

ENCL: SPECIAL COUNCIL MEETING/CONF
YES

AGENDA ITEM: C6.2

DRAFT 2015/16 CITY OF DARWIN MUNICIPAL PLAN

REPORT No.: 15A0063 MC:mp COMMON No.: 2337805

DATE: 25/05/2015

Presenter: Manager Finance, Miles Craighead

Approved: General Manager Corporate Services, Diana Leeder

PURPOSE

This report presents the Draft 2015/16 City of Darwin Municipal Plan (DMP), which incorporates the Budget, for consideration and adoption by Council for the purposes of public consultation.

LINK TO STRATEGIC PLAN

The issues addressed in this Report are in accordance with the following Goals/Strategies of the City of Darwin 2012 – 2016 as outlined in the 'Evolving Darwin Towards 2020 Strategic Plan':-

Goal

5 Effective and Responsible Governance

Outcome

5.5 Responsible financial and asset management

Key Strategies

5.5.1 Manage Council's business based on a sustainable financial and asset management strategy

KEY ISSUES

- Council's adopted Long Term Financial Plan (LTFP) predicted rates increases of 4.5% pa.
- The Australian Bureau of Statistics (ABS) has published the Darwin CPI for the 12 months ended 31 December 2014 at 1.9% (the lowered CPI being mainly attributable to fuel price decreases).
- General rates in this budget are proposed to increase by 3%.
- Significant additions to capital programs and new initiatives are proposed, funded from the existing ongoing budgetary provisions for that purpose, utilisation of past savings/reserves and other sources.
- This is the third and final budget year requiring a "productivity dividend" of 1% of General Rates. The required amount of \$547,000 is achieved.
- Street lighting repairs and maintenance – provision for \$1.6M.
- Establishment of a reserve for future street lighting capital/depreciation charges – initial provision \$222,000.

RECOMMENDATIONS

- A. THAT Report Number 15A0063 MC:mp entitled Draft 2015/16 City of Darwin Municipal Plan, be received and noted.
- B. THAT Council adopt the Draft 2015/16 City of Darwin Municipal Plan contained in **Attachment A** to Report Number 15A0063 MC:mp entitled Draft 2015/16 City of Darwin Municipal Plan, for the purpose of public exhibition and consultation.
- C. THAT pursuant to Section 103 of the Local Government Act, the staffing plan approved by Council for the 2015/16 financial year be based on a total budget for employee costs of \$30.4M and an approved establishment full time equivalent (FTE) of 348.4 staff, noting that short-term projects may temporarily change the actual FTE.
- D. THAT **Attachment A** of Report Number 15A0063 MC:dl entitled Draft 2015/16 City Of Darwin Municipal Plan, and this Decision be available to the media under embargo from 9am on Tuesday 26 May 2015 and along with Report Number 15A0063 be moved into 'Open' at 10am on Tuesday 26 May 2015.
- E. THAT two new internal reserves be created as follows: "Carbon Tax Reserve" (for the purpose of correctly identifying residual Carbon Tax funds and making appropriate decisions regarding final treatment of those funds) and "Street Lighting Reserve" (for the purpose of making contingency provision for additional Street Lighting charges such as capital/depreciation).

BACKGROUND

DECISION NO.21\3265 (28/04/15)

2015/16 Elected Members Allowances

Report No. 15TS0032 MB:as (28/04/15) Common No. 1555141

- A. *THAT Report Number 15TS0032 MB:as entitled 2015/16 Elected Members Allowances, be received and noted.*
- B. *THAT Council adopt the elected Members Allowances in Attachment A to Report Number 15TS0032 MB:as entitled, 2015/16 Elected Members Allowances.*
- C. *THAT the Extra Meeting Allowance for 2015/16 be set at \$179.53 per meeting.*

The above decision sets the elected members allowances at the Ministerial Guidelines with the exception of the extra per meeting allowance of \$179.53 which does not have a guideline and therefore must be set by Council (but is annually capped by the guideline for City of Darwin at a total per member of \$14,539.65).

DISCUSSION

This year the Draft 2015/16 Municipal Plan (incorporating draft budget) is presented earlier than recent years thus giving improved time for the consideration of submissions.

A copy of the Draft 2015/16 Municipal Plan (DMP) incorporating the draft budget is contained in **Attachment A**. This has been prepared to reflect the strategies and key actions identified in the “Evolving Darwin Towards 2020 Strategic Plan”.

The budget again seeks to balance demand for services and infrastructure with the community’s capacity to pay. Key budget information provided in the 2015/16 DMP includes the rate increase, operating result, cash and investments, capital works, financial position, financial sustainability, service levels, key strategic activities of the Council as well as key performance indicators (for programs and financial targets).

Approval to release the plan for public consultation over a period of 21 days is now sought. Following the required period of public consultation, the comments received will be reported to Council for consideration prior to the adoption of the final 2015/16 City of Darwin Municipal Plan and Budget.

Timetable

The following table outlines the remaining critical tasks for Council in the budget timetable:

MAY	
25	Special Council Meeting: <ul style="list-style-type: none"> • Adopt Draft Municipal Plan (incorporating the budget) for comment. • Determine waste management fees. The general fees and charges including parking were adopted on 12 May 2015.
26	Media Presentation
27	Publish: <ul style="list-style-type: none"> • DMP including budget for public comment (21 days minimum). • Council’s determination of Fees & Charges.
JUNE	
19	Public submissions to DMP close
30	Council 2 nd Ordinary, June: Adopt Municipal Plan (incorporating budget) and rates declaration.
JULY	
1	Publish Municipal Plan, Declaration of Rates and send Municipal Plan and Rates Declaration to Department of Local Government.

Budget assumptions

The budget assumptions are as set in the Draft Municipal Plan including:

Item	Assumption/basis
CPI	1.9% (the ABS Darwin CPI for the 12 months ended 31 December 2014 has guided preparation)
Efficiency Dividend	1.0% of General Rates - \$547,000 ongoing budget savings (target met)
General Rate Increase	4.5% (Council has now resolved 3%)
Rates Growth	2.1% general rate income (included in revenue)
Parking Special Rates	CPI (1.9%) as per Darwin Parking Local Rates regulation (actioned)
Waste Management Fees & Charges including annual charges	Annual charges appearing on the rates assessments for Waste Collection increase by 2%, after the removal of carbon tax element. Commercial Fees & Charges are affected by various increases based on life cycle planning and individual factors relevant to each charge.
Parking Fees & Charges	Generally 5% + CPI with on street and daily off street parking fees generally rounded to the nearest \$0.10 (actioned with amendments and exceptions as required)
User Charges & Fees	CPI (actioned, CPI by default, exceptions were explained).
Grants – Operating	Based on specific information relevant to each grant. Noting that Council will lose significant funding over a number of years as a result of the Federal decision not apply any cost indexation to grants pursuant to the Financial Assistance Act.
Grants – Capital	As per updated Long Term Capital Works Plan.
Interest Revenue	3% but may need to be adjusted through budget reviews during the year based on actual facts. Recent decisions by the Reserve Bank may negatively impact interest revenue.
Other Revenues	CPI (actioned including review trend/history)
Employee Costs	As per the actual employee budgets based on approved “establishment” and the expected increase (LTFP suggested a result of about 5%; however the draft plan includes additions to FTE based on workshopped discussions with Council).
Materials & Contracts	CPI where required (trends and history also reviewed and incorporated)
Interest on Borrowings	Existing - as per loan schedule New – 5% (however there is no new external borrowing in the budget)
Depreciation	Based on actual trend 2014/15 plus long term financial plan modelled results.

Capital Expenditure	As per updated Long Term Capital Works Plan plus new initiatives incorporated into budget (adding to the LTCWP).
Loan Repayment	Existing - as per loan schedule New – 10 year amortisation table for the proposed Nightcliff Café/Restaurant and waste developments which will be internally funded.
Major Projects	As per updated Long Term Capital Works Plan and subsequent amendments by Council.
New Initiatives	Total funding of \$1.0 million within overall budget subject to viability and arising issues etc. (actioned and noting Council was able to include a number of other capital and one off projects on a priority basis by utilising past savings/reserves)

Many of the above assumptions result from the adopted Long Term Financial Plan (LTFP). The DMP has now been prepared following consultations with Council and is presented on the basis of 3% general rate increase rather than the 4.5% general rate increase contained within the LTFP.

Draft Operating Budget 2015/16 (summarised)

The draft operating budget is provided in the DMP – Budgeted Income Statement. Changes from the last workshop have now been included.

Overall the Budgeted Income Statement shows a surplus of \$1.9M. The net operating result before grants and contributions for capital purposes is a deficit of \$1.18M. Ideally the Council might have a positive or break even result before grants and contributions for capital purposes in accordance with its adopted targets. However the deficit is largely affected by increasing depreciation expense (revaluation, developing asset base and review of components and lives etc). The result is considered not unreasonable for this budget and is within range to transition towards target in future budgets.

Overall Budgeted Statement of Cash/Fund Flows (summarised)

This is provided in the DMP and follows on from the Income Statement/Operating Budget, adjusts non fund flows and shows in summary form, the 2015/16 budgetary (fund flow) implications for a rate increase of 3% assuming the capital and reserves transfers (see paragraph below) programs are adopted.

Transfers to reserves are in accordance with legal (external restrictions) and Council requirements (internal restrictions) so that the statement becomes the General Fund result/requirements. On this draft basis the General Fund is indicating a balanced budget in terms of the Local Government Act section 127(3).

Major Projects, Capital Plan & New Initiatives etc.

Council adopted its LTFP last year with a ten year capital works plan. Since then the capital works plan has been updated.

The now proposed program for 2015/16 totals \$26 million and requires revenue funding of \$10.9M including the provision for new initiatives (being items for which priorities were determined during the preceding budget processes).

Council trimmed the revenue funded playground shade from \$940,000 to \$778,389 as one measure to achieve a rate rise of 3%. Council can consider reinstating this as a budget variation in light of funding ability now expected from 2014/15 results.

No external borrowing is planned. The Nightcliff Café/Restaurant internal loan (\$1.35M) funded project is expected to be a carryover from 2014/15; this and other internal borrowing for waste developments are based on 10 year repayment terms.

The announcement on 13 May that Council has been successful in its application to the Stronger Regions program for a grant of \$4.48million to be matched by Council funding will require consideration at the first quarter budget review next year once the funding has been received.

The Draft Municipal Plan as attached assumed only \$500,000 for planning and start up costs to be funded by grant. Noting also the long term financial plan is based on Council loan funding of \$6M for a major recreation project such as this.

The proposed budget also funds the identified on going effect of past initiatives.

The additional works programmed are funded through past efficiencies, savings and utilisation of existing reserves with care taken to ensure appropriate working capital requirements are maintained in accordance with Local Government benchmarks.

Reserves Program

The Draft Budgeted Statement of Reserves is detailed in the DMP.

This budget relies on another significant reduction in levels of internal Council created reserves of about \$5.9M. A significant amount of the total internally restricted reserves of \$19M is temporarily made up of \$6.9M being the carbon tax now subject to Council decisions following the abolition of that tax.

Council is to be informed of options and obligations in due course so it can make appropriate decisions around utilisation of these funds.

The external reserves continue to be managed in accordance with external legal requirements whether they be statutory or civil contracts. Council has only limited discretion over these but ultimately upon expenditure they do contribute to public service delivery.

After accounting separately for internal and external reserves in this budget Council maintains its liquidity at \$1.15 of currently available assets for every \$1.00 of liabilities currently falling due for payment.

General Rating Structure

The Draft 2015/16 Municipal Plan proposes that, on average, general rates (including minimum charges) will increase by 3% based on current achievable yield. The Darwin CPI for the year to 31 December 2014 was 1.9% and the long term plan requires a 4.5% general rates increase.

In accordance with the requirements of the Local Government Act, it is proposed that for the 2015/16 financial year Council will levy the following General rates (noting these may require adjustment in the rates declaration depending on the outcome of valuation objections):

Town Planning Zone	Code	Indicative Minimum Rate	Indicative Rate in the Dollar	\$ 000's Estimated Income 2015/16
Single Dwelling Residential; Rural Residential; Rural Living; Rural	SD; RR; RL; R	\$1,042	0.00401687	\$21,460
Multiple Dwelling Residential; Medium Dwelling Residential; High Density Residential	MD; MR; HR	\$1,096	0.00401687	\$13,868
Central Business	CB	\$1,319	0.00463621	\$11,271
Future Development; Specific Use; Community Purposes; Restricted Development; Utilities; Community Living	FD; SU; CP; RD; U; CL	\$1,096	0.00401687	\$3,897
Tourist Commercial; Heritage	TC; HT	\$1,087	0.00540950	\$337
Commercial; Service Commercial	C; SC	\$1,087	0.00530761	\$2,497
Major Shopping Centres (equal to or greater than 40,000m2)		\$1,087	0.00957144	\$395
Caravan Parks	CV	\$1,042	0.00381961	\$63
Public Open Space; Conservation	PS; CN	\$1,087	0.00357343	\$16
Organised Recreation	OR	\$430	0.00323316	\$411
General Industry; Development	GI; DV	\$1,087	0.00275204	\$2,188
Light Industry	LI	\$1,087	0.00325200	\$1,086
GI Special Minimum	GI Special Minimum	\$271	0.00275204	\$75
Other Rates				\$448
Total Estimated General Rate Income 2015/16				\$58,011

Effect of Rate Increase on Average Ratepayer

Based on a single dwelling residential property in the Darwin municipality with an unimproved capital value of approximately \$300,000, the effect of a 3.0% general rate increase on the average single dwelling residential ratepayer in the Darwin municipality is as follows:

	2014/15	2015/16	\$ increase	% increase
General Rates per year ¹	\$1,170.00	\$1,205.07	\$35.07	3.0%
General Rates per week	\$22.50	\$23.17	\$0.67	3.0%
Annual Kerbside Garbage Collection & Recycling Service	\$230.33	\$235.00	\$4.67	2.0%
Combined Rates & Kerbside Waste Collection	\$1,400.33	\$1,440.07	\$39.74	2.8%
Combined amount per week	\$26.93	\$27.69	\$0.76	2.8%

Table 1: Annual comparison of rates

The 2014/15 figures exclude the carbon tax which was credited back.

This Rating Strategy allows Council to maintain existing service levels, fund a number of new initiatives and continue to allocate funds to renew the City's infrastructure.

Carparking shortfall levy rate

A Local Rate (Parking Local Rate) at the rate of \$240.28 per shortfall bay is assessed and levied in accordance with the Local Government Darwin Parking Local Rates Regulations (the Regulations).

The Parking Local Rate may be levied on all land within the CBD as defined in Schedule 1, Regulation 2 of the Regulations and as published in the Parking Use Schedule, available for inspection at Council's Offices.

The proceeds of the Parking Local Rate will be used for the function of developing and maintaining both on-street and off-street parking facilities. Council offers the opportunity for a one off payment of the Parking Local Rate.

Waste Management Charges

Annual domestic waste management charges were declared to include the carbon price framework in 2014/15 but this was credited/adjusted back upon the carbon tax being repealed. After this adjustment the increase in domestic collection charges proposed compared to 2014/15 approximates the CPI to bring the 2015/16 single service residential unit/dwelling including kerbside garbage collection and recycling service to \$235.

	2014/15	2015/16	\$ increase	% increase
Single service of a residential unit or residential dwelling in respect of a kerbside garbage collection and recycling service	\$230.33	\$235.00	\$4.67	2%
Service per semi or non-detached residential dwelling, where the number of such residential dwellings exceeds three (3), in respect of a communal garbage collection and recycling service	\$210.33	\$214.00	\$3.67	1.7%

Table 2: 2015/16 Annual Comparison Domestic Waste Management Charges

City of Darwin residents are provided with free disposal of domestic quantities of household waste (up to 200kg per load) in a non-commercial vehicle via Shoal Bay Access Tags.

Commercial waste management fees and charges as determined were also impacted by the carbon price framework in 2014/15 however these were adjusted back and the table below represents the 2014/15 figures after adjustment. For 2015/16 these have been increased as set out in the examples below plus GST.

	2014/15	2015/16	\$ increase	% increase
Commercial Waste (per tonne)	\$58.00	\$66.00	\$8.00	13.8%
Commercial Green Waste	\$42.00	\$50.00	\$8.00	19.0%

Table 3: 2015/16 Annual Comparison Commercial Waste Management Charges

For all other fees and charges please refer to the separate report presented to Council on 12 May 2015.

Past year practice continues in relation to public bin clearance, litter bin removal and “Depot Bins Sweeper” being funded from waste management revenue. Waste Management also contributes to Corporate Management, overheads and Governance an amount of \$1.6 million.

Car parking

Revenue after expenditure and general fund contribution is transferred to the on and off street car parking reserve in accordance with the adopted strategic plan.

The 2014/15 contribution from parking activities towards the General Fund was \$3.2M. The contribution proposed for 2015/16 is \$3.9m with the increase being based on the rates increase + \$500,000 related to infringement income in accordance with Councils long term financial plan.

Car parking fees & charges were increased by 5% + CPI in accordance with the car parking strategy and long term financial plan.

The determination by Council of all fees and charges was the subject of a separate report to Council to which reference should be made for more detail.

Sponsorships

These have been separately reported to Council and are incorporated into the budget.

Power, Water and Sewer Expenses

The budget assumes some savings in these costs based on current information and trends.

Funding the 2015/16 Budget

As per normal the budget preparation has encountered some challenges and notable issues including:

- Carbon tax was repealed from 1 July 2014 and all remaining tax liability acquitted during the current 2014/15 financial year leaving approximately \$6.9M of residual funds not required to meet tax liability. Council will in due course consider what should happen to these funds;
- Street lighting repairs and maintenance charge - \$1.4 million was allowed in the previous plans but now budgeted at \$1.6M but still being contested by Council;
- Not allowed for is the possibility that street lighting charges for capital/depreciation are incurred. A very minimal contingency buffer of \$222,000 is provided within a new reserve;
- Noting the endorsement of ongoing operational costs for three years relating to Darwin Safer City program;
- Revised capital program required additional funding after considering additional priorities/new initiatives;
- Financial Assistance Grants are not being indexed by the Federal Government and this will lead to loss of real income over a number of years;
- Productivity target of \$547,000 (approx. 1.0% of general rates); and
- Accommodating ongoing funding requirements of past initiatives, whilst making provision for new projects.

Sale of Land and Other Assets

The total budget for proceeds of assets sales is \$1,053,000. This is made up of proceeds from the sale of land of \$500,000 plus vehicles and plant sold in the normal business cycle, \$553,000 based on the long term plan. Should any potential for sale of other assets arise during the year the Council will adhere to any statutory and policy requirements in dealing with the matter.

Borrowing

The Council has a very low level of debt. The budget allows repayment of the existing loan instalments during the year. No external borrowing is planned in this draft budget. However provision for internal borrowing from reserves and subsequent repayment of 10 year terms with interest is allowed for in respect of Nightcliff Café/Restaurant and Waste Development projects. At the same time an amount considered to be prudent is retained within the Waste Reserve for working capital and contingency purposes during the year and to rebuild that reserve back to targets for remediation and other future life cycle costs based on the development of current independent advice.

