



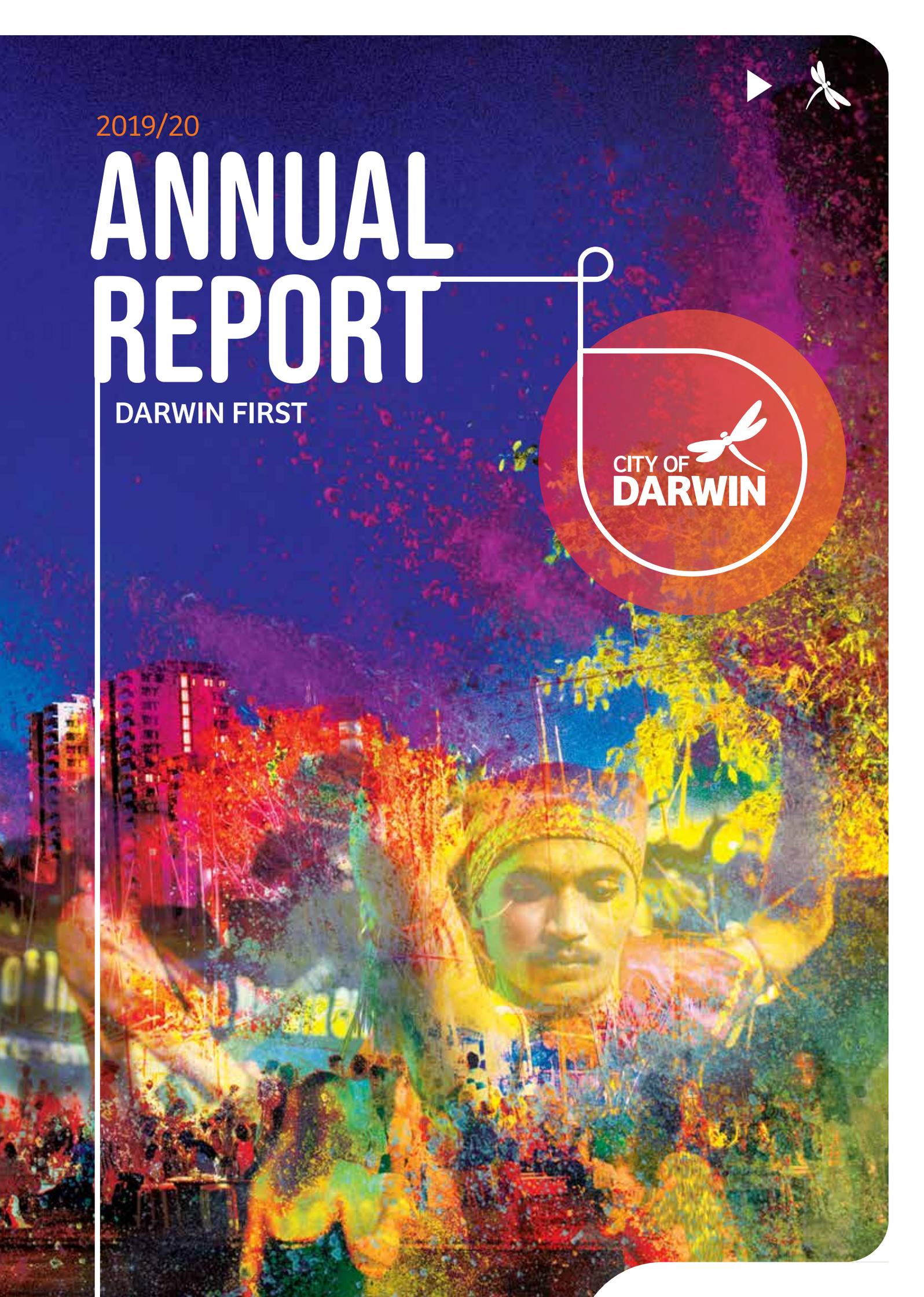
2019/20

ANNUAL REPORT

DARWIN FIRST



CITY OF
DARWIN



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Annual Report Legend

This year, City of Darwin has utilised icons throughout the Annual Report to denote reference to other information or programs and projects impacted by Coronavirus as follows:

-  **CASE STUDY**
Indicates performance through a case study and may include references to other information or external websites.
-  **REFERENCE TO ADDITIONAL INFORMATION**
Indicates a reference or link to additional information which can be found on Council's website www.darwin.nt.gov.au or other external website.
-  **COVID-19**
Indicates where a program or project performance has been impacted by Coronavirus (COVID-19).

The following icons are utilised throughout the report to demonstrate the level of performance that has been achieved in 2019/20. Definitions of performance are outlined below and commentary has been provided throughout the report to substantiate Council's assessment of performance.

-  This icon demonstrates Council's programs or deliverables are on track or projects have been completed within budget and on schedule where Council has achieved its deliverables or where a project has been completed.
-  This icon demonstrates monitoring of Council's performance for deliverables and projects is required. It may also indicate that a program or project did not achieve the desired result.
-  This icon demonstrates Council's programs or deliverables are in progress and projects are almost complete.
-  This icon demonstrates that a deliverable or project has not yet commenced, has been deferred to 2020/21 or will not progress.

CLICK THE ARROWS TO GO BACK AND FORTH THE DRAGONFLY WILL BRING YOU BACK TO CONTENTS PAGE



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1

INTRODUCTION



ACKNOWLEDGEMENT OF COUNTRY

City of Darwin acknowledges that we are living and working on Larrakia Country. We acknowledge the Larrakia people as the Traditional Owners of the Darwin region.

We pay our respects to the Larrakia elders past and present and support emerging Larrakia leaders now and into the future.

City of Darwin is committed to working together with all Larrakia to care for this land and sea for our shared future.





ABOUT OUR ANNUAL REPORT

City of Darwin is pleased to present our Annual Report for 2019/20

The report outlines City of Darwin's performance for the first year of our new strategic plan, Darwin 2030 - *City for People. City of Colour.* and achievement of the 2019/20 Municipal Plan 'Darwin First'. The annual report also presents Council's Audited Annual Financial Statements.

The report provides an insight into the strategic future and key actions in 2020/21 for each of Council's five strategic directions, demonstrating our commitment to deliver on our 2030 vision.

The Annual Report is Council's primary tool for reporting to our community and stakeholders on service delivery and financial performance and is a vital part of our overall governance framework and commitment to transparency and accountability.

Each year, Council aims to ensure that the annual report is relevant to all stakeholders and focuses on ensuring readability. 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 2008*, all councils must present an annual report to the Minister for Local Government, Housing and Community Development 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 it must contain an assessment of the Council's performance against the objectives stated in the relevant municipal plan. In addition to meeting our legislative obligations, the objectives of this report are to:

- Communicate our vision and strategic directions to the community;

- Instill 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 that 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; and
- Market Council as an employer of choice for future staff and encourage current staff to stay.

The annual report is divided into ten sections:

1 INTRODUCTION

includes opening messages by the Lord Mayor and Chief Executive Officer and introduces Council's Strategic Planning Framework and the Darwin 2030 - *City for People. City of Colour.* Strategic Plan. It also outlines the key features of Darwin.

2 OUR HIGHLIGHTS

provides a snapshot of Council's performance for the year and provides a community financial report. This section also contains Council's response to Coronavirus (COVID-19) and the economic impact that Council's response has had on the Darwin community.

3 OUR CAPITAL CITY

introduces Darwin's history and community and council profiles in numbers.

4 OUR STRATEGIC ROLE

articulates the roles of Council in accordance with the Darwin 2030 - *City for People. City of Colour.* Strategic Plan. This section also outlines community engagement, government relations and advocacy activities and Council's external funding arrangements for 2019/20.

5 OUR COUNCIL

introduces the council structure and City of Darwin Elected Members and Wards.

6 OUR ORGANISATION

presents an overview of Council's organisational structure and council services scorecard. This section also outlines our staff diversity and demographic profiles, our commitment to staff CARES values and our workplace health and safety performance and activities.

7 OUR PERFORMANCE

outlines Council's strategic performance and establishes the baseline for reporting against our long term plans. It also reports on the achievements and challenges for delivering the first year of our Darwin 2030 Strategic Plan and 2019/20 Municipal Plan and introduces our plans for 2020/21.

8 GOVERNANCE

demonstrates how Council keeps itself accountable to the community and provides transparency with compliance and information management matters.

9 FINANCES

presents a summary of financial information and the Audited Financial Statements for the 2019/20 financial year.

10 APPENDICES

include a list of contracts administered for the year, a self-assessment of compliance with the Annual Reporting provisions in the *Local Government Act 2008* and Regulations and the Australasian Reporting Awards (ARA) criteria. This section also contains indexes of tables and figures found throughout the report, acronyms and a glossary.

LORD MAYOR'S MESSAGE

On behalf of City of Darwin, I am proud to present the City of Darwin Annual Report 2019/20.

2019/20 has been a year like no other experienced in the history of City of Darwin and indeed the world. COVID-19 impacted the way Council delivered services and challenged Council to consider how it was best positioned to support the Darwin community. I am very pleased to report that not only did we respond, but we thrived as a result of creating new innovative services, community service and economic stimulus.

Council's Municipal Plan and Budget for 2019/20 was themed *Darwin First*, which at the time was set to demonstrate our commitment to supporting our local economy and business through new procurement targets. Putting *Darwin First* received a new focus in March/April 2020 with the delivery of a dedicated community support campaign 'Stronger Together – Supporting our City' which presented a consolidated overview of all of Council's support in response to COVID-19 through targeted marketing and communication. Stronger Together has been the foundation of keeping in touch with the Darwin community during this time.

Economic Stimulus - \$55.0M

At a Special Council meeting held on 8 April 2020, Council endorsed its largest ever economic stimulus package totalling \$55.0M. The stimulus package provided commercial, community and residential support and is expected to deliver over \$83.0M in economic impacts, value add

more than \$35.0M to the local economy and create around 348 jobs locally. Council's assessment of the impact of this stimulus package is outlined on pages 28-29 of this report.

Trees and Streetscape Beautification

Council committed more than \$5.8M in the 2019/20 budget to plant more trees and beautify our city. More than 4,000 trees have been planted in green belts, verges, streetscapes and in schools, focusing on locations hardest hit by Cyclone Marcus in 2018. Another 4,000 trees will be planted in 2020/21.

Establishing a Green Army in the wake of COVID-19 enabled Council to accelerate the delivery of greening projects. The Green Army planted approximately 2,000 trees in open spaces and 1,500 trees on verges during the period of their employment.

Climate Emergency

On 30 July 2019, I declared a Climate Emergency for the Darwin municipality and I called upon the Northern Territory and Commonwealth Governments to join us to take immediate action. I also hosted a Climate Emergency Round Table in October 2019 with local community members and stakeholders. All feedback is now being incorporated into Council's Climate Emergency Strategy which I look forward to presenting next year.

Proud of our Cultural Identity

In June 2020, City of Darwin adopted its first Reconciliation Action Plan (RAP). The Innovate RAP demonstrates Council's commitment to working towards greater



reconciliation in Darwin and outlines the actions we will take to achieve this.

In recognition of our multicultural identity we commissioned new Lord Mayor robes during the year. The robes are lined with an ochre coloured lining representing the land and country on which Darwin is founded and incorporates gold (Asian heritage), Blue (Greek influence) and Green (Italian influence). The Larrakia design on the robe's sleeves were developed by local Larrakia Artist Gary Lang and symbolise 'Place'. The design is also used in marriage / unity ceremonies in local culture symbolising unity in our community. This is a fantastic representation of our cities history and heritage, and I couldn't be more proud to wear these robes representing the City of Darwin.

I extend my appreciation to my fellow Elected Members, the Chief Executive Officer, staff, businesses and our community as we demonstrated that we were 'Stronger Together' in response to one of the most challenging years in history. I am excited about Darwin's future and delivering on our 2020/21 Municipal Plan and budget which focuses on *'Supporting our People. Supporting our City'*.

KON VATSKALIS
LORD MAYOR

CHIEF EXECUTIVE OFFICER'S MESSAGE

I acknowledge the stewardship of the Lord Mayor, Elected Members and our staff for their outstanding commitment to the Darwin community to respond to and recover from the impacts of COVID-19.

With crisis comes opportunity and our staff have demonstrated their ability to be innovative and agile in an extremely fast changing environment.

The COVID-19 response timeline on pages 30-31 of this report demonstrates how the world around us changed daily and at times multiple times each day.

As Chief Executive Officer, I am responsible for reporting to Council, through this annual report, how we performed in 2019/20 against our planned actions and budget. I am proud to report that even in the face of COVID-19, for the most part we delivered what we planned to do.

myDarwin

A new initiative called myDarwin was launched in June. myDarwin is an online platform that is utilised to provide discounts to the community by incentivising spending in the local economy to support jobs and businesses. Council injected a total of \$340K to this program from its parking reserves for the period ending 30 June 2020. This resulted in increased spend in the local economy of around \$3.9M. Around 27 jobs are estimated to have been created (or re-established) as a result of this initiative.

Hardship Policy

In May 2020, we responded to community need with the adoption of a revised Financial Hardship Support Policy. This policy delivered much needed rates relief to residents and businesses in response to COVID-19. Council provided approximately \$135K in rates reductions and deferrals for the period ending 30 June 2020.

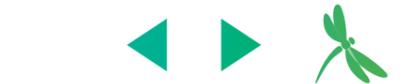
Darwin City Deal

During the year, as Chief Executive Officer, I continued to represent Council's interests in the Darwin City Deal and nominated officers to participate on various project groups to work collaboratively with the Australian and Northern Territory Governments to deliver on City Deal outcomes.

The most significant change for Council with the City Deal this year has been the transfer of land in Cavenagh Street to Charles Darwin University (CDU) to enable the CDU Education and Civic Precinct development. The project, managed by CDU, will commence in 2020/21.

Green Army

Council resolved to establish a Green Army to assist local residents whose jobs were impacted during COVID-19. Leading this project, we recruited 100 local residents for the period from April to June 2020 to work on a variety of programs and projects across Darwin. The primary focus during this time was public amenity, health and safety.



The Green Army assisted Council staff to deliver an intensive program of tree planting which created a visible impact across the City. A number of Green Army staff supported Council staff to deliver the Daly Street project on schedule before 30 June 2020.

Recognising and planning for our diverse workforce

During the year we undertook a staff diversity and inclusion survey. This work has been instrumental in informing Council's actions within the Reconciliation Action Plan. The results broken into diversity and demographic data are provided on pages 66-67 of this report and will be used to inform the ongoing review and development of employee policies and practices in future.

Finally, I would like to thank all staff for displaying such a strong commitment to Council's staff values CARES (Customer Service, Accountability, Respect, Excellence and Solidarity) during this year. Our shared commitment to Solidarity has given us the foundation to thrive during a very challenging year.

SCOTT WATERS
CHIEF EXECUTIVE OFFICER

CITY FEATURES



591KM of path

468.6km of footpaths, 15.5km of walkways, 88.83km of shared paths and 18.59km of paths in parks



35,886 rateable properties

an increase of 171 properties which is largely attributed to new development in the city's northern suburbs, Muirhead



465KM of roads



4 libraries

City, Casuarina, Karama and Nightcliff

17

sporting grounds and ovals

owned and maintained by Council, plus Alawa Oval leased to Charles Darwin University



448KM of stormwater

364.7km stormwater pipe, 19.7km open lined drain, 63.6km open unlined drain, subsoil drainage 0.7km



3 swimming pool facilities

Parap, Casuarina and Nightcliff



241 play items

at 149 locations

559HA of green space

includes 221 parks, ovals and greenbelts



10,275 street and public lights

Data sets continue to improve following the handover of streetlights from Power and Water Corporation on 1 January 2018

9

parks with exercise stations

16 items across 9 parks



21,980 driveways

increase on previous year is a result of improved data management



3 community centres plus 7 childcare centres



36 public amenities

7 exeloos plus 29 public toilets



STRATEGIC PLANNING FRAMEWORK

City of Darwin's Strategic Planning Framework is founded on community engagement and underpinned by a robust governance framework. The Darwin 2030 – *City for People. City of Colour.* Strategic Plan commenced on 1 July 2019. This annual report is the first year of reporting against the new plan.

Council's vision, *City for People. City of Colour.* guides all that we do as demonstrated throughout this report. The vision is delivered through five strategic directions, outlined on page 13.

The integrated framework outlined below ensures that long term plans focused on financial and asset management inform our strategic directions and deliverables each year. Deliverables are outlined in the annual Municipal Plan which connects actions to budgets. The five organisational Departments operationalise these plans through internal department business plans.

Quarterly reporting against the municipal plan ensures progress is monitored and challenges responded to in a timely manner. Quarterly reports also inform the preparation of the Annual Report.





LIVING DARWIN 2030 REPORT

Is a report wholly developed by the community through a deliberative democracy engagement process Living Darwin 2030 Summit. A randomly selected group of stakeholders (residents, visitors and business), representative of the Darwin demographic, came together to develop the report. The report was presented and accepted by Council in May 2018 and has contributed significantly to and informed the development of the City of Darwin's Strategic Plan: Darwin 2030 – *City for People. City of Colour.*

DARWIN 2030 – CITY FOR PEOPLE. CITY OF COLOUR.

Is Council's long-term plan and sets our vision for the next 10 years. It draws on community wisdom, existing strategies and plans, our commitments to and with key stakeholders and states clearly where we want Darwin to be by 2030. Council listened to the community and stakeholders on the role (or multiple roles) Council can or should take in delivering on the strategic directions. Council's roles are outlined on page 36 and have been defined as Provider, Funder, Regulator, Partner, Facilitator or Advocate. Darwin 2030 also outlines a framework

for measuring success and most importantly, Council's investment to deliver the plan. One of the tools that Council' has committed to measure success and liveability is Place Score. Place Score results are demonstrated throughout the annual report.

MUNICIPAL PLAN

Is Council's annual delivery plan and incorporates the annual budget. It outlines the major projects that Council will undertake, its annual capital works plan and any new initiatives that are planned each year. The Municipal Plan progress is monitored via quarterly reports and monthly financial reporting.

OTHER PLANS

The new strategic planning framework has set the foundations for Council to review and renew existing plans and create new plans. New or renewed plans adopted in 2019/20 and their relationship to the strategic directions are outlined below.



SD1 A CAPITAL CITY WITH BEST PRACTICE AND SUSTAINABLE INFRASTRUCTURE

SD2 A SAFE, LIVEABLE AND HEALTHY CITY

SD3 A COOL, CLEAN AND GREEN CITY

SD4 A SMART AND PROSPEROUS CITY

SD5 A VIBRANT AND CREATIVE CITY

Coming 2020/21
Priority Infrastructure Plan

Coming 2020/21
Movement Strategy

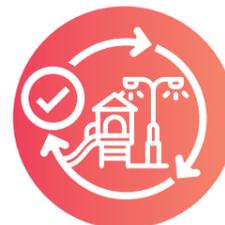
Coming 2020/21
Greening Darwin Strategy
Waste Management Strategy
Climate Emergency Strategy

Coming 2020/21
Tourism Strategy

Coming 2020/21
Youth Strategy

VISION AND STRATEGIC DIRECTIONS

Darwin 2030 City for People. City of Colour.



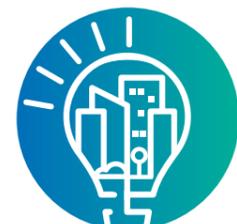
A capital city with best practice and sustainable infrastructure



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



2

OUR HIGHLIGHTS



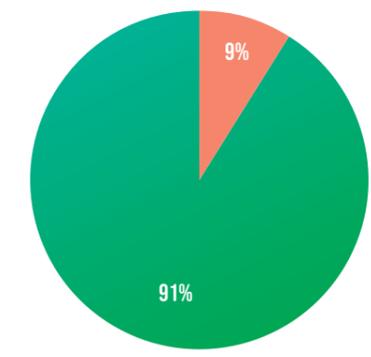
DARWIN FIRST

The theme of the 2019/20 City of Darwin Municipal Plan and Annual Budget was Darwin First.

In addition to capturing Council's commitment to delivering projects and beautification works across the whole of the municipality, *Darwin First* enabled Council to deliver on its strategic action to increase Council's procurement within the local economy to 95% of all Council expenditure.

In 2019/20 Council expended \$76.0M (excluding salaries and finance costs) of which \$69.1M or 91%¹ was spent in the Darwin region. Around 30% of this was allocated against Council's capital works program with the remaining 70% allocated to operational expenses, or expenses that keep Darwin running. Council also spent \$35.5M on staff costs bringing the total local expenditure to \$105.1M.

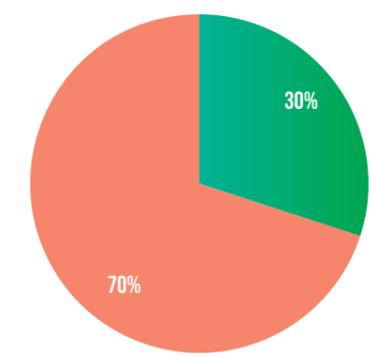
Putting *Darwin First* through procurement creates a 'ripple effect' to other businesses and supports local jobs. Council's 'ripple effect' on the Darwin economy is demonstrated on the following pages.



COUNCIL EXPENDITURE 2019/20 (TOTAL \$76.0M)

- Local
- Non-Local

Figure 1 Council Expenditure 2019/20



LOCAL EXPENDITURE 2019/20 (TOTAL \$69.1M)

- Capital \$21.0M
- Operational \$49.0M

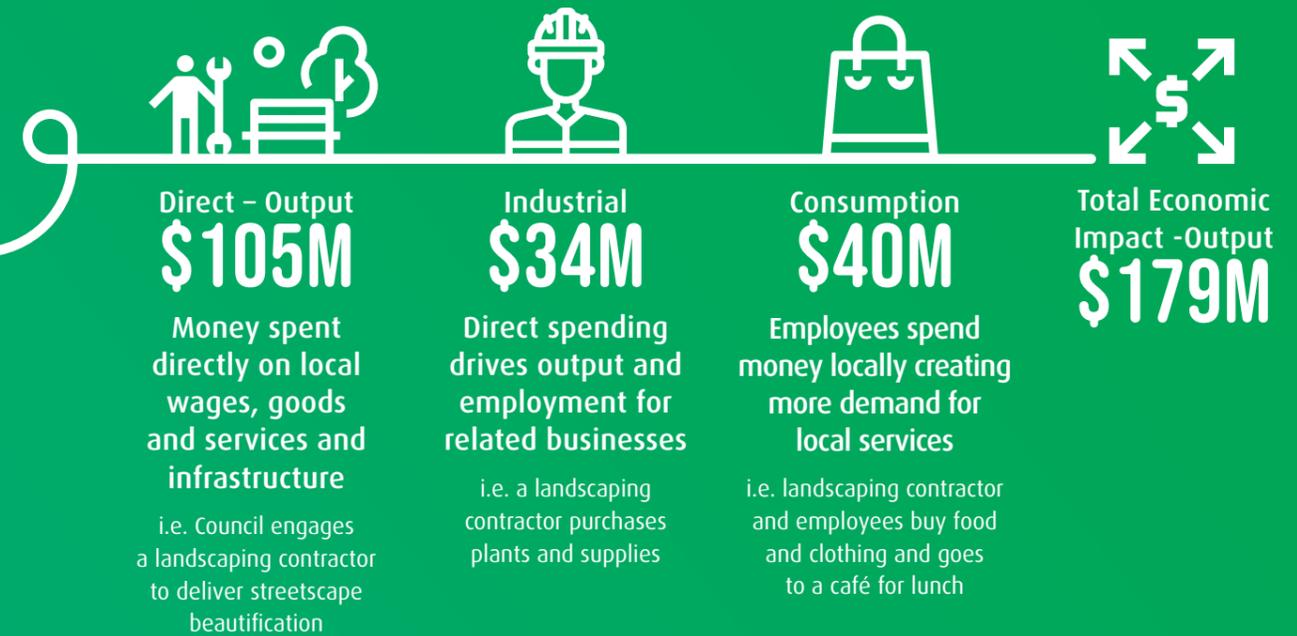
Figure 2 Local Expenditure 2019/20



LOCAL PROCUREMENT ACTIVITY AND INVESTMENT 2019/20



THE RIPPLE EFFECT



THE RIPPLE EFFECT

Council's procurement and investment activities create a ripple effect (ripple effect) on the local economy through linkages with other businesses and from workers spending money in Darwin



STREETFOOD VANS
RAPID CREEK FORESHORE

TOTAL ECONOMIC CONTRIBUTION (Direct and Ripple Effect)





KEY ACHIEVEMENTS

SD1	SD2	SD3	SD4	SD5	GOVERNANCE
ACHIEVEMENTS					
<ul style="list-style-type: none"> Achieved 91% expenditure locally Adopted a new Procurement Policy Maintained the city in a clean and safe state in response to COVID-19 Completed upgrade of Council's Information Technology Assets Adopted the City of Darwin Strategic Projects Prospectus outlining six strategic projects to deliver on the Strategic Plan Near completion of a new Amenities Facility at The Esplanade. Near completion of Cell 6 at the Shoal Bay Waste Management Facility Delivered around 10,000 LED luminaries across all of Darwin's suburbs 	<ul style="list-style-type: none"> Delivered the Daly Street Beautification Project Delivered small projects across all Wards in the Darwin municipality Delivered streetscape beautification projects across all Wards in the Darwin municipality Designed and commenced construction of the Lakeside Drive Dog Park Aligned animal registrations with TOPROC Councils (Top End Regional Organisation of Councils) Delivered a significant education campaign Great Pets Starts with You Installed new exercise equipment at East Point and Nightcliff Partnered with the Northern Territory Government to implement a six-month program of third-party security in the Darwin City in response to COVID-19 Adapted Healthy Darwin to online delivery and ongoing delivery of the program throughout the year Delivered a Master Plan for the redevelopment of Casuarina Swimming Pool Engaged with Sporting Organisations to develop a priority list of improvements to Council's sporting fields 	<ul style="list-style-type: none"> Climate Emergency Declared Delivered the Lord Mayor's Climate Emergency Roundtable to respond to the Climate Emergency declaration Established a "Green Army" to support residents whose jobs were impacted as a result of COVID-19 Delivered 4,000 trees greening Darwin Op Shop Guide released Delivered heat mitigation projects in the City Centre including shade structures, trees and cool surface pavements 	<ul style="list-style-type: none"> Adopted the Darwin Economic Development Strategy 2030 Delivered the City of Darwin Library Strategy Created and implemented an innovative economic stimulus project myDarwin Revised Council's International Relations Policy and Advisory Committee Structure Implemented a 12-month trial of e-Scooters for use in the City Centre 	<ul style="list-style-type: none"> Delivered a vibrant and diverse Events Program despite impacts from COVID-19 and added an additional 13 events to the annual program Developed an Events Guide to assist event organisers to plan events held on Council land Established a Reconciliation Action Plan Working Group to facilitate the develop of Council's Reconciliation Action Plan Developed City of Darwin's first Reconciliation Action Plan (RAP) – an Innovate RAP Delivered Bombing of Darwin Day Commemorative event Continued to deliver the City of Darwin Access and Inclusion Plan Delivered the Creative Enterprise Skills for Public Artists Workshop Series Project, an Australian Government Building Better Regions Fund project Deliver City of Darwin's community grants program including an additional \$50K of grants for projects by community organisations that responded to COVID-19 	<ul style="list-style-type: none"> Commenced a review of City of Darwin's Long-Term Financial Plan Managed and adapted Council's Sponsorship Program to respond to COVID-19 Implemented a Staff Diversity and Inclusion Survey Responded to key advocacy documents within Darwin including Property Council and Activate Darwin Achieved gold status from the Australasian Reporting Awards for the 2018/19 Annual Report Delivered and reported on the City of Darwin Place Score Survey Managed Council's role in the Darwin City Deal Established a Project Management Framework for Council Developed and implemented staff Performance Development and Review Program Facilitated the Department of Local Government, Housing and Community Development Compliance Review Developed Council's Strategic Risk Assessment
CHALLENGES					
<ul style="list-style-type: none"> Delivery of Personal Protective Equipment supplies and equipment to respond to COVID-19 Increased service requirements as a result of a public health response to COVID-19 Asset and service delivery from interstate due to border closures resulting from COVID-19 	<ul style="list-style-type: none"> Maintaining the safety and health of all populations in Darwin in response to COVID-19 Adapting services to online delivery in response to COVID-19 	<ul style="list-style-type: none"> Environmental licensing for Shoal Bay Waste Management Facility 	<ul style="list-style-type: none"> Adapting to economic decline both prior to and as a result of COVID-19 Working with the Northern Territory Government to continue to attract people to Darwin Implementing innovation projects with a regulatory framework such as e-Scooters 	<ul style="list-style-type: none"> Adapting projects and programs to respond to COVID-19 	<ul style="list-style-type: none"> Adhering to legislative timeframes whilst responding to COVID-19
FUTURE OPPORTUNITIES					
<ul style="list-style-type: none"> Deliver the largest ever Capital Works program for Council Upgrade Council's Asset Management systems Undertake asset conditional assessments for key asset classes; roads, stormwater and streetlighting Develop City of Darwin's Priority Infrastructure Plan 	<ul style="list-style-type: none"> Deliver the Casuarina Aquatic and Leisure Centre Project Continue to deliver stimulus packages to recover from COVID-19 including ongoing works across all Wards Deliver public art installations as part of the Darwin City Deal 	<ul style="list-style-type: none"> Deliver key environmental strategies including Climate Emergency, Greening Darwin and Waste Plant another 4,000 trees across the Darwin municipality Deliver the Shoal Bay Waste Management Facility Leachate Treatment Project Continue to partner with the Northern Territory Government and CSIRO for the Urban Living Lab 	<ul style="list-style-type: none"> Implement the #SmartDarwin Strategy Develop and implement a 2 year Economic Action Plan to support the Economic Development Strategy Deliver the Libraries RFID Replacement Project Improve business investment in Darwin Promote Darwin as a great destination to live, work, study and invest 	<ul style="list-style-type: none"> Implement City of Darwin's Innovate Reconciliation Action Plan Review and update City of Darwin's Young Darwin Youth Strategy Continue to deliver a vibrant events program for Darwin 	<ul style="list-style-type: none"> Finalise the review of City of Darwin's Long-Term Financial Plan Redevelop City of Darwin's By-Laws Implement a readiness program for the commencement of the Local Government Act 2019 on 1 July 2021 Finalise and implement the Customer Service Strategy Redevelop Council's Emergency Management Framework with an all hazards approach

2019/20 IN DARWIN

An overview of what's been happening in Darwin and, what Council has been up to.

MINDIL BEACH



- July 2019**
 - Territory Day
 - Royal Darwin Show
 - Place Score Survey Announced
 - Community Grants Announced
 - Art to Street Murals Launched
 - \$2M NTG and COD Projects Launched
 - Outdoor Dining Trial Commences
 - Fun Bus Celebrates 30 Years
 - Lord Mayor Declares Climate Emergency
 - Freedom of Entry Parade – HMAS Darwin
 - Darwin Fringe Festival
 - NAIDOC Week
 - Ambon Night
- August 2019**
 - Darwin Festival
 - Darwin Aboriginal Art Fair
 - Seniors Month
 - Young Territory Author Awards Ceremony
 - Freedom of Entry Parade
 - \$1.1M Upgrade of Jingili Playground Commences
 - Tennis Courts in Crisp Street Get an Upgrade
 - City of Darwin Releases Op Shop Guide
 - New Exercise Equipment at East Point
- September 2019**
 - Annual Pre-Cyclone Clean Up
 - The Beat Festival
 - Street Heat Skating Competition by LAUNCH Darwin
 - 4000 Trees planted across Darwin suburbs
 - Pride Week
 - Citizen of the Year Awards
 - Goyder Commemorative Coin Distributed to Darwin Primary School Children
 - Self-Guided Public Art Walk Launched
- October 2019**
 - Children's Week Celebrations
 - National Bird Week
 - 'Who We Are' City Platform Art Exhibition
 - Young Territory Author Awards Announced
 - Backyard Bird Count

- November 2019**
 - National Recycling Week
 - Street Workout Exercise Equipment at East Point Reserve
 - NAIDOC week
 - \$7.5M Contract Awarded to Manage Shoal Bay Waste Management Facility
 - First Trees Planted at Darwin Schools
- December 2019**
 - Christmas in Darwin Program
 - City of Darwin's Carols by Candlelight
 - Free Parking in Darwin City
 - Centenary of Great Air Race
 - Lord Mayor's Climate Roundtable
 - Inaugural Lord Mayor Awards for Access and Inclusion
- January 2020**
 - Australia Day Celebrations
 - Citizen, Young Citizen and Community Event of the Year announced
 - Neuron E-Scooters Arrive in Darwin
 - Free Wi-Fi in the CBD
 - Community Planting Day
- February 2020**
 - 78th Anniversary of the Bombing of Darwin Day Commemorative Service
 - Streetscape Beautification Underway
 - Community Grants
 - Free Pet Microchipping Event
 - \$3.7M Daly Street Transformation Announced
 - Place Score Results for Darwin Announced
- March 2020**
 - International Women's Day Walk and Celebration
 - Two Year anniversary of Cyclone Marcus
 - COVID-19 Pandemic declared 12 March
 - Council's COVID-19 Response – Economic Support Package
 - Community Consultation on Busking Commences
- April 2020**
 - Council's COVID-19 Response - *Stronger Together* Campaign
 - FunBus on Tour and Online
 - Sporting Oval Lights Project Commences
 - Lakeside Drive Stage 1 Completed
 - Green Army Announced
 - City of Darwin Invests \$2.13M in Local Projects
 - Community Grants Program Announced
- May 2020**
 - Seabreeze Festival 2020 @Home
 - 2020/21 Draft Municipal Plan Released
 - City of Darwin Wins 7th Annual Report Award
 - Smart Lighting Rolled Out Across Darwin
- June 2020**
 - Bands in the Park Series
 - New Exercise Equipment along Nightcliff Foreshore
 - myDarwin launched
 - Council's biggest Budget ever announced for 2020/21
 - First Tree Planted on Daly Street

COMMUNITY FINANCIAL REPORT



Impacted by COVID-19

The 2019/20 financial year was memorable for a number of reasons. The impacts of COVID-19, both for the community and Council have had ongoing ramifications for much of the second half of the year.

In addition, there were two new Accounting Standards to implement, and the revaluation of Council's land and buildings assets.

Council finished the year with a net deficit of \$16.38M. This result is down on the 2018/19 year and slightly behind the amended 2019/20 budget. A significant reason for the deficit position is that depreciation, being \$32.8M, is non-funded. Depreciation is the annual allocation of the wear and tear of assets over time. Being non-funded means Council does not raise rates to cover the cost of depreciation, rather Council raises rates for capital purchases. The cost of new assets in the 2019/20 year was \$26.8M. Whilst Council maintains the policy of not funding depreciation it will almost always report an operating deficit.

The waiving of fees, charges, interest and the ceasing of debt collection from March through to June 2020

resulted in a significant reduction in income. Most notably this was in; waste activities, parking revenues, Library fees, and licences and permits. It also had an impact on the level of rates outstanding at year-end. The reduced income was partially offset by a reduction in contractor costs, and materials and services. There had been a saving in employee costs, from which a significant portion was used to fund the very effective Green Army. This enabled Council to complete the beatification of Daly Street project. There was an increase in the provision for waste remediation of \$2.2M, being a result of updated costings, and a lowering in the discount rate for the net present value calculations. Along with the waiving of fees and interest, Council launched the myDarwin voucher scheme within the community assistance response to COVID-19. This initiative drew funds from the off and on street parking reserve.

The major variances from the 2018/19 position include;

- The gain in value of the land and building assets of \$16.3M. This transaction is recognised after the operating position, as part of other comprehensive Income.
- Grants received from the Northern Territory Government, (NTG), were \$10.0M less than the 2019 year. These grants were for: Urban Oval Lights (\$4.6M), final receipt for Smart Cities (\$4.1M), and the Municipal Improvement Projects grants (\$1.0M).
- Income was also down by around \$1.0M as stated above.

- Operational costs in 2019 also included the wash-up of some Cyclone Marcus costs. Employee costs were up \$2.7M on the 2019 position yet finished the 2020 year at a positive variance to budget.

The reduction in the grant income was also reflected in the lower cash position at year-end, being \$100.4M compared to \$111.2M in 2019.

Council's reserves totalled \$74.4M at year-end. This was down slightly on the previous year's balance of \$78.6M. A notable difference in 2020 was the treatment of unexpended grants, with some now being recorded as current liabilities, as opposed to being recorded in the Unspent Grants Reserve. This change was regulated by the change in Australian Accounting Standards. The other change in relation of a change in accounting standards was the treatment of leases and the recognition of assets were Council was deriving a benefit through the contract. This has had the effect of increasing Council's assets by just under \$6.0M, and liability by \$5.4M. Investments and cash were \$100.4M at the end of the year, being mainly supported by Council's reserves. The year finished with Council's net assets being on par with the 2019 year, at \$1.03B.



2019/20 OPERATING RESULTS

Budget	-\$4.04M	deficit
Result	-\$16.4M	deficit

Table 2 2019/20 Operating Result

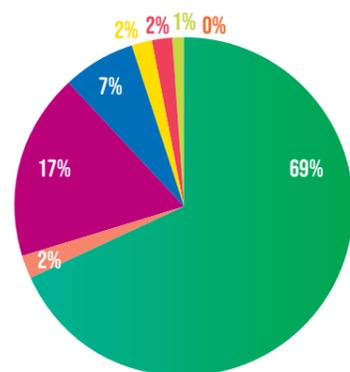
OPERATING RESULT - 5-YEAR TREND

2015/16	2016/17	2017/18	2018/19	2019/20
\$16.7M	-\$2.5M	\$39.9M	-\$3.9M	-\$16.4M

Table 3 Operating Result - 5-year trend



CITY OF DARWIN STAFF HARMONY DAY



2019/20 INCOME \$107.9M

- Rates Revenues
- Statutory Charges
- User Charges
- Grants, Subsidies and Contributions
- Investment Income
- Other Income
- Amounts Received Specifically for New or Upgraded Assets
- Contributed Assets

Figure 3 2019/20 Income Categories

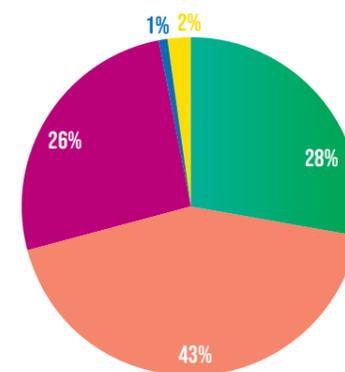
2019/20 Income

INCOME - 5-YEAR TREND				
2015/16	2016/17	2017/18	2018/19	2019/20
\$118.5M	\$107.3M	\$168.2M	\$118.2M	\$107.9M

Table 4 2019/20 Income - 5-year trend

CATEGORY	\$'000s	%
Rates Revenues	74,119	69%
Statutory Charges	1,906	2%
User Charges	18,979	17%
Grants, Subsidies and Contributions	7,286	7%
Investment Income	2,469	2%
Other Income	1,932	2%
Amounts Received Specifically for New or Upgraded Assets	1,118	1%
Contributed Assets	88	0%
Total	107,897	100%

Table 5 2019/20 Income Categories



2019/20 EXPENSES \$124.3M

- Employee Costs
- Materials, Contracts and Other Expenses
- Depreciation, Amortisation and Impairment
- Finance Costs
- Asset Disposal and Fair Value Adjustments

Figure 4 2019/20 Expenses Categories

EXPENSES - 5-YEAR TREND				
2015/16	2016/17	2017/18	2018/19	2019/20
\$104.1M	\$109.8M	\$128.3M	\$122.1M	\$124.3M

Table 6 2019/20 Expenses - 5-year trend

CATEGORY	\$'000s	%
Employee Costs	34,709	28%
Materials, Contracts and Other Expenses	53,284	43%
Depreciation, Amortisation and Impairment	32,777	26%
Finance Costs	1,125	1%
Asset Disposal and Fair Value Adjustments	2,382	2%
Total	124,277	100%

Table 7 2019/20 Expenses Categories

CORONAVIRUS (COVID-19)



Impacted by COVID-19

Council and management ensured that throughout COVID-19, essential services, including waste removal, maintenance of our parks and reserves, managing infrastructure repairs and animal management remained operational.

The Coronavirus (COVID-19) pandemic is a 1 in 100-year emergency event. The World Health Organisation (WHO) declared COVID-19 a public health emergency of international concern on 30 January 2020 and later declared a pandemic on 11 March 2020. At 9.00pm on Friday 20 March 2020 the Australian Government closed its borders to all non-citizens and non-residents. The Northern Territory Government responded and closed the Northern Territory borders on 24 March 2020 at 4.00pm. Australia recorded its first case of COVID-19 in late January 2020 and the Northern Territory on 4 March 2020. 34 confirmed cases of COVID-19 were recorded in the Northern Territory, however no community transmission occurred.

At the heart of Council's response to COVID-19 was maintaining a safe community whilst at the same time continuing to provide essential services. Actions were quickly put in place to respond to a wide range of public health and social distancing restrictions put in place by both the

Australian and Northern Territory Governments. A full timeline of Council actions can be found on pages 30 to 31 of this report.

In addition to responding to the public health crisis, Council prepared for an economic crisis. At a Special Council meeting held on 8 April 2020, Council endorsed its largest ever economic stimulus package totalling \$55.0M. Key stimulus actions are outlined below.

Commercial Support

City of Darwin provided support to the commercial sector to support business confidence and help enterprises that would be negatively impacted by COVID-19 restrictions. This included rate relief and deferrals and exemption from fees that would have otherwise occurred. Support to the commercial sector is estimated at \$581K.

Community Support

Direct support to the community sector included rent relief for community facilities such as community centres, recreational oval hire and permits and increasing and repurposing of community grant programs. Direct community sector support totalled approximately \$292K.

Residential Support

It is estimated that the amount provided to support residents was \$1.19M. Support was provided to enhance community confidence, help people in need, and support spending at local businesses. Actions included rate relief and fee exemptions such as parking, regulatory services infringements and permits fees.

Green Army

The Green Army was a major initiative to give casual employment opportunities to 100 people who had lost their jobs as a result of COVID-19. The purpose of the Green Army was to undertake range of maintenance, greening and city beautification tasks. The total cost of the program was estimated at \$1.1M.

myDarwin

In May 2020, City of Darwin launched an online platform that provided discounts to the community to incentivise spending to support local jobs and businesses. The program provided \$40 in vouchers a day to registered users to support 25% of the cost of a purchase (i.e. user spends \$10 consisting of \$7.50 of their own money and a \$2.50 voucher). Council injected a total of \$340K to this program from its parking reserves for the period ending 30 June 2020.

A further \$300K was injected into the myDarwin program to deliver an additional two rounds of funding in July 2020. The total funding injected into the myDarwin program at the time of reporting was \$650K.

"My simple message is - Buy Darwin, For Darwin - this has never been more important,"

LORD MAYOR VATSKALIS.

Increased security patrols

Council allocated \$72K a month towards increased security patrols in the city to improve customer and business safety to enable more retail activities. At the time of reporting, Council approved increased security to 31 October 2020, resulting in program funding totalling \$504K.

Emergency response car hire to achieve social distancing

Council had to hire additional vehicles to carry out its normal activities due to the need to conform to social distancing requirements. The total cost for additional vehicle hire was \$407K.

\$25.0M commitment to the Casuarina Pool redevelopment project

Council made a commitment ahead of developing the 2020/21 budget to accelerate the \$25M Casuarina Pool Redevelopment Project to stimulate the business and construction sectors. The project involves the redevelopment an existing 40-year-old pool at Casuarina into a "resort style lagoon" with a lap swimming pool, learn to swim pools, fitness equipment, space for a cafe and allied health services.

Impacts of City of Darwin's COVID-19 Stimulus Package

In September 2020, City of Darwin contracted .id - the population experts to undertake an economic assessment of the COVID-19 stimulus package and the ripple effects it had and will continue to have on the local economy and local jobs. The full report can be found at www.darwin.nt.gov.au

The assessment takes into account the stimulus activities that were delivered in 2019/20 and those that are programmed for delivery in 2020/21 such as the Casuarina Pool Redevelopment Project. The impact of the operational phase of the project has also been factored into the assessment as it is likely that the resource requirements for the new development will increase from current requirements.

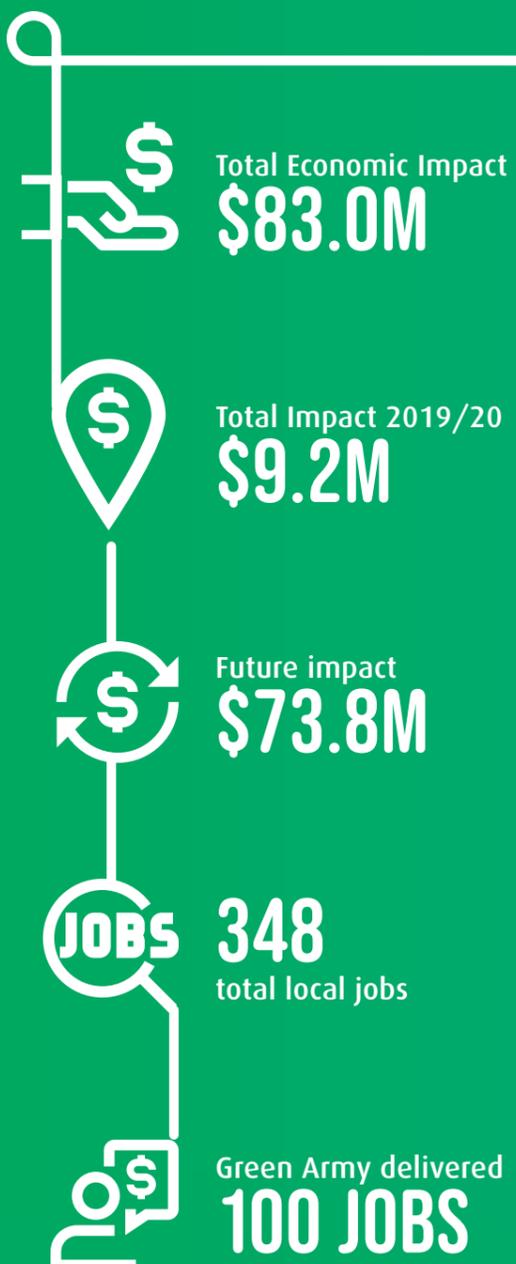
The direct impact of Council's COVID-19 stimulus package (2020 and future) is \$83.0M. This is estimated to value add to the Darwin economy a further \$31.2M and around 348 local jobs. At this stage, the assessment has not considered the broader impacts on the Northern Territory or Australian economy.



