



2022/2023

# MUNICIPAL PLAN

Council's commitment  
to our community



# ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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

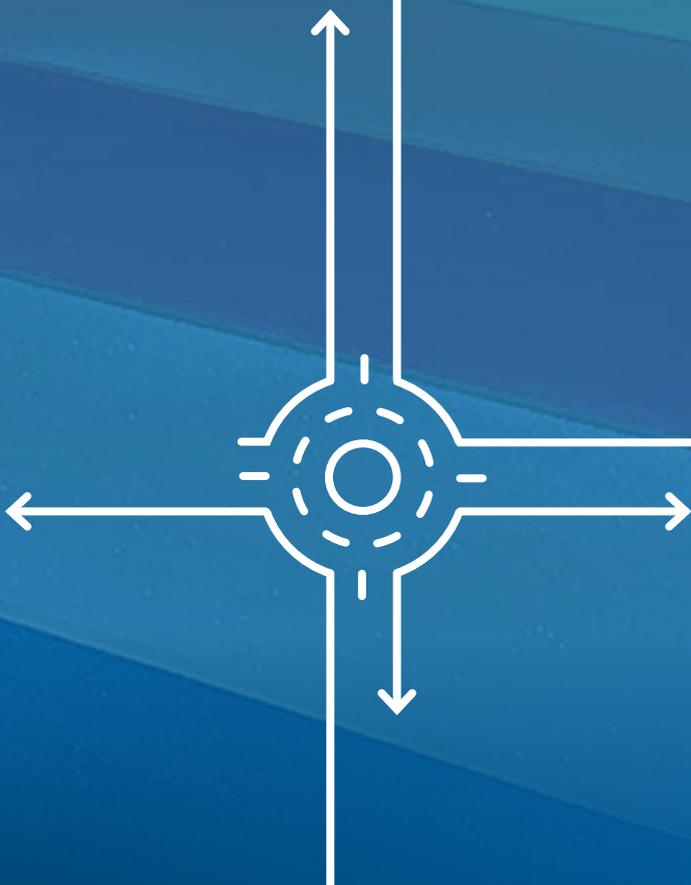


PHOTO COURTESY OF LARRAKIA RANGERS

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# INTRODUCTION



# MUNICIPAL PLAN 2022/23

## Purpose

The Municipal Plan presents the Lord Mayor and Councillors' strategic resourcing decisions for the City of Darwin team to pursue across the 2022/23 Financial Year. Through this annual document a set of commitments is made to the community—which will be reported back against in the Annual Report to be published in November 2023.

## Vision

*Council is focused on moving the city ever closer to achieving the community's vision of what it seeks for Darwin to be by 2030:*

## CITY FOR PEOPLE. CITY OF COLOUR.

This set of strategic directions were established in collaboration with the community that began with the Living Darwin Summit. Within the Council and City of Darwin they act as a guide to inform priorities and decision-making.



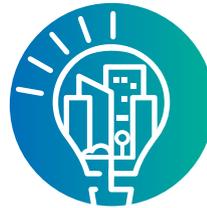
A capital city  
with best  
practice and  
sustainable  
infrastructure



A safe,  
liveable and  
healthy city



A cool, clean  
and green city



A smart and  
prosperous city



A vibrant and  
creative city

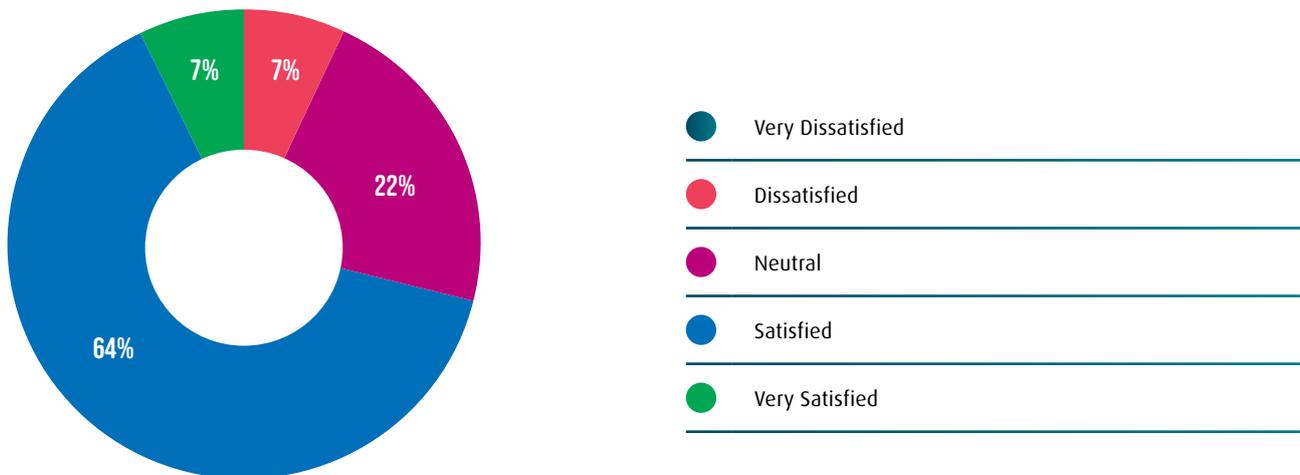
## CONTINUING THE CONVERSATION THROUGH CONSULTATION

To maintain the conversation, and ensure that Council, officers and the community continue to align on their vision for Darwin's future, Council takes the opportunity each year to check-in and invite feedback on the Draft Municipal Plan.

During the 21 day consultation period from 8 June 2022, Council received 19 survey responses and 17 formal submissions; 5,434 engagements on its Facebook page; and the draft document was downloaded 87 times.

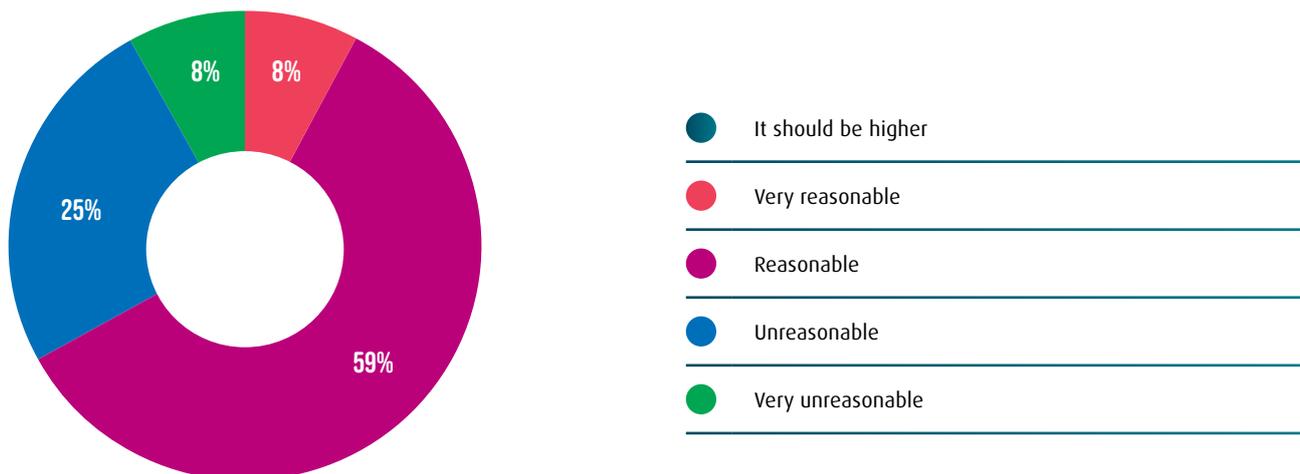
Overall 71% of respondents were either very satisfied or satisfied with the draft Municipal Plan.

### OVERALL SATISFACTION WITH THE MUNICIPAL PLAN



After reading the Rates section of the draft document, 67% thought the 4.5% rate rise was reasonable or very reasonable.

### HOW REASONABLE DO YOU THINK THE 4.5% RATE RISE IS?



17 submissions were received. The feedback topics were:

- The composition, quality and upkeep of parks, gardens and play space experiences at various locations
- Health, nutrition, breastfeeding and fresh food availability
- Environmental performance and reporting
- The \$35 minimum fee for commercial green waste depositing at Shoal Bay Waste Management Facility
- Issues outside of the local government remit

Five submissions were made in relation to the \$35 Commercial green waste fee.

In 2020/21 the minimum fee for commercial vehicles entering Shoal Bay Waste Management Facility was \$28.00. The fee was omitted from the fees and charges schedule in 2021/22 due to an administrative error.

In 2022/23 the minimum fee is being reinstated with an increase to \$35.00 for green waste.

A series of other minimum charges for other types of commercial waste have also been introduced.

This user-pays pricing reflects the cost of the service provided as Council seeks to shift towards better cost recovery of waste management services.

Officers therefore recommend to Council that the draft Fees and Charges remain unchanged.

**Adopted by resolution of Council ORD281/22 on 14 June 2022.**



INTRODUCTION

OUR HIGHLIGHTS

OUR COUNCIL

OUR APPROACH TO PLANNING

OUR SERVICE DELIVERY

BUDGET

FEES AND CHARGES

# LORD MAYOR AND INTERIM CHIEF EXECUTIVE OFFICER

## *Welcome to City of Darwin's Municipal Plan and 2022/23 Annual Budget*

Like the rest of Australia, Darwin has now transitioned into the post-COVID era. Through the challenges of the pandemic we have honed operations and approaches to be flexible, responsive and resilient—and that approach is evident in the first Municipal Plan and Budget of the 23rd City of Darwin Council.

Through a series of workshops across many months, Councillors and officers, have arrived at a Municipal Plan supported by a strong set of financial statements with an operating expenditure of \$133.6 million. The 2022-23 City of Darwin Budget is responsible, prudent and sustainable.

Our plan strives to achieve balance in pursuing the 2030 vision for developing a contemporary metropolitan city while honouring the heritage, history and lived experiences of the community that make our identity and life here uniquely Darwin.

Our history and identity is on display annually on the 19 February when all eyes and hearts turn to Darwin for a National Day of Observance, Bombing of Darwin Day. This year, the 80th anniversary commemoration saw escalating community interest in this part of our city's heritage, with the day providing an important opportunity for passing knowledge down through generations for lessons to be learned, empathy to be developed, and a strong sense of place to be reinforced.

With each successive Municipal Plan we seek to build on past successes and commitments, as well as actively plan for the immediate and longer term future of our city and community.

City of Darwin will continue to fund important community works and other community supportive projects. Our significant capital program of \$60.5 million is designed to deliver for residents while also helping to stimulate the Darwin economy for the benefit of our business sector.





BOMBING OF DARWIN 80TH ANNIVERSARY 2022

We aim to achieve this by targeting spending in key areas. The capital program is underpinned by the \$25 million Casuarina Aquatic and Leisure Centre. This is a project that enjoys strong community support and seeks to include broader community services within the facility. Opened just three years after Cyclone Tracy, the 45-year-old Casuarina Swimming Pool no longer meets community expectations. Given its key location and its available parkland space, Council plans to convert this ageing facility into a key municipal leisure asset.

We will direct a further \$18.1 million toward the on-going upgrade and enhancement of the Shoal Bay Waste Management Facility. Being the only Waste Management Facility in the North of the NT, this significant essential infrastructure program is Council's response to legacy waste issues as we seek to responsibly manage environmental risk and maximise the lifespan of the Shoal Bay facility. The upgrade will extend the life of the Shoal Bay facility and achieve a new standard of waste treatment in a tropical environment.

It is intended to direct \$1.8 million toward *Better Suburbs Projects* which will see Council continuing initiatives to improve community infrastructure and beautify Darwin streets and suburbs. We propose to continue the on-going and highly popular *Greening of Darwin Strategy* in 22-23 through a commitment of a further \$1.1 million.

Our road surfacing and renewal program will be bolstered by a \$2 million commitment over the next 12 months, and \$1 million will go towards footpath reconstruction. We plan to continue vital maintenance and upgrading works on our 367km of stormwater drains in 22-23 with further investment of \$1.7 million.

In presenting its budget position Council has extensively reviewed and considered the challenge of delivering projects and programs for the community while striving for a responsible approach to rates, fees and charges. This balancing of revenue requirements with the timely delivery of objectives, services, asset renewal and new infrastructure has been projected in view of significant cost escalation trends for access to essential material and labour.

This is the first budget for this Council following the election last year. Councillors brought to the planning table an acute working knowledge of the issues and aspirations of the community they represent to arrive at this plan for 2022/23. When we sought feedback on the draft document, the overall positive response from the community was pleasing and gives us confidence that we are putting our focus and resources into the areas of community life that the people of Darwin value. The Council are now looking forward to overseeing its delivery throughout the coming year.

**Kon Vatskalis**  
LORD MAYOR

**Simone Saunders**  
INTERIM CEO



# OUR CITY



**482KM**  
Footpaths



**35,737**  
Rateable Properties



**3**  
Swimming  
Pool facilities

**16KM**  
Walkways

**452KM**  
stormwater  
infrastructure



**561HA** green space



**221**  
parks



**9510**  
street and  
public lights



**88KM** Shared paths



**21,980**  
driveways

**627 KW**  
capacity of solar panels



**8**  
tennis courts



**464.7KM**  
Roads



**1**  
velodrome



**4**  
libraries



**17**  
Sporting Grounds  
and Ovals



**379** play items  
at 126 locations



**1**  
skate park



**7**  
childcare  
centres



**3**  
community  
centres



**138**  
cctv cameras



**36**  
public amenity  
facilities

# OUR HIGHLIGHTS

*Here is a summary snapshot of where you will see and experience Council investing in activities, programs and improvements across the city in the upcoming year.*

*More comprehensive detail can be found in the Service Delivery Plan and Budget sections of this document.*



# HIGHLIGHTS FOR THE YEAR AHEAD

**\$28.1M**  
Sport and Recreation Investment

**\$60.5M**  
Total Capital Works Program

**\$1.8M**  
Better Suburbs and Enhancement Projects

**\$3.2M**  
Tree planting and maintenance

**\$3.0M**  
Street and public lighting

**\$1.6M** Animal Management Program

**\$9.0M**  
Maintaining our parks

**\$1.6M**  
Funding Community events and activities

**\$881K**  
Creating a safer Darwin

**\$186K**  
Economic Development

**\$43.6M**  
Waste Management Investment

# PRIORITIES TO PROGRESS



## BETTER SUBURBS

City of Darwin will continue with its highly-popular *Better Suburbs Projects* initiative this financial year. *Better Suburbs* incorporates Council undertaking smaller projects designed to improve community infrastructure, invest in our community, and also beautify streets across Darwin's suburbs. Projects like landscaping, park upgrades, traffic flow enhancements, improved footpaths and cycleways as well new playground and fitness equipment have all been undertaken through the *Better Suburbs Projects* to date. It is a program driven by the Councillors who initiate projects reflecting the types of initiatives their community wants undertaken in their respective suburbs. A selection of the 2022/23 projects in planning are detailed on pages 21 to 25.