Intergeneration Equity

The budget substantially meets intergeneration equity by ensuring that the costs relevant to 2015/16 (income statement) are recovered in 2015/16.

Elected Member Allowances

The adopted allowances payable for the 2015/16 financial year to Elected Members are contained in the Draft 2015/16 Municipal Plan. Council has resolved based on the Ministerial guidelines as set out earlier in this report.

Staff Plan

Section 103 of the Local Government Act requires that the CEO be responsible for the appointment of staff in accordance with a staffing plan approved by the Council. The Draft 2015/16 Municipal Plan is based on a total budget for employee costs of \$30.4M and an approved staff establishment of 348.4 FTE. Grant funded opportunities or other short-term projects (such as those resulting from a Council directive) may temporarily increase the Full Time Equivalent.

CONSULTATION PROCESS

Elected Members, Chief Officers and other key staff have been consulted throughout the period of budget preparation.

POLICY IMPLICATIONS

This report does not propose any policy changes. Where appropriate this report and the DMP refers to related policies and procedures.

BUDGET AND RESOURCE IMPLICATIONS

The report relates entirely to budget and resource implications.

RISK/LEGAL/LEGISLATIVE IMPLICATIONS

The Council must adopt a legally compliant budget. The timetable and processes were set to achieve this. The adoption of a budget and rating is a decision that the Council cannot delegate.

A “balanced” draft budget is presented in terms of Part 10.5, Section 127(3) of the Local Government Act (NT).

All budgets include a risk of variability which Council addresses by taking a prudent approach.

Council has various processes in place to address its risk management such as an appointed Risk Officer, occupational health and safety procedures, and a Risk Management and Audit Committee with an independent chair.

The Local Government Act requires the Municipal Plan to contain the following items:

- A service delivery plan for the period of the plan; and
- Indicators for judging the standard of the Council’s performance.
- Council’s Budget.

The Municipal Plan must also contain or incorporate by reference:

- Any long term community or strategic plans relevant to the period of the plan;
- The Council’s Long Term Financial Plan;
- The Council’s most recent assessments of:
 - o Constitutional arrangements their adequacy for representation for the Council’s area;
 - o Opportunities and challenges for local government service delivery in the Council’s area;
 - o Possible changes to the regulatory and administrative framework for delivering services in the Council’s area; and
 - o Whether possibilities exist for improving local government service delivery by co-operation with other councils, government agencies or other organisations.

The Draft 2015/16 City of Darwin Municipal Plan, **Attachment A**, complies with the above requirements.

This item is considered 'Confidential' pursuant to Section 65(2) of the Local Government Act and 8(c)(iv) of the Local Government Administration Regulations, whereby the public may be excluded while business of a kind classified as information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person is discussed.

ENVIRONMENTAL IMPLICATIONS

Environmental and social implications should be considered in relation to the budget.

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SUBJECT: DRAFT 2015/16 CITY OF DARWIN MUNICIPAL PLAN

COUNCIL OFFICER CONFLICT OF INTEREST DECLARATION

We the Author and Approving Officers declare that we do not have a Conflict of Interest in relation to this matter.

MILES CRAIGHEAD
MANAGER FINANCE

DIANA LEEDER
GENERAL MANAGER
CORPORATE SERVICES

For enquiries, please contact Miles Craighead on 8930 0523 or email:
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Attachments:

Attachment A: Draft 2015/16 City of Darwin Municipal Plan

DRAFT 2015/16 CITY OF DARWIN MUNICIPAL PLAN

Choice



Opportunity



Liveable



Tropical



For further information please contact:

Strategy and Outcomes Section

City of Darwin

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Lord Mayor's Foreword

Welcome to the City of Darwin 2015/16 Municipal Plan and Annual Budget. This year City of Darwin is delivering key projects which contribute to achieving our vision for Darwin being a *tropical, liveable city that creates opportunity and choice for our community*.



We will be spending \$1.5M on delivering Darwin City Centre Master Plan projects, bringing the total level of Council investment in Darwin City Centre Master Plan projects to \$4.5M over two years.

Darwin City Centre Master Plan projects include the revitalisation of Tamarind Park, the improvement at a number of city centre road intersections as well an upgrade to Smith Street to increase economic activity and connectivity within the city centre.

An exciting Master Plan project underway is the development of a community play space at Bicentennial Park. The design of the play space will be developed through community consultation and I look forward to seeing this project take shape. The community play space will provide an innovative space which will cater for the increasing city residential population as well as visitors.

Council has been successful in its application to the National Stronger Regions Fund for a grant of \$4.48M to be matched by Council for the upgrade of Parap Pool. This project will commence in 2015/16 and deliver a contemporary multi-purpose aquatic facility.

Shoal Bay Waste Management Facility will be undergoing major improvements this year. There is \$8M dedicated to this project to cater for future growth and ongoing environmental management of the site.

Safety is always a priority for Council and we have included \$583K for the continuation of the Darwin Safer City Program to broker partnerships that foster a safer community and to reduce adverse impacts of public intoxication on community life.

There is \$778K allocated to installing playground shades across the city to protect our children and families from the effects of our tropical climate.

Our community has informed us of the strong desire for a facility for their pets, Council has allocated \$80K for construction of a dog park to provide this much wanted community facility.

The Aldermen and staff of the City of Darwin have worked hard to ensure we deliver a balanced, responsible and sustainable budget that delivers maximum benefit for our community to make the most of our tropical, liveable city. We strive to keep our rates as low as possible and still meet community expectations and needs. Council has taken steps over the preceding years to minimise expenditure and strengthen prudent financial management. The 2015/16 Municipal Plan and Budget will enable us to continue to deliver strong financial management for our residents.

We look forward to working with the community to implement this Plan over the next 12 months. Please continue to stay connected with what's happening in your city, and thank you for your support.

A handwritten signature in black ink that reads "Katrina Fong Lim".

Katrina Fong Lim BBUS, MPA, FAIM, JP

Lord Mayor

Message from the Chief Executive Officer

I am proud to lead the City of Darwin staff to ensure our commitment to meeting our Council and community's expectations. The Municipal Plan brings together the programs that Council will deliver this year and the annual budget that has been allocated to deliver them.



Our annual planning is derived from the Long Term Financial Plan and is based on a sustainable financial strategy that Council defines as one which allows adequate provision for its programs and services into the future, with the intention that there is a predictable trend in the overall rate setting.

In 2015/16 Council has committed to a 1.0% of rates revenue efficiency dividend. Long term savings have been identified via internal efficiencies based on a value improvement program and efficient practices and structures. Ongoing savings totalling \$547K have been identified in 2015/16.

To be able to keep its promise to the community to deliver quality services, Council must maintain its infrastructure at an appropriate standard. More than \$26M will be spent on the capital works program. A core part of this budget is committed to maintaining our parks and reserves, drains, footpaths, local roads and community buildings.

Council's high level of service provision to residents will continue. Council maintains a range of recreation and leisure facilities including pools at Casuarina, Nightcliff and Parap at a cost of over \$1.3M per annum.

We have four public libraries located across our city, the opening hours are spread across seven days a week at an annual cost of \$3.5M. In 2015/16 there is \$92K allocated for the installation of Radio Frequency Identification Devices at Karama and Nightcliff Libraries to provide an improved system for customers to borrow items from these libraries.

In addition to our planned annual operational and capital programs and services, in 2015/16, Council has budgeted new initiatives to the value of \$2.18M (reserve and revenue funded) which includes; \$300K for solar panel installations, \$120K to upgrade Council's website, and \$350K for sea wall construction at Kurajong Crescent and Sunset Park, Nightcliff.

Attracting and retaining a diverse and capable staff is essential to the continuing delivery of our quality programs and services. We will continue our organisation culture program to encourage a creative and constructive workforce who are committed to making a difference.

The Lord Mayor, Aldermen and staff continue to work together collaboratively to deliver a Plan that focusses on ensuring our programs and initiatives are affordable and contribute to the achievement of our strategic goals, outlined in the *Evolving Darwin Towards 2020 Strategic Plan*.

I look forward to working with the Council and leading staff during 2015/16 to implement the Municipal Plan and to keep you informed of our progress and achievements.

A handwritten signature in black ink, appearing to read 'Brendan Dowd'.

Brendan Dowd
Chief Executive Officer

Public Consultation and Review

The Draft 2015/16 City of Darwin Municipal Plan is to be exhibited for public consultation for a minimum 21 days as prescribed by the *Local Government Act*. Consultation commences on Wednesday 27 May 2015 and concludes at 5.00pm on Friday 19 June 2015.

Public feedback will be considered and presented with the final Municipal Plan for adoption at the City of Darwin Ordinary Meeting scheduled for Tuesday 30 June 2015.

Members of the public may submit feedback via:

- email darwin@darwin.nt.gov.au
- a web form on the dedicated consultation page on Council's website www.darwin.nt.gov.au/communityconsultation, or
- in writing to the Chief Executive Officer, GPO Box 84, Darwin NT 0801

This consultation is a public process and all feedback will be published on Council's website as part of the June 30 Council meeting.

2015/16 Council Summary

Economic Data

Darwin Population

¹**83,020** – Estimated residential population (2014)

1.8% growth per annum (over 10 years)

Employment

²**57,341** people work in the area (2014)
Representing 44% of all employment in the NT

Businesses

³**7,959** registered businesses (2014)
Representing 56% of all registered businesses in the NT

Gross Regional Product

⁴**\$9,209M** (2014), representing 45.5% of all GRP in the NT
5.5% growth per annum (over 10 years)

Council Statistics

Council Employees

348.4 FTEs

No. Plant & Equipment

175 'driveable' plant owned by the City of Darwin and **506** other plant and equipment

Municipal Area

112 km²

Rateable Properties

33,793

2015/16 Capital Expenditure

Darwin City Centre Master plan

\$1.5M to deliver key projects during 2015/16

Roads

442km of roads
\$4.8M to improve the road network to a standard that meets community needs. This includes **\$1.7M** to resurface The Esplanade

Parks & Reserves

657 ha of parks, gardens and foreshores
\$2.7M to renew and enhance parks and reserves including **\$1.2M** on coastal management projects

Driveways

20,444 driveways
\$231K has been allocated to driveway reconstruction and replacement

Shared Paths

72km of shared paths, 442km of footpaths, 17km of park paths and 246 walkways
\$1.5M for construction, refurbishment and development of the path network, including walkways, to improve connectivity in the municipality.

Stormwater Drainage

347km of Council managed stormwater pipes
\$642K to manage and improve Council's stormwater system.

Other Council Activities

- 4 public libraries
- 3 public swimming pools
- Darwin Entertainment Centre (building ownership & operational grant)
- Animal Pound
- 7 childcare centres (building ownership)
- 2 multi-storey car parks
- 45,000 street trees
- 65,000 trees in reserves, parks, gardens, sporting areas

Operating Revenue

Council's Operating Revenue is made up of the following components:

- Rates & annual charges **\$65.3M**
- Fees & Charges **\$25.2M**
- Grants & Contributions **\$5.9M**
- Investment & Interest revenue **\$2.7M**
- Other revenue **\$1.6M**

Operating Expenditure

Council's Operating Expenditure is made up of the following components:

- Materials & Contracts **\$50.4M**
- Employee costs **\$30.2M**
- Depreciation & Amortisation **\$21.1M**
- Borrowing Costs **\$300K**

¹ At 30 June 2014 ABS Cat No 3218

² At 30 June 2014 National Institute of Economic and Industry Research (NIEIR) 2014

³ At 30 June 2013 ABS Cat No 8165

⁴ At 30 June 2014 NIEIR 2015

Council Overview

21st Council of Darwin

The City of Darwin elected member body consists of an elected Lord Mayor and 12 Aldermen. The local government area is divided into four Wards; Chan, Lyons, Richardson and Waters. Each Ward is represented by three Aldermen and the Lord Mayor represents the whole of the local government area.

Lord Mayor Katrina Fong Lim

City of Darwin Strategic Direction

City of Darwin

The 2015/16 Municipal Plan sets out specific program deliverables and projects that the City of Darwin proposes to deliver for the community. The Municipal Plan, as required by Section 23 (1) (b) (i) of the Local Government Act, shows the alignment to Council's *"Evolving Darwin Towards 2020 Strategic Plan"*.

The Strategic Plan sets out Council's vision for the future of Darwin and outlines what Council will do to contribute to the achievement of the vision and strategic directions sought for Darwin. Council's Vision, Mission and Strategic Directions are outlined below.

Vision

Darwin: A tropical, liveable city that creates opportunity and choice for our community.

Mission

Council will work with the community to maintain and promote the City of Darwin as the tropical capital of the Northern Territory, offering opportunities and a vibrant lifestyle for our residents and visitors.

Goal 1: Collaborative, Inclusive and Connected Community

Goal 2: Vibrant, Flexible and Tropical Lifestyle

Goal 3: Environmentally Sustainable City

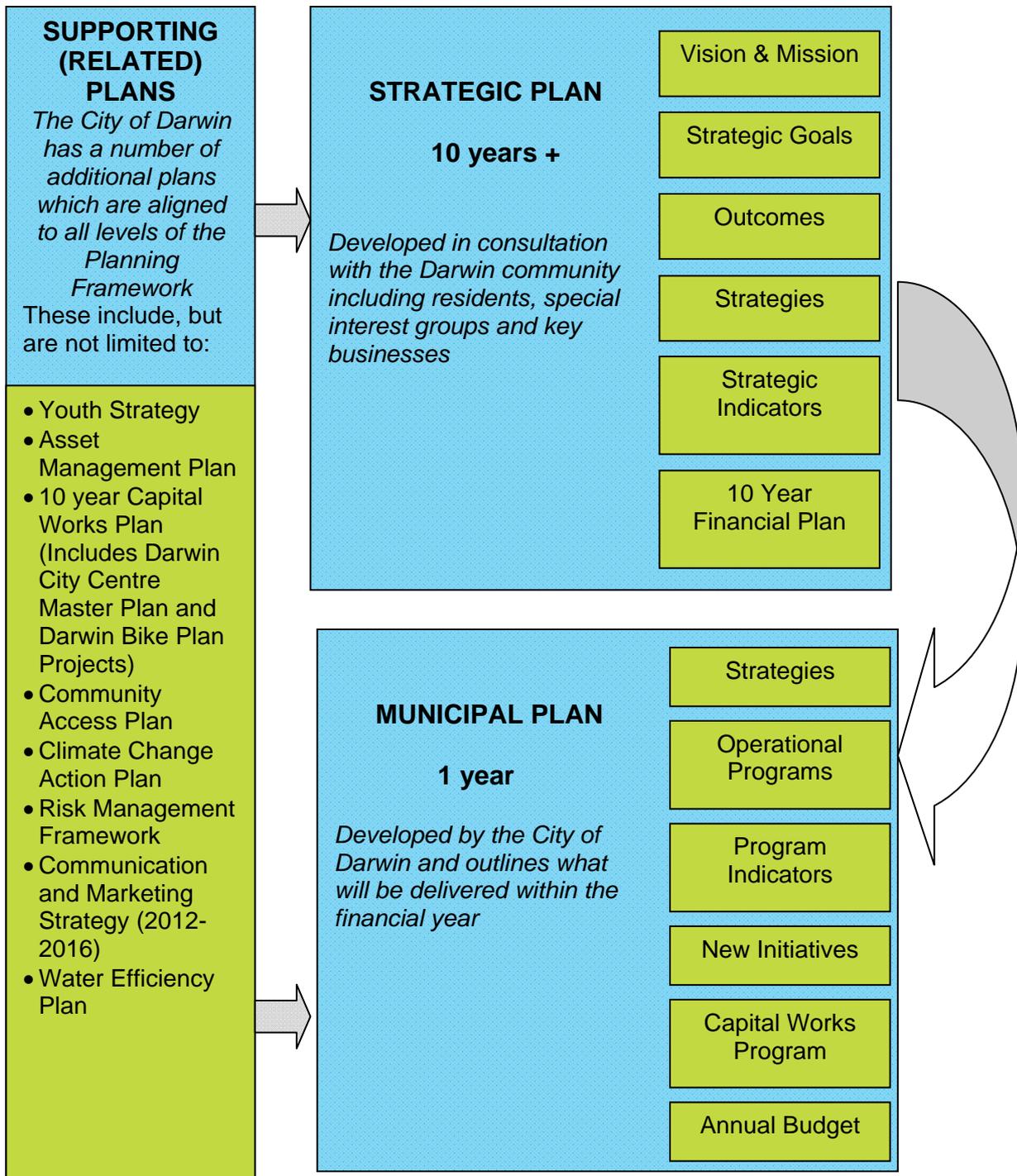
Goal 4: Historic and Culturally Rich City

Goal 5: Effective and Responsible Governance



City of Darwin Planning Framework

The City of Darwin's integrated planning and reporting process, including the Municipal Plan, works together as illustrated by the diagram below.



Legislative Compliance

The *Local Government Act* outlines the minimum requirements for Council's Municipal Plan and Annual Budget.

Municipal Plan

Section 22 of the *Local Government Act* states that each Council must have a plan for its area, for municipal council's it is to be called a Municipal Plan. The municipal plan must be adopted by Council between 1 April and 31 July each year and undergo a minimum of 21 days public consultation. In addition, Council must ensure that the municipal plan is:

- a) Accessible on the City of Darwin website;
- b) Available for inspection of the City of Darwin public office; and
- c) Available for purchase at a fee fixed by Council from the Council's public office.

Section 23 requires that the City of Darwin Municipal Plan includes the following:

- a) A service delivery plan for the period to which the Municipal Plan relates;
- b) Indicators for judging the standard of Council's performance; and
- c) The Council's budget

In addition, Council must either include in its Municipal Plan or reference:

- a) Any long-term, community or strategic plan;
- b) The City of Darwin Long Term Financial Plan;
- c) An assessment of:
 - a. The adequacy of Council's constitutional arrangements;
 - b. Opportunities and challenges for local government service delivery in the local government area;
 - c. Possible changes to the administrative and regulatory framework for delivering local government services in the area; and
 - d. Whether possibilities exist for improving local government service delivery by cooperation with other councils or with government agencies or other organisations

Annual Budget

The City of Darwin is required to prepare an annual budget in accordance with the requirements of Part 10.5 of the *Local Government Act*. This legislation is the framework which governs the content and approval process of the budget. Consistent with the municipal plan, the annual budget must be adopted by Council by 31 July in the relevant financial year.

Section 127 (2) states the budget for a particular financial year must:

- a) outline:
 - i) the council's objectives for the relevant financial year; and
 - ii) the measures the council proposes to take, during the financial year, towards achieving those objectives; and
 - iii) the indicators the council intends to use as a means of assessing its efficiency in

achieving its objectives; and

- b) contain estimates of revenue and expenditure for the financial year (differentiating between operating and capital expenditure); and
- c) state the amount to be allocated to the development and maintenance of each class of infrastructure for the financial year; and
- d) state the amount the council proposes to raise by way of rates, and set out the rates structure, for the financial year; and
- e) contain an assessment of the social and economic effects of its rating policies; and
- f) state the allowances for members of the council for the financial year and the amount budgeted to cover payment of those allowances.