CITY OF DARWIN BANNERS ON GILRUTH AVENUE



COVID-19 ECONOMIC STIMULUS – INPUTS



The flow on effect (or the ripple effect)

Council's economic and investment activities create a flow on effect (ripple effect) through linkages with other businesses and from workers spending money in Darwin

THE RIPPLE EFFECT

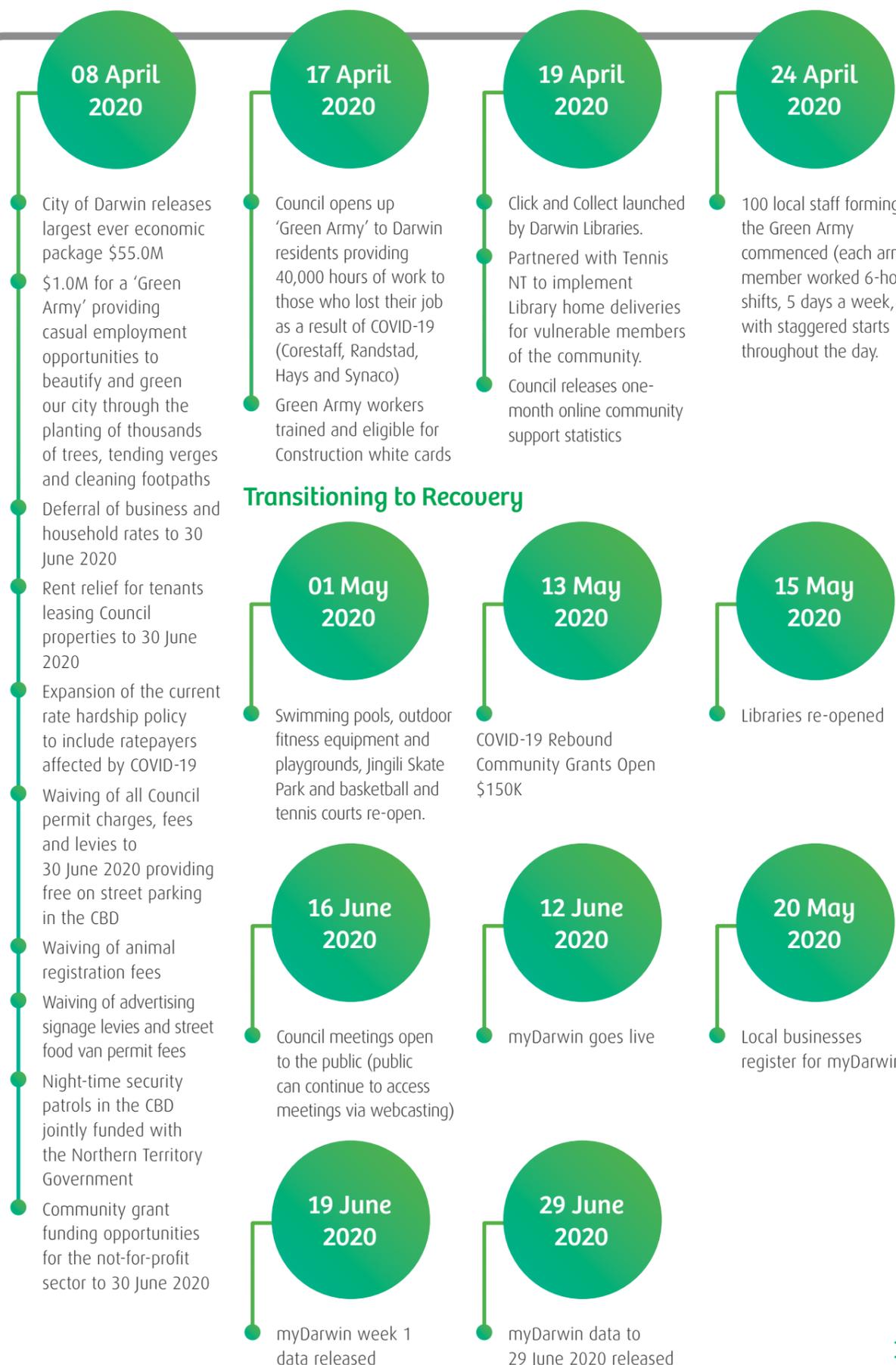
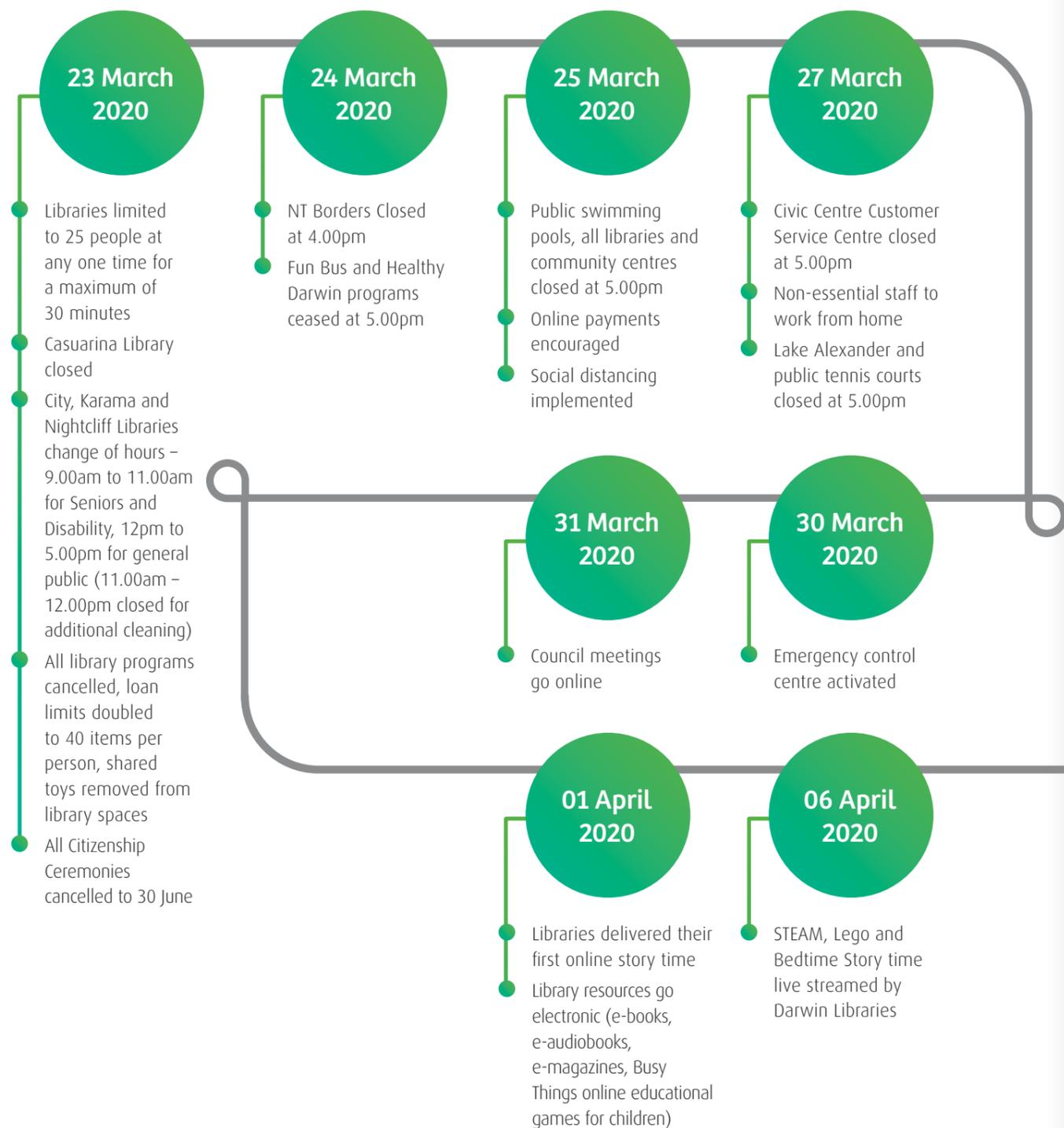


TOTAL ECONOMIC CONTRIBUTION (Direct and Ripple Effect)





CORONAVIRUS (COVID-19)- RESPONSE TIMELINE



3

OUR CAPITAL CITY



SUBURBAN STREETSCAPES PROJECT, MITCHELL STREET, DARWIN

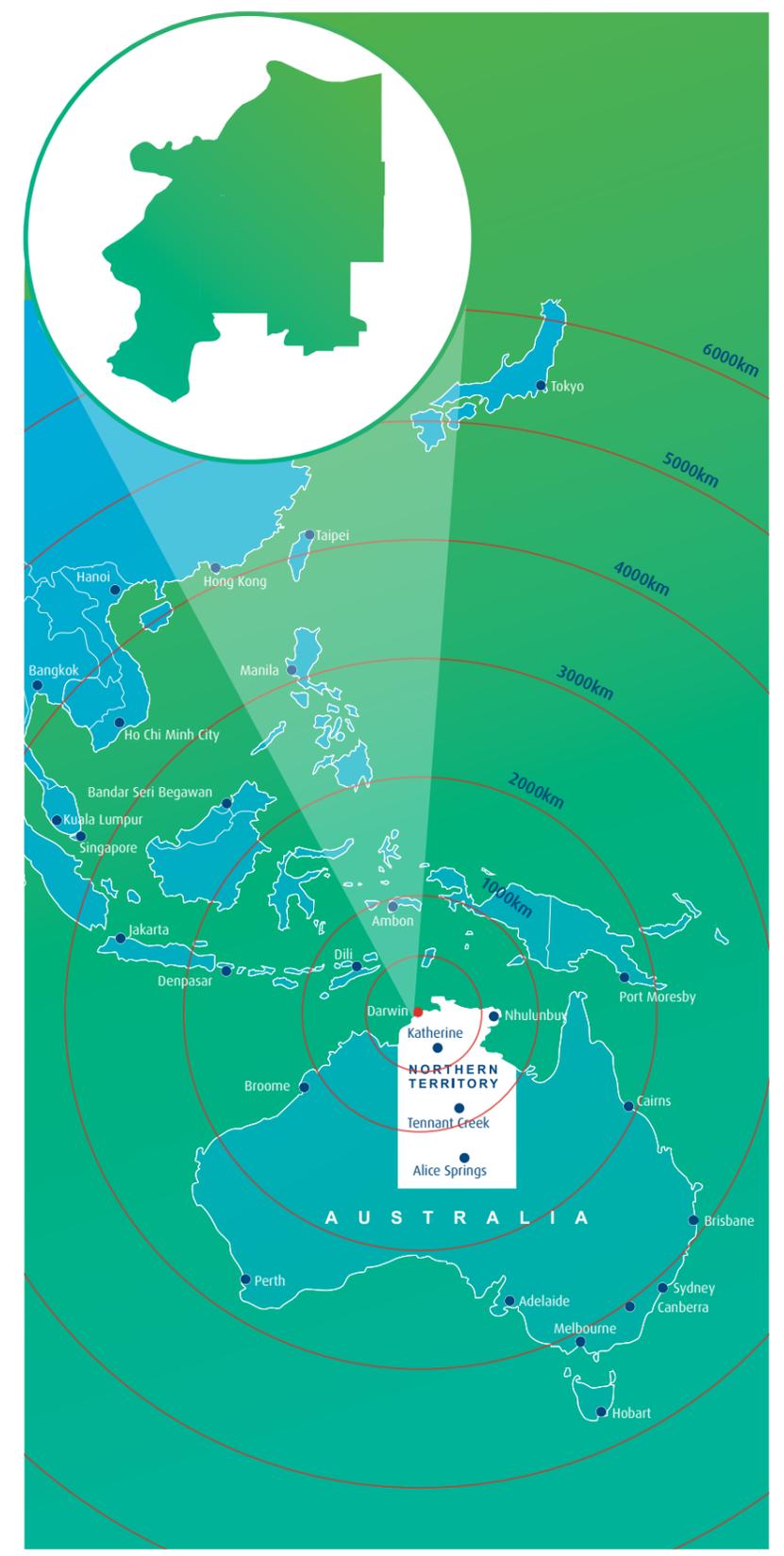
DARWIN PROFILE

Darwin is the social, cultural and economic heart of the Northern Territory

Located in the Top End, it is the capital of the Northern Territory and Australia's most northern city, making it strategically placed to integrate further into Asian markets. Darwin is well-positioned economically and socially to enhance the links between global supply chains and the trade with Asia that will drive Australia's future.

Darwin is primarily a residential, commercial and military city. It is home to several Defence bases, including the Berrimah naval base, Larrakeyah Barracks and RAAF Base Darwin.

City of Darwin covers 112km² and has a population of 82,866 about one-third of the population of the Northern Territory. City of Darwin's population declined in 2019 by around 1,747 people, almost 2%.



HISTORY OF DARWIN

The original inhabitants of the Greater Darwin area are the Larrakia people, who are prominent and active members of the community.

On 9 September 1839, *HMS Beagle* sailed into Darwin Harbour during a surveying voyage and Captain John Clements Wickham named the harbour Port Darwin in honour of his former shipmate, Charles Darwin, who had sailed with him on the ship's previous voyage.

Darwin is a modern city but has a lot of history, including enduring hardship on its way to becoming the cosmopolitan community of today. On the 19 February 1942, Darwin was bombed in Japanese air raids, bringing war home to a country previously untouched by foreign conflict. Many people were killed and injured in the first and subsequent attacks on northern Australia over a 21-month period. City of Darwin commemorates the Bombing of Darwin Day on 19 February each year.

December 2019 marked 45 years since Cyclone Tracy devastated the city on Christmas day 1974. Cyclone Tracy had a profound impact on the Darwin community – 66 people were killed, more than 70 percent of Darwin's homes destroyed or severely damaged, all public services (communications, power, water and sewerage) severed, 41,000 people left homeless, and 35,362 people, of the 47,000 total population of Darwin, evacuated.

LOCAL GOVERNMENT IN DARWIN

There were attempts to introduce local government to Darwin before local government functions were taken over by the Commonwealth in 1937, but none were successful.

In 1939, the Commonwealth established the Darwin Town Management Board, which was made up of three Commonwealth Government officers and a Citizens' Advisory Committee. The Management Board ceased when Darwin was bombed during World War II and a new Town Management Board was formed after Darwin was returned

to civilian control following the war. In September 1953, the Local Government Bill was introduced into the NT Legislative Council. Its progress was delayed by extended debate and an election. The Bill was finally passed in November 1954 and the Local Government Ordinance was given assent in November 1955, providing for Darwin Municipal Council.

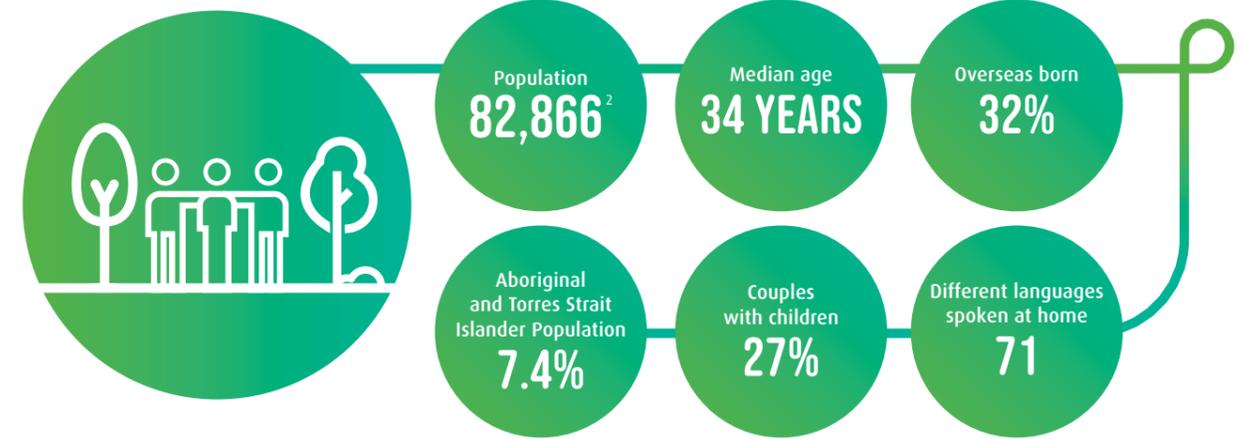
On 1 July 1957, voters elected for the first time a mayor – Lucius "Bill" Richardson – and 12 councillors for Darwin City Council. In May 1975, Darwin's first female Mayor,

Dr Ella Stack was elected. She played a prominent role in the Darwin Reconstruction Committee following Cyclone Tracy. After the 2012 local government election, Darwin City Council was renamed City of Darwin. City representation today is made up of a Lord Mayor and 12 Aldermen across four wards. Further information on the wards and Elected Members can be found from page 44 in this report.



PEOPLE, ECONOMY AND ENVIRONMENT

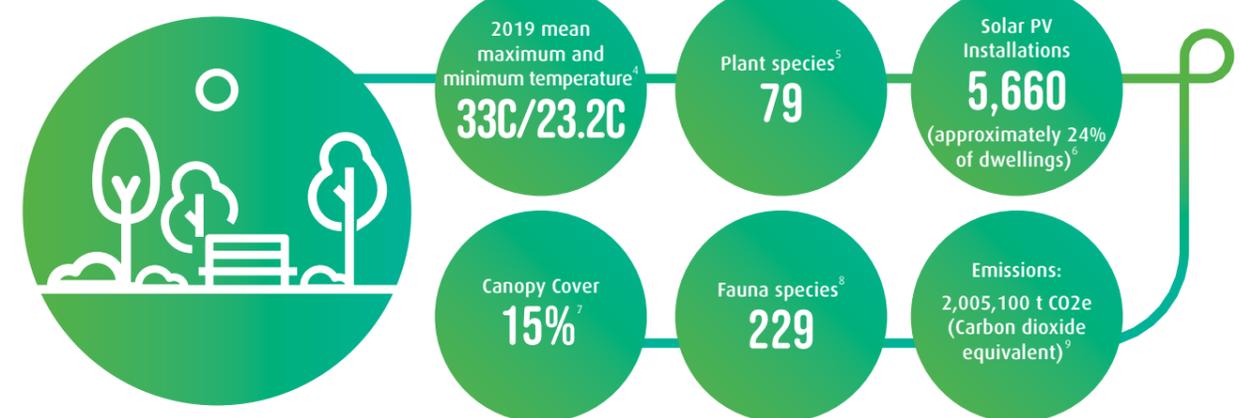
People



Economy



Environment





COMMUNITY ENGAGEMENT

Community and stakeholder engagement is a planned process with a specific purpose to:

- gather feedback
- generate ideas
- understand community sentiment
- shape decision making
- provide tangible recommendations to influence the outcomes of a project.

City of Darwin is committed to open, transparent and responsive engagement that reflects the diversity of our population and the unique Darwin lifestyle and values.

THE KEY ENGAGEMENT PROCESSES UNDERTAKEN IN 2019/20 INCLUDE:

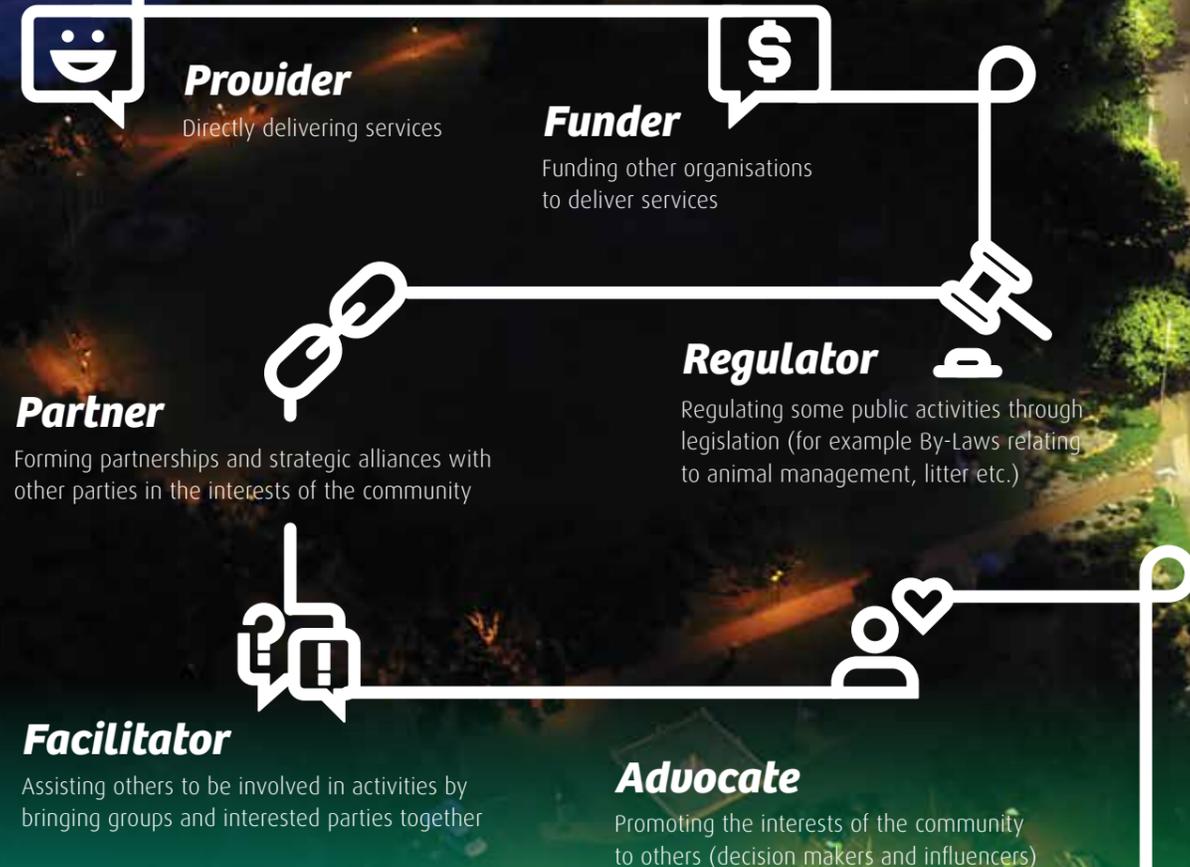
PROJECT	CONSULTATION LEVEL	TIMING	NOTES
Darwin's Iconic Landmark	Consult	July - August 2019	Community feedback showed a low level of community support for an iconic landmark. Recommended not to proceed, endorsed by Council 15/10/19. Ideas gathered to be considered in THRIVE Public Art program.
Lee Point Road Developer Contribution Plan	Inform / Consult	July 2019	Public exhibition for 28 days in accordance with legislative requirements.
Place Score Liveability Survey	Consult	July - September 2019	Consultation and community feedback about Council's performance with its strategic directions and identification of priorities.
Kailis Park Playground Upgrade	Consult	August - September 2019	Local feedback was used to select the design for this playground and shade structure upgrade.
CEOs Internal Communication	Consult	July - August 2020	Internal consultation with staff showed high value placed on regular communication from the CEO. The staff feedback informed changes to the type and format of communication methods.
Jingili Regional Playground Upgrade	Consult	September - October 2019	Consultation informed the concept design and associated infrastructure for the playground upgrade. It also informed the theme for the public art.
Playground Detectives	Consult	September - October 2019	The Playground Detectives inspected Darwin's Regional playgrounds to help us plan for playground upgrades.
Koolpinyah Park Playground Upgrade	Consult	October - November 2019	Local feedback was used to select the design for this playground and shade structure upgrade.
Cullen Bay Upgrade Works	Consult	October - November 2019	Review of consultation undertaken by Cullen Bay Management showed support for the upgrade works.

4

OUR STRATEGIC ROLE

Council fulfils several important roles in being responsive to the needs, interests and aspirations of the community. Council can be a provider, a funder, a regulator, a partner, a facilitator, or an advocate.

Our Strategic Roles are outlined below. Council's role will be demonstrated throughout this report to give readers an understanding of how Council delivers on its plans.



PROJECT	CONSULTATION LEVEL	TIMING	NOTES
Booking System Review	Consult / Involve	December – January 2020	Internal engagement informed the requirements of a booking system. New system implementation underway.
Electoral Representation Review	Inform / Consult	January – February 2020	Consultation period delivered in line with legislative requirements. No changes made to the representational structure.
Lakeside Drive Dog Park	Consult	February – March 2020	Feedback was invited on a concept design. High level of support for the dog park. The feedback informed improvements to the concept design.
Busking and Street Performance Review	Consult	March - April 2020	The community response showed a high level of support for busking and street performers. The updated application and permit process was supported with some minor changes.
Cenotaph upgrades	Inform / Consult	January - August 2020	Consultation with stakeholders and information provided to the community for the upgrade to the Cenotaph site.
2020-21 Draft Municipal Plan	Consult	May - June 2020	Strong community response to the increase in pool fees. Other key topics included Casuarina Pool upgrade, Lake Alexander, bike paths, trees, waste, environment and climate change.
Citizen of the Year	Involve	April - June 2020	Engage Darwin used to invite nominations for the Citizen of the Year awards.
By-Law Change for animal registration date	Consult	June 2020	Public consultation delivered in line with legislative requirements. The By-law change was endorsed to align the animal registration date with other Top End Councils.

Table 8 Key engagement processes undertaken in 2019/20



BAND IN THE PARK, TWILIGHT SERIES, BICENTENNIAL PARK, DARWIN

Government Relations

As the only capital city in Northern Australia, it is critical that City of Darwin demonstrates leadership and advocacy in the Northern Territory and nationally. Council does this through its representation on external committees and by seeking strategic opportunities for external funding. Participation with external committees included the Council of Capital City Lord Mayors (CCCLM), Northern Australia Capital City Committee (NACCC) and Top End Regional Organisation of Councils (TOPROC). The key activities of CCCLM are to input into the Federal Government's Smart Cities and City Deals programs, contribute to national policy priorities for economic development, infrastructure, climate action and city resilience, and facilitate political and stakeholder engagement activities with Federal Members.

Council works with the Chief Minister of the Northern Territory through the NACCC to enhance the attraction, productivity, resilience and liveability of Darwin. Primary objectives of the committee in 2019/20 are revitalisation of the City Centre and progressing the City Deal with the Federal Government. Further information on the Darwin City Deal can be found on pages 106 of this report.

As secretariat to TOPROC, City of Darwin facilitated an Advocacy Forum with relevant members of the current Northern Territory Government in the lead up to the Northern Territory Government Elections in August 2020. TOPROC, which represents more than 57% of the Northern Territory's population, is a valuable forum for collaborating on regional issues and provides a united voice for Top End councils. TOPROC councils include Belyuen Community Government Council, City of Palmerston, Coomalie Community Government Council, Litchfield Council and Wagait Shire Council.

Advocacy

A summary of advocacy activities in 2019/20 are outlined below.

ACTIVATE DARWIN SUB-COMMITTEE RED TAPE REGULATION AND REFORM

In December 2019, Council responded to the Activate Darwin Sub-committee Red Tape Regulation and Reform Paper. Council noted that the 10 matters targeted to activate the City were similar in nature and context to the initiatives outlined in the Property Council 20 by 20 Reform Paper which Council responded to in July 2019.

As the government for Darwin, Council expressed support for the Activate Darwin Sub-committee recommendations as it strongly supports activation activities and a reduction in red tape to allow business to proliferate and to ensure a vibrant City Centre.

AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION - NOTICES OF MOTIONS FOR THE NATIONAL GENERAL ASSEMBLY 2020

The National General Assembly of Local Government 2020 was due to be held in June 2020 in Canberra. The National General Assembly of Local Government is an opportunity for Council to raise ideas that strengthen Council's capacity to respond to issues facing our local community. Council endorsed a notice of motion which was consistent with Council's response to the Productivity Commission on Remote Area Tax Concessions and Payment Study as it was of regional importance and relevant to the work of local government nationally.

The National General Assembly of Local Government 2020 did not go ahead in June 2020 as a result of the Australian Government's decision to ban non-essential gatherings of more than 100 people at indoor events as part of its efforts to slow the spread of COVID-19.

LOCAL GOVERNMENT BILL 2019

In July 2019, City of Darwin submitted a response to the *Local Government Bill 2019*. Council's response outlined 11 specific recommendations and general commentary with regards to the proposed legislation.



The *Local Government Bill 2019* was passed by the Northern Territory Government on 28 November 2019 and at that time was to commence from 1 July 2020. In response to COVID-19, the commencement of the legislation has been deferred to 1 July 2021.

DRAFT NORTHERN TERRITORY PLANNING SCHEME 2020

The Northern Territory Government has been undertaking a Planning Reform since late 2017. Council has responded to stages 1-3 of the consultation process on in addition to providing a detailed response on the Planning Amendment Bill 2020, Planning Scheme 2020 and Planning Amendment Regulations 2020. Overall Council is of the view that the Planning Reforms will deliver positive outcomes, particularly as a result of the reforms focusing on:

- Greater emphasis on the established Strategic Framework;
- Inclusion of the 'Zone Purpose' and 'Zone Outcomes' to each zone; and
- Inclusion of a 'Purpose', 'Administration' and 'Requirements' to each 'General Development Requirement'

The Planning Amendment Bill 2020 was passed by the Northern Territory on 25 June 2020.

UNIFORM COMPANION ANIMAL LEGISLATION IN THE NORTHERN TERRITORY

In March 2020, the Department of Local Government, Housing and Community Development released a discussion paper for Uniform Companion Animal Legislation in the Northern Territory.

The discussion paper presented four models for consideration. Council resolved to support model three which proposes to share responsibilities

between the Northern Territory Government and local government council's, with council's having the administrative functions relating to identification, registration and control (in general) of dogs and cats and a sharing of enforcement responsibility in relation to declaring dangerous dogs, dog attacks, nuisance dogs and cats and registering or restricting breeds of dogs.

The legislative review will continue in 2020/21.

SENATE ENQUIRY INTO HOMELESSNESS

In March 2020, City of Darwin provided a submission into the House of Representatives Standing committee on Social Policy and Legal Affairs' enquiry into homelessness in Australia.

In its submission, City of Darwin provided the following points:

- The Northern Territory has the highest rate of homelessness in Australia (NT Shelter estimates over 500 people per 10,000), with the issue disproportionately affecting Aboriginal and Torres Strait Islander people;
- The provision of housing and other resources and programs to address homelessness remains the responsibility of the State/Territory Governments and the Federal Government and is outside of the scope of local government to address;
- Federal Government funding to address the large numbers of people experiencing homelessness in the Northern Territory is inadequate and extremely low when compared to funding received by other States and Territories;
- There are currently extremely long wait times for public and community housing and few options for short- and medium-term accommodation options required by community visitors to Darwin;

- High numbers of long term homeless and rough sleepers affect Darwin in a myriad of ways and put significant pressure on local service providers, including City of Darwin in the local government area. Operationally, City of Darwin is significantly impacted by large numbers of people residing in Council owned parks and reserves.

ROYAL COMMISSION INTO NATIONAL NATURAL DISASTER ARRANGEMENTS

In June 2020, City of Darwin provided a response to the Royal Commission into National Natural Disaster Arrangements. The focus of the Royal Commission was to understand the emergency frameworks implemented by state and local governments to respond to the December 2019 / January 2020 bushfire seasons which impacted New South Wales and Victoria significantly.

As City of Darwin was not directly impacted by these events, Council's response focused on emergency management and natural disaster arrangements in the context of Cyclone Marcus.

NORTHERN TERRITORY LIQUOR ACT 2019

The new *Northern Territory Liquor Act 2019* commenced on 1 October 2019. The new Act amends the notification process and requires reduced timeframes for Council to respond to Licensing NT on liquor license applications relating to premises within the Darwin municipality. As a result, City of Darwin endorsed revised its approach to liquor license applications. Applications received are now included in a weekly newsletter which is distributed to Elected Members via email.



EXTERNAL GRANTS AND FUNDING

Securing external funding is an important function of City of Darwin and a key outcome of advocacy. Boosting Council's annual budget with external funds provides an opportunity for Council to fast-track key projects and deliver on community expectations whilst keeping rates increases to a minimum. External funding includes government operational funding, donations to Council, grants and partnered funding. Funding received and / or secured in 2019/20 is outlined in the following table.

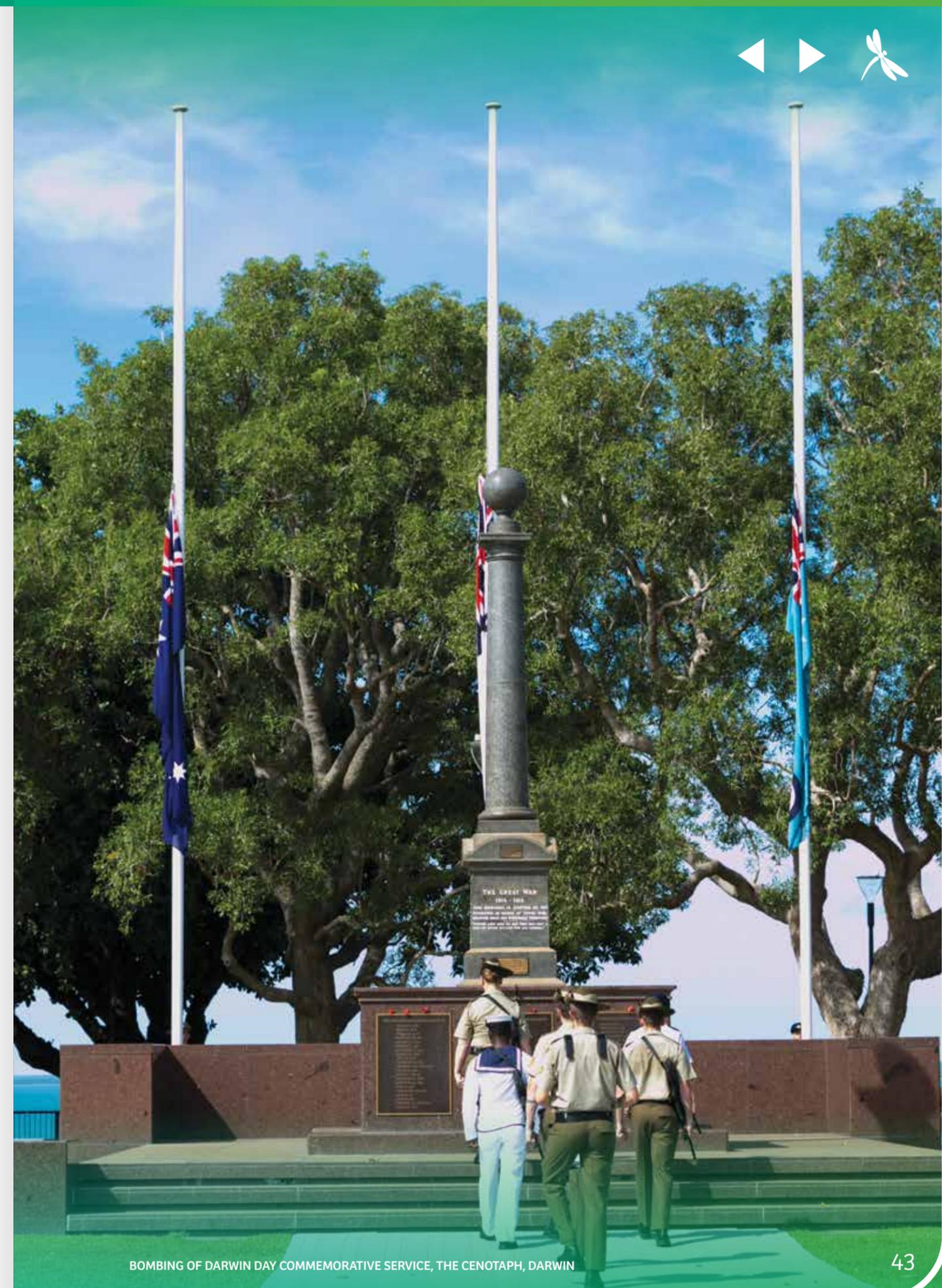
PROJECT TITLE	CITY OF DARWIN PROGRAM	FUNDING AGENCY	FUNDING
Public Library Funding	Library Services	Northern Territory Government, Department of Arts and Museums	\$1,467,868
Fun Bus Program	Families and Children's	Northern Territory Government, Department of Children and Families	\$104,988
Financial Assistance Grants (FAA) - Roads	Community Infrastructure	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,908,898
Financial Assistance Grants (FAA) - General Purpose	Finance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,811,498
Mosquito Control	Community Infrastructure	Northern Territory Government, Department of Health	\$218,775
Annually Recurring Grants and Operating Subsidies			\$5,512,027



CASUARINA LIBRARY

PROJECT TITLE	CITY OF DARWIN PROGRAM	FUNDING AGENCY	FUNDING
COVID-19 Stimulus – SCALE Program	Community Infrastructure	Northern Territory Government, Department of Local Government, Housing and Community Development	\$300,000
Cyclone Marcus, 17 March 2018	Community Infrastructure	Northern Territory Government, Department of Local Government, Housing and Community Development	\$1,372,615
Art to Street	Arts and Cultural Development	Australian Government Department of Industry, Building Better Regions Fund - Community Stream	\$45,000
After-school Engagement Program - Karama Library Pilot	Library Services	Northern Territory Government, Territory Families	\$6,608
Donation - Steam Materials	Library Services	Deutscher Klub Darwin	\$1,500
Community Engagement Grant	Library Services	Good Things Foundation	\$6,000
Get Online Week Grant	Library Services	Good Things Foundation	\$6,000
Bombing of Darwin Day Commemoration	Engagement and Events	Northern Territory Government, Department of Chief Minister	\$35,000
Jingili Water Gardens Public Art Collaboration	Arts and Cultural Development		\$82,800
Jingili Regional Playground Upgrade	Community Infrastructure		\$54,545
Black Spot - East Point Rd Lampe St	Community Infrastructure	Northern Territory Government, Department of Infrastructure, Planning and Logistics	\$160,000
Stage 2 Lakeside Drive	Community Infrastructure	Australian Government, Department of Infrastructure, Roads to Recovery Program	\$862,060
Young Territory Author Awards	Youth Programs	City of Palmerston	\$909
Projects and Programs from Grant Applications / Partnered Funding / Donations			\$2,933,037
Total Externally Funded Programs and Projects			\$8,445,064

Table 9 External Funding Awarded and Received 2019/20



BOMBING OF DARWIN DAY COMMEMORATIVE SERVICE, THE CENOTAPH, DARWIN

5

OUR COUNCIL



COUNCIL STRUCTURE

City of Darwin is divided into four wards; Richardson, Waters, Chan and Lyons.

The wards and ward boundaries are established and reviewed as part of a Constitutional Review process conducted by each term of Council. As part of the review, Elected Members must ensure the best representation for all members of the community and consider the number of Elected Members, ward structure, boundaries and names, communities of interest, council name and boundaries.

22nd Council Constitutional Review

The 22nd Council of the City of Darwin commenced a review of its constitution in May 2019. Council endorsed revised constitutional arrangements in May 2020 and submitted its recommendations to the Minister for Local Government, Housing and Community Development. At the time of preparing this Annual Report, Council had not received advice from the Minister as to whether the recommendations have been accepted. Amendments to Council's constitutional arrangements will be implemented at the August 2021 Local Government General Election.

City of Darwin has recommended to the Minister for Local Government, Housing and Community Development that Council:

- Retains the existing name of the Council, City of Darwin
- Retains the existing external boundary of the municipality
- Retains the title of the Elected Members as Alderman
- Retains the number of Elected Members as 13, including the Lord Mayor
- Retains a ward structure comprising of four wards and the ward names of Chan, Lyons, Richardson and Waters be retained
- Retains the current level of Elected Member representation of three Elected Members per ward
- Amends the ward structure to:

CHAN WARD (WARD 1)

All of the land/properties contained within the suburbs of Coconut Grove, East Point, Fannie Bay, Jingili, Ludmilla, Millner, Nightcliff and Rapid Creek.

LYONS WARD (WARD 2)

All of the land/properties contained within the suburbs of Bayview, Darwin City, Larrakeyah, Parap, Stuart Park, The Gardens, The Narrows and Woolner.

RICHARDSON WARD (WARD 3)

All of the land/properties contained within the suburbs of Alawa, Brinkin, Buffalo Creek, Casuarina, Holmes, Leanyer, Lee Point, Lyons, Muirhead, Nakara, Tiwi and Wanguri.

WATERS WARD (WARD 4)

All of the land/properties contained within the suburbs of Anula, Berrimah, Charles Darwin, Coonawarra, Eaton, Hidden Valley, Karama, Malak, Marrara, Moil, Wagaman, Winnellie and Wulagi.

Lyons By-Election 2020

Alderman Sherry Cullen resigned as an Alderman of the City of Darwin on 12 November 2019. In accordance with the *Local Government Act 2008*, a by-election was held on 29 February 2020 to fill the casual vacancy. 12 people nominated for the position of Alderman for Lyons Ward and Paul Arnold was declared duly elected to the position of Alderman on Monday 9 March 2020.

ELECTED MEMBERS

Council is made up of 13 Elected Members, one of whom is the Lord Mayor.

All are elected by eligible voters in the Darwin municipality. General elections are held every four years with the next election scheduled to be held in August 2021.

Section 35 of the *Local Government Act 2008*, states that the role of Elected Members is to:

- Represent the interests of all residents and ratepayers of the council area
- Provide leadership and guidance
- Facilitate communication between the members of the council's constituency and the council
- Participate 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.

Elected Members perform their role by providing leadership and guidance to the organisation and by taking part in council meetings, policy development, setting strategic directions, decision making and community engagement. The Lord Mayor has additional roles which include chairing Council meetings, representing the Council as the principal spokesperson, and carrying out the civic and ceremonial functions of Council.



Chan Ward

Chan Ward comprises the suburbs of Coconut Grove, Jingili, Ludmilla, Millner, Moil, Nightcliff and Rapid Creek.



ALDERMAN ROBIN KNOX

ELECTED 2010

Ph: 0408 221 342
Email: r.knox@darwin.nt.gov.au

PORTFOLIO

- Access and Inclusion Advisory Committee
- Anchorage Sister City Sub-Committee
- Chief Executive Officer's Performance Evaluation Committee
- NT Settlement Planning and Outcomes Committee
- NT Water Safety Advisory Committee
- Partnership Group – Coastal and Marine Management Strategy
- Rapid Creek Water Advisory Committee

 <https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/chan-ward-aldermen/alderman-robin-knox>



ALDERMAN PETER PANGQUEE

ELECTED 2017

Ph: 0419 858 636
Email: p.pangquee@darwin.nt.gov.au

PORTFOLIO

- Arts and Cultural Development Advisory Committee (alternate)
- Development Consent Authority
- Tourism Top End
- International Relations Advisory Committee
- LGANT Executive Committee
- LGANT Local Government Disciplinary Committee
- Reconciliation Action Plan Working Group

 <https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/chan-ward-aldermen/alderman-peter-pangquee>



ALDERMAN EMMA YOUNG

ELECTED 2015

Ph: 0417 936 106
Email: e.young@darwin.nt.gov.au

PORTFOLIO

- Administrative Review Committee (Chair)
- Chief Executive Officer's Performance Evaluation Committee
- LGANT Local Government Disciplinary Committee

 <https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/chan-ward-aldermen/alderman-emma-young>

Lyons Ward

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



ALDERMAN PAUL ARNOLD

ELECTED 2020

Ph: 0417 978 572

Email: paul.arnold@darwin.nt.gov.au

PORTFOLIO

Alderman Arnold was elected at the Lyons Ward by-election in March 2020 and did not have an allocated portfolio for the remainder of the 2019/20 financial year. Alderman Arnold's portfolio for 2020/21 can be found on the Elected Member pages on Council's website.



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/lyons-ward-aldermen/alderman-paul-arnold>



ALDERMAN SIMON NIBLOCK

ELECTED 2012

Ph: 0402 617 416

Email: s.niblock@darwin.nt.gov.au

PORTFOLIO

- Chief Executive Officer's Performance Evaluation Committee
- Council of the Ageing NT Board (COTA)
- Development Consent Authority (alternate)
- Risk Management and Audit Committee



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/lyons-ward-aldermen/alderman-simon-niblock>



ALDERMAN MICK PALMER

ELECTED 2015

Ph: 0418 892 943

Email: m.palmer@darwin.nt.gov.au

PORTFOLIO

- Arts and Cultural Development Advisory Committee
- Bombing of Darwin and Military History Advisory Committee
- Development Consent Authority



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/lyons-ward-aldermen/alderman-mick-palmer>



ALDERMAN SHERRY CULLEN

Elected 2017

Resigned 13 November 2019

PORTFOLIO

- Administrative Review Committee
- Development Consent Authority
- Vibrant CBD Sub-committee



Richardson Ward

Richardson Ward comprises the suburbs of Alawa, Brinkin, Leanyer, Lee Point, Lyons, Makara, Tiwi, Wagaman and Wanguri.



ALDERMAN JIMMY BOUHORIS

ELECTED 2017

Ph: 0438 274 386

Email: j.bouhoris@darwin.nt.gov.au

PORTFOLIO

- Council of the Ageing NT Board (COTA) (alternate)
- Haikou Sister City Sub-committee
- Kalymnos Sister City Sub-committee (alternate)
- Risk Management and Audit Committee



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/richardson-ward-aldermen/alderman-jimmy-bouhoris>



ALDERMAN GEORGE LAMBRINIDIS

ELECTED 2012

Ph: 0414 613 213

Email: g.lambrinidis@darwin.nt.gov.au

PORTFOLIO

- Haikou Sister City Sub-committee (alternate)
- International Relations Advisory Committee (alternate)
- Kalymnos Sister City Sub-committee
- Youth Advisory Committee (YAC) (alternate)



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/richardson-ward-aldermen/alderman-george-lambrinidis>



ALDERMAN REBECCA WANT DE ROWE

ELECTED 2012

Ph: 0414 893 733

Email: r.wantderowe@darwin.nt.gov.au

PORTFOLIO

Alderman Want de Rowe did not have any portfolio appointments for 2019/20.



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/richardson-ward-aldermen/alderman-rebecca-want-de-rowe>

Waters Ward

Waters Ward comprises the suburbs of Anula, Berrimah, Defence Establishment Berrimah, Coonawarra, Karama, Malak, Marrara, The Narrows, Northlakes, RAAF Base/Airport, Winnellie, Wulagi and Tivendale.



ALDERMAN ANDREW ARTHUR

ELECTED 2017

Ph: 0428 153 355

Email: a.arthur@darwin.nt.gov.au

PORTFOLIO

- Access and Inclusion Advisory Committee (alternate)
- Ambon Sister City Sub-committee (alternate)
- Bombing of Darwin and Military History Advisory Committee (alternate)
- Dili Sister City Sub-committee (alternate)
- Youth Advisory Committee



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/waters-ward-aldermen/alderman-andrew-arthur>



ALDERMAN JUSTINE GLOVER

ELECTED 2014

Ph: 0438 101 964

Email: j.glover@darwin.nt.gov.au

PORTFOLIO

- Animal Welfare Advisory Committee
- Chief Executive Officer's Performance Evaluation Committee



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/waters-ward-aldermen/alderman-justine-glover>



ALDERMAN GARY HASLETT

ELECTED 2012

Ph: 0410 612 142

Email: g.haslett@darwin.nt.gov.au

PORTFOLIO

- Administrative Review Committee
- Ambon Sister City Sub-committee
- Dili Sister City Sub-committee
- Local Government Association of the Northern Territory (LGANT) (Vice President – Municipal)
- Neighbourhood Watch NT Management Committee
- Tourism Top End (alternate)



<https://www.darwin.nt.gov.au/council/about-council/lord-mayor-aldermen/waters-ward-aldermen/alderman-gary-haslett>

ELECTED MEMBER ALLOWANCES

The Minister for Local Government, Housing and Community Development establishes the guidelines for Council Member Allowances in the Northern Territory. Allowances permitted in accordance with section 71 of the *Local Government Act 2008* and Council Policy 017 included:

- Allowance (base, electoral and additional meeting allowances)
- Professional Development (including costs for travel, accommodation, meals and course/conference fees)

The Deputy Lord Mayor position is filled on a four-month rotation basis with the Deputy Lord Mayor

Allowance paid as a daily rate of the annual base allowance for a Deputy Lord Mayor.

The Ministerial Guidelines set the maximum additional meeting allowance at \$14,935.57 in 2019/20. The additional meeting allowance was set at \$184.04 per meeting.

The following table outlines Elected Member Allowances paid in 2019/20.

ELECTED MEMBER	BASE ALLOWANCE	ELECTORAL ALLOWANCE	DEPUTY LORD MAYOR ALLOWANCE	ACTING LORD MAYOR ALLOWANCE	ADDITIONAL MEETING ALLOWANCE	ANNUAL PROFESSIONAL DEVELOPMENT ALLOWANCE	TOTAL ALLOWANCE
Lord Mayor Kon Vatskalis	\$124,569.90	\$32,787.00				\$605.00	\$157,961.90
Alderman Paul Arnold¹	\$6,488.36	\$2,386.23			\$2,397.20		\$11,271.79
Alderman Andrew Arthur	\$22,403.37	\$8,197.35			\$0.00		\$30,600.72
Alderman Jimmy Bouhoris	\$20,016.14	\$8,197.35	\$4,921.80		\$2,766.00		\$35,901.29
Alderman Sherry Cullen²	\$9,391.14	\$3,415.55			\$4,541.10		\$17,347.79
Alderman Justine Glover	\$22,403.37	\$8,197.35			\$5,343.24		\$35,943.96
Alderman Gary Haslett	\$22,219.74	\$8,197.35	\$374.10		\$9,035.60	\$575.00	\$40,401.79
Alderman Robin Knox	\$17,996.19	\$8,197.35	\$7,572.00	\$5,156.67	\$4,978.80	\$188.00	\$44,089.01
Alderman George Lambrinidis	\$15,119.27	\$8,197.35	\$9,969.80	\$17,240.00	\$3,688.00		\$54,214.42
Alderman Simon Niblock	\$16,833.01	\$8,197.35	\$6,310.00	\$17,671.00	\$1,106.40	\$2,106.50	\$52,224.26
Alderman Mick Palmer	\$18,669.50	\$8,197.35	\$7,698.20		\$4,794.40		\$39,359.45
Alderman Peter Pangquee	\$22,097.32	\$8,197.35	\$631.00		\$10,508.62		\$41,434.29
Alderman Rebecca Want de Rowe	\$19,832.01	\$8,197.35	\$4,795.60	\$1,724.00	\$4,241.20		\$38,790.16
Alderman Emma Young	\$22,403.37	\$8,197.35			\$5,347.60	\$2,106.50	\$38,054.82

Table 10 Elected Member Allowances 2019/20

¹ Alderman Paul Arnold was elected effective 9 March 2020

² Alderman Sherry Cullen resigned effective 13 November 2019



Elected Members Expenses Reimbursed

There are a number of expenses that Elected Members incur whilst fulfilling their roles. This includes expenses associated with information technology equipment and communication expenses. Expenses are incurred in accordance with City of Darwin Policy 062 Elected Member Information Technology and Support. Expenses reimbursed in accordance with this policy are outlined in the table below.

ELECTED MEMBER	INFORMATION TECHNOLOGY CAPITAL EXPENSES REIMBURSED (capped at \$2,400 per term)	COMMUNICATIONS AND INTERNET EXPENSES REIMBURSED (capped at \$1,200 per annum for internet and \$770 per annum for mobile phones)	IT SERVICES SUPPORT EXPENSES REIMBURSED (capped at \$1,200 per annum for support and maintenance of IT)	OTHER EXPENSES REIMBURSED	TOTAL EXPENSES REIMBURSED
Lord Mayor Kon Vatskalis	\$315.45	\$1,970.00	\$1,200.00	\$7,756.81	\$11,242.26
Alderman Paul Arnold ³	\$2,400.00	\$656.64	\$400.00		\$3,456.64
Alderman Andrew Arthur		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Jimmy Bouhoris		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Sherry Cullen ⁴		\$820.85	\$500.00		\$1,320.85
Alderman Justine Glover	\$1,032.00	\$1,970.00	\$1,200.00		\$4,202.00
Alderman Gary Haslett		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Robin Knox		\$1,970.00	\$1,200.00	\$80.00	\$3,250.00
Alderman George Lambrinidis		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Simon Niblock		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Mick Palmer	\$1,150.04	\$1,970.00	\$1,200.00		\$4,320.04
Alderman Peter Pangquee	\$2,400.00	\$1,970.00	\$1,200.00		\$5,570.00
Alderman Rebecca Want de Rowe		\$1,970.00	\$1,200.00	\$66.00	\$3,236.00
Alderman Emma Young		\$1,970.00	\$1,200.00		\$3,170.00

Table 11 Elected Members Expenses Reimbursed 2019/20

³ Alderman Paul Arnold was elected effective 9 March 2020

⁴ Alderman Sherry Cullen resigned effective 13 November 2019

Elected Members Professional Development

In 2019/20 the allowance for Elected Member professional development was \$3,734.50. This amount includes all associated costs such as travel, conference fees, meals and accommodation. Limited professional development was accessed in 2019/20, primarily due to the cancellation of events and travel restrictions.

ELECTED MEMBER	PROFESSIONAL DEVELOPMENT / COURSE / CONFERENCE	LOCATION	TOTAL COSTS INCLUDING TRAVEL
Lord Mayor Kon Vatskalis	AICD Company Director's		\$605.00
Alderman Gary Haslett	Chinese Beginners Course and Tuition	Darwin	\$575.00
Alderman Robin Knox	UDIA Launches 'Prosperity in the Territory'	Darwin	\$188.00
Alderman Simon Niblock	AICD Company Director's refresher course	Darwin	\$2,106.50
Alderman Emma Young	AICD Company Director's refresher course	Darwin	\$2,106.50

Table 12 Elected Member Professional Development 2019/20

Elected Member Ordinary Council Meeting Attendance

22ND COUNCIL MEMBERS	ORDINARY MEETINGS
The Right Worshipful, the Lord Mayor Kon Vatskalis (Chair)	20
Alderman Paul Arnold ⁵ (Elected 9 March 2020)	8
Alderman Andrew Arthur	22
Alderman Jimmy Bouhoris	19
Alderman Sherry Cullen ⁶ (Resigned 13 November 2019)	3
Alderman Justine Glover	22
Alderman Gary Haslett	22
Alderman Robin Knox	20
Alderman George Lambrinidis	17
Alderman Simon Niblock	21
Alderman Mick Palmer	20
Alderman Peter Pangquee	18
Alderman Rebecca Want de Rowe	18
Alderman Emma Young	19
Total Ordinary Meetings held in 2019/20	22

Table 13 22nd Council Elected Member meeting attendance at Ordinary Meetings 2019/20

⁵ Alderman Paul Arnold attended 8 out of a possible 8 Ordinary Meetings from his commencement on 9 March 2020.