## GREENING OUR CITY

Our Greening Darwin Strategy has seen Council deliver some 15,500 trees across the municipality since Cyclone Marcus devastated in March, 2018, with our City losing many thousands of trees.

In addition to the trees City of Darwin has planted and continues to care for and maintain, we have distributed thousands more in our native plant giveaways in the past year. We will continue our focus on further enhancing the appearance of Darwin, as well adding ever more shade in 2022-2023. The city's public spaces will be further enhanced over the next year with a \$1.1 million being injected in line with the priorities set in the Greening Darwin Strategy.



## LEE POINT ROAD

Work has begun on \$3.3 million duplication of a section of Lee Point Road. The project is a joint Federal-Government-City of Darwin initiative. The Federal Government is contributing \$2.5 million and City of Darwin \$500,000 towards the project. The final outcome will see the creation of a dual lane carriageway in both directions between Asche and Daldawa, enhancing this link in Darwin's northern suburbs



## CREATING A SAFER DARWIN

Contribute towards a safer, vibrant, inclusive community—and addressing aspects of disruptive behaviours and issues in public spaces.

Council's Assertive Outreach team works to link vulnerable people in public spaces with services including accommodation; alcohol and other drugs; health and wellbeing services; and transport.

Our Rangers work to ensure our raft of by-laws are adhered to including those relating to camping, impacts on amenity, and facilitation of community enjoyment of public spaces.

The Public Places Collaboration Group brings together government and non-government agencies to coordinate activities and share information to enhance the amenity of public places for the community.

We are also investing in additional security measures at the Casuarina Library.

City of Darwin also has nearly 140 CCTV cameras in the city centre as well as a network of almost 1000 street lights across the CBD plus LED smart lighting to assist with community safety.



## SHOAL BAY WASTE MANAGEMENT FACILITY

The Shoal Bay Waste Management Facility provides waste management services for residential and commercial customers in the Greater Darwin Region.

Significant ongoing investment is required to meet the service expectations of the community and continue Council's focus for excellence in environmental performance and requirements of the regulators.

As the population grows and the NT Government pursues a \$40B economy from industry expansion and diversification it is essential that our facility can keep pace with demand as the region's sole waste management facility operating under an Environment Protection Licence.

This year will see \$43.6M invested in waste management as Council works to meet its obligations for this essential service for the health, wellbeing, liveability and economic livelihood of Darwin.



## STORM WATER

Our 364km network of stormwater drains throughout the City of Darwin is essential community infrastructure that requires continuous extension, maintenance, repair and replacement works.

We are part way through a four-year program to survey the network using cameras mounted on a remote-controlled rover. This data provides quality images to planning officers and engineers to inform future maintenance and capital works plans.

A further \$1.7 million will be directed to stormwater maintenance over the next 12 months.



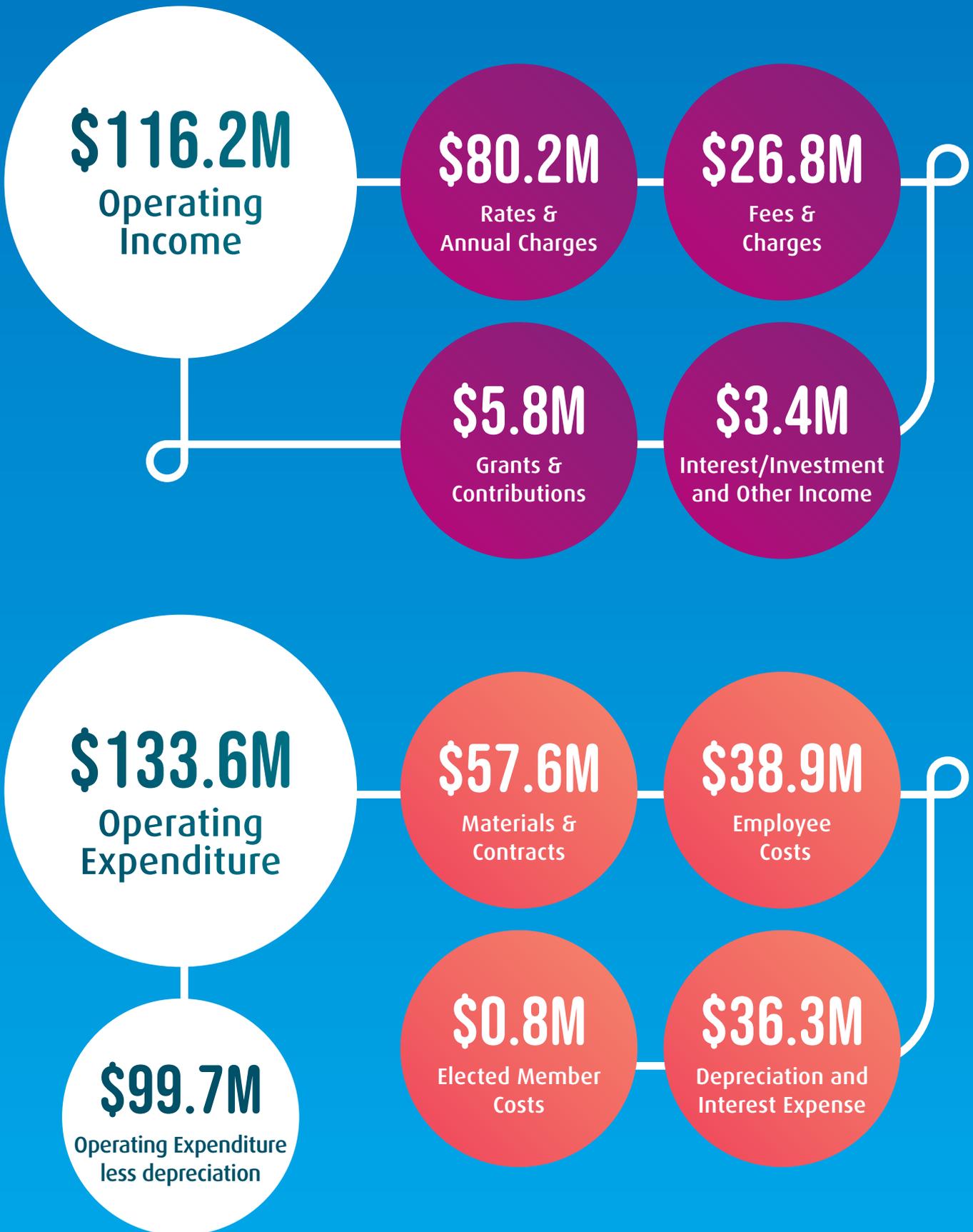
## CASUARINA AQUATIC AND LEISURE CENTRE

The redevelopment of the 45-year-old Casuarina pool is a key focus for Council to commence during the coming year.

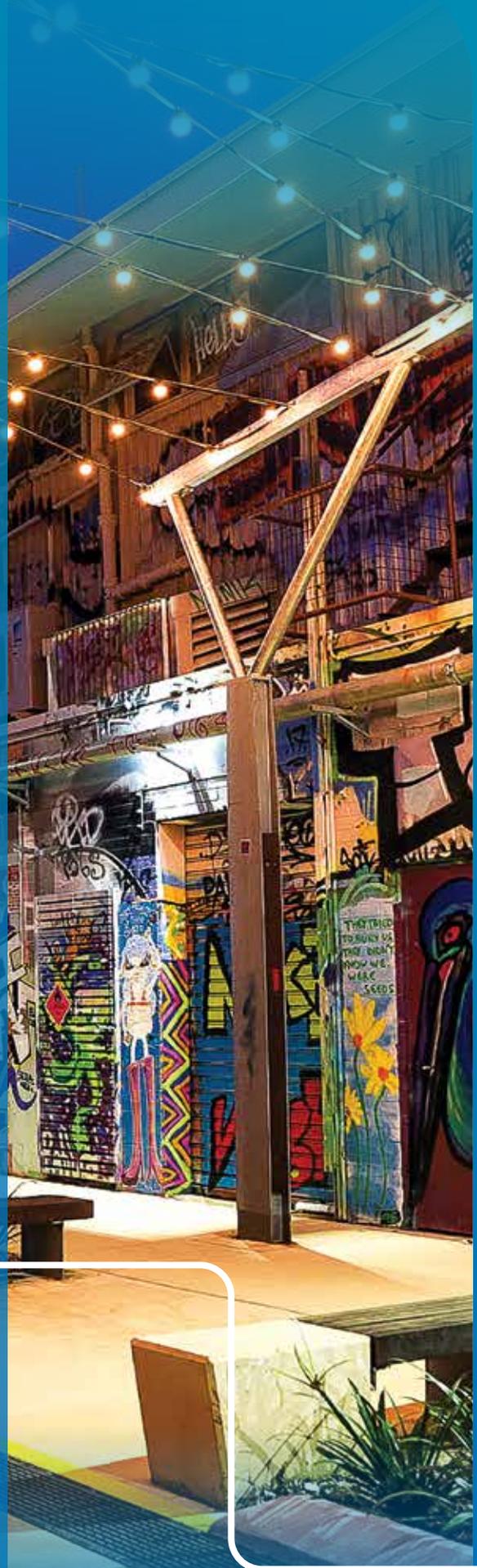
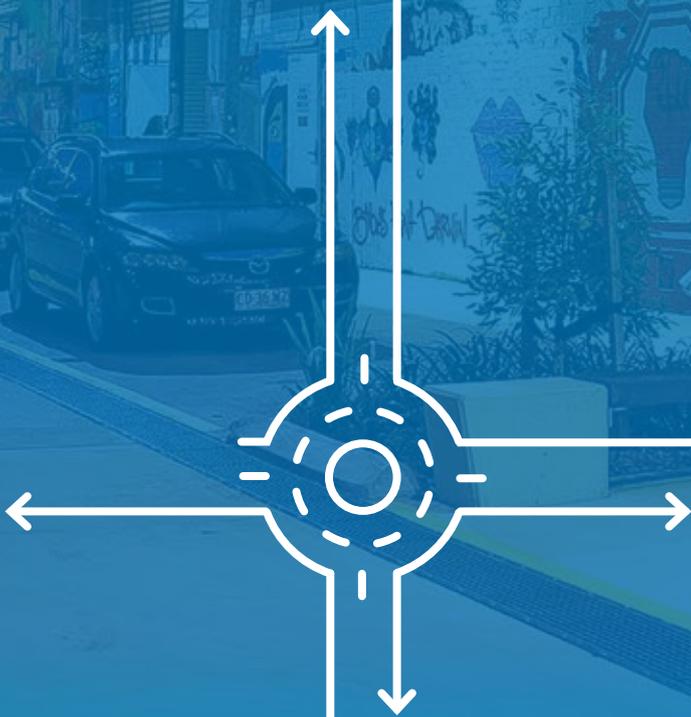
The \$25 million Casuarina Aquatic and Leisure Centre will deliver the people of Darwin a central resort style pool, plus a 50-metre Olympic standard swimming pool. There will also be a 25-metre pool, specifically for children learning to swim. All water areas will be shaded.

The full plan includes space for establishing allied health services, basketball half court and swimming clubhouse.

# OVERVIEW OF OPERATING BUDGET



# OUR COUNCIL



# CITY OF DARWIN COUNCIL

**LORD MAYOR OF DARWIN**  
**THE HON. KON VATSKALIS**

08 8930 0661  
0499 384 233  
Lord.Mayor@darwin.nt.gov.au



**Councillor Rebecca Want de Rowe**

0414 893 733  
r.wantderowe@darwin.nt.gov.au



**Councillor Jimmy Bouhoris**

0438 274 386  
j.bouhoris@darwin.nt.gov.au



**Councillor Morgan Rickard**

0483 129 394  
Morgan.Rickard@darwin.nt.gov.au



**Councillor Ed Smelt**

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



**Councillor Peter Pangquee**

0499 417 632  
p.pangquee@darwin.nt.gov.au



**Councillor Paul Arnold**

0417 978 572  
paul.arnold@darwin.nt.gov.au



**Councillor Amye Un**

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



**Councillor Mick Palmer**

0418 892 943  
m.palmer@darwin.nt.gov.au



**Councillor Brian O'Gallagher**

0499 395 473  
brian.ogallagher@darwin.nt.gov.au



**Councillor Sylvia Klonaris**

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



**VACANT**



# BETTER SUBURBS

*As Lord Mayor, I am proud of the way City of Darwin works to deliver projects which allow us to live in and enjoy a safer, greener, healthier, and more accessible city.*

One of the great vehicles Council has for delivering these types of outcomes for the people of Darwin is our *Better Suburbs Projects*. This is one of my favourite City of Darwin initiatives because it delivers the community real, tangible, hands-on results. This year's City of Darwin budget has allocated \$1.8 million to *Better Suburbs Projects*.

*Better Suburbs Projects* funding is allocated by the Ward Councillors and I, as Lord Mayor. The beauty of this arrangement is it allows us as elected representatives to talk with the community and get feedback on the types of projects they want for their suburbs. This is very much a grassroots approach to project delivery. And I believe it delivers.

This money is for smaller projects to improve community infrastructure and amenity. Each of our wards has three councillors. The three Councillors in each ward decide on the *Better Suburbs* projects for their ward. It is channelled into capital projects in the suburbs that reflect the priorities of the local community.

This year with my share of the *Better Suburbs* budget I plan to support a range of initiatives dispersed across all four wards.

In the main the projects I have selected are beautification or greening initiatives, which as many Darwin people would appreciate is something close to my heart. But my selection of projects also contains one which seeks to build on Darwin's vibrant multiculturalism.

I am confident as your elected representatives on Council we have delivered the right mix of *Better Suburbs Projects* to ensure we can continue to enjoy the benefits of a safer, greener, healthier, and more accessible city.

