Darwin Makers Market hosted by Darwin City Retailers Association, and a Christmas concert in Civic Park, providing even more opportunities for the community to come together and celebrate.

The festivities culminated in the Lord Mayor's lighting of the Christmas tree, officially marking the start of the Christmas season. Together, the pageant and associated activities created a vibrant and welcoming atmosphere in the city, supporting local businesses, showcasing local talent and fostering a strong sense of community connection.

Kids art competition

City of Darwin's *My Neighbourhood is the Park and Play Village* art competition encouraged children from across Darwin's northern suburbs to share their creative visions for their neighbourhoods, with 32 entries received from young artists aged 5 to 12. The competition formed part of the broader Chambers Crescent and Koolinda Crescent road safety and liveability project, aimed at creating safer, more connected and vibrant communities.

Children from suburbs including Alawa, Jingili, Moil, Wagaman, Wulagi, Anula, Malak, Karama and Marrara were invited to create artworks inspired by the project theme. Following assessment by a panel of City of Darwin Elected Members, 12-year-old Mali was selected as the winning artist.

The winning artwork will be transformed into permanent public art through colourful infrastructure wraps to be installed near the Malak Markets Carpark and Robyn Lesley Park. The installation will complement the completed road safety upgrades.



Image: Jingili Water Garden Festival 2026

National Children's Week

National Children's Week in October is one of Fun Bus's busiest and most successful periods, with 3 events delivered to celebrate children and promote the United Nations Rights of the Child.

The week began with the Children's Art Exhibition, showcasing artwork from individual children, schools and early childhood services across Darwin. Displays were featured at Casuarina and City Libraries, with the launch event bringing together families, schools/childcare centres and community members to celebrate children's creativity and achievements. The event included entertainment, face painting, morning tea and prize presentations in partnership with the Office of the Children's Commissioner.

Celebrations continued with a Fun Bus, family fun morning at Jingili Water Gardens for children aged 0 to 5 years. Families enjoyed a wide range of free activities, including a jumping castle, Jock the Fire Truck, ballet performance, a pop-up library and a range of activities and give aways from Darwin's support organisations. A dedicated chill-out zone was also introduced to improve accessibility and create a welcoming environment for all families.

The week ended with an afternoon/evening event with Fun Bus and Fun in the Parks, featuring a waterslide, foam cannon, bubbles, live youth entertainment, dance and drumming workshops, a sausage sizzle and a pop-up library. The event provided opportunities for children and families to play, connect and celebrate together in the beautiful Jingili Water Gardens setting.

Across all three events 1,394 participants attended, including 147 babies, 575 children and 672 adults. The excellent attendance shows how valued Fun Bus events are by the community and Children's Week especially highlights the importance of accessible events where children and families can connect, celebrate and have fun together.

Youth engagement highlights

(12-25 year-olds)

LAUNCH Night Series with Pathfinders NT

16	369
NIGHTS	YOUNG PEOPLE ENGAGED

School holiday programs

10	899
ACTIVITIES	YOUNG PEOPLE ENGAGED

Get that Job!

8	97
ACTIVITIES	YOUNG PEOPLE ENGAGED

Library activities

5	973
PROGRAMS	YOUNG PEOPLE ENGAGED

Civic Centre integrated art and design

Darwin artists were invited to generate concepts for integrated art and design in key public spaces for the future Civic Centre. Designed to reflect the city's vibrant cultures and creative voices, the new building will create a shared space shaped by the many people and communities who call Darwin home.

From a competitive call out 20 artists were invited to join creative workshops developing concept proposals with the support of other artists, design consultants, and the GARUWA team in April this year.

The designs were presented to a Public Art Peer Assessment Panel, who selected four artists to continue developing their ideas into final concepts for integrated art and design within the new Civic Centre.



Image: *Flora of Nightcliff* by Piper Kidd photo by Charlie Bliss

Public art online map

City of Darwin's Creative Strategy includes actions related to developing a Public Art Register for public art under our care. This year a significant achievement was the release of the Public Art Map, an online map that assists visitors and locals to move through the wards of Darwin and engage with the wide variety of work in our public spaces.

Local artists are shown in the map via images and videos where they talk about their work and what public art can mean to a city and a community. The map also includes fleet vehicles that City of Darwin have beautified with the work of local artists from Arts Access as well as individual Larrakia artists Fabian McLennan and Keelan Fejo.

Highlights across the wards include Water Walkers by Carla Russo (Waters Ward), Monster Mania! By Kris Keogh (Richardson Ward), Saltwater by Cyan Lee (Lyons Ward) and Flora of Nightcliff Streets by Piper Kidd (Chan Ward).

Public art snapshot – art by Ward

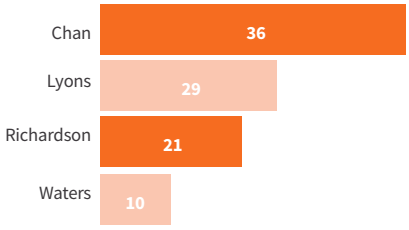


Figure 17 Public art by Ward

Public art snapshot

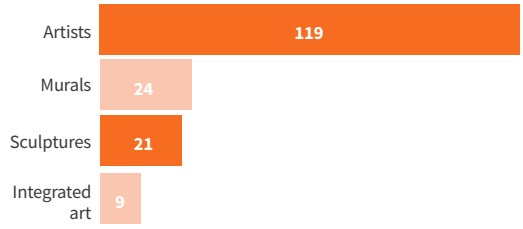


Figure 18 Public art snapshot

Citizen snapshot

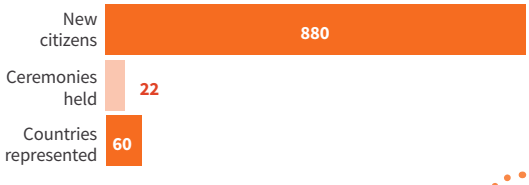


Figure 19 Citizen snapshot



Image: Saltwater by Cyan Sue-Lee. Photo by Helen Orr

Reconciliation Week events

Larrakia designed staff polos

As part of City of Darwin's ongoing commitment to reconciliation, Larrakia-designed polo shirts were launched during National Reconciliation Week. The shirts feature the artwork **Gudnimidjinda** (Saltwater) by respected Larrakia artist Denise Quall, celebrating Larrakia culture, storytelling and connection to Country. The artwork was licenced by City of Darwin for the purpose of developing these shirts.

The initiative has been well received across the organisation and provides a visible demonstration of Council's commitment to recognising and celebrating Larrakia culture and advancing reconciliation. The project has generated positive discussion among staff and the wider community, highlighting the importance of embedding First Nations perspectives and cultural identity within City of Darwin.

National Reconciliation Week 2026

City of Darwin proudly supported National Reconciliation Week 2026 through a series of community events delivered in partnership with xHalEvents, embracing the national theme "All In."

Events included a lunchtime concert in Raintree Park featuring a Welcome to Country by James Parfitt and live music by Melaine Munungurr and her band, bringing the community together to celebrate First Nations peoples, culture, shared histories and achievements

There was also a family fun day at Casuarina Library with a Smoking Ceremony by Joe Raymond, storytelling and hands-on activities including colouring, damper making, weaving and an animal encounter. The Darwin Beach Choir also facilitated a workshop, using music and song to bring people together and celebrate reconciliation.



Image: Lord Mayoral DiversAbility Award Winners 2025

LORD MAYORAL AWARDS

Champion Award – Lynne Strathie

Lynne Strathie has spent over 20 years championing inclusion and accessibility in Darwin. As a long-term carer, educator, and former Director of Carers NT, she brings experience, compassion, and leadership to her advocacy.

Through her work on the Access and Inclusion Advisory Committee and community volunteering, Lynne has made a lasting impact on equality, dignity, and opportunities for people with disability.

Rising Star Award – Ben Hankin

Ben is a young leader driving meaningful change for people with disability in the Northern Territory. Using his lived experience, he champions inclusion, accessible information and people's rights.

As Inclusion Advisor at Inclusion NT, he contributes to Easy English resources, MCs community events and was a finalist in the 2025 NT Disability Inclusion Awards. Through his work on the NT Disability Advisory Committee and national discussions, he advocates for fair pay, open employment and inclusive decision-making.

Accessibility Innovator Award – CDU Access and Inclusion

The Access and Inclusion Team at Charles Darwin University (CDU) is creating a more inclusive and accessible student experience. Supporting students with disabilities, mental health conditions, and learning differences, they provide tailored Access Plans, assistive technology, sensory-friendly spaces, and mobility supports.

Key initiatives include the Neurodiversity Hub, Inclusive Language Guidebook, and First Nations outreach.

Community Impact Award – Free Space Studio

The Free Space Studio, run by Arts Access Darwin, is Darwin's only accessible visual arts studio for artists with disability. Established in 2013, it supports 18 local artists by providing studio space, skills development, mentorship, exhibition opportunities, and access to funding and paid projects.

The studio also collaborates on public art projects across Darwin, including playground designs, foreshore installations, Lightboxes exhibitions, and community art partnerships, promoting recognition and professional outcomes for artists with disability.



Image: Citizen of the Year Award Winner June Tomlinson with Lord Mayor Peter Styles

CITIZEN OF THE YEAR AWARDS

Citizen of the Year Award – June Tomlinson

June has dedicated more than 40 years to helping countless people rediscover lost family connections and support numerous Indigenous Territorians in their quest to discover their roots.

She is an accredited Record Agent with the Australasian Association of Genealogists and Record Agents. Since joining the Genealogical Society of the Northern Territory in 1982 as Secretary, June has led the establishment of its library, created and indexed Northern Territory records, travelled internationally on multiple research trips to the UK, to major genealogy congresses, and convened a 400-person international conference in Darwin, championing Northern Territory genealogy on the world stage.

Young Citizen of the Year Award – Tiesha Munnich-Hewitt

Tiesha is a proud Aboriginal and Torres Strait Islander woman of the Wadjigan, Yawuru, Bardi Jawi, Karajarri, Gunggandji and Mamu clans. A mother, mentor and freelance model, she leads powerful workshops on culture, kinship and connection to Country, reaching out to remote communities to strengthen pride and identity.

From the runways of Naarm (Melbourne) to the Northern Territory, Tiesha turns every space into a stage for mob, showcasing the beauty, resilience and strength of First Nations culture wherever she goes.

Community Activity of the Year Award – Top End Native Eco Fair

The Top End Native Eco Fair is an annual community event that celebrates Top End ecosystems and inspires action to protect local biodiversity. Bringing together over 25 collaborators, the Eco Fair offers interactive education, cultural demonstrations, native plant giveaways, and activities promoting environmental stewardship.

Through hands-on experiences and expert guidance on topics like plants, wildlife, soils, water, and Larrakia cultural knowledge, visitors learn practical ways to support healthy ecosystems. The 2025 event drew over 3,000 participants, with 97% of those survey reporting they learned something new.

With a focus on engaging children and young people, the Eco Fair fosters the next generation of environmental champions.