⁶ Alderman Sherry Cullen attended 3 out of a possible 9 Ordinary Meetings prior to her resignation on 13 November 2019.



COUNCIL MEETINGS

City of Darwin is committed to open and transparent decision-making and conducts its business in an open and transparent manner.

All Council meetings are open to the public. The public is only excluded for matters that are classified by the *Local Government Act 2008* and *Local Government (Administration) Regulations 2008* as confidential. Live webcasting of open sections of Ordinary Council meetings take place to build greater awareness and access to Council decision-making. Full agendas and minutes of Council and Council Executive and Advisory Committee Meetings are made available at www.darwin.nt.gov.au, the Civic Centre and City of Darwin's four public libraries.

Public Forums

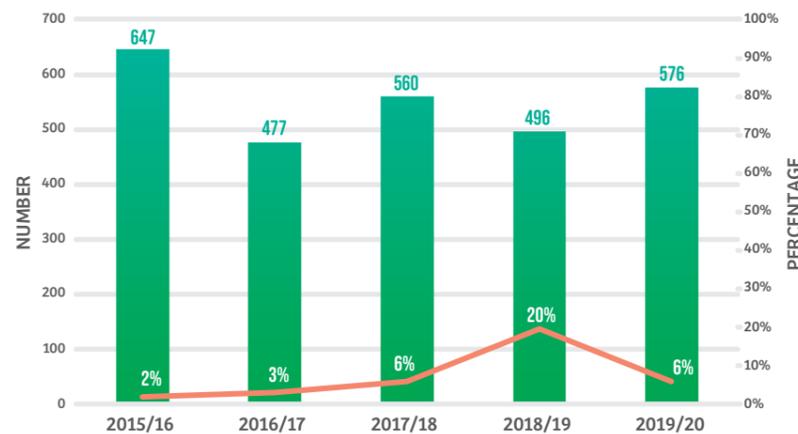
Two Ordinary Council Meetings are held each month. Before the 2nd Ordinary Council Meeting each month, the public are invited to attend a public forum to engage with Elected Members and discuss any matters of concern or interest.

Council Decisions

On average the number of decisions made by Council is between 500-600 each year. There is a notable decline in the number of decisions from 2016/17 which is largely due to Council delegations to staff for town planning matters and the removal of administrative matters from Council's agenda. There was a decrease in the number of decisions made in 2018/19 due to a structure review of Council meetings, the removal of some Executive Committees, and an increased focus for Council's strategic decision-making role.

The percentage of decisions initially made in open session decreased by around 8% in 2019/20, primarily due to sensitivity with the Darwin City Deal negotiations and matters of commercial-in-confidence. Council reviews decisions made in confidence twice per year. At 30 June 2020, only 6% of decisions remained in confidence. Most decisions that remain in confidence are to ensure compliance with privacy or because Council is legally obligated to retain a matter in confidence.

COUNCIL DECISIONS 2019/20



- Number of Council Decisions
- Percentage of Decisions Retained in Confidential

Figure 5 Council Decisions

Committees

In accordance with the *Local Government Act 2008*, Council may appoint committees. Committees may be executive or advisory in nature. Executive Committees carry out functions on behalf of the Council that have been delegated to it. Policy 043 – Meetings, Meeting Procedures and Committees outlines the framework for committees, including the establishment of committees, membership, terms of reference and meeting procedures.

In June 2019, Council resolved to implement a committee structure which consisted of two Ordinary Meetings per month, preceded by a briefing session. Briefing sessions provide an opportunity for Elected Members and staff to discuss more complex matters in depth and provide an opportunity to seek more information to make decisions.

For the 2019/20 financial year, Council appointed two Executive Committees being the Administrative

Review Committee and the Chief Executive Officer's Performance Evaluation Committee. There were no proposed changes to Council Advisory Committees at that point in time, however Council requested that a review of Advisory Committees be undertaken. The review is scheduled to be presented to Council at the 2nd Ordinary Meeting in October 2020.

The following pages outline Council's representation to committees at 30 June 2020.

EXECUTIVE COMMITTEES

EXECUTIVE COMMITTEE	MEMBERSHIP
<p>Administrative Review</p> <p>to make recommendations to Council and decisions relating to undertake internal reviews in accordance with Part 18.1 of the <i>Local Government Act 2008</i></p>	<p>Lord Mayor</p> <p>Alderman Emma Young (Chair)</p> <p>Alderman Sherry Cullen (position not replaced in 2019/20 due to Alderman Cullen's resignation on 13 November 2019)</p> <p>Alderman Gary Haslett</p>
<p>Chief Executive Officer's Performance Evaluation</p> <p>To conduct and finalise the appraisal of the Chief Executive Officer</p>	<p>Lord Mayor (Chair)</p> <p>Alderman Justine Glover</p> <p>Alderman Robin Knox</p> <p>Alderman Simon Niblock</p> <p>Alderman Emma Young</p> <p>Independent Facilitator</p>

Table 14 Executive Committees 2019/20



ADVISORY COMMITTEES

ADVISORY COMMITTEE	MEMBERSHIP
Access and Inclusion To advocate, inform, and guide Council on improved access and inclusion for all people of all abilities, living, working, studying or visiting the Darwin municipality.	Alderman Robin Knox Alderman Andrew Arthur (Alternate)
Ambon Sister City Sub-Committee To facilitate the Ambon Sister City relationship at the community level and act in an advisory capacity to the International Relations Advisory Committee	Alderman Gary Haslett Alderman Andrew Arthur (Alternate)
Anchorage Sister City Sub-Committee To facilitate the Anchorage Sister City relationship at the community level and act in an advisory capacity to the International Relations Advisory Committee	Alderman Robin Knox
Arts and Cultural Development To facilitate, advocate, promote and provide advice to further the development of arts and culture, recognising Darwin's diverse cultural resources.	Alderman Mick Palmer Alderman Peter Pangquee (Alternate)
Bombing of Darwin and Military and Civilian History⁷ To make recommendations to Council on matters relating to Darwin's military heritage including events.	Lord Mayor (Chair) Alderman Mick Palmer Alderman Andrew Arthur (Alternate)
Dili Sister City Sub-Committee To facilitate the Dili Sister City relationship at the community level and act in an advisory capacity to the International Relations Advisory Committee	Alderman Gary Haslett Alderman Andrew Arthur (Alternate)
Haikou Sister City Sub Committee To facilitate the Haikou Sister City relationship at the community level and act in an advisory capacity to the International Relations Advisory Committee	Alderman Jimmy Bouhoris Alderman George Lambrinidis (Alternate)
International Relations To advance City of Darwin's international engagement, cultural development and visitation and build on international relationships across arts, culture, business, education and other beneficial exchanges.	Lord Mayor (Chair) Alderman Peter Pangquee Alderman George Lambrinidis (Alternate)
Kalymnos Sister City Sub-Committee To facilitate the Kalymnos Sister City relationship at the community level and act in an advisory capacity to the International Relations Advisory Committee	Alderman George Lambrinidis Alderman Jimmy Bouhoris (Alternate)
Youth Advisory To keep Council informed on issues that are significant and important to young people in the Darwin municipality.	Alderman Andrew Arthur Alderman George Lambrinidis (Alternate)

Table 15 Advisory Committees 2019/20

⁷ On 26 May 2020 the Bombing of Darwin and Military History Advisory Committee renamed to Bombing of Darwin and Military and Civilian History Advisory Committee to respect the role of civilians in Darwin's history.

OUTSIDE COMMITTEES WITH CITY OF DARWIN APPOINTED REPRESENTATION

OUTSIDE COMMITTEE	CITY OF DARWIN APPOINTED REPRESENTATIVE
Council of Capital Cities Lord Mayors (CCCLM) To provide a national corporate entity for the effective co-ordination and representation of the special interests of the Capital Cities of the Australian States and the Northern Territory in their relations with other spheres of government.	Lord Mayor (ex-officio)
Council of the Ageing NT Board of Management (COTA) To promote the well-being of senior Territorians aged 50 years and over and indigenous Territorians aged 45 years and over.	Alderman Simon Niblock Alderman Jimmy Bouhoris (Alternate)
Development consent Authority (DCA) To determine 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 Development, Infrastructure, Planning and Logistics	Alderman Sherry Cullen (resigned 13 November 2019) Alderman Mick Palmer Alderman Simon Niblock (Alternate)
Local Government Association of the Northern Territory (LGANT) <ul style="list-style-type: none"> Initiate, promote and foster the development of strong, effective Local Government throughout the Territory. Represent, promote, maintain and protect the interests of member and Local Government generally. Encourage networking and consultation amongst members to advance their interests Provide information and advice to members on matters affecting Local Government Monitor proposed legislation and keep members informed of proposals of governments affecting Local Government Make legislative proposals to governments on issues that the Association considers necessary Provide services as agreed to by resolution of members and/or the Executive Support the Australian Local Government Association and State Local Government Associations and any other organisation committed to objectives similar to those of the Association. 	Alderman Gary Haslett (Vice President - Municipal) Alderman Peter Pangquee (City of Darwin appointed member)
Northern Australia Capital City Committee (NACCC) To provide a mechanism for co-ordination, planning and co-operation between the Territory Government and City of Darwin. City of Darwin and the Northern Territory Government have committed to work together with the Community to enhance the physical, social, artistic, historical, cultural, commercial and environmental aspects of Darwin with a focus on the central business area.	Lord Mayor (ex-officio)
Rapid Creek Water Advisory Committee	Alderman Robin Knox
Top End Regional Organisation of Councils (TOPROC)	Lord Mayor (ex-officio)
Tourism Top End	Alderman Peter Pangquee Alderman Gary Haslett (alternate)

Table 16 Outside Committees with City of Darwin Appointed Representation 2019/20

APPOINTMENTS BY THE LOCAL GOVERNMENT ASSOCIATION OF THE NORTHERN TERRITORY (LGANT)

OUTSIDE COMMITTEE	CITY OF DARWIN APPOINTED REPRESENTATIVE
Animal Welfare Advisory Committee	Alderman Justine Glover <i>Appointed 2016</i>
Neighbourhood Watch (NT) Committee	Alderman Gary Haslett (Acting Vice President and LGANT representative) <i>Appointed 2017</i>
Partnership Group – Coastal and Marine Management Strategy	Alderman Robin Knox <i>Committee concluded at 30 June 2020</i>
NT Water Safety Advisory Committee	Alderman Robin Knox <i>Appointed 2017</i>

Table 17 Appointments by the LGANT 2019/20



DOGS DAY OUT COMMUNITY EVENT, JINGILI WATERGARDENS



NIGHTCLIFF FORESHORE

6

OUR ORGANISATION



ORGANISATIONAL STRUCTURE

Strategic Directions Group



Our organisation is led by the Chief Executive Officer who is accountable to the Council.

City of Darwin's organisational structure consists of five departments, led by General Managers. The Strategic Direction Group sets the strategic direction for City of Darwin and is accountable for:

- Implementing the Darwin 2030 – *City for People. City of Colour.* Strategic Plan

- Setting Council's Municipal Plan and Budget
- Steering City of Darwin's capital program and major projects
- Strategic and operational risk management
- Work health and safety performance
- Setting and implementing departmental business planning
- Leading major change and organisational alignment
- Setting the corporate governance framework
- Considering and making decisions on high level operational matters.

CITY OF DARWIN STRATEGIC DIRECTIONS GROUP AUGUST 2020, FROM LEFT TO RIGHT: RON GRINSELL, MELISSA REITER, POLLY BANKS, JOSHUA SATTLER, SIMONE SAUNDERS, SCOTT WATERS



ORGANISATIONAL STRUCTURE

The organisational structure was established in August 2018. During 2019/20 minor amendments to the structure were implemented along with a re-branding of the General Manager Corporate and Procurement Services to Chief Financial Officer. The Chief Financial Officer recruitment took place from May 2020. Simone Saunders commenced in the role in August 2020.



Scott Waters
CHIEF EXECUTIVE OFFICER



Joshua Sattler
GM INNOVATION, GROWTH AND DEVELOPMENT

- Growth and Development
- Innovation and Information Services

SPECIAL PROJECT RESPONSIBILITY

- WHOLE OF COUNCIL STANDARD OPERATING SYSTEMS, ECONOMIC DEVELOPMENT STRATEGY



Melissa Reiter
GM GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS

- External Affairs
- Governance, Strategy and Performance
- Marketing, Communications
- Engagement and Events
- Policy and Legislation

SPECIAL PROJECT RESPONSIBILITY

- DARWIN CITY DEAL, LOCAL GOVERNMENT ACT 2009 IMPLEMENTATION



Simone Saunders
CHIEF FINANCIAL OFFICER

- Corporate and Customer Services
- Finance
- Human Resources and Safety

SPECIAL PROJECT RESPONSIBILITY

- LONG-TERM FINANCIAL PLAN, CUSTOMER SERVICE STRATEGY



CITY OF DARWIN STRATEGIC DIRECTIONS GROUP AND SENIOR LEADERSHIP TEAM



Polly Banks
GM COMMUNITY AND REGULATORY SERVICES

- Library and Family Services
- Leisure and Regulatory Services
- Community Development

SPECIAL PROJECT RESPONSIBILITY

- RECONCILIATION ACTION PLAN AND DARWIN ENTERTAINMENT CENTRE, THRIVE ART PROJECT



Ron Grinsell
GM ENGINEERING AND CITY SERVICES

- Environment and Climate Change
- Technical Services
- Program Management
- Technical Services
- Waste Management

SPECIAL PROJECT RESPONSIBILITY

- SHOAL BAY WASTE MANAGEMENT CELL AND LEACHATE PROJECTS, MUNICIPAL WARD PROJECTS, TREE PLANTING, CLIMATE EMERGENCY



COUNCIL SERVICES SCORECARD

DEPARTMENT	2019/20 BUDGET \$'000	2019/20 ACTUALS \$'000	2019/20 BUDGET PERFORMANCE
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COMMUNITY AND REGULATORY SERVICES

Income	11,533	3,586	31%
Expenses	14,140	14,141	100%

Includes

Library and Family Services, Leisure and Regulatory Services and Community Development

Services delivered include

Arts and Cultural Development, Community Development, Darwin Entertainment Centre, Darwin Safer City of Darwin, Family and Children's Services, Library Services, Recreation and Leisure, Regulatory Services and Youth Services

CORPORATE SERVICES

Income	73,695	73,531	100%
Expenses	35,943	34,422	96%

Includes

Corporate and Customer Services, Finance and Human Resources and Safety

Services delivered include

Customer Service, Emergency Management, Business Continuity and Security, Finance Services, Human Resources, Procurement Services, Risk, Audit and Insurance and Workplace Health and Safety

ENGINEERING AND CITY SERVICES INCLUDES

Income	26,446	25,710	97%
Expenses	53,781	58,220	108%

Includes

Environment and Climate Change, Program Management, Technical Services and Waste Management

Services delivered include

Asset Management (including Fleet), Buildings and Facilities, Cemeteries, Climate Change and Environment, Public and Street Lighting, Public Infrastructure, Public Open Space and Waste Management

DEPARTMENT	2019/20 BUDGET \$'000	2019/20 ACTUALS \$'000	2019/20 BUDGET PERFORMANCE
------------	-----------------------------	------------------------------	----------------------------------

GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS

Income	350	345	99%
Expenses	5,475	5,701	104%

Includes

External Affairs, Governance, Strategy and Performance, Marketing and Communications Engagement and Events

Services delivered include

Engagement and Events, Government Relations and Advocacy, Legislative Response and Compliance, Marketing and Communications, Public Relations and Media, Strategic Projects and Grants, and Strategy and Corporate Governance

INNOVATION, GROWTH AND DEVELOPMENT SERVICES

Income	4,840	4,725	98%
Expenses	11,569	11,793	102%

Includes

Growth and Development and Innovation and Information Services

Services delivered include

City Parking, City Planning, Digital and Data Services, Economic Development and Tourism, Information Management, International Relations and Smart Cities Program

CITY OF DARWIN

Total Income	116,864	107,897	92%
Total Expenses	120,908	124,277	103%

Net Surplus / Deficit

4,044 16,380

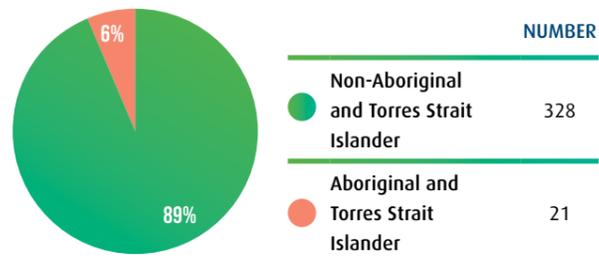
OUR PEOPLE

Employee Snapshot

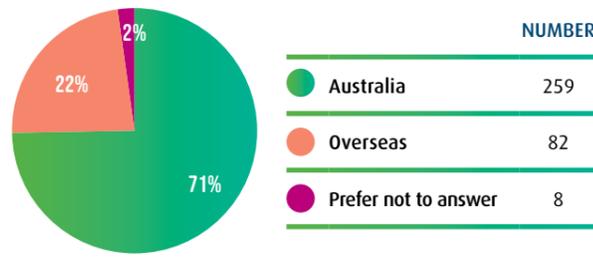
In November 2019, 95% of staff participated in a survey to allow Council to understand the diversity and demographic of its staff.

Results provide essential information to inform policy development and programs relating to employees, employment and service delivery. Survey results are also used for statistical purposes when undertaking mandatory reporting. Council's total staff at 30 June 2020 was 369.

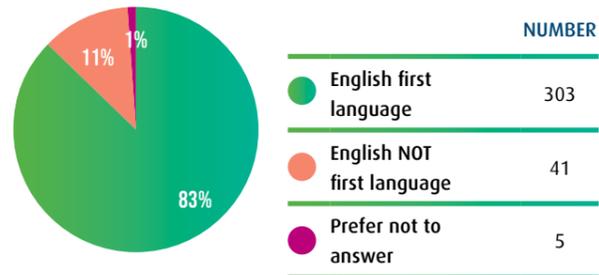
ABORIGINAL AND TORRES STRAIT



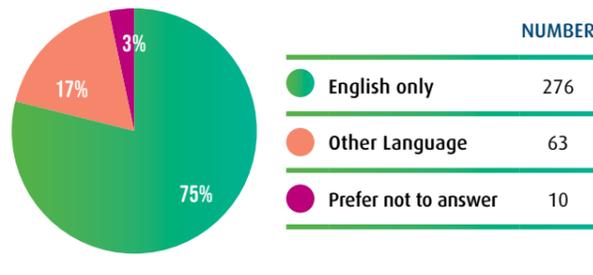
BIRTHPLACE



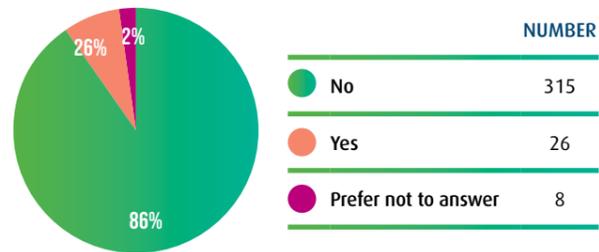
LANGUAGE



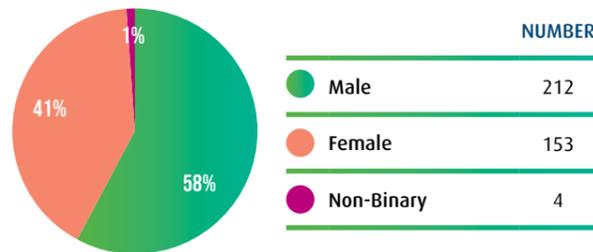
LANGUAGE SPOKEN AT HOME



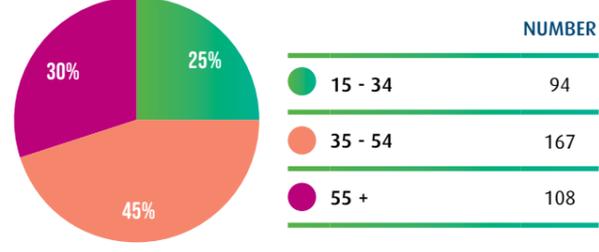
DISABILITY



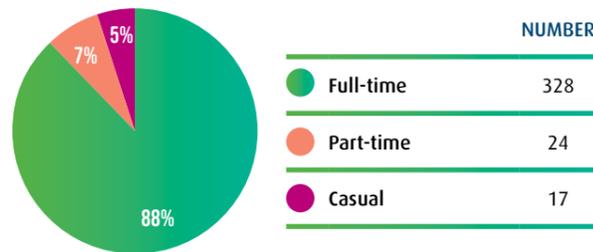
GENDER



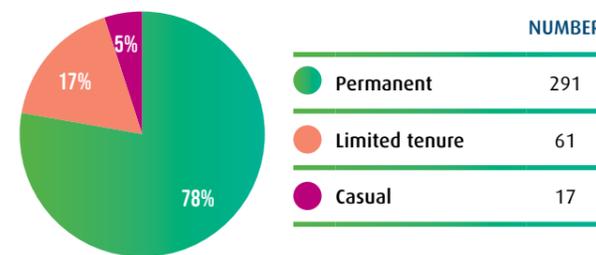
AGE



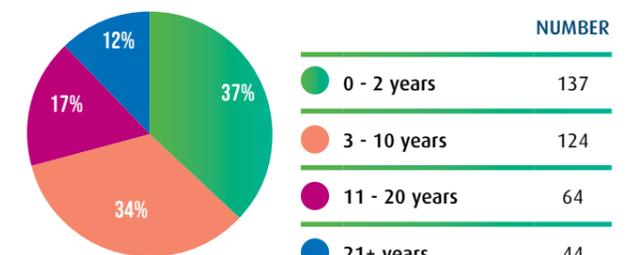
STATUS



CONTRACT TYPE



TENURE



SUBURBAN STREETSCAPES PROJECT, MITCHELL STREET, DARWIN

OUR CULTURE

City of Darwin's adopted staff values are Customer Service, Accountability, Respect, Excellence and Solidarity (CARES).

Each year, CARES awards recognise exceptional work that has been undertaken by City of Darwin staff that align to our staff values. Over 50 individual and 11 team nominations were received in 2019/20.

We make customers and the community the focus of all we do, our service is fair, flexible and innovative.

JESSICA EVES, WASTE ADMINISTRATION OFFICER



Customer Service

Jessica has won this award for her outstanding customer service skills as she is always going above and beyond to ensure a high level of service is provided to anyone who contacts the Waste Department. Jessica has displayed a high level of pride for the work she does and always has a cheery disposition and encourages everyone around her to give it that little bit more.

PRESENTED BY MELISSA REITER, GENERAL MANAGER GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS.

We honour our commitments and take responsibility for our actions

CAITLYN MOULDS, ALDERMEN LIAISON OFFICER



Accountability

Caitlyn has won this award for her outstanding professionalism in the role of Aldermen Liaison Officer, always displaying a high level of knowledge and enthusiasm when dealing with internal and external clients. She can balance the requests of Elected Members and not only demonstrate excellent accountability herself, but she also holds others to account with skill. Caitlyn was quick to step into the role of Coordinator Governance during an extended period of vacancy and took everything in her stride, great work Caitlyn.

PRESENTED BY RON GRINSELL, GENERAL MANAGER ENGINEERING AND CITY SERVICES.

We seek and value the contribution of others, listen before we talk and treat others as we would like to be treated

ALFREDO FERREIRA, TEAM LEADER CLEANING SERVICES



Respect

Alfredo has won this award for exemplifying respect, not only to his team but to management and external customers as well. Alfredo is constantly striving for best service delivery by the cleaning team and personally ensures all jobs are completed to an above satisfactory standard. Congratulations Alfredo.

PRESENTED BY JOSH SATTLER, GENERAL MANAGER INNOVATION GROWTH AND DEVELOPMENT SERVICES



We strive for the highest quality in our work and dealings with community members, Aldermen, colleagues and business partners. We go over and above, consistently doing more than is expected.

SALLY LOWING, EMPLOYEE RELATIONS LEAD



Excellence

Sally only recently joined us in August of this year but has already made a significant impact, not only within the HR and Safety team but also across council. One of Sally's main focuses has been to improve the policies and procedures in HR and Safety, which she is excellently qualified to undertake given her in-depth HR experience and knowledge. Sally demonstrates excellence in all that she does and has been a great mentor to the HR and Safety team.

PRESENTED BY POLLY BANKS, GENERAL MANAGER COMMUNITY AND REGULATORY SERVICES

We work together as one team, there is strength in unity and together we achieve great things. We are united in our decisions and actions.

STACEY ROSSER, LIBRARY SERVICES



Solidarity

Stacey was nominated for this award for her exemplary behaviour and handling of a particularly difficult situation earlier this year. Our Youth Team were holding an event at Karama Library and some young people, who were currently banned from the library, turned up to attend the event. Stacey, who is currently the Karama Library Manager, had to consider the ban and work with the Youth Team. By doing so she displayed excellent strength and unity. As a result, the young people were able to participate positively, and it was a great success

PRESENTED BY ALEXANDRA VEREKER, EXECUTIVE MANAGER HR AND SAFETY.

Team Award

MARKETING AND COMMUNICATIONS TEAM



Josie Matthiesson, Jane de Gault, Tanya Zerek, Selcuk Savas, Jordan Byrne and Charmaine Marquez

The Marketing and Communications Team have been successful for this award as they have been achieving high quality results, particularly focused on providing reliable information in engaging and innovating ways. The Marketing and Communications Team are constantly going above and beyond, striving for bigger and better. Independently they're amazing, but together there's nothing this team can't positively promote and no corner of Darwin they cannot reach.

PRESENTED BY SCOTT WATERS, CHIEF EXECUTIVE OFFICER.

Training and Development

City of Darwin is committed to providing structured training and development employment programs such as graduate and traineeships. These programs are generally for 2 years and aim to provide entry-level career opportunities to the community, develop and prepare people for the workforce and their future career, bring a fresh perspective to our business that promotes innovation and inclusion, and address skills shortages in the municipality

In the 2019/2020 financial year we had the following training and development employment programs:

Graduate Program – The Graduate Program is one position that is open to applicants who already hold a Bachelor level qualification.

Jack Silburn completed his Bachelor of Information Technology at Charles Darwin University and completed his graduate program in June 2020. He was employed as a graduate Data Analyst in the Innovation, Growth and Development Services Department and has recently been successful in gaining employment.

Traineeship Program – The Traineeship Program supports trainees to undertake study and provide on the job training relevant to the chosen discipline. In 2019/20 Council provided six traineeships as follows:

Certificate III in Community Services – Sade Waugh, Library and Family Services

Certificate III in Horticulture – Jasper Hodgson, City Operations

Certificate III in Horticulture – Layla Winteridge, City Operations

Certificate IV in Event Management – Arne Orstavik, Library and Family Services

Certificate IV in Marketing and Communications – Jordan Byrne, Marketing and Communications

Certificate IV in Business – Hannah Horrocks, Human Resources and Safety



“Completing a traineeship at City of Darwin has enabled me to get my foot in the door and to kick-start my career. Developing new skills means I am now able to set a path for my future”.



CASE STUDY Trainee Jasper Hodgson (Certificate III – Horticulture)

Jasper Hodgson was successful in winning one of Council’s traineeships in 2018/19 and commenced at City of Darwin in July 2018. Jasper undertook a Certificate III in Horticulture via Charles Darwin University and completed his traineeship in December 2019. Jasper was well regarded by his lecturers for his diligence and commitment to completing his traineeship in a timely manner.

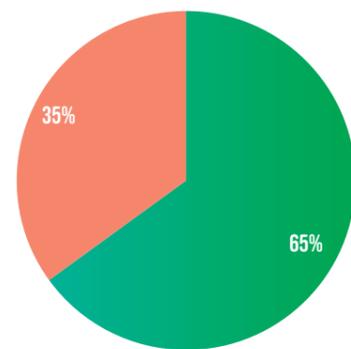
Jasper has now commenced a Certificate III course in Irrigation and has been successful in gaining ongoing employment at City of Darwin as an Irrigation Technician.

Jasper is well-liked by the outdoor workforce and is a highly respected member of Council staff.

Mandatory training activities make up around two thirds of all training at City of Darwin much of which relates to inducting and training new employees and ensuring current employees maintain appropriate accreditations and licenses to perform their roles.

There is a significant increase in the number of corporate inductions (up from 6% in 2018/19) delivered in 2019/20 due to Council employing around 100 staff as part of the Green Army to respond to COVID-19. Professional development has also increased this year due to targeted project management training which was implemented as part of a new project management framework for all staff who deliver capital works and infrastructure projects.

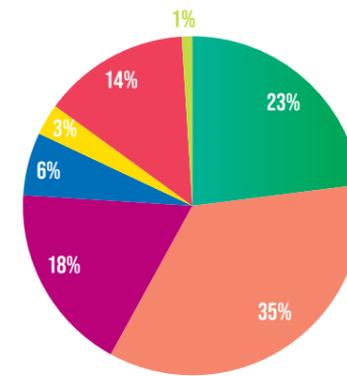
TYPE OF TRAINING 2019/20



- Mandatory
- Professional Development

Figure 6 2019/20 Training Types

2019/20 TRAINING ACTIVITIES



- Health and Safety
- Induction
- Administration
- Operator
- Leadership Development
- Ongoing VET and HE
- Trainees

Figure 7 2019/20 Training Activities



OPERATIONS CENTRE STAFF BREAKFAST



DALY STREET BEAUTIFICATION, DALY STREET, DARWIN CITY

LG Professionals Australasian Management Challenge 2020

 Impacted by COVID-19

LGPRO TEAM 'THE SALTWATER' SQUAD INVITED TO COMPLETE IN NATIONAL FINALS



TEAM MENTORS:

James Whyte, Senior Coordinator Buildings and Facilities and Tristan Cook, Climate Change and Environment Support Officer

TEAM MEMBERS:

Lynn Allan, Community and Regulatory Services

Jessica Eves, Government Relations and External Affairs

Renae Landon, Engineering and City Services

Krishan Maheson, Innovation Growth and Development Services

Arne Orstavik, Community and Regulatory Services

Fiona van der Weide, Government Relations and External Affairs

Impacted by the need to social distance as a result of COVID-19, City of Darwin's LGPro Challenge Team, 'The Saltwater Squad' participated in a virtual challenge on Friday 12 June 2020.

The SaltWater Squad was the only team in the Northern Territory who opted to continue on the challenge through COVID-19, demonstrating their eagerness and ability to rise above the challenge. They had a tough task of coming up against teams from 15 South Australian local governments. During the challenge day, the team was acting in senior management positions within a fictitious council. They were faced with no less than 10 tasks to complete in two fast paced high tempo sessions.

The team was pleased to learn that they have come up third on the South Australia Local Government Management Challenge and that they have been invited to participate at the National Finals at the end of September.

The team had an opportunity to work with staff from across City of Darwin and gain a better understanding of what other areas of council do and how decisions impact the community.

"The LG Pro experience is an immersive development opportunity that encapsulates innovation, teamwork, and diversity. Through my experience I have forged strong relationships with staff members across the organisation, developing a greater understanding of council's role in the broader community. Our team has worked incredibly in an uncertain time and environment - embracing collaborating, new opportunities, and showcasing a robust digital resilience"

ARNE ORSTAVIK.

OUR SAFETY

Council is committed to meeting its obligations under the Work Health and Safety (National Uniform Legislation) Act 2011 and regulations and has developed an overarching work health and safety commitment statement which outlines management's obligations and commitment to safety.

The following initiatives were undertaken in 2019/20 to further ensure continuous improvement in WHS.

WHS Safety Awards

City of Darwin developed a safety awards framework which focused on awarding leadership, initiative and teamwork. Awards are given to staff who can meet one of the three award categories below:

Safety Champion Award; recognition of initiative to establish, improve and maintain best practice in WHS.

Best solution for a workplace hazard Award; recognition of excellence in developing and implementing a solution to an identified health and safety issue.

Best team contribution to improving Health and Safety Award; recognition of the establishment, improvement and/or maintenance of WHS practices by a team.

The first WHS Safety Awards were awarded in July 2019.

Staff Health Initiatives

With the presence of COVID-19 in the Australian community in early 2020, Council extended its annual Influenza Vaccination program to family and household members of staff at a subsidised rate. In 2019/20 a total of 187 vaccinations were administered to Elected Members, staff and family members. Vaccinations were up from 148 administered in 2018/19.

WHS Challenges

In 2019/20, Council recorded a significant increase in reports of

verbal, physical threat or assault against a staff member.

The majority of workplace violence incidents were reported by Council's Regulatory Services and Library teams where incidences involved members of the public. A total of 50 incidents were reported in 2019/20, an increase of 36 incidents on the previous year. Figure 8 demonstrates workplace incidents against staff reported over the last five years.

City of Darwin is working and engaging in various community and internal Council programs to reverse these concerning trends.

WORKPLACE INCIDENTS AGAINST STAFF

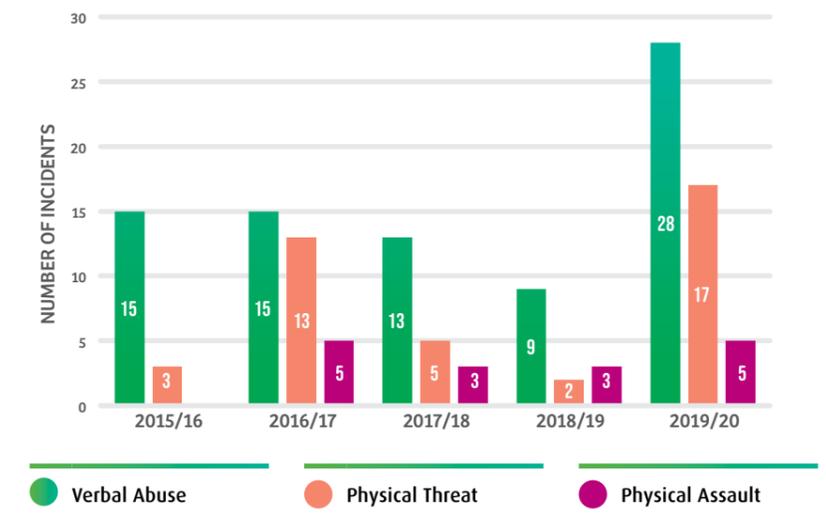


Figure 8 Workplace Incidents Reported Annually as at 30 June 2020

Age Profile (as at 30 June 2020)

45% of City of Darwin staff are aged between 35 and 54 years of age and 30% of staff are aged 55 and over (refer page 66). An ageing staff profile requires WHS initiatives to consider the types of incidents and injuries may be of a higher risk such as muscular skeletal injuries and put in place training and strategies to reduce the risk of these incidents. In future, Council will develop strategies that support transition to retirement and succession planning.

WHS Performance indicators

The number of incidents reported in 2019/20 (120), equates to a similar level reported in 2016/17 (119). This can be attributed to renewed initiatives and commitment to WHS which has been largely driven by Council's leadership team and an increased focus on proactive reporting of all incidents. Council's WHS practices have emphasised the need to ensure that corrective actions are implemented to mitigate or eliminate reported issues. In 2019/20 a total of 92 corrective actions were implemented to mitigate or eliminate 120 incidents reported.

In 2019/20, back and shoulder injuries represented approximately one third of all injuries requiring medical treatment. Occupational Overuse Syndrome and Muscular Skeletal Injuries were the predominant causes of injuries. Figure 10 outlines the injury types that required medical treatment, that occurred in 2019/20. Most medical injuries were sustained by outdoor staff in the City Operations Teams.

YEAR ON YEAR - REPORTED INCIDENTS (TOTAL), LTI WORKERS' COMPENSATION CLAIMS, MEDICAL ONLY

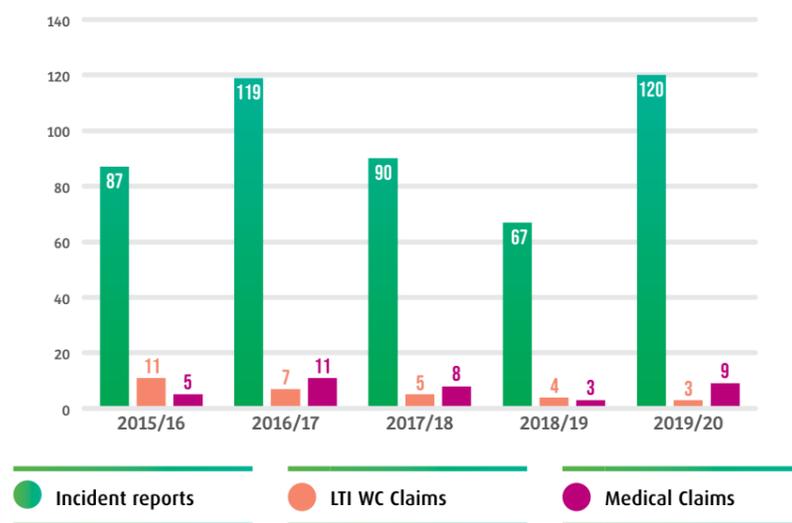


Figure 9 Number of incidents reported annually ('LTI' – Lost Time Injury)

INJURY TYPES REQUIRING MEDICAL TREATMENT 2019/20

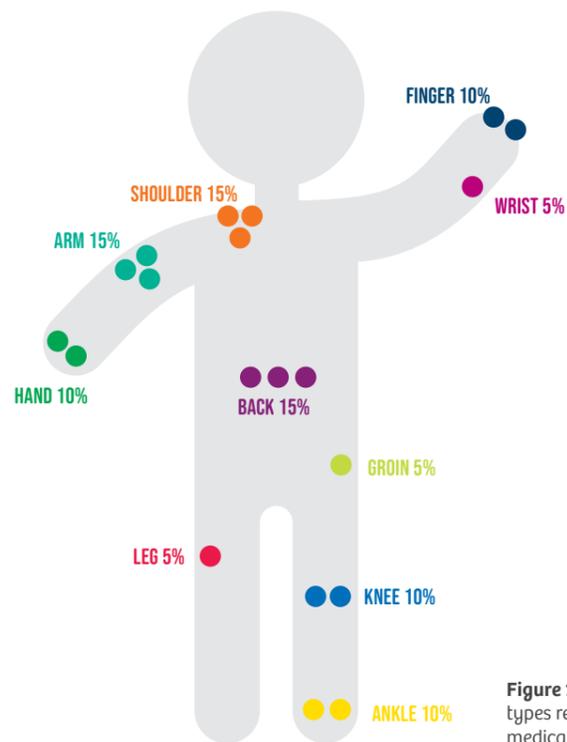


Figure 10 Injury types requiring medical treatment





PERFORMANCE REPORTING FRAMEWORK

Chapter seven of this Annual Report provides a report on Council's performance against the Darwin 2030 – City for People. City of Colour. Strategic Plan and 2019/20 Municipal Plan 'Darwin First'.

The Chapter is broken into six distinct sections which align to our strategic directions and includes reporting on our governance arrangements that underpin everything we do.

Each of the five strategic directions includes:

- A strategic statement aligned to Darwin 2030;
- Strategic performance – Our Place Score Results;
- A strategic future statement assessing future priorities against our Place Score results;
- An overview of strategic action performance;

- A 2019/20 Municipal Plan scorecard aligned to Darwin 2030; and
- Achievements and our plans for 2020/21.

City of Darwin has reviewed its key performance indicator (KPI) reporting through the year. From 2020/21, KPI reporting will be aligned to Council Services. A range of indicators are being developed that will enable Council to clearly identify inputs and outputs and will set the foundation of Council's future service review program. Council will also consider ongoing qualitative measures to report on service with a new service satisfaction program to be developed.

Annual Report Legend

This year, City of Darwin has utilised icons throughout the Annual Report to denote reference to other information or programs and projects impacted by Coronavirus as follows:



CASE STUDY

Indicates performance through a case study and may include references to other information or external websites.



REFERENCE TO ADDITIONAL INFORMATION

Indicates a reference or link to additional information which can be found on Council's website www.darwin.nt.gov.au or other external website.



COVID-19

Indicates where a program or project performance has been impacted by Coronavirus (COVID-19).

The following icons are utilised throughout the report to demonstrate the level of performance that has been achieved in 2019/20. Definitions of performance are outlined below and commentary has been provided throughout the report to substantiate Council's assessment of performance.



This icon demonstrates Council's programs or deliverables are on track or projects have been completed within budget and on schedule where Council has achieved its deliverables or where a project has been completed.



This icon demonstrates monitoring of Council's performance for deliverables and projects is required. It may also indicate that a program or project did not achieve the desired result.



This icon demonstrates Council's programs or deliverables are in progress and projects are almost complete.



This icon demonstrates that a deliverable or project has not yet commenced, has been deferred to 2020/21 or will not progress.



OUR PERFORMANCE



PLACE SCORE

In 2019, City of Darwin commissioned Place Score to conduct a liveability survey of Darwin. Traditionally a land-based place making tool, Place Score assesses 50 attributes of place as a methodology to rate liveability. Liveability is rated by considering community values through a care factor rating (place attachment) against an individual's experience of a place (place performance).

City of Darwin and Place Score worked collaboratively to realign the place attributes to Council's Strategic Directions. The result is an Australian first assessment of how well Council's Strategic Directions are performing. It also allows Council to benchmark nationally against a consistent set

of criteria (attributes), meaning that Council is now able to demonstrate that when compared to the national benchmark, it is outperforming all other cities in strategic performance (if all other cities had the same Strategic Directions as City of Darwin).

The Place Score Survey results enable Council to identify which priorities it should invest in, in order to continue to achieve its longer-term Strategic Directions and the Darwin 2030 vision, *City for People. City of Colour.*

City of Darwin's Strategic Directions performance and comparison to the national benchmark is provided in figure 11 below.

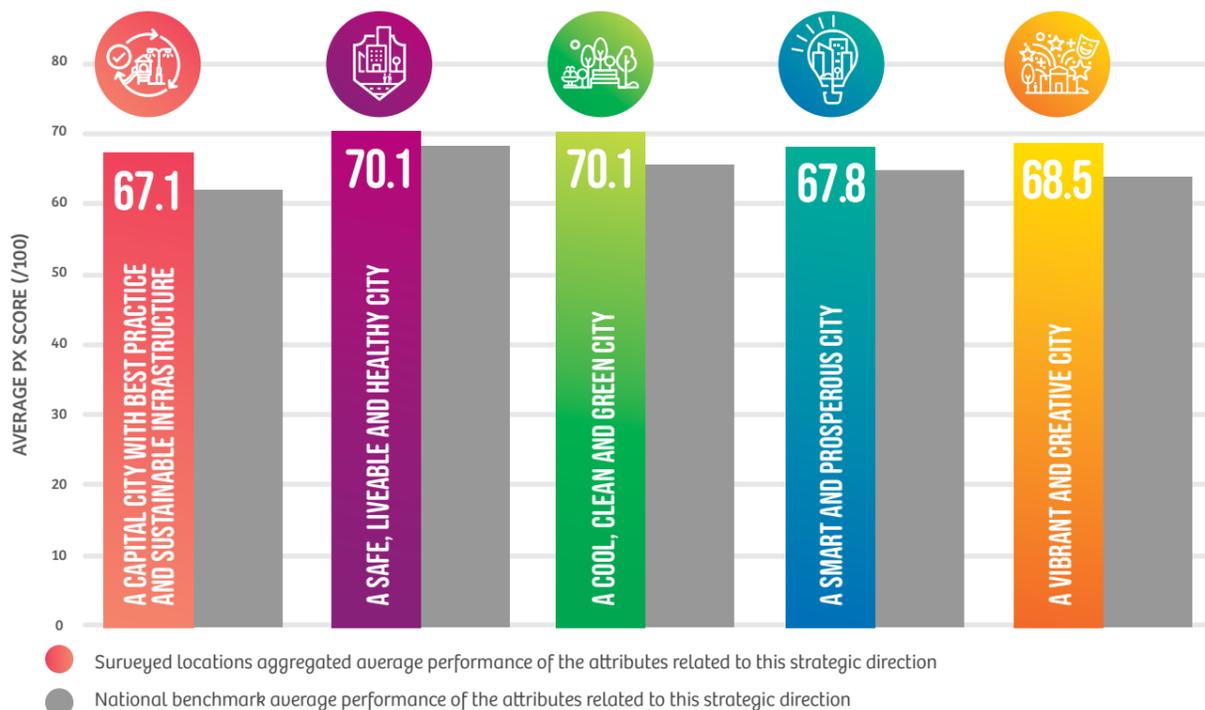
In early 2020, City of Darwin worked with Place Score to remap the 50 place attributes to Council's operational Departments.

Council will continue to embed Place Score as a decision making and prioritisation tool and as an ongoing performance tracking framework for Darwin 2030

This report provides results broadly across all strategic directions. The full Place Score Performance Report can be found on Council's website at www.darwin.nt.gov.au

A.2 -2019 Baseline Performance

Surveyed streets average attributes performance by strategic direction compared to the national benchmark



Notes: National average sample used n=11210 (Oct 2019) in main street environments in QLD, NSW, NT, TAS, VIC and WA. PX Scores vary between 0 and 100. Scores above 70 are very good, 50-70 there is room for significant improvement, <50 urgent investment required.



The Place Score Survey

From 23 July 2019 to 15 September 2019, 1,574 people participated in online and face-to-face Place Score Surveys. Care Factor data was collected for nine town centres and place experience (PX) assessments were undertaken for 12 main street environments.

There are three main sources of data utilised by Place Score:

CARE FACTOR SURVEY

A proprietary, values-capture tool that identifies the place attributes that are valued by the most number of respondents. Data was collected face-to-face and online.

PLACE EXPERIENCE (PX) ASSESSMENTS

A PX assessment asks users of an area to assess each place attribute in terms of its impact on their personal enjoyment of the space. Data was collected face-to-face.

OPEN ENDED QUESTION

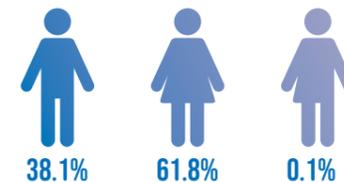
The open-ended question asked respondents to share their idea for change. The 25-word answers were then categorised by Place Score into different themes to identify what the community says it wants. Data was collected online.

Care Factor Data

Data was collected via online and face-to-face surveys during the period of 24 of July and 15 of September 2019. A total of 1125 people participated.

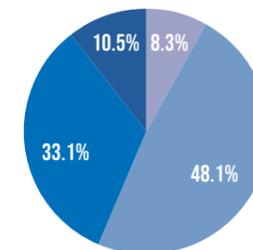
n=1125

GENDER



AGE

- 15-24
- 24-44
- 45-64
- 65+



COUNTRY OF BIRTH

Australia	73.9%
United Kingdom ²	6.1%
New Zealand	3.1%
India	1.9%
Germany	1.4%

PX Data

Data was collected via online and face-to-face surveys during the period of 23 of July and 15 of September 2019. A total of 449 people participated.

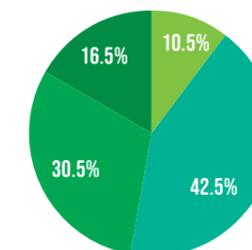
n=449

GENDER



AGE

- 15-24
- 24-44
- 45-64
- 65+



COUNTRY OF BIRTH

Australia	63.9%
United Kingdom ²	10%
New Zealand	4.7%
India	2.9%
Iran	2.2%

2016 Census Data

This column captures the make-up of our population in accordance with the 2016 census.

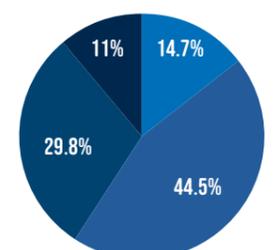
n=78,804

GENDER



AGE

- 15-24
- 24-44
- 45-64
- 65+



COUNTRY OF BIRTH

Australia	57%
Philippines	4.3%
England ²	3.3%
India	2.7%
New Zealand	2.0%



2019/20 MAJOR PROJECTS

Each year, City of Darwin identifies a number of major projects that are fundamental to delivering on the Darwin 2030 – *City for People. City of Colour.* Strategic Plan. These projects may be delivered within the 2019/20 financial year or be scheduled over multiple years. A number of projects were impacted by border closures resulting from COVID-19 and the ability to secure and transport infrastructure supplies from relevant supply chains.