## THE HON. LORD MAYOR Kon Vatskalis



## Cavenagh Streetscape

Beautification works to the median strip along this busy thoroughfare and shopping precinct that includes the GPO and what will eventually be the approach to a university campus in our city.

## Nightcliff Oval Canteen

The Nightcliff Oval has undergone a series of upgrades since the completion of the oval's 2015 masterplan. At the request of City of Darwin, the oval's stake-holders last year updated their masterplan to take account of additional works they want completed. Among the projects for 2022 was a demountable canteen and shade structure. City of Darwin will provide \$85,000 this financial year to help fund the new canteen.

## Goyder Road

Goyder Road in Lyons Ward is a key connector road running between Gilruth Avenue and the Stuart Highway in Parap. Amongst other things, Goyder Rd is site of the Northern Territory's first official cemetery. Darwin's Pioneer Cemetery is a reflection of the beginnings of Darwin's proud multicultural community as it is the resting site of a range of cultural and religious groups. City of Darwin has already invested \$246,000 through Better Suburbs in beautification works on Goyder Rd and now a further \$55,000 will be invested into enhancements.

## Bradshaw Terrace

In March City of Darwin began Stage Three of beautification and greening project for Bradshaw Terrace near Casuarina Square. Part of the works required the removal of two established mahogany trees. But in keeping with our strategy for a greener, cooler Darwin, the mahoganies are being replaced by 12 rain trees to provide a canopy of shade in the area. In addition to more shade, City of Darwin will also reduce hard pavement by landscaping the medians in the area. An initial \$260,000 was directed to Stage Three of the project. This further \$40,000 brings our overall commitment to the project to \$303,000.

## Bicentennial Park Plaque

City of Darwin will recognise the efforts of former Lord Mayor Katrina Fong Lim by funding a plaque in Bicentennial Park on the Esplanade. The park itself was opened in 1988 by her father, former Lord Mayor Alec Fong Lim. In recognising Katrina Fong Lim with this plaque, Council is also acknowledging the contribution of the Fong Lims, one of Darwin's pioneering families.

## Lakeside Drive Dog Park

The Lakeside Drive Dog Park has been proved hugely popular since it opened in December 2020. The fenced area not only allows pet owners and their dogs a safe space to exercise, it is also a great place to upskill dogs in their off-the-leash behaviour. The park is part of City of Darwin's efforts to ensure pets, their owners and the broader community can coexist safely and in harmony. In response to feedback received from frequent users wanting a place to sit and relax while visiting the dog park, \$5000 has been allocated for additional seating.

# CHAN WARD

Improvements to support the people of Chan Ward in their mobility and accessibility to an active outdoor lifestyle is the focus for the coming year. Better Suburbs has achieved steady progress by delivering a series of incremental improvements relating to Council's Movement Strategy and Greening Strategy.

## Bicycle friendly neighbourhoods:

Laneways will be made more bike friendly and accessible to enable good access to green space recreational areas. Bike parking infrastructure is planned for Ken Waters Memorial Park and Rossiter Street and local residents and families will benefit from shade structures at the Nightcliff Shopping Centre playground and Chris Street Oval and also from the toilet block construction that commenced in late 2021/22.

## Masterplan:

A masterplan for Nightcliff Shopping Village developed this year will establish the next raft of initiatives for Council to deliver and create a pipeline of shovel ready projects so that Council can move quickly when grants and other funding opportunities arise.

Councillors believe these projects reflect the values of their community and will bring strategy to life in a practical way through infrastructure improvement.



# LYONS WARD

With a focus on supporting traders and small business, the Lyons Ward Councillors have sought to focus on the advantages that comes from functional streets punctuated with beautiful streetscapes and pops of colour are planned for the enjoyment of motorists, shoppers, browsers, diners and visitors to Lyons.

## Parap Shops:

Guided by the vision of the Parap Village Traders Association, elements aligned to the larger masterplan will be delivered on City of Darwin property including the installation of fairy lights will add atmosphere to the Vimy Lane laneway complimented with seating nodes in the vicinity complete with tree and groundcover plantings.

Council has contributed funding for the masterplan development that has resulted in the design and costings for work packages that can be delivered over time, with each one contributing towards a single, cohesive plan for the area.

## Goyder Road:

Streetscaping works including irrigation to traffic islands are planned to brighten and maximise the impact of the broad road design and generous surrounding space.

## Mitchell Street:

This famous city location will receive a streetscaping facelift that seeks to make the most of our tropical climate with attractive, low maintenance but effective vistas that could become the envy of other Australian capital city CBD street designers.



# RICHARDSON WARD

This ward has a strong focus on providing practical, pragmatic solutions to the issues and opportunities identified by residents and will be funding supports towards road safety, healthy lifestyles and community pride of place.

## Bradshaw Terrace Upgrades:

Designed for longevity and minimal maintenance significant up-front investment is being made into getting the landscaping and hardscaping just right for the residents of Richardson and passers through in this busy precinct.

## Castlereagh Drive Speed Check:

Digital signage will provide real time feedback to drivers and cause them to have a conscious safety moment while using this road. While for some it is a thoroughfare, this road is also people's home, a popular access point to parks, and a location frequently used by joggers and cyclists.

Councillors in this ward are committed to making this shared space one where all road users behave responsibly and respect those around them.

## Wanguri Oval:

Just as our libraries support life-long learning, this well-loved community park will soon provide a pathway to progress from the playground equipment to new fully inclusive outdoor gym equipment catering to all ages and physical abilities.



# WATERS WARD

Together, the 2022/23 initiatives planned for Waters Ward will deliver greening, health and wellbeing, road safety and opportunities for family friendly outdoor activities.

## Wulagi Dog Park:

Options for the most suitable location for a dog park in Waters Ward are being explored. The plan is to establish a space for dogs to frolic in safety but, as any regular dog park user knows, it will also foster opportunities for social inclusion, community get-togethers and for new neighbourhood friendships to form.

## Moil Traffic Calming:

Traffic calming solutions are in development for a section of Moil Crescent to make the vicinity safer for pedestrians, including the students of Casuarina Secondary College, residents and users of the nearby regional park and oval facilities.

## Malak Greenbelt Exercise Trail:

An exercise trail with a difference, this ninja-style equipment will support the residents of Waters to swing, leap and laugh their way to a happier, healthier outdoor adult fitness experience at Malak Park.

The only such experience in our region, local businesses should benefit from the visitors it attracts who might need to buy lunch or forget to pack the sunscreen.

## Karama Edible Forest and Shed:

Robyn Lesley Park will be the site of an edible forest, with the spread of species selected being informed by the knowledge of the Larrakia; to support the ongoing success of the community garden, Council is part funding shed infrastructure planned complete with power and water installation.

Councillors are wanting a parkland experience with a difference where the community can appreciate, experience, watch, enjoy and learn about bush foods across the seven seasons.



# ELECTED MEMBER ALLOWANCES

The Minister sets an allowance schedule each year for Elected Members. For the 2022/23 year the Elected Member allowances remain unchanged from last year.

	Annual Base Allowance	Annual Electoral Allowance	Annual Professional Development Allowance	Maximum Annual Extra Meeting Allowance	Total Maximum Allowances Claimable for 2022/23
Lord Mayor	\$125,192.75	\$32,950.94	\$3,753.17	Nil	\$161,896.86
Deputy Lord Mayor	\$46,292.69	\$8,238.34	\$3,753.17	Nil	\$58,284.20
Alderman	\$22,515.39	\$8,238.34	\$3,753.17	\$15,010.25	\$49,517.15
Acting Lord Mayor	Maximum 90 days claimable at \$433.16 per day				38,984.40



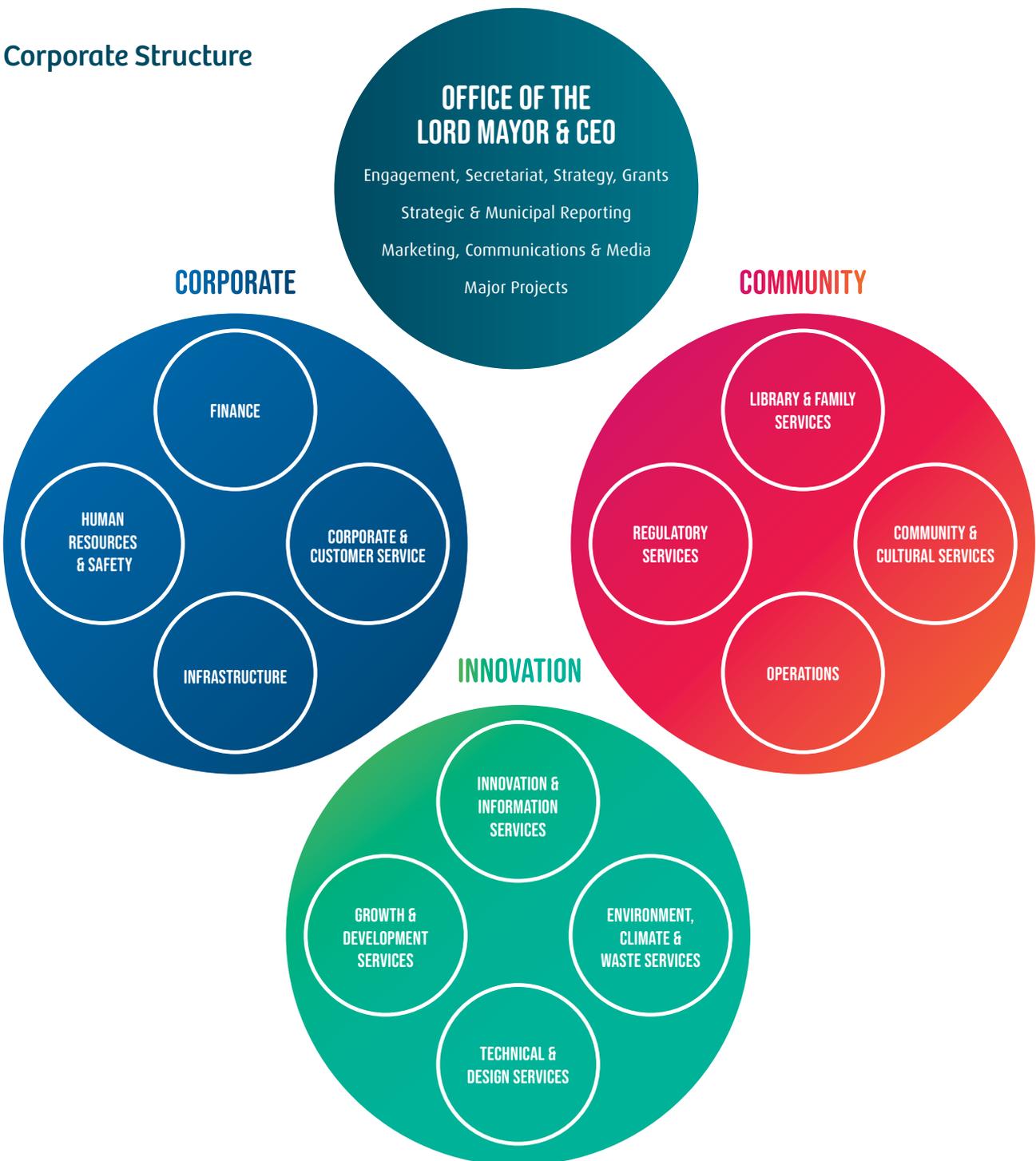
# CITY OF DARWIN

The City of Darwin team implements Council’s policies, plans and decisions in the day to day running of services, programs and projects.

In November 2021 the operations moved to a new agile business structure of three hubs, in addition to the Office of the Lord Mayor and CEO. The new alignment of City of Darwin’s functional areas further enhance alignment to the priorities laid out in the *Local Government Act 2019*.

Working in hubs has introduced a new way of working to improve internal collaboration and streamline decision-making, ultimately with a view to enhance delivery of our “Customer First” objective and the delivery of enhanced services, to the community and stakeholders.

## Corporate Structure



# OUR APPROACH TO PLANNING



# STRATEGIC PLANNING FRAMEWORK

Darwin 2030: City for People. City of Colour.  
Strategic Plan



**Endorsed Strategies**

**Municipal Plan**  
(including Annual Budget)

**Quarterly Reporting**

**Annual Report**

**Review & Update**



**Informed by:**

- Legislation (Australia and NT)
- NT Government strategies and policies
- City of Darwin Long Term Financial Plan
- Long Term Asset Management Plans
- Other Council strategies and policies

# OUR RATING STRATEGY

## CITY OF DARWIN HAS ADOPTED A RATING STRATEGY COVERING THE 2022/23 FINANCIAL YEAR WITH THE GOALS OF:

- > Delivering projects and services within a financially sustainable framework
- > Serving community needs and expectations in delivering priority capital works
- > Setting out the principles considered by Council in deciding on the mix of rates and annual charges
- > Consideration of future Councils' need to fund ongoing maintenance, replacement and rehabilitation

## COUNCIL'S RATE SETTING AND CHARGING STRUCTURES ARE BASED ON THE FOLLOWING PRINCIPLES:

- > **Equity;** defined as broad based and reasonable stakeholder acceptance of each rate or charge structure, derived from a balance of the principles of user pays versus capacity to pay (or deemed capacity to pay) on a case-by-case basis
- > **Effectiveness/Efficiency;** defined as meeting the financial, cultural, social, economic, environmental or other corporate objectives of the Council as stated in its long-term plans or policies
- > **Simplicity;** to ensure widespread community or stakeholder understanding, and minimise perceived inequities and hidden costs of a complex system
- > **Sustainability;** revenue decisions support the financial strategies for the delivery of infrastructure and services identified in Council's long-term planning

## IN COLLATING AND REFINING THE BUDGET, COUNCIL ARE SUPPORTED BY THE CEO AND FINANCE TEAM IN A SERIES OF WORKSHOPS OVER MANY MONTHS TO:

- > examine the social context of the community, its needs, priorities and expectations
- > discuss the economic context of its ratepayer base and the business community
- > consider NT Government Department of Treasury and Finance published economic outlook
- > gain an awareness of the long term financial plan
- > consider and align to future plans of other tiers of government including their estimates for population growth
- > review mix of services, capital works and other priority initiatives it wants to deliver for the coming year.

Together, those elements are considered to arrive at a final program to be funded from rates.

Throughout the year a regime of monthly and quarterly financial reporting that includes cashflow and debtor trends is provided to Council. Carry forwards recommendations from officers and a budget variations process include the formal adoption of changes by Council.