5.6 CITY OF DARWIN GOVERNANCE FRAMEWORK

Vision and Culture

2025/26 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

2025/26 deliverables	Status	Comment
Establish and maintain productive and positive relationships with First Nations organisations and implement memoranda of understanding	COMPLETED	Continued a strong and positive working relationship with Larrakia Nation Aboriginal Corporation under our existing MOU. Additional organisations have been appointed to the Reconciliation Advisory Committee including Ironbark Aboriginal Corporation.
Advocate Council's position at National and Local Levels for the benefit of the Darwin community	COMPLETED	The CEO and Lord Mayor continue to advocate for City of Darwin at all levels, recently via ALGA motions, Local Government Act changes and directly with the Federal and Territory governments through written submissions and regular meetings.

Decision Making and Management

2025/26 deliverables	Status	Comment
Deliver the 2025/26 internal audit program	MONITOR	Completed 2 of the 3 scheduled tranche 2 internal audits and delivered an un-scheduled program audit to support risk identification and risk-based decision-making.

Accountability

2025/26 deliverables	Status	Comment
Deliver unqualified 2024/25 City of Darwin Audited Financial Statements	COMPLETED	Unqualified Audited Financial Statements achieved.
Deliver the 2024/25 Annual Report	COMPLETED	Annual Report 2024/25 completed and published.



Image: Darwin Beach Choir, Elected Members and staff at Reconciliation Family Day. Photo by Up North Media.

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 2026 result
Shoal Bay Waste Management Facility – stage 2 expansion	Construction works are complete on the northern expansion of the stage 2 waste cell at Shoal Bay Waste Management Facility, 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.	$5.7 million	COMPLETED
Shoal Bay Waste Management Facility – stage 7 construction	Construction works have commenced on the stage 7 putrescible waste cell at Shoal Bay Waste Management Facility, ensuring the continued safe disposal of the broader Darwin region's putrescible and commercial waste. Construction of the cell is expected to be complete by December 2026.	$8.5 million	ON TRACK
Civic Centre and Precinct Redevelopment Project	Construction on the project remained strong throughout the 2025/26 period with project milestones being met despite the extended wet season. As of 30 June, progress included suspended slab pours to levels 3, 4 and 5 with the lift core reaching level 7. Total hours worked on the project reached 112,555 with 42 indigenous staff and 25 apprentice/trainees employed to the project.	$77 million	ON TRACK
Stormwater renewal	Renewal and replacement of degraded sections of the stormwater network continued to address areas of high criticality. Delays in commencing the program due to the extended 2025/26 wet season saw 70% of the program delivered by end of year with the balance of the program scheduled to be completed within Q1 of the 2026/27 financial year.	$1.9 million	MONITOR

Project	Description and comments	Budget	30 June 2026 result
Plant and equipment replacement program	Fleet procurement continued to focus on heavy vehicles and yellow plant, procuring 13 trucks, 3 backhoes, 2 Flocon horizontal delivery cab chassis asphalt trucks (for delivery in 2028), new fuel bowsers, a new animal management utility with hydraulic dog lifter and an EV light vehicle.	$2.8 million	ON TRACK
Road resurfacing	The road resurfacing and renewal program saw the resurfacing of sections of Henbury Avenue, Rocklands Drive, East Point Road and Alec Fong Lim Drive completed.	$2.4 million	COMPLETED
Black Spot program	The Smith Street/Harriet Place project was completed, while the Dick Ward Drive/Fitzer Drive project reached approximately 80% completion. Projects at Trower Road/ Angelo Street and Trower Road/Henbury Avenue are scheduled for completion in 2026/27.	$1.1 million	MONITOR
Waters Ward Multigenerational Recreation Space	Project milestones for the delivery of the Waters Ward Multigenerational Recreation Space project were delivered with the construction of enabling infrastructure and upgrades to the Malak Community Centre carpark ongoing.	$2 million	ON TRACK

Table 23 Strategic and major projects 2025/26



Image: Storm water drainage renewal program

6. LEGISLATIVE COMPLIANCE



6.1 LEGISLATIVE COMPLIANCE

The Local Government Act 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 118-165)
- an assessment on council's performance against the objectives stated in the municipal plan (refer pages 60-103)
- 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 37-39 and 115)
- a summary of community engagements and consultations undertaken by the council (refer page 107-108)
- an assessment of council's performance of service delivery and projects (refer pages 60-103)
- comparison of the council's actual performance against budget with a reason for the material variations (refer pages 112-114).

6.1.1 Shared services

The Shared Services Policy was adopted by Council on 22 February 2022. During 2025/26 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 30 September 2025, the 24th 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:

a. 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; and

b. any other powers and functions delegated to it under its Terms of Reference from time to time; and

c. pursuant to section 40 of the Local Government Act 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:

a. to monitor and review the integrity of the council's financial management.

b. to monitor and review internal controls.

c. to make recommendations to the council about any matters the committee considers require the council's consideration as a result of the committee's functions under paragraph a. and b.

d. 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 and Local Government (General) Regulations 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.

Image: Community grants recipient Refugee World Cup 2025

a. 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.

b. the powers and functions under the *City of Darwin By-laws* 2023, subject to any legislative restrictions, conditions and limitation, Council policy and procedure

c. 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 as the Chief Executive Officer determines, unless otherwise indicated therein.

In accordance with section 183 of the Local Government Act, the Chief Executive Officer has been appointed as an Authorised Person.

Section 40 (3) and (4) further outline limitations on delegations which include the following:

a. the power to impose rates cannot be delegated; and

b. if the power to incur financial liabilities is delegated, the council must by resolution, fix reasonable limits of the delegate's authority; and

c. a delegation cannot duplicate or derogate from the Chief Executive Officer's functions (including delegated functions); and

d. subject to subsections (4) and (5), power to enter into a transaction on conditions that are not arm's length conditions cannot be delegated; and

e. subject to subsections (4) and (5), power to make a decision that requires a council resolution cannot be delegated; and

f. if power to enter into a contract is delegated – the contract must be below the threshold value.

On 31 March 2026, Council reviewed the financial delegations, and in accordance with section 40(3)(b) of the Local Government Act endorsed the decision that the following financial liabilities will require Council approval:

a. Any loan borrowings, entering mortgages, issuing of bonds or similar undertaking that constitute Minor Transactions as defined in the Borrowing Guidelines;

b. Where Council enters a Fixed Purpose Contract and anticipated expenditure no more than $10 million (ex GST);

c. Where Council enters a Period Contract and no more than $10 million expenditure (ex GST) is expected to occur in any year;

d. Where Council enters a Panel Contract and anticipates expenditure no more than $10 million for a project (ex GST) or no more than $10 million (ex GST) per year for a service;

e. Other circumstances where City of Darwin would create a financial liability of no more than $10 million (ex GST).

Council also requires that any exercise of delegation by the Chief Executive Officer and delegates that results in a financial liability between $5 million and $10 million be reported to Council at the next available Ordinary Council Meeting and that such reporting include:

a. The nature and scope of the contract or procurement;

b. The total value of the financial commitment;

c. The procurement method used;

d. Any other relevant information to support transparency and oversight.

Furthermore, Council, pursuant to section 40 of the Local Government Act restricts its delegation to the Chief Executive Officer, requiring council resolution to respond to:

a. Planning matters that are high risk, high impact or matters of strategic importance.

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 2025/26, City of Darwin received 13 Freedom of Information requests. Three related to access to personal information and 10 related to Council information. One application was withdrawn.

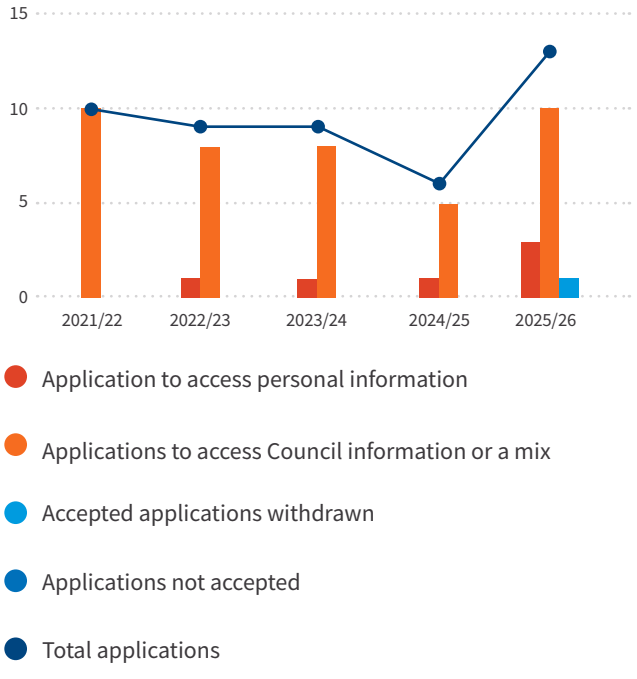


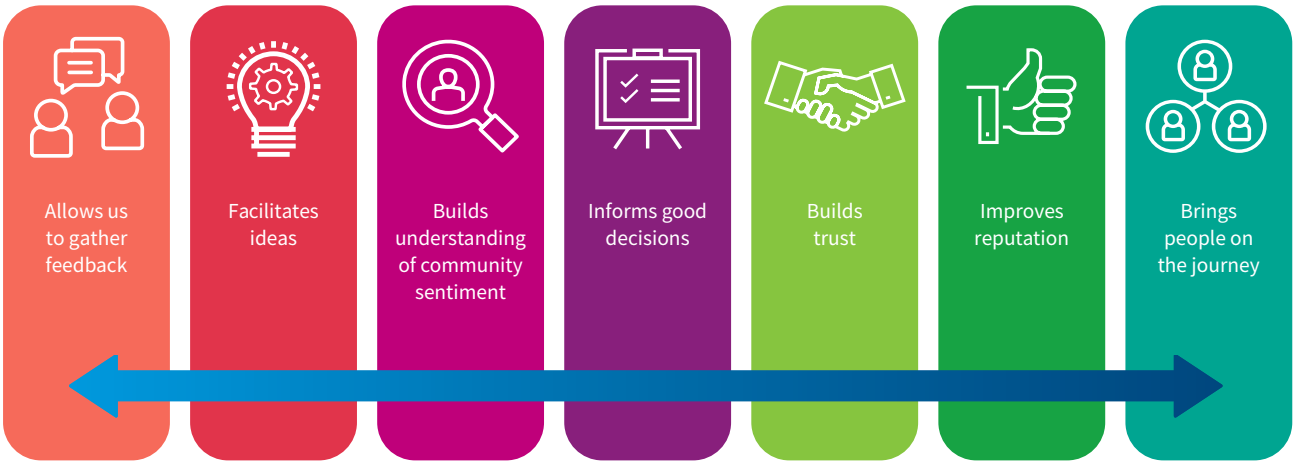
Figure 20 Freedom of Information requests

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 2025/26 City of Darwin undertook several engagement processes including:

Project	Timing	Engagement information
Place and Liveability Plan	3 July to 25 August 2025	As part of developing the Place and Liveability Plan, City of Darwin engaged with residents and stakeholders to understand what makes Darwin liveable and where improvements could be made. Engagement included an online survey that received 1,200 responses, community pop-ups, drop-in sessions, stakeholder meetings, workshops, focus groups and engagement at major community events including the Royal Darwin Show. Feedback identified the community's top three liveability priorities as **safety and security, open and recreational spaces, and physical connectivity,** with residents also emphasising the importance of green space, community connection and accessible infrastructure.
Kahlin Oval training nets lighting upgrade	14 November 2025 to 5 December 2025	City of Darwin engaged with the community on a proposal from Darwin Cricket Club and Cricket NT to upgrade lighting at the Kahlin Oval cricket training nets. Stakeholders and the community were invited to provide feedback through direct correspondence, on-site signage and online information. Feedback received through the engagement was considered as part of a report to Council in April 2026. Council subsequently approved the project to progress to design and construction.