MAJOR PROJECT	DESCRIPTION	PROJECT BUDGET	30 JUNE 2020 RESULT
4,000 Trees - Greening Darwin (SD3) Estimated completion date: December 2019	\$1.10M has been allocated to plant 4,000 trees across the municipality as part of Cyclone Marcus recovery and Council's objectives to Green Darwin. The 4,000 trees will complement 3,000 trees planted in 2018/19 to bring the total replanting program to 7,000 trees post Cyclone Marcus. The trees will be advanced plantings and are expected to be planted by December 2019.	\$1.1M	
Daly Street Beautification (SD3) Estimated completion date: June 2020	Daly Street will receive \$2.0M for beautification works to be delivered in four stages. Stages 1 and 2 will deliver works between Mitchell and Smith Street, Stage 3 between Smith and Cavenagh Streets and Stage 4 will deliver work from Cavenagh Street to McMinn Street. The beautification works deliver in part Project MP007 as outlined in the Darwin City Centre Master Plan.	\$2.0M	
Streetscape Beautification (SD3) Estimated completion date: June 2024	City of Darwin has resolved to dedicate funds annually for five years to the upgrade of streetscapes across the municipality. In 2019/20 each Ward will receive \$400K. The Streetscape Beautification Project is designed to improve amenity and is a key project to achieve Council's Strategic Direction for a Cool, Clean and Green City by 2030.	\$1.6M	
Shoal Bay Waste Management Facility (SD3) Estimated completion date: June 2021	Shoal Bay Management Facility services the greater Darwin region and is the only licensed landfill in the area. The facility receives over 180,000 tonnes of waste per annum and has a forecasted operational life until 2034. \$13.2M has been allocated towards developing a Leachate Treatment System at the Shoal Bay Waste Management Facility. The Leachate Treatment System will boast innovative design that will ensure Darwin is recognised as a national leader in the treatment of leachate and is estimated to be delivered over three years to 2021. In addition, \$8.0M has been allocated for the construction of a new landfill cell (Cell 6), as well as \$1.0M to deliver a new entrance and weighbridge at the facility this year.	\$22.5M	

MAJOR PROJECT	DESCRIPTION	PROJECT BUDGET	30 JUNE 2020 RESULT
Lakeside Drive - Stage 2 (SD1) Estimated completion date June 2020	City of Darwin will utilise \$2.5M of the \$3.4M of new funding under the Federal Government Roads to Recovery Program for Stage 2 resurfacing of Lakeside Drive. Lakeside Drive is a critical link in Council's overall road network linking major connector routes to the northern suburbs. Stage 1 of Lakeside Drive was completed in early 2019. Design of Stage 2 is currently underway with construction to commence immediately once design is complete. The project will be completed by June 2020.	\$2.5M	
Urban Oval Lights (SD2) Estimated completion date June 2020	The Northern Territory Government has committed \$4.8M for City of Darwin to light sports ovals under the Urban and Regional Oval Lights Program. Lights will be installed at Gardens One, Bagot and Nightcliff Ovals. The community have expressed strong support for the proposals. The light projects for ovals at Gardens One and Bagot have been approved for installation. The Nightcliff Oval proposal has been submitted to the Development Consent Authority for approval. Work is planned to commence in the 2019 dry season.	\$4.8M	
Municipal Ward Projects (Multiple SDs) Estimated completion date June 2020	City of Darwin has allocated \$1.0M to small projects across the municipality. Small projects are focused on improving the amenity of Darwin and delivering services specific to each Ward. Small projects have arisen from the community's effective engagement with Elected Members. As part of its commitment to the City of Darwin, the Northern Territory Government has matched Council's contribution with a further \$1.0M bringing the small projects budget total to \$2.0M.	\$2.0M	
Street Lighting Project (SD1/SD4) Estimated completion date June 2020	A further \$1.8M has been allocated in 2019/20 for the Street Lighting Project. The project aims to deliver public value, manage environmental risks such as greenhouse gas emissions, and improve public safety and amenity. The project will deliver new LED luminaries and smart controls to more than 9,000 street and public lighting assets and across the whole of the City of Darwin municipality. The transfer of street lighting assets from the Northern Territory Government to City of Darwin in January 2018 has provided Council with the opportunity to implement and accelerate this initiative for the benefit of the whole of Darwin. This project builds on \$3.3M allocated in 2018/19.	\$1.8M	

Table 18 Major projects scorecard 2019/20



SD1 – A CAPITAL CITY WITH BEST PRACTICE AND SUSTAINABLE INFRASTRUCTURE

Strategic Statement

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.



STRATEGIC PERFORMANCE



Performance of SD1 A capital city with best practice and sustainable infrastructure is outlined below. A total of 7 place attributes related to hard infrastructure were assessed.

The performance of SD1 A capital city with best practice and sustainable infrastructure was 67.1 compared to the national benchmark of 61.8.

Existing active, public and private transport infrastructure are contributing positively to this strategic direction. While facilities, street furniture and investment (both private and public) are all perceived as performing poorly. Improving these attributes has the potential to improve Darwin's main street experience.

ATTRIBUTES [# PX RANKING]	SCORES
Walking, cycling or public transport options #13	72
General condition of buildings #21	70
Car accessibility and parking #26	70
Amenities and facilities (toilets, water bubblers, parents rooms etc.) #33	66
Evidence of recent private investment (new buildings, painting etc.) #37	66
Street furniture (including benches, bins, lights etc.) #39	65
Evidence of recent public investment (new planting, paving, street furniture etc.) #45	61

Figure 12 SD1 A capital city with best practice and sustainable infrastructure attribute scores and #PX ranking



STRATEGIC FUTURE

When considering Council's future investment opportunities, it is important to consider what is underperforming in relation to what people care about or value.

Aggregating how people rate Darwin with what they value allows the City of Darwin to consider future priorities aligned to Council's vision for 2030 and strategic directions. Attributes that are a strength for this strategic direction include walking, cycling and public transport and infrastructure as well as many attributes associated with active shared spaces.

To improve long term performance with this strategic direction future investment should focus on:

- Amenities and facilities (toilets, water bubblers, parents' rooms etc)
- Evidence of recent public investment (new planting, paving, street furniture etc)

Investing in 'walking, cycling and public transport options' is a higher priority in the suburbs of Fannie Bay, Malak, Casuarina and Parap whilst enhancing facilities such as toilets and water bubblers should be considered in Malak and Parap along with the City Centre and Karama.

Community ideas for change focused on improving active transport. More specifically, community members were proposing greenery to shade footpaths, and increased maintenance to improve their general experience.

COMMUNITY IDEAS FOR CHANGE

DELIVERING SHADED AND CONVENIENT ACTIVE TRANSPORT INFRASTRUCTURE IS KEY

IMPROVE THE QUALITY AND INCREASE THE AMOUNT OF SHADED AND CLEAN ACTIVE PATHWAYS AND PUBLIC TRANSPORT

PROVIDE HIGH QUALITY COMMUNAL AMENITIES IN TOWN CENTRES TO SUPPORT LONGER STAYS



SANTA FUN ON WHEELS, NIGHTCLIFF FORESHORE

Strategic Actions Delivered in 2019/20

Strategic actions to deliver on the Darwin 2030 – *City for People. City of Colour.* Strategic Plan are outlined below with a supporting report on progress achieved in 2019/20.

TARGET: BY 2030, A NUMBER OF STRATEGIC INFRASTRUCTURE PROJECTS WILL BE DEVELOPED AND DELIVERED							STATUS	COMMENT
STRATEGIC ACTION	PROVIDER	FUNDER	REGULATOR	PARTNER	FACILITATOR	ADVOCATE		
Implement Council's City Deal Infrastructure Projects								City Deal Infrastructure projects that progressed included streetscape beautification, heat mitigation projects and laneways.
Develop a Priority Infrastructure Plan								Deferred to 2020/21 and 2021/22.
Finalise an Asset Management Framework for Council assets								Ongoing. Planned condition assessments were delayed in 2019/20 due to COVID-19. A program to accelerate condition assessments has been put in place with additional funding in 2020/21. 2020/21 will see further work on clearly defined service levels to support each Asset Management Plan.
Increase City of Darwin's procurement within the local economy to 95% of all Council expenditure, injecting an additional \$6.0-\$8.0M into the local economy.								Council's total expenditure in the local economy in 2019/20 (operational and capital) totalled 95%. Refer to page 16 and 17 of this report for an assessment of the economic impact of Council's procurement.
Implement a City of Darwin 'Buy Local' policy which has a weighting of 30% local content requirements								A revised procurement policy which includes a 30% weighting for local content was adopted by Council in February 2020.
Review Council land holdings to ensure their commercial value and advantage are put to the best economic benefit for the city								Deferred to 2020/21.
Maintain existing Council assets to ensure best value for money and utilisation is achieved								Assets maintained in accordance with Asset Management Plans. Storm water, roads and street lighting condition assessments are planned for 2020/21.
Increase utilisation of the City of Darwin's land and community assets								Deferred to 2020/21.

Table 19 SD1 strategic actions delivered in 2019/20



2019/20 Municipal Plan Scorecard

Each year, City of Darwin budgets for deliverables that support strategic directions and departmental services to the community. The Scorecard below demonstrates the end of financial year results for the deliverables outlined in the 2019/20 Municipal Plan.

DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, A NUMBER OF STRATEGIC INFRASTRUCTURE PROJECTS WILL BE DEVELOPED AND DELIVERED		
Finalise Council's Asset Management Plans and utilise Asset Management Plans to inform the Long-Term Financial Plan		Asset Management Plans for all 11 asset classes have been drafted to 65% accuracy and adopted by Council. Updates will occur periodically to reflect services levels and input from the Long-Term Financial Plan.
Commence the development of a strategic Priority Infrastructure Plan		This will be developed in consideration of asset management and infrastructure capacity principles and work has commenced on identifying projects already underpinned by previous technical studies. Asset surveys on stormwater drainage and roads will be undertaken in 2020/21 to inform development of a strategic Priority Infrastructure Plan.
Develop and implement a City of Darwin local buy policy with a weighting of 30% local content requirement		Council adopted a revised Procurement Policy on 17 March 2020. Internal training of staff on the policy and procedures was launched in April 2020 and is ongoing.
Undertake a review and develop a strategy for Council's landholdings seeking best public value		Deferred to 2020/21.
Manage all Council public infrastructure, parks and buildings		Public Infrastructure, parks and buildings have been managed in accordance with supplier contracts. Increased cleaning of public amenities and buildings was implemented to respond to COVID-19. A review of all service levels will be undertaken in 2020/21.
Upgrade Council's Information Technology assets		Project completed and all printers, telephony and computer upgrades implemented.
Develop Council's 2019/20 Capital Works Program		At 30 June 2020, varied program was valued at \$36.5M. Actual expenditure across the whole capital works program at year end was \$23.5M and a further \$12.5M committed for projects being constructed over two financial years.
Conduct an optimisation review of Council's fleet and workshop management		Comprehensive fleet utilisation data and review completed to input into a full review of Council's fleet and workshop management in the 2020/21 financial year.
Create a pipeline of strategic projects that are funded in the Long-Term Financial Plan and are shovel ready		City of Darwin's Strategic Projects Prospectus was adopted in April 2020 with six strategic projects identified. Council will progress delivery of the first project from this prospectus in 2020/21 with the Casuarina Pool Redevelopment Project.

DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, A NUMBER OF STRATEGIC INFRASTRUCTURE PROJECTS WILL BE DEVELOPED AND DELIVERED		
Deliver a new Amenities Facility at The Esplanade		At 30 June, the contract for the supply of the amenities block was awarded and manufacturing underway. The project was delayed due to COVID-19 border restrictions and is expected to be delivered in the first quarter of the 2021 financial year.
Deliver Cell 6 at the Shoal Bay Waste Management Facility		Project commenced with the contractor being granted possession of the site on 25 July 2019. The 20-week construction period has been delayed due to non-conformance of clay-rich soil material installed to form the base of the landfill cell and subsequent onset of the 2019/20 wet season. Detailed earthworks recommenced in April 2020 with 90% of the lining completed at 30 June 2020. Completion programmed for end of August 2020 with cumulative cost of variations at \$35K across the entire project scope at 30 June.

Table 20 Municipal Plan deliverables for SD1 A capital city with best practice and sustainable infrastructure



SUBURBAN STREETSCAPES, PROGRESS DRIVE, NIGHTCLIFF



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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

GARRAMILLA BOULEVARD

City of Darwin will contribute \$5.0M towards the jointly funded Australian Government and Northern Territory Government project Garramilla Boulevard. A Darwin City Centre Master Plan project (MP014), Garramilla Boulevard delivered a four-lane link for vehicles and the shaded tropical boulevard supports pedestrians and encourages walking. Around 200 shade trees were planted as part of the iconic new entry to the city centre. Construction of Garramilla Boulevard allows for future growth and economic activity and helps to reduce commute times by dispersing traffic across a number of city centre entrances and brings traffic directly into the heart of the city centre.

CAVENAGH STREET WORKS

Upgrades to the Cavenagh / Bennett Street intersection were completed early in the 2019/20 financial year. The project experienced significant delays in mid-2018 as a result of Council's response to Cyclone Marcus (March 2018), presence of rock and clashes with utility services. Clashes with utility services required Council to review and redesign the construction methodology for the planned shade structures.

Following the Cavenagh / Bennett Street intersection upgrades, Council undertook asphalt resurfacing works on Cavenagh Street between Bennett Street and Knuckey Streets. Resurfacing included the removal and replacement of the existing layer of asphalt and reinstatement of line marking.

LAKESIDE DRIVE STAGE 2

Designs for the second and final stage of Lakeside Drive were completed ready for construction to commence on 5 May 2020. The project valued at \$3.8M was jointly funded by City of Darwin and the Australian Governments Roads to Recovery Program. The project was staged in order to reduce the impact on road users and residents during construction and includes road resurfacing and upgrades to pedestrian and bicycle crossing points. Works between Stasinowsky Street and Dripstone Road roundabout are due to be completed in September 2020.

SHARED PATH UPGRADES

Shared path upgrades during the year included the shared path along Ross Smith Avenue between Elizabeth Street and Keith Lane (adjacent to the Fannie Bay Cool Spot). The shared path was upgraded to improve path connectivity and safety of pedestrians.

Public safety measures and upgrades to the road and footpath along Calytrix Road, Karama were undertaken to ease traffic congestion and improve safety at the entrance to the Holy Family Catholic Primary School.

SAFE INFRASTRUCTURE

A key component of providing new and upgraded infrastructure is public safety. Traffic safety measures included the installation of a new pedestrian crossing on Bennett Street which links the The Mall to the Darwin Waterfront. A critical safety measure for tourists, residents and city users.

CULLEN BAY AMENITIES

City of Darwin funded the Cullen Bay Marina Management Corporation to design and install a new amenity block at Cullen Bay, as part of the broader Cullen Bay Masterplan. Delivery of the amenities was delayed in the first half of 2020 due to COVID-19 and the ability to source the products. Completion was anticipated at the end of the first quarter 2020/21.

SEARCY STREET

Construction of a new pathway on Searcy Street commenced mid May 2020. Works needed to consider a significant Banyan Tree which cannot be relocated. As a result, Council has put in place permanent changes to traffic flow making the Smith Street end of Searcy Street one-way traffic. Programmed works are due for completion by the end of 2020.

CITY CENTRE ACCESSIBLE PARKING

At the request of the Access and Inclusion Advisory Committee, Council undertook an audit of its 27 on-street city centre accessible parking bays. 18 of the 27 accessible parking bays Council did not comply with relevant Australian Standards. Council has allocated funds in the 2020/21 budget to upgrade all accessible on-street car accessible parking bays within the city centre.

PUBLIC LIGHTING – 10,000 LEDS ACROSS ALL DARWIN SUBURBS

2019/20 is the last year of funding for Council's Street Lighting Project. The project was designed to deliver public value, manage environmental risks such as greenhouse gas emissions, and improve public safety and amenity. The final year of the project delivered around 10,000 LED luminaires across all of Darwin's suburbs.

LED replacements will now become a part of normal day to day service delivery for the Street Lighting Program.

INFRASTRUCTURE WORKFORCE CHANGES

Demonstrating a commitment to *Darwin First*, City of Darwin announced major changes to its infrastructure workforce in July 2019. The restructure was put in place to enable Council to ensure its operational workforce is highly skilled and flexible to be able to deliver on planned capital works programs. As a result of changes, key capital projects such as Daly Street were able to be delivered in-house resulting a greater level of job satisfaction for employees.

Looking Forward - 2020/21 Municipal Plan Deliverables

- Implement City of Darwin's Asset Management Framework
- Undertake asset condition assessments for stormwater and streetlighting assets
- Upgrade Council's Asset Management Information System
- Develop a Priority Infrastructure Plan
- Undertake a review and develop a strategy for Council's landholdings to ensure their commercial value and advantage achieve best public value
- Manage all Council public infrastructure, parks and buildings
- Deliver Council's 2020/21 capital works program
- Conduct an optimisation review of Council's fleet and workshop management
- Implement Council's City Deal infrastructure projects
- Increase local expenditure to 95% of Council's total expenditure in accordance with Council's revised procurement policy



CASE STUDY

Strategic Projects Prospectus

City of Darwin adopted the Strategic Projects Prospectus in April 2020.

The Strategic Projects Prospectus responds to the Darwin 2030 – *City for People. City of Colour.* Strategic Plan by identifying six key projects to be delivered by 2030. The prospectus puts ideas on paper and provides Council with the direction to develop business cases and scopes for these projects, assess viability and seek funding. The six approved projects are:

- 1 Redevelopment of Lameroo Beach to the Waterfront and Darwin Esplanade
- 2 Casuarina Pool Redevelopment
- 3 Vestey's Beach Surf Park space enhancement to activate and improve the amenity of the area
- 4 Further investment in smart technologies to Darwin suburbs

- 5 Commercialisation opportunities for some of Council's services such as parking, waste management and streetlight assets
- 6 Renewable energy hubs that incorporate solar and waste to energy technologies

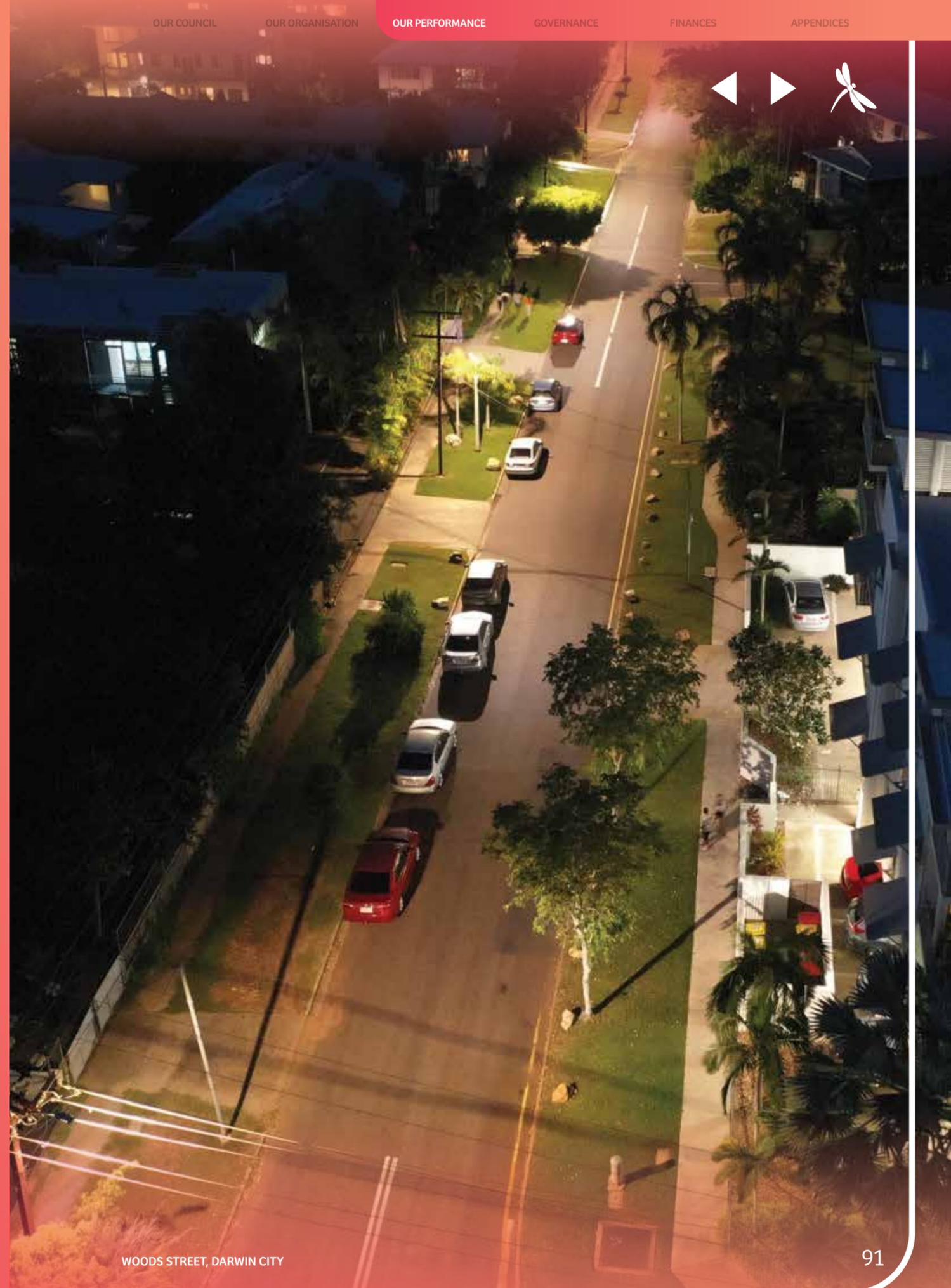
When Council put the Strategic Projects Prospectus together, each Elected Member bought to the table ideas for projects that they believed would excite the community and draw investment into Darwin, in turn boosting Darwin's economy. Council looked at its existing plans, like the Darwin City Centre Masterplan and took into account the Darwin City Deal projects as a city deal partner.

Council endorsed these projects directly before we were confronted by COVID-19. Despite economic impacts, City of Darwin is of the opinion that COVID-19 has given us great opportunity as well. Council is now better positioned to present Darwin to stakeholders and the community as both an attractive place to live and as a place to invest.

Deloitte Access Economics "predicts the Territory's growth rate in the 2021 financial year to be the highest in the country". This, and the opportunities now extended by the Australian Government in economic stimulus funding for infrastructure development present a very positive outlook for Darwin and give City of Darwin an opportunity to bid for funding to fast track its long term capital and strategic projects identified in this plan.

City of Darwin has demonstrated its commitment to its Darwin 2030 vision and included the fast tracking of the Casuarina Pool Redevelopment project in the 2020/21 Municipal Plan and budget.

This document also provides the foundation for a City of Darwin Government Relations and Advocacy Strategy which will be developed in 2020/21.





SD 2 – A SAFE, LIVEABLE AND HEALTHY CITY

Strategic Statement

Residents and visitors alike embrace the tropical lifestyle and outdoor facilities. Darwin still retains a community feel and through the plan this will be enhanced to ensure that families and children feel safe, our communities are inclusive, and they engender a sense of togetherness and respect for others.

The community needs to be able to access all spaces. Our parks and open spaces will be well-maintained, clean and accessible for all. Council will continue to influence planning decisions and work to increase that level of influence.



MINDIL BEACH



STRATEGIC PERFORMANCE



Performance of SD2 A safe, liveable and healthy city is outlined below. A total of 15 place attributes were assessed which were associated with safety, community resilience, activation, and healthy lifestyle.

The performance of SD2 A safe, liveable and healthy city was 70.1 compared to the national benchmark of 68.

Place attributes related to the amount of public space and their features are performing well. However, place attributes related to social interactions and care are not performing as well.

Both cleanliness and the maintenance of public spaces are, on average, amongst the surveyed streets worst performing attributes. Making them some of the strategic directions place attributes with the most room for improvement. Other areas that can be significantly improved include social interactions, access to fresh food businesses and physical safety.

ATTRIBUTES [# PX RANKING]	SCORES
Free and comfortable group seating #4	78
Evidence of management (signage, information, street cleaners etc.) #5	76
Free and comfortable places to sit alone #6	76
Ease of walking around (including crossing the street, moving between destinations) #8	75
Sense of safety (for all ages, genders, day/night etc.) #10	74
Space for group activities or gatherings #11	73
Walking paths that connect to other places #15	72
Spaces suitable for specific activities (play, entertainment, exercise etc.) #18	71
Quality of public space (footpaths and public spaces) #20	71
Amount of public space (footpaths and public spaces) #27	69
Physical safety (paths, cars, lighting etc.) #35	66
Grocery and fresh food businesses #38	65
Interaction with locals/ other people in the area (smiles, customer service etc.) #41	64
Cleanliness of public space #42	63
Maintenance of public spaces and street furniture #48	59

Figure 13 SD2 A safe, liveable and healthy city attribute scores and #PX ranking



STRATEGIC FUTURE

When considering Council's future investment opportunities, it is important to consider what is underperforming in relation to what people care about or value.

Aggregating how people rate Darwin with what they value allows the City of Darwin to consider future priorities aligned to Council's vision for 2030 and strategic directions. Sense of safety for all ages, genders, day or night is a strength for this strategic direction. To improve long term performance with this strategic direction future investment should focus on maintenance of public spaces and street furniture and cleanliness of public space. Other considerations for improvement include:

- Interaction with locals/other people in the area (customer service etc)
- Physical safety such as paths, traffic, lighting
- Grocery and free food businesses

Cleanliness and maintenance of public spaces are amongst the community's top values. However, people do not perceive our town centres as being clean and well looked-after.

Investment in cleanliness and maintenance is a priority across the municipality. While efforts to improve the sense of safety should focus on the Casuarina, City Centre and Fannie Bay, Karama and Malak town centres. People aged 15-24 years and workers were amongst those feeling the least safe.

Community ideas for change focused on improving physical safety and people's sense of safety. Increasing care and maintenance of the built environment are important as are improving Council's open spaces, amenities and facilities. Community members also highlighted the need for Council to better manage and be resilient to social and economic challenges that impact Darwin.

COMMUNITY IDEAS FOR CHANGE

A HIGH PERCENTAGE OF IDEAS RELATED TO THIS STRATEGIC DIRECTION, WITH CONCERNS AROUND SAFETY, CLEANLINESS AND MAINTENANCE TAKING THE TOP SPOT

INCREASE THE LEVEL OF SERVICE FOR MAINTENANCE AND CLEANING IN TOWN CENTRES

SUPPORT THE STRENGTHENING OF SOCIAL TIES AND SUPPORT NETWORKS IN LOCAL COMMUNITIES



PETS DAY OUT, LAKESIDE DRIVE

Strategic Actions Delivered in 2019/20

Strategic actions to deliver on the Darwin 2030 – *City for People. City of Colour.* Strategic Plan are outlined below with a supporting report on progress achieved in 2019/20.

TARGET: BY 2030, DARWIN WILL BE A SAFER PLACE TO LIVE AND VISIT							STATUS	COMMENT
STRATEGIC ACTION	PROVIDER	FUNDER	REGULATOR	PARTNER	FACILITATOR	ADVOCATE		
Work with all stakeholders, including the NT Government, Larrakia Nation, businesses and the community to improve community safety and amenity								Council has partnered with the Northern Territory Government to fund security for the period from April to October 2020. Collaborative arrangements with Darwin Safer City stakeholders continued throughout the year.
Utilise place-making and Crime Prevention Through Environmental Design (CPTED) methodologies when planning and maintaining public spaces								CPTED principles are considered with all infrastructure projects.
Actively participate in counter disaster, target hardening and emergency management planning, preparation, response and recovery activities								Council's emergency management plans require updating for an all hazards approach. This will be undertaken in 2020/21.
Work with key partners to improve safety in the municipality through the further development of Council's CCTV network and smart city technology								CCTV partnerships with NT Police are well established. Council will continue to seek opportunities to install further CCTV networks across the municipality.
Implement City of Darwin Business Continuity Plans to enable appropriate responses to disaster and man-made events that could impact on the safety of the community, Council staff and Council assets								Redevelopment of City of Darwin Business Continuity Plans commenced in early 2020/21.



TARGET: BY 2030, DARWIN WILL BE INCREASINGLY RECOGNISED AS A LIVEABLE CITY							STATUS	COMMENT
STRATEGIC ACTION	PROVIDER	FUNDER	REGULATOR	PARTNER	FACILITATOR	ADVOCATE		
Work with government, property owners and retail businesses to reinvigorate the city centre through membership of the Activate Darwin Advisory Board								Council continues to contribute to the Activate Darwin Advisory Board. The myDarwin digital platform has been successful in stimulating the Darwin economy following COVID-19.
Partner with the Australian Government and NT Government to deliver on the Darwin City Deal								City Deal projects are continuing with the transfer of Cavenagh Street Carpark to CDU occurring late June 2020.
Work with CDU to deliver the education and civic precinct including student accommodation, underground parking and co-located libraries in the Darwin City Centre								City of Darwin transferred the Cavenagh Street Carpark land to CDU late June 2020. CDU remains the lead agency on the Education and Civic precinct project.
Promote Darwin as a more attractive place to live and work								COVID-19 presents an opportunity for City of Darwin to promote Darwin as an attractive place to live, work and invest. Council will leverage this position in 2020/21.
Work with the NT Government on a long-term plan for Council to take on an increased role in planning decisions within the municipality								Deferred to 2020/21.
Increase utilisation of Darwin's beaches and foreshores								Deferred to 2020/21.
Implement programs that will ensure Darwin is recognised for its urban forests and as a leader in tropical design								Work has progressed on the development of a Darwin Greening Strategy. The strategy will be finalised in 2020/21.
Develop a Social Infrastructure Plan that outlines Council facilities and services that meet the long-term social needs of the city								This project will be removed from the Strategic Plan at its next review as the Priority Infrastructure Plan will supersede a Social Infrastructure Plan.

TARGET: BY 2030, DARWIN RESIDENTS WILL BE MORE ACTIVE AND HEALTHY							STATUS	COMMENT
STRATEGIC ACTION	PROVIDER	FUNDER	REGULATOR	PARTNER	FACILITATOR	ADVOCATE		
Increase the total kilometres of walking and cycling paths, including shaded pathways, to improve community connectivity and mobility								Council continues to deliver programmed capital works. Need for additional pathways etc will be identified through the development of a Darwin Movement Strategy in 2020/21.
Provide an accessible network of Council parks and recreation facilities that encourage active living for all ages and abilities								Implementation of the Access and Inclusion Plan is continuing.
Further develop Council-owned sport and recreation assets to support Darwin being recognised as an inclusive and leading regional sports and recreation hub								Implementation of the Darwin Sports Field Plan is continuing.
Deliver and facilitate affordable activities that contribute to a healthy and active community								Implementation of the Healthy Darwin Program is continuing. Enhancements for online delivering will continue in future.

Table 21 SD2 strategic actions delivered in 2019/20



CHRISP STREET, RAPID CREEK



2019/20 Municipal Plan Scorecard

Each year, City of Darwin budgets for deliverables that support strategic direction and departmental services to the community. The Scorecard below demonstrates the end of financial year results for the deliverables outlined in the Municipal Plan.

DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, DARWIN WILL BE A SAFER PLACE TO LIVE AND VISIT		
Deliver an Animal Management and enforcement city wide education program		The Great Pets Starts with You campaign was delivered over the 12-month period. Campaign tactics included print, social media, audio and television commercials. Educational material including postcards for street-wide barking, brochures for cat containment, cat ownership, dog etiquette in public, dog obedience, dog containment and barking were developed. Ongoing targeted patrols and pop-up education stalls throughout known problem hotspots including East Point reserve, Nightcliff foreshore and Northern Suburbs were conducted. Dog issues at East Point appear to be subsiding as a result.
Review and improve Council's emergency management plans and readiness		Emergency management planning and crisis response was ongoing as part of COVID-19 response and recovery programs. Council has funded a full review of the Emergency Management Framework in 2020/21 to ensure an all hazards approach.
Redevelop Business Continuity Plans for all sites and risks and test plans		Business Continuity Planning commenced and will progress in 2020/21.
Enhance Council's contractor Workplace Health and Safety Management Framework with a focus on ensuring public safety at all times		Revised processes for contractor Workplace Health and Safety were reviewed and put in place. Council has reviewed its incident reporting process and implemented a process that ensures management are aware of all incidents in a timely manner.
Work with Northern Territory Police, Fire and Emergency Services (NTPFES) to continually develop and expand the CCTV networks across the municipality		Ongoing development and expansion is planned in tandem with lighting across the municipality. Further discussions have been had with NTPFES to ensure compliance with legislation is maintained. As part of its national submission for CCCLM funding, Council is requesting to expand CCTV capabilities to Darwin suburbs. A Code of Practice for CCTV was drafted for review and approval by NTPFES.
Implement and review the Safer Vibrant Darwin Plan		City of Darwin continued to implement the Safer Vibrant Darwin Plan via the Public Places Ranges and Assertive Outreach teams.

DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, BY 2030, DARWIN WILL BE INCREASINGLY RECOGNISED AS A LIVEABLE CITY		
Deliver City of Darwin's commitments within the Darwin City Deal and coordinate Council's strategic governance and reporting arrangements for the Darwin City Deal		Implementation plan was finalised. Project control groups established, and Council representatives appointed. Council is provided with a confidential briefing on this deliverable on a monthly basis.
Enhance Council's events and develop a framework for delivery and marketing of Council-owned facilities		Following the success of a trial Brass in the Park series in 2018/19, the program was expanded to include 13 events activating local parks from June to August 2020. A new community event is being delivered in partnership with Australia Day Council on 11 July at the Aviation Museum to celebrate this year's NT Australian of the Year and promote nominations for 2021 Citizen of the Year program. In early 2020, City of Darwin developed a new Event Planning Guide, complete with new event application forms and processes.
Deliver the Daly Street beautification project		The Daly Street beautification project officially commenced in December 2019 with beautification works and roadway resurfacing completed in June 2020. This significant beautification project for the City Centre was fully delivered by Council staff.
Deliver beautification projects across all four of Darwin's Wards		Beautification projects were completed at Nightcliff Road and Wagaman Shops, Smith Street west, Progress Drive and Bradshaw Terrace. Four projects delivered by Council staff included Mitchell Street, Nightcliff Road, Anula Greenbelt Entrance and Wulagi Greenbelt Entrance.
Work with City Deal partners in planning and delivering public art installations across the City		Site investigations along The Esplanade were finalised to determine the most appropriate location for public art. The budget for the Jingili Playground Redevelopment was finalised. This project includes an integrated large-scale public art component. Both projects are within the THRIVE Public Art Plan for delivery in 2020 and 2021.
Deliver a Social Infrastructure Plan		Not yet commenced. This project will be removed at the next review of the Strategic Plan and replaced with the Movement Strategy.
Create a pipeline of strategic projects that form part of Council's Long-Term Financial Plan		Council adopted the Strategic Projects Prospectus and Darwin Economic Development Strategy in early 2020. Both strategic documents will inform the Long-Term Financial Plan.
Develop a Sustainable Urban Mobility Plan		In August 2019, Council endorsed a budget variation to be included at the first quarter review to fund the Development of a "Movement Strategy". The tender process concluded in mid-July 2020.



DELIVERABLE

STATUS

COMMENT

TARGET: BY 2030, DARWIN RESIDENTS WILL BE MORE ACTIVE AND HEALTHY

Deliver the Casuarina Pool site master plan



Ashford Architects has been awarded the contract to develop the Casuarina Pool Master Plan. The architects have conducted the initial site assessments and preliminary investigations. The Return Design Brief and Consultation Strategy have been approved, the architects have commenced initial concept design works in preparation for stakeholder and community consultation in 2020/21.

Implement the City of Darwin Access and Inclusion Plan



Key actions to implement the plan included:

- a review of non-compliant on-street accessible parking in the City Centre with 18 non-compliant parking bays being updated as part of the 2020/21 budget and a number of parking bays updated in 2019/20 to accessibility standards
- conducting beach accessibility audits including Mindil Beach
- providing advice and funds to the Jingili Playground Redevelopment project including play equipment and amenities
- input into City of Darwin's Events Planning Guide with the provision of an accessible events guideline.

Conduct a compliance audit to required standards of Council's sporting facilities



The 2019 independent Aquatic Facility Safety Assessment of Parap, Nightcliff and Casuarina Pools has been completed. Recommendations regarding facility design, supervision and operational procedures are being actioned.

A report outlining the agreed stakeholder priority list for infrastructure upgrades at sporting facilities was presented to and endorsed by Council at the 1st Ordinary Meeting in March 2020.

Manage Council's street lighting infrastructure portfolio and seek opportunities for commercial investment



Ongoing 12-month deployment program implemented across the whole of the municipality.

Deliver the Healthy Darwin program enhancing opportunities for an active community



Healthy Darwin's 2020 Dry Season Subsidised Activities was significantly impacted by the COVID-19 closures in late March and through April. Due to social distancing restrictions the Dry Season Subsidised Activities program was reconstructed as an online program.

The program included 17 providers delivering online programs through April 2020. In May 2020, social distancing measures were reduced allowing face-to-face sessions to resume. The program became a mix of online and face-to-face sessions. A total of 105 activities were delivered attracting 790 participants. Activities included a range of activities including Zumba, Aqua Aerobics and Mums and Bubs belly dancing and more.

Extensive marketing and website promotion was undertaken to encourage participation.

Table 22 Municipal Plan deliverables for SD2 A safe, liveable and healthy city

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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

ANIMAL MANAGEMENT

Animal management remained a focus during the year with a number of public education campaigns and other initiatives as follows were implemented:

- In November 2019, Council resolved to adhere to its animal management policy and replace current 'No Smoking' signs at playgrounds with signs that state 'No Smoking and No Dogs within 10 metres of playground' and install signage at all BBQ locations across the municipality that state 'No Dogs within 10 metres of BBQs'.
- Consultation and design for the Lakeside Drive dog park was completed in 2019/20 and construction commenced. The project was due for completion by August 2020.
- Three animal behaviour workshops were held with two of the workshops being held over Zoom due to the COVID-19 pandemic.

Online workshops proved successful with one workshop attracting 39 attendees.

- Council continues to use the NoiseNet devices in nuisance barking cases with a significant increase in cases experienced during the dry season.
- Targeted cat trapping continued at three problem properties; approximately 60 cats were trapped and impounded as a result. 30 additional cat traps were purchased due to significant requirement for cat management resources across the municipality.
- Audit of animal registrations across every suburb in the municipality during August 2019.

City of Darwin participates in the Top End Regional Organisation of Council's (TOPROC) Animal Management Reference Group. Key objectives for the reference group included:

- All Council Animal registration dates to be aligned (1 Sep - 31 Aug);
- Reciprocal animal registration will be recognised for TOPROC Councils;
- The first registration period for rehomed animals will be free of charge;
- The option of 5 year and lifetime animal registration has been removed.

Council amended its registration period from July to June annually to September to August annually. The revised registration period will be implemented in 2020/21. A joint marketing campaign including banners and social media posts was undertaken by TOPROC to inform residents of all Councils of the changes.

Education programs in addition to the Great Pets Start with You education campaign, delivered in 2019/20 included:

- Council developed television commercials to be aired in July 2020, targeting cat containment, picking up after your dog and Top End Councils working together for the benefit of your animal.
- Educational material developed included postcards for street-wide barking, brochures for cat containment, cat ownership, dog etiquette in public, dog obedience, dog containment and barking.
- Ongoing targeted patrols and pop-up education stalls were conducted at known problem hotspots including East Point reserve, Nightcliff foreshore and Northern Suburbs.
- Two parasite control programs in Bagot, Minmarama and Kulalluk communities were attended.

DOG DAY OUT – A FREE MICRO-CHIPPING EVENT

City of Darwin continued to promote responsible pet ownership including registration, care and compliance. A free micro-chipping event at Jingili Water Gardens called 'Dog Day Out' offered an opportunity for owners to have their animals micro-chipped for free. Micro-chipping helps Council reunite animals with owners if they become lost or wander. The event provided opportunities to learn about animal training and socialising, caring for pets and dog obedience. Pet owners also had the opportunity to speak directly with experts and service providers to discuss all aspects of their pets' health and well-being. Council staff were available on the day to process registrations and update registration details for owners.

Microchipping usually costs between \$35 and \$75. All pets must be micro chipped in order to be registered and de-sexed animals have nearly \$100 deducted from the cost of annual registration.

THE MALL LIGHTING

A four-month lighting project was undertaken in The Mall to improve safety and the visual appeal of The Mall. The project resulted in the installation of bud lights in trees, floodlights and re-lamping throughout The Mall.

DARWIN SAFER CITY PROGRAM

The CBD Safety Coordination Group, chaired by the Northern Territory Police, focuses on address alcohol harm and antisocial behaviour in the city centre. The group is operational in nature and works through advocacy to effect policy change and operational management of these issues across the whole of the Darwin municipality.

The COVID-19 crisis caused disruption to business as usual practices, including the ability to attend meetings.

Council's Assertive Outreach Team which operates under the Darwin Safer City Program remained operational through COVID-19, however was required to maintain social distancing. The service continued to operate as a public safety measure but also to educate vulnerable community members on public health risks associated with COVID-19.

Council staff delivered a presentation to the Darwin Bus Network Consultative Committee regarding the Darwin Safer City Program, the Public Places Services Collaboration Group, changes to the Liquor Act and information related to the broader Northern Territory context with regards to harmful alcohol consumption and the impact this has at local level.

Antisocial behaviour in walkways and requests for management of this continued to be a community safety priority with permanent closure of walkways located at Vanderlin Drive, Karama and Walkway 179, Malak occurring through the year.

THIRD PARTY SECURITY OPERATIONS IN THE DARWIN CITY CENTRE

In April 2020, the Northern Territory Government sought a commitment from City of Darwin to co-fund a third-party security operations program in the Darwin City Centre. The primary objective was as a response measure to COVID-19 and ensuring public health and personal safety. City of Darwin agreed to the arrangement with a six-month commitment to September 2020. This initiative was included in City of Darwin's economic stimulus package announced on 6 April 2020.



CASE STUDY Lakeside Drive Dog Park



City of Darwin undertook community consultation for the establishment of a dog park on Lakeside Drive. This follows the installation of Darwin's first dog park in Muirhead in 2018/19.

The Lakeside Drive dog park was a joint project with the Northern Territory Government and was one of the Municipal Ward Small Projects. Dog parks are a measure under our community safety banner to ensure that dogs and their owners and neighbours live together safely and in harmony.

The park is in an ideal location with adequate parking facilities

and amenities and meets Crime Prevention Through Environmental Design (CPTED) principles for open surveillance, location and connectivity to pathways. The dog park will consist of a separate small and large dog area, fencing and access gates, water troughs, animal play elements, dog disposal bags and shade trees with seats installed under the tree canopy.



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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

DARWIN CITY DEAL

In June 2020, City of Darwin signed an historic agreement with Charles Darwin University (CDU) to transfer the Cavenagh Street car park land from City of Darwin to CDU. The transfer agreement for \$14.6M will enable CDU to fast track the development of the Education and Community Precinct project.

The Education and Community Precinct is a key element of the Darwin City Deal which is a ten year \$200M collaboration between the Australian Government, Northern Territory Government and City of Darwin.

City of Darwin will utilise funds from the land transfer to progress infrastructure projects led by Council. Infrastructure projects will focus on stimulating the Darwin economy and creation of local jobs.

The relocation of the Darwin City Library, Customer and Ranger Services to a more central location in the city centre will be funded from this transfer to create activation in the city centre.

As a result of the land transfer, the Cavenagh Street Car Park closed permanently on 28 June 2020.

MUNICIPAL WARD PROJECTS

City of Darwin and the Northern Territory Government partnered to deliver a \$2.0M matched funding program of small projects, divided evenly across Darwin's four wards. The small projects focused on improving amenity, accessibility and useability of public spaces across 14 locations as outlined below. This program was a great example of local Aldermen and MLA representatives working together to deliver projects identified within their own communities.

- Lakeside Drive dog park (located next to the Lakeside Drive Community Garden)
- Yanyula Park Upgrade, Anula
- Playground upgrades at Kailis Park, Wanguri and Koolpinyah Park, Tiwi
- Amenities at Rapid Creek Foreshore
- ½ basketball court and swings are Garamanak Park, Lyons
- Playground and community garden at Robyn Lesley Park, Karama
- Amenities at Cullen Bay
- Basketball court upgrade and landscaping at Holzerland Park, Malak
- Accessible amenities at Jingili
- Playground upgrades at Wanguri Oval
- Leanyer Footpath Upgrade
- Wanguri Oval
- Anula Oval

 <https://www.darwin.nt.gov.au/jointsmallprojects>

STREETSCAPE BEAUTIFICATION PROJECTS

City of Darwin allocated funds to deliver seven more streetscape projects across the municipality. Council will allocate funds for streetscape projects annual for the next five years. Projects in 2019/20 were undertaken by external contractors and delivered at Bradshaw Terrace, Progress Drive and Smith Street. City of Darwin staff delivered streetscape projects works at Mitchell Street and Nightcliff, Anula and Wulagi. Streetscape works include landscaping, garden beds, irrigation and tree planting.



TOP: JOINT SMALL PROJECTS - YANYULA PARK

BOTTOM: GREEN ARMY, GILRUTH AVENUE, THE GARDENS

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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

CHRISP STREET

Tennis Court facilities at Chrisp Street provide a suburban recreational facility for neighbouring streets and suburbs. Upgrades at the site included re-surfacing of three tennis courts, a new multisport court, a picnic area with shade structure, landscaping and car park upgrades. Support was provided by the Northern Territory Government through its Local Government Special Purpose Grants Fund.



DARWIN VELODROME REDEVELOPMENT PROJECT

In 2018/19 City of Darwin undertook significant community consultation on the redevelopment of the Darwin Velodrome precinct. This included discussions with various interested stakeholders including the Darwin Cycling Club, Triathlon NT, Friends of Bagot Park, Football Federation NT and the Mindil Aces Football Club.

During 2019/20, Council received a request from the Northern Territory Government Chief Minister requesting that the Darwin Velodrome project scope be scaled back and that the project be delivered in 2020/21.

EXERCISE EQUIPMENT INSTALLATIONS

In 2019/20, City of Darwin installed exercise equipment at a number of locations including East Point and Nightcliff.

A group of local athletes, the 'Bar Brothers' were successful in a funding application to Darwin based organisation Total Recreation, the Northern Territory Government and City of Darwin. The funding enabled Council to install inclusive exercise equipment at East Point. The inclusive exercise equipment is wheelchair accessible and provides users with a street workout experience. A street workout experience is exercise that can be performed in outdoor areas using a person's body weight such as pull-ups, chin-ups and push-ups.

TOP: CHRISP STREET TENNIS COURTS, RAPID CREEK

BOTTOM: DARWIN VELODROME, BAGOT

JINGILI PLAYGROUND REDEVELOPMENT

City of Darwin commenced the Jingili Regional Playground Redevelopment project in 2019/20 with extensive community consultation (see case study on page 107) and public art commissioning. Jingili is one of City of Darwin's four regional playgrounds and caters for a broad range of stakeholders.

City of Darwin has partnered with Variety NT to ensure that Jingili is recognised as Darwin's premier all-inclusive playground. Ancillary works at the site to support this objective has already commenced and include a new fully accessible toilet and changing facilities. The amenities will comprise two standard toilet booths and one fully accessible booth with a hoist, the first of its kind in Darwin. The fully accessible toilet and changing facilities are expected to be installed in October 2020. New and redeveloped pathways will be installed to ensure improved connectivity across the site.

Playground construction is due to commence in the 2020/21 financial year.



WANGURI PLAYGROUND

PLAYGROUND TRANSFORMATIONS

New play equipment and shade structures were installed at a number of locations across the municipality. Darwin has more than 110 playgrounds and maintaining these public spaces for the community is a key priority and a significant ongoing investment from City of Darwin. Playgrounds that were redeveloped during the year included:

- Colster Park – Wagaman
- Freycinet Park – Karama
- Airlie Park – Brinkin
- Borella Park – Jingili
- Brian Chong Wee Park – Woolner
- Armstrong Park – Leanyer.
- Copeland Park, Nakara

Additional playground updates included Koolpinyah Park which replaced one double swing with multi-use play equipment, a slide and shading.

Kailis Park, Wanguri was redeveloped in 2019/20. The new playground included installation of shading, softfall sand, a slide, climbing wall, spider net and a special memorial seat requested by the community.



URBAN OVAL LIGHTS PROJECT, GARDENS OVAL, THE GARDENS

SPORTS OVAL LIGHTING

Council's project to install lighting at three major sporting ovals; Gardens Oval, Bagot Oval and Nightcliff Oval continued in 2019/20. The joint Northern Territory Government and City of Darwin project has received a high level of community support. The project is expected to be completed in early 2020/21 and will enable sports training and matches to be played at cooler times of the day and provide opportunities for increased participation, improved access to sports and expand on the range of sports that can be provided.

SPORTS OVAL UPGRADES

City of Darwin funds the implementation of the Sports Field Plan to an amount of around \$100K per annum. Projects delivered in 2019/20 included the installation of rail mounted cricket sightscreens at both ends of Gardens Oval One. Sleeved senior soccer goal posts for competition and training were installed at Gardens Oval Two.

Infrastructure upgrades at Yanyula Park, Anula included adding an additional 24 car parking spaces, replacing bollards and landscaping and tree planting.



In September 2019, City of Darwin commenced their community consultation for the Jingili Regional Playground. As a regional playground the facility caters to the needs of the broader population.

Key objectives of this consultation were to:

- Ensure the new playground design is informed by community priorities and expectations.
- Create an inclusive play space by understanding the needs of the community through three principles 'Can I get there? Can I play? Can I stay?'
- Create community ownership of the new playground through involvement in the planning and design of the project.

In order to achieve these objectives a consultation plan was designed at the consult level. The consultation ran over five weeks, from 10 September to 15 October 2019.

The following tools and tactics were used:

PLAYGROUND DETECTIVES

This was a first for our playground consultations. It was targeted at getting the children more directly involved with providing feedback. Children received a Playground Detective kit with a hat, badge, magnifying glass, booklet and pen. The children were to visit the four Regional Playgrounds and complete the Playground Detective Booklet. A draw will be held from the participants for one lucky child to be the first to use the new playground. (30 playground detective booklets returned) when it is completed in 2020/21. To date, 30 Playground Detective Booklets have been returned and will be entered into the competition.



CASE STUDY Jingili Regional Playground Community Consultation

ENGAGE WEBSITE

An online platform used to facilitate the consultation. Two pages were created, one of which housed the survey (gathering feedback from stakeholders and the community - 109 responses, 2 written submissions) and the other targeted at Playground Detectives.

COMMUNITY EVENTS

Sunday 22 September 9 am -12 noon. Approx. 170 attended

Wednesday 2 October 9 am – 12 noon. Approx. 140 attended

ENGAGEMENT STATION 1

3 large boards with three headings - 'Can I get there? Can I play? Can I stay?'

HIGH IMPORTANCE

- Climbing
- Imaginative play
- Balance
- Swinging
- Sliding
- Nature play
- Water play

MEDIUM IMPORTANCE

- Problem / puzzle solving
- Tactile / touch
- Bouncing

LOWER IMPORTANCE

- Musical / sound
- Spinning
- Quiet spaces
- Sand play

Community were encouraged to share their thoughts under these spaces. Feedback was collated and used in the consultation.

ENGAGEMENT STATION 2

iPads for surveys

Playground Detective's registration Public Art Engagement Activity – 'give us 3 works that describe how you imagine the new playground to feel?'

POSTCARD AND MAIL OUT

SOCIAL MEDIA POSTS Through the consultation we were able to understand what the community valued and wanted to see in the new playground.