Together these transparent governance practices stimulate regular conversations relating to the social and economic effects of the budgeted rating strategy.

Regular reporting ensures that Councillors maintain a constant cycle of vigilance over the current year rating strategy implications and creates an understanding that then carries into the next cycle of budget preparation and planning.

Rates and charges annual income in 2021/22 was budgeted at \$76,666M. In 2022/23, the amount of income Council has budgeted to receive from rates and charges has increased by \$3.55M to \$80,215M.

Refer to page 67 for rates and charges for 2022/23.

# OPPORTUNITIES AND CHALLENGES FOR SERVICE DELIVERY

Each year Council considers opportunities and challenges for service delivery as part of its annual review of the [Long Term Financial Plan](#) and budget process.

Other external challenges for planning and budgeting practices are:

- > Increasing community expectations that require digital transformation to deliver services in the same way as the private sector such as banks, insurers and telecommunications companies
- > Increased competition for access to the skills and contractors needed to deliver works including maintenance
- > Highly competitive employment market
- > The positive desire of community to be engaged and consulted on Council matters and decisions involves processes that require additional officer resources to accommodate
- > Internal and external cost pressures including for construction and whole of life asset maintenance
- > Increased threats of cyclonic and extreme weather from climate change
- > Waste minimisation strategies and management of landfill diversion activities to leverage a circular economy
- > Demographic changes to community composition

## MANAGING RISK

City of Darwin's Governance Framework incorporates Council's Risk Management Framework. Strategic risks assessments and mitigation strategies have been considered in developing the Municipal Plan.

The Risk Management and Audit Committee provides independent assurance and assistance to Council and the CEO in matters relating to:

- > Monitoring the risk management framework
- > Financial reporting processes
- > Compliance
- > Audit program and the performance of auditors

Risk Management is a fundamental component of managing our operations.

Our processes to identify, assess and manage risk include:

- > a broad-based risk assessment process which is used to develop a rolling three-year internal audit plan and to inform risk management activities.
- > the corporate planning processes which prioritise actions based on assessed risks.
- > the project control framework which is used for rule change, review and corporate projects. This includes the creation of a risk register, where relevant, and the active management of identified risks.

# LONG TERM FINANCIAL PLAN

City of Darwin's Long Term Financial Plan (LTFP) is available on Council's website at <https://www.darwin.nt.gov.au/lftp>

Council's Long Term Financial Plan extends over a ten (10) year period to ensure that City of Darwin maintains a focus on managing the medium-term and long-term financial position of City of Darwin, so that successive Councils inherit a financially sound organisation that has exercised financial prudence in the execution of its duties.

Given the changing nature of many of the assumptions, the LTFP is a living document that is periodically updated to ensure it remains fit for purpose. Unforeseen events, changes in strategic direction or additional grants need to be evaluated in relation to the currency of the LTFP as seemingly minor changes may have a compounding effect on City of Darwin's capital plans.

The plan outlines assumptions that the financial model is based on and the subsequent impact of those assumptions on future revenue, operational and capital expenditure.

# ADVOCACY AND COLLABORATION

The City of Darwin partners with a range of bodies to provide leadership; secure funding and investment; and influence policy outcomes with other tiers of government.

- > Key partnerships include representation on: **The Council of Capital City Lord Mayors (CCCLM)** provides national leadership for the effective co-ordination and representation of the interests of the Capital Cities of the Australian States and Territories, especially in their relations with other spheres of government. The strategic priorities for CCCLM are securing ongoing Federal Government engagement, partnerships, alliances and investment in capital cities as well as securing Federal Government investment in nation building infrastructure in capital cities and encouraging smart growth in urban Australia.
- > **The Northern Australia Capital City Committee (NACCC)** provides an opportunity for the City of Darwin and Northern Territory Government to work together to enhance the productivity, sustainability and liveability of Darwin.
- > **The Top End Regional Organisation of Councils (TOPROC)**. TOPROC comprises six (6) Top End Council's; Belyuen Community Government Council, City of Darwin, City of Palmerston, Coomalie Community Government Council, Litchfield Council and Wagait Shire Council. It is committed to the sustainable development of our Greater Darwin Region and meets on a regular basis to progress common issues.
- > **Local Government Association of the NT (LGANT)** is the peak body representing Local Government in the Northern Territory. City of Darwin appoints two Elected Members to the Executive Committee each year.



INTRODUCTION

OUR HIGHLIGHTS

OUR COUNCIL

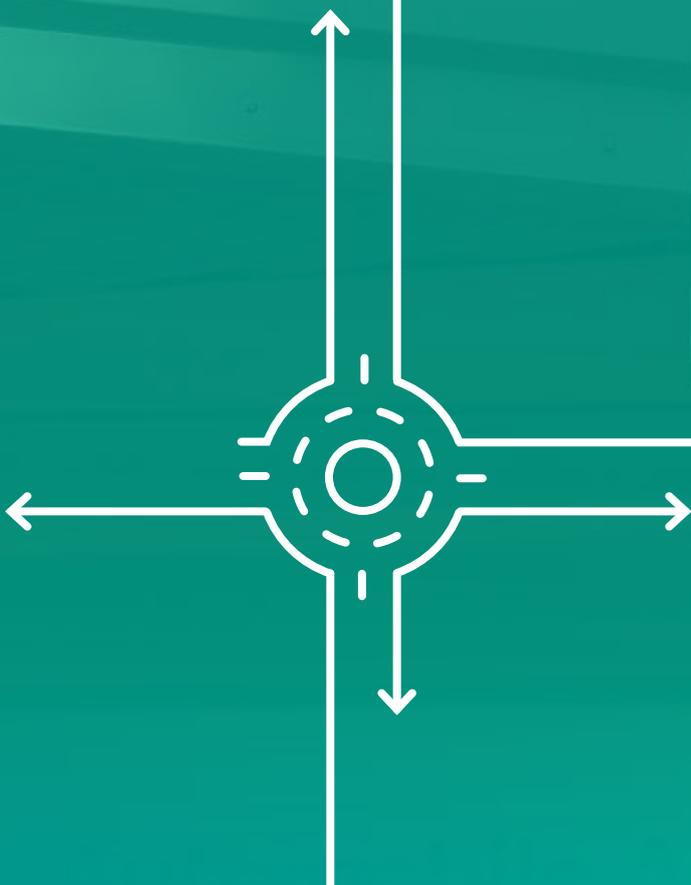
OUR APPROACH TO PLANNING

OUR SERVICE DELIVERY

BUDGET

FEES AND CHARGES

# OUR SERVICE DELIVERY



# SERVICE DELIVERY PLAN

*In developing the budget, Council considers where we are on the path towards achieving the Darwin 2030 strategy.*

The Lord Mayor and Councillors then set the strategic direction for the range of services City of Darwin will provide over the coming year and the projects, programs, initiatives they are resourced to deliver as priority deliverables.

The CEO then manages the implementation, delivery and reporting back to Council and community throughout the year.

## HOW OUR SERVICES ARE STRUCTURED

SERVICE	DESCRIPTION	HUB
Arts and Culture	Enable and foster creativity to flourish and grow by facilitating arts and culture opportunities; building capacity; and acting as a caretaker of our communities' cultural assets.	Community
Assets	Manage Council's Asset Management Framework to develop priority plans for the maintenance of Council owned assets to ensure whole of life sustainability.	Corporate
Buildings	Maintain Council owned buildings and facilities in accordance with leases and tenancies, building, safety and security requirements, legislation, standards and Council's Asset Management Plans	Community
Cemeteries	Manage cemeteries in accordance with the Cemeteries Act 1952.	Community
City Parking	Effectively manage City of Darwin's parking strategy for on and off-street car parking.	Innovation
City Planning	Undertake a range of strategic, social and statutory town planning functions including Development Assessments, Planning Scheme Amendments, strategic land use planning review and formulation, and long-term social infrastructure planning.	Innovation
Climate and Environment	Manage Council's response to climate change and environmental conditions through a strategy-based approach employing on adaption, resilience and decarbonisation tactics.	Innovation
Community & Cultural Development	Provide support to the community development sector to create opportunity and choice for the Darwin community through the creation of culturally appropriate, accessible and inclusive spaces, facilities and programs.	Community
Corporate Records and Freedom of Information	Ensure comprehensive records management systems are maintained to achieve transparency and privacy requirements in line with legislated obligations.	Innovation
Community Infrastructure	Design, construct and maintain community infrastructure to provide safe, efficient and sustainable assets in accordance with legislation, standards and Council's policies.	Corporate / Community / Innovation

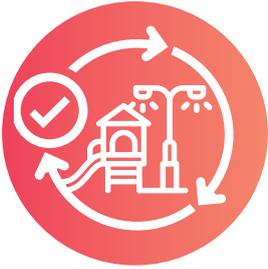
SERVICE	DESCRIPTION	HUB
Darwin Entertainment Centre and Darwin Amphitheatre	Fund and monitor the delivery of cultural outcomes through programming undertaken by Darwin Entertainment Centre and the Darwin Amphitheatre.	Community
Customer Service	Provide an overarching business approach for customer service and feedback management. Ensure responsive customer service that values continuous improvement.	Corporate
Safer City Program	Manage and implement the Darwin Safer City Program including assertive outreach and support services, advocacy and policy development to improve outcomes for vulnerable people and provide safe public spaces.	Community
Events	Manage and deliver Council's event program and support other event programs that engage locals and attract visitors	Innovation
Economic Development	Manage and implement City of Darwin's Economic Development Strategy to influence and drive economic growth.	Innovation
Emergency Planning and Response	Provide an overarching business approach for Emergency Planning and Response covering natural disasters, critical events, business continuity and security management	Corporate
Engagement	Manage Council's community engagement program to position Elected Members to confidently make decisions with a clear understanding of community and stakeholder issues and sentiment.	Office of the Lord Mayor and CEO
Family and Children's Services	Enhance the wellbeing of children and their families by providing family and children's services and programs.	Community
Finance	Provide financial services and oversight in relation to Financial and Budgetary planning and management. Ensure appropriate systems are in place to enable City of Darwin to make informed decisions and meet strategic directions and community expectations.  Provide financial oversight and guidance in relation to revenue strategy, analysis and reporting and performance.	Corporate
Human Resource Services	Provide Human Resources services, oversight and expertise to assist in the management of City of Darwin's workforce. Including: employee recruitment; management; learning and development and payroll services.	Corporate
International Relations	Develop City of Darwin's international relations program to strengthen cultural ties, leverage business growth and economic develop opportunities for the city.	Innovation
Libraries	Manage Libraries and deliver services that promote and support the recreational and life-long learning needs of the community.	Community
Marketing, Communications	Manage Council's marketing, media, brand and communications requirements, including public relations and external affairs, social and digital media.	Office of the Lord Mayor & CEO
Parks & Reserves	Provide and maintain Council's open spaces, including parks, reserves and recreational spaces in accordance with Asset Management Plans.	Community
Procurement	Provide a strategic procurement and contract management framework that ensures transparent, equitable and value driven expenditure.	Corporate
Property	Manage and oversee Council land and property holdings.	Innovation

SERVICE	DESCRIPTION	HUB
Recreation and Leisure	Manage Council's recreation and sporting facilities; and deliver programs to support the health and wellbeing of the community.	Community
Reconciliation	Build trusting and meaningful partnerships to create social, employment and economic benefits to Australia's First Peoples towards building a culturally safe and vibrant community.	Community
Regulatory Services	Regulate and manage regulatory compliance with Council By-Laws to maintain and promote public safety and amenity.	Community
Risk and Assurance	Manage City of Darwin's Enterprise Risk Management Framework. Provide Corporate Governance, guidance and assurance in: fraud prevention; internal audit; legal services; insurance; privacy and internal policy; procedures and compliance.	Corporate
Secretariat, Strategy and Corporate Affairs	Manage the City of Darwin Governance Framework, Strategic and Municipal Plans, Statutory Council and Committee Structures, Local Government Elections, Lord Mayor's Office and Elected Member Support, strategic issues and key relationship management, advocacy, funding submissions and grant acquittals.	Office of the Lord Mayor & CEO
Innovation and Information Services	Deliver the initiatives of the #Smart-Darwin Strategy to advance Darwin as a smart city.	Innovation
Strategy and Performance	Manage the implementation of the City of Darwin Integrated Planning and Performance Framework, Service Review, Strategy Platforms.	Corporate
Waste Management	Deliver Council's waste collection, recycling and management programs and manage the Shoal Bay Waste Management Facility in accordance with legislative requirements, standards and policies.	Innovation
Work Health & Safety	Provide support and expertise to assist in the delivery of City of Darwin's work health and safety management and enterprise systems	Corporate
Youth Services	Deliver programs that celebrate young Darwin, support participation of young people in our community, and build the capacity of young people to shape their lives and the community around them.	Community

# OUR DELIVERY COMMITMENTS

*Council set the budget to resource the annual program of delivery commitments.*

Officers work throughout the year to deliver on these commitments and provide regular reporting to Councillors and the community on the progress, performance and issues arising.