Council also produces a number of plans, policies and statements to meet the requirements of legislation and guide its budget process. These documents can all be found on the City of Darwin website and include:

1. *Evolving Darwin Towards 2020 Strategic Plan*
2. Statement of Fees and Charges
3. Reserves Policy
4. Borrowing Policy
5. *Long Term Financial Plan*

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. Ongoing services are outlined in the Program Profiles contained later in this plan and are reviewed annually. Factors taken into account include the addition or removal of services or a change in service delivery standards required by Council to deliver on the Strategic Plan and meet community expectations. The program profiles include the budget allocation and staff resources required to effectively carry them out.

Opportunities continue to exist to better utilise technology and achieve greater efficiencies in service delivery. This is evidenced by work undertaken during 2014/15 such as the introduction of fixed date annual animal registrations and credit card payments in off street car parks. Further efficiencies have been identified in 2015/16 through achievement of Council's targeted 1% of rate revenue efficiency dividend. Ongoing operational savings of \$547,000 in improved processes, practices and structures further contribute to Council's ongoing financial sustainability.

Council also focuses on advocacy and building relationships with other levels of government, business and the community as a strategy to continually improve service delivery.



Nationally, local government continues to face challenges in maintaining service levels with minimal impact on rates. Continued challenges for City of Darwin include:

- decreasing investment income
- rising operational and construction costs
- reduced grant and external funding opportunities
- rising community expectations
- cyclonic and disaster events
- climate change and environmental issues
- cost shifting from other tiers of government
- continually increasing maintenance costs for Council's infrastructure assets and replacement of ageing infrastructure whilst planning on new infrastructure requirements to meet the needs of a growing population
- changing external political environment

Constitutional Arrangements

In accordance with the *Local Government Act* and the *Local Government (Electoral) Regulations*, Council completed a review of constitutional (electoral) arrangements during 2014/15.

The purpose of the review was to ascertain whether Council had the most effective representation for our local government area. The key issues addressed in the review included:-

- level of elector representation (i.e. the number of elected members) required to provide effective representation of the electors
- whether the City should continue to be divided into wards or whether wards should be abolished
- the identification of the optimum ward structure and determination of the level of representation for each ward
- the names/titles of any proposed future wards

The review commenced with the development of a discussion paper to present options to Council for consideration. The review and public feedback demonstrated that:

- Whilst there was a slight imbalance in elector representation across the four wards, it was not considered to be excessive, nor extraordinary, and likely to improve with anticipated growth during the next term of Council.
- There was no identified need or disadvantage to amending or abolishing the current ward structure, number of elected members, Council name, ward names or current local government boundary.



As a result, Council resolved at its Ordinary Meeting held on 16 September 2014 to retain the existing constitutional arrangements as per the 21st Council as follows:

- a) Council name to remain as City of Darwin
- b) Title of elected members (except the Lord Mayor) to be Alderman
- c) Number of elected members to be thirteen (13) including the Lord Mayor
- d) Four (4) wards be retained with three (3) Aldermen per ward
- e) The four (4) wards to retain their current boundaries
- f) The four (4) wards to retain their current names

Council is required to undertake its next review of constitutional arrangements during the next term of Council.

Possible Changes to the Regulatory and Administrative Framework

In 2013 the City of Darwin developed and endorsed its Governance Framework which outlines the regulatory and administrative framework within which Council operates. The purpose of the Governance Framework is to:

- Assist Council in the development and maintenance of good governance; and
- Give the community a basis of understanding of how Council governs and how the community can participate in its governance.

This *Governance Framework* is driven by a clear vision and culture and consists of four key principles, underpinned by robust systems which support both internal and external accountability and transparency:

- clarity of roles and responsibilities
- decision-making, community consultation and management processes
- legal and ethical requirements and considerations
- accountability and transparency

Council reviews the Governance Framework to ensure it takes into account external impacts such as changes to the Local Government Act and internal impacts such as policy reviews or changes in strategic direction.



Possibilities for Improving Service Delivery through Co-operation with Other Organisations

Council is a member of and acts as Secretariat for the Top End Regional Organisation of Councils (TOPROC). TOPROC is committed to the sustainable development of our Greater Darwin Region and meets on a regular basis to progress common issues.

The committee membership comprises representatives (Mayors/Presidents and CEOs) from:

- Belyuen Community Government Council
- City of Darwin
- City of Palmerston
- Coomalie Community Government Council
- Litchfield Council
- Wagait Shire Council

City of Darwin is also involved in the following committees:-

- **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. NACCC is committed to meeting four times a year with interim meetings with senior officers from Northern Territory Government and the City of Darwin to progress joint projects.
- **The Council of Capital City Lord Mayors (CCCLM)** provides national leadership for the effective co-ordination and representation of the special 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.



Municipal Plan Overview

Evolving Darwin Towards 2020 Strategic Plan

Section 23 of the Act requires Council's Municipal Plan must contain, or incorporate by reference any long term community or strategic plans adopted.

This Municipal Plan frequently references Council's *Evolving Darwin Towards 2020 Strategic Plan* and shows the alignment of Council programs back to the Strategic Plan.

The 21st Council of Darwin was committed to the review and update of the Strategic Plan. Community consultation was undertaken throughout 2012 which informed the development of the new plan. The new Strategic Plan was endorsed by Council on 11 December 2012, Decision Number 21\719, and will guide Council's programs and projects through to 2020. Progress reports against the Strategic Plan are presented to Council and published on Council's website.

Long Term Financial Plan

Council's Long Term Financial Plan is a key document that assists the Council with improving its management of infrastructure and community resources. It links directly to Council's Strategic Plan and sets the framework to provide cost effective services within the available resources for the duration of the plan. The City of Darwin prepares a rolling Long Term Financial Plan covering a period of ten years updated on an annual basis to reflect changing internal and external circumstances. The most recent update of the Long Term Financial Plan was adopted on the 31 March 2015 and is available on Council's website.

Performance Management Framework

Section 23(1)(d) of the Act requires that the Municipal Plan must define indicators for judging the standard of its performance. Council's Performance Management Framework utilises a suite of 25 indicators in the *Evolving Darwin Towards 2020 Strategic Plan*, as well as financial management Key Performance Indicators (KPI) and program KPIs outlined in the Municipal Plan to measure success.

The City of Darwin monitors and reports on the results of its KPIs via Council's Progress Report against the *Evolving Darwin Towards 2020 Strategic Plan*. The progress reports contain an assessment of the progress of the delivery of actions aligned to the program, budget performance and performance indicator results.

The progress reports are published on Council's website.



Financial Performance Measures

Key Performance Indicators

Council has adopted a set of financial key performance indicators in line with the targets set in the *Evolving Darwin Towards 2020 Strategic Plan*.

Key Performance Indicator	Target	Actual 2013/14	Budget 2014/15	Budget 2015/16
% of Rate debtors outstanding	<5%	1.9%	2.5%	2.6%

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

Debt servicing ratio	<5%	0.5%	0.6%	0.6%
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This indicator is designed to show what proportion of revenue is required as a commitment to fund loan repayments.

Liquidity	>1:1	1.06:1	1.11:1	1.15:1
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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 less reserves)/current liabilities.

Rates ratio	60-70%	64.2%	65.0%	65.0%
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This indicator is designed to measure Council's ability to cover its own day to day expenses through its own tax revenue.

Operating surplus (deficit)	Break Even	(\$2.1M)	(\$0.2M)	(\$1.18M)
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This indicator is designed to provide information on the result of ordinary operations and does not include capital income. Trend analysis may enable the Council to determine if the current level of services can be sustained into the future. (The budget 2015/16 does not meet the break even target and is a deficit of \$1.18M. Depreciation expense increase due to revaluation/review of assets is a major factor. The deficit however remains close to break-even, Council will continue to monitor and transition this indicator in future budgets.)

Operating surplus before depreciation	> Break Even	\$14.3	\$16.6M	\$20.0M
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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	>50%	32.2%	61%	48.3%
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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. (The budget 2015/16 renewal spending is 48.3% of depreciation based on Asset Management Planning for the amount necessary to optimise and maintain service levels now - this is close to target of 50%).

Social and Economic Impacts of Rating Strategy

The City of Darwin Long Term Financial Plan (LTFP) aims to minimise the social and economic impacts of rating on both current and future generations by ensuring the financial stability and viability of the City into the future. As such, the LTFP has been developed utilising a set of assumptions which are consistent with the annual budget process and reflect planning for:

- General assumptions which include growth, CPI and planned efficiency gains;
- Revenue assumptions such as rates, fees and charges interest and investment;
- Operating expenditure assumptions such as employee costs, depreciation and interest expense;
- Capital expenditure as identified in the Ten Year Capital Works Plan and borrowings;
- Assumptions for managing Reserves; and
- Other assumptions such as new initiatives which include any new or changed level of service or project to a maximum value each year.

Council is responsible for the management of \$1.2 billion worth of community assets. Council's Asset Management Strategy and practices are critical to the achievement of financial sustainability for Council. In addition, cash management strategies are designed to ensure the best return on investment is achieved and debt is only used where necessary to fund new capital works and ensure a balance of intergenerational equity with respect to funding long-life community assets.

Council has long been scrutinised with respect to its position regarding borrowing and the use of reserves. However as evidenced in the LTFP significant future projects such as the Multi-Storey Car Parking Development at an estimated cost of \$32M is proposed to be funded to the value of \$23.5M from reserves. In addition, projected borrowings are identified to progress the Barneson Boulevard project.

During 2014/15, Council reviewed its LTFP which continues to set out a 4.5% annual increase in rates over the life of the plan. Council is conscious of the impacts of living expenses such as housing costs, rent and fuel costs on our community and tries to ensure that rates increases do not create additional financial burden.

Like all businesses Council needs to meet the increasing costs of goods and services. The most significant limitation on the use of CPI for setting rates is that the goods used to calculate CPI does not include the main cost drivers associated with the services provided by local government.

The CPI measures non-local government costs such as domestic and international holiday travel and accommodation, and the price of fruit and vegetables. Whereas Council goods is the price of asphalt, building materials and labour costs which do not increase at the rate of the CPI measures. The costs of services such as building roads generally exceeds the annual CPI index.

The Federal Government decision to freeze indexation on Financial Assistance Grants to local government also greatly impacts Council's ability to maintain service levels without impacting rates.

Taking into account the current external environment and rigorous prioritisation of Council projects for 2015/16 Council has resolved to increase general rates by only 3.0% across all categories of ratepayer. This is a full 1.5% below the planned 4.5% increase and the lowest general rate rise to date for this term of Council.



Annual Budget 2015/16

2015/16 Major Projects

Improvements to Shoal Bay Waste Management Facility

In 2015/16 Council has allocated \$8M, by way of internal loan, to develop the Shoal Bay Waste Management Facility to cater for future growth and ongoing environmental management of the site as the city and region continue to grow.

Darwin City Centre Master Plan

The Darwin City Centre Master Plan depicts a shared vision for the city for the next 20 to 30 years and provides a roadmap to unlock the city's potential and guide its growth. In 2014/15 Council allocated \$3M towards Master Plan projects and a further \$1.5M has been allocated in the 2015/16 budget.

This year will see the completion of the revitalisation of Tamarind Park, construction of a community play space at Bicentennial Park and an upgrade to Smith Street intersections to increase economic activity and connectivity within the city centre.

The Esplanade Resurface & Reconstruction

Council will complete The Esplanade Resurface and Reconstruction project during the 2015/16 financial year utilising Australian Government Roads to Recovery funding. Along with the resurfacing and reconstruction of the road, the project will include planting trees to provide more shade, the use of energy efficient LED technology for street lighting, additional pedestrian connectivity to and from Bicentennial Park and a new on-road cycle lane.

Playground Shade Project

To enable the community to enjoy our open spaces and tropical outdoor lifestyle Council has adopted a five year program where artificial shade will be provided to enhance and complement existing natural shade at playgrounds throughout Council's parks. Funds of \$778K are included in the 2015/16 budget to deliver the first year of this program.

Solar Panel Project

Building on successful solar PV installations at the Casuarina Library and Operations Centre, which is currently under construction, City of Darwin is continuing its commitment to renewable energy with \$300K allocated for installation of solar PV on Council buildings in 2015/16. Investing in solar PV systems is saving around 130 tonnes of CO₂ per site each year – the same as planting more than 800 trees each year. This investment into renewable energy combined with other energy efficiency works helps cushion the impact of rising electricity costs, with most solar PV systems paying themselves off within four years.

Parap Leisure and Sports Centre Project

In May 2015, City of Darwin was awarded funding of \$4.48M under the Federal Government's National Stronger Regions Fund to redevelop the Parap Pool with Council to match the grant funding.

The three year redevelopment project will deliver a multipurpose aquatic facility aimed at improving the competition, leisure and recreation needs of the broader Darwin community and northern Australia region.

Planning and design work at a cost of \$500,000 will be undertaken during 2015/16 with construction to commence in 2016/17.



Rates & Charges

This Rates and Charges section aims to:

- Explain the relationship between Council's strategic plans for the community, its budget and its rates and charges structure
- Outline Council's consideration of consistency and comparability in the imposition of rates on various sectors of the community, including residential, business and rural ratepayers
- Provide clear information around rate setting to ensure greater community understanding of the issues and processes

Rating Strategies

City of Darwin has adopted a Rating Strategy covering the 2015/16 financial year with the two goals of:

- Setting a broad guideline for increases in rates
- Setting out the principles considered by Council in deciding on the mix of rates and annual charges

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

Revaluations and rates:

This year is a revaluation year. Every three years the Valuer General re-values all properties throughout the Municipality for rating purposes. Ratepayers are provided an opportunity to object to their property's rateable value. This process will end soon and the new values will be used for the 2015/16 rating year.

However the revaluations do not determine the rate revenue Council receives. Instead each year Council decides on its Municipal Plan incorporating budget and rate revenue requirements. The rateable values (unimproved capital value) simply become the main factor in how the rate revenue requirement is shared out to each ratepayer.

Although the revaluation resulted in an overall increase of 8% in unimproved capital values for

the whole municipality Council has only increased its rate revenue requirement by 3.0%. How this is shared out will depend on the revaluation. Properties that have increased in rateable values by more than the average are very likely to incur increases in rates of more than 3.0%. On the other hand some properties may have declined in value relative to others and those ratepayers are likely to receive an increase in rates of less than 3.0% or may even see a reduction in rates.

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
- Other Rates; there are other rates which apply in relation to car parking shortfall
- Annual Charges; these apply in relation to domestic waste kerbside pickup for recyclable and non-recyclable waste

For the 2015/16 financial year, Council proposes to increase the revenue from the general rate by 3.0% across all categories of ratepayers. Based on the average Unimproved Capital Value (UCV) of a single dwelling residential property value in the Darwin municipality of approximately \$300,000, the general rates will equate to \$1,205 for the year. Including the annual kerbside garbage collection and recycling service of \$235, this equates to \$1,440 for the year or \$27.69 per week for the average single dwelling residential ratepayer in the Darwin municipality.

The following table provides a comparison of rates proposed for 2015/16 for the average single dwelling residential ratepayer in the Darwin municipality as compared to the previous year:

Example based on average Unimproved Capital Value (UCV) \$300,000 for a single dwelling residential property	2014/15 \$	2015/16 \$	\$ increase	% increase
General Rates per year	1,170.00	1,205.07	35.07	3.0%
General Rates per week	22.50	23.17	0.67	3.0%
Annual Kerbside Garbage Collection & Recycling Service	230.33	235.00	4.67	2.0%
Combined Rates & Kerbside Waste Collection	1,400.33	1,440.07	39.74	2.8%
Combined amount per week	26.93	27.69	0.76	2.8%

Table 1: Annual comparison of rates



The total 2015/16 budgeted rates and annual charges revenue of around \$65.36M is summarised below by major category:

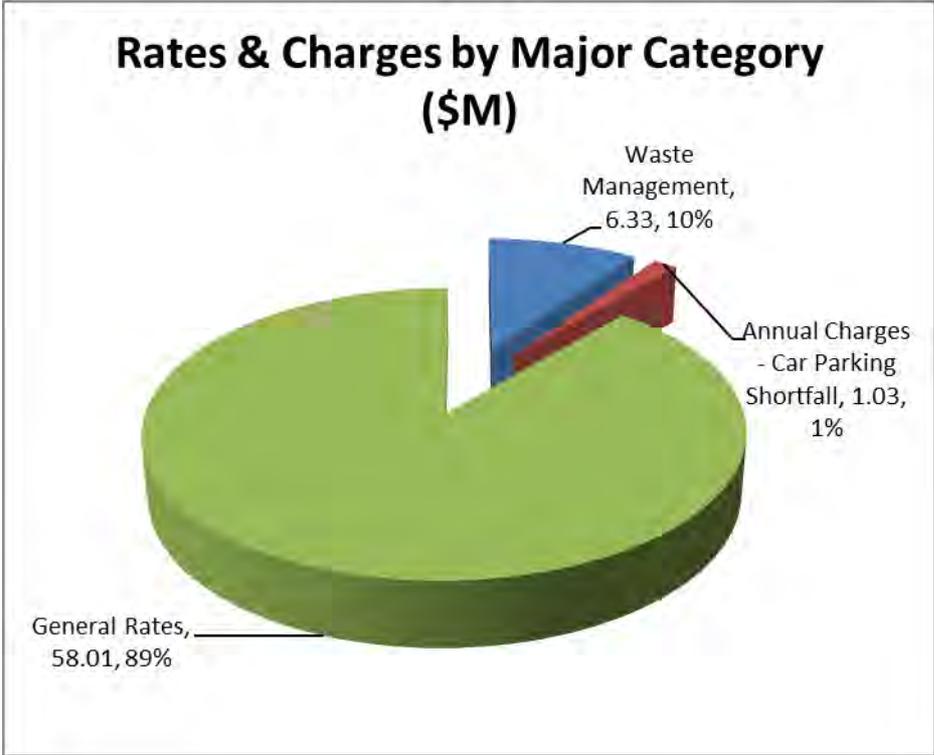


Figure 1: 2015/16 Total Rates and Charges Revenue by Category

Rating Structure

In accordance with the requirements of the *Local Government Act*, it is proposed that for the 2015/16 financial year Council will levy the following indicative rates (the indicative rates may require adjustment prior to declaration and adoption based on finalisation of objections to the revaluation by the Valuer General):

Town Planning Zone	Code	Indicative Minimum Rate	Indicative Rate in the Dollar	\$ 000's Estimated Income 2015/16
Single Dwelling Residential; Rural Residential; Rural Living; Rural	SD; RR; RL; R	\$1,042	0.00401687	21,460
Multiple Dwelling Residential; Medium Dwelling Residential; High Density Residential	MD; MR; HR	\$1,096	0.00401687	13,868
Central Business	CB	\$1,319	0.00463621	11,271
Future Development; Specific Use; Community Purposes; Restricted Development; Utilities; Community Living	FD; SU; CP; RD; U; CL	\$1,096	0.00401687	3,897
Tourist Commercial; Heritage	TC; HT	\$1,087	0.00540950	337
Commercial; Service Commercial	C; SC	\$1,087	0.00530761	2,497
Major Shopping Centres (equal to or greater than 40,000m ²)		\$1,087	0.00957144	395
Caravan Parks	CV	\$1,042	0.00381961	63
Public Open Space; Conservation	PS; CN	\$1,087	0.00357343	16
Organised Recreation	OR	\$430	0.00323316	411
General Industry; Development	GI; DV	\$1,087	0.00275204	2,188
Light Industry	LI	\$1,087	0.00325200	1,086
GI Special Minimum	GI Special Minimum	\$271	0.00275204	75
Other Rates				448
Total Estimated General Rate Income 2015/16				58,011

Table 2: 2015/16 Rating Structure

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 NT Planning Scheme as referred to in the *Planning Act*.