Project	Timing	Engagement information
Koolinda Crescent, Karama - Local Area Traffic Management and Liveability Project	9 February to 8 March 2026	City of Darwin engaged with the Karama community to help shape local traffic management and liveability improvements for Koolinda Crescent and the surrounding area, with a focus on improving safety for all road users and enhancing neighbourhood liveability. Engagement included an online survey, letterbox drops and a children's art competition, with 30 survey submissions received. Community feedback helped inform the liveability elements of the project, including public art wraps featuring winning entries from the children's art competition. Feedback also prompted further discussions with the Darwin Street Art Festival about future opportunities and was shared with Northern Territory Police and Larrakia Nation in relation to concerns about antisocial behaviour.
Chambers Crescent, Karama - Local Area Traffic Management and Liveability Project	9 February to 8 March 2026	City of Darwin engaged with the Malak community to help shape local traffic management and liveability improvements for Chambers Crescent and the surrounding area, with a focus on improving safety for all road users and enhancing neighbourhood liveability. Engagement included an online survey, letterbox drops and a children's art competition, with 30 survey submissions received. Community feedback helped inform the liveability elements of the project and contributed to the delivery of a community tree-planting day at the Holzerland Greenbelt. Feedback also prompted discussions with the Darwin Street Art Festival about future opportunities and was shared with Northern Territory Police and Larrakia Nation in relation to concerns about antisocial behaviour.
Fun Bus Survey	10 April and 18 May 2026	City of Darwin invited parents, carers and users of the Fun Bus to provide feedback on the mobile playgroup program and their experience over the previous 12 months. The survey received 76 responses, with overwhelmingly positive results. Respondents gave the service an average overall rating of 4.94 out of 5, while 97 per cent indicated they were very likely to recommend the Fun Bus to others. Findings were shared with the Fun Bus team and used to support ongoing service planning and funding discussions.
Draft Municipal Plan 2026/27	30 April to 20 May 2026	City of Darwin undertook community engagement on the Draft Municipal Plan 2026/27 to understand community views on Council's proposed priorities, services and investment for the coming financial year. A range of engagement methods were used, including online and paper surveys, direct stakeholder correspondence, social media, signage, print advertising, proactive media engagement and face-to-face engagement at three community markets and a shopping centre. A total of 56 submissions were received during the 21-day engagement period. Feedback on the overall direction and priorities of the Draft Municipal Plan was mixed but largely positive, with 46.4 per cent in support, 35.7 per cent opposed and 17.9 per cent uncertain or supportive of some aspects. Feedback received through the engagement was presented to Elected Members and informed consideration of the final Municipal Plan 2026/27.

Table 24 Engagements undertaken in 2025/26

6.1.5 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:

a. an integrated and integral component of organisation activities

b. inclusive of stakeholder views and perceptions

c. customer to include internal and external organisational requirements

d. dynamic to respond to environment and future changes

e. operating within a structured and communicated framework

f. 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 25 Strategic risk register

7. FINANCES



7.1 FINANCIAL OVERVIEW

City of Darwin's audited financial statements comply with all statutory requirements and provide detailed insight of the Councils financial performance and financial position for the year ended 30 June 2026. The financial statements are unqualified and continue to demonstrate Council's ongoing commitment to financial accountability and economic sustainability.

The end of 2025/26 financial year result was an operating deficit of $13 million compared to an operating surplus of $1.4 million in the prior year. The impact of Tropical Cyclone Fina is reflected in the operating result and required reallocation of resources and deferral of programs to prioritise response and recovery works for the municipality.

The annual operating revenue for the year reached $148.7 million, an increase of $7.3 million compared to the previous financial year, including revenue from the budgeted general rate and fees increase combined with higher volumes across the Shoal Bay Waste Management Facility.

City of Darwin's total expenditure increased by $21.6 million to $161.6 million compared to the previous financial year. This increase was primarily attributable to materials, contracts and other expenses associated with Tropical Cyclone Fina recovery activities, together with employee costs, depreciation and amortisation expenses.

At the end of the year, City of Darwin held total assets of $1.47 billion, an increase in net assets of $70 million on the previous year. Total assets primarily comprise of infrastructure, property, plant and equipment together with cash and investments to support its restricted reserves. This increase was attributable to the revaluation of the stormwater drainage and street and public lighting asset classes. Councils' asset base reflects the significant investment required to provide and maintain vital community infrastructure and services.

For the 2025/26 financial year $62.3 million was expended on the creation of new assets and renewal of existing infrastructure, with notable projects completed being Shoal Bay Waste Management Facilty stage 2 expansion, Jingili footbridge replacement, Travellers Walk stormwater upgrade and Lee Point Road footpath replacement stage 1.

Other projects completed or substantially progressed include the Civic Centre and Precinct Redevelopment, Smith Street improvements, Chapel Lane revitalisation and stormwater upgrade, Waters Ward Multigenerational Recreation Space, Shoal Bay Waste Management Facility stage 7 cell construction, playground and softfall refurbishments, road resurfacing and renewal works, pathway renewals and multiple stormwater renewal and upgrade projects.

City of Darwin ended the year with a positive liquidity position, although it decreased compared to 2024/25. The reduction was primarily due to reduction in cash and investment holdings and an increase in current liabilities. Current liabilities reflect significant capital grant funding received prior to project commencements and pending recognition as revenue. City of Darwin's restricted cash reserves decreased by $33 million in line with progression of planned capital projects throughout the year financial year.

Full details of City of Darwin's audited financial statements are available on pages 118-165 of this Annual Report.

Image: Tiana Russell, Curator - Country to Couture – A Fashion Legacy - Darwin Aboriginal Art Fair. Photo by Helen Orr

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	80,478	80,478	80,495	17
Charges	10,398	10,398	10,399	1
Statutory charges	3,252	4,179	4,821	642
User fees and charges	29,851	30,778	34,376	3,598
Operating grants and subsidies	6,667	4,894	9,125	4,231
Interest / investment income	3,852	6,071	6,194	123
Commercial and other income	2,419	3,089	3,271	182
Total income	**136,917**	**139,887**	**148,681**	**8,794**
Operating expenses				
Employee expenses	44,073	43,620	41,138	2,482
Materials, contracts and services	64,326	71,059	77,775	(6,716)
Elected member allowances	832	832	713	119
Elected member expenses	21	45	44	1
Council committee allowances	20	20	9	11
Depreciation, amortisation and impairment	33,536	37,076	38,239	(1,163)
Interest expenses	5,664	4,004	3,724	280
Total expenses	**148,472**	**156,656**	**161,642**	**(4,986)**
Budgeted operating surplus/ (deficit)	**(11,555)**	**(16,769)**	**(12,961)**	**3,808**

* 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	20245FY Actual result $'000	Variation between final budget and actuals $'000
Operating surplus/(deficit)	**(11,555)**	**(16,769)**	**(12,961)**	**3,808**
Remove non-cash items				
Add back depreciation	33,536	37,076	38,239	1,163
Add back other non cash items	2,100	2,100	1,867	(233)
Total non-cash items	**35,636**	**39,176**	**40,106**	**930**
Less additional outflows				
Capital expenditure	(6,084)	(6,541)	(6,520)	21
Repayment of borrowings	(91,509)	(65,471)	(62,319)	3,152
Total additional outflows	**(97,593)**	**(72,012)**	**(68,839)**	**3,173**
Add additional inflows				
Add capital grants	700	4,965	3,873	(1,092)
Sale of infrastructure, property, plant and equipment	3,512	512	342	(170)
Transfers from/(-to) reserves	69,300	44,128	33,173	(10,955)
Total additional inflows	73,512	49,605	37,388	(12,217)
Net operating position	**0**	**0**	**(4,306)**	**(4,306)**

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

Operating income

Operating income was $8.8 million above the amended budget, primarily due to higher user fees and charges and operating grants and subsidies. User fees and charges increased mainly because of higher commercial weighbridge activity and greater waste volumes at the Shoal Bay Waste Management Facility.

Operating grants and subsidies exceeded budget largely because the 2026/27 Financial Assistance Grant was received early. These funds were transferred to reserve to address the timing mismatch and resulting funding shortfall in 2026/27 budget. Statutory charge revenue also increased, including income from parking compliance and work permits.

Operating expenses

Operating expenses was $5.0 million above the amended budget. This variance was driven by a combination of factors.

The scale and timing of the recovery activities from Tropical Cyclone Fina resulted in additional expenditure during the financial year and is reflected in materials and contracts expenditure above budget. These activities included emergency response measures, clean-up and waste removal operations, contractor services, and works undertaken to assess, repair and restore damaged City of Darwin assets and infrastructure.

Depreciation, amortisation and impairment expenses were also higher than budget, primarily due to the revaluation of infrastructure assets as at 30 June 2026. As depreciation is a non-cash expense, it has no direct impact on City of Darwin's cash position.

The unfavourable variances were partially offset by lower employee expenses with a continued challenging labour market. However, contract resources were engaged to mitigate ongoing impact of skilled worker shortage in the regional labour market.

Capital expenditure

City of Darwin continued to invest in community infrastructure during the 2025/26 financial year. Major assets completed included the Shoal Bay Waste Management Facility stage 2 expansion, Smith Street improvements and Lee Point Road footpath replacement stage 1.

City of Darwin also continued its annual program of renewing and improving existing assets. The variance in the capital works program reflects the timing of projects that extend across multiple financial years. Funding for incomplete projects has been carried forward to 2026/27 to support their continuation and is also reflected in the budgeted variance for reserve transfers.

Capital grants

Grant income is recognised in accordance with AASB 1058 Income of Not-for-Profit Entities. As such timing differences arise between the budget and actual income recognised for projects that extend into the 2026/27 financial year.

Non-cash items

In addition to depreciation, other non-cash items include 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 slightly to the final results. The annual unwinding is transferred to the waste remediation reserve at year end, funded from the waste management reserve

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	4	0	4
ICT Steering Committee	4	0	4
Total	**8**	**0**	**8**

Table 17 Total expenditure for each Council committee



Image: Reconciliation Week, May 2026

7.3 KEY FINANCIAL INDICATORS

FINANCIAL SUSTAINABILITY INDICATORS

Council indicators

Percentage of rate debtors outstanding	Target	2023/24	2024/25	2025/26
	<5%	6.4%	6.1%	8.3%

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

Debt servicing ratio	Target	2023/24	2024/25	2025/26
	<10%	4.9%	9.4%	5.6%

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	2023/24	2024/25	2025/26
	≥1.5:1	2.12:1	3.35:1	2.35:1

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	2023/24	2024/25	2025/26
	60%-70%	64.1%	63.2%	56.2%

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

Operating surplus/(deficit)	Target	2023/24	2024/25	2025/26
	Break-even	($9.0M)	$1.4M	($13.0M)

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.