## SD1 - A CAPITAL CITY WITH BEST PRACTICE AND SUSTAINABLE INFRASTRUCTURE

**BY 2030, A NUMBER OF STRATEGIC INFRASTRUCTURE PROJECTS WILL BE DEVELOPED AND DELIVERED**

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Deliver Council's 2022/23 Capital Works Program	All	Infrastructure
Deliver 2022/23 Better Suburbs and Enhancement Projects	All	Infrastructure
Implement Council's Asset Management Information System	Corporate	Assets
Continue asset condition assessments for Council's stormwater infrastructure	Corporate	Assets
Deliver 2022/23 Priority Infrastructure Plan	Innovation	Tech Services and Assets
Deliver the Lee Point Road Project	All	Infrastructure



## SD2 - A SAFE, LIVEABLE AND HEALTHY CITY

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

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Deliver the Making Mindil Safe Project, an Australian Government Safer Community Fund (Round 5) initiative	Corporate	Infrastructure
Deliver 2022/23 animal management programs and services	Community	Regulatory Services
Expand CCTV networks across the municipality as part of the #SmartDarwin Strategy	Innovation	IT & Innovation
Deliver initiatives designed to improve public safety including Assertive Outreach and Public Places Patrols.	Community	Community & Cultural Services
Continue to partner with the Northern Territory Government to deliver City Safe Security Patrol Services in the city.	Community	Community & Cultural Services

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

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Work with the Northern Territory Government to deliver priority components of the Laneways and Small Streets Activation Strategy	Innovation	Growth & Development
Implement funded components of the City of Darwin Movement Strategy	Innovation	Growth & Development
Develop a Play Space Strategy for the management of playgrounds and recreation spaces	Community	Community & Cultural Services

### BY 2030, DARWIN RESIDENTS WILL BE MORE ACTIVE AND HEALTHY

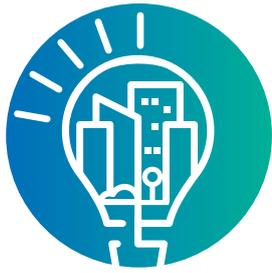
2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Progress the Casuarina Aquatic and Leisure Centre Redevelopment Project	All	Infrastructure
Deliver the Darwin Velodrome Upgrade Project including a masterplan for Bagot Park	All	Infrastructure
Deliver the Healthy Darwin program across the municipality	Community	Community & Cultural Services



## SD3 - A COOL, CLEAN AND GREEN CITY

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

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Continue to implement the Tree Establishment Program across the municipality	Community	Operations
Delivery 2022/23 Greening Darwin Strategy annual funded programs	Community	Operations
Delivery 2022/23 Climate Strategy annual funded programs	Innovation	Environment
Delivery 2022/23 Waste Management annual funded programs	Innovation	Waste
Develop and implement an Environmental Management System for Council operations	Innovation	Environment
Working with the Darwin Living Lab, finalise the Digital Twin project for the Darwin City Deal	Innovation	Growth & Development



## SD4 - A SMART AND PROSPEROUS CITY

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

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Deliver priority components of the #SmartDarwin Strategy	Innovation	Innovation and Information Services
Deliver a Darwin Destination Program	Innovation	Growth & Development
Implement Customer Service Strategy annual actions	Customer Service	Corporate & Customer Service
Implement the City of Darwin Library Strategy 2020-2024 annual actions	Community	Library & Family Services

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

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Implement the Darwin Economic Development Strategy 2030 annual actions	Innovation	Growth & Development
Consolidate across City of Darwin operations to establish an integrated Learning Management System to support a skilled, qualified workforce for the delivery of innovative practices.	Corporate	Human Resources
Develop City of Darwin Revenue Strategy	Corporate	Finance
Promote Darwin as a great destination to live, work, study, visit and invest	Innovation	Growth & Development



## SD5 - A VIBRANT AND CREATIVE CITY

### BY 2030, DARWIN WILL BE RECOGNISED AS AN ICONIC DESTINATION

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Deliver a City of Darwin events program and events management with a focus on developing and marketing of Council owned facilities for events	Innovation	Growth & Development

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

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Implement the City of Darwin Innovation Reconciliation Action Plan	Community	Community & Cultural Services
Deliver the City of Darwin Community Grants Program to support and enable community events and programs including those celebrating culture, arts and diversity	Community	Community & Cultural Services
Implement the Youth Strategy 2022-2026	Community	Community & Cultural Services
Implement the City of Darwin Access and Inclusion Plan 2019-2022	Community	Community & Cultural Services
Develop an Art Strategy	Community	Community & Cultural Services
Financially contribute to the Darwin Entertainment Centre to deliver programs and services that create a cohesive, connected and culturally enriched community	Community	Community & Cultural Support

# CITY OF DARWIN GOVERNANCE FRAMEWORK

## Vision and Culture

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Continue to implement Council's integrated Strategic Planning Framework	Office of the Lord Mayor and CEO	Secretariat
Implement initiatives to support the enhancement of proactive risk-based approaches to operations and safety	Corporate	Human Resources

## Roles and Relationships

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Provide Operating subsidies in line with City of Darwin's Funding Guidelines	ALL	Growth and Development
Facilitate Council's position at the national and local levels for impacting environment, waste and climate policy and targets	Innovation	Environment, Climate & Waste Services
Establish and maintain productive and positive relationships with Larrakia, Aboriginal and Torres Strait Islander, and Government stakeholders to work in collaboration to address public safety	Community	Community & Cultural Services

## Decision Making and Management

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Implement the pillars of Integrated Quality Management System	Corporate	Corporate Services
Review and refine Workplace Health & Safety Management Framework and document suite	Corporate	Human Resources
Implement new City of Darwin By-Laws in compliance with legislative requirements	Community	Regulatory Services
Implement Council's Privacy Management Framework and annual actions	Corporate	Corporate Services
Implement the Joint Planning Framework between City of Darwin and NTG for Youth across the municipality	Community	Community & Cultural Services
Upgrade City of Darwin's electronic records management system	Innovation	IT & Innovation

## Accountability

2022/23 DELIVERABLES	HUB	PROGRAM LEAD
Deliver Annual Internal Audit Program	Corporate	Corporate Services
Implement new automated Financial Systems upgrades	Corporate	Finance
Deliver Unqualified 2021/22 City of Darwin Audited Financial Statements	Corporate	Finance

# WORKS ACROSS OUR COMMUNITY

*In 2022/23 the Capital Works Program totals \$60.5 million.*

Many of the components are long-established programs that are routine responsibilities of a city council for the construction, maintenance and replacement of things we all rely on each day such as footpaths, roads, driveways and lighting.

The team conduct regular field and data assessments to inform priority projects and also work to programmed routine maintenance schedules. Together these approaches inform the order and priority of works.

This list is indicative of what can be delivered during 2022/23.

The precise details and timing of the projects delivered this year will depend on the availability of skilled contractors; the length of the construction season and wet season; and the value that can be derived from the available budget in what is a competitive labour market and high inflation.



# 2022/23 BUDGETED CAPITAL WORKS PROGRAM

Item	Asset Category	Program	Reserve	Grant	Loan	General Funds	Total
1	Buildings & Structures	Casuarina Aquatic & Leisure Centre		7,500,000	17,500,000		25,000,000
2	Bollard and Foreshore Fencing	Infrastructure replacement of fencing and bollards throughout public spaces				174,200	174,200
3	Buildings & Structures	Council Building - Shade Structure Replacement - Nightcliff Pool, playground & other shade structures				141,600	141,600
4	Buildings & Structures	Council Building - Structural Renewal including Gardens Oval roof and watermain replacement.				84,500	84,500
5	Buildings & Structures	Council Buildings - Interior & Exterior Renewal - Gardens Oval Roof Replacement - Cemetery Roller Door replacement & fire compliance upgrade - Stuart Park and Mitchell Street Childcare Centre floor replacements	30,000			190,400	220,400
6	Buildings & Structures	Council Buildings - Services Renewals - Gardens Oval Watermain Replacement - Westlance HVAC Controller Installation - Gardens Oval HVAC Replacment - Bennett Park Fountain Pump Replacement - Westlane Carpark DB Replacement	135,000			183,400	318,400
7	Buildings & Structures	Darwin Entertainment Centre; Upgrades & Refurbishment - Safety Systems associated with Main Stage				158,900	158,900
8	Buildings & Structures	Energy Efficiency Program - Solar PV & Battery Implementation Program				200,000	200,000

Item	Asset Category	Program	Reserve	Grant	Loan	General Funds	Total
9	Parks & Reserve Infrastructure	Better Suburbs - includes Nightcliff Shopping Centre Streetscape Upgrade, Goyder Rd Streetscape, Malak Greenbelt Exercise Trail, Dog Park Waters Ward and Richardson Exercise Equipment	1,040,000			750,000	1,790,000
10	Parks & Reserve Infrastructure	Darwin General Cemetery Upgrade & Refurbishment - Gardens Cemetery Plot Markers				20,000	20,000
11	Parks & Reserve Infrastructure	Foreshore Fencing - Bicentennial Park - East Point replacement & upgrade				80,000	80,000
12	Parks & Reserve Infrastructure	Irrigation Infrastructure - Driffield Park - Lakeside Drive (Alawa Ovals) - Mathews Green Belt				200,000	200,000
13	Parks & Reserve Infrastructure	Irrigation Tanks - Lake Alexa, East Point Reserve & Lakeside Drive (Alawa Ovals)				150,000	150,000
14	Parks & Reserve Infrastructure	Parks Infrastructure Refurbishment - Minor park asset replacements such as water bubblers & seats				100,000	100,000
15	Parks & Reserve Infrastructure	Playground Refurbishment - Harwood Park - Thornton Park - Killian Park - Eaton Park - Lores Bonney Park - Bald Park				200,000	200,000
16	Parks & Reserve Infrastructure	Softfall Under Play Equipment - Harwood Park - Thornton Park - Killian Park - Eaton Park - Lores Bonney Park - Bald Park				120,000	120,000
17	Parks & Reserve Infrastructure	Sports Facility Upgrades & Refurbishment				150,000	150,000
18	Parks & Reserve Infrastructure	Street Food Site Upgrades - East Point upgrade				20,600	20,600

Item	Asset Category	Program	Reserve	Grant	Loan	General Funds	Total
19	Pathways	Footpath Reconstruction - based on asset condition data and includes Bayview St Fannie Bay	100,000			827,000	927,000
20	Pathways	Shared Paths Program - includes Bayview Sea wall shared path	27,000			270,000	297,000
21	Pathways	Walkways Resurfacing				169,900	169,900
22	Plant & Equipment	IT Infrastructure - Library Print upgrade - Network Switch upgrade - VX Rail extension - ISILON extension - Backup Server upgrade				300,000	300,000
23	Plant & Equipment	Customer Request Management System	266,485				266,485
24	Plant & Equipment	Learning Mangement System	80,000				80,000
25	Plant & Equipment	ParkAgility Space Counting & Signage	150,000	50,000			200,000
26	Plant & Equipment	Plant & Equipment; Replacement Program - replacement of fleet program and new concrete grinder	2,625,000				2,625,000
27	Plant & Equipment	Smart Cities Infrastructure - Environmental Sensor upgrade - CCTV critical spares				65,000	65,000
28	Public Art	Public Art Development - Bi Park art linking footpath - Vinyl wraps for facilities across municipality				165,250	165,250
29	Stormwater Infrastructure	Stormwater Upgrades And Reconstruction - includes Jingili Watergardens, Dick Ward Drive culvert replacement, catchment review to inform forward program by December 2022 with balance of program to be prioritised against asset data				1,700,000	1,700,000

Item	Asset Category	Program	Reserve	Grant	Loan	General Funds	Total
30	Street & Public Lighting	Street & Public Lighting Capital Replacement - commence upgrade to path lighting poles, luminaires & cabling along foreshore path Sunset Park to Trower Rd (program to span financial years) - installation of lighting at pedestrian zebra crossings Casuarina Dr, Cavenagh St and Bradshaw Tce - install additional street light pole Woolner Rd				750,000	750,000
31	Street & Public Lighting	Street & Public Lighting Luminaire Replacement - upgrade lights in carks to LED luminaires with smart controls				40,000	40,000
32	Street & Public Lighting	Street & Public Lighting Upgrades - install path lights The Gardens (between Casino & tennis courts) and Grevillea Circ				100,000	100,000
33	Transport	Disability Access Program - informed by priorities identified by the Access and Inclusion Committee				56,000	56,000
34	Transport	Driveway Program - based on asset condition data				247,000	247,000
35	Transport	LCRI - Phase 3		1,724,120			1,724,120
36	Transport	Local Area Traffic Management - Moil Crescent & Parer Drv Intersection Upgrade - Woolner Rd - Progress Drive Pedestrian Refuge - Cunjevoi Cres Service Lane - Marian Boulevard Pedestrian Refuge - Chapman Rd Pedestrian Refuge - Lindsay St Childrens Crossing - McMinn St Pedestrian Refuge				752,000	752,000
37	Transport	Minor Capital Works - includes Casuarina Library Security Gate and Mall Pavement Rectifications				163,800	163,800
38	Transport	Road Reconstruction - Lee Point Rd Landscaping				500,000	500,000

Item	Asset Category	Program	Reserve	Grant	Loan	General Funds	Total
39	Transport	Road Resurfacing & Renewal Asphalt Program - Ross Smith Ave - Philip St - Alawa Cres - Playford St Spray Seal Program - Buffalo Creek Rd - Brinkin Tce - Grassland Cres - Savannah Dr - Playford St & Wells St - Clancy St - Cooper St - Winston St - Gothenberg Crt - Meigs Crt - Allen St - Hinkler Cres - Willaroo Cres - Mullen Gardens				2,008,700	2,008,700
40	Transport	Roads To Recovery - Searcy St		86,180			86,180
41	Transport	Traffic Signal Upgrades And Replacement - East Point Rd - Dick Ward Dr - Trower Rd				96,900	96,900
42	Waste Management	Shoal Bay - Cell 7 Design	150,000				150,000
43	Waste Management	Shoal Bay - Leachate Ponds			6,000,000		6,000,000
44	Waste Management	Shoal Bay - Stage 2 Expansion			12,000,000		12,000,000
<b>TOTAL</b>			<b>4,603,485</b>	<b>9,360,300</b>	<b>35,500,000</b>	<b>11,135,150</b>	<b>60,598,935</b>



# SUPPORTING ACROSS OUR COMMUNITY

## *Community Funding and Support - Sponsorships, Community Grants and Operating Subsidies*

The City of Darwin is committed to supporting the Darwin community through the provision of direct funding via sponsorships, grants and operating subsidies across a variety of categories that reflect the 2030 vision.

Council provides in-kind support for one-off community events and projects throughout the year, but also aspires to provide support of a kind that builds capacity and capability among passionate community members to create self-sustaining events that become a much loved and respected tradition for community and visitors to our city.

This table reflects the Grant, Sponsorship and Operational Subsidies program already committed in formal agreements.

Grants rounds open throughout the year for the community to apply for funding. To find out when opportunities are open follow us on Facebook or check the community noticeboards in our four libraries.