Looking Forward - 2020/21 Municipal Plan Deliverables

TARGET – BY 2030, DARWIN WILL BE A SAFER PLACE TO LIVE AND VISIT

- Deliver animal management programs and services as detailed in Council's Dog and Cat Management Strategy 2018-2022
- Develop Business Continuity Plans for all functions and test plans
- Review Council's Contractor Management processes in accordance with Council's Workplace Health and Safety Management framework
- Expand CCTV networks across the municipality as part of the #SmartDarwin Strategy
- Improve community safety and amenity with stakeholders including the NT Government and Larrakia Nation

TARGET – BY 2030, DARWIN WILL BE INCREASINGLY RECOGNISED AS A LIVEABLE CITY

- Deliver a municipal Coronavirus (COVID-19) Stimulus package to support our city's recovery
- Deliver streetscape beautification projects across all four of Darwin's Wards
- Deliver public art installations as part of the Darwin City Deal
- Develop a City of Darwin Movement Strategy
- Review and revitalise accessible parking across the City Centre

TARGET – BY 2030, DARWIN RESIDENTS WILL BE MORE ACTIVE AND HEALTHY

- Deliver the Casuarina Pool Master Plan
- Deliver the Casuarina Pool Redevelopment Project
- Deliver the Darwin Velodrome Upgrade Project
- Deliver the Healthy Darwin Program





SD3 – A COOL, CLEAN AND GREEN CITY

Strategic Statement

City of Darwin already has a strong focus on looking after our natural environment. Working with all levels of government and the community, Council is committed to long-term environmental sustainability through planning and consultation. Our public spaces will increasingly offer shade to encourage increased use of our parks, ovals, walkways and cycling paths.

By recognising our footprint on the earth, and utilising renewable energy, supplemented by reduced demand on energy, we will contribute to giving future generations a healthy environment. We will invest in energy efficiencies and renewable energy to reduce our ecological footprint, ensuring we contribute to a healthy environment for generations to come.

Darwin will be recognised globally for innovative and smart design in clean energy and waste management.



STRATEGIC PERFORMANCE



Performance of SD3 A cool, clean and green city is outlined below. A total of 5 place attributes were assessed which were associated with comfort and vegetation.

The performance of SD3 A cool, clean and green city was 70.1 compared to the national benchmark of 65.4.

Place attributes that relate to a cool, clean and green city are associated with comfort and vegetation and performance rates SD2 in the top two performing Strategic Directions for Council. Despite performance, it is also the strategic direction with the highest performance gap. Put simply, this is because our community care more about these attributes of a place (3 out of the top 5) than any others. The performance gap is negative across every demographic, age, residency and location of birth.

ATTRIBUTES [# PX RANKING]	SCORES
Elements of the natural environment (views, vegetation, topography, water etc.) #12	72
Vegetation and natural elements (street trees, planting, water etc.) #19	71
Physical comfort (impacts from noise, smells, temperature) #25	70
General condition of vegetation, street trees and other planting #28	69
Shelter/awnings (protection from sun, rain etc.) #29	69

Figure 14 SD3 A cool, clean and green city attribute scores and #PX ranking



STRATEGIC FUTURE

When considering Council's future investment opportunities, it is important to consider what is underperforming in relation to what people care about or value.

Aggregating how people rate Darwin with what they value allows the City of Darwin to consider future priorities aligned to Council's vision for 2030 and strategic directions. There are no attributes relating to a cool, clean and green city that are a strength. However, three of the top six priority areas overall relate to this strategic direction. To improve long term performance with this strategic direction future investment should focus on:

- General condition of vegetation, street trees and other planning
- Vegetation and natural elements (street trees, planning, water etc)
- Elements of the natural environment (views, vegetation, topography, water etc)

Abundant and well looked-after street trees and vegetation are an integral part of the Darwin community's ideal city. Similarly, the Darwin community highly values views, vegetation and water features. People in Fannie Bay, Karama and Malak town centres are proud of how unique nature is currently making their area unique. While all other town centres would highly benefit from more natural elements.

Community ideas for change focused on improving the condition and offer of green spaces, with some specifically mentioning their cooling effect. Fannie Bay, Karama, Malak and Parap are the only town centres were respondents identified physical comfort or shelter and awnings as being something that may require some improvement. Other ideas for change were grouped respondents wanting more and/or better parks and greenery, improved comfort (noise, smell, temperature), protection of our topography and landscape, better sustainable actions and behaviours, and to protect and celebrate our fauna and flora.

COMMUNITY IDEAS FOR CHANGE

A HIGH PERCENTAGE OF IDEAS RELATED TO THIS STRATEGIC DIRECTION, WITH NEARLY A THIRD OF ALL COMMUNITY IDEAS FOR CHANGE RELATING TO IMPROVING VEGETATION AND GREEN SPACE

INVEST IN MORE STREET TREES AND PLANTING ACROSS TOWN CENTRES

CELEBRATE DARWIN'S UNIQUE CLIMATE, VEGETATION, AND NATURAL FEATURES AS AN AUTHENTIC POINT OF DIFFERENCE



Strategic Actions Delivered in 2019/20

Strategic actions to deliver on the Darwin 2030 – *City for People. City of Colour.* Strategic Plan are outlined below with a supporting report on progress achieved in 2019/20.

TARGET: BY 2030, DARWIN WILL BE RECOGNISED AS A CLEAN AND ENVIRONMENTALLY RESPONSIBLE CITY							STATUS	COMMENT
STRATEGIC ACTION	PROVIDER	FUNDER	REGULATOR	PARTNER	FACILITATOR	ADVOCATE		
Develop a best practice Environmental Management Plan								An external consultant has been contracted to assist Council to develop its Environmental Management System. Further reporting on this action will occur in 2020/21.
Renew Council's commitment to Climate Action								The Lord Mayor declared a climate emergency in July 2019 and committed to Council achieving zero net emissions from Council operations by 2030. A Climate Emergency Strategy is being developed and expected to be completed for the end of the 2nd quarter in 2020/21.
Develop a Greening Darwin Strategy								The Darwin Greening Strategy is in draft form and will be progressed in 2020/21.
Council will have zero net emissions from operations by 2030								Council actions to achieve this target will be set through the Climate Emergency Strategy.
Deliver projects that will cool the Darwin City Centre								A number of cooling and shade structures have been delivered. City of Darwin's tree planting program will contribute to achieving this action over the longer term.
Ensure Council open spaces contribute to the city's biodiversity								Council continued to implement the East Point Biodiversity Plan in 2019/20.
Contribute to the Northern Territory Government's 50 per cent renewable energy target by 2030								Council actions to achieve this target will be set through the Climate Emergency Strategy.
Facilitate forums for environmental services providers to share information and develop relationships within the sector and with other industries								Deferred to 2020/21.
Implement a Waste Strategy that encourages innovative solutions for reducing and re-using waste resources								Consultation on a waste strategy occurred in the 2018/19 financial year. Development of the strategy has been deferred to 2020/21.
Under the Darwin City Deal, establish an Urban Living Lab with NT Government and the CSIRO								Urban Living Lab has been established. Council has committed \$100K funding per annum over 10 years.

Table 23 SD3 strategic actions delivered in 2019/20



2019/20 Municipal Plan Scorecard

Each year, City of Darwin budgets for deliverables that support strategic direction and departmental services to the community. The Scorecard below demonstrates the end of financial year results for the deliverables outlined in the Municipal Plan.

DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, DARWIN WILL BE RECOGNISED AS A CLEAN AND ENVIRONMENTAL RESPONSIBLE CITY		
Plant 4,000 trees across the Darwin municipality		Green Army participants expedited delivery of this project. Approximately 2,000 trees were planted in open spaces and 1,500 planted on verges.
Deliver the Greening Darwin Strategy		The Darwin Greening Strategy is being drafted. The strategy will be finalised in the first half of 2020.
Deliver the Shoal Bay Waste Management Facility Leachate Treatment Project		A report was presented to council in June 2020 to approve the installation of temporary and long-term treatment systems to treat leachate at Shoal Bay Waste Management Facility. City of Darwin has submitted an application to the NTEPA to allow the projects to proceed.
Finalise the Waste Management Strategy for adoption by Council		Consultation on a waste strategy occurred in the 2018/19 financial year. Development of the strategy has been deferred to 2020/21.
Establish an Urban Living Lab in partnership with the Northern Territory Government and CSIRO as an initiative of the Darwin City Deal		The establishment of the governance and projects associated with the Urban Living Lab has been developed and representation by Council has been established. A science Symposium was held in December 2019 and projects are ongoing.
Develop a Council-wide Environmental Management Plan and articulate Council's response to climate action		An external consultant has been contracted to assist Council to develop its Environmental Management System. Further reporting on this action will occur in 2020/21.
Implement the Single Use Plastics Policy within Council and the community		The single use plastic ban is continuing to influence markets and events in Darwin. Liaised with ECNT to undertake another market audit COVID-19 has put this on hold. Community engagement continuing through Facebook. Planning for Plastic Free July promotion has begun.
Deliver the suburban lights project		Over 6,000 Lumineers were installed. The accelerated replacement program has now concluded. Council will need to secure an extension to contract if required.
Implement the Gardens for Wildlife Program		G4W seeks to increase biodiversity across the municipality. There are 219 active participants according to our Mailchimp statistics. (Calculated by those who are still subscribed to the program) 90 properties have been assessed lower due to the impact of COVID-19. Planned G4W events/workshops have been postponed or altered to be delivered on an online platform. The Barry's Bees online event was prepared in April 2020.

DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, DARWIN WILL BE RECOGNISED AS A CLEAN AND ENVIRONMENTAL RESPONSIBLE CITY		
Deliver an Urban Forest Tree Management Strategy including tree asset data collection		The Darwin Greening Strategy is being drafted. The strategy will be finalised in the first half of 2020.
Deliver new pump infrastructure at Lake Alexander to improve water quality		Project has been delayed due to COVID-19 and will be completed at first quarter 2020/21.
Implement the City of Darwin Energy Strategy		Initiatives are being explored broadly as part of the Shoal Bay Waste Management Facility operations and climate emergency response. Ongoing efficiency changes are occurring on a need's basis such as replacement of lighting to LED.

Table 24 Municipal Plan deliverables for SD3 A cool, clean and green city



COMMUNITY PLANTING DAY - EAST POINT NATURE RESERVE, EAST POINT

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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

CLIMATE EMERGENCY DECLARED

At the Ordinary Meeting on 30 July 2019, the Lord Mayor presented a Lord Mayoral Minute to declare a climate emergency. The resolution, carried unanimously, declared the climate emergency and called upon the Northern Territory and Commonwealth Governments to join City of Darwin to take immediate action.

By declaring a climate emergency, Council declared its commitment to action on the devastating effects of climate change and by doing so joined nearly 600 jurisdictions worldwide, including 28 Australian

councils, in recognising that human induced climate change represents a substantial threat to our community and the local environment we cherish.

Council has committed to achieving zero net emissions from Council operations by 2030 but recognises that more must be done and encourages the Darwin community to work with Council for a broader approach to reducing our contribution to climate change.

To progress action, the Lord Mayor hosted a Climate Emergency Round Table event in October 2019. Local community members and stakeholders were invited to share their ideas.

Over the remainder of the year, City of Darwin has been preparing its response and a Climate Emergency Strategy and action plan will be released towards the end of 2020. The Strategy and action plan will outline a roadmap for Council and the community to respond.

SHOAL BAY WASTE MANAGEMENT FACILITY

City of Darwin's largest capital spend is at the Shoal Bay Waste Management Facility. In 2019/20 three projects totalled over \$22.5M.

The Shoal Bay Waste Management Facility services the greater Darwin region and is the only licensed landfill in the area. It receives over 180,000 tonnes of waste per annum and has a forecasted operational life until 2034. To improve ongoing operational management and meet increasing regulatory and environmental standards, upgrades are underway to advance the facility for the future and include the Leachate Treatment System, construction of a new Cell (Cell 6), capping of Cells 3 and 4 and construction of a new weighbridge and entrance at the facility. Cell 6 construction progressed well during the year despite slight impacts from COVID-19 and was completed August 2020.

Concept design for the capping of Cells 3 and 4 was completed and construction of this project will occur in the 2021/22 financial year.

Construction on the new weighbridge commenced early in the 2020/21 financial year and is expected to be completed in October 2020.

Further work to develop the Leachate Treatment System will occur in 2020/21 once Council has received confirmation and amended licensing from the Northern Territory Environmental Protection Agency (NTEPA).

In addition to planned works, City of Darwin was successful in securing funding through the Northern Territory Government's Energy Efficiency and Sustainability Grants for \$145K to build a solar array at the Shoal Bay Waste Management Facility.



SHOAL BAY WASTE MANAGEMENT FACILITY, CELL 6, SHOAL BAY

"By taking action we can make a real difference."

LORD MAYOR VATSKALIS.



Electricity consumption at the recycling and waste management facility nearly doubled in 2015/16 and with a larger leachate treatment system to be installed, electricity costs are expected to increase dramatically.

The new solar array is expected to reduce the need for grid electricity and reduce electricity costs by nearly \$65K per annum and will contribute to Council meet its commitment to zero net emission from Council operations by 2030.

4,000 TREES

City of Darwin planned to plant 4,000 trees during the year. Malak, Anula and Wulagi and surrounding greenbelts were all but destroyed by Cyclone Marcus in March 2018. 903 mature trees were planted in these suburbs. Planting trees in suburbs will help create a city that is cool, green and liveable. Ensuring the right trees are planted will deliver a more robust and resilient urban forest.

Planting trees of varying age, characteristics and size with a mix of Australian and Northern Territory

natives will contribute to building resilience, as will ensuring that Council plants the right tree in the right place with the right soil and the right watering system.

The Lord Mayor initiated a School Tree Planting Program offering primary and middle schools' trees to replace what they lost during Cyclone Marcus. The first school to participate in the program was the Nightcliff Primary School who received 30 new trees to be planted within the school's grounds.

Establishing a Green Army in the wake of COVID-19 enabled Council to accelerate the delivery of greening projects. The Green Army planted approximately 2,000 trees in open spaces and 1,500 trees on verges during the period of their employment.

OP SHOP GUIDE REINFORCES 'REUSE, RECYCLE AND UPCYCLE'

In 2019/20, City of Darwin launched an Opportunity Shop (Op Shop) Guide - 'Secondhand Wonderlands' aimed at promoting and encouraging sustainability across Darwin.

The launch was held at the Red Cross Op Shop in the Mall and coincided with Secondhand Wardrobe Day. The Secondhand Wonderlands guide provides up-to-date information on where Opportunity Shops are located, who they are operated by and opening hours.

The initiative supports Council's commitment to climate emergency and long-term sustainability. Each year alone, Red Cross Australian rescue 450 tonnes of clothing from landfill and provide retail training and opportunities to 4,400 volunteers.

Currently more than 4% of landfills are clothing. Op shopping can reduce the impact of clothing in our landfills.





UPCYCLING
converting 'useless' waste products into new exciting products.



FREE-CYCLING
giving away to others, rather than throwing away unwanted items.



TRASHION
the art of refashioning old clothes into designer pieces by upcycling.



CITY CENTRE STREET HEAT MITIGATION

Through the Urban Living Lab, the Northern Territory Government, City of Darwin and its Darwin City Deal partners are trialling a series of heat mitigation initiatives that will help reduce surface and air temperatures in our tropical city and rejuvenate Darwin's city centre. Heat mapping of Darwin city centre identified Cavenagh Street as one of the hottest locations in the city.

Other city centre cooling initiatives undertaken during 2019/20 included:

- Shade structures and new trees as part of the upgrade of the Cavenagh and Bennett Street intersections improving the tourist experience.
- Greening the Street - planter boxes for medium scale trees and garden walls for instant greenery.
- Cool surface treatments - new technology paints to reflect UV, and alternate road mix and pavement products along Cavenagh Street.
- Environmental monitoring - through sensors installed as part of the Switching on Darwin Smart Cities project.

GARDENS FOR WILDLIFE (G4W)

Council continued the Gardens for Wildlife Program in 2019/20 and established a Leanyer Native Walk, a native garden walking tour with local plant specialist and environmental educator Emma Lupin.

G4W offers residents a biodiversity assessment of their own yard by Council staff and recommendations on how they can better attract wildlife. The uptake of G4W continued to grow. At the start of the year around 140 residents were registered with the program. By June 2020, over 200 residents had registered for the program.

ENVIRONMENT EDUCATION

City of Darwin has a key role to inform and advocate, to the community and for the community, on key environmental issues. Events held in 2019/20 included:

- Aussie Backyard Bird Count
- Lord Mayor's Climate Emergency Roundtable
- East Point Shore Birds

PLASTICWISE – PHASING OUT SINGLE USE PLASTICS

The phasing out of single use plastics from all markets and activities on Council land continued in 2019/20 with all events and markets to demonstrate compliance no later than the end of 2019.

The program commenced in August 2018 and came into effect on 1 January 2019. Council implemented a staging process to allow providers to use existing stock of single use plastics.

During the year, Malak and Mindil Market Associations confirmed full compliance with Council's policy position to ban single use plastics.

Since announcing the ban, Council has received overwhelming community support, with more than 340 direct letters expressing positive feedback to staff and Elected Members.



CLIMATE EMERGENCY ROUNDTABLE



Daly Street is one of Darwin's primary entrances to the city centre running directly from the Stuart Highway.

A Darwin City Centre Master Plan Project (MP07), the street was transformed with beautification works, road resurfacing and repairs and maintenance to kerbing and footpaths.

An avenue of trees is a focus of the streetscape. The spectacular *Pride of India* tree has been planted throughout to create an avenue of colour, shade and vibrancy.

Council has delivered this project with the future in mind. Before resurfacing, underground electrical, water and service conduits were installed, street lighting was replaced and

upgraded and poorly positioned trees were removed and replaced by more than 130 shade trees. In addition to shade trees, investment included more than 5,000 plants and shrubs, 2,500 square metres of turf, 1 kilometre of new footpaths and curbing and 600 cubic metres of topsoil and 200 cubic metres of mulch.

Daly Street beautification was wholly delivered by Council staff, supported by the Green Army, and is a direct benefit of the operations restructure that occurred earlier in the year. The Green Army was made up of 100 casual employees who lost jobs as a result of COVID-19.

What once was a bitumen road, lined by concrete buildings, has been transformed, providing greening, cooling and colour and is a prime example of the types of projects Council will continue to deliver to meet its Darwin 2030 vision for a *City for People. City of Colour.*

Looking Forward – 2020/21 Municipal Plan Deliverables

TARGET - BY 2030, DARWIN WILL BE RECOGNISED AS A CLEAN AND ENVIRONMENTALLY RESPONSIBLE CITY

- Plant 4,000 trees across the Darwin municipality
- Implement the Greening Darwin Strategy
- Implement Council's response to Climate Emergency
- Complete design and final capping of cells 3 and 4 at the Shoal Bay Waste Management Facility
- Upgrade the weighbridge and entrance at the Shoal Bay Waste Management Facility
- Install a Leachate Irrigation System at the Shoal Bay Waste Management Facility
- Finalise and implement the Waste Management Strategy
- Partner with the Northern Territory Government and CSIRO for the Urban Living Lab, as an initiative of the Darwin City Deal
- Deliver the Gardens for Wildlife Program

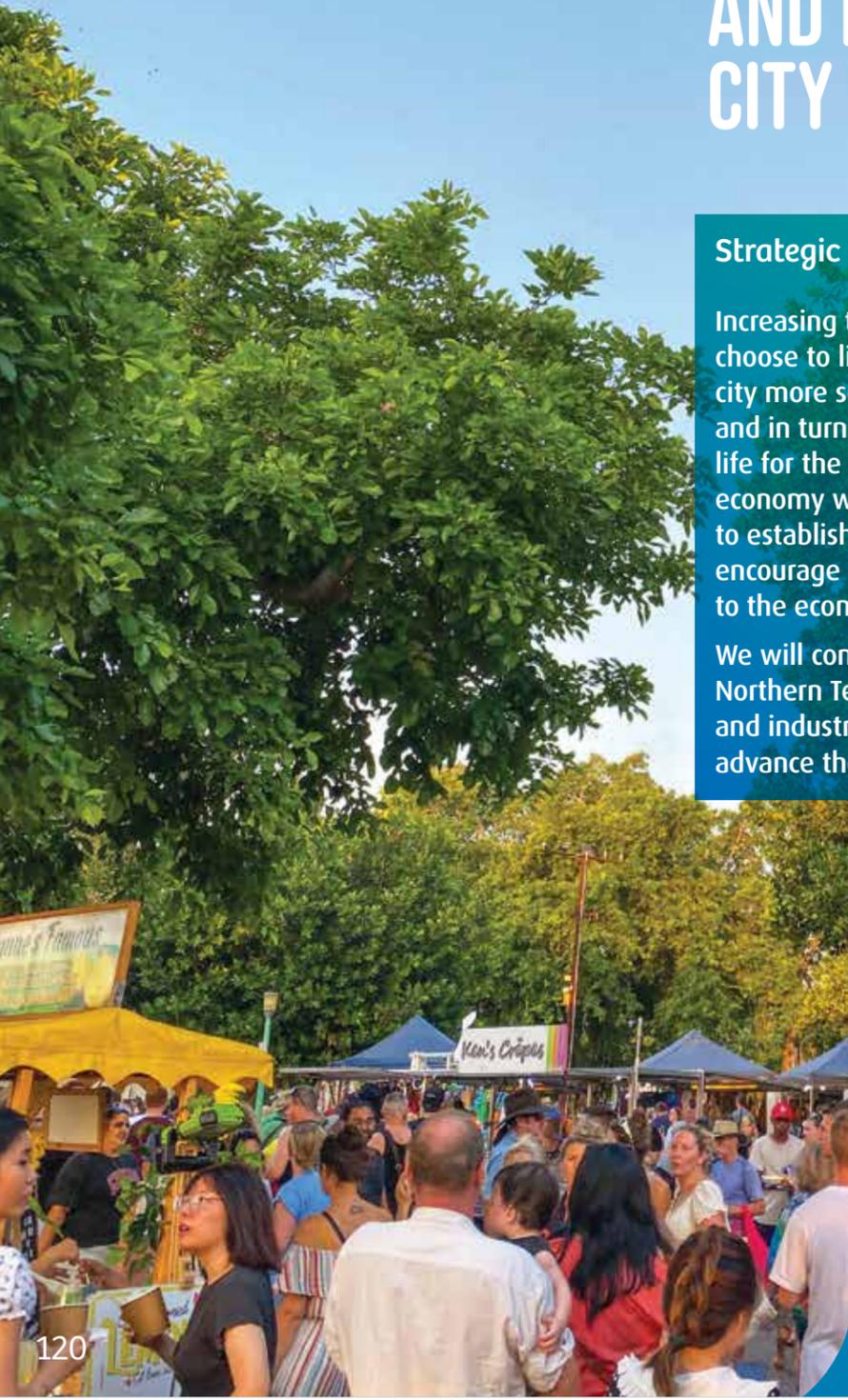


SD4 – A SMART AND PROSPEROUS CITY

Strategic Statement

Increasing the number of residents who choose to live in Darwin will make the city more socially and economically active and in turn achieve a better quality of life for the people of Darwin. A thriving economy will encourage businesses to establish or expand in Darwin and encourage tourists to visit and contribute to the economy.

We will continue to work with the Northern Territory Government, business and industry and other partners to advance the local economy.



MINDIL BEACH MARKETS

STRATEGIC PERFORMANCE



Performance of SD4 A smart and prosperous city is outlined below. A total of 10 place attributes were assessed which related to the local economy.

The performance of SD4 A smart and prosperous city was 67.8 compared to the national benchmark of 64.6.

Evening activities, alfresco dining, clusters of similar traders and the diversity of price points are amongst the top contributors to this strategic direction. The place attributes with the most room for improvement relate to the care and pride of businesses (their condition and window dressing), their uniqueness, and the offer of everyday businesses (post office, banks etc).

ATTRIBUTES [# PX RANKING]	SCORES
Things to do in the evening (shopping, dining, entertainment etc.) #7	75
A cluster of similar businesses (food, cultural traders, fashion etc.) #14	72
Buildings and shop fronts #17	71
Outdoor restaurant, cafe and/or bar seating #22	70
Diversity of price points (\$ to \$\$\$) #23	70
Unusual or unique businesses/shops #30	68
Service businesses (post offices, libraries, banks etc.) #36	66
General condition of businesses and shopfronts #40	64
Businesses that reflect the local community and values #44	62
Shop window dressing (visual merchandising) #46	60

Figure 15 SD4 A smart and prosperous city attribute scores and #PX ranking



STRATEGIC FUTURE

When considering Council's future investment opportunities, it is important to consider what is underperforming in relation to what people care about or value.

Aggregating how people rate Darwin with what they value allows the City of Darwin to consider future priorities aligned to Council's vision for 2030 and strategic directions. Attributes that are a strength for this strategic direction including overall look and visual character, welcoming to all people and evidence of public events happening such as markets, street entertainers. To improve long term performance with this strategic direction future investment should focus on:

- Local history, heritage buildings or features
- Public art, community art, water or light features

- Interesting things to look at (people, shops, views etc)
- Culturally diverse businesses (range of ethnicities and interests etc)
- Unusual or unique buildings or public space design

Darwin's overall look and visual character is perceived as something to be proud of. The city's character is also largely expressed via social interactions, mainly through public events and people's friendliness.

However, the Darwin community would benefit from physical representations of its unique character. One way the community has identified to do so is through public art and references to local history. This would be especially appreciated in the City Centre, Karama, Malak, Parap and Rapid Creek town centres.

Community ideas for change focused on increasing the offer of artistic features, especially those that would reflect each area's uniqueness and Darwin's history. Community members also asked for more occasions to meet their neighbours and connect.



ART TO STREET

COMMUNITY IDEAS FOR CHANGE

A HIGHER PERCENTAGE OF YOUNGER RESPONDENTS' IDEAS RELATED TO THIS STRATEGIC DIRECTION, WITH LEISURE, ENTERTAINMENT AND RETAIL OPTIONS TAKING THE TOP SPOT

FACILITATE AN INCREASE IN QUALITY OUTDOOR DINING AND SOCIAL SPACES

SUPPORT LOCAL ECONOMIES THROUGH AN INCREASED DIVERSITY AND QUALITY OF LOCALLY OWNED AND OPERATED BUSINESSES THAT SUPPORT COMMUNITIES

Strategic Actions Delivered in 2019/20

Strategic actions to deliver on the Darwin 2030 – *City for People. City of Colour.* Strategic Plan are outlined below with a supporting report on progress achieved in 2019/20.

TARGET: BY 2030, DARWIN WILL BE RECOGNISED GLOBALLY AS A SMART CITY							STATUS	COMMENT
STRATEGIC ACTION	PROVIDER	FUNDER	REGULATOR	PARTNER	FACILITATOR	ADVOCATE		
Implement and evolve #SmartDarwin and its pillars by 2030								Work commenced to formalise the #SmartDarwin Strategy and action plan. The Strategy will be formalised in 2020/21.
Lead innovation for the city and facilitate relevant activities to support these initiatives								Council delivered the myDarwin digital program in 2019/20.
Support the development of business centres that foster industry engagement, collaboration and innovation across all markets								Deferred to 2020/21.
Develop innovation hubs for our community and future generations								Deferred to 2020/21.
Support life-long learning opportunities through the provision of STEAM programs								A number of STEAM programs were delivered through Council Libraries. City of Darwin's Library Strategy was adopted.



STREET FOOD VAN, NIGHTCLIFF POOL



TARGET: BY 2030, DARWIN WILL HAVE ATTRACTED AND RETAINED MORE RESIDENTS AND WILL OFFER SUSTAINABLE INVESTMENT OPPORTUNITIES							STATUS	COMMENT
STRATEGIC ACTION	PROVIDER	FUNDER	REGULATOR	PARTNER	FACILITATOR	ADVOCATE		
Implement an Economic Development Plan for the city								The City of Darwin Economic Development Plan was endorsed and an implementation plan is being developed.
Support initiatives to increase the population of Darwin through engagement with business and industry, and all levels of government								The COVID-19 stimulus package focuses on achieving increased population and economic activity.
Promote Darwin as a great destination to live, work and study								Deferred to 2020/21.
Support initiatives to grow the economy and retain people and jobs in Darwin								The myDarwin program has injected \$650K to date in the local economy. myDarwin has been licensed and can be adopted by local governments nationally. Council continues to invest in infrastructure projects to grow the economy and retain people and jobs in Darwin.
Deliver the International Relations Program to leverage business growth and economic development opportunities for the city								Council's International Relations Policy and framework was reviewed, and a revised policy position presented to Council in July 2020.
Establish a Darwin 2030 Partners Program and work with business, industry, government and other key partners to seek private investment in community programs and activities								This project will be deferred to the 2020/21 year to consider opportunities arising from City of Darwin's Strategic Projects Prospectus.

Table 25 SD4 strategic actions delivered in 2019/20

2019/20 Municipal Plan Scorecard

Each year, City of Darwin budgets for deliverables that support strategic direction and departmental services to the community. The Scorecard below demonstrates the end of financial year results for the deliverables outlined in the Municipal Plan.

DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, DARWIN WILL BE RECOGNISED GLOBALLY AS A SMART CITY		
Implement the #SmartDarwin Strategy		Smart Darwin Privacy Impact Assessments were completed for CCTV and free community WiFi. The Switching on Darwin Privacy framework and Our Approach to Privacy has been completed. The Smart Darwin Strategy will be revised in 2020/21.
Seek commercial investment and opportunities for technical investment		Commercial investment and unsolicited proposals are assessed on a case by case basis.
Work with the Northern Territory Government and industry to structure a government red tape reduction program, particularly for the Tourism and Development sectors		City of Darwin provided responses to the Property Council 20 by 20 Reforms and Activate Darwin Red Tape Reduction papers.
Deliver a Library Strategy that guides the future of Libraries across the municipality		City of Darwin's Library Strategy was adopted in 2019/20. Actions within the strategy are progressing with a focus on enhancements to online programming in response to service closures from COVID-19.
Deliver the OPENGOV data platform		OPENGOV has been established for the Switching on Darwin Project. OPENGOV configuration for financial and human resource reporting commenced during the year and will be reviewed following the upgrade of Council's finance system Authority.



DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, DARWIN WILL HAVE ATTRACTED AND RETAINED MORE RESIDENTS AND WILL OFFER SUSTAINABLE INVESTMENT OPPORTUNITIES		
Develop a business case for a Darwin 2030 Partners Program		This project will be deferred to the 2020/21 year to consider opportunities arising from City of Darwin's Strategic Projects Prospectus.
Finalise the Darwin Economic Development Strategy for adoption by Council		The Darwin Economic Development Strategy was finalised and adopted by Council in April 2020. A two-year economic action plan to support the strategy is being prepared with actions to be incorporated into 2020/21 and 2021/22 Department Business Plans.
Develop a strategic framework for Council procurement to support the local economy, in line with the Local Government Act		A revised procurement policy and guidelines have been adopted. A Brief on the development of a suite of standard contracts has been awarded and preparation has commenced.
Develop the International Relations Program on the basis of economic return to the City and categorise relationships based on return on investment		Council's International Relations Policy and framework was reviewed, and a revised policy position presented to Council in July 2020.
Engage with the Northern Territory Government and business to improve investment in Darwin		An investment attraction plan is being developed that will also be part of the Economic Development Strategy.

Table 26 Municipal Plan deliverables for SD4 A smart and prosperous city

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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

E-SCOOTERS

A 12-month trial of electric scooters in Darwin commenced in January 2020 to provide commuters with a quick and inexpensive way of moving around the city and between Cullen Bay and the Darwin Waterfront.

A working committee, including representatives from the Northern Territory Government, NT Police, City of Darwin, Cullen Bay Marina and Darwin Waterfront Corporations and NT Motor Accidents Compensation Commission approved the trial for Neuron Mobility to operate a fleet of motorised e-scooters across the city centre, Cullen Bay and the Waterfront.

Neuron Mobility, a Singapore based company, runs a fleet of distinctive orange e-scooters that have been purpose-built for sharing with a focus on safety, stability and rider experience. In Australasia they have licences to operate in Brisbane, Adelaide, Auckland and now Darwin.

The Darwin trial included an initial shipment of 100 scooters, followed by a further 150 in February 2020. Commuters will be able to ride the e-scooters on bikeways, shared paths and footpaths across the city centre. To ensure e-scooters remain in designated areas, the scooters will be geofenced and able to travel a distance of up to 60km at 15km/hour within those areas. For personal and public safety, Council requires that helmets must be worn at all times and riders must be over the age of 18 years.

OUTDOOR DINING TRIALS

In 2019/20, City of Darwin implemented an Outdoor Dining Trial across the whole of the municipality to allow shop, café and restaurant operations to utilise outdoor space and car parking adjacent to their business as a strategy to activate the city during economic downturn. Outdoor dining and better use of public spaces is highly valued by the community with the 2019 Place Score survey identifying one of the top two priorities as *facilitate an increase in quality outdoor dining and social spaces.*

FREE PROMOTION FOR BUSINESSES

In August 2019, City of Darwin installed smart Information Kiosks in The Mall and at the city entrance to the Darwin Waterfront. The installations were an initiative within the \$10M Switching on Darwin project and offered free advertising or local businesses to promote their goods and services to the community and tourists. The kiosks provided information and options for entertainment, dining, shopping, recreation and local events and were strategically placed to catch inbound tourists from the cruising sector. The free offer attracted interest from over 300 businesses who listed information on the digital kiosks.

FREE CHRISTMAS PARKING 2019

City of Darwin offered free on-street parking in the city centre for the Christmas and New Year period 2019 as a way to encourage people to shop in the city. Free on-street parking at Christmas was trialled for the first time in 2018 and was well received by shoppers, retailers and restaurants. Removing the cost of on-street parking provides a small saving back to the community at what is ordinarily an expensive time of year. Free on-street parking was provided for the period from 9 December 2019 to 5 January 2020.

DARWIN LIBRARIES

Each year, City of Darwin provide a diverse range of literacy and learning programs for the community through its four libraries located at the City Centre, Casuarina, Nightcliff and Karama.

Total library visitations in 2019/20 were 344,409, down from 450,000 in the previous year. Total borrowings only decreased slightly in 2019/20 from 458,000 in 2018/19 to 448,288 in 2019/20. This is largely due to the increased borrowing allowances during closure of the libraries for COVID-19. eBook loans increased by nearly 40% in 2019/20 which is a direct impact for Council's increased online presence during the year. A focus for eBooks was to expand Aboriginal and Torres Strait Islander resources including *Koori Mail*, junior and picture books, themed displays and story time collection.

In 2019/20, City of Darwin Libraries continued hold regular age specific children's programs at each library such as Baby Book Time, Rhyme Time, Toddler Time, Preschool Story Time and Family Story Time. Additional story time sessions are held for local childcare centres and a range of special story times were held for special events including NAIDOC Week, Children's Book Week, Science Week and Reconciliation Week.

STEAM programs like Lego Club, Coding and Robotics Club, Tech Zone and STEAM Zone were popular during the year. In response to COVID-19, some programs have been adapted to online programs including STEAM Zone at Home with our resident mad scientist and Family Tech Zone Challenge Nights. Star gazing, immersive VR/SciVr and hydraulic robotic arm workshops were a hit in Science Week.

Conversational English classes are held at Casuarina and City Libraries, in partnership with local organisations. Library tours were held for ESL classes, local and remote school groups and for National Local Government Conference delegates.

Seniors at the Libraries ran monthly at Karama Library with an engaging program of activities: photobook workshop, fall prevention, chair Pilates and Osmo games day to name a few.

Partnering with Inspiring NT has significantly increased the number and range of opportunities and programs that City of Darwin has been able to offer the local community as well as contributing to digital inclusion and lifelong learning. These have included NASA Lucy Mission Q&A, SciTech talk for parents, Territory Turtle tales (online story time) and additional STEAM resources.

Gaming After Dark engaged young people 11 to 25 in the Darwin area in after-hours programs that introduced them to the library space and technology such as iPads, gaming consoles and virtual reality gaming. Based at Karama Library, it provided a fun, relaxed and safe place for young people after-hours and encouraged them to visit at other times. Partnering with organisations like Larrakia Nation and Head Space, the program builds positive relationships between young people, community workers and organisations.

City of Darwin Libraries collaborated with Department of Human Services to offer MyGov and Debt Prevention information sessions. Libraries attended several expos, providing information on library services, including the Darwin Defence Expo and Welcome the Babies.

City of Darwin Libraries promote personal development and wellbeing in a variety of ways, including through access to information and collections. Our spaces are accessible, safe and welcoming. In partnership with Woolworths, free fruit was offered in the (mostly) after school period. The libraries were a collection point for Foodbank, The Nappy Collective and recycling of printer cartridges, mobile phones and batteries. Mission Australia conducted their annual Youth Survey at each library.

emBARK! ran over three evenings at the Darwin Festival, providing fun and artistic activities for children. The VR, marble run and art board activities were all popular.

Art in the Library and Loud @ the Library offered local artists an opportunity to showcase their talents. Darwin Community Arts and local schools have exhibited work. Casuarina Library had a dragonfly mural painted on the Symes Street wall by an emerging artist under the Art to Street program.

In their 29th year, the Young Territory Author Awards provided an opportunity for NT's young, aspiring authors to shine. Popular local authors Barry Jonsberg and Sandra Kendall conducted writing and illustrating workshops in the lead up. There were 156 individual and ten school entries from across the NT. The books were made available to borrow from Casuarina Library.

City of Darwin Libraries facilitates an active volunteers' program with around twelve volunteers contributing their time, skills and enthusiasm, sometimes daily and others on a weekly basis. Several volunteers are Duke of Edinburgh's International Awards Australia participants. One of the long-term volunteers received a Certificate of Recognition at the NT Volunteer of the Year Awards.

City of Darwin Libraries are increasingly being used as small business workspaces. Work-friendly spaces are supported by access to free Wi-Fi, devices, printing and helpful staff. The quiet spaces at Casuarina Library are well utilised for this purpose.

City Library hosted a livestream event An insider's guide to cultivating strategic partnerships, attended by local not for profit organisations.

In conjunction with City of Darwin's Youth Team, Libraries held Get that Job programs during the school holidays, an employment pathway and job skills initiative. Barista Skills, Pet First Aid, White Card and First Aid were all popular.

The libraries provided work experience placements to several high school students. A Work Inspiration session

was held for at risk high school students with staff talking about their path to working for Council and in libraries. Yirrkala School once again used the City Library Hub as a learning space while in Darwin and the German Solar Challenge Team used it as a base during their visit.

LIBRARY STRATEGY 2019-2023 LIBRARIES FOR PEOPLE

Libraries for People a strategy to guide the operation of City of Darwin Libraries for the next four years was adopted during the year and is being implemented. A focus of the strategy is to drive efficiencies in library operations. As a result, Libraries will be working through a proposed staff structure to meet future service delivery requirements.

CHILDREN'S LIBRARY CARD TOO MANY CHEEKY DOGS

Inspiring children of all ages to join the library and develop a lifelong love of reading Catering is important to City of Darwin Libraries. Inspired by the book *Too Many Cheeky Dogs*, Council commissioned local Territory artist Dion Beasley to design the special edition children's library card.

Dion, from Tennant Creek, is an accomplished visual artist who started his career in 2006 with the launch of his Cheeky Dogs T-shirt line. The much-loved cheeky dogs also appear in etchings and paintings. His success is particularly remarkable given Dion has muscular dystrophy and is profoundly deaf.



FUN IN THE PARKS - THE MALL, SMITH STREET



AUSTRALIAN OF THE YEAR EXHIBITION

From August to September 2019, Casuarina Library was host to an exclusive exhibition of objects of personal significance to the 2019 Australians of the Year. The travelling exhibition developed in partnership with the National Australia Day Council and presented by the National Museum of Australia gave the Darwin community an opportunity to learn about the lives and aspirations of the extraordinary Australians who were awarded 2019 Australian of the Year in their State and Territory. The exhibition included nine displays of personal items significant to the eight State and Territory Australian of the Year recipients and one display of

the Australian of the Year trophies. The exhibition was well received with over 700 visitations, including school groups.

The 2019 Australian of the Year recipients included -

- Virginia Haussegger from the ACT
- Kurt Fearnley from NSW
- Michael Long from NT
- Jon Rouse from QLD
- Dr Richard Harris from SA
- Bernadette Black from TAS
- Mark Sullivan from VIC
- Craig Challen from WA.

RESPONDING TO COVID-19

City of Darwin Libraries were forced to redesign many programs during COVID-19 for online delivery. Between April and June 2020, 172 online segments were produced and published on Facebook with over 50,000 minutes viewed.

New services were established: Click and Collect and Home Delivery, the latter in partnership with Tennis NT. Home Delivery ensured that those over 70 or at greater risk of COVID-19 could continue to enjoy reading whilst staying safe at home during a very stressful time. 342 items were delivered and collected from 55 people across the Darwin municipality.

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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

DARWIN ECONOMIC DEVELOPMENT FRAMEWORK

Council adopted a new Economic Development Strategy 2030 in 2019/20 which focuses on building Darwin as a Smart and Prosperous City as the Government for Darwin and levers of local government including service delivery, funding, regulation, partnerships and strategic alliances, and advocacy efforts.

Prior to the global COVID-19 pandemic, slight growth in the 2020 financial year was forecast for the Northern Territory economy. As the economic impacts of COVID-19 are not expected to be fully known for some time and are unprecedented. Council acknowledges that at a review of the Economic Development Strategy 2030 will be necessary in the next 12 months to consider the current status and the long-term economic position of the Darwin economy. This will also coincide with a new term of the City of Darwin Council in August 2021.

AMBON NIGHT – CELEBRATING A 30 YEAR SISTER CITY RELATIONSHIP

City of Darwin celebrated a 30-year Sister City relationship with the City of Ambon in August 2019 with an event co-hosted by the City of Ambon and the Indonesian Consulate.

Ambon Night was held at the Dinah Beach Cruising Yacht Association and provided an opportunity to share culture through food, song and dance. Dignitaries from Darwin and Ambon attended the event. Celebrations coincided with the annual Darwin to Ambon Yacht Race.

REACHING SOUTH DELEGATION

In October 2019, the Lord Mayor and City of Darwin Chief Executive Officer joined the Northern Territory Chief Minister Michael Gunner and more than 50 business and industry association representatives and officials on the Reaching South Delegation to China in October 2019. The Reaching South Delegation was an initiative of the Northern Territory Government to develop and strengthen economic tourism and cultural ties between China and the Northern Territory Government. The delegation provided a unique opportunity for Council to connect with key business people and decision makers in China to

promote Darwin and the Northern Territory. Larrakia Elder Richard Fejo, accompanied City of Darwin on the delegation, demonstrating the importance Council places on growing cultural ties between the two countries. It was an eight-business day delegation visiting Shenzhen, Guangzhou, Haikou and Qingdao.

REMOTE AREA TAX CONCESSION AND PAYMENT SUBSIDY

City of Darwin provided a response to the Australian Government Productivity Commission Submission on Remote Area Tax Concessions and Payment Subsidy.

Council's submission highlighted three areas of concern for residents in Darwin and across the Northern Territory being:

- Removal of the Zone Tax Offset;
- Darwin residents no longer being eligible for Remote Area Allowance; and
- Changes to the Fringe Benefits Tax Concession for employer provided housing.

These are all important taxation concession and benefits to attract people to live, work and invest in Northern Australia.

CASE STUDY IT Transformation Project



In July 2019, City of Darwin supported local suppliers with a \$1.74M project to deliver Council's IT Transformation Project.

The project scope required all telephony equipment, laptops and desktop computers to be replaced. Contracts were awarded to three local suppliers for printers, PCs and laptops and in integrated telephone system. Investment in current and progressive technologies ensures Council continues to enhance its productivity and service delivery with greater mobility and flexibility.

The project was fully complete by 30 June 2020.





CASE STUDY
myDarwin

myDarwin was created by City of Darwin to support the industries most affected by COVID-19; the retail, hospitality and tourism sectors. myDarwin was a key action announced as part of City of Darwin's \$55.0M economic stimulus to recover Darwin's economy from the impacts of COVID-19.

City of Darwin contributed \$450K to myDarwin with the Northern Territory Government contributing a further \$200K in July to continue stimulating the economy.

myDarwin is an innovative web-based application that delivered digital currency titled 'myDarwin discounts'. Registered customers search for participating businesses and use a unique digital code to redeem discounts at point of sale. Discounts redeemed at the point of

sale were amounts of \$2.50, \$5, \$10 and \$20 discounts based on spend.

Over 486 local businesses registered for myDarwin with 46.3% in the hospitality sector and 45.8% in the retail sector. The remaining 7.9% of registered businesses were tourism related businesses.

The initiative attracted significant interest with 32,802 registered users, of which 18,282 redeemed discounts. The majority of customers advised that myDarwin enabled them to save on a planned purchase, upgrade of make an unplanned purchase. 21% of customers stated that myDarwin encouraged them to shop at a new business.

myDarwin generated 53,997 transactions by customers with the average discount per transaction of \$12 on a \$72 purchase.

The broader economic impact of myDarwin is estimated at \$3.9M.

myDarwin has attracted significant interest nationally. As a result, City of Darwin has licensed the product and offers licensing agreements to other local governments at a cost of \$5K.

The Northern Territory Government has covered the cost of licensing for any local government in the Northern Territory who wishes to participate. At the time of reporting, Council has issued licensing agreements to the Australian Capital Territory (ACT) government who are expected to launch the product in 2020/21.

"The myDarwin initiative encourages and rewards the local community to keep supporting local jobs."

"My message is simple – put your money where your heart is. Together, we can all help rebuild jobs and the Darwin economy one purchase at a time."

LORD MAYOR VATSKALIS.

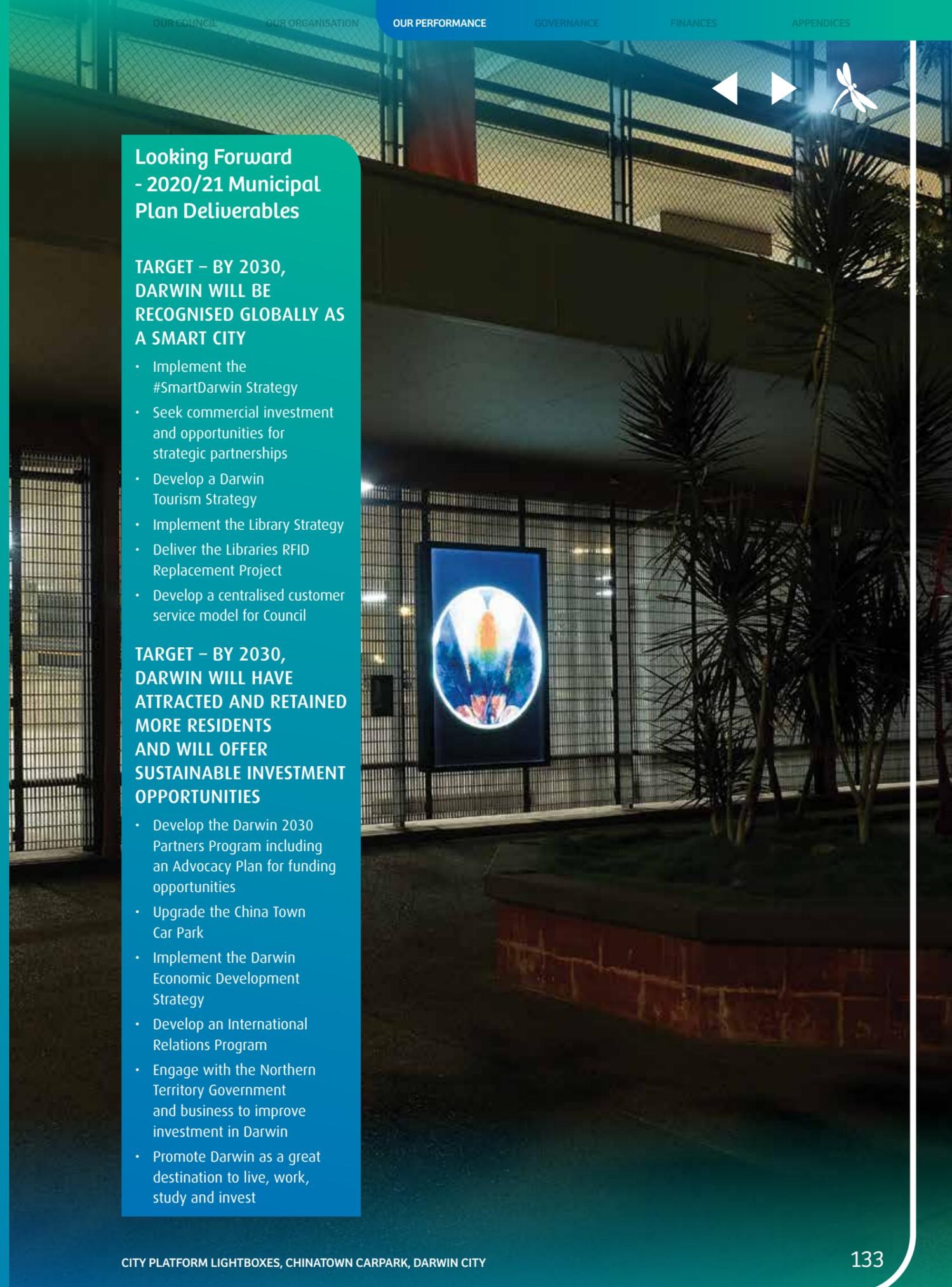
Looking Forward - 2020/21 Municipal Plan Deliverables

TARGET – BY 2030, DARWIN WILL BE RECOGNISED GLOBALLY AS A SMART CITY

- Implement the #SmartDarwin Strategy
- Seek commercial investment and opportunities for strategic partnerships
- Develop a Darwin Tourism Strategy
- Implement the Library Strategy
- Deliver the Libraries RFID Replacement Project
- Develop a centralised customer service model for Council

TARGET – BY 2030, DARWIN WILL HAVE ATTRACTED AND RETAINED MORE RESIDENTS AND WILL OFFER SUSTAINABLE INVESTMENT OPPORTUNITIES

- Develop the Darwin 2030 Partners Program including an Advocacy Plan for funding opportunities
- Upgrade the China Town Car Park
- Implement the Darwin Economic Development Strategy
- Develop an International Relations Program
- Engage with the Northern Territory Government and business to improve investment in Darwin
- Promote Darwin as a great destination to live, work, study and invest





SD5 – A VIBRANT AND CREATIVE CITY

Strategic Statement

Darwin's identity can only be strengthened and enhanced through the celebration of our rich culture Indigenous and diverse, and by celebrating Darwin's unique place in the world.

By embracing, celebrating and valuing the richness different groups bring to the city, Darwin will be a more attractive place for both residents and visitors. It will build a greater sense of community ownership, connectedness and belonging.