Operating surplus before depreciation	Target	2023/24	2024/25	2025/26
	$25M - $35M	$25.3M	$35.6M	$25.3M

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.

Asset sustainability ratio	Target	2023/24	2024/25	2025/26
	100%	53.8%	35.7%	35.9%

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	2023/24	2024/25	2025/26
	95%-105%	95.9%	99.5%	108.9%

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.



Image: Darwin Christmas Pageant 2025

7.4 GENERAL PURPOSE FINANCIAL STATEMENTS



City of Darwin

General Purpose Financial Statements

for the year ended 30 June 2026

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Image: Open Streets Event, Karama Primary School

City of Darwin

General Purpose Financial Statements

for the year ended 30 June 2026

Chief Executive Officer's Statement

I, Simone Saunders, the Chief Executive Officer of City of Darwin, 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 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 2026; and
- are in accordance with the accounting and other records of Council.



Simone Saunders
Chief Executive Officer

16 October 2026

City of Darwin

General Purpose Financial Statements

for the year ended 30 June 2026

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 2026.

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*.

City of Darwin

Statement of Comprehensive Income

for the year ended 30 June 2026

$ '000	Notes	2026	2025
Income			
Rates revenue	2a	90,894	88,517
Statutory charges	2b	4,821	4,069
User charges	2c	35,430	31,104
Grants, subsidies and contributions - operating	2g	9,125	10,014
Investment and interest income	2d	6,194	6,329
Reimbursements	2e	629	366
Other income	2f	1,588	1,025
Total income		148,681	141,424
Expenses			
Employee costs	3a	41,138	38,996
Materials, contracts and other expenses	3b	78,541	63,199
Depreciation and amortisation	3c	38,239	34,167
Finance costs	3d	3,724	3,663
Total expenses		161,642	140,025
Operating (deficit)/surplus		(12,961)	1,399
Physical resources received free of charge	2i	6,965	3,842
Amounts received specifically for new or upgraded assets	2g	3,873	6,190
Asset disposal and fair value adjustments	4	(4,808)	4,708
Net (deficit)/income		(6,931)	16,139
Other comprehensive income			
Revaluation increment - infrastructure, property, plant & equipment	9a	77,050	131,836
Total amounts which will not be reclassified subsequently to operating result		77,050	131,836
Total other comprehensive income		77,050	131,836
Total comprehensive income		70,119	147,975

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

Statement of Financial Position

as at 30 June 2026

$ '000	Notes	2026	2025
ASSETS			
Current assets			
Cash and cash equivalent assets	5a	55,648	62,563
Trade and other receivables	5b	20,237	14,166
Other financial assets (investments)	5c	76,109	96,146
Inventories	5d	296	265
Total current assets		152,290	173,140
Non-current assets			
Other financial assets (investments)	6	2,500	4,500
Infrastructure, property, plant and equipment	7	1,487,456	1,380,102
Right-of-use assets	14	1,258	1,353
Total non-current assets		1,491,214	1,385,955
Total assets		1,643,504	1,559,095
LIABILITIES			
Current liabilities			
Trade and other payables	8a	36,631	21,357
Borrowings	8b	6,725	8,255
Lease liabilities	14	896	663
Provisions	8c	6,696	6,582
Total current liabilities		50,948	36,857
Non-current liabilities			
Trade and other payables	8a	6	7
Borrowings	8b	68,723	73,713
Lease liabilities	14	432	797
Provisions	8c	51,823	46,268
Total non-current liabilities		120,984	120,785
Total liabilities		171,932	157,642
Net assets		1,471,572	1,401,453
EQUITY			
Accumulated surplus		296,174	269,932
Asset revaluation reserves	9a	1,076,184	999,134
Other reserves	9b	99,214	132,387
Total Council equity		1,471,572	1,401,453

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

City of Darwin

Statement of Changes in Equity

for the year ended 30 June 2026

$ '000	Notes	Accumulated surplus	Asset revaluation reserves	Other reserves	Total equity
2026					
Balance at the end of previous reporting period		269,932	999,134	132,387	1,401,453
Net income/(deficit) for the year		(6,931)	–	–	(6,931)
Other comprehensive income					
Gain on revaluation of IPP&E	9a	–	77,050	–	77,050
Other comprehensive income		–	77,050	–	77,050
Total comprehensive income		(6,931)	77,050	–	70,119
Transfers between reserves		33,173	–	(33,173)	–
Balance at the end of period		296,174	1,076,184	99,214	1,471,572
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	9a	–	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

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

City of Darwin

Statement of Cash Flows

for the year ended 30 June 2026

$ '000	Notes	2026	2025
Cash flows from operating activities			
Receipts			
Rates receipts		88,337	88,558
Statutory charges		4,821	4,069
User charges		32,591	30,273
Grants, subsidies and contributions		9,126	9,266
Investment receipts		6,240	6,138
Reimbursements		629	569
Other receipts		921	1,250
Payments			
Finance payments		(1,888)	(1,354)
Payments to employees		(40,453)	(38,917)
Payments for materials, contracts & other expenses		(69,561)	(65,669)
Net cash generated in operating activities	11b	30,763	34,183
Cash flows from investing activities			
Receipts			
Sale of assets		342	267
Amounts received specifically for new/upgraded assets		10,242	2,462
Payments			
Expenditure on renewal/replacement of assets and new/upgraded assets		(62,310)	(17,138)
Net purchase of investment securities		22,037	(35,459)
Net cash used in investing activities		(29,689)	(49,868)
Cash flows from financing activities			
Receipts			
Proceeds from borrowings		–	36,000
Proceeds from bonds & deposits		–	317
Payments			
Repayment of bonds & deposits		(503)	–
Repayment of lease liabilities		(966)	(951)
Repayments of borrowings		(6,520)	(11,775)
Net cash (used in)/generated from financing activities		(7,989)	23,591
Net increase in cash held		(6,915)	7,906
plus: Cash and cash equivalents at beginning of period		62,563	54,657
Cash and cash equivalents held at end of period	11a	55,648	62,563
Additional Information:			
plus: Investments on hand – end of year		78,609	100,646
Total cash, cash equivalents and investments		134,257	163,209

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

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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 16 October 2026.

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.

1.3 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 the 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.

1.4 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 the 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.

continued on next page ...

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.

Statutory charges
Statutory charges are recognised as revenue when Council's entitlement to the income arises under the relevant legislation and the amount can be measured reliably.

Non-cash contributions
Non-cash contributions comprise physical resources received free of charge. Contributions exceeding the recognition thresholds stated in Note 1 – 6.2 are recognised as revenue and as non-current assets. Contributions below these thresholds are recognised 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.

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.

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 1. Summary of material accounting policies (continued)

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 2026 financial year the stormwater drainage and street & public lighting were valued by an independent, professional qualified valuer. In the previous year, valuations were conducted for transport and pathways.

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.

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 the 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 capitsalised 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

continued on next page ...

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 1. Summary of material accounting policies (continued)

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 and equipment	
Plant and 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 and reserves	
Park furniture and structures	5 to 60 years
Buildings	
Fitout and 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 and pits	80 years
Open lined/unlined drains	15 to 80 years
Subsoil drainage	80 years
Transport	
Sealed roads - formation	Infinite
Sealed roads - pavement	15 to 120 years
Sealed roads - surface	20 to 50 years
Kerb and 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	30 to 40 years
Underground cable	80 years
Waste management and 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.

continued on next page ...

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 1. Summary of material accounting policies (continued)

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

All borrowing costs incurred during the reporting period have been recognised as an expense. 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, the 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 2026 the Council has not classified any assets as Investment Properties.

(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 2026.

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.

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Note 1. Summary of material accounting policies (continued)

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).

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.

continued on next page ...

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 1. Summary of material accounting policies (continued)

(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

During the year, the Council adopted all new and amended Australian Accounting Standards and Interpretations that became mandatorily effective for the annual reporting period beginning 1 July 2025. The adoption of these standards did not have a material impact on the recognised amounts, financial position, financial performance or cash flows of the Council. The relevant standards for the Council were:

- AASB 2023-5 Amendments to Australian Accounting Standards – Lack of Exchangeability — amends AASB 121 The Effects of Changes in Foreign Exchange Rates to require a consistent approach to assessing whether a currency is exchangeable, and how to estimate the exchange rate where it is not. The Council does not transact in non-exchangeable or hyperinflationary currencies; this amendment has had no impact on the financial statements.
- AASB 2026-1 Amendments to Australian Accounting Standards – Disclosures about Uncertainties in the Financial Statements — The Council's landfill rehabilitation provisions involve significant judgement and estimation uncertainty. The Council has reviewed its disclosures against the illustrative example in AASB 2026-1 and concluded existing disclosures in Note 8(c) appropriately address the nature, timing and uncertainty associated with these obligations.

The AASB has issued a number of new and amended Australian Accounting Standards and Interpretations that are not mandatorily effective for the year ended 30 June 2026. The Council has not early adopted these standards and will apply them from their mandatory effective dates where applicable. Where a standard is expected to have a material impact on the Council, further information is provided below.

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 2026

- AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments
- AASB 2024-3 Amendments to Australian Accounting Standards – Annual Improvements Volume 11 [AASB 1, AASB 7, AASB 9, AASB 10 and AASB 107]

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

- AASB 17 Insurance Contracts (amended by AASB 2020-5, AASB 2024-1, AASB 2024-8 and AASB 2024-9 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. There were no changes in classification or reclassifications of comparative figures during 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) Material accounting estimates and judgements

continued on next page ...

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 1. Summary of material accounting policies (continued)

The preparation of the financial statements requires Council to make judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses. Estimates and assumptions are reviewed regularly, and actual results may differ from these estimates. Key areas include:

17.1 Expected credit loss allowance
Council exercises judgement in assessing the recoverability of receivables and determining the expected credit loss allowance. This assessment considers historical collection experience, the ageing of outstanding balances, subsequent receipts, and current and expected future economic conditions.

17.2 Useful lives of property, plant and equipment
Council estimates the useful lives of property, plant and equipment based on the assets' expected service potential, condition, usage, maintenance practices and technical obsolescence. Useful lives are reviewed annually, and any changes are accounted for prospectively as changes in accounting estimates.

17.3 Valuation of fixed assets
Council exercises judgement in determining the fair value of assets measured under the revaluation model, taking into account independent valuations where applicable. Significant estimates and assumptions include replacement costs, asset condition, remaining useful lives and remaining service capacity. Changes in these assumptions may materially affect the carrying amounts of assets and related depreciation charges.