Organisation	Event / Project	Agreement Expiry Date	Total Sponsorship		Total \$
			Cash \$	In Kind \$	
Climate Change and Environment Research Grants	Annual Grants Program	30-Jun-23	50,000		50,000
George Brown Memorial Scholarship	Scholarship	30-Jun-23	3,000		3,000
Community Grants	Annual Grants Program	30-Jun-23	100,000		100,000
Darwin City Brass Band	Operating Subsidy	30-Jun-24	30,000		30,000
PAWS Darwin	Operating Subsidy	30-Jun-24	30,000		30,000
RSPCA Darwin	Operating Subsidy	30-Jun-24	120,000		120,000
Surf Lifesaving NT	Operating Subsidy	30-Jun-24	30,000		30,000
Carols by Candlelight	Operating Subsidy	30-Jun-25	30,000		30,000
Darwin Entertainment Centre	Operating Subsidy	30-Jun-24	680,000		680,000
Darwin Aboriginal Art Fair Ltd	Darwin Aboriginal Art Fair	30-Jun-24	10,000		10,000
The Darwin Festival	Darwin Festival	30-Jun-24	150,000	18,000	168,000
Black Candy	The Promise Land Intro filming	30-Jun-23	1,000		1,000
Darwin RSL Sub-Branch	ANZAC Day Commemoration	30-Jun-23	28,000	7,000	35,000
Table Tennis NT	Australian Junior Open and Training Camp	30-Jun-23	3,300		3,300
Browns Mart Arts Ltd	Browns Mart	30-Jun-24	10,000	1,000	11,000
NT Major Events Company	BASSINTHEGRASS National Rugby League Merlin Darwin Triple Crown Territory Day	30-Jun-23	9,000		9,000
NT Athletics	City 2 Surf	30-Jun-23	5,000	2,500	7,500

Table 1 2022/23 Sponsorships, Grants and Operating Subsidies

# OUR MAJOR DEVELOPMENT FOCUS

## Medium to Long Term Major Projects

*Council maintains a suite of endorsed major project initiatives. Together these projects serve as a prospectus for developers and investors who see the potential Darwin has to offer and want to share in Council's vision to create a city for people, city of colour.*

### THE PROJECTS ARE DESIGNED TO DELIVER A COMBINATION OF:

- > Immediate and sustained economic benefits
- > Supports for forecast population growth and talent attraction
- > Improved liveability and healthy lifestyles
- > Leveraging of the natural advantages of our geography and climate

### THE MAJOR PROJECTS ARE:

- > Civic Centre and precinct redevelopment
- > Lameroo Beach to the Waterfront
- > Casuarina Pool Redevelopment
- > Bundilla Beach (previously known as Vestey's Beach) Development
- > Darwin's Smart Northern Suburbs
- > Service commercialisation opportunities
- > Renewable Energy hubs



ARTISTS IMPRESSION OF THE CASUARINA POOL REDEVELOPMENT



INTRODUCTION

OUR HIGHLIGHTS

OUR COUNCIL

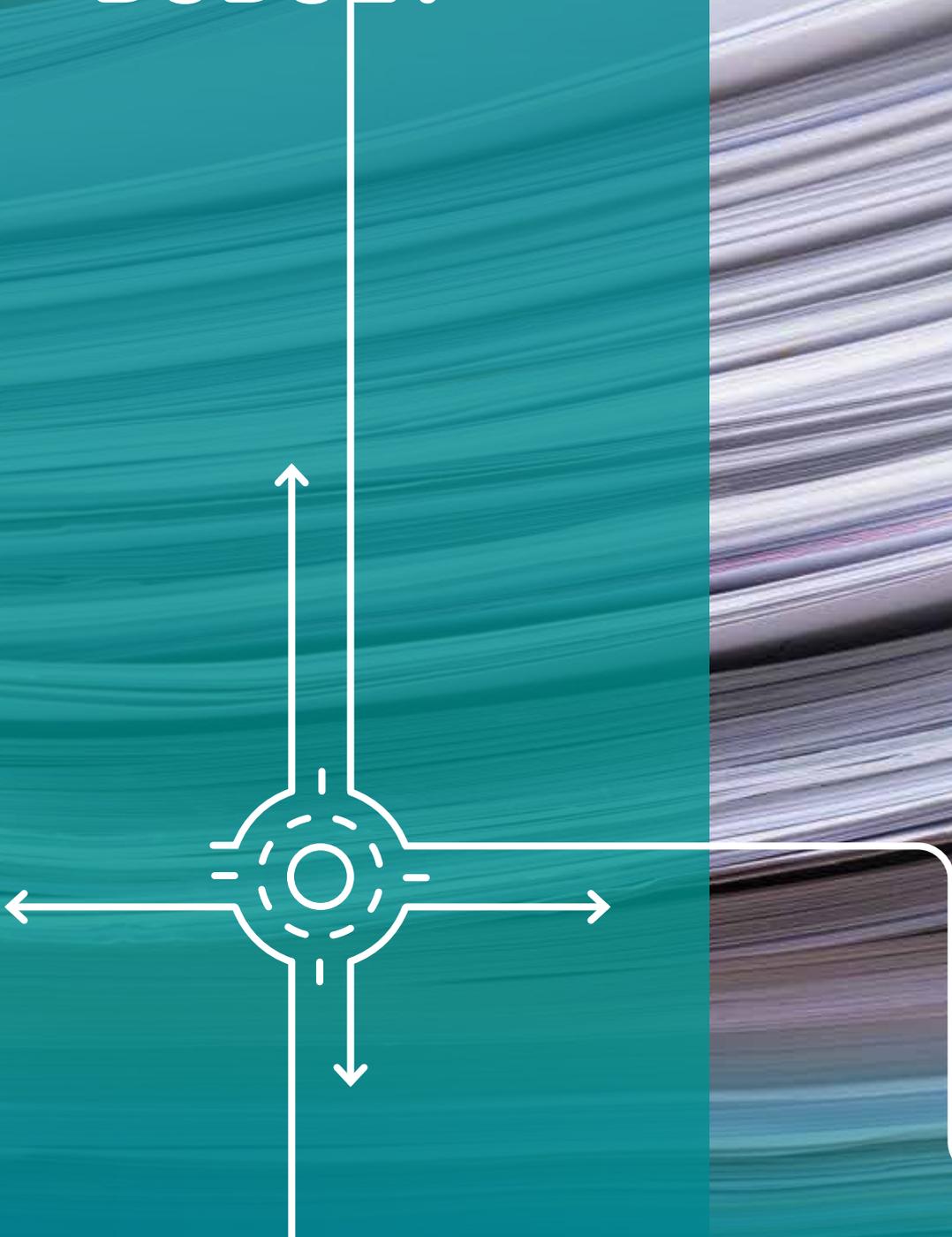
OUR APPROACH TO PLANNING

OUR SERVICE DELIVERY

BUDGET

FEES AND CHARGES

# BUDGET





*With a backdrop of rising costs and significant inflation, the need to complete urgent community works and other initiatives to support the community, together with a focus of keeping any increase in rates to an absolute minimum.*

Council has worked hard to reach the right balance, reviewing each expenditure line and capital proposal, along with maximising non-rates revenue opportunities. Council has achieved this balance with a proposed General Rate increase of 4.5%, which is significantly less than inflation. This means that for the average residential and commercial property there will be an indicative weekly increase in the General Rate of \$1.50. When combined with the Kerbside Waste Collection Rate, the overall indicative weekly increase is just under \$1.80 per week

# 2022/23 OPERATING BUDGET OVERVIEW

The operating budget provides details of the income Council receives to fund its operations and the expenses it incurs in delivering services to the community.

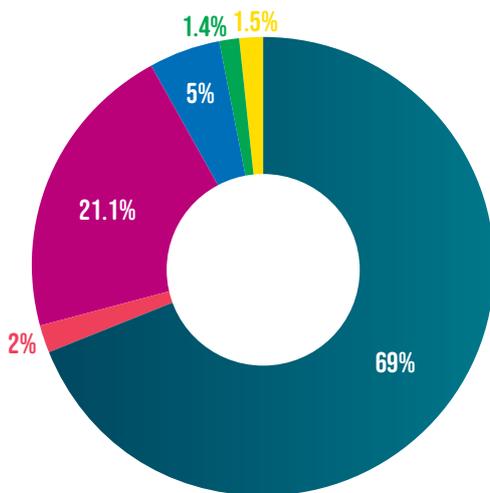
## Analysis of Operating Budget

# INCOME

### WHERE THE FUNDS COME FROM

#### OPERATING INCOME (EXCLUDING INCOME FOR CAPITAL PURPOSES)

2022/23 Total Operating Income \$116,174



**Figure 1** 2022/23 Operating Income (excluding Income for Capital Purposes)

Rates & Annual Charges	\$80.22M
Statutory Charges	\$2.28M
User Fees & Charges	\$24.52M
Operating Grants & Subsidies	\$5.76M
Interest/Investment Income	\$1.63M
Other Income	\$1.76M

**Table 2** 2022/23 Operating Income (excluding Income for Capital Purposes)

## Comparison to last year's Council Budget

OPERATING INCOME	2021/22	2022/23	Variance	Variance
	Original Budget	Budget		
	\$'000	\$000'S	\$000'S	%
Rates & Annual Charges	76,666	80,215	3,549	4.6%
Statutory Charges	2,358	2,282	-76	-3.2%
User Fees & Charges	21,769	24,521	2,752	12.6%
Operating Grants & Subsidies	5,578	5,760	182	3.3%
Interest/Investment Income	1,113	1,633	520	46.7%
Other Income	1,780	1,763	-17	-1.0%
<b>Total Operating Income</b>	<b>109,264</b>	<b>116,174</b>	<b>6,910</b>	<b>6.3%</b>

Statutory charges consist of regulatory income from infringements, planning and development permits and animal management registrations.

The rise in income generated from fees and charges is predominantly from the commercial rates set for various waste management services at Shoal Bay Waste Management Facility as a movement towards users funding the true cost of the facility. As the only such facility operating under an Environmental Protection Licence in the Greater Darwin region Council is working hard to achieve regulatory compliance, excellence in environmental performance and reduce the cost burden to rate payers.

Council receives income from various sources to support the range of services it provides to the community. Council expects to receive almost \$5.8M of its operating income from Operating Grants and Subsidies in 2022/23. Operating grants budgeted to support Council operations include Financial Assistance Grant (FAA), Public Library Services grant, Fun Bus and Mosquito Control subsidy.

Capital grants and contributions income assumes a current submission to the Australian Government Building Better Regions Fund for a \$7.5M grant contribution towards the redevelopment of the Casuarina Aquatic and Leisure Centre is received this year.

Through its ongoing advocacy and engagement efforts with the Northern Territory Government and Australian Government, Council continues to seek new sources of funding and apply for grants when opportunities arise.

Interest is calculated on forecast cash and investment balances. Following a period of historic lows for interest rates a modest increase in returns is projected as the economy recovers from the dampening that occurred during earlier phases of the pandemic.

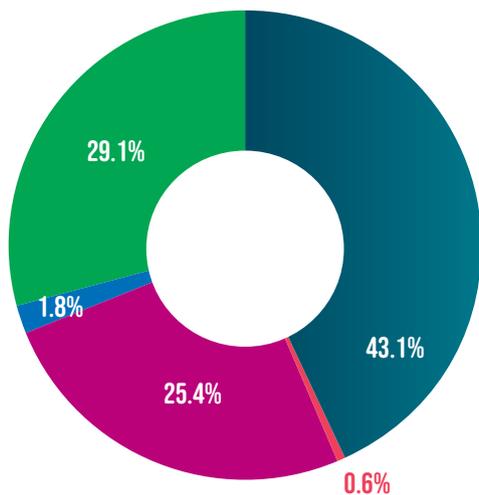
Other income consists of property lease income, reimbursements and sundry income.

# EXPENDITURE

## WHERE THE INCOME GOES

### COMPARISON TO LAST YEAR'S COUNCIL BUDGET

Expenditure 2022/23 \$133,618



Materials and Contracts	\$57.60M
Elected Member Allowances & Expenses	\$0.80M
Depreciation, Amortisation & Impairment	\$33.97M
Interest Expenses	\$2.35M
Employee Expenses	\$38.89M

Table 3 2022/23 Operating Expenditure

Figure 2 2022/23 Operating Expenditure

## OPERATING EXPENSES

OPERATING EXPENSES	2021/22	2022/23	Variance	Variance
	Original Budget	Budget		
	\$'000	\$000'S	\$000'S	%
Employee Expenses	37,504	38,893	1,389	3.7%
Materials, Contracts & Services	49,941	57,603	7,662	15.3%
Elected Member Allowances	733	733	0	0%
Elected Member Expenses	64	64	0	0%
Depreciation, Amortisation & Impairment	32,720	33,971	1,251	3.8%
Interest Expenses	2,350	2,354	4	0.2%
<b>Total Operating Expenses</b>	<b>123,312</b>	<b>133,618</b>	<b>10,306</b>	<b>8.4%</b>

Council continues to achieve a balance between the use of contractors and/or internal resources for the delivery of capital and operational activities. A regime of position review is conducted whenever a vacancy occurs. This process considers priorities and potential reallocations of responsibilities to improve productivity. A new Enterprise Agreement will be delivered this year.

The cost of materials and contracts is expected to rise significantly as our region competes for skilled labour with larger cities and metropolitan centres emerging from an extended pandemic period of restricted growth.

Elected Member Allowances are set by the Minister for Local Government and are not changed from the previous year. Elected Member Expenses are in accordance with Council Policy 0017 Elected Members Expenses Facilities and Support Policy.

The depreciation budget is based on actual assets owned by Council with adjustments in relation to additions, work in progress and assets reaching maturity (fully depreciated). Interest Expenses includes interest on loans as per the existing loan schedules plus new borrowings factored in for; the Casuarina Leisure and Aquatic Centre project (subject to Ministerial approval), the loan for Shoal Bay Waste Management Facility Stage 2 Expansion (subject to Ministerial approval), and the Shoal Bay Waste Management Facility Leachate Ponds (subject to Ministerial approval).

# CAPITAL WORKS

## DELIVERING FOR OUR COMMUNITY

Each year Council embarks on an ambitious program of capital works. It is the income streams of rates, grants, charges and external borrowings that fund the vast network of Council infrastructural costs.

The use of external debt to fund capital projects is a tool Council uses to maintain intergenerational equity, which means allocating the costs of funding assets to the future community who will benefit from the project.

We build and maintain the assets that support liveability in Darwin as we strive to meet community expectations for the level of amenity a modern city provides.

The program includes a broad range of categories.