STRATEGIC PERFORMANCE



Performance of SD5 A vibrant and creative city is outlined below. A total of 13 place attributes were assessed which were associated with uniqueness, things to do, diversity and local history.

The performance of SD 5 A vibrant and creative city was 68.5 compared to the national benchmark of 63.7.

The overall look and character of the surveyed main streets is, on average, Darwin's best performance place attribute and one of the strongest contributors to making the city an iconic destination. However, the community perceives that there is room for improvement when it comes to public art, heritage and historical features, the overall uniqueness of public spaces and the cultural diversity of businesses.

ATTRIBUTES [# PX RANKING]	SCORES
Overall look and visual character of the area #1	81
Welcoming to all people #2	79
Point of difference from other similar streets of places #3	78
Evidence of public events happening here (markets, street entertainers etc.) #9	74
Landmarks, special features or meeting places #16	72
One of a kind, quirky or unique features #24	70
Evidence of community activity (community gardening, art, fundraising etc.) #31	68
Interesting things to look at (people, shops, views etc.) #32	68
Unique mix or diversity of people in the area #33	66
Public art, community art, water or light feature #43	62
Culturally diverse businesses (range of ethnicities and interests etc.) #47	59
Unusual or unique buildings or public space design #49	58
Local history, heritage buildings or features #50	56

Figure 16 SD 5 A vibrant and creative city attribute scores and #PX ranking



STRATEGIC FUTURE

When considering Council's future investment opportunities, it is important to consider what is underperforming in relation to what people care about or value.

Aggregating how people rate Darwin with what they value allows the City of Darwin to consider future priorities aligned to Council's vision for 2030 and strategic directions. Attributes that are a strength for this strategic direction including overall look and visual character, welcoming to all people and evidence of public events happening such as markets, street entertainers. To improve long term performance with this strategic direction future investment should focus on:

- Local history, heritage buildings or features
- Public art, community art, water or light features

- Interesting things to look at (people, shops, views etc)
- Culturally diverse businesses (range of ethnicities and interests etc)
- Unusual or unique buildings or public space design

Darwin's overall look and visual character is perceived as something to be proud of. The city's character is also largely expressed via social interactions, mainly through public events and people's friendliness.

However, the Darwin community would benefit from physical representations of its unique character. One way the community has identified to do so is through public art and references to local history. This would be especially appreciated in the City Centre, Karama, Malak, Parap and Rapid Creek town centres.

Community ideas for change focused on increasing the offer of artistic features, especially those that would reflect each area's uniqueness and Darwin's history. Community members also asked for more occasions to meet their neighbours and connect.



NIGHTCLIFF SEABREEZE FESTIVAL

COMMUNITY IDEAS FOR CHANGE

MURALS, ART INSTALLATIONS OR OTHER UNIQUE FEATURES THAT CELEBRATE DARWIN, AND MORE OCCASIONS FOR PEOPLE TO MEET AND KNOW EACH OTHER ARE THE MOST COMMON IDEAS RELATED TO THIS STRATEGIC DIRECTION

PROTECT AND BUILD ON THE VALUED COMMUNITY ACTIVITIES OCCURRING IN TOWN CENTRES ACROSS THE LGA

HIGHLIGHT THE CULTURAL, HISTORIC, ECONOMIC AND PHYSICAL DIVERSITY THAT MAKES DARWIN UNIQUE

Strategic Actions Delivered in 2019/20

Strategic actions to deliver on the Darwin 2030 – *City for People. City of Colour.* Strategic Plan are outlined below with a supporting report on progress achieved in 2019/20.

TARGET: BY 2030, DARWIN WILL BE RECOGNISED AS AN ICONIC DESTINATION							STATUS	COMMENT
STRATEGIC ACTION	PROVIDER	FUNDER	REGULATOR	PARTNER	FACILITATOR	ADVOCATE		
Partner with other stakeholders to grow the visitor economy of Darwin				🔗		👤	🚫	Deferred to 2020/21.
Deliver a City of Darwin events program and support other event programs that engage locals and attract visitors	🗨️	💰		🔗	🏛️	👤	🌞	Many of City of Darwin's events were able to be delivered as planned. Anzac Day and The Darwin Show were cancelled. Sponsorship agreements for Community events were impacted by COVID-19.
Support the promotion of Darwin as a cruise ship and yachting destination and as a home port for expedition ships						👤	🚫	Deferred to 2020/21.
TARGET: BY 2030, DARWIN WILL BE A MORE CONNECTED COMMUNITY AND HAVE PRIDE IN OUR CULTURAL IDENTITY							STATUS	COMMENT
Implement a City of Darwin Reconciliation Action Plan	🗨️	💰		🔗	🏛️	👤	🌞	Council adopted an Innovate Reconciliation Plan (RAP) in 2019/20. An action plan to implement the RAP will progress in 2020/21.
Develop a City of Darwin Multicultural Framework	🗨️	💰		🔗	🏛️	👤	🚫	Deferred to 2020/21.
Renew the City of Darwin Youth Action Plan	🗨️				🏛️	👤	🚫	Deferred to 2020/21.
Promote Darwin as a destination known for its Aboriginal cultures and landmarks	🗨️			🔗	🏛️	👤	🚫	Deferred to 2020/21.
Support the protection and enhancement of Darwin's heritage sites	🗨️				🏛️	👤	🚫	Deferred to 2020/21.
Deliver events and activities that recognise Darwin's rich and multi-faceted history	🗨️	💰		🔗	🏛️	👤	✅	Bombing of Darwin Day was delivered in February 2020 ahead of COVID-19 border closures and social distancing measures.
Deliver programs and services that create a cohesive, connected and culturally enriched community	🗨️	💰		🔗		👤	🌞	Community Development Services continued. Access and Inclusion Plan continues to be implemented.

Table 27 SD5 strategic actions delivered in 2019/20



2019/20 Municipal Plan Scorecard

Each year, City of Darwin budgets for deliverables that support strategic direction and departmental services to the community. The Scorecard below demonstrates the end of financial year results for the deliverables outlined in the Municipal Plan.

DELIVERABLE	STATUS	COMMENT
TARGET: BY 2030, DARWIN WILL BE RECOGNISED AS AN ICONIC DESTINATION		
Digitise Council's communications and engagement platform to enable improved messaging with the community and stakeholders		City of Darwin is implementing chatbot to Council's website. Website improvements continued to be made throughout the year and in response to COVID-19. Improvements were made to web pages relating to events, food vans and Council projects.
Enhance the City of Darwin events program and events management practices with a focus on developing and marketing of Council owned facilities for events		City of Darwin's events program expanded to include 13 new events activating local parks for post COVID-19. During the year, Council released a new Events Planning Guideline. This valuable resource outlines to event organisers the requirements for holding events on Council land and guides them through the application process.
Develop a framework and materials to promote Darwin as a destination to visit, work, live and invest		Several initiatives have been presented for approval - the recent development of a Virtual Reality App to promote Darwin as a destination is now ready for commissioning.
Deliver the Building Better Regions Fund Community Program - Creative Enterprise Skills for Public Artists Workshop Series		The Creative Enterprise Skills for Public Artists Workshop Series Project was completed. The project delivered: <ul style="list-style-type: none"> • Two community festival events. • Three participatory community arts activities. • One three-month skills development mentorship. • More than three contract opportunities for arts project delivery. • Six new murals across the region.
Deliver the Annual Bombing of Darwin event		The 88th Commemoration of the Bombing of Darwin successfully delivered with attendance of approximately 3,000 people.
Collaborate with Darwin City Deal partners to increase students in Darwin		All activities in region have been in partnership with CDU and other Registered Training Organisations to ensure promotion of education services are included with international relations endeavours. Two recent agreements have been initiated by City of Darwin with Guangzhou and Shenzhen.

DELIVERABLE	STATUS	COMMENT
BY 2030, DARWIN WILL BE A MORE CONNECTED COMMUNITY AND HAVE PRIDE IN OUR CULTURAL IDENTITY		
Deliver and implement Council's first Reconciliation Action Plan		A Reconciliation Action Plan (RAP) Working Group was established to guide the development of a Reconciliation Action Plan. Following assessment of the RAP framework the RAP working group recommended and developed an Innovate level plan. An implementation plan will be developed in 2020/21 to ensure Council delivers all actions identified within the plan.
Implement the Young Darwin Strategy 2016-2021		Implementation of the Young Darwin 2016-2021 Strategy is ongoing.
Deliver the City of Darwin Community Grants Program		The City of Darwin Community Grants Program for 2019/20 was fully delivered. In response to COVID-19, City of Darwin repurposed operational savings to deliver an additional \$50K in community grants for COVID-19 specific projects. Council also endorsed new criteria for the 2020/21 community grants program with a focus on programs and events that help the community to recover from COVID-19.

Table 28 Municipal Plan deliverables for SD5 A vibrant and creative city



BOMBING OF DARWIN COMMEMORATIVE SERVICE

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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

THRIVE PUBLIC ART PLAN

In 2019/20, City of Darwin endorsed an integrated large-scale public art plan entitled THRIVE. In line with the plan, investigations were undertaken to determine the most appropriate location for public art along The Esplanade and budgets and designs for the Jingili Playground Redevelopment Public Art were finalised. Both projects are planned for delivery in 2020/21-2021/22.

CREATIVE ENTERPRISE SKILLS FOR PUBLIC ARTISTS WORKSHOP SERIES

A Building Better Regions Fund Community Funded Program, City of Darwin delivered a range of art capacity building workshops. Deliverables included:

- Two full-day open-access capacity-building workshops.
- Two community festival events.
- Three participatory community arts activities.
- One three-month skills development mentorship.
- More than three contract opportunities for arts project delivery.
- Six new murals across the region.

ART TO STREET - MURALS TO TRANSFORM SUBURBAN STREETS

The Art to Street project produced six public street art projects across six locations in Darwin Suburbs. Project locations were identified based on a need to add vibrancy and colour to large blank cement canvasses. The art projects were delivered by local and emerging artists, providing them with the opportunity to showcase their work across the municipality. The artists selected were Taylor Smith, Mandy Boots, Lara Connor, Caleb Schatz, Ryan Medlicott, Denise Quall and Jordan Conrad. Projects were delivered at locations which included Walkway 81 in Wagaman, the retaining wall on Gardens Hill Crescent, both sides of the Mindil Beach Sound Shell, West Lane in the city centre and Casuarina Library.

Proper Creative, an organisation specialising in large scale murals and design consultation, mentored the emerging artists through the process of developing and delivering commissioned art projects in these public spaces.



CHRISTMAS 2019 - THE MALL, SMITH STREET

CITY OF DARWIN'S 2019 CHRISTMAS IN DARWIN CALENDAR.

The 2019 Christmas in Darwin program of events delivered almost 50 free events at various locations across the municipality including The Mall, Council libraries, Council parks and pools and the City of Darwin FunBus.

The program of events commences with the lighting of the Lord Mayors Christmas Tree and boutique markets. Other events include a pool party with dive in movies, Christmas bedtime stories, Merry Lego Christmas, Santa's Tech Zone and Carols by Candlelight. The 2019 Christmas events delivered a Carols by the Sea event for the first time.

CITY OF DARWIN WELCOMES FREEDOM OF ENTRY PARADE - HMAS COONAWARRA

City of Darwin hosted an historic Exercise of Freedom of Entry Parade on 10 August 2019. As part of the event, City of Darwin transforms into a ceremonial frontline as the

Parade takes place on our streets, commencing on Harry Chan Avenue.

Chief Executive Officer Scott Waters, who adorned official Town Clerk robes for the occasion, officially granted freedom of entry to the HMAS Coonawarra as the parade concluded at Raintree Park on Knuckey Street. The HMAS Coonawarra is based on Darwin and Council thanks them for their service.

HMAS Coonawarra was originally granted Freedom of Entry to Darwin on 22 October 2013.

AUSTRALIA DAY 2020

The 2020 Australia Day Flag Raising and Citizenship Ceremony was held at the Darwin Convention Centre and included an address by Lord Mayor Kon Vatskalis, raising of the Australian flag by the military, a citizenship ceremony and the presentation of Australia Day Awards and Student Citizen Awards.

On 26 January 2021, City of Darwin will commemorate the 40th Anniversary of the Australia Day Citizen Awards Program and will celebrate and showcase what it means to be an Australian Citizen

AUSTRALIA DAY AWARD WINNERS 2020

COMMUNITY EVENT OF THE YEAR

Darwin Deadly Runners

YOUNG CITIZEN OF THE YEAR

Emily Ford

CITIZEN OF THE YEAR

Elvira Tolentino

BOMBING OF DARWIN DAY - 19 FEBRUARY 2020

Thousands of visitors and locals attended the Esplanade on 19 February 2020 for the annual Bombing of Darwin Day Commemorative Service. The service is a flagship event for those looking to pay their respects to the servicemen and women who contributed to the defence of Australia during WWII. Darwin veterans Mervyn Ey and Basil Stahl, both aged in their late 90s, attended as guests of honour at the service.

Also in attendance as a guest of honour was Sam Logan of the United States. Sam made the journey to Darwin to honour and share his father's experiences of the war. Logan's father, the late Samuel Logan, was on-board the USS Peary when it sank. His father often remembered the vivid details of the Australians who saved his life during the tumultuous period of attacks in Northern Australia.

The event was supported by the Australian Army Band Darwin, Darwin Chorale, a speech by former fighter pilot, Wing Commander and World Champion Red Bull Air Racer Matt Hall, and the Catafalque Party taking post.



BAND IN THE PARK TWILIGHT SERIES - SUNSET PARK, NIGHTCLIFF

NEW COUNCIL EVENTS TO RECOVER FROM COVID-19

The delivery of Council run events as a result of COVID-19 was minimally impacted when compared to other services. This was primarily due to the time of year as Council has recently delivered its signature event, Bombing of Darwin and was preparing for end of year events.

This provided an opportunity for Council to review opportunities and expand its events program to include 13 new events to be programmed for August after restrictions were expected to ease. The Bands in the Park Twilight Series were designed to activate local parks between June and August 2020 and were modelled on the successful trial of a Brass in the Park Series of events held in 2018/19.

Council also added a new community event which was delivered in partnership with Australia Day Council. The event, celebrating the 2020 Northern Territory Australian of the Year on 11 July at the Aviation Museum also provided Council with an opportunity to promote nominations for the 2021 Citizen of the Year program.



CASE STUDY

Events Guide



MINDIL MARKETS

In early 2020, City of Darwin released a new Event Planning Guide. The Guide was the culmination of many months work collating information and technical aspects of all Council event locations across the municipality.

The Event Planning Guide provides event organisers a step by step guide on how to deliver a successful, safe and environmentally friendly event on Council land. It guides them through the application process and comes complete with new event application forms and processes.

The Event Planning Guide is available on Council's website and includes a suite of Event Venue Maps for Council's main event spaces - The Mall, Civic Park, Bi-Park, East Point,

Jingili Water Gardens, Nightcliff Foreshore and Mindil. The Venue Maps are designed to help promote these key events spaces and associated infrastructure at those locations to the community.

This was a significant piece of work that has now established a framework for Council to consider applying to other similar processes such as Street Food Van Permits.

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

Programs and projects delivered that support performance of this target in 2019/20 are outlined below.

DARWIN CENOTAPH RENEWAL

The Darwin RSL received a \$1.0M grant from the Australian Government for the renewal of the Darwin Cenotaph. Stage one works were completed and included a Bombing of Darwin memorial garden including new concrete pavements, interpretive signage, the creation of an eternal flame (LED lit) and new lighting. Stage two works will progress in 2020/21.

BUSKING PERMIT REVIEW

In March 2020 City of Darwin undertook a month-long community consultation on its application process and conditions for busking in the municipality. Council activity sought feedback from the community on locations, timing and permit fees for busking.

Council supports busking as a tool to activate spaces. Busking encourages diversity, creativity and innovation.

Council committed to listening to the community to hear how it could improve the permit process and better meet expectations and needs of the community. As a result of feedback, Council resolved to amend busking permit conditions. Amendments included ensuring that buskers remain 10 metres away from all playgrounds, including The Mall and as a result, zone B2 was removed. Busking zones in The Mall were designated with line marking to clearly articulate performance zones and the permit process would now require photo identification.

COMMEMORATIVE SIGNAGE FOR THE GREAT AIR RACE

City of Darwin installed new interpretive signage at two locations; Aviators Park and Smith Park, Fannie Bay to commemorate the centenary of The Great Air Race landing in Darwin. The Great Air Race is a significant part of aviation history with the inaugural race from London to Darwin occurring in 1919.

The Great Air Race garnered much national and international interest when it was announced in 1919, with the offer of £10,000 prize money to the first aviator to successfully fly from Great Britain to Australia, a distance of 18,000 kilometres, in under 30 days. Brothers Ross and Keith Smith claimed the prize, reaching Darwin in just 28 days.

Local historians Peter and Sheila Forrest, who wrote a book on the Great Air Race, provided expert knowledge and input to the project, with the impetus for the project coming from the Fannie Bay History and Heritage Society.

FUN BUS AND FUN IN THE PARK CELEBRATE 30 YEARS

In July 2019, City of Darwin celebrated 30 years of the Fun Bus and Fun in the Parks children's and family's programs. An event to mark the occasion was held at Lake Alexander and included mini fun bus races, obstacle course, Karaoke and a grand parade, among other activities.

Fun Bus is jointly funded by the City of Darwin and the Northern Territory Government and is a mobile playgroup, operating at set locations during the week. Fun in the Parks operates during the school holidays. Fun Bus is aimed at children 0-5 years and Fun in the Parks for children 4-12 years. Both programs are free and have provided opportunities for

children to play, sing, laugh and have fun in a relaxed, safe atmosphere.

YOUNG DARWIN

City of Darwin's Youth Program and Young Darwin remained a core community service through 2019/20. City of Darwin has a young population with a median age of just 34 years.

The Young Darwin program delivers activities for young people, by young people. Activities delivered during the year included fortnightly Skate Nights as well as an end of year skate celebration; Sweatmass, LAUNCH Night Series Basketball, STEP UP Youth Music Networking and Consultation, delivery of Night Photography workshop for LAUNCHmedia-DARWWYN.

Young Darwin participated in planning the Northern Territory Governments School Holiday Calendar and research for the Karama Library Youth Engagement project Karama Library Games After Dark.

Through LAUNCHmedia, young people provided media coverage of community events including Colour Frenzy, the Laksa Festival, Dance for Life, the Lord Mayor's Climate Emergency Roundtable and Santa Fun on Wheels.



COUNCIL SPONSORSHIPS, OPERATING SUBSIDIES AND GRANTS

Each year, City of Darwin provides support to Darwin community groups, businesses and services providers to deliver programs and projects that support the delivery of Council’s Strategic Directions and build capacity within the community.

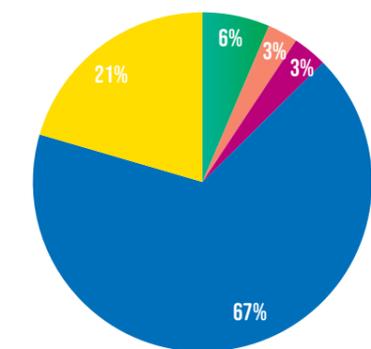
A total of \$1.5M was provided in 2019/20 as grants, sponsorships and operating subsidies. A breakdown is provided in table 29 below and a full list of recipients is outlined at Appendix 2.

Council amended the criteria for community grants in April 2020 to provide opportunities to community groups to deliver programs and services that assist Darwin to recover from COVID-19.

PROGRAM	CASH	IN KIND SUPPORT	TOTAL
Annual Community Grants Program	\$97,562		\$97,561.79
Community Environment Grants	\$43,943		\$43,943.10
Community Grants - COVID-19	\$49,922		\$49,922.00
Operating Subsidies	\$990,000	\$27,280	\$1,017,280.00
Sponsorship (including inkind)	\$286,075	\$25,320	\$311,395.00
Total Program	\$1,467,502	\$52,600	\$1,520,101.89

Table 29 Council sponsorships, operating subsidies and grants

COMMUNITY SUPPORT PROGRAM 2019/20



- Annual Community Grants Program \$97,561.79
- Community Environment Grants \$43,943.10
- Community Grants - COVID-19 \$49,922.00
- Operating Subsidies \$1,017,280.00
- Sponsorship (including inkind) \$311,395.00

Figure 17 Community Support Program 2019/20

CASE STUDY Reconciliation Action Plan

The Darwin 2030 – City for People. City of Colour. Strategic Plan identified a need for City of Darwin to develop a Reconciliation Action Plan (RAP).

City of Darwin has the highest per capita ratio of Aboriginal and Torres Strait Islanders than any other capital city.

To ensure the right people were developing the RAP, City of Darwin established a Reconciliation Action Plan Working Group. Members of the working group included the following members and City of Darwin acknowledges and thanks working group members for their participation and contribution to such a valuable piece of work.

Rosanna De Santis (Co-Chair), Sade Waugh (CoD Staff), Alderman Peter Pangquee (Elected Member), Lynette Fejo (WG Community), Helena Wright (WG Community), Lynn Allan (CoD Secretariat), Tristan Cook (WG CoD Staff), Shenagh Gamble (Co-Chair), Tony Vincent (WG CoD Staff), Amy Griesbach (WG CoD Staff), Mark Pocock (WG CoD Staff), Richard Fejo (WG Community).

In January 2020, 10 of the RAP working group members and 17 staff from across City of Darwin participated in a two-day Cultural Safety and Cultural Respect workshop. Participants have stated that the workshop, delivered by Aunty Sharon Gollen (Ngarrindjeri descendant) and Kathleen Stacey (IMG0545), was transformative for



many has shaken their world view and will completely change their lives.

Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. A RAP is a strategic document that details how Council will contribute to reconciliation both within the organisation and within the Darwin community.

City of Darwin has developed an Innovate Reconciliation Action Plan. An innovate RAP demonstrates that Council is at the stage of implementing reconciliation. That is, it has planned actions in place to deliver on our reconciliation vision.

City of Darwin’s reconciliation vision is one where Australia’s First Peoples are treated equally in all relationships. To achieve this City of Darwin will build trusting relationships and meaningful partnerships to address three key priorities:

- Create social and economic benefits for Australia’s First Peoples;
- Provide youth-focused programs, employment and support; and
- Build a culturally safe workplace and vibrant community.

City of Darwin’s RAP was forwarded to Reconciliation Australia in May 2020 for endorsement and finalised by Council in early 2020/21.

PEOPLE OF ABORIGINAL OR TORRES STRAIT ISLANDER ORIGIN, 2016 CITY OF DARWIN - USUAL RESIDENCE PERCENT %

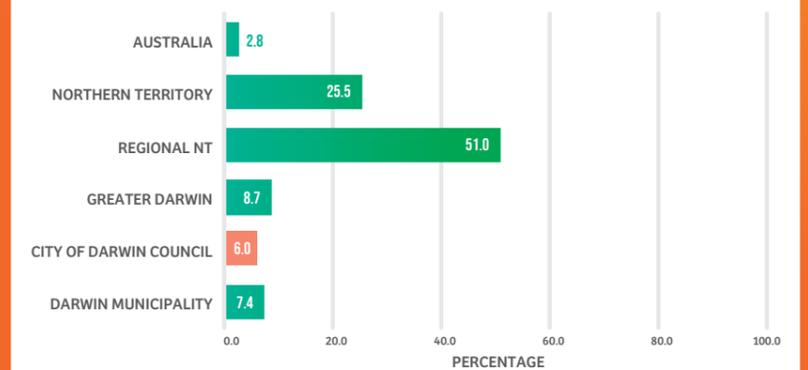


Figure 18 People of Aboriginal or Torres Strait Islander origin, 2016 City of Darwin





Looking Forward - 2020/21 Municipal Plan Deliverables

TARGET – BY 2030, DARWIN WILL BE RECOGNISED AS AN ICONIC DESTINATION

- Upgrade Council's digital platforms (internal and external)
- Deliver a City of Darwin events program and events management practices with a focus on developing and marketing of Council owned facilities for events
- Deliver the annual Bombing of Darwin event

TARGET – BY 2030, DARWIN WILL BE A MORE CONNECTED COMMUNITY AND HAVE PRIDE IN OUR CULTURAL IDENTITY

- Implement City of Darwin's Reconciliation Action Plan
- Review and update the Young Darwin Youth Strategy 2016-2021
- Deliver the City of Darwin Community Grants Program
- Fund the Darwin Entertainment Centre to deliver programs and services that create a cohesive, connected and culturally enriched community
- Implement the City of Darwin Access and Inclusion Plan





2019/20 Municipal Plan Scorecard

DELIVERABLE	STATUS	COMMENT
VISION AND CULTURE		
Review and remodel the Long-Term Financial Plan in line with asset management planning, providing recommendations to Council for fiscal improvement		Consultants have been engaged and the development of the Long-Term Financial Plan has commenced. The plan will be realigned to take into account impacts from COVID-19.
Implement Council's integrated Strategic Planning Framework		The Darwin 2030 – City for People. City of Colour. Strategic Plan commenced on 1 July 2019, supported by a redesigned Municipal Plan. Draft Business Plans were established in 2019/20 with further work on the Business Planning Framework to occur in 2020/21.
Finalise and implement a renewed Governance Framework for Council		New Governance principles were established with the Municipal Plan in 2019/20. The Framework document will be finalised in 2020/21 to consider a new Local Government Act which is scheduled to commence on 1 July 2021.
Implement the City of Darwin staff values CARES (Customer Service, Accountability, Respect, Excellence, Solidarity)		CARES values were finalised an annual awards and recognition program for behaviours aligned to values has been put in place.
Develop and implement a structured innovation program across Council harnessing staff ingenuity		Deferred to 2020/21.
Develop and implement an Organisational Development Program		A staff survey action plan has been developed to implement issues raised in the 2019 Culture Survey. Progress reporting on the action plan has been incorporated into Council's quarterly performance management program.
Develop an internal Inclusion and Diversity Program		Council's Reconciliation Action Plan will inform the development of an internal Inclusion and Diversity Program. Actions from the Access and Inclusion Plan are also being incorporated into this program.
ROLES AND RELATIONSHIPS		
Manage Council's sponsorship program and portfolio obligations		Council's sponsorship policy was renewed and endorsed by Council in August 2019. New sponsorship guidelines were developed to coincide with the release of the 2019/20 Municipal Plan and budget. Sponsorship agreements for 2019/20 were reviewed in response to COVID-19 and amended as necessary. A revised program is being developed in 2020/21 to ensure a coordinated and structured approach to all community financial support programs i.e. community grants, unsolicited proposals, sponsorships and operating subsidies.
Improve and consolidate methods of community consultation, engagement and communication across Council		A total of 16 community engagement projects were delivered in 2019/20. During the year an Engagement Toolkit was develop for staff training and resources.
Develop and implement an internal communications engagement strategy		A draft strategy has been prepared and is undergoing consultation. It is expected that the strategy will be presented to Council's Strategic Direction Group for endorsement in late 2020.

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GOVERNANCE





DELIVERABLE	STATUS	COMMENT
Develop and implement a Government Relations Strategy		Regular meetings have been established with key stakeholders including the Northern Territory Government, Property Council NT and key business owners. A roadshow to all NT Members of Parliament occurred in January / February 2020 with a focus on 'how to contact council' and newly adopted customer standards.
Manage Council's reputation through effective media management strategies, and proactive public relations		City of Darwin has significantly improved its approach to proactive media during the year with more than one proactive media release distributed weekly.
Coordinate Council's advocacy and submissions for external funding opportunities and legislation		Property Council 20 by 20 Reforms and Activate Darwin Red Tape Reduction reforms responded to. A successful funding application was submitted to the Australian Government Department of Home Affairs Safer Communities Program.
Manage Council's strategic role in the Darwin City Deal including governance and reporting obligations		City of Darwin met City Deal obligations throughout the year and provide input to the City Deal Annual Report.
DECISION MAKING AND MANAGEMENT		
Redesign Council's strategic procurement framework and practices and automate ensuring compliance with the Local Government Act		A revised procurement policy and guidelines were adopted, and processes are being reviewed and updated in line with new policy positions. Internal training on procurement has and continues to be provided.
Develop a Project Management Framework and methodology for the whole of Council		A project management framework, templates and procedures has been developed for use with all Capital Projects. The framework is currently being reviewed for application to corporate projects.
Manage Council's insurance and insurance renewal process using a risk-based methodology		Insurance renewals for 2020/21 were completed and new policies procured. Expressions of interest for brokerage services were called and a contract for the provision of brokerage services issued in early 2020.
Deliver the Customer Service Strategy		The Customer Service Strategy has been finalised and will be presented to council for adoption in 2020/21.
Manage Council's response to legislative change and compliance at the Federal, Territory and local levels, including legislative and policy reforms and the coordination of Council's By-Laws		Legislative submissions have been submitted throughout the year for the Local Government Act and Cemeteries Bill. Council continues to respond to Royal Commission enquiries and other regulatory reviews as required. Council will commence a full review of its By-Laws in 2020/21.
Implement Council's decision relating to the strategic review of the Statutory Committee Structure		Council's preferred statutory committee structure has been implemented. A review of Council Advisory Committees will occur in late 2020.
Manage Council's constitutional arrangements review and deliver recommendations for implementation at the 2021 Local Government Elections		Review has been completed and adopted by Council. Council is awaiting a decision on the recommendations for City of Darwin's constitution.

DELIVERABLE	STATUS	COMMENT
Develop and implement a Council wide Employee Succession Plan		Deferred to 2020/21.
Develop and implement a Council wide employee performance program		Revised Performance and Development policies and framework has been put in place. All staff will undergo a performance and development review in late 2020.
Implement the Workplace Health and Safety audit recommendations		Procurement for the development of a Contractor Management System for the City of Darwin was underway at year end. The WHS Management System and associated documents are being uploaded to Council's intranet for accessibility by all staff. Some impact as a result of COVID-19 and further implementation of audit recommendations will progress in 2020/21.
Upgrade Council's Information Technology assets		Information Technology Assets upgrade including telephony, printers and computers was completed and supported the Darwin economy by using local suppliers.
Develop a Digital and Data Asset Management Plan		Deferred to 2020/21.
Deliver new Strategic and Operational Risk Assessments aligned to the Darwin 2030 Strategic Plan		The Strategic Risk Assessment was developed in late 2019 and reviewed by the Risk Management and Audit Committee. Development of Operational Risk Assessments will progress in 2020/21. Risk Management is monitored by the Risk Management and Audit Committee on a quarterly basis.
ACCOUNTABILITY		
Prepare and facilitate the compliance audit by the Department of Local Government, Housing and Community Development		The Department of Local Government, Housing and Community Development attended on site in November 2019 to conduct the audit. A draft report was received in June 2020 and a final report is expected in late 2020. The final report was delayed due to COVID-19.
Redesign and implement a Corporate Performance and Reporting Framework for the Darwin 2030 Strategic Plan, Municipal Plan and business plans		Quarterly Performance Reports against the Strategic and Municipal Plans was implemented in line with the commencement of the new Darwin 2030 Strategic Plan. Quarterly Performance Reports will be utilised as the basis for compiling Council's Annual Report. Council was awarded gold status by the Australasian Reporting Awards (ARA) for the 2018/19 City of Darwin Annual Report.
Develop a renewed Complaints Management Framework, Policy and processes		Deferred to 2020/21 for consideration in accordance with the Customer Service Strategy.
Implement Council's Internal Audit function		The Risk Management and Audit Committee endorsed a forward audit plan and quotations were sought for delivery of audits in 2020/21.
Develop a Fraud and Corruption Management Plan and renew policy		Development of a Fraud and Corruption Management Plan is ongoing. The Fraud Prevention Policy and procedures will be presented to Council in 2020/21.

Table 30 Municipal Plan deliverables for City of Darwin's Governance Framework



Looking Forward 2020/21

VISION AND CULTURE 2020/21 DELIVERABLES

- Review and remodel the Long-Term Financial Plan in line with asset management planning, providing recommendations to Council for fiscal improvement
- Implement Council's integrated Strategic Planning Framework
- Implement a readiness program for the Local Government Act 2019
- Review and develop City of Darwin By-laws
- Develop and implement a structured innovation program across Council harnessing staff ingenuity
- Develop and implement an Organisational Development Program
- Implement Corporate Uniforms as part of Council's corporate image

ROLES AND RELATIONSHIPS

- Manage Council's sponsorship program and portfolio obligations
- Review and implement a revised framework for operating subsidies
- Manage community consultation, engagement and communication across Council
- Develop and implement an Internal Communications Strategy
- Manage Council's reputation through effective media management strategies, and proactive public relations
- Manage Council's response to legislative change and compliance at the Australia Government, Territory and local levels
- Manage Council's strategic role in the Darwin City Deal including governance and reporting obligations

DECISION MAKING AND MANAGEMENT

- Develop a strategic framework for Council procurement to support the local economy, in line with the Local Government Act 2008
- Develop a Project Management Framework for the whole of Council
- Management Council's insurance and insurance renewal process using a risk-based methodology
- Implement the Customer Service strategy
- Implement a readiness program for the August 2021 Local Government General Election
- Develop a strategic Workforce Plan
- Implement the employee Performance Management Framework
- Develop and implement an employee Learning and Development Framework
- Negotiate the City of Darwin Enterprise Agreement
- Review and optimise Council's Workplace Health and Safety Management System
- Implement an enterprise-based information management system for Council
- Monitor and review Council's Strategic and Operational Risk Profiles
- Undertake an audit of Council's readiness and compliance with the national Disaster Recovery Funding Arrangements and Emergency Management Framework

ACCOUNTABILITY

- Implement Council's Corporate Performance and Reporting Framework including integration of Place Score data
- Develop a renewed Customer Complaints Management Framework
- Implement Council's Internal Audit Function

RISK MANAGEMENT AND AUDIT

The role of the Risk Management and Audit Committee (RMAC) is to provide oversight of Council's financial reporting processes, including external audit and monitor the effectiveness of Council's Risk Management Framework, internal controls and compliance with relevant laws and legislation.

In July 2019, Council endorsed revised Terms of Reference for the committee and appointed a new independent chair Mr Craig Spencer and two new

independent members: Ms Kerryn Batten and Mr Shane Smith.

The committee met five times during the 2019/20 financial year and provided oversight of the following:

- Project Management Framework
- Local Government Act 2008 Compliance Review
- Risk Management and Audit Committee Annual Work Plan
- Procurement Policy and Procedures

- External Audit Tender
 - Asset Management Framework and Plans
 - Fraud Control
 - Disaster Management
 - Risk Management Policy and Strategic Risk Assessment
 - 2019/20 External Audit Plan.
- RMAC is supported by the Chief Executive Officer and senior Council officers.

RISK MANAGEMENT AND AUDIT COMMITTEE	MEMBERS	MEETING ATTENDANCE
To make recommendations to Council relating to Risk Management and Audit matters as follows:	Mr Craig Spencer (Chair) <i>MBA, Graduate Diploma Risk Management</i>	5
• Follow up issues arising from internal and external audits	Ms Kerryn Batten <i>FCA, FCPA, FFin, GAICD</i>	4
• The management of outstanding and completed audit issues registers	Mr Shane Smith <i>GAICD, CPA, BBus</i>	4
• The receipt and acceptance of strategic and operational risk assessments	Alderman Jimmy Bouhoris	4
	Alderman Simon Niblock	5
	All other Elected Members are Alternates	Nil

Table 31 2019/20 Risk Management and Audit Committee Member and Meeting Attendance

Risk Management

City of Darwin Policy 069 - Risk Management outlines Council's commitment and approach to Risk Management and risk appetite. Council's Risk Management Policy and framework has been developed in accordance with the International Standard for Risk Management ISO 31000:2018. Council identifies and manages risks in several dimensions including:

- Strategic (Darwin 2030 – *City for People. City of Colour.* Strategic Plan)
- Operational (municipal plan and departments)
- Projects
- Environmental

• Workplace Health and Safety Risk assessments are utilised to determine the Internal Audit Plan.

Council's Risk Management approach ensures integration of governance functions including strategic and municipal planning, internal audit, project management, policy management and decision making. Further, risk management assists in the continuous improvement cycle of monitoring and reviewing Council's vision and strategic directions for Darwin in 2030.

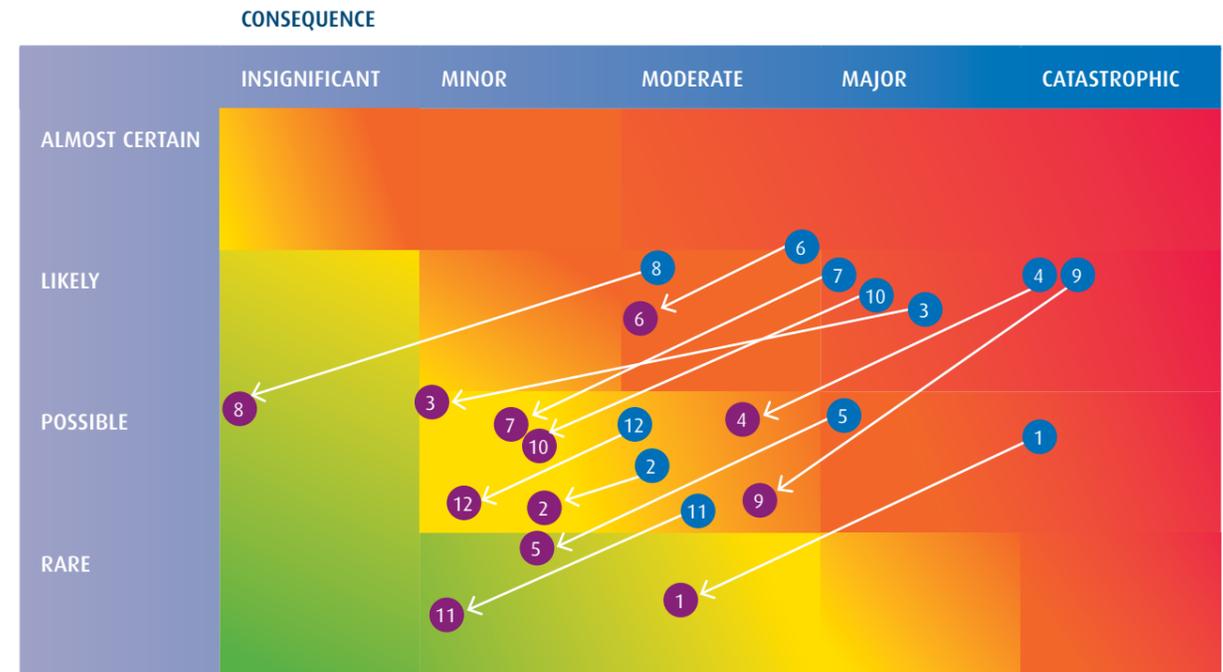
It was therefore seen as imperative that the Risk Management process

to support the new Strategic Plan be commenced as soon as possible after 1 July 2019. A Strategic Risk Assessment has identified 12 strategic risks and the controls currently in place and future opportunities to mitigate or reduce risks. Risk opportunities will be considered in future municipal and business planning processes, along with future reviews of Council's Strategic Plan.

Each risk has an inherent risk rating (before controls) and a residual risk rating (after controls) which are demonstrated in the heat map, figure 19.

City of Darwin's 12 strategic risks are outlined in the table below.

THE RISK THAT CITY OF DARWIN FAILS TO:	INHERENT RISK	RESIDUAL RISK	RESPONSIBILITY
1 Be financially sustainable into the long term	High	Low	Chief Financial Officer
2 Develop and facilitate effective relationships and partnerships and manage key stakeholders and their expectations	Medium	Medium	Government Relations and External Affairs
3 Attract, retain and develop our people to our culture	Extreme	Medium	Chief Financial Officer
4 Effectively design and implement fit for purpose contemporary governance practices	Extreme	Medium	Government Relations and External Affairs
5 Prepare for, respond to, and recover from internal/external critical events	High	Low	Engineering and City Services
6 Support the safety and wellbeing of staff and the community	Extreme	High	All General Managers
7 Operate in compliance with regulatory environment	Extreme	Medium	Government Relations and External Affairs
8 Be innovative with everything it does	High	Low	Innovation, Growth and Development Services
9 Identify, deliver and maintain the right infrastructure assets	Extreme	Medium	Engineering and City Services
10 Maintain long term planning and thinking	Extreme	Medium	Government Relations and External Affairs
11 Design, implement and evolve the way that it delivers value to its internal and external customers	Medium	Low	Chief Financial Officer
12 Establish itself as a credible government for Darwin	Medium	Medium	Government Relations and External Affairs



2 Inherent Risk Rating 2 Residual Risk Rating

Figure 19 Strategic Risk Assessment Inherent vs Residual Heat Map 2019/20



PRIDE ROUNDABOUT



Legislative Compliance

Local Governments in the Northern Territory undergo a compliance review against the *Local Government Act 2008* every two years. Inspectors from the Department of Local Government, Housing and Community Development attended onsite in November 2019 to review information with a focus on financial management, procurement, governance, human resources and internal controls and presented a report to Council in June 2020. The compliance review identified 13 issues which inspectors noted for the attention of Council. Inspectors also noted that none of the issues identified in the report were considered high risk, or of a major concern.

External Complaints

City of Darwin's Complaints Handling and Review of Decisions Policy establishes the framework for handling complaints received about the behaviour of individuals or the performance of Council. A complaint may relate to an Elected Member, a Council employee, volunteer

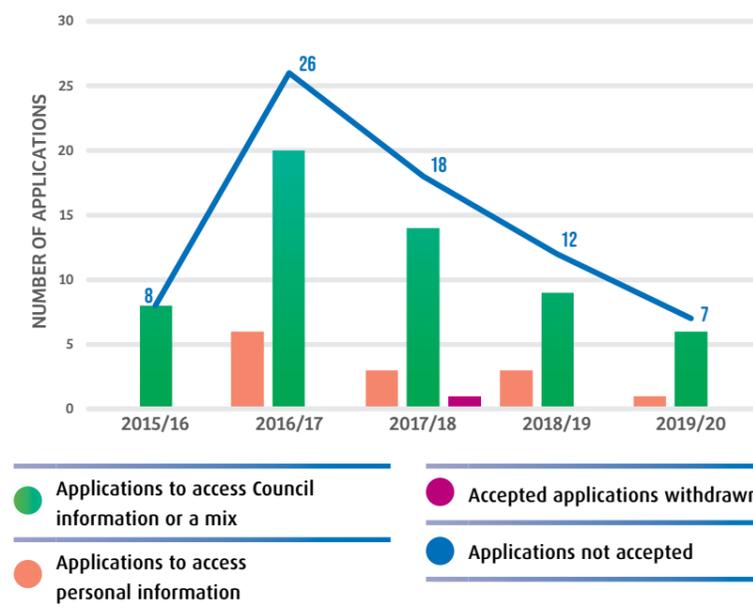
worker or Council contractor. In addition, members of the public may make complaints directly to the Ombudsman, Department of Local Government, Housing and Community Development, under public interest disclosure legislation or to the Independent Commissioner Against Corruption (ICAC).

In 2019/20, nine complaints were received by Council from the Ombudsman. There were no matters received from ICAC or the Department of Local Government, Housing and Community Development during the reporting period.

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 2019/20, City of Darwin received seven Freedom of Information requests. One request was to access personal information and the remaining six requested access to council information, or where a mixture of personal and Council information.

APPLICATIONS UNDER THE INFORMATION ACT 2002



156 Figure 20 2019/20 Information Act 2020 Applications

Information Publicly Available

Section 200 of the *Local Government Act 2008* requires Council to make the following information publicly available on Council's website. If the information is not available on Council's website, it must be available for inspection (without fee) at Council's public office. Where information is available on the City of Darwin website, links are below. Alternatively, these documents can be made available for inspection at the Civic Centre, Darwin.

- Draft and final municipal plan
- Notices and minutes of meetings of the Council, council committees and electors
- A statement of the level of allowances and expenses to be paid to members under the Act
- Register of members' interests
- Elected Member Code of Conduct
- The Annual budget and any amendments to the budget
- Approved rating proposal or a notice in relation to conditionally rateable land
- Notice of declaration of rates (and charges) for the current financial year
- Notice of Council's intention to sell land, by auction, for non-payment of rates
- Notice of Council's assumption of the care, control and management of land
- Notice of an application by the Council to the Supreme Court for a variation of a trust and notice of an order made on such an application
- Notice of a proposed by-law the council intends to make
- Register of by-laws
- Annual Reports
- A list setting out each category of reviewable decision

- An invitation notice for nominations of candidates for an election
- A declaration of the names of the duly nominated candidates for an election
- A public notice of early voting centres, absentee voting centres, mobile polling places and other polling places for an election
- A declaration of the results of an election

Media, Marketing and Communications

Council maintains a proactive approach to media, marketing and communication strategies that help build community trust and confidence. 2019/20 has been a year where Council has put *Darwin First*, this includes ensuring our residents, ratepayers and visitors are kept informed of and able to respond to Council programs and projects.

Council continued to increase its focus on proactive media during the year by issuing 84 media releases, hosting 45 media events and conducting 200 media interviews. Five media training sessions were also provided to Elected Members and staff.

Council aims to respond to all media enquiries and managed 116 issues raised in the public form in 2019/20. Key issues responded to included City Deal Projects such as the Cavanagh Street carpark, dog attacks and antisocial behaviour. Council formally responded to media enquiries with 46 media statements.

Key marketing and communication strategies undertaken in 2019/20 included Daly Street and streetscape beautification, tree planning, urban oval lights, municipal ward projects and the Great Pets Start with You animal management campaign. City of Darwin has increased in the use of digital platforms for its marketing campaigns and advertising.

The following three campaigns included YouTube advertising and reached a total number of 124,610 impressions (number of times the advertisements appeared on screens):

- Young Territory Author Awards 'Call for Entries' reached 70,980 impressions and resulted in the largest number of entries ever
- Citizen of the Year Award 'Call for Nominations' reached 33,906 impressions
- myDarwin Discount Voucher Scheme reached 19,724 impressions

Council's most significant marketing campaign in 2019/20 was the Stronger Together campaign which enabled Council to bring together all community support and economic initiatives under one banner during the response to COVID-19 to demonstrate the strength Council was providing to support and unite the whole the Darwin community. More details are found on page 158 of this report.

Social media and online platforms increased their reach again in 2019/20 with a 43% increase in website page views during the year. A total of 1,183,054 website pages were viewed, an increase from 830,629 in 2018/19, some of which can be attributed to Council's focus to keep the community informed during the COVID-19 pandemic from March 2020. During the year City of Darwin celebrated reaching more than 15,000 likes on its Facebook page and ended the year with a total of 16,300 likes. City of Darwin's Facebook following has increased three-fold in the last five years. The production and posting of videos has increased significantly over the 12 month period and has resulted in 178,000 video views on Facebook alone.

Instagram followers increased by 10% in 2019/20 with a year end following of 6,500 people.

PUBLIC RELATIONS AND MEDIA 2019/20

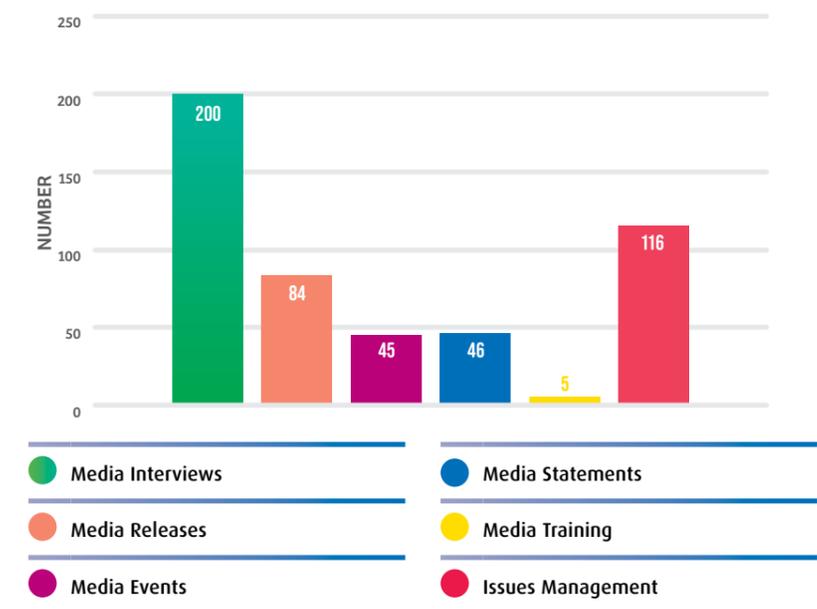


Figure 21 Public Relations and Media 2019/20



CASE STUDY

Stronger Together – Supporting Our City

In May 2020, City of Darwin released the Stronger Together – Supporting our City campaign.

The aim of the Stronger Together campaign was to enable Council to bring together all community support and economic stimulus initiatives under one banner to demonstrate the strength and leadership that Council was providing to support and uniting the whole of the Darwin community. Our residents, ratepayers and businesses were at the heart of this campaign and this is demonstrated through the Stronger Together brand and a strong will to both inspire and ease fears in the community regarding economic downturn during border closures and other impacts from COVID-19.

A range of marketing and communication tactics were used to maximise community awareness. This included banners, newspaper advertising, new email signatures, branding of COVID-19 material such as social distancing place markers (stickers), videos and social media posts. City lights were switched to the colours embedded in the Stronger Together Brand providing a visual measure of support. A brochure detailing all the actions undertaken to respond to COVID-19 was developed and forwarded to every ratepayer with their rates notices in July 2020.

The campaign brought together six major stimulus initiatives implemented to respond to COVID-19 including:

- Maintaining essential services – we never closed!
- Removing fees and charges to 30 June 2020 including parking fees and permits

- Developing financial hardship policies and offering rent relief for council leased buildings
- myDarwin initiative
- increased community grants
- Green Army

Through this campaign and targeted stimulus, both Council and the community responded by supporting local business and putting *Darwin First*.

City of Darwin built on this campaign by branding the 2020/21 Municipal Plan Supporting our People. Supporting our City. Using the Darwin 2030 vision to stay on track for the future, the 2020/21 Municipal Plan delivers Council's largest ever operational budget and capital works

PROCUREMENT

There are two strategic actions within the Darwin 2030 – City for People. City of Colour. Strategic Plan that impact Council's policies and practices for procurement.

- Increase City of Darwin's procurement within the local economy to 95% of all Council expenditure, injecting an additional \$6-\$8M into the local economy; and
- Implement a City of Darwin 'Buy Local' Policy which has a weighting of 30% local content requirements.