(18) 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 2026

Note 2. Income

$ '000	2026	2025
(a) Rates revenue		
General rates		
General rates	79,334	77,374
Total general rates	79,334	77,374
Other rates (including service charges)		
Domestic waste management	10,399	10,000
Parking - special rates	1,148	1,136
Other	13	7
Total other rates (including service charges)	11,560	11,143
Total rates revenue	90,894	88,517
(b) Statutory charges		
Animal registration fees and fines	685	628
Fines and penalties - other	23	8
Licences and permit fees	1,288	1,201
Parking fines	2,723	2,193
Other	102	39
Total statutory charges	4,821	4,069
(c) User charges		
Cemeteries	73	84
Community centres	188	215
Parking fees	4,698	4,535
Property lease	1,439	1,271
Sundry sales	322	219
Waste disposal tipping fees	27,664	24,135
Other	1,046	645
Total user charges	35,430	31,104
(d) Investment and interest income		
Interest from overdue rates and charges	1,243	1,046
Interest on investments / financial assets	4,951	5,283
Total investment and interest income	6,194	6,329

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City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 2. Income (continued)

$ '000	2026	2025
(e) Reimbursements		
Insurance and other recoupments	194	185
Legal fees recovery - rates and charges	385	132
Other	50	49
Total reimbursements	629	366
(f) Other income		
Other	1,588	1,025
Total other income	1,588	1,025
(g) Grants, subsidies and contributions		
Capital grants, subsidies and contributions		
Developer contributions - infrastructure	–	88
Recreation facilities and other infrastructure	108	2,512
Transport (including roads and pathways funding)	595	2,197
Urban enhancement infrastructure	3,170	1,393
Total amounts received specifically for new or upgraded assets	3,873	6,190
Operating grants, subsidies and contributions		
Other grants, subsidies and contributions - operating		
Federal Assistance Act - general component	3,306	3,442
Federal Assistance Act - road component	3,622	3,884
Graffiti management	–	150
Heritage and cultural	281	35
Library	1,561	1,533
Mosquito control	219	219
Other grants, subsidies and contributions	136	751
Total other grants, subsidies and contributions - operating	9,125	10,014
Total grants, subsidies, contributions	12,998	16,204
(i) Sources of grants		
Commonwealth government	402	1,875
State/Territory government	12,418	14,199
Other	178	130
Total	12,998	16,204

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 2. Income (continued)

$ '000	2026	2025

(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	19,805	24,712
Less:		
Developer contributions for infrastructure	(11,787)	(2,213)
Expended during the current period from revenues recognised, or held as grant contract liabilities, in previous reporting periods		
Unexpended grants	(4,263)	(4,662)
Subtotal	(16,050)	(6,875)
Plus:		
Amounts recognised as revenues in this reporting period, or held as grant contract liabilities, but not yet expended in accordance with the conditions		
Developer contributions for infrastructure	531	674
Unexpended grants	10,248	1,294
Subtotal	10,779	1,968
Unexpended at the close of this reporting period	14,534	19,805
Net decrease in assets subject to conditions in the current reporting period	(5,271)	(4,907)

(i) Physical resources received free of charge

Infrastructure	6,965	3,842
Total physical resources received free of charge	6,965	3,842

(j) Grants/subsidies - cash received

Cash received during the financial year

$'000	2026	2025
Operational		
Commonwealth Government	115	3
Northern Territory Government	8,832	9,222
Other	179	41
Subtotal operational	9,126	9,266
Capital		
Commonwealth Government	111	1,827
Northern Territory Government	10,131	635
Subtotal capital	10,242	2,462
Total grants/subsidies cash received	19,368	11,728

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 3. Expenses

$ '000	2026	2025
(a) Employee costs		
Salaries and wages	36,230	34,505
Superannuation	4,295	3,866
Workers' compensation insurance	720	692
Fringe Benefit Tax (FBT)	(13)	122
Other	46	53
Less: capitalised and distributed costs	(140)	(242)
Total operating employee costs	41,138	38,996
Total number of employees (full time equivalent at end of reporting period)	358	349

$ '000	2026	2025
(b) Materials, contracts and other expenses		
(i) Prescribed expenses		
Auditor's remuneration		
- Auditing the financial reports	90	91
Other services unrelated to the financial statement audit	77	50
Bad and doubtful debts	1,030	1,869
Elected members allowances	713	677
Elected members other	44	–
Operating leases	47	(9)
Subtotal - prescribed expenses	2,001	2,678
(ii) Other materials, contracts and expenses		
Advertising and marketing	184	201
Bank charges	417	366
Contractors. materials, and other services	59,261	42,853
AANT Centre	710	680
Donations, contributions and assistance	894	926
Fuel and registration	608	554
Insurance (excl. Workers Compensation)	2,292	2,317
Legal	548	551
Other expenses (repayment of grants previously recognised as income)	18	–
Other materials and services	73	114
Postage	150	115
Power	2,719	2,493
Printing and stationery	166	172
Professional services	934	1,726
Subscriptions and registrations	2,279	2,116
Telephone and communications	404	388
Travel and training	384	312
Water and effluent	4,499	4,637
Subtotal - other material, contracts and expenses	76,540	60,521
Total materials, contracts and other expenses	78,541	63,199

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 3. Expenses (continued)

$ '000	2026	2025
(c) Depreciation and amortisation		
Buildings	2,890	2,874
Infrastructure		
- Stormwater drainage	5,645	5,592
- Pathways	3,237	2,838
- Public lighting	2,296	2,175
- Transport	13,906	9,966
- Waste management infrastructure	2,473	2,444
- Waste remediation	1,667	2,187
Plant and equipment	1,787	1,761
Right-of-use assets	930	907
Parks and reserves infrastructure	2,212	2,151
Other assets	1,196	1,272
Total depreciation and amortisation	38,239	34,167
(d) Finance costs		
Interest on leases	46	62
Interest on loans	1,810	1,473
Unwinding of present value discounts of landfill provisions	1,868	2,128
Total finance costs	3,724	3,663

Note 4. Asset disposal and fair value adjustments

$ '000	2026	2025
Infrastructure, property, plant and equipment		
Assets renewed or directly replaced		
Proceeds from disposal	342	267
Less: carrying amount of assets sold	(1,660)	(2,160)
Loss on disposal	(1,318)	(1,893)
Fair value adjustments		
Remeasurement adjustment/revaluation decrements expensed	(3,490)	6,601
Total fair value adjustments	(3,490)	6,601
Net (loss)/income on disposal or revaluation of assets	(4,808)	4,708

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 5. Current assets

$ '000	2026	2025
(a) Cash and cash equivalent assets		
Cash on hand at bank	16,328	12,375
Deposits at call	39,320	50,188
Total cash and cash equivalent assets	55,648	62,563
(b) Trade and other receivables		
Rateable revenue and charges	8,012	5,737
Accrued revenues	258	331
Debtors - general	9,447	6,608
Government grants, subsidies, contributions and donations	578	384
GST recoupment	1,208	660
Prepayments	1,377	570
Interest on investments	1,551	1,598
Interest and extra charges	2,080	1,725
Subtotal	24,511	17,613
Less: allowance for doubtful debts	(4,274)	(3,447)
Total trade and other receivables	20,237	14,166
(c) Other financial assets (investments)		
Floating rate notes	2,000	8,600
Term deposits	74,109	87,546
Total other financial assets (investments)	76,109	96,146

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.

(d) Inventories		
Store inventories and materials	296	265
Total inventories	296	265

Note 6. Other Financial Assets

$ '000	2026	2025
Other financial assets (investments)		
Floating rate notes	2,500	4,500
Total other financial assets (investments)	2,500	4,500
Total other financial assets	2,500	4,500

Note 7. Infrastructure, property, plant and equipment

(a) Infrastructure, property, plant and equipment

		as at 30/06/25					Asset movements during the reporting period				
$ '000	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 4c)	WI Transfe
Capital work in progress		–	27,129	–	–	27,129	–	–	–	–	41,71
Land - under roads	3	47,418	–	–	–	47,418	–	–	–	–	
Land and improvements	2	315,505	–	–	–	315,505	830	–	–	–	
Buildings	3	168,532	9,287	(86,548)	–	91,271	418	268	(72)	(2,890)	
Infrastructure											
- Stormwater drainage	3	435,225	8,041	(260,464)	–	182,802	3,950	750	(33)	(5,645)	
- Transport	3	646,856	189	(201,350)	–	445,695	2,142	1,967	(659)	(13,906)	
- Pathways	3	172,180	11	(66,536)	–	105,655	1,701	1,167	(201)	(3,237)	
- Public lighting	3	88,971	5,287	(52,935)	–	41,323	1,776	719	(60)	(2,296)	
- Waste management infrastructure	3	23,092	34,067	(27,479)	–	29,680	6,182	–	–	(2,473)	
- Waste remediation	3	35,823	–	(13,401)	–	22,422	–	–	–	(1,667)	
Plant and equipment		–	42,096	(24,329)	–	17,767	294	1,005	(635)	(1,787)	
Parks and reserves infrastructure		–	51,341	(24,989)	–	26,352	2,228	1,660	–	(2,212)	
Other assets		–	39,352	(12,050)	(219)	27,083	341	163	–	(1,196)	
Total infrastructure, property, plant and equipment		1,933,602	216,800	(770,081)	(219)	1,380,102	19,862	7,699	(1,660)	(37,309)	41,71
Comparatives		1,758,582	224,946	(727,204)	(219)	1,256,105	27,455	24,496	(2,160)	(33,259)	(24,372

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Note 7. Infrastructure, property, plant and equipment (continued)

(b) Valuation of infrastructure, property, plant and 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 adjusted 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.

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 7. Infrastructure, property, plant and equipment (continued)

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.

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
- Capital work in progress comprises expenditure on capital projects under construction as at 30 June 2026, with the majority of the balance relating to the Civic Centre construction project.

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.

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Note 7. Infrastructure, property, plant and equipment (continued)

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.

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 2025
- Valuer: ACEAM Pty Ltd and Council inputs (Transport & Pathways)
- Date of valuation: 30 June 2026
- Valuer: Modelve Pty Ltd and Council inputs (Stormwater Drainage, Street & Public Lighting)
- The revaluation of Stormwater Drainage and Street & Public Lighting Infrastructure assets by Modelve resulted in a increment of $77.1M at 30 June 2026.
- 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

continued on next page ...

Note 7. Infrastructure, property, plant and equipment (continued)

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 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 Stormwater Drainage Infrastructure assets by Modelve Pty Ltd resulted in a increment in Stormwater Drainage of $60.5M at 30 June 2026.
  The revaluation of Street & Public Lighting Infrastructure assets by Modelve Pty Ltd resulted in a increment in Public Lighting of $16.5M at 30 June 2026.

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

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 8. Liabilities

$ '000	2026 Current	2026 Non Current	2025 Current	2025 Non Current
(a) Trade and other payables				
Creditors and accruals	20,326	–	11,733	–
Payments received in advance	2	–	140	–
Accrued expenses - employee entitlements	1,285	–	912	–
Accrued expenses - finance costs	328	–	360	–
Accrued expenses - leases	–	6	–	7
Deposits, retentions and bonds	404	–	907	–
Rates paid in advance	3,320	–	3,247	–
Contract liabilities - grants	10,966	–	4,058	–
Total trade and other payables	36,631	6	21,357	7
(b) Borrowings				
Loans	6,725	68,723	8,255	73,713
Total borrowings	6,725	68,723	8,255	73,713
(c) Provisions				
Employee entitlements (including oncosts)	6,696	1,564	6,582	1,366
Post closure site rehabilitation	–	31,322	–	27,348
Cell capping - stage 2	–	6,990	–	6,551
Cell capping - stage 5	–	2,815	–	2,965
Cell capping - stage 6	–	9,132	–	8,038
Total provisions	6,696	51,823	6,582	46,268

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

Landfill rehabilitation provision

Council has recognised provisions for its obligations to undertake cell capping, site rehabilitation and post-closure monitoring activities at the Shoal Bay Waste Management Facility. The provisions represent the present value of Council's best estimate of the future expenditure required to settle these obligations.