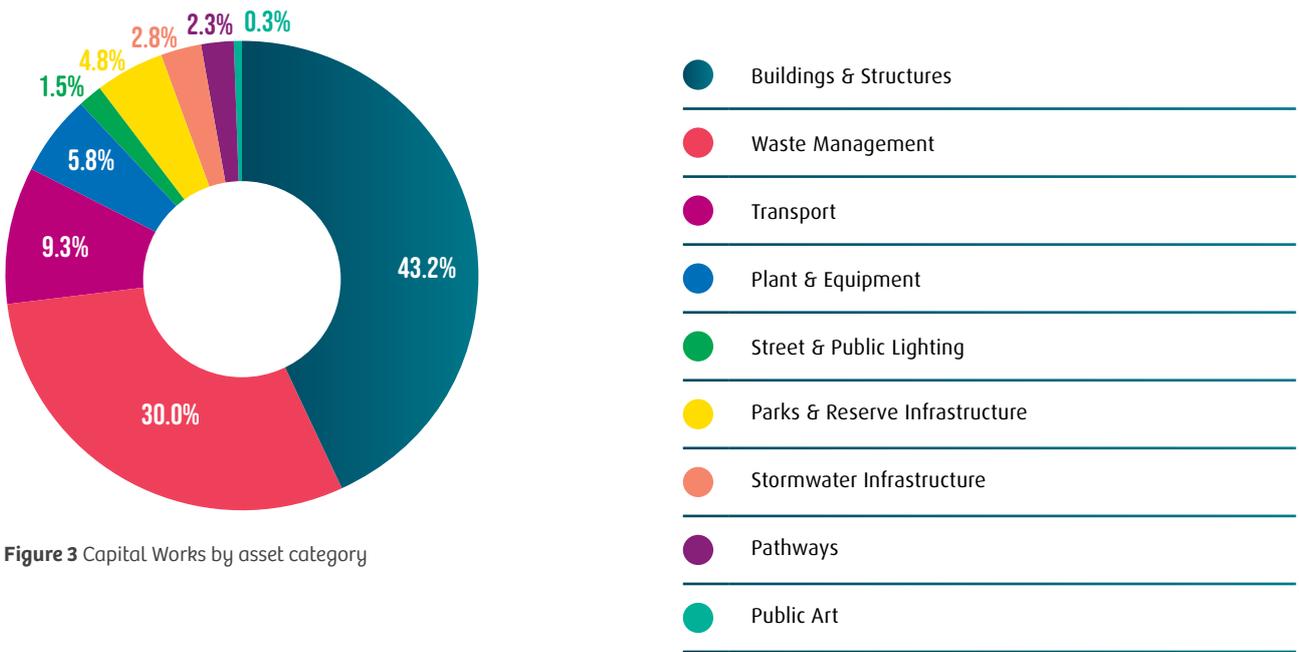


Figure 3 Capital Works by asset category

Table 4 Capital Works by asset category

The full Capital Works program can be found on page 46.

# ASSETS

**\$60.5M**

Total Capital

**\$26.1M**

Buildings & Structures

**\$2.9M**

Parks & Reserve  
Infrastructure

**\$1.4M**

Pathways

**\$3.5M**

Plant &  
Equipment

**\$1.7M**

Stormwater  
Infrastructure

**\$890K**

Street & Public  
Lighting

**\$5.6M**

Transport

**\$18.1M**

Waste Management

**\$165K**

Public Art

# SOURCES OF FUNDING

## Proposed External Grants (\$9.4M)

External grants include amounts budgeted to be received from the Australian and Northern Territory Governments

**Funding received in prior years is retained in accordance with AASB 1058 as a Contract Liability or the Unspent Grants Reserve as appropriate or liability. These funds will be applied to projects as they are constructed in 2022/23, Proposed Reserve Funding (\$4.6M)**

Reserve funding to be used for capital works in 2022/23 will include:

- > **\$2.63M** from the Plant Replacement Reserve to fund the ongoing replacement of Council assets
- > **\$1.2M** funded from Carry Forward Works Reserve including \$1.04M continuation of the Better Suburbs program
- > **\$250K** from Car Parking Shortfall Reserve with \$150k for the ParkAgility Space Counting & Signage project and \$100k for Westlane Carpark DB replacement
- > **\$200K** from the Asset Replacement and Refurbishment Reserve to commence the Customer Request Management System project
- > **\$150K** from the Waste Reserve for design of Cell 7
- > **\$146K** funded from the IT Strategy Reserve with \$80K for a Learning Management System and \$66K for Customer Request Management System
- > **\$35K** from Off & On Street Car Parking Reserve for Westlane HVAC Controller installation

## Borrowing (\$35.5M)

New external borrowings identified for the 2022/23 year are

- > **\$17.5M** for the Casuarina Aquatic and Leisure Centre (subject to Ministerial Approval).
- > **\$12.0M** for Shoal Bay Stage 2 Expansion (subject to Ministerial Approval)
- > **\$6.0M** Shoal Bay Leachate Ponds (subject to Ministerial Approval)

# BUDGETED FINANCIAL STATEMENTS 2022/23

Budgeted financial statements for 2022/23 on the following pages are:

## A. Budgeted Income Statement

This statement outlines:

- > All sources of Council's income
- > All operating expenses. These expenses relate to Council operations and do not include capital expenditure. Depreciation, being the annual allocation of wear and tear on assets is included and is a non-cash item.

The Net Operating Surplus/(Deficit) for the year is a measure of Council's financial performance. This figure is determined by deducting total operating expenses from total operating revenue.

## B. Budgeted Statement of Financial Position

The Statement of Financial Position details what Council owns (assets) and what it owes (liabilities) at a point in time. In this case, as at 30 June 2023.

Council's net worth is determined by deducting total liabilities from total assets, this is Council's Equity. The larger the equity, the more assets Council owns outright.

## C. Budgeted Statement of Cash/Fund Flows

This statement summarises the actual flows of cash/funds for the year and is crucial in explaining how Council meets its statutory obligation of having a balanced budget. The statement also explains the change in the cash/funds balance held from the start of the year through to the end of the year. The report shows where Council received its cash/funds from and what it plans to spend it on.

## D. Budgeted Statement of Reserves

This statement provides details of Council's reserve balances at the start of the year and the transfer from/to reserves for the year. These reserves represent part of the cash assets and investments balance shown on the balance sheet, as they are cash-backed. They are generally held to provide for the future upgrade or provision of new infrastructure and assets.

## E. Budgeted Statement of Borrowings (external & internal)

This statement provides details of Council's existing borrowings as well as any proposed new borrowings. Council's Borrowing Policy describes the set of circumstances under which new borrowings can be considered.

## Budget Assumptions

There are a number of budget assumptions that feed into the construction of the 2022/23 Annual Plan.

A key assumption is that Council will continue to maintain its current service levels to the community and also maintain its \$1B asset base. Specific assumptions follow the adopted Long Term Financial Plan, adjusted for current year trends and known increases in deliverables and other requirements for the 2022/23 financial year.

To minimise the impact of costs on any Rates increases, Council developed its budget on zero based budgeting principals. Despite annual CPI being 6.1%, each line item was closely examined and only increased on a needs only basis. A further efficiency dividend of 2% was applied to all general funded expense programs.

Employee budgets factor in the latest EBA offer which is currently being negotiated. These budgets are partially offset with the application of a vacancy factor across programs.

These efficiency mechanisms applied to the budget, increase the fiscal pressures Council will face in the 2022/23 financial year. To ensure adherence to the budget, actual results will be actively monitored through-out the year.

# YOUR RATES EXPLAINED

## Rating Strategies

City of Darwin has adopted a rating strategy for 2022/23 financial year with the goals of:

- > Delivering projects and services within a financially sustainable framework
- > Maintaining community assets and public spaces to the established standard
- > Delivering the priority capital works program
- > Applying principles for financial prudence
- > Having due consideration for the social and economic effects of the rating strategy when applied to different facets of the rate base

## Rating Principles

Council's rate setting and charging structures are based on the following principles:

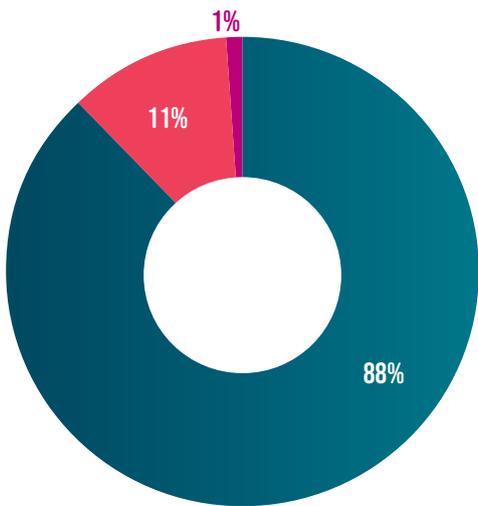
- > **Equity;** defined as broad based and reasonable stakeholder acceptance of each rate or charge structure, derived from a balance of the principles of user pays versus capacity to pay (or deemed capacity to pay) on a case-by-case basis
- > **Effectiveness/Efficiency;** defined as meeting the financial, cultural, social, economic, environmental or other corporate objectives of the Council as stated in its long-term plans or policies
- > **Simplicity;** to ensure widespread community or stakeholder understanding, and minimise perceived inequities and hidden costs of a complex system
- > **Sustainability;** revenue decisions support the financial strategies for the delivery of infrastructure and services identified in Council's long-term planning

## Rates inclusions

Council's rates and charges include:

- > **Differential General Rates;** there are a number of differential general rates and minimum general rates, which are set based on town planning zones and other relevant factors
- > **Parking Local Special Rate;** this only applies to areas within the CBD on properties where in a past development the owner elected to pay rates rather than provide on-site parking or direct contribution ("parking shortfall").
- > **Annual Charges;** these apply in relation to domestic waste kerbside pickup for recyclable and non-recyclable waste

## RATES & CHARGES BY MAJOR CATEGORY



### THE TOTAL RATES POOL IS COMPRISED OF:

General rates and charges	\$70,395,584
Kerbside waste collection	\$8,790,636
Parking shortfall Special rates	\$1,028,376

Table 5 Rates & Charges by Major Category

Figure 4 Rates & Charges by Major Category

**For the 2022/23 financial year, Council proposes to increase the revenue generated by rates by 4.5%.**

The general rates on the average rateable property is around \$1,811. This average general rate does not include the annual kerbside garbage collection and recycling service of \$312. Therefore the total average rates bill, including with kerbside garbage collection is \$2,123.

This is an increase on the average rateable property, for the general rate of \$1.50 per week and \$0.29 per week for kerbside garbage collection, being a total average increase of \$1.79 per week.

The increase in the annual kerbside garbage collection charge is to service a loan for upgrading the leachate treatment facility at the Shoal Bay Waste Management Facility.

In order to deliver its plan of works, programs, projects, asset maintenance and services for the community, Council needs to raise \$80.2M from rates.

Not all properties are charged all of these services. Each property's rates are determined by a range of criteria including the location, value, use, zoning and whether there is a kerbside collection in place.

TOWN PLANNING ZONE	Code	Indicative Minimum Rate	Indicative Rate in the Dollar	\$ 000's Estimated Income 2022/23
Single Dwelling Residential; Rural Residential; Rural Living; Rural	LR; RR; RL; R	\$1,240	0.00588492	25,183
Multiple Dwelling Residential; Medium Dwelling Residential; High Density Residential	MR; LMR; HR	\$1,302	0.00588492	16,461
Central Business	CB	\$1,570	0.00735940	13,766
Future Development; Specific Use; Community Purposes; Restricted Development; Utilities; Community Living	FD; SU; CP; RD; U; CL	\$1,302	0.00588492	5,850
Tourist Commercial; Heritage	TC; HT	\$1,293	0.00652313	465
Commercial; Service Commercial	C; SC	\$1,293	0.00785083	3,048
Major Shopping Centres (equal to or greater than 40,000m <sup>2</sup> )		\$1,293	0.01457899	473
Caravan Parks	CV	\$1,240	0.00551464	45
Public Open Space; Conservation	PS; CN	\$1,293	0.00572638	17
Organised Recreation	OR	\$512	0.00533128	462
General Industry; Development	GI; DV	\$1,293	0.00483833	2,643
Light Industry	LI	\$1,293	0.00570014	1,311
GI Special Minimum	GI Special Minimum	\$322	0.00483833	89
Other Rates				593
Estimated General Rate Income 2022/23				70,406
Rate Waivers				-10
<b>Total Estimated General Rate Income 2022/23</b>				<b>70,396</b>

For the average residential and commercial property, the weekly increase in the General Rate for the coming year is \$1.50. When combined with the Kerbside Waste Collection Rate, the overall increase is just under \$1.80 per week.

EXAMPLE BASED ON AVERAGE RATES FOR A SINGLE PROPERTY (RESIDENTIAL & COMMERCIAL)	2021/2022 \$	2022/2023 \$	\$ Increase	% Increase
General Rates per year	\$ 1,732.65	\$ 1,810.89	\$ 78.24	4.5%
General Rates per week	\$ 33.32	\$ 34.82	\$ 1.50	4.5%
Annual Kerbside Garbage Collection & Recycling Service	\$ 297.00	\$ 311.85	\$ 14.85	5.0%
Combined Rates & Kerbside Waste Collection	\$ 2,029.65	\$ 2,122.74	\$ 93.09	4.6%
Combined amount per week	\$ 39.03	\$ 40.82	\$ 1.79	4.6%

The methodology applied in calculating the average property Rate charge has changed to better reflect the average of residential and commercial properties.

In making this adjustment, the prior year figures have been adjusted accordingly to maintain consistency for comparative purposes.

## GENERAL RATES

A Differential General Rate shall be levied on all rateable properties based on the Unimproved Capital Value (UCV) of the land falling within the above Town Planning Zones under the Northern Territory Planning Scheme as referred to in the *Planning Act 1999*.

## OTHER RATES

The Municipal Parking Rate is assessed and levied in accordance with the *Local Government (General) Regulations 2021*.

The Municipal Parking Rate may be levied on all land within Central Darwin as defined in Part 4 of the Regulations and as published in the parking usage schedule, available for inspection at City of Darwin's Offices.

The proceeds of the Municipal Parking Rate are used for the provision, operation and maintenance of land, facilities, services and improvements in relation to the parking of vehicles in Central Darwin.

## WASTE MANAGEMENT CHARGES

City of Darwin residents are provided with domestic waste and recycling collection services, the annual Pre-Cyclone Clean Up and free disposal of domestic quantities of household waste (up to 200kg per load) in a non-commercial vehicle via Shoal Bay Waste Management Facility Access Tags.