In March 2020 City of Darwin revised and renewed its Procurement Policy. The new policy has a local supplier weighting of 30% and focuses on five principles as follows:

- 1 Securing value for Darwin** – recognising that value for money is more than price paid, it is overall benefit to the local economy.
- 2 Working together to achieve outcomes** – providing a flexible procurement framework that responds to the diverse needs of the community.
- 3 Leaders in procurement practice** – recognising Darwin's role as the capital city of the Territory, collaborate and provide leadership for procurement in the local government sector.
- 4 Integrity, probity and accountability** – ensuring procurement is undertaken with integrity, that probity is appropriately managed, and that accountability for outcomes is maintained.

5 Renewing Council's Commitment to Climate Action

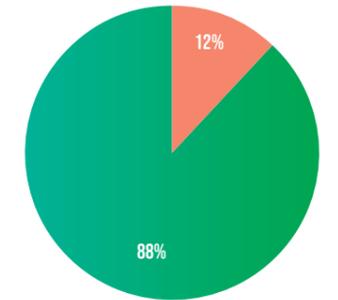
– achieving positive environmental outcomes through sustainable procurement practices.

During 2019/20, City of Darwin awarded 41 contracts to the total value of approximately \$20.2M. 88% of contracts or a total of \$17.90M was awarded to locally owned business or businesses that employ local residents and have a permanent local presence. A full list of contracts awarded by Council in 2019/20 is available at Appendix 1.

For the first time, City of Darwin has undertaken an assessment of expenditure for the year by location. Expenditure or the value of payables for the year totalled \$76.0M (excluding investments and salaries). Council estimates that 91% (\$69.1M) of this amount was spent in the Northern Territory with a large portion of this to local Darwin businesses.

This analysis has been used to inform the data presented on pages 16 and 17 of this report, which assesses the economic impact of Council spending money in the local community.

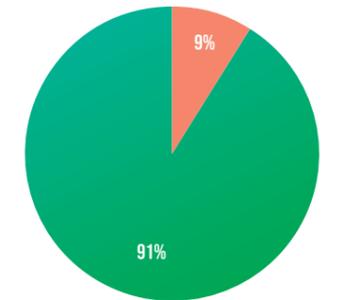
CONTRACTS AWARDED 2019/20 LOCAL VS NON LOCAL



- Local Branch / Local Company
- Interstate / International

Figure 22 2019/20 Contracts Awarded by Location

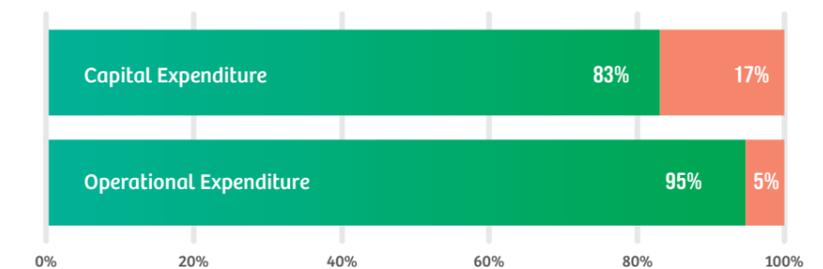
COUNCIL EXPENDITURE 2019/20 (TOTAL \$76.0M)



- Local
- Non-Local

Figure 23 Council Expenditure by Location 2019/20

COUNCIL EXPENDITURE 2019/20 (OPERATIONAL AND CAPITAL)



- Local
- Non-Local

Figure 24 Council Expenditure Operational and Capital Split 2019/20



EMERGENCY MANAGEMENT

City of Darwin's emergency management framework follows a five-step approach, mitigate, prepare, respond, recover and evaluate.

Mitigation strategies undertaken in 2019/20 include delivery of the annual cyclone clean-up, a hard rubbish collection across all residences in the municipality. Preparedness included the delivery of a scenario exercise to test the effectiveness of emergency management plans in preparation for cyclone season.

In 2019/20, City of Darwin was required to respond to and commence recovery from the global pandemic, COVID-19. Further details on Council's response and recovery actions can be found on pages 30 and 31 of this report.

In May 2020, Council considered a report outlining the final costs and settlements of insurance and Natural Disaster Relief and Recovery Arrangements funding for Cyclone Marcus. The total costs for responding to and recovery from Cyclone Marcus in March 2018 amounted to \$17.3M. Council recovered \$13.4M from its insurance and NDRRA claims leaving an amount of \$3.9M as Council's direct costs for this event.

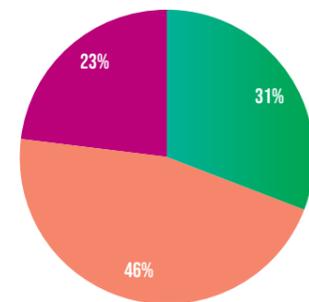
As a result of evaluating the impacts of Cyclone Marcus Council was able to assess the financial risks of future events. Council has subsequently doubled its Emergency Management Contingency Reserve to \$2.0M in 2020/21. In addition, funds have been allocated in 2020/21 to conduct a readiness assessment of the requirements of the new Disaster Recovery Funding Arrangements (DRFA) and a full review of Council's emergency management framework to ensure an all hazards approach is incorporated into future planning.

CITY OF DARWIN EMERGENCY MANAGEMENT FRAMEWORK



Figure 25 City of Darwin Emergency Management Framework

CYCLONE MARCUS - MARCH 2018 EVENT COSTS - \$17.3M



- NDRRA
- Insurance
- Council Cost

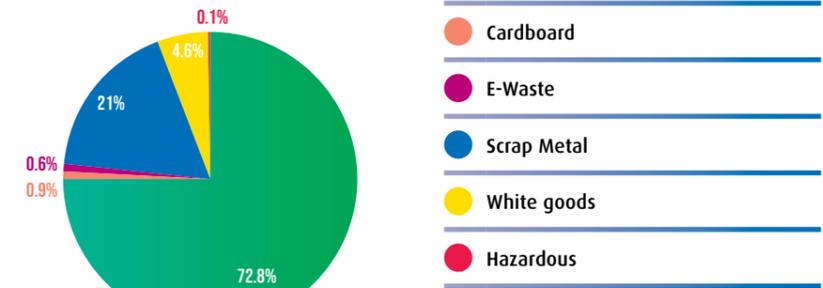
Figure 26 Cyclone Marcus Event Costs March 2018

Annual Pre-Cyclone Clean-Up

The annual Council Pre-Cyclone clean-up was conducted across the city during August and September 2019. For ease of planning the city is divided into northern suburbs and southern suburbs with collection days spread across the period. Approximately 150 staff, contractors and volunteers participated in the clean-up which collected a total of 542 tonnes of waste across the municipality. This was a decrease of 114 tonnes on what was collected during pre-cyclone clean up the previous year and is just below the five-year average annual collection of 594 tonnes per annum. Refer to Figure 28.

The most waste was collected from Karama and Leanyer with a total of 37.51 tonnes and 36.77 tonnes collected in those suburbs respectively. 76% of waste collected was classed as general waste, items which cannot be salvaged or recycled such as furniture and sporting equipment. 17% of waste collected was scrap metal and 5% whitegoods.

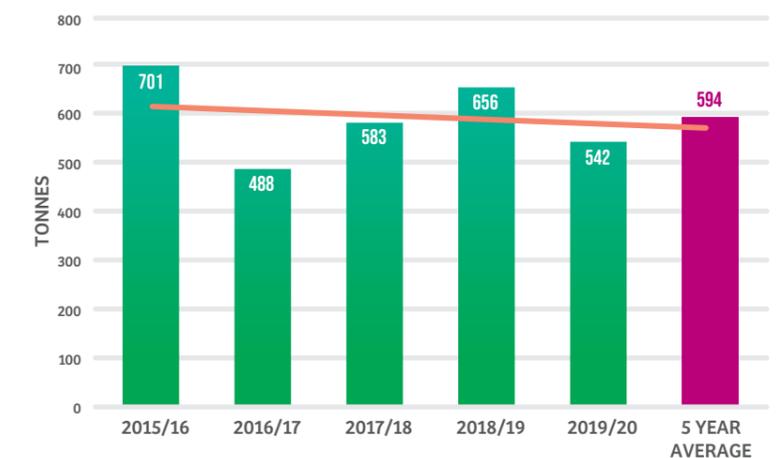
PRE-CYCLONE PICK UP 2019 - TONNES COLLECTED BY WASTE TYPE



- General Waste
- Cardboard
- E-Waste
- Scrap Metal
- White goods
- Hazardous

Figure 27 Annual Pre-Cyclone pick up - tonnes collected by waste type

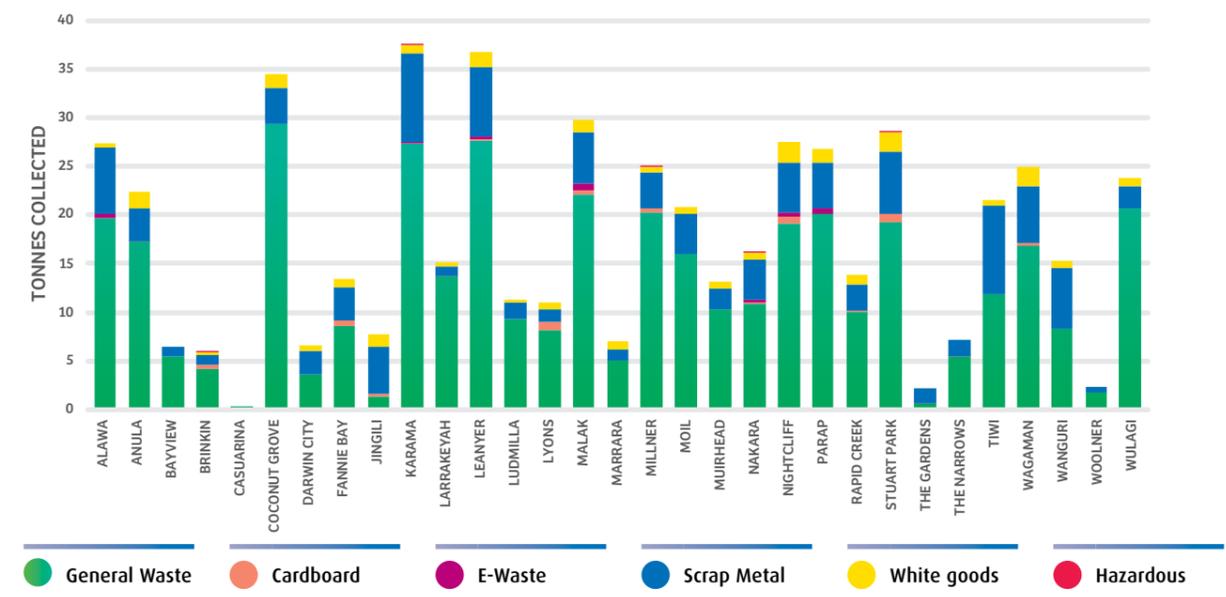
PRE-CYCLONE PICK UP 2019 - ANNUAL TONNES COLLECTED



- Tonnes Collected Annually
- 5 year average Tonnes Collected

Figure 28 Pre-cyclone pick up 2019 - annual tonnes collected

PRE-CYCLONE PICK UP 2019 - TONNES COLLECTED BY SUBURB



- General Waste
- Cardboard
- E-Waste
- Scrap Metal
- White goods
- Hazardous

Figure 29 Pre-cyclone pick up 2019 - tonnes collected by suburb





9

FINANCES

FINANCIAL OVERVIEW

Council's Financial Statements were completed within the statutory timeframe and the audit report was unqualified.

From a financial perspective, Council ended the year with a net deficit of just under \$16.4M. This result is significantly different from the budgeted position of deficit of \$4.0M.

The reason for the budgeted deficit is Council does not fund depreciation, rather it funds the capital improvements of its assets. At \$32.8M, depreciation is a

significant non-cash charge in Council's financial accounts.

Other factors contributing to the significant increase in the budget deficit include impacts of COVID-19, re-measurement of waste management, as well as changes to reporting requirements in accordance with AASB 1058, resulting in movement from the income statement to the balance sheet.

In summary total income has decreased by \$1M, mainly due COVID-19 impacts resulting in decreased and restricted activity. Council also provided support to small business and community with various fees and charges waived or deferred, which also had an impact on total income.

Total expenditure is up on the previous year by \$2.2M to \$124.2M. This is mainly due to increases in employee expenditure and depreciation costs, partly negated by deferred expenditure due to COVID-19.

Council's net assets are on par with the previous year at \$1.03B.

The financial statements present a summary of financial results for 2019/20.

(Full details of Council's audited Financial Statements are available from page 168 within this Annual Report, all budget figures in accordance with Council's Amended Budget.)

How does the Operating result compare with previous years?

NET RESULT (AFTER CAPITAL REVENUE)				
2015/16	2016/17	2017/18	2018/19	2019/20
\$16.7M	-\$2.5M	\$39.89M	-\$3.9M	-\$16.4M

2019/20 Operating Results

BUDGET: \$4.0M DEFICIT RESULT: \$16.4M DEFICIT

There are a number of key contributing factors that have led to the operating position:

- Statutory and User Charges. Mainly due to impacts of COVID-19, a decrease in activity from businesses and the community, as well as fee waivers and deferrals, saw a decrease in revenues in areas such as street food permits, outdoor dining fees, car parking fees, etc.
- Operational and capital grant income will vary from year to year in accordance with projects

undertaken. The decrease from the previous year is due to significant grant income recognised in 2018/19 for projects and events. In addition the impact of new accounting standard (AASB 1058) in 2019/20 has changed the timing of reporting grant income.

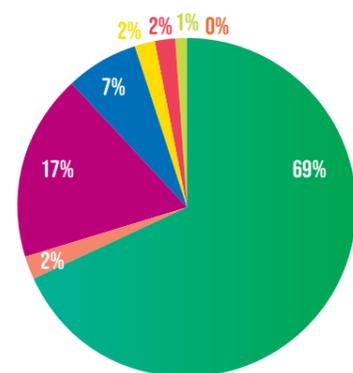
- Investment Income. Decrease due to declining interest rates.
- Waste Management. Increase in re-measurement adjustment for waste remediation provisions due to decrease in discount rates applied.

- Depreciation and Impairment. Whilst depreciation is not funded by Council, it is recorded as an expense in the Statement of Comprehensive Income, thereby impacting the net operating position. The depreciation and impairment expense has increased by just under \$2.0M to \$32.8M this year. This is in part due to the recognition of increased depreciation on the waste remediation asset and right-of-use assets in accordance with AASB 16.



INCOME - 5 YEAR TREND

2015/16	2016/17	2017/18	2018/19	2019/20
\$118.5M	\$107.3M	\$168.2M	\$118.2M	\$107.9M



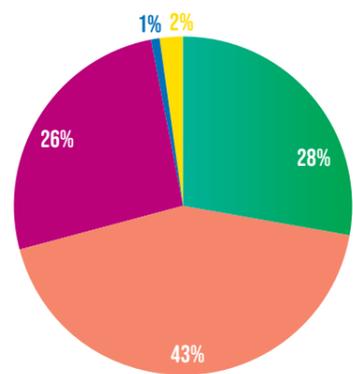
2019/20 INCOME \$107.9M

- Rates Revenues
- Statutory Charges
- User Charges
- Grants, Subsidies and Contributions
- Investment Income
- Other Income
- Amounts Received Specifically for New or Upgraded Assets
- Contributed Assets

Figure 30 Income Categories 2019/20

EXPENSES - 5 YEAR TREND

2015/16	2016/17	2017/18	2018/19	2019/20
\$167.4M	\$109.8M	\$128.3M	\$122.1M	\$124.3M



2019/20 EXPENSES \$124.3M

- Employee Costs
- Materials, Contracts and Other Expenses
- Depreciation, Amortisation and Impairment
- Finance Costs
- Asset Disposal and Fair Value Adjustments

Figure 31 Expenses Categories 2019/20

Capital Expenditure

BUDGET: RESULT:

Notable projects that have been completed during the year include:

- Stuart Park (Nudl Street) Stormwater Drainage Upgrade - \$1.2M
- Chrisp street Oval Redevelopment (Tennis and Basketball Courts) - \$350K
- Chan Ward Beautification – Progress Drive - \$345K
- Richardson Ward Beautification – Bradshaw Terrace - \$238K
- IT Desktop Replacement (laptop/PCs) - \$797K
- Trower Road (Nakara) Lane Reduction and Pedestrian Refuge - \$246K
- Nightcliff Foreshore Exercise Stations - \$209K

Reserves

EXTERNALLY RESTRICTED: \$47.2M (2019 \$51.1M)

These reserves are subject to legal restrictions in relation to their use and include developer contributions, car parking shortfall rate, unexpended specific purpose grants and waste charges, etc.

DECREASE IN LEGALLY RESTRICTED RESERVES:

Notable factors are:

- Waste management and unexpended grants

OTHER RESERVES: \$27.2M (2019 \$27.5M)

Other reserves support the Long-Term Financial Plan and asset management. They include funds for Asset Replacement and Refurbishment, Disaster Contingency, Fleet Replacement, off and on street parking and Street Lighting reserves.

INCREASE/DECREASE IN OTHER RESERVES:

Notable factors are:

- Decrease in Asset Replacement and Refurbishment reserve
- Increase in Disaster Contingency reserve
- Decrease in off and on street parking reserve



KEY FINANCIAL INDICATORS

Financial Sustainability Indicators

COUNCIL INDICATORS

1 % OF RATE DEBTORS OUTSTANDING

Target	2015/16	2016/17	2017/18	2018/19	2019/20
<5%	2.6%	3.0%	2.9%	4.5%	5.6%

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

2 DEBT SERVICING RATIO

Target	2015/16	2016/17	2017/18	2018/19	2019/20
<5%	0.5%	0.5%	0.4%	0.7%	1.0%

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

3 LIQUIDITY RATIO - UNRESTRICTED

Target	2015/16	2016/17	2017/18	2018/19	2019/20
>1.00:1	2.81:1	1.65:1	1.99:1	1.66:1	1.95:1

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).

4 RATES RATIO

Target	2015/16	2016/17	2017/18	2018/19	2019/20
60%-70%	64.1%	63.8%	56.0%	60.1%	60.8%

This indicator is designed to measure Council's ability to cover its day to day expenses through its own tax/rates revenue.

5 OPERATING SURPLUS/(DEFICIT)

Target	2015/16	2016/17	2017/18	2018/19	2019/20
Break-even	(\$2.9M)	(\$1.6M)	(\$18.1M)	(\$12.2M)	(\$15.2M)

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

6 OPERATING SURPLUS BEFORE DEPRECIATION

Target	2015/16	2016/17	2017/18	2018/19	2019/20
> Break-even	\$18.3M	\$22.7M	\$12.4M	\$18.6M	\$17.6M

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

COUNCIL INDICATORS

7 ASSET SUSTAINABILITY RATIO

Target	2015/16	2016/17	2017/18	2018/19	2019/20
>50%	77.5%	60.2%	52.1%	51.7%	35.1%

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.

8 % OF ANNUAL EXPENDITURE WITHIN BUDGET

Target	2015/16	2016/17	2017/18	2018/19	2019/20
95%-105%	98.9%	103.5%	116.5%	103.7%	100.9%

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



GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2020

CITY OF
DARWIN

STRONGER
TOGETHER
CAMPAIGN

City of Darwin

General Purpose Financial Statements for the year ended 30 June 2020

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City of Darwin

General Purpose Financial Statements for the year ended 30 June 2020

Chief Executive Officer's Statement

I, Scott Waters, the Chief Executive Officer of City of Darwin, hereby certify that the Annual Financial Statements:

- have been drawn up in accordance with the applicable Australian Accounting Standards, the *Local Government Act 2008* and the *Local Government (Accounting) Regulations 2008* so as to present fairly the financial position of the Council and the results for the year ended 30 June 2020; and
- are in accordance with the accounting and other records of Council.



Scott Waters
CHIEF EXECUTIVE OFFICER

Date: 23 October 2020

City of Darwin

General Purpose Financial Statements for the year ended 30 June 2020

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across 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 & fair view" of the Council's financial results for the year and ensuring both responsibility for and ownership of the Financial Statements across Council.

What you will find in the Statements

The Financial Statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2020.

The format of the Financial Statements complies with both the accounting and reporting requirements of Australian Accounting Standards.

The Financial Statements incorporate 4 "primary" financial statements:

1. A Statement of Comprehensive Income

A summary of Council's financial performance for the year, listing all income & expenses.

2. A Statement of Financial Position

A 30 June snapshot of Council's financial position including its assets & liabilities.

3. A Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

4. A Statement of Cash Flows

Indicates where 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 4 Primary Financial Statements.

About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialize in Local Government).

In 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 (Accounting) Regulations 2008 part 6 which defines a deficit as:

'A deficit occurs if overall expenditure for a financial year (disregarding depreciation) exceeds income. Transfers into, and out of, specific reserves are to be taken into account.





City of Darwin

Statement of Comprehensive Income

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Income			
Rates	2a	74,119	72,016
Statutory Charges	2b	1,906	2,219
User Charges	2c	18,979	19,700
Grants, Subsidies and Contributions	2g	7,286	9,775
Investment Income	2d	2,469	2,940
Reimbursements	2e	1,089	553
Other Income	2f	843	536
Total Income		106,691	107,739
Expenses			
Employee Costs	3a	34,709	32,069
Materials, Contracts & Other Expenses	3b	53,284	56,134
Depreciation, Amortisation & Impairment	3c	32,777	30,778
Finance Costs	3d	1,125	915
Total Expenses		121,895	119,896
Operating Surplus / (Deficit)		(15,204)	(12,157)
Asset Disposal & Fair Value Adjustments	4	(2,382)	(2,224)
Amounts Received Specifically for New or Upgraded Assets	2g	1,118	10,131
Physical Resources Received Free of Charge	2i	88	315
Net Surplus / (Deficit) ¹		(16,380)	(3,935)
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I,PP&E	9a	16,284	-
Total Other Comprehensive Income		16,284	-
Total Comprehensive Income		(96)	(3,935)

¹ Transferred to Statement of Changes in Equity

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.

City of Darwin

Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	2019
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	18,426	20,814
Trade & Other Receivables	5b	9,859	12,535
Other Financial Assets	5c	81,997	90,424
Inventories	5d	427	185
Non-Current Assets Held for Sale	18	13,506	-
Total Current Assets		124,215	123,958
Non-Current Assets			
Infrastructure, Property, Plant & Equipment	7a	980,600	984,012
Lease Right of Use Assets	7a	5,355	-
Total Non-Current Assets		985,955	984,012
TOTAL ASSETS		1,110,170	1,107,970
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	30,093	36,663
Borrowings	8b	841	699
Provisions	8c	7,814	6,584
Lease Liabilities	8d	787	-
Total Current Liabilities		39,535	43,946
Non-Current Liabilities			
Trade & Other Payables	8a	19	-
Borrowings	8b	7,384	6,924
Provisions	8c	26,894	25,296
Lease Liabilities	8d	4,644	-
Total Non-Current Liabilities		38,941	32,220
TOTAL LIABILITIES		78,476	76,166
Net Assets		1,031,694	1,031,804
EQUITY			
Accumulated Surplus		340,424	352,673
Asset Revaluation Reserves	9a	616,836	600,552
Other Reserves	9b	74,434	78,579
Total Council Equity		1,031,694	1,031,804

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.



City of Darwin

Statement of Changes in Equity
for the year ended 30 June 2020

\$ '000	Notes	Asset			Total Equity
		Accumulated Surplus	Revaluation Reserve	Other Reserves	
2020					
Balance at the end of previous reporting period		352,673	600,552	78,579	1,031,804
Adjustments (due to compliance with revised Accounting Standards) - not retrospective	22b	(14)	-	-	(14)
Restated Opening Balance		352,659	600,552	78,579	1,031,790
Net Surplus / (Deficit) for Year		(16,380)	-	-	(16,380)
Other Comprehensive Income					
- Gain (Loss) on Revaluation of Land & Buildings	9a	-	16,284	-	16,284
Other Comprehensive Income		-	16,284	-	16,284
Total Comprehensive Income		(16,380)	16,284	-	(96)
Transfers between Reserves	9b	4,145	-	(4,145)	-
Balance at the end of period		340,424	616,836	74,434	1,031,694
2019					
Balance at the end of previous reporting period		366,318	600,552	68,869	1,035,739
Net Surplus / (Deficit) for Year		(3,935)	-	-	(3,935)
Total Comprehensive Income		(3,935)	-	-	(3,935)
Transfers between Reserves		(9,710)	-	9,710	-
Balance at the end of period		352,673	600,552	78,579	1,031,804

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.

City of Darwin

Statement of Cash Flows
for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Cash Flows from Operating Activities			
Receipts			
Operating Receipts		110,143	120,998
Investment Receipts		2,536	3,101
Payments			
Operating Payments to Suppliers and Employees		(97,678)	(84,387)
Finance Payments		(486)	(277)
Net Cash provided by (or used in) Operating Activities	11b	14,515	39,435
Cash Flows from Investing Activities			
Receipts			
Amounts Received Specifically for New/Upgraded Assets		972	10,131
Sale of Replaced Assets		177	297
Net Disposal of Investment Securities		8,427	-
Payments			
Expenditure on Renewal/Replacement of Assets		(14,526)	(16,145)
Expenditure on New/Upgraded Assets		(12,324)	(8,489)
Net Purchase of Investment Securities		-	(11,852)
Net Cash provided by (or used in) Investing Activities		(17,274)	(26,058)
Cash Flows from Financing Activities			
Receipts			
Proceeds from Borrowings		1,300	2,999
Proceeds from Bonds & Deposits		294	-
Payments			
Repayments of Borrowings		(698)	(423)
Repayment of Lease Liabilities		(525)	-
Repayment of Bonds & Deposits		-	(10)
Net Cash provided by (or used in) Financing Activities		371	2,566
Net Increase (Decrease) in Cash Held		(2,388)	15,943
plus: Cash & Cash Equivalents at beginning of period	11	20,814	4,871
Cash & Cash Equivalents at end of period	11	18,426	20,814
Additional Information:			
plus: Investments on hand - end of year	5a	81,997	90,424
Total Cash, Cash Equivalents & Investments		100,423	111,238

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

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	n/a - not applicable	

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies

Note The principal accounting policies adopted by Council in the preparation of these consolidated 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 2008*, the *Local Government (Accounting) Regulations 2008* and other relevant Northern Territory legislation.

The financial report was authorised for issue on 16 October 2020.

1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared on a going concern basis 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 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 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 and controlled entities have been eliminated.

Other entities in which Council has an interest but does not control are reported in Note 17.

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

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.



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

Rates and Levies

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

Non-cash contributions

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

Interest Income

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

Construction Contracts

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as “payments received in advance”.

For works undertaken on a fixed price contract basis, revenues are recognised over time using the input method, with costs incurred compared to total expected costs used as a measure of progress. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

4 Cash, Cash Equivalents and other Financial Instruments

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

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 2008*. Other receivables are generally unsecured.

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 statement of the accounting policies applied to financial instruments forms part of Note 13.

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.

5.1 Real Estate Assets Developments

Real Estate Assets developments have been classified as Inventory in accordance with AASB 102 and are valued at the lower of cost or net realisable value. Cost includes the costs of acquisition, development, borrowing and other costs incurred on financing of that acquisition and up to the time of sale. Any amount by which cost exceeds the net realisable value has been recognised as an expense. There is no such assets held by Council at balance date.

Revenues arising from the sale of property are recognised in the operating statement when settlement is completed.

5.2 Other Real Estate Held for Resale

Properties not acquired for development, but which 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 2008* but which failed to meet the reserve set by 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 Council. Holding costs in relation to these properties are recognised as an expense when incurred. There is no such land held by Council at balance date.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

6 Infrastructure, Property, Plant & 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, direct labour on the project

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 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 detail 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 class of property, plant and equipment assets at least once every 4 years. An exception is the valuation of land under roads which is carried out internally every 4 years.

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

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

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

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



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

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

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

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

Plant & Equipment	
- Plant & Machinery	2 to 20 years
- Other Equipment	5 to 50 years
- Computer Equipment	2 to 5 years
Other Assets	
- Other Structures	3 to 100 years
- Office Furniture	5 to 20 years
Parks & Reserves	
- Park Furniture & Structures	5 to 50 years
Buildings	
- Buildings : Car Park Facilities	50 years
- Buildings : Other	10 to 75 years
- Other Structures : Swimming Pools	50 to 75 years
Stormwater Drainage	
- Pipes & Pits	60 to 80 years
- Open Lined Drains	60 to 80 years
- Subsoil Drainage	80 years
Transport	
- Sealed Roads - Formation	120 years
- Sealed Roads - Pavement	80/25 years

- Sealed Roads - Surface	7 to 40 years
- Kerb & Channels	80 years
- Roundabouts	80 years

Pathways	
- Driveways	12 to 60 years
- Pathways	12 to 60 years

Other Infrastructure Assets	
- Traffic Signals	30 years
- Car Parks - Formation	120 years
- Car Parks - Pavement	80/25 years
- Car Parks - Surface	15 to 40 years
- Public lighting	20 to 40 years

Waste Management & Remediation	
- Waste Management Infrastructure	3 to 30 years
- Waste Remediation	airspace consumption

6.5 Impairment

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

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

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

6.6 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 "Borrowing Costs". The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

7 Investment Property

As at 30 June 2020 Council has not classified any assets as Investment Properties.

8 Payables

8.1 Goods & 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 & 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 2020.

Council has not received and interest free loans.

10 Employee Benefits

10.1 Salaries, Wages & 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.

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

Sick leave

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

10.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide 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. Leachate disposal at closure is excluded from the provision as reliable estimates and environmental requirements are currently under review. 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



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

accordance with NT EPA Landfill Guidelines for up to 30 years beyond 2034,

12 Leases

Accounting policy applicable from 01 July 2019

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.

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

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

14 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & 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 and amended accounting standards and interpretations

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has resulted in changes to Council's accounting policies and are detailed below (Adoption of AASB 15 and AASB 1058).

City of Darwin has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

Adoption of AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

The Council applied AASB 15 and AASB 1058, for the first time from 1 July 2019. AASB 1058 clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, in conjunction with AASB 15. These Standards supersede the NFP income recognition requirements previously in AASB 1004 Contributions (with the exception of certain matters relating to public sector NFP entities) as well as current revenue recognition guidance including AASB 118 Revenue, AASB 111 Construction Contracts and the related Interpretations. The timing of income recognition depends on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service). Details of the accounting policy adopted for these standards can be found in Note 1 Significant Accounting Policies. The Council has elected to adopt the modified retrospective method on transition to the new standards with an initial application date of 1 July 2019. The cumulative effect of initially applying AASB 15 and AASB 1058 is recognised at the date of initial application as an adjustment to the opening balance of Accumulated Surplus. Therefore, the comparative information was not restated and continues to be reported under AASB 111, AASB 118, AASB 1004 and related Interpretations.

There has been no adjustment to the opening balance of Accumulated Surplus for grant income that falls within the definition of a 'completed contract' under AASB 1058 transition requirements. A 'completed contract' is where all the grant income has been recognised in accordance with AASB 1004 Contributions prior to the initial application date of 1 July 2019. Unspent funds at reporting date that fall within this scope remain in the restricted Unexpended Grants Reserve.

The Council has determined the impact of the new standards will mainly impact the timing of revenue recognition in relation to special purpose grants. These grants are provided to the Council to construct or acquire an asset to be controlled by the Council. They are accounted for under AASB 1058 and as such, amounts received in relation to these grants are recorded as a liability "Contract Liability - Grants" and recorded in revenue as the asset is constructed.

Set out below are the amounts by which each financial statement line item is affected as at and for the year ended 30 June 2020 as a result of the adoption of AASB 15 and AASB 1058.

The first column shows amounts prepared under AASB 15 and AASB 1058 and the second column shows what the amounts would have been had AASB 15 and AASB 1058 not been adopted:

	Amounts prepared under	
	AASB 15/1058	Previous AASB
	\$'000	\$'000
Amounts Received Specifically for New or Upgraded Assets	1,118	1,173

AASB 16 Leases

The Council applied AASB 16 Leases, for the first time from 1 July 2019. This standard requires that the right of use conveyed by leasing contracts (except leases with a maximum term of 12 months and leases for low-value assets) be recognised as a form of Infrastructure, Property, Plant and Equipment, and that the lease liability be disclosed as a liability.

Adoption of AASB 16 Leases (AASB 16)

AASB 16 supersedes AASB 117 Leases, Interpretation 4 Determining whether an Arrangement contains a Lease and other related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet under a single on-balance sheet model. The Council has lease contracts for various items of plant, equipment, and computers. Before the adoption of AASB 16, the Council classified each of its leases (as lessee) at the inception date as either a finance lease or an operating lease.

The Council adopted AASB 16 using the modified retrospective method of adoption. Under this method, the standard has been applied retrospectively with the cumulative effect of initially applying the standard recognised as an adjustment to the opening balance of Accumulated Surplus as at 1 July 2019 and comparatives have not been restated.

The Council recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 1. Summary of Significant Accounting Policies (continued)

with lease terms that end within 12 months of the date of initial application and leases of low-value assets. The right-of-use assets for all leases were recognised based on the amount equal to the lease liabilities. No adjustments were needed for any previously recognised prepaid or accrued lease expenses as there were none. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

The effect of adoption AASB 16 as at 1 July 2019 (increase/(decrease)) is, as follows:

	\$'000
Assets	
Infrastructure, Property, Plant and Equip.	
- Right-of-Use-Assets	
- Plant & Equipment	3,150
- Land & Buildings	585
Total Assets	3,735
Liabilities	
Interest-bearing loans and borrowings	3,735
Accrued Expenditure - Leases	14
Total Liabilities	3,749
Accumulated Surplus	(14)

Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2020, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for Council then further information has been provided in this note.

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

Effective for NFP annual reporting periods beginning on or after 1 January 2020

- AASB 1059 Service Concession Arrangements: Grantors
- AASB 2018-6 Amendments to Australia Accounting Standards – Definition of a Business
- AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material
- AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform

Effective for NFP annual reporting periods beginning on or after 1 January 2021

- AASB 17 Insurance Contracts

Effective for NFP annual reporting periods beginning on or after 1 January 2022

- AASB 2014-10 Sale or Contribution of Assets between and Investor and its Associate or Joint Venture (amended by AASB 2015-10 and AASB 2017-5)

16 Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

17 Disclaimer

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

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 2. Income

\$ '000	Notes	2020	2019
(a). Rates Revenues			
General Rates			
General Rates		65,213	63,368
Total General Rates		65,213	63,368
Other Rates (Including Service Charges)			
Domestic Waste Management		7,883	7,632
Parking - Special Rates		1,023	1,016
Total Other Rates		8,906	8,648
Total Rates Revenues		74,119	72,016
(b). Statutory Charges			
Planning and Building Regulations		-	7
Animal Registration Fees & Fines		556	612
Parking Fines		961	1,082
Licences and Permit Fees		381	507
Fines and Penalties - Other		8	11
Total Statutory Charges		1,906	2,219
(c). User Charges			
Parking Fees		3,479	4,505
Community Centres		106	150
Cemeteries		46	74
Property Lease		1,061	1,317
Sundry Sales		108	120
Waste Disposal Tipping Fees		14,024	13,424
Other		155	110
Total User Charges		18,979	19,700
(d). Investment Income			
Interest on Investments		1,998	2,323
Interest from Overdue Rates and Charges		471	617
Total Investment Income		2,469	2,940



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 2. Income (continued)

\$ '000	Notes	2020	2019
(e). Reimbursements			
Private Works		-	4
Insurance & Other Recoupments		634	119
Legal Fees Recovery - Rates and Charges		405	378
Other		50	52
Total Reimbursements		1,089	553
(f). Other Income			
Other		843	536
Total Other Income		843	536
(g). Grants, Subsidies, Contributions			
Revenue Specifically for New or Upgraded Assets			
Developer Contributions - Carparking Shortfall		-	11
Recreation Facilities & Other Infrastructure		96	4,596
Smart Cities Infrastructure		-	4,091
Urban Enhancement Infrastructure		-	1,000
Environmental & Clean Energy Infrastructure		-	146
Transport (including Roads and Pathways Funding)		1,022	287
Total Amounts Received Specifically for New or Upgraded Assets		1,118	10,131
Federal Assistance Act - General Component		1,811	1,856
Federal Assistance Act - Road Component		1,909	1,968
Heritage & Cultural		80	35
Library		1,489	1,486
Mosquito Control		219	219
NDRRA (National Disaster Recovery)		1,373	4,070
Other		405	141
Total Other Grants, Subsidies and Contributions		7,286	9,775
Total Grants, Subsidies, Contributions		8,404	19,906

The functions to which these grants relate are shown in Note 12.

(i) Sources of grants

Commonwealth Government	907	7,915
State Government	7,365	11,911
Other	132	80
Total	8,404	19,906

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 2. Income (continued)

\$ '000	Notes	2020	2019
(h). Conditions over Grants & 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		28,931	29,142
<i>Less:</i>			
<i>Expended during the current period from revenues recognised in previous reporting periods</i>			
Developer Contributions for Infrastructure		(110)	-
Unexpended Grants		(3,326)	(6,476)
Subtotal		(3,436)	(6,476)
<i>Plus:</i>			
<i>Amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>			
Developer Contributions for Infrastructure		265	407
Unexpended Grants		304	5,858
Subtotal		569	6,265
Unexpended at the close of this reporting period		26,064	28,931
Net increase (decrease) in assets subject to conditions in the current reporting period		(2,867)	(211)
(i). Physical Resources Received Free of Charge			
Infrastructure		88	315
Total Physical Resources Received Free of Charge		88	315



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 3. Expenses

\$ '000	Notes	2020	2019
(a). Employee Costs			
Salaries and Wages		31,380	28,579
Superannuation	16	2,989	2,697
Workers' Compensation Insurance		977	778
Fringe Benefit Tax (FBT)		173	151
Other		24	141
Less: Capitalised and Distributed Costs		(834)	(277)
Total Operating Employee Costs		34,709	32,069
Total Number of Employees (full time equivalent at end of reporting period)		320	336
(b). Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		86	56
- Other Review Services		4	130
Bad and Doubtful Debts		482	407
Elected Members		632	633
Election Expenses		64	-
Operating Leases		188	46
Subtotal - Prescribed Expenses		1,456	1,272
(ii) Other Materials, Contracts and Expenses			
Advertising and Marketing		283	390
Bank Charges		294	288
Contractors and Consultancy Costs		23,351	27,417
Darwin Entertainment Centre		680	580
Donations, Contributions and Assistance		1,175	849
Fuel and Registration		536	539
Insurance (excl. Workers Comp'n)		1,455	1,310
Legal		1,112	661
Maintenance		-	2
Materials & Consumables		10,416	12,760
Other Materials and Services		2,976	221
Postage		98	119
Power		2,402	2,528
Printing and Stationery		290	372
Professional Services		1,381	1,142
Subscriptions and Registrations		280	289
Telephone and Communications		638	570
Travel and Training		357	701
Water and Effluent		4,104	4,124
Subtotal - Other Material, Contracts & Expenses		51,828	54,862
Total Materials, Contracts and Other Expenses		53,284	56,134

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 3. Expenses (continued)

\$ '000	Notes	2020	2019
(c). Depreciation, Amortisation and Impairment			
(i) Depreciation and Amortisation			
Buildings		3,596	3,573
Infrastructure			
- Transport		9,545	9,563
- Pathways		2,618	2,612
- Stormwater Drainage		4,354	4,344
- Public Lighting		2,370	2,174
- Waste Management Infrastructure		3,368	3,368
- Waste Remediation		461	297
Right-of-Use Assets		610	-
Plant & Equipment		3,223	2,358
Parks & Reserves Infrastructure		1,642	1,575
Other Assets		990	914
Subtotal		32,777	30,778
(ii) Impairment			
Nil			
Total Depreciation, Amortisation and Impairment		32,777	30,778
(d). Finance Costs			
Interest on Loans		376	302
Interest on Leases		120	-
Unwinding of Present Value Discounts		629	613
Total Finance Costs		1,125	915

Note 4. Asset Disposal & Fair Value Adjustments

Infrastructure, Property, Plant & Equipment

(i) Assets Renewed or Directly Replaced

Proceeds from Disposal		177	297
Less: Carrying Amount of Assets Sold		(809)	(1,190)
Gain (Loss) on Disposal		(632)	(893)

Fair Value Adjustments

Remeasurement Adjustment/Revaluation Decrements Expensed		(1,750)	(1,331)
Total Fair Value Adjustments		(1,750)	(1,331)

Net Gain (Loss) on Disposal or Revaluation of Assets		(2,382)	(2,224)
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City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property

\$ '000

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 these assets and they 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.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

\$ '000

Valuation of Assets (continued)

Other Information

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

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use in relation to Local Government.

Fair Value Measurement

The requirements of AASB 13 Fair value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Capital Works in Progress

- **Basis of valuation:** Original cost

Land & Land Improvements

- **Basis of valuation:** Market Value

- **Date of valuation:** 30 June 2020.

- **Valuer:** Valuations NT - Certified Practising Valuer

- **Critical assumptions:**

The valuation of the land assets was based on the current market value of the land were it to be acquired on the open market for the current use, giving consideration to the existing zoning. This involved the analysis of all known relevant land sales, including englobo land sales, and extrapolating those derived values throughout the City of Darwin, making appropriate adjustments for increased values due to size, zoning, location and amenity. During this process every effort was made to ensure the relativities of the rates per square metre adopted between the different uses and locations were sound.

- **Results:** A increment in land valuation of \$17.9M

Land Under Roads

- **Basis of valuation:** Market value

- **Date of valuation:** 30 June 2018.

- **Valuer:** Internal assessment

- **Critical assumptions:**

This valuation is based on guidelines published by State Governments within Australia and the average market value of land within the municipality. Land under roads involves the entire road reservation and will include land under the road surface, verge, curbs, channels, nature/median strips and footpaths. The average market value is adjusted to recognise the englobo nature of land under roads and allowance for access & carriage way rights. Council considers that a reduction of 95% of the average market value is appropriate to reflect fair value in use. Although the valuation is based on underlying market values the broad range of assumptions used mean that the inputs are considered to be level 3.

- **Results:** The fair value of land under roads initially recognised by City of Darwin at 30 June 2014 was \$51.5M.

The fair value of land under roads at 30 June 2018 increased to \$52.7M.



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

\$ '000

Valuation of Assets (continued)

Buildings & Other Structures

- **Basis of valuation:** Written down current replacement cost
- **Date of valuation:** 30 June 2020.
- **Valuer:** Valuations NT - Certified Practising Valuer
- **Critical assumptions:**

The valuation of the buildings assets was based on the Depreciated Replacement Cost model as the building assets are considered to be assets of a community service nature, for which there is no active liquid market. The depreciation rates adopted have regard to the age of the building, refurbishment history and the general appearance at the date of inspection.

- **Results:** A decrement in building valuation of \$1.6M

Infrastructure

- **Basis of valuation:** Written down current replacement cost
- **Date of valuation:** 30 June 2017.
- **Valuer:** AssetVal Pty Ltd and Council inputs
- **Critical assumptions:**

The approach estimated the replacement costs for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on the square metres or similar capacity could be supported from market evidence (level 2) other inputs (such as estimates of pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. Therefore these assets were classified as having been valued using level 3 valuation inputs.

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

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

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

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

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

\$ '000

Valuation of Assets (continued)

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 Council's own understanding of the assets and the level of remaining service potential.

- Results:

The revaluation of Infrastructure assets resulted in a decrement in Roads & Pathways of \$150.5M, Stormwater Drainage of \$2.8M and Other Infrastructure Assets of \$24.8M at 30 June 2017.

- Initial recognition of Public Lighting:

Public lighting infrastructure assets transferred to Council from the Power and Water Corporation on 01 January 2018 have been recognised at their written down replacement cost which represents fair value. The valuation was undertaken by Next Energy Lighting Pty Limited and included Council's existing public lighting assets. Council's existing public lighting assets have been reclassified from Other Assets to Infrastructure - Public Lighting at the revalued amount resulting in an increase in value of \$2M.

Waste Management and Remediation

- **Basis of valuation:** Fair Value

Plant & Equipment

- **Basis of valuation:** Original cost

Parks & Reserves Infrastructure

- **Basis of valuation:** Original cost

Other Assets

- **Basis of valuation:** Original cost



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 8. Liabilities

\$ '000	Notes	2020		2019	
		Current	Non Current	Current	Non Current
(a). Trade and Other Payables					
Creditors and Accruals		15,654	-	19,003	-
Payments Received in Advance		195	-	14,692	-
Grants & Contributions - to be Repaid		10,757	-	-	-
Accrued Expenses - Employee Entitlements		545	-	606	-
Accrued Expenses - Finance Costs		67	-	57	-
Accrued Expenses - Leases		-	19	-	-
Deposits, Retentions & Bonds		430	-	136	-
Rates Over Paid		2,390	-	2,169	-
Contract Liabilities - Grants		55	-	-	-
Total Trade and Other Payables		30,093	19	36,663	-

(b). Borrowings

	2020	2020	2019	2019
	Current	Non Current	Current	Non Current
Loans	841	7,384	699	6,924
Total Borrowings	841	7,384	699	6,924

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

(c). Provisions

	2020	2020	2019	2019
	Current	Non Current	Current	Non Current
Employee Entitlements (including oncosts)	7,199	1,170	6,584	1,188
Post Closure Site Rehabilitation	115	11,397	-	9,739
Cell Capping - Stage 2	-	2,268	-	2,081
Cell Capping - Stage 3/4	500	9,762	-	10,084
Cell Capping - Stage 5	-	2,297	-	2,204
Total Provisions	7,814	26,894	6,584	25,296

Landfill Rehabilitation Provision

Council has measured and recognised remediation provisions for Shoal Bay Waste Management Facility post closure and cell capping liabilities. The provision is in accordance with AASB 137 - Provisions, Contingent Liabilities and Contingent Assets. The provision has been calculated by determining a best estimate of the current cost to rehabilitate the landfill site that can be reliably measured. Initial recognition includes post closure estimates and cell capping estimates. The estimates are indexed by 1.1% (5 year forward estimate) and discounted at the 2020 ten year bond rate of 0.94% to arrive at the Net Present Value (NPV) of the liability.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 8. Liabilities (continued)

\$ '000	Notes	2020		2019	
		Current	Non Current	Current	Non Current
(c). Provisions (continued)					
Movements in Provisions					
2020 (current & non-current)					
		Post Closure Site Rehabilitation	Cell Capping - Stage 2	Cell Capping - Stage 3/4	Cell Capping - Stage 5
Opening Balance		9,739	2,081	10,084	2,204
Add Unwinding of Present Value Discounts		254	54	263	58
(Less) Payments		(148)	-	-	-
Add/(Less) Remeasurement Adjustments		1,667	133	(85)	35
Closing Balance		11,512	2,268	10,262	2,297

\$ '000	Notes	2020		2019	
		Current	Non Current	Current	Non Current
(d). Lease Liabilities					
Lease Liabilities	15	787	4,644	-	-
Total Lease Liabilities		787	4,644	-	-

The Lease Liabilities relate to the Right of Use assets recognised on the Balance sheet under AASB16 and represent contrast to prior year where no such standard applied.

Note 9. Reserves

\$ '000		1/7/2019	Increments (Decrements)	30/6/2020
(a). Asset Revaluation Reserve				
	Land - Under Roads	1,046	-	1,046
	Land and Improvements	300,558	17,860	318,418
	Buildings	33,111	(1,576)	31,535
	Infrastructure			
	- Transport	57,064	-	57,064
	- Pathways	103,723	-	103,723
	- Stormwater Drainage	99,600	-	99,600
	- Public Lighting	2,045	-	2,045
	Other Assets	3,405	-	3,405
	Total Asset Revaluation Reserve	600,552	16,284	616,836
	Comparatives	600,552	-	600,552



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 9. Reserves (continued)

\$ '000	1/7/2019	Tfrs from (-to) operations	Tfrs from (-to) capital	30/6/2020
(b). Other Reserves				
Externally Restricted				
CBD Carparking Shortfall - Developer Contributions	12,943	226	-	13,169
CBD Carparking Shortfall - Rate Levy	13,206	1,270	-	14,476
Highway/Commercial Carparking Shortfall	50	2	-	52
Market Site Development	441	39	(10)	470
Other Carparking Shortfall	370	6	-	376
Developer Contributions	1,877	(78)	-	1,799
Waste Management	8,537	4,676	(7,018)	6,195
Unexpended Grants	13,690	143	(3,164)	10,669
Total Externally Restricted Reserves	51,114	6,284	(10,192)	47,206
Comparatives	46,634	7,284	(2,708)	51,210
Internally Restricted				
Asset Replacement & Refurbishment	6,815	46	(1,952)	4,909
Carry Forward Works	7,272	955	(1,108)	7,119
DEC Asset Replacement & Refurbishment	103	-	-	103
Disaster Contingency	1,035	1,000	-	2,035
Election Expense	132	100	-	232
Environmental	117	(15)	-	102
IT Strategy	177	-	(93)	84
Nightcliff Community Hall	53	9	-	62
Off & On Street Parking	5,146	(1,594)	-	3,552
Plant & Vehicle Replacement	5,112	2,577	(98)	7,591
Public Art	407	-	-	407
Street Lighting	1,000	-	(64)	936
DEC Air Conditioning Replacement	96	-	-	96
Total Internally Restricted Reserves	27,465	3,078	(3,315)	27,228
Comparatives	22,235	5,541	(407)	27,369
Total Other Reserves	78,579	9,362	(13,507)	74,434
Comparatives	68,869	12,825	(3,115)	78,579

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 9. Reserves (continued)

\$ '000

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).

Externally Restricted Reserves

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

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

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

CBD Carparking Shortfall - Rate Levy

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

Market Site Development

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

Developer Contributions (other than car parking)

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

Waste Management

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

Unexpended Grants

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

Internally Restricted Reserves

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

Asset Replacement & Refurbishment

This reserve holds funds for the future rehabilitation of major assets and the allocation and utilisation of surplus funds in accordance with Council policy no. 66.



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 9. Reserves (continued)

\$ '000

Carry Forward Works

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

DEC Asset Replacement & Refurbishment

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

Disaster Contingency

This reserve holds funds to provide for possible insurance and other expenses associated with responding to a natural disaster as well as designated disaster response and recovery projects.

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 Council's Environmental Management Plan and other associated plans.

IT Strategy

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

Nightcliff Community Hall

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

Off & On Street Parking

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

Plant & Vehicle Replacement

This reserve holds funds to meet the cost of replacement of plant and vehicles.