The timing of the associated cash outflows varies depending on the useful life of each landfill cell, remaining airspace, forecast waste volumes, closure and rehabilitation plans, regulatory requirements and the timing of closure and remediation activities. Key assumptions in estimating the provision include the nature and extent of the capping and rehabilitation works required, forecast waste volumes, remaining landfill airspace, future construction and contractor costs, cost-escalation rates, discount rates, regulatory requirements and the timing of cell closure, capping and post-closure activities.

Actual cash outflows may differ from these estimates because of changes in waste volumes, site conditions, closure or capping strategies, construction costs, environmental and regulatory requirements, market-based cost escalation and the timing of closure activities. Given the long-term nature of these obligations, there is inherent uncertainty regarding both the timing and amount of future cash outflows, which may result in material adjustments to the provisions in future reporting periods.

Future costs have been escalated using a forecast CPI rate of 3.0% (2.5% in 2024/25) and discounted using a rate of 4.8% (4.16% in 2024/25) to determine the present value of the obligations.

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 8. Liabilities (continued)

Movements in rehabilitation provisions

2026 $ '000	Stage 2 2026	Cell Capping Stage 5 2026	Stage 6 2026	Post Closure Site Rehabilitation 2026
Opening balance	6,551	2,965	8,038	27,348
Add: unwinding of present value discounts	272	123	334	1,138
Add (less) remeasurement adjustments and additions	167	(273)	760	2,836
Closing balance	6,990	2,815	9,132	31,322

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 9. Reserves

$ '000	as at 30/06/25 Opening Balance	Increments (Decrements)	as at 30/06/26 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	60,546	201,276
- Transport	353,647	–	353,647
- Pathways	146,229	–	146,229
- Public lighting	–	16,504	16,504
Other assets	3,405	–	3,405
Total asset revaluation reserve	999,134	77,050	1,076,184
Comparatives	867,298	131,836	999,134

$ '000	as at 30/06/25 Opening Balance	Tfrs from (-to) Operations	Tfrs from (-to) Capital	as at 30/06/26 Closing Balance
(b) Other reserves				
Externally restricted				
CBD carparking shortfall - developer contributions	12,365	424	(11,787)	1,002
CBD carparking shortfall - rate levy	16,465	1,637	(13,345)	4,757
Developer contributions	1,933	88	–	2,021
Highway/commercial carparking shortfall	58	2	–	60
Market site development	651	55	–	706
Other carparking shortfall	420	17	(437)	–
Waste management	7,858	8,275	(3,206)	12,927
Waste remediation	8,906	2,368	(672)	10,602
Unexpended grants	838	(352)	–	486
Total externally restricted reserves	**49,494**	**12,514**	**(29,447)**	**32,561**
Comparatives	**42,373**	**11,619**	**(4,498)**	**49,494**
Internally restricted				
Asset replacement and refurbishment	2,049	501	(394)	2,156
Carry forward works	49,547	842	(6,785)	43,604
DEC asset replacement and refurbishment	400	–	(69)	331
Disaster contingency	2,524	62	–	2,586
Election expense reserve	478	(340)	–	138
Environmental	44	–	–	44
IT strategy	4,198	(237)	–	3,961
Nightcliff Community Hall	5	18	–	23
Off and on street car parking	4,560	2,437	(594)	6,403
Plant and vehicle replacement	7,385	1,717	(5,060)	4,042
Public art	171	–	–	171
Sale of land	11,530	–	(8,382)	3,148
Tree and Habitat Replacement	–	44	–	44
Total internally restricted reserve	**82,893**	**5,044**	**(21,284)**	**66,653**
Comparatives	**42,382**	**6,698**	**33,813**	**82,893**
Total other reserves	132,387	17,558	(50,731)	99,214

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 9. Reserves (continued)

$ '000	as at 30/06/25 Opening Balance	Tfrs from (-to) Operations	Tfrs from (-to) Capital	as at 30/06/26 Closing Balance
Comparatives	84,755	18,317	29,315	132,387

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

Disaster contingency

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 9. Reserves (continued)

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 and 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 and 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.

Tree and Habitat Replacement
This reserve holds funds for off-set tree plantings, tree planning and tree planting.

Note 10. Assets subject to restrictions

$ '000	Notes	2026	2025
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	32,561	49,494
Internally restricted cash	9b	66,653	82,893
Total cash and financial assets		99,214	132,387

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 11. Reconciliation to Statement of Cash Flows

$ '000	Notes	2026	2025
(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 and cash equivalent assets	5a	55,648	62,563
Balances per Statement of Cash Flows		55,648	62,563
(b) Reconciliation of operating result			
Net income (deficit)		(6,931)	16,139
Non-cash items in the Statement of Comprehensive Income			
Depreciation, amortisation and impairment		38,239	34,167
Fair value adjustments		3,490	(6,601)
Grants for capital acquisitions treated as investing activity		(3,873)	(6,190)
Net loss on disposals		1,318	1,893
Non-cash asset received free of charge		(6,965)	(3,842)
Non-cash expense		(207)	704
Premiums and discounts recognised and unwound		1,868	2,128
Bad and doubtful debts (recovered)		(827)	1,248
		26,112	39,646
Add (less): changes in net current assets			
Net increase in inventories		(31)	–
Net (increase)/decrease in receivables		(6,898)	234
Net decrease in other liabilities		(966)	(951)
Net increase/(decrease) in other provisions		3,489	(2,345)
Net increase/(decrease) in trade and other payables		8,745	(2,694)
Net increase in unpaid employee benefits		312	293
Net cash provided by operations		30,763	34,183
(c) Non-cash financing and investing activities			
Acquisition of assets by means of:			
Physical resources received free of charge	2i	6,965	3,842
Amounts recognised in the statement of comprehensive income		6,965	3,842
Total non-cash financing and investing activities		6,965	3,842

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City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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

$ '000	2026	2025

(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

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 and conditions:
Deposits are returning fixed interest rates between 4.09% and 5.54% (2025: 4.20% and 5.80%). Short term deposits have an average maturity of 281 days and an average interest rate of 4.76% (2025: 227 days and 4.81%).

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 and conditions:
Secured over the subject land, arrears attract interest of 18% (2025: 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).

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 12. Financial instruments (continued)

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.

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 and conditions:
Secured over future revenues, borrowings are repayable (annually / semi annually / quarterly); interest is charged at fixed and variable rates between 1.36% and 6.62% (2025: 1.36% and 6.04%).

Carrying amount:
Approximates fair value.

Liabilities - leases

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

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City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 12. Financial instruments (continued)

$ '000	Notes	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2026						
Financial assets						
Cash and cash equivalents	5(a)	55,648	–	–	55,648	55,648
Receivables		16,183	–	–	16,183	11,909
Other financial assets	5(c),6	76,109	2,500	–	78,609	78,609
Total financial assets		147,940	2,500	–	150,440	146,166
Financial liabilities						
Payables	8(a)	33,187	6	–	33,193	33,315
Current borrowings		6,725	–	–	6,725	6,725
Non-current borrowings		–	24,247	44,475	68,722	68,723
Total financial liabilities		39,912	24,253	44,475	108,640	108,763
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

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

	2026		2025	
$ '000	Avg Interest Rate	Carrying Value	Avg Interest Rate	Carrying Value
Fixed / variable interest rates	1.15%	75,448	2.11%	81,968
		75,448		81,968

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.

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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	2026	2025
Receivables		
0 to 30 days overdue	7,354	4,146
31 to 90 days overdue	2,462	2,365
Greater than 90 days overdue	2,094	1,661
Impaired	4,274	3,447
Total	16,184	11,618

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.

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 13. Capital expenditure and investment property commitments

$ '000	2026	2025
(a) Capital commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	39,467	70,757
Infrastructure	4,523	2,985
Plant and equipment	1,972	3,981
Waste management services	2,952	4,533
	48,914	82,256
These expenditures are payable:		
Not later than one year	37,440	42,313
Later than one year and not later than 5 years	11,474	39,943
	48,914	82,256
(b) Other expenditure commitments		
Other non-capital expenditure commitments at the reporting date but not recognised in the financial statements as liabilities:		
Audit services	277	353
Waste management services	7,181	4,058
Other maintenance contracts	5,499	6,324
Recreation	96	–
Security services	–	17
Other	1,409	1,310
	14,462	12,062
These expenditures are payable:		
Not later than one year	10,530	6,640
Later than one year and not later than 5 years	3,932	5,422
	14,462	12,062

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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 and movements during the period of right-of-use assets.

Right-of-use assets

$ '000	Land and buildings	Plant and equipment	Total
2026			
Opening balance	590	763	1,353
Additions to right-of-use assets	–	834	834
Depreciation charge	(98)	(831)	(929)
Balance at 30 June	492	766	1,258
2025			
Opening balance	689	1,571	2,260
Additions to right-of-use assets	–	–	–
Depreciation charge	(99)	(808)	(907)
Balance at 30 June	590	763	1,353

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

$ '000	2026	2025
Balance at 1 July	1,460	2,411
Additions	834	–
Payments	(966)	(951)
Balance at 30 June	1,328	1,460
Classified as:		
Current	896	663
Non-current	432	797

The Council had total cash outflows for leases of $0.966M.

The following are the amounts recognised in profit or loss:

Depreciation expense of right-of-use assets	930	907
Interest expense on lease liabilities	46	62
Total amount recognised in profit or loss	976	969

continued on next page ...

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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).

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	2026	2025
Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:		
Not later than one year	1,152	889
Later than one year and not later than 5 years	2,719	1,469
Later than 5 years	334	398
	4,205	2,756

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 (12.0% in 2025/26; 11.50% in 2024/25). 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 and joint operations.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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).

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.

3. Contingent Assets
During the year, Council incurred costs associated with the response to and recovery from the Cyclone event. Council subsequently lodged claims with its insurer under the Industrial Special Risks Policy and through the Disaster Recovery Funding Arrangements for the recovery of eligible Cyclone-related costs.

At the reporting date, the claims remained subject to assessment and approval. As the amount and timing of any recoveries could not be reliably determined, no receivable or income has been recognised in the financial statements. Any amounts ultimately recovered will be recognised when the applicable recognition criteria are satisfied.

Note 18. Events after the reporting period

Events that occur after the reporting date of 30 June 2026, 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 16 October 2026.

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

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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 2026 financial year:

	CEO	Acting CEO	Acting CEO	Acting CEO
	Simone Saunders	Matt Grassmayr	Natalie Williamson	Alice Percy
	01/07/2025 -30/06/2026	11/01/2026 -18/01/2026	18/09/2025 -22/09/2025 27/02/2026 -10/03/2026 21/03/2026 -25/03/2026	23/12/2025 -11/01/2026
Short-term benefits	442	15	19	16
Non-cash benefits	2	-	-	-
Total remuneration	444	15	19	16

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, 24 persons were paid the following total compensation:

$ '000	2026	2025
Total remuneration and allowances paid to key management personnel during the year comprises:		
Short-term employee benefits	1,396	1,365
Non-cash benefits	6	6
Elected members allowances	748	675
Total	2,150	2,046

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

continued on next page ...