Other Rates

A Local Rate (Parking Local Rate) at the rate of \$240.28 per shortfall bay is assessed and levied in accordance with the Local Government Darwin Parking Local Rates Regulations (the Regulations).

The Parking Local Rate may be levied on all land within the CBD as defined in Schedule 1, Regulation 2 of the Regulations and as published in the Parking Use Schedule, available for inspection at Council's Offices.

The proceeds of the Parking Local Rate will be applied to the general fund of Council and used for the function of developing and maintaining both on-street and off-street parking facilities. Council offers the opportunity for a one off payment of the Parking Local Rate.

Waste Management Charges

City of Darwin residents are provided with domestic kerbside waste 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 Access Tags. The annual domestic waste management fees for 2015/16 are listed below.

	2014/15	2015/16	\$ increase	% increase
	\$	\$		
Single service of a residential unit or residential dwelling in respect of a kerbside garbage collection and recycling service	230.33	235	4.67	2%
Service per semi or non-detached residential dwelling, where the number of such residential dwellings exceeds three (3), in respect of a communal garbage collection and recycling service	210.33	214	3.67	1.7%

Table 3: 2015/16 Annual Comparison Domestic Waste Management Charges

Shoal Bay Waste Management Facility also provides for commercial waste. The 2015/16 commercial waste fees are listed below. The prices reflect the current and future cost to the community of delivering this service.

	2014/15	2015/16	\$ increase	% increase
	\$	\$		
Commercial Waste (per tonne)	58.00	66.00	8.00	13.79%
Commercial Green Waste	42.00	50.00	8.00	19.05%

Table 4: 2015/16 Annual Comparison Commercial Waste Management Charges

The full list of Council's fees and charges will be included as an attachment to the final Municipal Plan and Budget when adopted on 30 June 2015.

Sponsorships, Grants and Operating Subsidies

The City of Darwin is committed to supporting the Darwin community through the provision of direct funding through sponsorships, grants and operating subsidies. In addition to this direct funding, Council also provides in-kind support for community events throughout the year. The budgeted funding is outlined below:-

Organisation	Description	Cash \$	In-kind Support \$ value	Total Sponsorship \$
Community Environment Grants	Annual Grants Program	50,000		50,000
Community Grants	Annual Grants Program	100,000		100,000
Brolga Awards	Sponsorship	4,000		4,000
Browns Mart Shimmer	Sponsorship	10,000		10,000
NT Media Awards	Sponsorship	1,500		1,500
NT Thunder	Sponsorship	10,000		10,000
Tennis NT	Sponsorship	7,500		7,500
The Beat	Sponsorship	5,000		5,000
Christmas in Darwin Assoc	Sponsorship & In Kind	15,000	2,000	17,000
Darwin Festival	Sponsorship & In Kind	120,000	10,000	130,000
Nightcliff Seabreeze Festival	Sponsorship & In Kind	20,000	3,000	23,000
NT Athletics Mitchell Mile	Sponsorship	2,500		2,500

Organisation	Description	Cash \$	In-kind Support \$ value	Total Sponsorship \$
NT Major Events - V8	Sponsorship & In Kind	3,000	6,000	9,000
Royal Darwin Show	Sponsorship & In Kind	12,000	8,000	20,000
Tropical Garden Spectacular	Sponsorship & In Kind	5,000	2,000	7,000
October Business Month	Sponsorship & In Kind		1,000	1,000
RSPCA	Operating Subsidy	117,185		117,185
Secure Taxi Rank	Operating Subsidy	42,000		42,000
Solar Challenge	Sponsorship	4,000		4,000
Surf Life Saving NT	Operating Subsidy	30,624		30,624
Tourism Top End	Operating Subsidy	100,000		100,000
Darwin City Brass Band	Operating Subsidy	30,000		30,000
Darwin Entertainment Centre	Matched Funded Agreement	1,182,040		1,182,040
Sponsorship contingency	Sponsorship	20,000		20,000
Total		1,891,349	32,000	1,923,349

Table 5: 2015/16 Sponsorships, Grants and Operating Subsidies



Elected Member Allowances

The Minister for Local Government has made guidelines which outline the maximum Council Member Allowances in accordance with Section 71 of the *Local Government Act*. The Ministerial Guidelines make provision for the City of Darwin to index allowances at 1 July each year by applying the December quarter Darwin consumer price index (CPI) percentage amount of the previous year as published by Northern Territory Treasury. The Darwin 2014 December quarter annual CPI was 1.9%.

Council has resolved to accept the rates listed in the Ministerial Guidelines for allowances to be paid for the 2015/16 financial year as outlined in the table below.

Allowance Type	Lord Mayor \$	Acting Lord Mayor \$	Deputy Lord Mayor \$	Alderman \$
Annual Base Allowance	121,267.71	Daily rate of 419.57 per day to a maximum of 37,866.86 per year	44,841.32	21,809.48
Annual Electoral Allowance	31,917.86	N/A	7,980.05	7,980.05
Additional Meeting Allowance	N/A	N/A	N/A	14,539.65 maximum per year
Annual Professional Development Allowance	3,635.50	N/A	3,635.50	3,635.50
Total Maximum Claimable Allowances	156,821.06	37,866.86	56,456.87	47,964.69

Table 6: Elected Member Allowances

The Deputy Lord Mayor position is filled on a rotational basis with each Alderman fulfilling a four month term of the life of the Council. The allowance amount is to be paid as a daily rate of the annual base allowance. Due to the NT Government extending the local government election date from March 2016 to August 2017 each Alderman will fulfil an extra 6 weeks as Deputy Lord Mayor from March 2016.

The professional development allowance includes costs for travel, accommodation, meals and course or conference fees.

2015/16 New Initiatives

To support the achievement of Council's goals, the following new initiatives have been proposed for 2015/16. The following table clearly distinguishes between those which are 'one-off' expenditure versus those that will require ongoing funding. This table also identifies the source of the funding and includes new capital works initiatives which are also located in the Capital Works program on page 40.

Program	New Initiative	Operating / Capital	One Off / Recurring	Grant Funded	Reserve Funded	Revenue Funded	TOTAL
Darwin Safer City	Continuation of the Darwin Safer City Program	Operating	Recurring Three Years			543,536	543,536
Fleet Management	Continuation of the Darwin Safer City Program	Capital	One Off		40,000		40,000
Communication and Engagement	City of Darwin Digital Strategy	Operating	One Off			120,000	120,000
Planning	Creation of Urban Development Policy and Strategy	Operating	One Off			100,000	100,000
Parks and Reserves	Dog Park	Capital	One Off			80,000	80,000
Parks and Reserves	Establish a "Garden of Light"	Capital	One Off			50,000	50,000
Building Services	Solar PV	Capital	One Off		300,000		300,000
Urban Enhancement	Bradshaw Terrace urban renewal including parking solutions	Capital	One Off		50,000		50,000
Parks and Reserves	Civil Protection Sea Wall at Sunset Park	Capital	One Off		200,000		200,000

Program	New Initiative	Operating / Capital	One Off / Recurring	Grant Funded	Reserve Funded	Revenue Funded	TOTAL
Parks and Reserves	Doctors Gully Slope Stabilisation	Capital	One Off		150,000		150,000
Parks and Reserves	Continuation of Sea Wall at Kurajong Crescent, Nightcliff	Capital	One Off		150,000		150,000
Parks and Reserves	Mindil Beach Water Main Replacement Stage 1 (Total two year project \$240,000)	Capital	One Off – Project to be staged over two years		100,000		100,000
Libraries	RFID for Karama and Nightcliff Libraries	Capital	One Off		92,030		92,030
Building Services	Community and Cultural Services Storage Shed at Operations Centre	Capital	One Off		60,000		60,000
Waste Management	Project Delivery Officer – Waste Management	Operating	Recurring			150,000	150,000
TOTALS					1,142,030	1,043,536	2,185,566

Table 7: 2015/16 New Initiatives



Analysis of Operating Budget

The operating budget provides the details of the income (operating revenue) Council receives to fund its operations and the expenses (operating expenses) it incurs in order to deliver services to the community.

Operating Revenue (excluding capital)

Operating revenue of \$101M in 2015/16 is summarised below by major category.

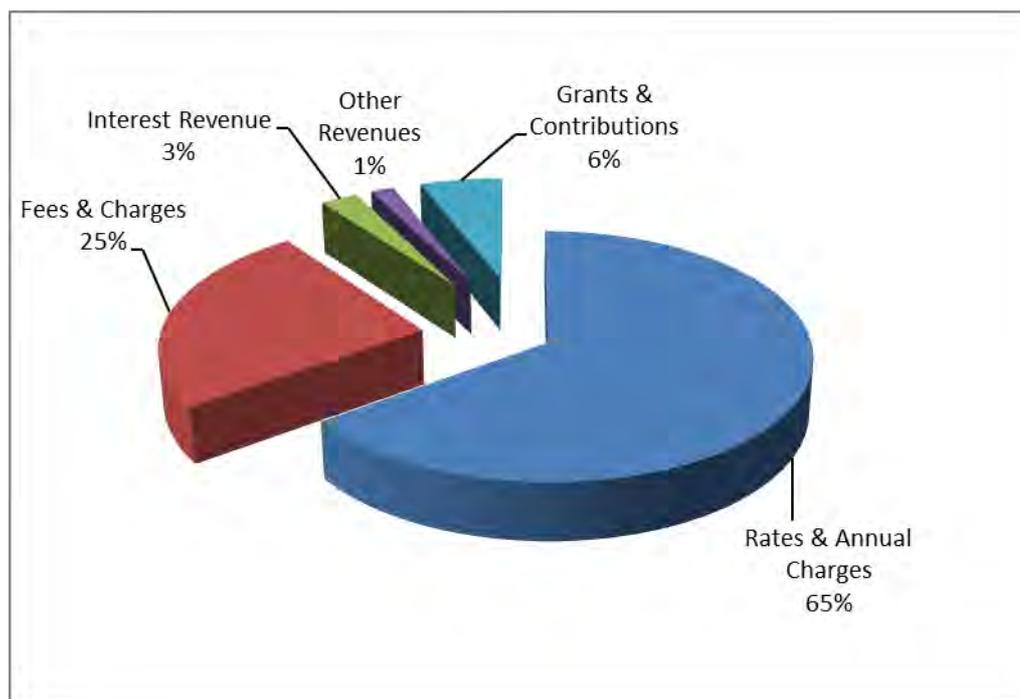


Figure 2: 2015/16 Operating Revenue

Council receives income from various sources to assist in service delivery. Council expects to receive 6% of its operating revenue from Grants and Contributions in 2015/16. Grants expected to be received from the Federal and Territory Governments include:

- \$1.7M Financial Assistance Grant
- \$1.8M Roads Maintenance Subsidy
- \$1.5M Library Operating Subsidy & Other
- \$721K Darwin Entertainment Centre
- \$52K Fun Bus

Council continues to source external funding opportunities throughout the year.

Comparison to Previous Year Budget

Operating Revenue	2014/15 Original Budget \$'000	2015/16 Budget \$'000	Variance \$'000	% Variance
Rates & Annual Charges	62,243	65,362	3,119	5%
Fees & Charges	23,186	25,227	2,041	9%
Interest & Investment Revenue	2,636	2,700	64	2%
Other Revenues	1,746	1,675	-71	-4%
Grants & Contributions	5,880	5,929	49	1%
Total Operating Revenues	95,691	100,893	5,202	5%

Table 8: Annual comparison of operating revenue

The increase in revenue from rates, levies and charges reflects the increase applied to general rates of 3.0%, car parking shortfall rates (CBD only) of 1.9% and domestic waste charges of 2% plus growth from subdivisions and developments.

Fees and Charges revenue is forecast to increase by \$2M. Generally fees and charges increase by CPI (1.9%) from 1 July 2015 (with exceptions). A significant factor is Shoal Bay Waste Management Facility with increases for the weighbridge charges exceeding CPI and with more activity predicted.

Parking fees have increased by CPI + 5.0% in accordance with Council's Parking Strategy.

Through Council's commitment to community wellbeing, pool fees have again been maintained without increase for the 2015/16 financial year.

Interest is calculated based on forecast cash and investment balances produced by the budget. Some additional interest is forecast based on balances (the interest rate itself is assumed to be relatively low).

Other income consists of property lease income, reimbursements and sundry income and decreases by 4% from the previous year mainly due to reclassification of recoverable works to other revenue descriptions such as fees and charges.

Operating Expenditure

Operating expenditure of \$102.1M in 2015/16 is summarised below by major category.

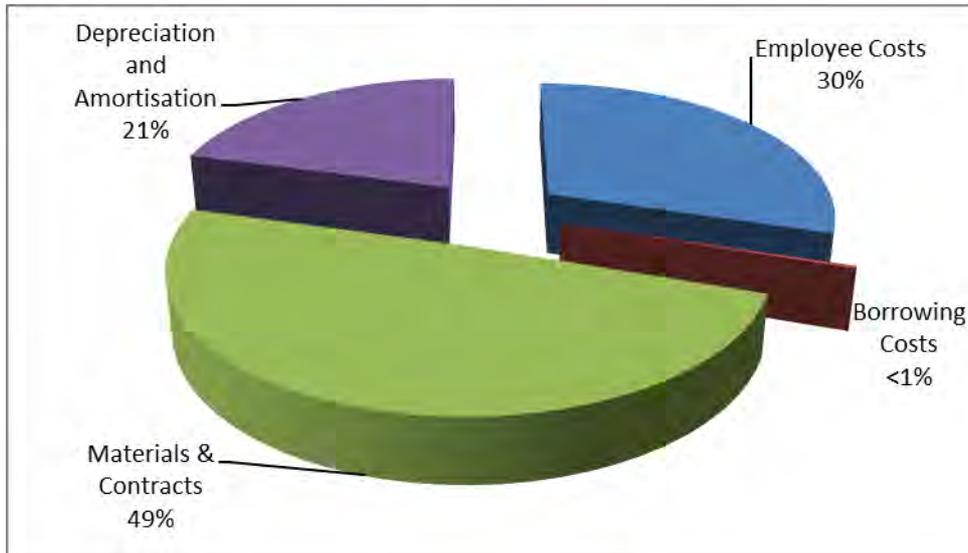


Figure 3:2015/16 Operating Expenditure

Comparison to Previous Year Budget

Operating Expenditure	2014/15 Original Budget \$'000	2015/16 Budget \$'000	Variance \$'000	% Variance
Employee Costs	28,336	30,205	1,869	7%
Materials & Contracts	50,511	50,413	-98	0%
Borrowing Costs	256	309	53	21%
Depreciation & Amortisation	16,812	21,146	4,334	26%
Total Operating Expenses	95,915	102,073	6,158	6%

Table 9: Annual comparison of operating expenditure

The increase in employee costs are overall in line with the Enterprise Agreement award increase assumptions and decisions to continue programs such as Darwin Safer City Program.

A major factor is the increasing cost of operations at Shoal Bay Waste Management Facility as well as new initiatives assigned to operational matters such as Darwin Safer City Program, the Urban Development Policy and Strategy and the Digital Strategy project. Not allowed for as an expense is the risk of incurring significant charges from the Northern Territory Government in respect of the capital/depreciation of street lighting (a contingency reserve provision of \$222K has been made).

Increases in costs have been offset by productivity savings of \$547,000 and other reductions.

Borrowing costs i.e. interest on loans, are included as per the existing loan schedules plus an amount for the Nightcliff Café (which ultimately will be funded by an internal loan with appropriate adjustments which should be revenue neutral).

Depreciation is budgeted based on the Long Term Financial Plan and actual 2014/15 excluding a possible one off adjustment.

Analysis of Capital Works Budget

Sources of Funding

External Grant (\$3.03M)

External grants include amounts budgeted to be received from Federal and Territory Governments and other sources for the following Council programs and projects:

- \$780,000 from the Australian Government Department of Infrastructure and Regional Development for road safety projects through the Black Spot Program
- \$1,670,312 from the Australian Government Department of Infrastructure and Regional Development for The Esplanade Resurface & Reconstruction through the Roads to Recovery Program
- \$500,000 from the Australian Government Department of Infrastructure and Regional Development for the Parap Pool Upgrade through the National Stronger Regions Fund
- \$82,795 from the Northern Territory Government Department of Health for the Mosquito Control Program

Throughout the year Council actively seeks grants and contributions to fund the delivery of additional projects for the benefit of the Darwin community.

Reserve Funding (\$12.2M)

Reserve funding to be used for capital works in 2015/16 will include:

- A total of **\$1.4M** from the Asset Replacement and Refurbishment Reserve to fund the Radio Frequency Identification Devices at Karama and Nightcliff Libraries, the Mindil Beach water main replacement, the continuation of the sea wall at Kurajong Crescent in Nightcliff, the Doctors Gully slope stabilisation, the civil protection of sea wall at Sunset Park, the solar PV projects, part of the regional playground program and the Community and Cultural Services storage shed at the Operations Centre.
- **\$50,000** from the Highway/Commercial Carparking Shortfall Reserve will fund the Bradshaw Terrace urban renewal including parking solutions.
- **\$20,560** of Darwin General Cemetery Reserves to be utilised for upgrades and refurbishment works at Darwin General Cemeteries.
- Darwin Entertainment Centre Asset Replacement & Refurbishment Reserve will fund **\$500,000** towards renewal of air conditioning at the Darwin Entertainment Centre.
- Off & On Street Parking Reserve will fund the Shoal Bay Waste Management Facility upgrade (**internal loan \$8M**) and parking machines at the West Lane Car Park (**\$60,000**).
- **\$1.3M** from the Plant and Vehicle Replacement Reserve for the replacement of plant, machinery, vehicles and equipment.
- **\$200,000** from the Watering Reserve to implement actions from Council's *Water Efficiency Plan*.

Capital Expenditure

Capital expenditure of **\$26M** budgeted in 2015/16 is summarised as follows by major asset class.