Both the domestic and commercial waste management fees for 2022/23 are published in the Fees and Charges booklet, and in the back of the Municipal Plan (See page 128).

The costs of operating a waste facility will continue to escalate as Council works to meet regulatory requirements and environmental performance standards.

## A. Budgeted Income Statement

BUDGETED INCOME AND EXPENSE STATEMENT for the year ending 30 June 2023	LTFP	Budget	Adopted Budget
	2022/23	2022/23	2021/22
	\$'000	\$'000	\$'000
<b>Operating Income</b>			
Rates & Annual Charges	78,290	80,215	76,666
Statutory Charges	2,550	2,282	2,358
User Fees and Charges	22,613	24,521	21,769
Operating Grants and Subsidies	4,501	5,760	5,578
Interest/Investment Income	1,841	1,633	1,113
Other Income	948	1,763	1,780
<b>Total Income</b>	<b>110,743</b>	<b>116,174</b>	<b>109,264</b>
<b>Operating Expenses</b>			
Employee Expenses	37,532	38,893	37,504
Materials, Contracts & Services	48,692	57,603	49,941
Elected Member Allowances	748	733	733
Elected Member Expenses	65	64	64
Depreciation, Amortisation & Impairment	32,933	33,971	32,720
Interest Expenses	615	2,354	2,350
<b>Total Expenses</b>	<b>120,585</b>	<b>133,618</b>	<b>123,312</b>
Budgeted Operating Surplus/ (Deficit)	(9,842)	(17,444)	(14,048)
Capital Grants and Contributions Income	3,606	9,360	12,173
<b>Budgeted Net Surplus/ (Deficit)</b>	<b>(6,236)</b>	<b>(8,084)</b>	<b>(1,875)</b>

### Notes:

1 "LTFP" is Long Term Financial Plan 2021 to 2030

2 Numbers in statements may include minor rounding differences

## B. Budgeted Statement of Financial Position

BUDGETED STATEMENT OF FINANCIAL POSITION for the year ending 30 June 2023	Audited 30/6/2021 \$000'S	Budget 30/6/2023 \$000'S
<b>Current Assets</b>		
Cash & Investments - unrestricted	24,491	28,312
Cash & Investments - externally restricted	40,654	38,266
Cash & Investments - internally restricted	40,301	30,122
Trade & Other Receivables	10,125	11,646
Inventories	358	400
<b>Total Current Assets</b>	<b>115,929</b>	<b>108,746</b>
<b>Non-Current Assets</b>		
Infrastructure, Property, Plant & Equipment	1,198,147	1,224,542
<b>Total Non Current Assets</b>	<b>1,198,147</b>	<b>1,224,542</b>
<b>TOTAL ASSETS</b>	<b>1,314,076</b>	<b>1,333,288</b>
<b>Current Liabilities</b>		
Trade & Other Payables	23,698	22,069
Borrowings	1,423	5,392
Provisions	21,376	6,086
Lease Liabilities	813	862
<b>Total Current Liabilities</b>	<b>47,310</b>	<b>34,409</b>
<b>Non-Current Liabilities</b>		
Trade & Other Payables	16	0
Borrowings	8,604	59,884
Provisions	26,392	28,195
Lease Liabilities	3,841	2,458
<b>Total Non Current Liabilities</b>	<b>38,853</b>	<b>90,537</b>
<b>TOTAL LIABILITIES</b>	<b>86,163</b>	<b>124,946</b>
<b>NET ASSETS</b>	<b>1,227,913</b>	<b>1,208,342</b>
<b>Equity</b>		
Accumulated Surplus	323,029	316,025
Asset Revaluation Reserve	823,929	823,929
Other Reserves	80,955	68,388
<b>TOTAL EQUITY</b>	<b>1,227,913</b>	<b>1,208,342</b>

1. As per 2nd Quarter Budget Review adjusted for known variations. Assumes no additional carry forwards.

2. Land Under Roads and Stormwater Drainage asset classes are being revalued as at 30 June 2022. No adjustments have been made in the budget Statement of Financial Position as Council is not able to reliably estimate the amounts.

## C. Budgeted Statements of Cash/Fund Flows

BUDGETED STATEMENT OF FUND FLOWS for the year ending 30 June 2023	LTFP	Budget	Adopted Budget
	2022/23	2022/23	2021/22
	\$'000	\$'000	\$'000
<b>From Operating Activities</b>			
Net operating result from Income Statement	(6,236)	(8,084)	(1,875)
Add back Other Non Cash Items	321	708	629
Add back Depreciation (not cash)	32,933	33,971	32,720
<b>Net Funds provided (or used in) Operating Activities</b>	<b>27,018</b>	<b>26,595</b>	<b>31,474</b>
<b>From Investing Activities</b>			
Receipts:			
Sale of Infrastructure, Property, Plant & Equipment	0	736	1,040
Payments:			
Purchase of Infrastructure, Property, Plant & Equipment	(22,863)	(60,499)	(91,466)
<b>Net Funds provided (or used in) Investing Activities</b>	<b>(22,863)</b>	<b>(59,763)</b>	<b>(90,426)</b>
<b>From Financing Activities</b>			
Receipts:			
Proceeds from Borrowings & Advances	1,950	35,500	29,500
Payments:			
Repayment of Borrowings & Advances	(3,318)	(5,248)	(3,085)
<b>Net Funds provided (or used in) Financing Activities</b>	<b>(1,368)</b>	<b>30,252</b>	<b>26,415</b>
<b>Net Increase (-Decrease) in Funds before Transfers</b>	<b>2,787</b>	<b>(2,916)</b>	<b>(32,537)</b>
<b>Transfers from (-to) Reserves</b>			
Transfers from (-to) Reserves - Operations			
<b>Net Transfers from (-to) Reserves</b>	<b>(2,787)</b>	<b>2,916</b>	<b>32,537</b>
<b>Net Increase (-Decrease) in General Funds after Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Notes:

1 "LTFP" is Long Term Financial Plan 2021 to 2030

2 Numbers in statements may include minor rounding differences

## D. Budgeted Statement of Reserves

### BUDGETED STATEMENT OF RESERVES for the year ending 30 June 2023

Reserves - Externally Restricted \$ 000'S	Opening Balance 2022/23	Net Mvt Inc (Dec)	Closing Balance 2022/23
CBD Carparking Shortfall - Developer Cont.	13,324	67	13,391
CBD Carparking Shortfall - Rate Levy	14,539	852	15,391
Developer Contributions	1,683	9	1,692
Highway/Commercial Carparking Shortfall	52	0	52
Market Site Development	472	36	508
Other Carparking Shortfall	381	2	383
Unspent Grants	2,171	0	2,171
Waste Management	6,296	(6,034)	262
Waste Remediation	0	4,416	4,416
<b>Total - externally restricted reserves</b>	<b>38,918</b>	<b>(652)</b>	<b>38,266</b>

Reserves - Internally Restricted \$ 000'S	Opening Balance 2022/23	Net Mvt Inc (Dec)	Closing Balance 2022/23
Asset Replacement & Refurbishment	2,977	406	3,383
Carry Over	1,197	(1,197)	0
Disaster Contingency	2,036	7	2,043
Election Expense	0	130	130
Environmental	60	(21)	39
IT Strategy	146	(146)	0
Nightcliff Community Hall	46	16	62
Off & On Street Carparking	2,082	(432)	1,650
Plant Replacement	9,565	(982)	8,583
Public Art	177	(45)	132
Sale of Land	14,100	0	14,100
<b>Total - internally restricted reserves</b>	<b>32,386</b>	<b>(2,264)</b>	<b>30,122</b>
<b>TOTAL ALL RESERVES</b>	<b>71,304</b>	<b>(2,916)</b>	<b>68,388</b>

1 Opening Balances as at 2nd Budget Review and adjusted for known pending variations

2 Reserves with budgeted nil balances & movements are not listed

3 Numbers in statements may include minor rounding differences

The purpose of reserves funds in general are to:

- > Ensure where applicable that funds are held separately and only utilised for the proper legal purposes. The main examples of such funds are developer contributions for specific purposes.
- > To assist the Council to avoid sudden changes in rates and enable a stable pricing path throughout its long-term financial plans.<sup>1</sup>
- > To provide a contingency or provision for unexpected events such as natural disasters, cyclones or events that are likely to take place but cannot be predicted reliably into any particular year.

The opening balances in table 13, 2022/23 Budgeted Statement of Reserves are projected as at 30 June 2022.

Only those reserves with an anticipated opening balance above zero or known movements to occur are included in the 2022/23 budget. As outlined in Council Policy 067 Financial Reserves, reserves may be deactivated and reactivated from time to time when there is a nil balance or a Council resolution.

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<sup>1</sup> For example, replacements of assets are not necessarily regular but may be cyclical or irregular. Elections happen every 4 years, so Council makes some provision each year towards this cost.

## E. Budgeted Statement of Borrowings (external and internal)

BUDGETED STATEMENT OF EXTERNAL BORROWINGS for the year ending 30 June 2023		\$000'S
<b>Loans</b>		
Opening Balance		35,024
New Borrowings 2022/23*		35,500
Principal Repayments		(5,248)
<b>Closing Balance</b>		<b>65,276</b>

### Notes:

\* New Borrowings 2022/23

- Casuarina Aquatic Recreation Centre \$17.5M. This is subject to Ministerial Approval.
- Waste Cell 2 Expansion \$12.0M. This is subject to Ministerial Approval.
- Waste Leachate Ponds \$6.0M. This is subject to Ministerial Approval.

## TABLE OF INTERNAL LOANS 2021/22

TABLE OF INTERNAL LOANS												
Loans by function/service												
Name	Original Amount \$	Date Borrowed	Term/ Yrs	Interest Rate	No. Repymts PA	P+I \$ 2022/23	Reserve Lent From	Purpose	1/7/2022		30/6/2023	
									Opening balance \$	Principal Raised	Opening balance \$	Principal Repaid
IL1 2015 (set)	1,000,000	30/6/2015	10.0	2.90%	4	115,559	ARR	Waste	304,388	0	107,898	196,490
IL2 2015 (set)	1,164,115	30/6/2015	10.0	2.90%	4	134,524	Parking	Waste	385,181	0	124,702	260,479
IL4 2017 (set)	4,000,000	30/6/2017	10.0	2.90%	4	462,238	Parking	Waste	2,144,226	0	404,427	1,739,799
IL5A 2017 (set)	227,000	30/6/2017	15.0	2.90%	4	18,717	ARR	Waste	161,966	0	14,173	147,793
<b>Total internal loans to Waste Facility</b>	<b>6,391,115</b>					<b>731,038</b>			<b>2,995,761</b>	<b>0</b>	<b>651,200</b>	<b>2,344,561</b>
IL3 2016 Nightcliff Café (set)	1,442,437	30/6/2016	17.0	2.90%	4	107,777	ARR	NC Café	1,011,945	0	79,288	932,657
IL9 2022 Parklets	210,000	30/6/2022	3.0	0.00%	4		Plant	Parklets	210,000	40,000	0	250,000
<b>Grand total internal loans</b>	<b>8,043,552</b>					<b>838,815</b>			<b>4,217,706</b>	<b>40,000</b>	<b>730,488</b>	<b>3,527,218</b>
<b>Summary of Loans by lending reserve</b>												
Asset Replacement & Refurbishment (ARR)						242,053			1,478,299	0	201,359	1,276,940
Off & On Street Parking (Parking)						596,762			2,529,407	0	529,129	2,000,278
Plant Replacement (Plant)						0			210,000	40,000	0	250,000
<b>Grand total internal loans</b>						<b>838,815</b>			<b>4,217,706</b>	<b>40,000</b>	<b>730,488</b>	<b>3,527,218</b>

### Notes

- All above internal loans are based on opportunity cost of investments estimated at 2.9%
- All above internal loans are based on 4 quarterly repayments PA
- Loans IL9 Parklets \$250K with \$210K in 21/22. Per1 repayment assumes commencement in 2023/24

# 2022/23 ANNUAL BUDGET

## Financial Key Performance Indicators (KPIs)

### BUDGETED FINANCIAL KEY PERFORMANCE INDICATORS (KPI'S)

% OF RATE DEBTORS OUTSTANDING	Target	Actual 2020/21	Budget 2021/22	Budget 2022/23
	<5%	6.2%	6.4%	6.9%

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

DEBT SERVICING RATIO	Target	Actual 2020/21	Budget 2021/22	Budget 2022/23
	<10%	1.1%	4.4%	5.9%

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

LIQUIDITY RATIO - UNRESTRICTED	Target	Actual 2020/21	Budget 2021/22	Budget 2022/23
	≥1.5:1	1.59	1.28	2.05

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

RATES RATIO	Target	Actual 2020/21	Budget 2021/22	Budget 2022/23
	60%-70%	61.0%	62.1%	60.0%

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

OPERATING SURPLUS/(DEFICIT)	Target	Actual 2020/21	Budget 2021/22	Budget 2022/23
	Break-even	(\$11.40M)	(\$14.05M)	(\$17.44M)

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

OPERATING SURPLUS BEFORE DEPRECIATION	Target	Actual 2020/21	Budget 2021/22	Budget 2022/23
	\$25M - \$35M	\$19.6M	\$18.7M	\$16.5M

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

ASSET SUSTAINABILITY RATIO	Target	Actual 2020/21	Budget 2021/22	Budget 2022/23
	100%	45.0%	131.4%	54.1%

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. Depreciation is an annual estimated consumption that does not necessarily reflect the renewal spend actually required each year. Council is currently updating its Asset Management Plans, which will provide the appropriate annual renewal targets. Depreciation in the calculation excludes ROU assets.

Limits are as per the Long Term Financial Plan 2021 to 2030

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# ABOUT THIS MUNICIPAL PLAN

Each year the Municipal Plan is developed by Councillors under the leadership of the Lord Mayor. It establishes the strategic direction, resourcing, funds available and income streams for the coming year to deliver programs, projects and actions that work towards achieving the 2030 vision.

It is Council's commitment to the community, Minister and Agency about the annual strategic resourcing decisions it has decided as the next steps towards achieving the adopted long term strategy, Darwin 2030 City for People. City of Colour.



Harry Chan Avenue  
GPO Box 84 Darwin NT 0801  
For enquiries phone us from 8am – 5pm on 8930 0300  
[darwin@darwin.nt.gov.au](mailto:darwin@darwin.nt.gov.au)

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