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 19. Related party transactions (continued)

As at 30 June 2026, there are no outstanding amounts receivable or payable to/from the Council's KMP. Amounts less than $2,000 have not been disclosed.

Note 20. Trust funds

$ '000	2026	2025
Trust funds held for outside parties		
Security deposits and other	15	457
Total trust funds	15	457

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

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)	
$ '000	2026 Actual	2025 Actual	2026 Actual	2025 Actual	2026 Actual	2025 Actual	2026 Actual	2025 Actual
Functions								
Administration	4,875	3,820	52,518	49,610	3,306	3,442	659,065	643,233
Community services	387	424	3,326	2,579	26	45	–	–
Economic affairs	2,241	1,742	890	1,303	171	–	–	–
Environment	51	50	1,271	1,400	–	20	–	–
General purpose income	85,541	83,710	–	–	–	–	–	–
Governance	–	–	2,665	1,908	–	–	–	–
Health	219	219	324	333	219	219	–	–
Housing and community amenities	40,171	44,182	46,958	39,887	–	1,921	298,020	235,783
Public order and safety	3,581	2,984	19,407	5,514	–	–	723	542
Recreation and culture	5,479	4,865	23,242	23,658	5,115	4,477	34,057	29,228
Transport and communication	16,974	14,168	15,849	13,833	4,161	6,080	651,639	650,309
Total functions	159,519	156,164	166,450	140,025	12,998	16,204	1,643,504	1,559,095

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 2026

Note 21(b). Components of functions

The activities relating to Council functions are as follows:

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.

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.

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

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

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.

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.

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

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 cemetries, public conveniences, other community amenities.

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

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.

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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 2026, 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 2026 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.

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PKF Merit

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

PKF Merit

MunLi Chee
Partner
DARWIN

16 October 2026

8. APPENDICES



8.1 CONTRACTS AWARDED

Service provided/contract name	Supplier	Location of supplier
Below $9,999		
Nil		
Between $10,000 and $99,999		
Review of oval allocations	@Leisure Planners	Interstate
Darwin Christmas Pageant event management	Agentur Pty Ltd	Darwin
Christmas decoration activations	All About Party Hire and Events	Darwin
Christmas tree activation	Dreamedia Creative	Darwin
Integrated art and design	Garuwa Creative Pty Ltd	Interstate
Public art video assets	Going North Pty Ltd	Darwin
Corporate travel services	Helloworld Travel Darwin	Darwin
Darwin Christmas Pageant community engagement	Kellaborate	Darwin
Shoal Bay Waste Management Facility stage 7 construction auditor	Pivot Environmental Pty Ltd	Interstate
Bombing of Darwin event infrastructure	Select Events Darwin Pty Ltd	Darwin
Provision of superintendent representative services	TSA Riley Pty Ltd	Darwin
Reconciliation Week event 2026	Xhale Events	Darwin
Between $100,000 and $249,999		
Design services for Lee Point Road stage 2	ADG Engineers (Aust) Pty Ltd	Darwin
Smith Street road resurface treatment	Bespoke Road Services Pty Ltd	Interstate
West Lane Car Park solar design and construct	Eco Tech Electrical	Darwin
Project management services for construction of home and visitor change rooms at Nightcliff Oval	GHD Pty Ltd	Darwin
Making Mindil Safe stage 2B	MEC NT Pty Ltd	Darwin
Harry Chan Avenue stormwater upgrade	Mousellis & Sons Pty Ltd	Darwin
Launch Night Series 2026/27	Pathfinders NT Pty Ltd	Darwin
Cavanagh Street landscaping stage 2	Sterling NT Pty Ltd	Darwin
McMinn Street landscaping	Sterling NT Pty Ltd	Darwin
Shoal Bay Waste Management Facility stage 7 construction consulting	Waste And Management Services Pty Ltd	Interstate

Image: City of Darwin libraries

Service provided/contract name	Supplier	Location of supplier
Between $250,000 and $499,999		
Public toilet and barbecue cleaning services	Advanced National Services	Interstate
Playground refurbishment	NT Shade	Darwin
Dick Ward Drive and Fitzer Drive intersection work	Sage Civil Pty Ltd	Darwin
Shoal Bay Waste Management Facility engineering support stage 7 construction	Senversa Pty Ltd	Interstate
Atkins Drive lighting project	Top End Race	Darwin
Footpath reconstruction	Vrahos Contractors	Darwin
Between $500,000 and $999,999		
Local Area Traffic Management	Keegan Group Pty Ltd	Darwin
Supply of 3 backhoes	Hastings Deering (Aust) Ltd	Interstate
Shoal Bay Waste Management Facility water quality control	Ecoz Environmental Services	Darwin
Between $1,000,000 and $4,999,999		
Malak car park reconstruction and headworks	Dolan Civil Pty Ltd	Darwin
Road resurfacing	Fulton Hogan Industries	Darwin
Cleaning services panel	Menzies International (Aust) Pty Ltd	Interstate
	Tropic Cleaning Services	Darwin
Stormwater program	Mousellis & Sons Pty Ltd	Darwin
Supply of 13 trucks	RGM Maintenance Darwin	Darwin
Supply of 22 trucks	RGM Maintenance Darwin	Darwin
Over $5,000,000		
Shoal Bay Waste Management Facility stage 7 construction	DTA Contractors Pty Ltd	Darwin
Shoal Bay Waste Management Facility tyre removal	NTex Pty Ltd	Darwin

Table 26 Contracts awarded

8.2 BETTER SUBURBS

Lord Mayoral Projects
• **Cavenagh Street landscape connection stage 2:** Landscape upgrades were completed within the Cavenagh Street median between Searcy Street and Garramilla Boulevard, including the planting of 10 trees and new groundcover, as well as the installation and connection of irrigation infrastructure to the existing system.
Chan Ward
• **Camphor Street verge:** Landscaping treatments were undertaken to the Camphor street verge to mitigate erosion and prevent vehicles parking. Works included the design and construction of a landscaped verge at the corner of Camphor Street and Oleander Street, featuring new tree plantings and spray grass to enhance the streetscape and amenity of the area. • **Aralia Street upgrades:** The project delivered upgraded lighting, a commissioned public artwork and a place plan to guide future development, enhancing the amenity, activation and safety of the Aralia Street Shops precinct. • **Nightcliff Village bike racks:** Three bike racks and associated concrete infrastructure were installed to support active transport and enhance the usability and amenity of the public space. • **Design only projects for future funding:** ◦ Rothdale Road planting: Completed planning, investigation and detailed design activities associated with the landscaping of Rothdale Road entry statements for future funding. ◦ Aralia Street parking at Sunset Park: Completed planning, investigation and detailed design activities associated with the Aralia Street parking at Sunset Park for future funding.
Lyons Ward
• **Smith Street Mall speaking deck:** The project converted an existing rock wall garden bed into a tiled performance deck, creating a flexible community space for performances, events and public gatherings while enhancing activation and use of the area • **CBD pathways:** The project improved CBD amenity through pathway upgrades and urban greening. As part of the works, stone-look tiles were installed over the existing concrete surface at the corner of Cavenagh Street and Knuckey Street, enhancing the appearance of the area and creating a more attractive and welcoming pedestrian environment. • **Reflection bench:** Installed a park bench, Cor Infinitus plinth and memorial plaque, along with a connecting pathway and complementary landscaping, to create a dedicated place of reflection near the Darwin Cenotaph and enhance the commemorative character of the area.
Richardson Ward
• **Oval storage sheds:** Two new storage sheds were designed and constructed adjacent to Nakara Oval and Wanguri Oval, each providing two lockable storage bays and integrated lighting. The project improved storage capacity, security and functionality for user groups, enhancing the overall amenity and operation of both sporting facilities.
Waters Ward
• **Wulagi Oval storage shed:** A new three-bay storage shed was designed and constructed adjacent to Wulagi Oval, providing secure storage for equipment and supporting the efficient delivery of sporting activities. • **Wagaman Oval surrounds master plan:** A master plan was developed for the Wagaman Oval surrounds, with associated design activities completed to establish a strategic framework for future improvements, enhance the functionality of the precinct and support future recreational opportunities for the community.

Table 27 Better Suburbs

8.3 2025/26 SPONSORSHIPS, COMMUNITY AND ENVIRONMENT GRANTS AND OPERATING SUBSIDIES

Sponsorships

Name of organisation	Event	Cash $	In-kind $	Total $
The Darwin Festival Limited	Darwin Festival	160,000.00	18,436.50	178,436.50
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
Christmas in Darwin Association	Carols by Candlelight 2025	40,000.00		40,000.00
Darwin Aboriginal Art Fair Foundation	Darwin Aboriginal Art Fair	30,000.00	469.00	30,469.00
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
Tourism and Events NT	BITG, NRL, Tracktotown and Territory Day		30,000.00	30,000.00
Returned and Services League of Australia SA (Darwin Sub-Branch)	ANZAC Day Dawn Service and City Parade	29,818.18		29,818.18
Nightcliff Arts Music and Culture Inc	Nightcliff Seabreeze Festival	25,000.00	4,355.00	29,355.00
Larrakia Nation Aboriginal Corporation	NAIDOC Week celebrations	25,000.00		25,000.00
Northern Territory Indigenous Business Network	2025 Aboriginal Development Forum and Blak Business Award	20,000.00		20,000.00
Darwin City Retailers Association Incorporated	Darwin City Retailers Association	15,000.00		15,000.00
Prof. Jamshid Aghaei (Central Queensland University)	Disaster Ready Fund Round Three 2025-26		15,000.00	15,000.00
Crafts Council of the Northern Territory	Tactile Arts Makers Markets	12,500.00	757.00	13,257.00
Darwin Fringe Incorporated	Darwin Fringe Festival	12,500.00		12,500.00
Brown's Mart Arts Ltd	Brown's Mart annual programs and services	10,000.00	500.00	10,500.00
Hannah Swales	Green Ant Craft Fair Austin Lane	9,990.00	206.00	10,196.00
Hospitality NT	Gold Plate Awards	10,000.00		10,000.00
Darwin Symphony Orchestra	Amphitheatre Concert 'Movie Hits'	10,000.00		10,000.00
Athletics Northern Territory	NT City2Surf	10,000.00		10,000.00