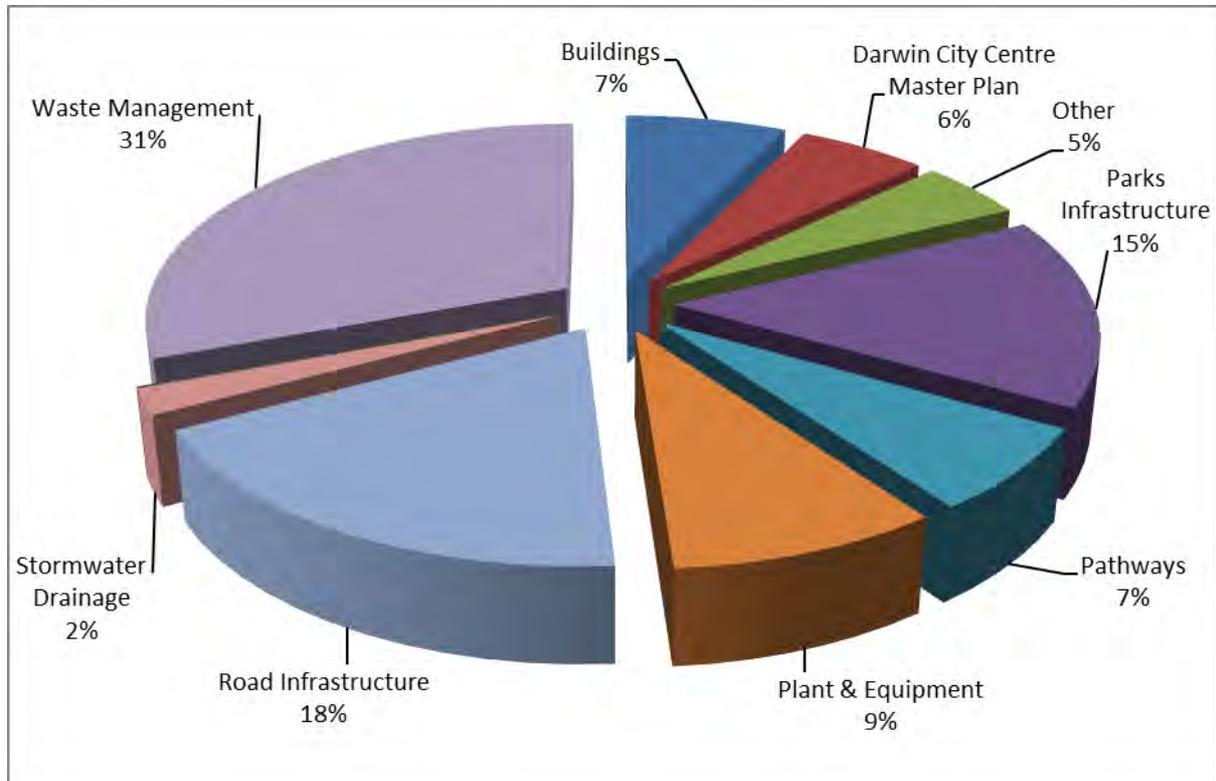


Figure 4: 2015/16 Capital Expenditure

Capital Works Overview

City of Darwin manages its affairs based on a comprehensive financial strategy and in addition, calls for a total asset management approach to be undertaken in relation to the management of Council's assets (refer to *Evolving Darwin Towards 2020 Strategic Plan* Strategy "5.5 Responsible financial and asset management"). Council is committed to developing its Asset Management Strategy to ensure that decisions regarding its long lived assets are made on the best information available.

City of Darwin is the custodian of community assets and infrastructure, including land, which have a total value of more than \$1.2 billion (depreciated value). An asset management strategy together with strong financial governance is essential to ensure:

- That we deliver high levels of community satisfaction
- Revenue generation is based on required service delivery outcomes
- Responsible stewardship
- That we do not leave an inappropriate liability for future generations
- Decision makers and the community understand the whole of life costs associated with infrastructure and service delivery
- Council is appropriately positioned to negotiate with the Northern Territory and Commonwealth Government on funding opportunities

Council's Asset Management Strategy places a significant emphasis on costs associated with replacing and refurbishing existing infrastructure and in addition, plans for a range of new capital expenditure to meet the needs of our rapidly growing population.

In accordance with Council's strategy, the 2015/16 Capital Works Program totals \$26M consisting of \$10.2M on refurbishment works and \$15.8M on new capital works.

Assets

City of Darwin is responsible for maintaining total assets over \$1.2 billion (depreciated value) including:

- Buildings
- Land
- Roads
- Pathways (Footpaths, Driveways, Walkways and Shared Paths)
- Stormwater Drainage
- Shoal Bay Waste Management Facility
- Plant and Equipment

Roads

The City of Darwin's Road Network is 442km long. Council must spend funds on road maintenance, reseals, reconstruction and new works to provide a network that best meets the comfort, safety and aesthetic needs and expectation of all road users and the community as a whole.

Works include routine maintenance and operations activities relating to seal and pavement repairs, traffic signals, signs, line marking, street lighting, kerbing and guttering, and pavement and seal condition measurements.

Capital work includes minor and major safety and traffic improvements, new street lighting, road resurfacing, major rehabilitation works and from time to time major new road developments.

In 2015/16 Council will be allocating \$1.9M for resurfacing and reconstruction of the road network. This is an increase in funding of approximately 2.8% over the previous year.

\$180,895 has been set aside for local area traffic management works to improve community safety, which will include the upgrade of Ryland Road and Clarke Crescent intersection as well as Ryland Road and Rossiter Street intersection.

Road condition surveys are conducted every four (4) years and this information is used to model surface and pavement deterioration and allows Council to develop the program of works required to ensure the roads are safe and comfortable for road users.

The table below demonstrates how Council will allocate \$4.8M to renew and improve the road network to a standard that meets community needs.

Road Infrastructure Program	Capital Budget \$
Disability Access Program	53,662
Local Area Traffic Management	180,895
Black Spot Program	780,000
Traffic Signal Upgrades and Safety	90,734
Kerb Replacement	29,176
Road Resurfacing & Reconstruction	1,905,624
The Esplanade Resurface Reconstruction	1,670,313
Dynamic Speed Signs	15,000
Road Works Signage	42,271
Total	4,767,675

Table 10: Capital Works – Road Infrastructure Program 2015/16

Footpaths, Driveway, Walkways and Shared Paths

Council will continue to monitor the condition of footpaths, driveways and shared paths throughout the municipality and construct, reconstruct and maintain these facilities as required.

Council's footpath network is approximately 442km long. In addition, Council owns 17km of footpaths within parks. In 2015/16 a total budget allocation of \$827K has been provided for reconstruction and construction of paths to improve connectivity in the municipality.

There are 20,444 driveways within the municipality that Council maintains and \$231,313 has been allocated in the 2015/16 budget for driveway reconstruction and replacement.

Along with ongoing routine maintenance of the 246 walkways in Darwin, approximately 5 walkways will be resurfaced and lighting will be installed in a number of priority walkways, using a budget allocation of \$159,724.

In addition \$552,576 has been allocated for reconstruction, refurbishment and development of the 72km long shared path network in the Darwin municipality.

A summary of the budget allocated to footpaths, driveway, walkways and shared paths is provided below.

Pathways Program	Capital Budget \$
Shared path program	552,576
Driveway replacement	231,313
Footpath reconstruction	827,928
Walkways resurfacing	85,677
Walkway upgrades	74,047
Total	1,771,541

Table 11: Capital Works – Pathway Infrastructure Program 2015/16

Stormwater Drainage

Council's stormwater system comprises approximately 347km of underground pipes, 18.5km of open unlined drains, 11km of open lined drains, 10,263 pits and 75 culverts.

The 2015/16 budget has \$642,135 allocated to stormwater capital improvements and new works. Council's objective is to provide and maintain a stormwater system that meets the needs of the Darwin community through continual improvements to manage flooding and safety issues and minimise impacts from pollutants entering the system.

This is achieved through upgrading existing pipe and culvert systems, installation of gross pollutant traps to collect waste as it enters or before it leaves the system, installation of subsoil drainage in areas where underground water close to the surface has damaged pavements and caused slippery footpath conditions, installation of erosion protection devices where required, and systematic minor repairs and routine maintenance.

Shoal Bay Waste Management Facility

Council manages and operates the Shoal Bay Waste Management Facility, which functions as a regional facility servicing the need of the Greater Darwin area, which is 140,400 people⁵.

The facility accepts an estimated 170,000 tonnes of waste per annum and includes recycling, gas extraction and green waste processing. Approximately 16,000 tonnes of mulch is produced annually. Gas extraction has been occurring on site since 2005 and is utilised to generate green power, which is provided back into the power grid. Sufficient power is generated to power approximately 1,300 Darwin residential homes and save over 50,000 tonnes of greenhouse gas emissions each year.

In 2015/16 Council has allocated \$8M, funded by internal loan, to develop the Shoal Bay Waste Management Facility, including capital infrastructure to ensure it is able to accommodate the increasing demands on the site as the city and region continue to grow.

Anula Regional Playground Upgrade

Council has 115 local and 3 regional playgrounds which provide free leisure and play opportunities for the community. In 2015/16 City of Darwin will upgrade the Anula Regional Playground. There is \$350,000 allocated to upgrade this regional playground to provide a fun, accessible and interactive space for the community to enjoy. The design of the playground will be informed by community consultation to capture the needs and wants of the community.

⁵ As at 30 June 2014 ABS Cat No 3218

2015/16 Capital Works Program

Program Profile	Project	Budget Status	Grant Funds \$	Reserve Funds \$	General Funds \$	Total Capital
Building Services	Council Buildings - Exterior Renewal	Ongoing			270,000	270,000
Building Services	Council Buildings - Interior Renewal	Ongoing			210,000	210,000
Building Services	Council Buildings - Services Renewals	Ongoing			175,000	175,000
Building Services	Council Building - Structural Renewal	Ongoing			80,000	80,000
Building Services	Solar PV	One Off		300,000		300,000
Building Services	Community and Cultural Services Storage Shed at Operations Centre	One Off		60,000		60,000
Community Services & Support	Public Art Development	Ongoing			154,200	154,200
Darwin Entertainment Centre	Darwin Entertainment Centre; Air Conditioning	One Off		500,000		500,000
Darwin Entertainment Centre	Darwin Entertainment Centre; Upgrades & Refurbishment	Ongoing			284,095	284,095
Design	Local Area Traffic Management	Ongoing			180,895	180,895
Fleet Management	Plant & Equipment; Replacement Program	Ongoing		1,885,789		1,885,789
Fleet Management	Continuation Of The Safer City Project	One Off		40,000		40,000
Information Technology	It Hardware Replacement	Ongoing			294,102	294,102

Program Profile	Project	Budget Status	Grant Funds \$	Reserve Funds \$	General Funds \$	Total Capital
Infrastructure Projects	Pine Log Fence Replacement	Ongoing			70,023	70,023
Infrastructure Projects	Street Lighting Upgrades	Ongoing			113,417	113,417
Infrastructure Projects	Traffic Signal Upgrades	Ongoing			90,734	90,734
Infrastructure Projects	Disability Access Program	Ongoing			53,662	53,662
Infrastructure Projects	Lighting Pathways	Ongoing			107,323	107,323
Infrastructure Projects	Minor Capital Works	Ongoing			139,981	139,981
Infrastructure Projects	Civic Park - Lighting Improvements	Ongoing			50,000	50,000
Libraries	RFID For Karama And Nightcliff Libraries	One Off		92,030		92,030
On & Off Street Parking	West Lane Car Park; Parking Machines	One Off		60,000		60,000
Parks & Reserves	Coastal Foreshore Erosion	One Off			852,733	852,733
Parks & Reserves	Streetscape Development & Upgrade	Ongoing			536,616	536,616
Parks & Reserves	Darwin General Cemetery Upgrade & Refurbishment	Ongoing		20,560		20,560
Parks & Reserves	Foreshore Fencing	Ongoing			75,859	75,859
Parks & Reserves	Irrigation Infrastructure	Ongoing			203,914	203,914
Parks & Reserves	Parks Infrastructure Refurbishment	Ongoing			135,696	135,696
Parks & Reserves	Water Efficiency Plan	Ongoing		200,000		200,000
Parks & Reserves	Dog Park	One Off			80,000	80,000
Parks & Reserves	Establish A 'Garden Of Light'	One Off			50,000	50,000



Program Profile	Project	Budget Status	Grant Funds \$	Reserve Funds \$	General Funds \$	Total Capital
Parks & Reserves	Civil Protection Sea Wall At Sunset Park	One Off		200,000		200,000
Parks & Reserves	Doctors Gully Slope Stabilisation	One Off		150,000		150,000
Parks & Reserves	Continuation Of Sea Wall At Kurajong Cres Nightcliff	One Off		150,000		150,000
Pathways	Shared Paths Program	Ongoing			552,576	552,576
Pathways	Driveway Program	Ongoing			231,313	231,313
Pathways	Footpath Reconstruction	Ongoing			827,928	827,928
Pathways	Walkways Resurfacing	Ongoing			85,677	85,677
Pathways	Walkways Upgrades	Ongoing			74,047	74,047
Recreation & Leisure	Parap Pool; Masterplan	One Off	500,000			500,000
Recreation & Leisure	Playground Refurbishment	Ongoing			93,365	93,365
Recreation & Leisure	Playground Shades	Ongoing			778,389	778,389
Recreation & Leisure	Softfall Under Play Equipment	Ongoing			51,400	51,400
Recreation & Leisure	Regional Playground Refurbishment	One Off		350,000		350,000
Road Construction & Traffic Management	Black Spot Program	One Off	780,000			780,000
Road Construction & Traffic Management	Dynamic Speed Signs	Ongoing			15,000	15,000
Road Construction & Traffic Management	Road Works Signage - Regulatory, Warning & Info	Ongoing			42,271	42,271
Road Construction & Traffic Management	The Esplanade Resurface Reconstruction	One Off	1,670,312			1,670,312

Program Profile	Project	Budget Status	Grant Funds \$	Reserve Funds \$	General Funds \$	Total Capital
Road Maintenance	Kerb Replacement	Ongoing			29,176	29,176
Road Maintenance	Road Resurfacing & Reconstruction	Ongoing			1,905,624	1,905,624
Stormwater Drainage Management	Stormwater Upgrades And Reconstruction	Ongoing			417,376	417,376
Stormwater Drainage Management	Mindil Beach Water Main Replacement Stage 1 (Total two year project \$240,000)	One Off – Project to be staged over two years		100,000		100,000
Stormwater Drainage Management	Mosquito Control Program	Ongoing			41,964	41,964
Stormwater Drainage Management	Mosquito Control Program	Ongoing	82,795			82,795
Urban Enhancement	Bradshaw Terrace urban renewal including parking solutions	One Off		50,000		50,000
Urban Enhancement	CBD Renewal (Masterplan)	One Off			1,500,000	1,500,000
Waste Management	Shoal Bay Waste Management Disposal Site Upgrade	One Off		8,000,000		8,000,000
Capital Works Program Total			3,033,107	12,158,379	10,854,356	26,045,842

Table 12: 2015/16 Capital Works Program



2015/16 Budgeted Financial Statements

Budgeted financial statements for 2015/16 on the following pages are:

A. Budgeted Income Statement

This statement outlines:

- All sources of Council's income (revenue)
- All operating expenses. These expenses relate to operations and do not include capital expenditure although depreciation of assets is included.

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 balance sheet outlines what Council owns (assets) and what it owes (liabilities) at a point in time.

Council's net worth is determined by deducting total liabilities from total assets – the larger the net equity, the stronger the financial position.

C. Budgeted Statement of Cash Flows

This summarises the actual flows of cash for a period and explains the change in the cash balance held from the start of the period through to the end of the reporting period. This shows where Council received its cash from and then what it spent 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 required to provide for the future upgrade or provision of new infrastructure.

E. Budgeted Statement of Borrowings

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 which should exist before new borrowings are considered.

Budgeted Income Statement

for the year ending 30 June 2016

	Draft Budget 2015/16 \$'000	Adopted LTFP 2015/16 \$'000	\$ Variance to LTFP +inc (-dec)	% Variance to LTFP +inc (-dec)
<u>Income from Continuing Operations</u>				
Rates & Annual Charges	65,362	65,819	(457)	-1%
User Charges & Fees	25,227	20,576	4,651	23%
Investment & Interest Revenue	2,700	2,821	(121)	-4%
Other Revenues	1,675	1,776	(101)	-6%
Grants & Contributions - Operating Purposes	5,929	6,012	(83)	-1%
Grants & Contributions - Capital Purposes	3,033	3,033	0	0%
Total Income from Continuing Operations	103,926	100,037	3,889	4%
<u>Less Expenses from Continuing Operations</u>				
Employee Costs & On-Costs	30,419	29,694	725	2%
Borrowing Costs	309	309	0	0%
Materials & Contracts	50,199	47,638	2,561	5%
Depreciation and Amortisation	21,146	21,146	(0)	0%
Total Expenses from Continuing Operations	102,073	98,787	3,286	3%
Net Operating Result for the Year	1,853	1,250	603	
Net Operating Result for the Year before Grants & Contributions for Capital Purposes	(1,180)	(1,783)		

Note: LTFP refers to Long Term Financial Plan

As shown above, the 2015/16 budgeted income statement varies from the adopted long term financial plan (LTFP).

Overall the budgeted result is an improvement compared to the adopted LTFP.

The net income statement result before capital contributions and grants is a deficit \$1,180K but is an improvement from the LTFP. Despite the deficit the budget is considered to be reasonable in terms of sustainability and the Council can continue to manage and review its progress towards its target of a break even situation in future plans.

Rates and Annual Charges are less than the LTFP. They now reflect a general rate increase of 3.0% rather than the planned 4.5%. Domestic Waste Charges reflect a 2% increase rather than the planned 4.5%. (The reduction in rates is moderated from what it would have been by the higher than expected growth in rates base from subdivision and development.)

The increase in User Charges and Fees is reflecting increases in Waste Operations revenue and to a lesser extent other revenue improvements based on revised expectations from actual trends.

Interest revenue decreases based on the recent falls of interest rates and the expectation that this situation may remain throughout 2015/16.

Grants and contributions for operating purposes decrease. While this is affected by a number of factors a main issue is the loss of NT Government mosquito control grants.

Grants and contributions for capital purposes are an exact match to the adopted Long Term Financial Plan.

Employee costs in the Municipal Plan are higher than the LTFP due to factors such as the decision to continue the Darwin Safer City program and the new Waste Management Project Delivery Officer position.

Borrowing costs (interest expense) is exactly in accordance with the LTFP.

Materials and contracts is an increase of \$2.8M compared to the LTFP. This is affected by an increase in the Shoal Bay Waste operations costs and new initiative operational costs such as the Darwin Safer City Program, the Digital Strategy project and the creation of an Urban Development Policy and Strategy.

Depreciation expense is exactly the same as the LTFP. The LTFP had already allowed for an increase in depreciation expense as a result of revaluation of assets, increasing asset base and componentisation.