Public Art

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

Street Lighting

This reserve holds funds to assist transition the capital and maintenance street lighting expenditure resulting from the transfer of ownership of public lighting assets to Council.

DEC Air Conditioning Replacement

This reserve holds funds that are required to be set aside for the upgrade of the airconditioning system. The reserve has been reclassified in 2019-20 from Externally Restricted to Internally Restricted - policy number 067 - Financial Reserves Policy.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 10. Assets Subject to Restrictions

\$ '000

Notes

2020

2019

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.

Cash & Financial Assets

Externally restricted cash	47,206	51,210
Internally restricted cash	27,228	27,369
Total Cash & Financial Assets	74,434	78,579

Note 11. Reconciliation to Statement of Cash Flows

(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 Balance Sheet as follows:

Total Cash & Equivalent Assets	5	18,426	20,814
Balances per Statement of Cash Flows		18,426	20,814

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

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

\$ '000	Notes	2020	2019
(b). Reconciliation of Change in Net Assets to Cash from Operating Activities			
Net Surplus/(Deficit)		(16,380)	(3,935)
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		32,777	30,778
Fair Value Adjustments		1,750	1,331
Premiums & Discounts Recognised & Unwound		629	613
Non-Cash Asset Acquisitions		(88)	(315)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)		(1,118)	(10,131)
Net (Gain) Loss on Disposals		632	893
WIP Written Off		-	2,573
		18,202	21,807
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		2,676	(3,594)
Net (Increase)/Decrease in Inventories		(242)	(93)
Net Increase/(Decrease) in Trade & Other Payables		(6,570)	21,295
Net Increase/(Decrease) in Unpaid Employee Benefits		597	20
Net Increase/(Decrease) in Other Provisions		(148)	-
Net Cash provided by (or used in) operations		14,515	39,435
(c). Non-Cash Financing and Investing Activities			
Acquisition of assets by means of:			
- Physical Resources Received Free of Charge	2i	88	315
Amounts recognised in Income Statement		88	315
Total Non-Cash Financing & Investing Activities		88	315
(d). Financing Arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdrafts		500	500
Corporate Credit Cards		200	200
Cash Advance Facilities		55	55

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 12a. Functions

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).													
	INCOME			EXPENSES			OPERATING SURPLUS (DEFICIT)			GRANTS/CONTRIBUTIONS INCLUDED IN INCOME			TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	Budget 2020	Actual 2020	Actual 2019	Budget 2020	Actual 2020	Actual 2019	Budget 2020	Actual 2020	Actual 2019	Budget 2020	Actual 2020	Actual 2019	Actual 2020	Actual 2019
Governance	315	310	10	3,170	3,274	3,045	(2,855)	(2,964)	(3,035)	300	300	-	572,657	555,933
Administration	1,641	1,622	787	41,376	41,931	42,792	(39,735)	(40,309)	(42,005)	-	-	-	659	764
Public Order & Safety	2,929	2,975	5,904	4,539	4,610	7,019	(1,610)	(1,635)	(1,115)	1,373	1,373	4,070	-	-
Health	221	219	219	425	409	188	(204)	(190)	31	221	219	219	-	-
Environment	50	50	50	503	424	561	(453)	(374)	(511)	-	-	-	-	-
Community Services & Education	258	260	290	2,549	2,549	1,761	(2,291)	(2,289)	(1,471)	89	90	20	171,723	180,704
Housing & Community Amenities	23,143	22,483	26,035	23,986	26,549	24,012	(843)	(4,066)	2,023	-	-	4,237	24,329	19,508
Recreation & Culture	10,001	1,948	6,479	28,100	28,215	26,115	(18,099)	(26,267)	(19,636)	9,729	1,680	6,200	340,802	351,061
Transport & Communication	8,356	8,097	9,975	15,267	15,203	15,799	(6,911)	(7,106)	(5,824)	2,931	3,019	3,593	-	-
Economic Affairs	1,311	1,270	1,472	993	1,113	828	318	157	644	-	-	-	-	-
General Purpose Income ^a	68,639	68,663	66,964	-	-	-	68,639	68,663	66,964	1,811	1,811	1,856	-	-
Total Functions/Activities	116,864	107,897	118,185	120,908	124,277	122,120	(4,044)	(16,380)	(3,935)	16,454	8,492	20,195	1,110,170	1,107,970

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





City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 12b. Components of Functions

\$ '000

The activities relating to Council functions are as follows:

GOVERNANCE

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

ADMINISTRATION

Costs not otherwise attributed to other functions or activities.

PUBLIC ORDER AND SAFETY

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

HEALTH

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

ENVIRONMENT

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

COMMUNITY SERVICES AND EDUCATION

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

HOUSING AND COMMUNITY AMENITIES

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

RECREATION AND CULTURE

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

TRANSPORT AND COMMUNICATION

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

ECONOMIC AFFAIRS

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

GENERAL PURPOSE INCOME

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

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 12b. Components of Functions (continued)

\$ '000

This Note sets out the details of MATERIAL VARIATIONS between Council's Revised Budget and its Actual Results for the year as per the Income Statement. The Revised Budget is as at 30 June 2020 which is up to and including 3rd Quarter Variations and Carry Forwards from previous year.

Note that for Variations* of Budget to Actual :

Material Variations represent those variances that amount to **10%** or more of the revised budgeted figure and or are significant in value.

F = Favourable Budget Variation, U = Unfavourable Budget Variation

Budget Variations relating to Council's Operating Result by Functions include:

\$ '000	2020	2020	2020	%	F/U	Ref
	Revised Budget	Actual	-----Variance*-----			
Income	\$'000's	\$'000's	\$'000's			
Governance	315	310	(5)	-2%	U	
Administration	1,641	1,622	(19)	-1%	U	
Public Order & Safety	2,929	2,975	46	2%	F	
Health	221	219	(2)	-1%	U	
Environment	50	50	-	0%	F	
Community Services & Education	258	260	2	1%	F	
Housing & Community Amenities	23,143	22,483	(660)	-3%	U	1
Recreation & Culture	10,001	1,948	(8,053)	-81%	U	2
Transport & Communication	8,356	8,097	(259)	-3%	U	3
Economic Affairs	1,311	1,270	(41)	-3%	U	
General Purpose Income	68,639	68,663	24	0%	F	
	116,864	107,897	(8,967)			

Ref Reasons for Variations Include

- 1 Lower than anticipated income from Waste Management facility
- 2 Velodrome grant monies (\$8M requested to be repaid) and Jingili Park project collaboration grant (\$55k reclassified in accordance with new AASB 1058 requirements) transferred to liabilities
- 3 Reduced interest on restricted Car Parking Reserves (declining interest rates) and parking fee income below anticipated budget



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 12b. Components of Functions (continued)

\$ '000	2020		2020		2020	
	Revised Budget	Actual	-----Variance*-----			
Expenses	\$'000's	\$'000's	\$'000's	%	F/U	Ref
Governance	3,170	3,274	(104)	-3%	U	1
Administration	41,376	41,931	(555)	-1%	U	2
Public Order & Safety	4,539	4,610	(71)	-2%	U	3
Health	425	409	16	4%	F	
Environment	503	424	79	16%	F	4
Community Services & Education	2,549	2,549	-	0%	F	
Housing & Community Amenities	23,986	26,549	(2,563)	-11%	U	5
Recreation & Culture	28,100	28,215	(115)	0%	U	6
Transport & Communication	15,267	15,203	64	0%	F	7
Economic Affairs	993	1,113	(120)	-12%	U	8
	120,908	124,277	(3,369)			

Ref Reasons for Variations Include

- 1 Increased costs for legal expenditure
Unbudgeted expense recognised for return of NTG grant funds Greening to Smith Street \$2.8M. Offset by savings in employee expenses and overhead recoveries from vacancies and timing of leave entitlements taken, savings in valuation expenditure and depreciation below anticipated budget pending capitalisation of infrastructure assets still under construction at year end .
- 2
- 3 Animal management and control expenditure higher than anticipated budgets
- 4 Savings in salaries and delay of development of Environmental Management System project (to progress in 20/21).
- 5 Remeasurement adjustment for waste remediation provisions due to decrease in discount rates applied. Smart Cities operational expenditure and Drainage maintenance salaries expenditure higher than anticipated budgets.
- 6 Increased costs in parks & reserves program mainly relating to water expenditure
- 7 Increased costs in public lighting electricity charges, partially offset with savings in Roads Maintenance program
- 8 Increased costs for professional services relating to economic strategy development and contribution to Urban Living Lab

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments

\$ '000

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

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

Terms & Conditions:

Deposits are returning fixed interest rates between 0.70% and 1.90% (2019: 1.90% and 2.82%). Short term deposits have an average maturity of 189 days and an average interest rate of 1.20% (2019: 171 days and 2.44%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables

Rates & Associated Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 18% (2019: 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 & Other Charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & 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).



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

\$ '000

Recognised Financial Instruments

Receivables

Other Levels of Government

Accounting Policy:

Carried at nominal value.

Terms & 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 & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Liabilities

Interest Bearing Borrowings

Accounting Policy:

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

Terms & Conditions:

Secured over future revenues, borrowings are repayable (describe basis); interest is charged at fixed (or variable - describe) rates between 3.935% and 6.62% (2019: 3.935% and 6.62%).

Carrying Amount:

Approximates fair value.

Liabilities

Leases

Accounting Policy:

Accounted for in accordance with AASB 16 as stated in Note 15.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2020					
Financial Assets					
Cash & Equivalents	18,426	-	-	18,426	18,426
Receivables	5,181	-	-	5,181	3,892
Other Financial Assets	81,997	-	-	81,997	81,997
Total Financial Assets	105,604	-	-	105,604	104,315
Financial Liabilities					
Payables	29,917	-	-	29,917	29,917
Current Borrowings	841	-	-	841	841
Non-Current Borrowings	-	3,803	3,581	7,384	7,384
Total Financial Liabilities	30,758	3,803	3,581	38,142	38,142

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2019					
Financial Assets					
Cash & Equivalents	20,814	-	-	20,814	20,814
Receivables	8,533	-	-	8,533	7,510
Other Financial Assets	90,424	-	-	90,424	90,424
Total Financial Assets	119,771	-	-	119,771	118,748
Financial Liabilities					
Payables	21,971	-	-	21,971	21,971
Current Borrowings	699	-	-	699	699
Non-Current Borrowings	-	3,164	3,760	6,924	6,924
Total Financial Liabilities	22,670	3,164	3,760	29,594	29,594

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

	30 June 2020		30 June 2019	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	4.65%	8,225	5.28%	7,623
		8,225		7,623

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.



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 13. Financial Instruments (continued)

\$ '000

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 Council's investing policy and Minister Guidelines. 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 past due receivables and the amount of any impairment is disclosed in the following table:

\$ '000	Notes	2020	2019
Receivables			
0 to 30 days overdue		1,731	5,354
31 to 90 days overdue		291	332
Greater than 90 days overdue		1,870	1,823
Impaired		1,289	1,024
Total		5,181	8,533

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of 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 Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. 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 2020

Note 14. Commitments for Expenditure

\$ '000

Notes

2020

2019

(a). Capital Commitments

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

Infrastructure	9,526	11,810
Plant & Equipment	641	44
Waste Management Services	628	718
	10,795	12,572

These expenditures are payable:

Not later than one year	9,528	6,178
Later than one year and not later than 5 years	1,267	6,394
Later than 5 years	-	-
	10,795	12,572

(b). Other Expenditure Commitments

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

Audit Services	189	-
Waste Management Services	54,352	52,356
Other Debt Collection	399	849
Other Maintenance Contracts	3,317	2,994
Recreation	2,188	2,278
Security Services	98	420
Other	1,737	199
	62,280	59,096

These expenditures are payable:

Not later than one year	15,181	14,342
Later than one year and not later than 5 years	35,950	40,099
Later than 5 years	11,149	4,655
	62,280	59,096



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 15. Leases

\$ '000

Council as a Lessee

Terms and conditions of leases

Plant and Equipment

Details here on the nature of the lease such as terms and conditions, lease term, repayments (fixed/variable), renewal options, lease increases such as CPI, residual value etc.

Land and Buildings

Details here on the nature of the lease such as terms and conditions, lease term, repayments (fixed/variable), renewal options, lease increases such as CPI, residual value etc.

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

Right of use assets

	Plant and Equipment \$'000	Land and Buildings \$'000	Total \$'000
2020			
Adoption of AASB 16 at 1 July 2019	3,150	585	3,735
Additions to right-of-use assets	2,230	-	2,230
Depreciation charge	(571)	(39)	(610)
Balance at 30 June 2020	4,809	546	5,355

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

\$ '000	2020	2019
Balance at 1 July	3,735	-
Additions	2,230	-
Payments	(534)	-
Balance at 30 June	5,431	-
Classified as:		
Current	787	-
Non Current	4,644	-

The Group had total cash outflows for leases of \$534,195.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 15. Leases (continued)

\$ '000

2020

2019

The following are the amounts recognised in profit or loss:

Depreciation expense of Right-of-Use Assets	610	-
Interest expense on lease liabilities	120	-
Expense relating to short term leases	175	-
Expense relating to leases of low-value assets	13	-
Total amount recognised in profit or loss	918	-

Council as a Lessor

Leases Providing Revenue to the Council

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 rent and hire of non-investment property in Note 2.

(i) Investment Property

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

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

Future minimum rentals receivable under non-cancellable operating leases as at 30 June, are as follows:

Not later than one year	801	1,088
Later than one year and not later than 5 years	1,793	1,843
Later than 5 years	1,057	1,456
	3,651	4,387

Note 16. Superannuation

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 (9.50% in 2019/20; 9.50% in 2018/19). 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.



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 17. Interests in Other Entities

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

Note 18. Non-Current Assets Held for Sale & Discontinued Operations

\$ '000

	2020	2019
--	------	------

Details of Assets & Disposal Groups

Council has resolved to sell the Cavenagh Street Carpark (Lot 5803). Settlement was executed on the 10/07/2020.

The sale includes land and associated infrastructure built on the lot. A non-current asset classified as held for sale is transferred from non current assets to current assets at the lower of its carrying amount and as such depreciation has not occurred.

Carrying Amounts of Assets and Liabilities

Assets

Infrastructure, Property, Plant and Equipment	13,506	-
Total Assets	13,506	-
Net Assets	13,506	-

Note 19. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, 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

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 liability has been excluded from the provision as environmental requirements and processes are under review and the liability cannot be reliably estimated.

2. GARRAMILLA BOULEVARD

The 2019/20 Municipal Budget included external borrowings for the Garramilla Boulevard project of \$5M.

Discussions are continuing with NTG on the scope of works and asset transfers. It is intended for Ministerial Approval to be sought for the external borrowings when concluded.

3. OTHER CONTINGENT LIABILITIES

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.

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

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 20. Events After the Statement of Financial Position Date

Events that occur after the reporting date of 30 June 2020, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

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

Accordingly, the "authorised for issue" date is 23/10/20.

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

Note 21. Related Party Transactions

\$ '000

	2020	2019
--	------	------

Key Management Personnel

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 section 112 of the *Local Government Act 1999*. In all, 19 persons were paid the following total compensation:

(i) Total remuneration and allowances paid to Key Management Personnel during the year comprises:

Short-Term Employee Benefits	1,444	1,225
Elected Members Allowances	695	677
Total	2,139	1,902

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

As at 30 June 2020 there are no outstanding amounts receivable or payable to/from the Council's KMP. Amounts less than \$1,000 have not been disclosed.



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 22. Equity - Retained Earnings and Revaluation Reserves Adjustments

\$ '000

(a). Changes in Accounting Policies due to Adoption of New Accounting Standards - Not Retrospective

The impacts of adopting these standards and associated transition disclosures are provided below:

(i) AASB 15 and AASB 1058

The following approach has been applied on transition to AASB 15 and AASB 1058:

– Council has adopted the completed contract expedient and therefore has not included revenue which was fully recognised in previous years in accordance with the former accounting standards and pronouncements. A completed contract is a contract or transaction for which Council has recognised all of the income in accordance with AASB 1004 Contributions.

Costs incurred in fulfilling customer contracts

Prior to adopting AASB 15 Council would recognise direct costs associated with fulfilling customer contracts as expenses when incurred, as they did not qualify for recognition as assets under any other accounting standards. Under AASB 15, as these costs relate directly to the contracts, generate resources used in satisfying the contracts, and are expected to be recovered, they are capitalised as 'costs to fulfil a contract' assets and released through profit and loss on the same basis as the revenue is recognised.

Transfer of control to a customer – over time or at a point in time

AASB 15 has specific criteria regarding whether control is transferred over time or at a point in time. The entity has reviewed its contracts and concluded that the criteria for recognition over time is not met in some circumstances. In such cases, revenue and related production costs will be recognised at the delivery of each separate performance obligation instead of over the contract using a single margin.

Licences

Council has reviewed the licences it grants and considers that all licences are either short-term or low value and elects to recognise all revenue from licences up-front rather than spreading them over the life of the licence.

Grants – operating

Under AASB 1004, most grant income was recognised as revenue on receipt. Under AASB 15, where an agreement is enforceable and contains sufficiently specific performance obligations, the revenue is either recognised over time as the work is performed, or recognised at the point in time that the control of the services passes to the customer.

Grants – capital

Under AASB 1004, most grant monies were recorded as revenue on receipt. Under AASB 1058, where Council has received assets (including cash) to acquire or construct a non-financial asset, the asset is to be controlled by Council and the contract is enforceable, then the asset is recognised as a contract liability on receipt and recorded as revenue as the performance obligation to acquire or construct the asset is completed.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

Note 22. Equity - Retained Earnings and Revaluation Reserves Adjustments (con'd)

\$ '000

(a). Changes in Accounting Policies due to Adoption of New Accounting Standards - Not Retrospective (continued)

Jingili Regional Playground Upgrade funding received of \$55k. The funds received have specific performance obligations which require Council to construct an identified asset which will be under Council's control on completion. Under AASB 1058 the revenue is recognised as Council constructs the asset and Council has recognised a contract liability for funding received in 2019/20 Statement of Financial Position. Under AASB 1004 the funds would have been recognised as Amounts Received Specifically for New or Upgraded Assets in the 2019/20 financial year Statement of Comprehensive Income.

Comparison of financial statement line items under AASB 15 compared to previous standards for the current year

The following tables show the impact of adopting AASB 15 and AASB 1058 on the Council's financial statements for the year ended 30 June 2020.

Statement of Financial Position as at 2020

\$ '000	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific-ation	Carrying amount under previous revenue standards	Notes
Current assets				
Cash and Cash Equivalents	18,426	–	18,426	
Trade & Other Receivables	9,859	–	9,859	
Other Financial Assets	81,997	–	81,997	
Inventories	427	–	427	
Non-current assets classified as held for sale	13,506	–	13,506	
Total current assets	124,215	–	124,215	
Current liabilities				
Trade & Other Payables	30,093	(55)	30,038	8a
Borrowings	841	–	841	
Provisions	7,814	–	7,814	
Lease Liabilities	787	–	787	
Total Current Liabilities	39,535	(55)	39,480	
Non-current assets				
Infrastructure, property, plant and equipment	980,600	–	980,600	
Lease Right of Use Assets	5,355	–	5,355	
Total non-current assets	985,955	–	985,955	



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 22. Equity - Retained Earnings and Revaluation Reserves Adjustments (con'd)

\$ '000

(a). Changes in Accounting Policies due to Adoption of New Accounting Standards
- Not Retrospective (continued)

Statement of Financial Position as at 2020 (continued)

	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Carrying amount under previous revenue standards
\$ '000			
Non-current liabilities			
Trade & Other Payables	19	-	19
Borrowings	7,384	-	7,384
Provisions	26,894	-	26,894
Lease Liabilities	4,644	-	4,644
Total non-current liabilities	38,941	-	38,941
Net assets	1,031,694	55	1,031,749
Equity			
Accumulated Surplus	340,424	55	340,479
Asset Revaluation Reserves	616,836	-	616,836
Other Reserves	74,434	-	74,434
Total equity	1,031,694	55	1,031,749

Income Statement for the year ended 30 June 2020

	Income Statement and Comprehensive Income under AASB 15 and AASB 1058	Reclassific- ation	Income Statement and Comprehensive Income under Previous Revenue Standards
\$ '000			
Revenue	107,897	55	107,952
Expenses	124,277	-	124,277
Net Surplus/(Deficit)	(16,380)	55	(16,325)
Total comprehensive income	(9,855)	55	(9,800)

Statement of Cash Flows for the year ended 30 June 2020

The adoption of AASB 15 and AASB 1058 has not materially changed the Statement of Cash flows for the year ended 30 June 2020.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2020

Note 22. Equity - Retained Earnings and Revaluation Reserves Adjustments (con'd)

\$ '000

(b). Changes in Accounting Policies due to Adoption of New Accounting Standards
- Not Retrospective (continued)

Council as a lessor

For the arrangements where Council is a lessor, there are no significant accounting policy changes on adoption of AASB 16 except for sub-leases, which have now been classified in relation to the right-of-use asset under the head lease rather than the underlying asset.

Adjustments to the current year figures for the year ended 30 June 2020

	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Statement of Financial Position			
Right-of-Use Assets	-	3,735	3,735
Total Assets	-	3,735	3,735
Leases	-	3,735	3,735
Accrued Expenditure - Leases	-	14	14
Total Liabilities	-	3,749	3,749
Accumulated Surplus	352,673	(14)	352,659
Total equity	352,673	(14)	352,659

Note 23. Trust Funds

\$ '000

Trust Funds Held for Outside Parties

	2020	2019
Security Deposits and Other	456	472
Darwin Waterfront Corporation	2	6
State Square Carpark	31	-
TOTAL TRUST FUNDS	489	478

Note 24. Impact of COVID-19

The Council recognises that COVID-19 has impacted the operations of its services to the community in 2020. Further it has budgeted to provide a COVID-19 support package to assist the future economic, social and well-being of the community and the organisation during the 2020/2021 year. However, due to the evolving nature of the pandemic as at reporting date, the long term impact of COVID-19 remains uncertain.



Independent audit 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 2020, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant 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:

- giving a true and fair view of the financial position of the City of Darwin as at 30 June 2020 and of the Council's performance for the year ended on that date; and
- complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Local Government (Accounting) 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* (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.

Emphasis of matter – COVID-19 Pandemic Impact

We draw attention to Note 24 to the financial report, which describes the impact of the COVID-19 pandemic on the Council. Our opinion is not modified in respect of this matter

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 for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

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

Merit Partners

Merit Partners

MunLi Chee
Director

DARWIN

23 October 2020



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APPENDICES

CONTRACTS AWARDED 2019/20

SERVICE PROVIDED / CONTRACT NAME	SUPPLIER	LOCATION OF SUPPLIER
UNDER \$9,999		
Consultancy Jingili Sensory Public Art Design Brief	Milne and Stonehouse	Interstate Company
BETWEEN \$10,000 AND \$99,999		
Annual Animal Behavioural Workshops	Pawsitive K9 Behaviour	Local Company
Auditor Services Shoal Bay Waste Management Facility Construction Stage 6 Waste Containment Cell	EHS Support Pty Ltd	Local Company
Consultancy Development of a Suite of Contracts for City of Darwin	Clayton Utz	Local Branch
Provision of Auditing Services for City of Darwin	Merit Partners Pty Ltd	Local Branch
Shoal Bay Waste Management Facility Water Monitoring Program	Cardno NT Pty Ltd	Local Branch
Darwin Entertainment Centre Loading Bay Mezzanine	Glycon Developments	Local Branch
SAI Global Provision of Standards On-line Premium (Hosting and Infrastructure)	SAI Global	International Company
Consultancy Services Casuarina Pool Masterplan	Ashford Group Pty Ltd	Local Branch
Deloitte Submission Assistance to National COVID-19 Coordination Commission	Deloitte	Local Branch
Waste Strategy Development for City of Darwin	Rawtec Pty Ltd	Local Branch
Consultancy Shoal Bay Waste Management Facility Stage 3 and 4 Capping Design	Golder Associates	Local Branch
BETWEEN \$100,000 AND \$249,999		
Consultancy Panel Contract Darwin Streetscape Beautification	Landscape Studio	Local Company
Consultancy Panel Contract Darwin Streetscape Beautification	Clouston Associates	Local Company
Consultancy Panel Contract Darwin Streetscape Beautification	Urban Place Design	Local Company
Consultancy Panel Contract Darwin Streetscape Beautification	Planit Consulting	Local Company
New Telephone System for City of Darwin	Leal Technology Pty Ltd	Local Branch
Carparking Cash Collection and Associated Services	Wilson Security	Local Branch
Package 6 - Design and Construct Playground Shade Structures	NT Shade and Canvass Pty Ltd	Local Company
Package 6 Design and Construct Playground Shade Structures	Aerosail Engineered Fabric Structures Pty Ltd	Local Company
Shoal Bay Waste Management Facility Water Monitoring Program	EcOz Environmental Consultants	Local Company



2019/20 COUNCIL SPONSORSHIPS, OPERATING SUBSIDIES AND GRANTS

Operating Subsidies 2019/20

ORGANISATION / EVENT	CASH	IN KIND SUPPORT	TOTAL
CBD Activation Contingency	\$50,000		\$50,000
Darwin City Brass Band	\$30,000		\$30,000
Darwin City and Waterfront Retailers Association	\$50,000	\$27,280	\$77,280
Darwin Entertainment Centre	\$580,000		\$580,000
PAWS Darwin	\$30,000		\$30,000
RSPCA Darwin	\$120,000		\$120,000
Surf Lifesaving NT	\$30,000		\$30,000
Tourism Top End	\$100,000		\$100,000
TOTAL	\$990,000	\$27,280	\$1,017,280

Table 34 Operational Subsidies 2019/20

SERVICE PROVIDED / CONTRACT NAME	SUPPLIER	LOCATION OF SUPPLIER
Provision of Travel Services	HelloWorld Travel Darwin	Local Branch
Design and Construct Outdoor Fitness Equipment for Nightcliff Foreshore	Hardy Landscaping NT Pty Ltd	Local Company
Consultancy Playground and Recreation Asset Strategy	Insight Leisure Planning	Interstate Company
Consultancy Project Management Services Design and Construct Velodrome Lighting Upgrades	Cardno NT Pty Ltd	Local Branch
Shoal Bay Waste Management Facility Disposal of Recyclable Materials	Sell and Parker Metal Recycling Services NT	Local Branch
Provision of Security Services	Southern Cross Protection Pty Ltd	Local Branch
BETWEEN \$250,000 AND \$499,999		
New Printers and Multi-Functional Devices for City of Darwin	CSG Business Solutions	Local Branch
Gardens Amphitheatre Stage Floor and Stairs Replacement	Mousellis and Sons Pty Ltd	Local Company
BETWEEN \$500,000 AND \$999,999		
Replacement and Maintenance of On/Off Street Parking Machines	Asut. Parking and Control (APARC)	Interstate Company
Asphalt Overlay, Replacement, Spray Seal and Minor Works Program	Fulton Hogan Industries P/L	Local Branch
Engineering Support Services Shoal Bay Waste Management Facility Construction Stage 6 Waste Containment Cell	Golder Associates	Local Branch
Design and Construct Leachate Disposal System: Shoal Bay Waste Management Facility	The Carbon and Water Group	Interstate Company
Panel Contract Provision of Pavement Marking Services	Aertex Grp (Arafura Traffic Control)	Local Company
Panel Contract Provision of Pavement Marking Services	Top End Line Marking Pty Ltd	Local Company
PC and Laptop Replacement	Area 9 IT Pty Ltd	Local Company
Design and Construct Public Toilet Facilities Esplanade, Jingili and Rapid Creek	Fabranamics Pty Ltd (Pureablue)	Interstate Company
BETWEEN \$1,000,000 AND \$4,999,999		
Asphalt and Spray Seal Projects and Periodic Supply and Placement of Asphalt and Spray Seal 2019/20	Downer EDI Works Pty Ltd	Local Branch
Urban Ovals Lighting Upgrades	Espec NT Pty Ltd (Callum Payne)	Local Company
Municipal Mowing	Akron Group (NT) Pty Ltd	Local Company
Shoal Bay Waste Management Facility (Shoal Bay) Weighbridge Upgrade for City of Darwin	DTA Contractors Pty Ltd	Local Company

Table 33 Contracts Awarded 2019/20



Sponsorships 2019/20

ORGANISATION / EVENT	CASH	IN KIND SUPPORT	TOTAL
Australian Institute of Animal Management (AIAM) Workshop	\$6,000		\$6,000
Australian Youth Climate Coalition (AYCC)	\$3,000		\$3,000
Browns Mart Shimmer	\$10,000		\$10,000
Carols by Candlelight	\$30,000		\$30,000
City2Surf (Athletics NT)	\$5,000		\$5,000
Darwin Aboriginal Art Fair	\$5,000		\$5,000
Darwin Festival	\$150,000	\$15,000	\$165,000
Darwin Fringe Festival	\$8,500	\$1,500	\$10,000
Darwin Show	\$12,000		\$12,000
NAIDOC Week	\$10,000		\$10,000
Nightcliff Seabreeze Festival			
Event revised to <i>@Home due to COVID-19.</i>	\$25,000	\$8,000	\$33,000
NT Major Events - Tropical Light Bruce Munro Exhibition	\$5,000		\$5,000
NT Writers Festival	\$575	\$820	\$1,395
Royal Life Saving NT - Pipes and Drains	\$6,000		\$6,000
The Beat Festival	\$10,000		\$10,000
TOTAL	\$286,075	\$25,320	\$311,395

Table 35 Sponsorships 2019/20

Community Grants Program 2019/20

GRANT RECIPIENT	INITIATIVE	AMOUNT
Growing and Using Local Produce (GULP NT)	Cultural Connections and Campfires	\$3,600.00
Darwin Men's Shed	Men's Shed – A Safe Place to Attend and Work	\$7,775.00
Mitchell Street Child Care Centre	Community Open Day	\$3,500.00
Darwin Visual Arts Association	Darwin CBD Walking Art Tour	\$9,335.00
Free Space Studio	The Open House	\$5,000.00
Darwin Seventh Day Adventist Church	Youth Centre	\$1,160.00
Nature's Flow	Disabilities Yoga	\$2,340.00
St John Ambulance Australia (NT) Inc.	Darwin City AED Project	\$5,000.00
Darwin Aboriginal Art Fair Foundation	2019 From Country to Couture Mentoring Project	\$5,000.00
Clubhouse Territory Inc.	Be Inclusive Games – Wheelchair Basketball Program 2019	\$1,400.00
Open Gardens NT	The Art of Growing Communities	\$4,500.00
GIRLStime, Auspiced by Clubhouse Territory	Growing In Relationships, Laughter and Self	\$3,859.00
Malak Family Centre Inc.	Malak Family Centre Open Day	\$2,539.09
Top End Rehoming Group Inc.	Animal Desexing Program	\$10,000.00
Darwin Memorial Uniting Church, Uniting Church in Australia, Northern Synod Property Trust NT	City Heart Playgroup	\$3,000.00
Integrated Disability Action Inc.	Peer Support Program	\$5,000.00
Mission Australia	Café One	\$4,328.70
Henbury School	Henbury on Aralia	\$5,000.00
Cancer Patients Foundation	Look Good, Feel Better	\$3,000.00
National Trust NT	Heritage Festival 2020	\$3,000.00
Tracey Bunn - Auspicing Body - Browns Mart Theatre	Venus Rising - A Festival of Women	\$9,225.00
TOTAL COMMUNITY GRANTS		\$97,561.79

Table 36 Community Grants 2019/20



Environment Grants 2019/20

GRANT RECIPIENT	INITIATIVE	AMOUNT
COOLmob, a project of the Environment Centre NT	COOLmob Sustainable Apartments Project	\$7,895.00
Larrakia Nation Aboriginal Corporation	Darwin Harbour Clean-Up 2019	\$5,000.00
Royal Australian Artillery Association (NT) Inc.	Landscaping of Gun Embankment	\$4,200.00
Lakeside Drive Community Garden	Open Community Garden Day - Site Preparation	\$4,099.00
Carolyn Macdonald, Auspiced by Brown's Mart	High Tides at Casuarina Square	\$6,000.00
Greening Australia	Whose Rat is That?	\$3,840.00
Parap Primary School	Boomerang Bags	\$645.00
Girl Guides NT Inc	Trees, Vegetable and Herb Gardens	\$1,900.00
Parap Village Traders Associations	Bring your own, wash and reuse/ recycle	\$2,664.10
Climate Action Darwin, Auspiced by Environment Centre NT	Darwin, A Climate Awakening	\$2,700.00
Australian Association for Environmental Education NT	Sustaining Urban and Peri-urban Endangered Reptiles – SUPER	\$5,000.00
ENVIRONMENT GRANTS		\$43,943.10

Table 37 Environment Grants 2019/20

COVID-19 Community Grants 2019/20

GRANT RECIPIENT	INITIATIVE	AMOUNT
Darwin Community Arts Incorporated	CemeNTstars Disability CONNECT Project	\$5,000.00
Danila Dilba Biluru Butji Binnilutlum Health Service Aboriginal Corporation	COVID-19 Community Awareness and Safety	\$10,000.00
Sri Lankan Australian Friendship Association (SLAFA)	SLAFA-City of Darwin-COVID-19 Support	\$4,000.00
Total Recreation NT Inc	Inclusive Online Fitness	\$3,922.00
Parap Family Centre Inc.	Meals for carers at Parap Family Centre	\$1,600.00
SLIDE Youth Dance Theatre	Participation Project and Developmental Work for Post COVID-19 events re engagement 2020	\$5,000.00
HeartKids Ltd	HeartKids Virtual Playgroup Support Program	\$4,000.00
Melaleuca Refugee Centre Torture and Trauma Survivors Service of the NT Inc.	COVID-19 Community Support	\$4,000.00
Nepalese Association of Northern Territory Incorporated	Emergency support to members of Nepalese community of Darwin severely affected by COVID-19	\$4,000.00
Wildcare Inc.	Storage for COVID-19 supplies	\$2,900.00
Kyle Walmsley, auspiced by Brownsmart	Lower the Bar - a community mobile, site specific, live performance delivery service	\$2,000.00
Nightcliff Music, Arts and Culture inc.	Nightcliff Seabreeze Festival 2020 @ Home	\$3,500.00
COVID-19 COMMUNITY GRANTS		\$49,922.00

Table 38 COVID-19 Community Grants 2019/20

LEGISLATIVE COMPLIANCE

Section 199 of the *Local Government Act 2008* and Section 33 of the Local Government (Accounting) Regulations require Council to report to the Minister on its work during the 2018/19 financial year, on or before 15 November 2019. Once the report has been delivered to the Minister, City of Darwin will publish the report on Council's website and makes copies of the report available at the Civic Centre, Harry Chan Avenue Darwin and Libraries located at the Civic Centre, Casuarina, Nightcliff and Karama.

The City of Darwin Annual Report complies with legislation as outlined in table 39 below.

LEGISLATIVE REQUIREMENT		PAGE
LOCAL GOVERNMENT ACT 2008		
131(2)(a)	Revenue and Expenditure	172
131(2)(b)	Assets and Liabilities	173
131(3)	Annual Financial Statement (conforming to accounting standards and other legislative requirements)	168
132(a and b)	Financial Statement audited no later than 15 November 2019	168
199 (2)	Audited Financial Statements	168
199 (3)	Performance Report against the Municipal Plan	64-65, 80-81, 86-87, 98-100, 114-115, 125-126, 138-139
LOCAL GOVERNMENT (ACCOUNTING) REGULATIONS 2008		
15(1)(a)	Compliance to Accounting Standards	168
15(2)(a)	Details of rates levied	168
15(2)(b)	Grants and Subsidies received	168
15(2)(c)	Reserves	168
15(2)(d)	Nature and purpose of each function in accordance with the ABS Local Government Purpose classification (assets, income and expenditure)	168
15(2)(e)	Budget versus actual comparison (assets, income and expenditure) by function	168
15(3)	Financial year comparison and previous year comparison (income and expenditure)	168
16	CEO certification of financial statements	170
17	Audited Financial Statements to be forwarded to the Northern Territory Grants Commission by 15 November 2019	168

Table 39 Annual Report Compliance with the Local Government Act 2008

AUSTRALASIAN REPORTING AWARDS (ARA)

(www.arawards.com.au)



City of Darwin has been submitting its Annual Report to the Australasian Reporting Awards (ARA) since 2010 in the General Award – public sector category.

ARA has been assessing the standards of annual reports across both public and private sectors since 1950. It is not a competition, but a benchmarking tool against which organisations' Annual Reports are assessed. Depending on the extent to which the criteria is met, organisations are awarded a Gold, Silver or Bronze Award, or no award. ARA criteria is based on world best practice and categorised as General Awards (public and private sector),

Sustainability Reporting Awards and Special Awards for Excellence in Governance, Communication, Work Health and Safety, Online and Integrated reporting. The ARA awards are open to organisations in Australia, New Zealand and the Asia-Pacific Region and beyond.

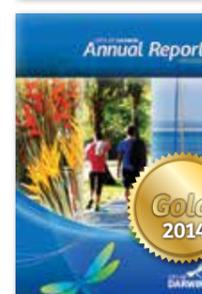
City of Darwin is celebrating seven consecutive years of Gold Awards and aims to maintain this standard into the future.

Our award history is demonstrated below.

2010 - NO AWARD



2011 - NO AWARD





ARA Criteria

City of Darwin's ability to demonstrate achievement of the ARA criteria is outlined in the table below.

1. Overview of the organisation, its context and objectives	2. Review of operations or activities with a focus on progress toward achieving objectives	3. Coverage of the organisation's governance approach, and its effectiveness
4. Coverage of the organisation's human resources management approach and effectiveness	5. Details and analysis of financial performance and financial statements	6. Presentation and navigation

CRITERIA	REQUIREMENT	PAGE REFERENCE IN ANNUAL REPORT
1. Overview/Objectives/ Highlights	1.1 Objectives / purpose of the report	6-7
	1.2 Year in review (LM and CEO)	8-9,18-19
	1.3 Council history and profile	10, 32-35
	1.4 Vision, Mission, Purpose, Values	11-12
	1.5 Objectives and key strategies	13
	1.6 Overview of 2019/20	18-19
	1.6(a) Summary progress towards achievement of objectives and outcomes, including highlights and challenges	18-19
	1.6(b) Important outlook issues for next year / the future	18-19, 89, 108, 119, 133, 146, 152
	1.7 Events that impacted	20-21
1.8 Performance Measures and indicators, financial indicators min two years and percentage changes (must have clear statements explaining performance)	78, 83, 93, 111, 121, 135, 166-167	

CRITERIA	REQUIREMENT	PAGE REFERENCE IN ANNUAL REPORT	
2. Review of operations or activities	2.1 Analysis of financial and non-financial results, including concise financial report	76-161, 162-221	
	Council as a whole	2.2 Council's operating environment, including strategic risk and how it changes over time	36-43, 64-65, 154-155
		2.3 Sustainability – discussion of social, economic and environmental impacts of operations and actions to improve performance	35, 76-161
		2.4 Details of significant continuous improvement, organisational transformation or quality management / standards adopted, external reporting frameworks used including comment on financial and non-financial benefits or outcomes achieved	61-63, 68-69, 77-79
		2.5 Key issues for research and development and technology and innovation	36-43
		2.6 Impact of significant changes to government policies	36-43
		2.7 Comment on impact of significant changes to government policies	36-43
		2.8 Discussion of social, economic and environmental impacts of operations, and actions taken to improve performance	35, 76-161
		2.9 Disclosure of allied organisations including subsidiaries, other related entities, formal partnerships and joint ventures	39
	2.10 Strategic outlook for the organisation, including internal and external factors expected to impact products, services, results, stakeholders in the next reporting period and the future	84, 94, 112, 122, 136	
	2.11 Stakeholder/shareholder information and engagement, including description of key stakeholders, stakeholder engagement strategies and significant changes	37-38	
	2.12 Comment on significant media coverage of the entity, including the top issues attracting the most coverage, the organisation's view of the coverage and any impacts or changes as a result of the coverage	157	
Review of operations or activities	2.13 A summary of key information and performance for each division or major service or location and outlook for the future	64-65, 76-161	
Council Departments / Services			



CRITERIA	REQUIREMENT	PAGE REFERENCE IN ANNUAL REPORT
3. Governance and ethics		
3.1	An overview of the governance framework, policy and practices, including committee structures, audit committee membership and summary of findings for the year, codes of ethics/conduct, risk management, disclosure of governance performance, including a statement as to any breaches and/or corruption	45, 148-161
3.2	The legal form of incorporation/legislative basis for the organisation including key statutes under which the organisation operates e.g. company laws, environmental laws, fundraising laws, special tax concessions, etc.	6-7, 156
3.3	The Board of Directors/governing body - including photos, experience, qualifications, terms of appointment, and commentary on board diversity and development	46-50
3.4	Senior executives - including individual or collective photos of executives, their experience, responsibilities and qualifications and key changes in roles or personnel during the year	61-63
3.5	Measurement and disclosure of all forms of remuneration and benefits to members of the governing body and senior executives of the entity as well as related parties	51-53
3.6	The organisation or corporate structure	62-63
3.7	Approach to and activities undertaken for developing, monitoring and reviewing corporate strategy and culture	11-13, 77
3.8	Results or progress commentary addressing investigations into the governance or conduct of the entity	156-157
3.9	Privacy practices and data handling, including applicable legislation, the number and type of breaches and corrective actions taken	156-157
3.10	Project governance for major projects, including comment on frameworks used, applicable standards and internal/external oversight	80-81
3.11	Approach to human rights and how the organisation identifies, prevents, mitigates and redresses adverse human rights impacts	66-67

CRITERIA	REQUIREMENT	PAGE REFERENCE IN ANNUAL REPORT
4. Human Resources Management (HRM)		
4.1	Key HRM strategies implemented by the entity (diversity and inclusion, productivity, recruitment and retention, bullying and harassment, continuous employee training and development) and comment as to their effectiveness	60-75
4.2	Workforce statistics (covering permanent/temporary/ casual and contracted staff) including headcount, EFT, diversity data, remuneration by level/ classification/gender, explanation of significant changes in data	60-75
4.3	Extent of fulfilment of legal obligations including equal employment opportunity, wages and superannuation, and national employment standards/awards/enterprise agreements as applicable	60-75
4.4	Workplace health and safety (WHS) governance arrangements and performance, including comprehensive injury and illness data, disclosure of most significant and frequently occurring hazards and approach used to manage the hazards and comment on the effectiveness of those approaches	73-74
4.5	Volunteers, including the number, their contribution, impact and strategies to engage and recognise them	128,161
5. Financial Performance and Financial Statements		
	Comprehensive financial discussion, preferably early in the report that provides useful financial information for stakeholders to allow them to judge the organisation's financial performance [as required under criterion 2.1]	22-25, 163-167
	Full formal Financial Statements that comply with legislative requirements, International Financial Reporting Standards and appropriate equivalent accounting standards	168-221
5.1	A balance sheet	173
5.2	A statement of financial position as at the end of the period	173
5.3	A statement of profit or loss and other comprehensive income for the period	172
5.4	A statement of changes in equity for the period	174
5.5	A statement of cash flows for the period	175
5.6	Notes, cross referencing the statements and comprising significant accounting policies and other explanatory information, conforming with Accounting Standards appropriate to International Financial Reporting Standards or Australian or New Zealand equivalents	177-219
5.7	Signed statements from the governing body and key executives	170
5.8	A signed auditors report, as applicable	220-221
5.9	Statistical summaries including key financial performance indicators and ratios, with explanations, covering at least five (5) years, where possible	166-167



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CRITERIA	REQUIREMENT	PAGE REFERENCE IN ANNUAL REPORT
6. Presentation and navigation, communication	6.1 A table of contents and an index	3, 238-243
	6.2 A table of definitions and/or a glossary of terms	240-243
	6.3 Design features that help readers engage with and understand the report (regardless of whether the report is submitted in hardcopy/PDF/HTML) such as graphics, charts, font size, white space and identifiable sections	All
	6.4 The locations of major activities - include maps (where appropriate), physical addresses, full contact information including telephone, email and social media	2, 33 and back cover
	6.5 A calendar of major events	20-21
	6.6 General conformance to the ARA Submission Guide (see above)	231
	6.7 How to obtain the report or further information through alternative and accessible means	www.darwin.nt.gov.au
	6.8 Effective navigation and presentation if the report is entered in PDF or HTML formats	www.darwin.nt.gov.au
7. Public Administration - Local Government	7.1 Provide details of council and committee structures and number of meeting days attended by members	54-58
	7.2 Comment on Council's major functions and operations, including roads, waste disposal and community services and how these are benchmarked for best practice	64-65, 80-81, 82-161
	7.3 Comment on community democratic governance arrangements, including elections, and community consultation and engagement	37-38, 45
	7.4 Comment on the alignment, integrity and reliability of information systems producing internal reports to the Council and external reports to the community and other stakeholders	11-12, 77
	7.5 Comment on the state of physical infrastructure, capital expenditure, asset management and long term infrastructure needs and forecasts	76-161, Financial Statements
	7.6 Comment on any federal or state government investigations (including ombudsman) into local government activities	156
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ACRONYMS, GLOSSARY, INDEX

Acronyms

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
ABS	Australian Bureau of Statistics	LED	Light Emitting Diode
AFL	Australian Football League	LTFP	Long Term Financial Plan
AFL NT	Australian Football League Northern Territory	LGPro	Local Government Professionals Organisation
ALA	Atlas of Living Australia	LGSCN	Local Government Safer Cities Network
BOM	Bureau of Meteorology	NAIDOC	National Aborigines and Islanders Day Observance Committee
CBD	Central Business District	NIEIR	National Institute of Economic and Industry Research
CCCLM	Council of Capital City Lord Mayors'	NTEPA	Northern Territory Environmental Protection Authority
CCTV	Closed Circuit Television	NT Government	Northern Territory Government
CEO	Chief Executive Officer	NTPFES	Northern Territory Police, Fire and Emergency Services
CPTED	Crime Prevention Through Environmental Design	MLA	Member of the Legislative Assembly of the Northern Territory
CoD	City of Darwin	MOU	Memorandum of Understanding
CDU	Charles Darwin University	PCBU	Person Conducting a Business or Undertaking (reference included in Work, Health and Safety Act)
CSIRO	Commonwealth Scientific and Industrial Research Organisation	RAP	Reconciliation Action Plan
CV	Curriculum Vitae	Rd	Road
DIPL	Department of Infrastructure, Planning and Logistics	RDH	Royal Darwin Hospital
EYLF	Early Years Learning Framework	RMAC	Risk Management and Audit Committee
FINA	Federation Internationale (International Swimming Organisation)	St	Street
G4W	Gardens for Wildlife	STEAM	Science, Technology, Engineering, Arts and Maths
HRM	Human Resource Management	TIO	Territory Insurance Office
Hwy	Highway	TOPROC	Top End Regional Organisation of Councils
ICAC	Independent Commissioner Against Corruption	TRAC	Tree re-establishment Advisory Committee
ICT	Information and Communications Technology	VET	Vocational Education and Training
ISR	Industrial Specialist Risk	WHS	Work, Health and Safety
IT	Information Technology	YMCA NT	Young Men's Christian Association, Northern Territory



Glossary

Advisory Committee	A committee established by Council in accordance with Sections 54 and 55 of the <i>Local Government Act 2008</i> that is advisory in nature.
Advocacy	Lobbying or making approaches to other tiers of government or service providers on behalf of the community for the community or representing the interests of the Darwin Community on matters of public importance.
Alderman (Aldermen)	Members elected by the community to represent electors in the City of Darwin.
Annual Budget	Council's originally published budget detailing the projected income, expenditure and financial position of council
Annual Report	The report on Council's performance against the previous financial year.
Annual Report	A report prepared annually by Council in accordance with Section 199 of the <i>Local Government Act 2008</i> that provides an assessment of Council's performance against its stated objectives and plans and incorporated the audited annual financial statements.
By-law	Laws adopted by the City of Darwin that govern the operation of Council and regulations that control activities within the municipality.
City of Darwin (Council)	The organisation of the City of Darwin as established by the <i>Local Government Act 2008</i> as a municipal Council in the Northern Territory.
Community Grants	Funding support provided to community organisations to deliver projects and services that support the delivery of Council's Strategic Plan and stated objectives.
Coronavirus (COVID-19)	Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus.
Deliverables	The annual program of activities, programs and projects provided for through the budget process.
Executive Committee	A committee established by Council in accordance with Sections 54 and 55 of the <i>Local Government Act 2008</i> as an executive committee to Council.
Financial Statements	The annual financial report prepared by Council in accordance with Section 131 of the <i>Local Government Act 2008</i> and audited.
Governance	Council's responsibility for the economic and ethical performance of the municipality.
Major Projects	Capital projects of more than \$1.0M in Council's annual budget.
Municipal Plan	An annual plan which includes the annual budget and deliverables for Council's programs and services.
Operational Subsidies	Funding provided to organisations that deliver services in the municipality such as the Darwin Entertainment Centre.
Risk Management	A program that incorporates policy and process for identifying strategic, operational and projects risks in accordance with ISO31000
Strategic Actions	The actions that Council has committed to deliver by 2030 in order to achieve the Darwin 2030 vision.
Strategic Directions	The high-level objectives that guide Council's programs and services in order to achieve the Darwin 2030 vision.
Strategic Plan	Is the Darwin 2030 <i>City for People. City of Colour</i> . Strategic Plan. The Strategic Plan is a long-term vision for the City of Darwin.
Strategy	A supporting strategy that includes a plan of actions that will deliver specific outcomes within the Darwin 2030 Strategic Plan.
Vision	The desired future state of the city in 2030.
Ward	Areas within the Darwin municipality that have been established as part of the electoral representation review process.

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- ¹ Based on an assessment of Council payments by postcode.
- ² ABS 2019, 3218.0, Regional Population Growth, Australia
- ³ Tourism Research Australia, Unpublished data from the National Visitor Survey and International Visitor Survey 2018/19
- ⁴ Source: BOM Climate Statistics for Australian Locations, Darwin Airport 2019
- ⁵ Source: East Point Reserve Biodiversity Assessment (2013)
- ⁶ Source: Australian PV Institute
- ⁷ Excludes the suburbs of Holmes and Buffalo Creek, undeveloped suburbs in the Richardson Ward, due to insufficient data available
- ⁸ Source: East Point Reserve Biodiversity Assessment (2013)
- ⁹ Source: Snapshot





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