Name of organisation	Event	Cash $	In-kind $	Total $
Swimming Northern Territory Incorporated	NT Swimming Championships	8,000.00		8,000.00
India Cultural Society Darwin Inc	India at Mindil	5,000.00	798.00	5,798.00
The Northern Territory of Australia	October Business Month	5,000.00		5,000.00
Australian American Association of the Northern Territory Inc	Australia American Association NT - USS Peary	5,000.00		5,000.00
Tourism Top End	Cruise ship shuttle		5,000.00	5,000.00
Parkrun	Parkrun		2,970.00	2,970.00
Greek Orthodox Community of NA Inc	Greek Glenti Festival		2,925.00	2,925.00
MAF NT	AFL Masters		2,900.00	2,900.00
Curled Darwin	Bundilla Activation Sponsorship	2,720.00		2,720.00
Africa Soul Food	Bundilla Activation Sponsorship	2,440.00		2,440.00
Doctor Yummy	Bundilla Activation Sponsorship	2,440.00		2,440.00
Blair Pilates and Yoga	Healthy Darwin Wet Season program - Vitality Pilates		1,800.00	1,800.00
Tourism and Event Northern Territory	Territory Day		1,455.00	1,455.00
Darwin Lions Club	Beer Can Regatta		1,300.00	1,300.00
Super Ageing	Healthy Darwin Wet Season program - Fitness 4 Independence		1,300.00	1,300.00
Latin American Association Darwin Incorporated	Latin American Festival		1,285.00	1,285.00
Multicultural Council of the NT	Homework Club		1,125.00	1,125.00
Mother’s Day Classic Foundation	Mother’s Day Classic Fun Run		1,120.00	1,120.00
Anglicare NT	Waste disposal		1,000.00	1,000.00
Luca Masieri	Healthy Darwin Wet Season program - No Frills Training		1,000.00	1,000.00
The BG's - Baby and Guardian Grooves	Healthy Darwin Wet Season program - Toddler and Guardian Dance Class		950.00	950.00
Flame Tree Yoga	Healthy Darwin Wet Season program - Authentic Beginners Yoga		750.00	750.00
Storm PT	Healthy Darwin Wet Season program - Beginners HIIT		750.00	750.00

Name of organisation	Event	Cash $	In-kind $	Total $
Vishwa Nirmala Dharma Australia [Life Eternal Trust Australia]	Healthy Darwin Wet Season program - Sahaja Yoga Meditation		700.00	700.00
Darwin Lions Club	Beer Can Regatta		670.00	670.00
Storm PT	Healthy Darwin Dry Season program - Beginners' HIIT		650.00	650.00
Yuyang Yoga	Healthy Darwin Dry Season program - Radiant Lotus Women's Qigong		600.00	600.00
Returned and Services League of Australia SA (Darwin Sub-Branch)	Remembrance Day		550.00	550.00
Darwin City Brass Band Association Incorporated	Christmas Pageant Float Grant	500.00		500.00
Darwin Forrest Parade School	Christmas Pageant Float Grant	500.00		500.00
Latin American Association	Christmas Pageant Float Grant	500.00		500.00
Rince Na Eireann	Christmas Pageant Float Grant	500.00		500.00
Rosebery Primary School Council Incorporated	Christmas Pageant Float Grant	500.00		500.00
Satellite City BMX Club Incorporated	Christmas Pageant Float Grant	500.00		500.00
St John Ambulance Australia NT Incorporated	Christmas Pageant Float Grant	500.00		500.00
Surf Life Saving Northern Territory Incorporated	Christmas Pageant Float Grants	500.00		500.00
Woodroffe Primary School Council	Christmas Pageant Float Grants	500.00		500.00
Darwin Community Legal Service	Community legal services at the Casuarina Library		500.00	500.00
Darwin Yoga with Jo	Healthy Darwin Dry Season program - Sunrise Yoga		500.00	500.00
The BG's - Baby and Guardian Grooves	Healthy Darwin Dry Season program - Toddler and Mum dance fitness		500.00	500.00
NT Thai Association Inc.	Thai Grand Festival		402.00	402.00
Latin America Association	Sunset Latina		325.00	325.00
Stacie Ashlett	Healthy Darwin Dry Season program - Laughter Wellness		150.00	150.00
Everlasting Health	Healthy Darwin Dry Season program - Women's Wellness Day		150.00	150.00
Australian Vietnamese Family Association	Lantern Festival 2025		134.00	134.00
Breakthrough T1D One walk Darwin	Breakthrough T1D One walk Darwin		72.00	72.00

Name of organisation	Event	Cash $	In-kind $	Total $
NT Police, Fire and Emergency Services	NYE - Speed reduction of Mitchell Street		60.00	60.00
Sachi Hirayama	Healthy Darwin Wet Season program - Natto (Japanese Super Food)		50.00	50.00
Darwin Bellydance	Healthy Darwin Dry Season program - Sunset Come and Try Bellydance		50.00	50.00
Total		**724,908.18**	**104,214.50**	**829,122.68**

Table 28 Sponsorships

Community grants

Name of organisation	Event	Cash $	In-kind $	Total $
Bus Stop Films Ltd	Inclusive Filming and Showcase Darwin	10,000.00		10,000.00
Indian Association of the Northern Territory Incorporated	Indian cultural community Festival of Colours	9,202.00	798.00	10,000.00
Top End Pride (NT) Incorporated	40th Anniversary Family Day	10,000.00		10,000.00
Y Northern Territory	Eight-episode, youth-led video podcast capturing diverse Darwin voices	10,000.00		10,000.00
Happy Yess	Event series that pairs First Nations performer/s with local performer/s to encourage collaboration, create audience diversity and gain exposure	9,918.00		9,918.00
Brother To Another Ltd	Brother to Another Holiday Program	9,500.00		9,500.00
The Tamil Society of The Northern Territory Incorporated	Tamil harvest festival community celebration	8,880.00		8,880.00
Foodbank SA – trading as Foodbank SA NT	Three pop-up events to promote the launch of a Mobile Food Hub in Darwin	7,500.00		7,500.00
NT Cricket	2025 Multicultural Cup	7,000.00		7,000.00
St John Ambulance Australia NT Inc	Four custom-built medical response bags designed to fit securely in St John NT volunteer vehicles	4,500.00		4,500.00
Darwin Triathlon Club	International Men's Day Multi Sport event	4,250.00		4,250.00
Playgroup association of the Northern Territory	St Johns Caring for Kids First Aid Course for Families	3,680.00		3,680.00
Disability Sports Northern Territory	Abilities Unleashed Multi-Sports Day	3,500.00		3,500.00
Speed Cubing Australia Incorporated	NT Rubik's Cube Championship	2,070.00		2,070.00
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**	**798.00**	**100,798.00**

Table 29 Community grants

Activities in the Community Grants table were delivered in 2025/26 and may include grants paid in 2024/25.

Reconciliation and NAIDOC Week grants

Name of organisation	Event	Cash $	In-kind $	Total $
CAAPS AC	Community Cultural and Family Fun Days for NAIDOC Week 2025 and Reconciliation Week 2026	10,000.00		10,000.00
Yilli Rreung Housing Aboriginal Corporation	NAIDOC @ YISSA: A Family Fun Day	10,000.00		10,000.00
North Australian Aboriginal Family Legal Service	2025 First Nations Future Leaders Gathering	9,518.00		9,518.00
Deadly Enterprises Pty Ltd	Deadly Cup Rugby League Carnival 2025	9,000.00		9,000.00
Xhale Events	Threads & Yarns: Sewing Workshops	6,482.00		6,482.00
TRACKS Care Pty Ltd	Next Gen on TRACK: NAIDOC Leadership & Career Breakfast	5,000.00		5,000.00
Total		**50,000.00**		**50,000.00**

Table 30 Reconciliation and NAIDOC Week grants

Environment grants

Name of organisation	Event	Cash $	In-kind $	Total $
Landcare NT Incorporated	BioEd - Top End Biodiversity Education for the Next Generation	20,000.00		20,000.00
Territory Native Plants Pty Ltd	Top End Eco Fair 2025 & 2026	16,000.00	410.00	16,410.00
Charles Darwin University	Research into suitable Darwin native climbing plants for use in urban cooling projects	15,000.00		15,000.00
Landcare NT Incorporated - Waste Energy Benefits Us	Nightcliff Market food waste composting	9,679.00		9,679.00
Larrakia Nation Aboriginal Corporation	Darwin Harbour Clean-Up	8,000.00		8,000.00
Darwin Community Arts Incorporated	Community climate resilience and natural disaster preparedness workshops	6,432.00		6,432.00
Total		**75,111.00**	**410.00**	**75,521.00**

Table 31 Environment grants

Operating subsidies

Name of organisation	Cash $	In-kind $	Total $
Darwin Entertainment Centre	710,000.00		710,000.00
Total	**710,000.00**		**710,000.00**

Table 32 Operating subsidies

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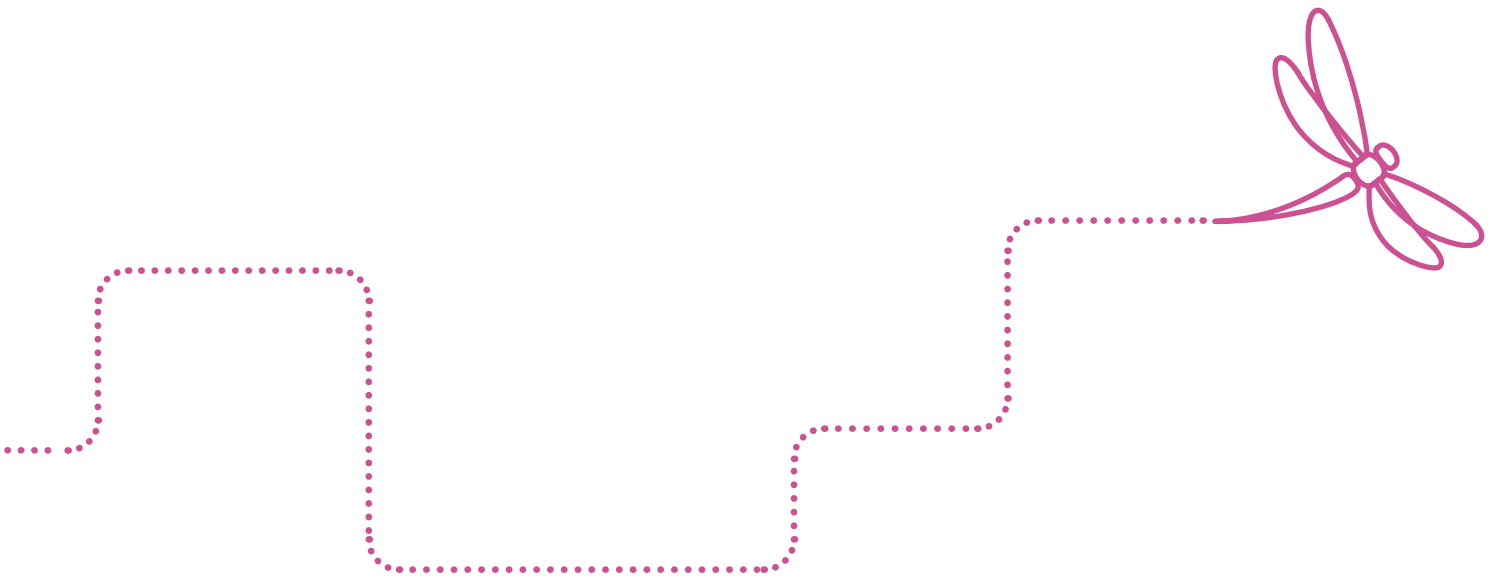




Image: Waters Ward Multigenerational Recreation Space car park construction

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