Budgeted Statement of Financial Position

\$'000		Forecast	
for the years ending	Audited	Budget	Budget
	30/06/2014	30/06/2015	30/06/2016
Current Assets			
Cash & Investments - unrestricted	20,529	11,534	8,711
Cash & Investments - internally restricted	26,568	25,201	19,337
Cash & Investments - externally restricted	22,547	18,985	22,539
Receivables	7,187	7,187	7,324
Inventories	121	121	123
Other	340	340	340
	77,292	63,368	58,373
Non-Current Assets			
Infrastructure, Property, Plant and Equipment	1,144,231	1,160,309	1,164,156
TOTAL ASSETS	1,221,523	1,223,677	1,222,529
Current Liabilities			
Payables	10,386	10,386	7,386
Borrowings	199	199	338
Provisions	6,345	6,345	6,662
Other Liabilities	7,138	200	200
	24,068	17,130	14,586
Non-Current Liabilities			
Borrowings	3,724	4,876	4,419
Provisions	528	528	528
	4,252	5,404	4,947
TOTAL LIABILITIES	28,320	22,534	19,533
NET ASSETS	1,193,203	1,201,143	1,202,996
Equity			
Asset Revaluation Reserve	823,978	823,978	823,978
Retained Surplus	369,225	377,165	379,018
TOTAL EQUITY	1,193,203	1,201,143	1,202,996

Statement of Financial Position Comments:

The Statement of Financial Position outlines what Council owns (assets) and what it owes (liabilities) at a point in time. Council's net worth is determined by deducting total liabilities from total assets - the larger the net equity, the stronger the financial position.

Budgeted Statement of Cash/Fund Flows

for the year ending 30 June 2016

	Draft Budget 2015/16 \$'000	LTFP 2015/16 \$'000	\$ Variance to LTFP +inc (-sav)
From Operating Activities			
Net operating result from Income Statement	1,853	1,250	603
Add back Depreciation (not cash)	21,146	21,146	0
Net Funds provided (or used in) Operating Activities	22,999	22,396	603
From Investing Activities			
Receipts:			
Sale of Infrastructure, Property, Plant & Equipment	1,053	1,053	0
Payments:			
Purchase of Infrastructure, Property, Plant & Equipment	(26,046)	(18,520)	(7,526)
Net Funds provided (or used in) Investing Activities	(24,993)	(17,467)	(7,526)
From Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	0	0	0
Payments:			
Repayment of Borrowings & Advances	(318)	(318)	0
Net Funds provided (or used in) Financing Activities	(318)	(318)	0
Net Increase (-Decrease) in Funds before Transfers	(2,312)	4,611	(6,923)
Transfers from (-to) Reserves			
Net Transfers from (-to) Internally Restricted Reserves	5,865	(1,249)	7,114
Net Transfers from (-to) Externally Restricted Reserves	(3,553)	(3,362)	(191)
Net Funds Provided From (-To) Reserves	2,312	(4,611)	6,923
Net Increase (-Decrease) in General Funds after Transfers	0	0	0

Note: LTFP refers to Long Term Financial Plan

As shown above, the 2015/16 budgeted cash/fund flows varies from the adopted *Long Term Financial Plan*. Funds provided by operations are greater than the LTFP by \$603K (improved income statement result).

Funds used in investing activities are greater than the LTFP by \$7,526K. A main factor is the inclusion of further capital development expenditure at the Shoal Bay Waste Management Facility plus some additional new initiative decisions also utilising reserves funding such as the Solar PV project, the civil protection sea wall at Sunset Park, Doctors Gully slope stabilisation, the sea wall at Kurajong Crescent and the Mindil Beach water main replacement.

Funds used in financing activities are simply planned loan repayments and remain in accordance with the LTFFP.

The fund flows before transfers are a net reduction in funds which are balanced by utilising transfers from cash backed reserves. The variance to the LTFFP of \$6,923K is largely related to the additional capital expenditure including the Shoal Bay Waste Developments requiring equivalent amounts of funding from cash backed reserves. In the case of the Shoal Bay Waste Developments this represents an internal loan which will be repaid over 10 years including interest.

Purpose of Reserves

Introduction

The purpose of reserves funds in general are:

1. 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 particular purposes.
2. To assist the Council to avoid sudden changes in rates and enable a stable pricing path throughout its long term financial plans. For example replacements of assets are not necessarily regular but may be cyclical or irregular. Elections happen every 4 or so years, so the Council makes some provision each year towards this cost.
3. Another reason for reserves is 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.

In this draft plan the level of reserves is significantly influenced by the carbon tax reserve until the Council has sufficient information to make a decision on the appropriate treatment of this fund.

Externally Restricted Reserves

Budgeted Statement of Reserves for the year ending 30 June 2016 - externally restricted (\$'000)	Opening Balance	Net Inc (-Dec)	Closing Balance
CBD Carparking Shortfall - Developer Cont.	8,793	384	9,177
CBD Carparking Shortfall - Rate Levy	8,959	1,388	10,347
DEC Air Conditioning Replacement	396	36	432
Developer Contributions	196	127	323
Highway/Commercial Carparking Shortfall	66	-47	19
Market Site Development	240	54	294
Other Carparking Shortfall	335	13	348
Waste Management	0	1,598	1,598
Total - externally restricted reserves	18,985	3,553	22,538

Externally restricted reserves must comply with legal requirements.

- CBD Car Parking Shortfall – Developer Contributions; this reserve hold contributions from developers to be used to fund future car parking infrastructure in line with the developer contribution plan.

- CBD Car Parking Shortfall – Rate Levy Income; this reserve holds income generated from parking special rates to be used for the provision, operation and maintenance of land, facilities, services and improvements for and in connection with the parking of vehicles in the CBD.
- DEC Air Conditioning Replacement; this reserve holds contributions in accordance with an agreement to contribute toward future costs of air conditioning for the overall facility of which DEC is a part.
- Developer Contributions; this reserve holds contributions from developers to be used to fund future road, pathways and stormwater drainage construction.
- Highway/Commercial Carparking Shortfall; this reserve holds contributions from developers to be used to fund car parking spaces in defined areas outside the CBD.
- Market Site Development; this reserve holds lease income from Mindil, Nightcliff and Parap markets to provide for future upgrades of the market sites in accordance with agreements or in other cases as directed by Council.
- Other Carparking Shortfall; this reserve holds contributions from developers to be used to fund car parking spaces.
- Waste Management; this reserve holds funds to be used for the future development and rehabilitation of the Shoal Bay Waste Disposal site or alternative waste disposal methods.

Internally Restricted - All Other Reserves

Budgeted Statement of Reserves for the year ending 30 June 2016 - internally restricted (\$'000)	Opening Balance	Net Inc (-Dec)	Closing Balance
Asset Replacement & Refurbishment	4,413	-865	3,548
Carbon Tax	6,976	0	6,976
Carry Over	0	0	0
Coastal Foreshore Management	0	0	0
Darwin General Cemetery	27	-21	6
DEC Asset Replacement/Refurbishment	633	-500	133
Disaster Contingency	1,019	115	1,134
Election Expense	139	68	207
Environmental	86	-21	65
Nightcliff Community Hall	0	13	13
Off & On Street Carparking	8,991	-4,724	4,267
Plant Replacement	1,763	442	2,205
Public Art	381	0	381
Purchase Land Woolner Road	144	-144	0
Sale of Road Reserve	250	-250	0
Street Lighting Reserve	0	222	222
Watering	379	-200	179
Total - internally restricted reserves	25,201	-5,865	19,336

All other reserves are classed as internally restricted reserves identified by Council resolution for specific purposes.

Council's Financial Reserves Policy outlines the criteria and use of internally restricted reserve funds. All transfers between funds or utilisation thereof can be authorised by Council.

Council currently has the following internally restricted reserve funds:

- Asset Replacement & Refurbishment; this reserve holds funds to be used for the future rehabilitation of major assets in accordance with the LTFP and related long term capital works program (LTCWP)
- Carbon Tax; This reserve holds funds collected prior to the repeal of the carbon tax and no longer required to meet tax liabilities. The Council will consider and decide on the appropriate use of these funds in accordance with Australian Government guidelines. Until those decisions are made the funds reside in this reserve.
- Darwin General Cemetery; this reserve hold funds to be used for projects relating to the cemetery. Council's LTFP indicates this reserve will be fully utilised by 2017.
- Darwin Entertainment Centre Asset (DEC) Replacement & Refurbishment; this reserve holds funds to pay for the future replacement or upgrade of assets at the centre. The fund is expected to be substantially utilised during 2015/16.
- Disaster Contingency; this reserve holds funds to assist with a natural disaster. Council policy requires a minimum balance of \$1M to be retained.
- Election Expenses; this reserve holds funds to provide for the costs associated with holding the next Council election or by-election.
- Environmental; this reserve holds funds to be used for environmental projects. The LTFP indicates this reserve will be fully utilised by 2019.
- Nightcliff Community Hall; this reserve holds lease income from Nightcliff Community Hall to provide for future upgrades of the facility.
- Off & On Street Parking; this reserve holds funds generated from on and off street car parking operations to provide for future development of car parking (after some of those funds have been transferred to general purposes). These activities are part of Councils car parking strategy which includes the development of a multi storey car park building in its LTFP.
- Plant Replacement; this reserve holds funds to meet the cost of replacement of plant and vehicles. The balance is based on the estimated amount required identified in the ten year plant replacement program and is required by Council to be maintained above \$250,000.
- Public Art; this reserve holds funds to provide for future public art projects and is indicated in the LTFP to be fully utilised by 2019.
- Purchase Land Woolner Road; this reserve held funds for a purpose which is no longer required. The funds are being transferred to Council's Asset Replacement & Refurbishment Fund during 2015/16 if not sooner.
- Sale of Road Reserve; this reserve holds funds from the sale of road reserve which are being transferred to the Council's Asset Replacement & Refurbishment Fund during 2015/16 if not sooner.
- Street Lighting Reserve (new); Council has not provided for expenditure in relation to a capital/depreciation charge by NT Government for street lighting. The 2015/16 budget makes a limited provision should this charge eventuate. If charges significantly more than this are incurred it will potentially affect Council's rate requirements and may trigger a rates increase.
- Watering; this reserve holds funds to provide for future costs associated with irrigating Council's parks and gardens

Budgeted Statement of Borrowings
for the Year Ended 30 June 2016

Loans	\$'000
Opening Balance	5,075
New Borrowings	0
Principal Repayments	(318)
Closing Balance	4,757



Annual Service Delivery Plan

Program Profiles

The following section provides details for all of Council's programs, including key functions and outputs and success measures. As detailed in the preceding pages, all programs are linked back to the goals of Council's *Evolving Darwin Towards 2020 Strategic Plan* and are grouped in this document by Council department.

The Program Profile sheet is presented as follows:-

Department	The area in Council that is primarily responsible for the delivery of the program.
Responsible Officer	The Officer within Council who is primarily responsible for ensuring that the program outputs are delivered.
Number of FTEs	The number of full time equivalent staff (FTEs) allocated to deliver the program and are funded through the program.
Strategic Goal	The <i>Evolving Darwin Towards 2020 Strategic Plan</i> goal that the program primarily aligns to.
Primary Outcome	The desired effect that Council will have on successful delivery of the program. The outcome supports Council in striving to achieve the vision and goals outlined in the <i>Evolving Darwin Towards 2020 Strategic Plan</i> .
Description	Provides a brief high level outline of what the program is.
Key Functions & Outputs	Displays the key ongoing functions and outputs that the program delivers to Council and the community.
2015/16 Budget	The program budget allocated in 2015/16 which includes Operating (income and expenditure relating to Council's ongoing operational programs), and Capital (income and expenditure relating to capital works or capital programs).
Key Performance Indicator	The measure that Council will use to describe its success in delivering the program. Success measures will enable Council to assess the efficiency or effectiveness of the program and its contribution to achieving the vision and goals outlined in the <i>Evolving Darwin Towards 2020 Strategic Plan</i> .



Financial Summary by Department

	Community & Cultural Services	Corporate Services	Infrastructure Services	Office of the Chief Executive	TOTAL
Full time equivalent staff	64.21	96.63	171.81	15.75	348.4
Operating Revenue	2,504,682	75,382,255	22,941,854	64,500	100,893,291
Operating Expenditure	9,481,794	35,623,854	52,876,539	4,091,146	102,073,333
Capital Revenue	500,000	0	2,533,107	0	3,033,107
Capital Expenditure	2,019,384	3,063,985	20,962,473	0	26,045,842

Table 13: 2015/16 Financial Summary by Department

The table below reflects each of the Municipal Plan programs aligned to the Council's organisational structure and also refers to the page number where the full program information can be located in this plan.

CHIEF EXECUTIVE OFFICER							
Community & Cultural Services	Pg	Corporate Services	Pg	Infrastructure	Pg	Office of the CEO	Pg
Community Development	56	Animal Management	66	Asset Management	80	Climate Change & Environment	97
Customer Services	57	Business Services	67	Building Services	81	Communications & Engagement	98
Darwin Safer City	58	Contract Administration	68	Design	82	Governance	99
Family & Children's Services	59	Darwin Entertainment Centre	69	Development	83	Strategic Services	100
Libraries	60	Employee Relations	70	Infrastructure Projects	84		
Major Community Events	61	Financial Management	71	Office of GM Infrastructure	85		
Office of GM Community & Cultural Services	62	Fleet Management	72	Operations	86		
Recreation & Leisure	63	Information Technology	73	Parks & Reserves	87		
Sister Cities	64	Office of GM Corporate Services	74	Pathways	88		
Youth Services	65	On and Off-Street Car Parking	75	Planning	89		
		Property Management	76	Road Construction & Traffic Management	90		
		Records and Information Management	77	Road Maintenance	91		
		Regulatory Services	78	Stormwater Drainage Maintenance	92		
		Risk, Audit & Safety	79	Stormwater Drainage Management	93		
				Street Cleaning	94		
				Urban Enhancement	95		
				Waste Management	96		



COMMUNITY & CULTURAL SERVICES

Program: Community Development			
Responsible Officer:	Manager Community Development	Number of FTEs:	4.0
Strategic Goal:	1. Collaborative, Inclusive and Connected Community		
Primary Outcome:	1.1 Community inclusion supported		
Program Description:			
Develop Council's facilitation role in the community, focussing on special needs populations, equally accessible community programs, arts and cultural development, seniors and civic activities.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Facilitate and support activities which benefit people with disabilities and seniors 	<ul style="list-style-type: none"> Implement the City of Darwin Community Access Plan 2012 – 2017 		
<ul style="list-style-type: none"> Facilitate and support activities to promote the arts and cultural development 	<ul style="list-style-type: none"> Manage and implement the City of Darwin 5 Year Arts Plan, Civic Park Cultural Usage Plan and Public Art Master Plan 		
<ul style="list-style-type: none"> Facilitate and support initiatives to promote community harmony 	<ul style="list-style-type: none"> Manage and implement the City of Darwin annual Community Grants program 		
<ul style="list-style-type: none"> Support, partner and deliver accessible and inclusive community events 			
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	927,019	Capital Expenditure:	154,200
Net Operating Cost:	927,019	Net Capital Cost:	154,200
Key Performance Indicator:		Unit	Target
Number of community groups or organisations provided with council in-kind support.(e.g. fun and games, face painting, Gig Gear, staging)		#	>55
Percentage of community satisfied with community services provided by the City of Darwin		#	3.5
Level of satisfaction with Arts and Cultural activities		#	3.5

COMMUNITY AND CULTURAL SERVICES

Program: Customer Services			
Responsible Officer:	Manager Recreation, Events and Customer Services	Number of FTEs:	6.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.1 Quality service		
Program Description:			
Provide timely and quality front counter customer service to all stakeholders and the community.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide a front count customer service at the City of Darwin Civic Centre 		<ul style="list-style-type: none"> Issue standard permits 	
<ul style="list-style-type: none"> Provide services for the hire of Council facilities 		<ul style="list-style-type: none"> Provide services for the receipting of Council payments 	
2013-14 Budget:	\$		\$
Operational Income:	76,380	Capital Income:	0
Operational Expenditure:	603,482	Capital Expenditure:	0
Net Operating Cost:	527,102	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Community satisfaction rating with quality of front counter customer service		%	90
Internal staff satisfaction with services provided		#	3.25

COMMUNITY & CULTURAL SERVICES

<i>Program: Darwin Safer City</i>			
Responsible Officer:	Manager Darwin Safer City Program	Number of FTEs:	4.0
Strategic Goal:	1. Collaborative, Inclusive and Connected Community		
Primary Outcome:	1.1 Community inclusion supported		
Program Description:			
Manage and implement the Darwin Safer City Program including assertive outreach and support services, advocacy and policy development.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Deliver the City of Darwin Assertive Outreach Program to vulnerable members of the community 	<ul style="list-style-type: none"> Manage and deliver the Safer City Support Services to retailers and residents 		
<ul style="list-style-type: none"> Broker partnerships that foster a safer community 	<ul style="list-style-type: none"> Develop and implement the Darwin Safer City Plan in partnership with stakeholders 		
<ul style="list-style-type: none"> Undertake advocacy to reduce adverse impacts of public intoxication on community life 	<ul style="list-style-type: none"> Develop contemporary policy and procedures that guide implementation of the Darwin Safer City Program 		
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	543,536	Capital Expenditure:	0
Net Operating Cost:	543,536	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Number of retailers/residents engaged with by Safer City Service		#	120
Number of service bridging referrals made for vulnerable people		#	800
Number of partnerships and collaborations brokered		#	12

COMMUNITY & CULTURAL SERVICES

<i>Program: Family & Children's Services</i>			
Responsible Officer:	Manager Community Development	Number of FTEs:	2.61
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.3 Increased sport, recreation and leisure experiences		
Program Description:			
Coordinate, facilitate and provide family and children's services and programs including support and liaison with Council's child care centres and community centres.			
Key Functions & Outputs			
<ul style="list-style-type: none"> Support, partner and deliver community events for families and children, including Children's Week 		<ul style="list-style-type: none"> Manage the tenancy, lease renewals and stakeholder engagement for Council's community centres and child care centres 	
<ul style="list-style-type: none"> Advocacy and support of programs that benefit children and families 		<ul style="list-style-type: none"> Develop and conduct the Fun in the Parks School Holiday Program 	
<ul style="list-style-type: none"> Deliver the Fun Bus program 		<ul style="list-style-type: none"> Provide fun and games equipment for community access /use 	
<ul style="list-style-type: none"> Facilitate civic visits for school groups 			
2015/16 Budget:	\$		\$
Operational Income:	158,809	Capital Income:	0
Operational Expenditure:	378,319	Capital Expenditure:	0
Net Operating Cost:	219,510	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Total annual Fun Bus attendance		#	6,500
Total annual Fun in the Parks attendance		#	1,000
Number of school civic visits per year		#	6

COMMUNITY & CULTURAL SERVICES

<i>Program: Libraries</i>			
Responsible Officer:	Manager Library Services	Number of FTEs:	37.6
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.3 Increased sport, recreation and leisure experiences		
Program Description:			
Manage City of Darwin Libraries to promote and support the recreational and life-long learning needs of the community.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage public libraries in the City and at Casuarina, Nightcliff and Karama 		<ul style="list-style-type: none"> Provide educational and recreational programs for children, youth and families 	
<ul style="list-style-type: none"> Provide services and programs which satisfy the recreational and life-long learning needs of the community 		<ul style="list-style-type: none"> Provide access to information in a variety of formats including digital 	
<ul style="list-style-type: none"> Manage and maintain library collections 			
2015/16 Budget:	\$		\$
Operational Income:	1,519,077	Capital Income:	0
Operational Expenditure:	3,553,282	Capital Expenditure:	92,030
Net Operating Cost:	2,034,205	Net Capital Cost:	92,030
Key Performance Indicator:		Unit	Target
Community satisfaction rating with Library services		#	4.2
Number of annual library visits		#	>500,000
Number of items loaned annually		#	500,000

COMMUNITY & CULTURAL SERVICES

Program: Major Community Events			
Responsible Officer:	Manager Recreation, Events and Customer Services	Number of FTEs:	1.0
Strategic Goal:	4. Historic and Culturally Rich City		
Primary Outcome:	4.1 Recognised key activities and events		
Program Description:			
Manage an annual program of major community events that focus on promoting the history and culture of the City of Darwin.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Deliver an annual community events program 		<ul style="list-style-type: none"> Provide support to community organisations to deliver community based events 	
2015/16 Budget:	\$		\$
Operational Income:	35,000	Capital Income:	0
Operational Expenditure:	454,892	Capital Expenditure:	0
Net Operating Cost:	419,892	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Annual attendance at community events		%	50% of Community
Percentage of community satisfied with community events delivered by the City of Darwin		%	>50

COMMUNITY & CULTURAL SERVICES

Program: Office of GM Community & Cultural Services			
Responsible Officer:	General Manager Community & Cultural Services	Number of FTEs:	2.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.4 Effective leadership and advocacy		
Program Description:			
Provide strategic leadership and direction and manage Council's community programs and activities ensuring efficient and effective service delivery to all internal and external customers of the Community and Cultural Services Department.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide strategic and operational leadership to the Community and Cultural Services Department 		<ul style="list-style-type: none"> Attendance at Council and Committee meetings to represent matters relating to Community and Cultural Services 	
<ul style="list-style-type: none"> Lead implementation of Council plans, policy and decisions which involve Community and Cultural Services 		<ul style="list-style-type: none"> Actively participate in the Chief Officers Group to monitor and resolve organisation-wide issues and represent matters relating to Community and Cultural Services 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	540,831	Capital Expenditure:	0
Net Operating Cost:	540,831	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Annual departmental expenditure within approved budget		%	100

COMMUNITY & CULTURAL SERVICES

Program: Recreation & Leisure			
Responsible Officer:	Manager Recreation, Events and Customer Services	Number of FTEs:	3.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.3 Increased sport, recreation and leisure experiences		
Program Description:			
Manage Council's social and active community programs, including recreation and leisure facilities in accordance with council's policies, for the changing needs, general benefit and satisfaction of the community.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide support and guidance to local sport and recreation sporting associations and clubs 		<ul style="list-style-type: none"> Deliver and implement the City of Darwin Community Wellbeing Plan 	
<ul style="list-style-type: none"> Develop and deliver community wellbeing and recreation programs 		<ul style="list-style-type: none"> Provide and maintain recreation and leisure facilities, including Council owned pools, ovals, playgrounds and sporting facilities 	
2015/16 Budget:	\$		\$
Operational Income:	705,226	Capital Income:	500,000
Operational Expenditure:	1,828,534	Capital Expenditure:	1,773,154
Net Operating Cost:	1,123,308	Net Capital Cost:	1,273,154
Key Performance Indicator:		Unit	Target
Community satisfaction with swimming pools		%	>70
Community satisfaction with recreational and leisure facilities		%	>70
Occupancy rates at Council's community centres		%	>80
Community satisfaction with the quality of life in Darwin		%	85

COMMUNITY & CULTURAL SERVICES

<i>Program: Sister Cities</i>			
Responsible Officer:	Manager Community Development	Number of FTEs:	1.0
Strategic Goal:	4. Historic and Culturally Rich City		
Primary Outcome:	4.2 Community life rich in creativity		
Program Description:			
Foster and develop international relationships with Sister Cities and promote international understanding through education, exchange at the community level and community development activities.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage the City of Darwin Sister City Program 	<ul style="list-style-type: none"> Develop and implement annual action plans for each Sister City 		
<ul style="list-style-type: none"> Coordinate and facilitate Council's Sister City Community Committees, events and activities 	<ul style="list-style-type: none"> Develop and deliver youth and other exchanges 		
<ul style="list-style-type: none"> Promote community involvement in the Sister Cities program through contemporary and innovative programs and activities 	<ul style="list-style-type: none"> Strengthen and enhance current and emerging international relationships that benefit the broader Darwin community 		
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	176,069	Capital Expenditure:	0
Net Operating Cost:	176,069	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Number of Sister City events or activities held		#	4

COMMUNITY & CULTURAL SERVICES

<i>Program: Youth Services</i>			
Responsible Officer:	Manager Community Development	Number of FTEs:	3.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.3 Increased sport, recreation and leisure experiences		
Program Description:			
Coordinate, facilitate and provide youth services and education programs including the provision of youth participation opportunities within Council and in community life. Advocate and support young people and youth services within Darwin.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Develop and implement Youth Strategy for 2015 – 2020 		<ul style="list-style-type: none"> Coordinate and facilitate Council's Youth Advisory Group 	
<ul style="list-style-type: none"> Ensure youth friendly projects, services and processes across Council 		<ul style="list-style-type: none"> Deliver the LAUNCH recreation and leisure program 	
<ul style="list-style-type: none"> Support, partner and deliver community events for young people by young people including delivery of a major event for National Youth Week 		<ul style="list-style-type: none"> Provide the Gig Gear and Stage Kit for community use 	
2015/16 Budget:	\$		\$
Operational Income:	10,190	Capital Income:	0
Operational Expenditure:	485,930	Capital Expenditure:	0
Net Operating Cost:	475,740	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Number of community groups or organisations supported (e.g. in-kind, advocacy, facilitation, financial)		#	>55
Number of LAUNCH pop-up events per annum		#	4

CORPORATE SERVICES

<i>Program: Animal Management</i>			
Responsible Officer:	Manager Regulatory Services	Number of FTEs:	14.0
Strategic Goal:	1. Collaborative, Inclusive and Connected Community		
Primary Outcome:	1.2 Desirable places and open spaces for people		
Program Description:			
Manage and implement Council's animal control By-Laws and animal management plans.			
Key Functions & Outputs			
<ul style="list-style-type: none"> Manage compliance with and implement Council's By-Law for animal management 	<ul style="list-style-type: none"> Manage and implement Council's animal registration program 		
<ul style="list-style-type: none"> Manage operation of the animal pound 	<ul style="list-style-type: none"> Educate the community about responsible pet ownership and By-Laws for animal management 		
<ul style="list-style-type: none"> Maintain the City of Darwin dog and cat registers 	<ul style="list-style-type: none"> Provide an after-hours emergency call-out service relating for emergency call outs for attacking or dangerous dogs 		
2015/16 Budget:	\$		\$
Operational Income:	709,141	Capital Income:	0
Operational Expenditure:	1,473,716	Capital Expenditure:	0
Net Operating Cost:	764,575	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Community satisfaction with dog and cat control and education programs		#	3.3
Number of dogs registered within the City of Darwin		#	12,000
Number of cats registered within the City of Darwin		#	1,200

CORPORATE SERVICES

<i>Program: Business Services</i>			
Responsible Officer:	Manager Business Services	Number of FTEs:	1.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.4 Economic growth supported		
Program Description:			
Support Council through the provision of business advisory services and economic development advice.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide business advisory services to Council on matters including investment property, business proposals and the use of council property for commercial activities 		<ul style="list-style-type: none"> Advise Council on Darwin's business, economic and tourist development and compliance in accordance with adopted policy 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	181,212	Capital Expenditure:	0
Net Operating Cost:	181,212	Net Capital Cost:	0
Key Performance Indicator		Unit	Target
Internal staff satisfaction with services provided		#	3.25

CORPORATE SERVICES

Program: Contracts Administration			
Responsible Officer:	Manager Business Services	Number of FTEs:	1
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Develop and manage a compliant and public process of procuring goods and services through the advertisement, assessment and awarding of contracts.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Award contracts through a transparent process of advertisement and assessment 		<ul style="list-style-type: none"> Administer and monitor contracts to minimise risk to Council 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	232,012	Capital Expenditure:	0
Net Operating Cost:	232,012	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Internal staff satisfaction with services provided		#	3.25
Percentage of Council's contracts awarded to locally-owned and operated businesses		%	>70

CORPORATE SERVICES

<i>Program: Darwin Entertainment Centre</i>			
Responsible Officer:	General Manager Corporate Services	Number of FTEs:	0
Strategic Goal:	4. Historic and Culturally Rich City		
Primary Outcome:	4.2 Community life rich in creativity		
Program Description:			
Provide funding and support for the Darwin Entertainment Centre.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Oversee the management of Darwin Entertainment Centre 		<ul style="list-style-type: none"> Negotiate funding arrangements for the centre 	
<ul style="list-style-type: none"> Plan for and manage the renewal of capital at the Darwin Entertainment Centre to ensure a safe and functional facility 			
2015/16 Budget:	\$		\$
Operational Income:	721,020	Capital Income:	0
Operational Expenditure:	1,615,950	Capital Expenditure:	784,095
Net Operating Cost:	894,930	Net Capital Cost:	784,095
Key Performance Indicator:		Unit	Target
Annual expenditure within approved budget		%	100

CORPORATE SERVICES

Program: Employee Relations

Responsible Officer:	Manager People, Culture and Capability	Number of FTEs:	8.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.2 Quality people		
Program Description:			
Manage and deliver a full range of employee relations functions including a robust industrial framework and facilitate organisational change and development to achieve a strong workforce alignment between workplace planning strategies and Council's goals.			
Key Functions & Outputs			
<ul style="list-style-type: none"> Develop and implement a whole of Council Workforce Planning Strategy 	<ul style="list-style-type: none"> Develop, negotiate and implement Council's Enterprise Agreement 		
<ul style="list-style-type: none"> Manage industrial relations matters and implement solutions 	<ul style="list-style-type: none"> Develop and implement employee performance framework 		
<ul style="list-style-type: none"> Deliver Graduate and Traineeship opportunities 	<ul style="list-style-type: none"> Develop and implement a framework to build leadership capacity across Council 		
<ul style="list-style-type: none"> Manage the City of Darwin Workforce Wellbeing Committee 	<ul style="list-style-type: none"> Manage effective employment processes 		
<ul style="list-style-type: none"> Develop and implement Council wide employee training and development opportunities 			
2015/16 Budget:	\$		\$
Operational Income:	105,000	Capital Income:	0
Operational Expenditure:	1,803,085	Capital Expenditure:	0
Net Operating Cost:	1,698,085	Net Capital Cost:	0
Key Performance Indicator	Unit	Target	
Internal staff satisfaction with services provided	#	>3.25	
Internal Annual staff turnover rate	%	<20	
Percentage of male staff	%	50	
Percentage of female staff	%	50	

CORPORATE SERVICES

Program: Financial Management			
Responsible Officer:	Finance Manager	Number of FTEs:	20.23
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.5 Responsible financial and asset management		
Program Description:			
Provide a full suite of financial services to assist the Council to make informed decisions on the allocation of resources to meet Council objectives.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Management of Council's revenue and payable functions including generation of Council's rates revenue 	<ul style="list-style-type: none"> Develop and implement a financially sustainable long term financial plan, annual budget and quarterly budget reviews 		
<ul style="list-style-type: none"> Manage and deliver on Council's annual statutory and financial reporting obligations 	<ul style="list-style-type: none"> Manage and provide advice on Council's borrowing and investments in accordance with adopted policy 		
<ul style="list-style-type: none"> Develop and implement sound asset accounting practices 	<ul style="list-style-type: none"> Manage and monitor Council's Accounts Payable processes in accordance with Council's Procurement framework 		
2015/16 Budget:	\$		\$
Operational Income:	63,971,316	Capital Income:	0
*Operational Expenditure:	24,385,449	Capital Expenditure:	0
Net Operating Cost:	-39,585,867	Net Capital Cost:	0
Key Performance Indicator		Unit	Target
Internal staff satisfaction with services provided		#	>3.25
Percentage of internal audit recommendations implemented within specified timeframes		%	>90
Rates ratio		%	60-70
Asset sustainability ratio		%	>50
Percentage of rates debtors outstanding		%	<5
Liquidity ratio			>1:1

*Operational expenditure includes overall Council depreciation costs (\$21M).

CORPORATE SERVICES

Program: Fleet Management

Responsible Officer:	Fleet Manager	Number of FTEs:	7.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.5 Responsible financial and asset management		
Program Description:			
Management of Council's vehicle and plant resources.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage and implement Council's asset management strategy for heavy and light fleet 		<ul style="list-style-type: none"> Purchase and dispose of vehicles and plant resources 	
<ul style="list-style-type: none"> Provide preventative maintenance, repair and modifications to Council's fleet, ensuring compliance with safety regulations 		<ul style="list-style-type: none"> Monitor fleet condition and level of usage 	
2015/16 Budget:	\$		\$
Operational Income:	72,700	Capital Income:	0
Operational Expenditure:	-1,742,378	Capital Expenditure:	1,925,789
Net Operating Cost:	-1,815,078	Net Capital Cost:	1,925,789
Key Performance Indicator:		Unit	Target
Vehicles available for use		%	100
Internal staff satisfaction with services provided		#	>3.25

CORPORATE SERVICES

<i>Program: Information Technology</i>			
Responsible Officer:	Manager Information Technology	Number of FTEs:	8.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.1 Quality service		
Program Description:			
Providing efficient and cost effective information technology to enable the organisation to achieve its strategic goals.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage and implement Council's asset management strategy for computer hardware and software assets 	<ul style="list-style-type: none"> Deliver, maintain and support software applications and information systems to ensure the Council works effectively 		
<ul style="list-style-type: none"> Develop, manage and implement a Digital Strategy for the City of Darwin 	<ul style="list-style-type: none"> Manage and provide Council's Geographical Information Systems (GIS) services 		
<ul style="list-style-type: none"> Manage Council's desktop and communications infrastructure 			
2015/16 Budget:	\$		\$
Operational Income:	52,500	Capital Income:	0
Operational Expenditure:	2,702,094	Capital Expenditure:	294,101
Net Operating Cost:	2,649,594	Net Capital Cost:	294,101
Key Performance Indicator:		Unit	Target
Internal staff satisfaction with Information Technology services provided		#	>3.25
Percentage of Access Request Forms for all New Accounts processed within five (5) business days		%	>90

CORPORATE SERVICES

Program: Office of GM Corporate Services			
Responsible Officer:	General Manager Corporate Services	Number of FTEs:	3.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Provide strategic leadership and direction and manage Council's corporate programs and activities ensuring efficient and effective service delivery to all internal and external customers of the Corporate Services Department.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide strategic and operational leadership to the Corporate Services Department 		<ul style="list-style-type: none"> Attend Council and Committee Meetings to represent matters relating to Corporate Services 	
<ul style="list-style-type: none"> Lead implementation of Council plans, policy and decisions which involve Corporate Services 		<ul style="list-style-type: none"> Actively participate in the Chief Officers Group to monitor and resolve organisation-wide issues and represent matters relating to Corporate Services 	
2015/16 Budget:	\$		\$
Operational Income:	5,500	Capital Income:	0
*Operational Expenditure:	-5,064,926	Capital Expenditure:	0
Net Operating Cost:	-5,070,426	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Annual departmental expenditure within approved budget		%	100
Internal staff satisfaction with overall Corporate Services		#	3.25

***Note:**

Corporate overheads recovered	-\$5,578,760
Costs of Office of GM Corporate Services	\$513,834
Equals Operational Expenditure	-\$5,064,926

CORPORATE SERVICES

<i>Program: On and Off-Street Parking</i>			
Responsible Officer:	Manager Business Services	Number of FTEs:	3.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.1 Improved access and connectivity		
Program Description:			
Effectively manage Council's strategy for on and off-street car parking and provide efficient and cost effective car parking facilities.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage the operation and planning for City of Darwin on and off-street car parking facilities 		<ul style="list-style-type: none"> Develop and implement Council's pricing strategy for on and off-street car parking facilities 	
2015/16 Budget:	\$		\$
Operational Income:	5,766,608	Capital Income:	0
Operational Expenditure:	5,132,720	Capital Expenditure:	60,000
Net Operating Cost:	-633,888	Net Capital Cost:	60,000
Key Performance Indicator:		Unit	Target
Total revenue generated by off-street car parks		\$	2.5m
Total revenue generated by on-street car parks		\$	2.6m

CORPORATE SERVICES

<i>Program: Property Management</i>			
Responsible Officer:	Manager Business Services	Number of FTEs:	1.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.4 Economic growth supported		
Program Description:			
Management of Council's commercial properties as well as the disposal and acquisition of council owned assets.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Negotiate the strategic purchase and disposal of land and property for Council 		<ul style="list-style-type: none"> Negotiate and administer leases and agreements for Council's properties 	
<ul style="list-style-type: none"> Manage security services to protect Council owned property 		<ul style="list-style-type: none"> Issue licences and permits for activities undertaken on Council land / property and liaise with community market organisers 	
2015/16 Budget:	\$		\$
Operational Income:	1,458,154	Capital Income:	0
Operational Expenditure:	142,710	Capital Expenditure:	0
Net Operating Cost:	-1,315,444	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Internal staff satisfaction with services provided		#	3.25
Occupancy rate of Council's buildings		%	>80
Number of leases, licenses, permits and agreements managed		#	120
Number of community market permits managed		#	4

CORPORATE SERVICES

Program: Records & Information Management			
Responsible Officer:	Records Manager	Number of FTEs:	7.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Provide services to effectively manage Council's current and historic records and information in accordance with statutory requirements including Freedom of Information and Privacy.			
Key Functions & Outputs			
<ul style="list-style-type: none"> Develop and implement archiving and records management processes, policies and procedures 		<ul style="list-style-type: none"> Manage Council's requests and compliance for Records Management 	
<ul style="list-style-type: none"> Manage Council's requests and compliance relating to Freedom of Information (FOI) 		<ul style="list-style-type: none"> Provide training and development for staff and management regarding Records Management and FOI 	
2015/16 Budget:	\$		\$
Operational Income:	100	Capital Income:	0
Operational Expenditure:	619,917	Capital Expenditure:	0
Net Operating Cost:	619,817	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Internal staff satisfaction with services provided		#	>3.25
Percentage of Freedom of Information requests responded to within required timeframes		%	100

CORPORATE SERVICES

Program: Regulatory Services

Responsible Officer:	Manager Regulatory Services	Number of FTEs:	20.0
Strategic Goal:	1. Collaborative, Inclusive and Connected Community		
Primary Outcome:	1.2 Desirable places and open spaces for people		
Program Description:			
Regulate and manage compliance with Council's By-Laws including parking, illegal camping and abandoned vehicles to maintain and promote public safety and amenity.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage and maintain compliance with Council's On and Off-Street Parking Control Program 	<ul style="list-style-type: none"> Regulate illegal camping 		
<ul style="list-style-type: none"> Conduct enforcement activities to ensure compliance with Australian Road Rules, NT Traffic Regulations and Council By-Laws 	<ul style="list-style-type: none"> Manage the removal of abandoned vehicles 		
<ul style="list-style-type: none"> Conduct routine patrols of public areas to ensure public facilities, parks and beaches are being used for lawful purposes 	<ul style="list-style-type: none"> Conduct community education and enforcement activities in relation to compliance and implementation of Council By-Laws 		
<ul style="list-style-type: none"> Monitor and report instances of illegal alcohol consumption and associated activities to the appropriate authorities 			
2015/16 Budget:	\$		\$
Operational Income:	2,520,216	Capital Income:	0
Operational Expenditure:	2,867,939	Capital Expenditure:	0
Net Operating Cost:	347,723	Net Capital Cost:	0
Key Performance Indicator:	Unit	Target	
Community perception of safety in parks, reserves and public open spaces	%	>60	
Annual number of general By-law infringements	#	1,100	
Annual number of total parking infringements	#	42,525	

CORPORATE SERVICES

Program: Risk, Audit & Safety

Responsible Officer:	General Manager Corporate Services	Number of FTEs:	2.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		

Program Description:

Develop, implement and manage the City of Darwin Risk Management Framework, including risk assessments, internal audit and control self-assessment programs and a comprehensive Workplace Health and Safety Management System to ensure Council meets its strategic direction relating to the management of exposure to risk.

Key Functions & Outputs:

<ul style="list-style-type: none"> Manage and implement a Council wide Corporate Risk Management Framework including Strategic and Operational Risk Assessments 	<ul style="list-style-type: none"> Implement and manage Council's workplace health and safety management system
<ul style="list-style-type: none"> Manage Council's public liability and workers compensation insurance and claims 	<ul style="list-style-type: none"> Implement and manage Council's Internal Audit program
<ul style="list-style-type: none"> Develop, implement and manage Council's Control Self-Assessment Program 	<ul style="list-style-type: none"> Develop and maintain Council's Business Continuity Management systems
<ul style="list-style-type: none"> Develop and maintain Council's Emergency Response Plans 	

2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	1,274,354	Capital Expenditure:	0
Net Operating Cost:	1,274,354	Net Capital Cost:	0

Key Performance Indicator	Unit	Target
Percentage of Operational Risk Assessments reviewed annually and adopted by the Risk Management & Audit Committee	%	100
Percentage of Council's annual Internal Audit Plan delivered	%	100
Percentage of the Control Self-Assessment actions reviewed annually	%	100
WHSMS Policy reviewed annually	%	100

INFRASTRUCTURE SERVICES

<i>Program: Asset Management</i>			
Responsible Officer:	Manager Technical Services	Number of FTEs:	3.3
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.5 Responsible financial and asset management		
Program Description:			
Manage and implement a Council wide framework for sustainable whole of life asset management to provide the desired level of service to the community.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Develop and implement a Corporate Asset Management Strategy and asset management plans for defined asset classes: Roads, Pathways, Stormwater, Parks and Buildings 		<ul style="list-style-type: none"> Develop, implement and maintain a corporate asset register 	
<ul style="list-style-type: none"> Develop and manage the implementation of Council's annual renewal and replacement program 		<ul style="list-style-type: none"> Undertake cyclic condition assessments, collection and maintenance of asset information, predictive modelling and forward works planning for City of Darwin assets 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	414,742	Capital Expenditure:	0
Net Operating Cost:	414,742	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Total value of infrastructure assets		\$	\$100m increase
Variation of value in infrastructure assets from previous year		%	Positive 10% variance.
Asset Renewal Funding Ratio		%	100
10 year asset financial sustainability indicator for all classes of assets		%	95

INFRASTRUCTURE SERVICES

<i>Program: Building Services</i>			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	9.63
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Construct, refurbish and maintain Council's building assets in accordance with the Asset Management Plan for Buildings.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Deliver building maintenance services for Council buildings in accordance with Asset Management Plans and service standards 	<ul style="list-style-type: none"> Maintain compliance with all Building Regulations for Council owned buildings 		
<ul style="list-style-type: none"> Conduct Council's building inspection program 	<ul style="list-style-type: none"> Procure and manage Council's contractors for building maintenance 		
<ul style="list-style-type: none"> Manage the removal of Graffiti from Council owned buildings and provide Graffiti removal services to the Northern Territory Government in accordance with the Service Level Agreement 	<ul style="list-style-type: none"> Maintain Council's swimming pools 		
2015/16 Budget:	\$		\$
Operational Income:	1,000	Capital Income:	0
Operational Expenditure:	4,094,569	Capital Expenditure:	1,095,000
Net Operating Cost:	4,093,569	Net Capital Cost:	1,095,000
Key Performance Indicator:		Unit	Target
Council maintains annual compliance with Fire Protection regulations		%	100
Percentage of abusive or offensive graffiti removed within 24 hours		%	100

INFRASTRUCTURE SERVICES

<i>Program: Design</i>			
Responsible Officer:	Manager Design, Planning & Projects	Number of FTEs:	4.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.1 Improved access and connectivity		
Program Description:			
Manage the design aspects of Council's capital works program, infrastructure networks and for the planning and development of Darwin.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Undertake design for Council's annual capital works program including roads, pavements and stormwater design 	<ul style="list-style-type: none"> Manage and implement Council's annual blackspot program and local area traffic management funding program 		
<ul style="list-style-type: none"> Deliver projects in accordance with the Roads to Recovery federal funding program 	<ul style="list-style-type: none"> Undertake traffic management investigations and formulate responses 		
<ul style="list-style-type: none"> Conduct urban traffic analysis and design of traffic calming schemes 			
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	645,611	Capital Expenditure:	180,895
Net Operating Cost:	645,611	Net Capital Cost:	180,895
Key Performance Indicator:		Unit	Target
Percentage of annual design program completed		%	100

INFRASTRUCTURE SERVICES

<i>Program: Development</i>			
Responsible Officer:	Manager Technical Services	Number of FTEs:	2.3
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Manage, oversee construction, provide advice and approve private sector development on or affecting Council land.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Develop and maintain Developer Contribution Plans in accordance with the NT Planning Act 		<ul style="list-style-type: none"> Develop and maintain and implement subdivision, redevelopment and minor development guidelines, standards, policies and procedures 	
<ul style="list-style-type: none"> Investigate and provide technical advice on private and public civil works within Council property 		<ul style="list-style-type: none"> Certify Final Approval Certificate and Northern Territory Planning Authority permit conditions 	
2015/16 Budget:	\$		\$
Operational Income:	556,000	Capital Income:	0
Operational Expenditure:	412,413	Capital Expenditure:	0
Net Operating Cost:	-143,587	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Works permits processed within 10 working days		%	>90%

INFRASTRUCTURE SERVICES

Program: Infrastructure Projects			
Responsible Officer:	Manager Design, Planning & Projects	Number of FTEs:	2.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Provide effective delivery and management of the capital works program for the City of Darwin.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Develop and annually review Council's capital works program and budget 		<ul style="list-style-type: none"> Manage the delivery of Council's annual capital works projects 	
<ul style="list-style-type: none"> Oversee or provide project management services and advice across Council for all capital works projects 		<ul style="list-style-type: none"> Implement the Darwin City Centre Master Plan 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	710,459	Capital Expenditure:	625,140
Net Operating Cost:	710,459	Net Capital Cost:	625,140
Key Performance Indicator:		Unit	Target
Annual capital expenditure within approved budget		%	100
Percentage of annual capital works program delivered		%	100

INFRASTRUCTURE SERVICES

<i>Program: Office of the GM Infrastructure</i>			
Responsible Officer:	General Manager Infrastructure	Number of FTEs:	4.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Provide strategic leadership and direction of Council's infrastructure programs and activities ensuring efficient and effective service delivery to all internal and external customers. Management through the Chief Officers Group of the human, physical and financial resources of, and the risks to, Council.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide strategic and operational leadership to the Infrastructure Services Department 		<ul style="list-style-type: none"> Attend Council and Committee Meetings to represent matters relating to Infrastructure Services 	
<ul style="list-style-type: none"> Lead implementation of Council plans, policy and decisions which involve infrastructure services 		<ul style="list-style-type: none"> Actively participate in the Chief Officers Group to monitor and resolve organisation-wide issues and represent matters relating to Infrastructure Services 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	573,718	Capital Expenditure:	0
Net Operating Cost:	573,718	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Annual departmental expenditure within approved budget		%	100

INFRASTRUCTURE SERVICES

<i>Program: Operations</i>			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	7.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Administer the operations of Council's Infrastructure Maintenance department.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage operating and capital budgets for Infrastructure Maintenance 		<ul style="list-style-type: none"> Manage and provide administration for the City of Darwin Operations Centre 	
<ul style="list-style-type: none"> Coordinate Council's Emergency Response Plan including the Cyclone Plan 		<ul style="list-style-type: none"> Maintain business continuity plans to ensure Council's resilience to business interruption and disaster events 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	854,173	Capital Expenditure:	0
Net Operating Cost:	854,173	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Annual simulation of a cyclone event conducted		%	100
Annual Infrastructure Maintenance expenditure within approved budget		%	100

INFRASTRUCTURE SERVICES

<i>Program: Parks & Reserves</i>			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	71.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Maintain Council's open space which includes parks, reserves, sporting fields and cemeteries.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Maintain Council's parks, reserves and sporting fields in accordance with Asset Management Plans and Service Standards 	<ul style="list-style-type: none"> Manage and maintain Council owned cemeteries including the installation of memorials and headstones and conduct interments 		
<ul style="list-style-type: none"> Maintain irrigation systems and deliver sustainable irrigation practices for Council's open spaces 	<ul style="list-style-type: none"> Maintain foreshores under Council's control 		
<ul style="list-style-type: none"> Work with government, other organisations and community members to plant and maintain trees in urban forests 			
2015/16 Budget:	\$		\$
Operational Income:	191,524	Capital Income:	0
Operational Expenditure:	15,056,526	Capital Expenditure:	2,655,378
Net Operating Cost:	14,865,002	Net Capital Cost:	2,655,378
Key Performance Indicator:	Unit	Target	
Community satisfaction rating with the standard of maintenance of larger public parks, foreshores and beaches	#	>4	
Community satisfaction rating with the standard of recreation facilities such as tennis courts and ovals, swimming pools	#	>4	

INFRASTRUCTURE SERVICES

<i>Program: Pathways</i>			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	14.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.1 Improved access and connectivity		
Program Description:			
Provide and maintain safe and adequate footpaths, walkways, driveways and shared paths.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Construct, reconstruct and maintain footpaths, driveways, walkways and shared paths in accordance with Asset Management Plans and Service Standards 		<ul style="list-style-type: none"> Monitor the condition of footpaths, driveways, shared paths and walkways throughout the municipality 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	900,034	Capital Expenditure:	1,771,541
Net Operating Cost:	900,034	Net Capital Cost:	1,771,541
Key Performance Indicator:		Unit	Target
Community satisfaction rating with the standard of footpaths/shared paths		#	>4
Percentage of known footpaths/shared paths hazards made safe within 24 hours		%	100

INFRASTRUCTURE SERVICES

Program: Planning

Responsible Officer:	Manager Design, Planning & Projects	Number of FTEs:	3.55
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Review and comment on all Northern Territory Development Consent Authority (DCA) matters prior to their consideration by the DCA in compliance with statutory requirements, Council plans and policy.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Participate in working groups with the Northern Territory Government to implement strategic planning initiatives 		<ul style="list-style-type: none"> Review and comment on all Northern Territory Development Consent Authority matters, in keeping with statutory and strategic requirements and community needs 	
<ul style="list-style-type: none"> Undertake land use planning to develop strategic plans and policy to influence the Northern Territory Governments Strategic Land Use Plans and Northern Territory Planning Scheme 		<ul style="list-style-type: none"> Develop and manage Developer Contribution Plans to ensure future provision of services and infrastructure upgrading works as a result of development 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	429,948	Capital Expenditure:	0
Net Operating Cost:	429,948	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Number of development applications received		#	>250
Rate of acceptance by Development Consent Authority of Council submissions and advice		%	>90

INFRASTRUCTURE SERVICES

Program: Road Construction & Traffic Management

Responsible Officer:	Manager Design, Planning & Projects	Number of FTEs:	2.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.1 Improved access and connectivity		
Program Description:			
Manage the construction of new roads and traffic management structures throughout the City of Darwin.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide designs for roads and traffic management structures 		<ul style="list-style-type: none"> Supervise the construction of projects as needed 	
<ul style="list-style-type: none"> Consult the community about the needs for new roads and traffic management structures, and at relevant stages of design 		<ul style="list-style-type: none"> Provide documentation for the technical aspects of construction 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	2,450,312
Operational Expenditure:	100,000	Capital Expenditure:	2,507,583
Net Operating Cost:	100,000	Net Capital Cost:	57,271
Key Performance Indicator:		Unit	Target
Community satisfaction rating with traffic management (i.e., placement of roundabouts, lights, traffic calming devices etc.)		#	>4

INFRASTRUCTURE SERVICES

Program: Roads Maintenance

Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	26.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.1 Improved access and connectivity		
Program Description:			
Maintain road infrastructure to provide an efficient, safe and affordable asset in accordance with legislation, standards and Council's policies.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Maintain roads in accordance with Asset Management Plans 		<ul style="list-style-type: none"> Manage and maintain line marking and signage to all roads in accordance with recognised asset management practices 	
<ul style="list-style-type: none"> Undertake routine and preventative maintenance as required 			
2015/16 Budget:	\$		\$
Operational Income:	1,836,431	Capital Income:	0
Operational Expenditure:	8,246,623	Capital Expenditure:	1,934,799
Net Operating Cost:	6,410,192	Net Capital Cost:	1,934,799
Key Performance Indicator:		Unit	Target
Community satisfaction rating with the standard of road maintenance		#	>4
Percentage of reported potholes rectified within agreed timeframes		%	>90

INFRASTRUCTURE SERVICES

Program: Stormwater Drainage Maintenance			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	3.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Manage and maintain City of Darwin stormwater and underground drainage networks.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage and maintain Council's stormwater drainage infrastructure and network in accordance with asset management plans 		<ul style="list-style-type: none"> Undertake mosquito control spraying in stormwater drainage infrastructure in the municipality as required 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	762,005	Capital Expenditure:	0
Net Operating Cost:	762,005	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Community satisfaction rating with the standard of storm water drainage		#	>4

INFRASTRUCTURE SERVICES

Program: Stormwater Drainage Management			
Responsible Officer:	Manager Design, Planning & Projects	Number of FTEs:	1.5
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Manage flooding in the City of Darwin through design improvements to the stormwater drainage network.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide designs for upgrading stormwater drainage systems 		<ul style="list-style-type: none"> Consult the community about the need for the upgrades, and at relevant stages of design 	
<ul style="list-style-type: none"> Develop forward plans for stormwater drainage 		<ul style="list-style-type: none"> Provide documentation for the technical aspects of construction 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	82,795
Operational Expenditure:	0	Capital Expenditure:	542,135
Net Operating Cost:	0	Net Capital Cost:	459,340
Key Performance Indicator:		Unit	Target
Community satisfaction rating with the standard of storm water drainage		#	>4

INFRASTRUCTURE SERVICES

Program: Street Cleaning

Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	12.0
Strategic Goal:	1. Collaborative, Inclusive and Connected Community		
Primary Outcome:	1.2 Desirable places and open spaces for people		
Program Description:			
Maintain clean local streets, public areas and amenities in accordance with Council service standards and community expectations.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Conduct Path and Street Sweeping (including litter collection and removal) 		<ul style="list-style-type: none"> Maintain public amenities 	
<ul style="list-style-type: none"> Coordinate Council's litter removal program 			
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	2,916,316	Capital Expenditure:	0
Net Operating Cost:	2,916,316	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Community satisfaction rating with the standard of litter collection from public areas		#	>4
Public Amenities located in high profile locations cleaned twice per day		%	100
Public Amenities not located in high profile locations cleaned once per day		%	>90

INFRASTRUCTURE SERVICES

Program: Urban Enhancement

Responsible Officer:	Manager Design, Planning & Projects	Number of FTEs:	0.5
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Upgrade the external areas of suburban shopping centres. Upgrade and enhance streetscapes and other urban areas.			
Note: Other aspects of Council's urban enhancement program have been implemented as part of the pathways and recreation and leisure programs.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Provide designs for upgrading the external areas of suburban shopping centres in accordance with Australian standards 	<ul style="list-style-type: none"> Consult the community about the needs for the upgrades, and at relevant stages of the design process 		
<ul style="list-style-type: none"> Provide documentation for the technical aspects of construction 	<ul style="list-style-type: none"> Supervise construction of projects as needed 		
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	0	Capital Expenditure:	1,550,000
Net Operating Cost:	0	Net Capital Cost:	1,550,000
Key Performance Indicator:		Unit	Target
Annual expenditure within approved budget		%	100

INFRASTRUCTURE SERVICES

Program: Waste Management			
Responsible Officer:	Manager Technical Services	Number of FTEs:	6.03
Strategic Goal:	3. Environmentally Sustainable City		
Primary Outcome:	3.2 Darwin community's carbon footprint reduced		
Program Description:			
Manage and implement Council's waste collection, disposal and recycling programs and manage the Shoal Bay Waste Management Facility (landfilling, recycling, gas extraction, weighbridge operations and transfer station).			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Plan for and manage effective and efficient waste collection and recycling services striving towards waste minimisation and avoidance, and maximising resource recovery 	<ul style="list-style-type: none"> Plan effectively for Council's long term waste and recycling services 		
<ul style="list-style-type: none"> Develop and deliver education programs to the community and schools regarding waste minimisation and recycling 	<ul style="list-style-type: none"> Manage the Shoal Bay Waste Management Facility 		
2015/16 Budget:	\$		\$
Operational Income:	20,356,899	Capital Income:	0
Operational Expenditure:	16,759,402	Capital Expenditure:	8,000,000
Net Operating Cost:	-3,597,497	Net Capital Cost:	8,000,000
Key Performance Indicator:		Unit	Target
Percentage of community satisfied with the wheelie bin collection service		%	90

OFFICE OF THE CHIEF EXECUTIVE

Program: Climate Change & Environment			
Responsible Officer:	Manager, Climate Change & Environment	Number of FTEs:	3.0
Strategic Goal:	3. Environmentally Sustainable City		
Primary Outcome:	3.1 Council's carbon footprint reduced		
Program Description:			
Provide leadership, deliver best practice environmental management practices and manage Council's response to Climate Change Adaptation and Mitigation.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage and implement the City of Darwin Climate Change Policy and Action Plan 2011-2020 		<ul style="list-style-type: none"> Manage Council's response regarding legislation, government policy and land use strategy as it affects environmental management and climate change outcomes 	
<ul style="list-style-type: none"> Manage and implement the East Point Reserve Biodiversity 5 Year Plan (2014-2018) 		<ul style="list-style-type: none"> Manage Council's strategies for biodiversity and conservation management 	
<ul style="list-style-type: none"> Foster environmentally sustainable behaviour in the Darwin community 		<ul style="list-style-type: none"> Coordinate the improvement of the environmental performance of Council's operations 	
<ul style="list-style-type: none"> Monitor stormwater and waterway water quality 		<ul style="list-style-type: none"> Advocate to the Territory Government and comment on Development Applications to foster environmentally sustainable development 	
2015/16 Budget:	\$		\$
Operational Income:	50,000	Capital Income:	0
Operational Expenditure:	535,143	Capital Expenditure:	0
Net Operating Cost:	485,143	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Community satisfaction with Council's priority for leading and advocating for the sustainability and protection of our environment and lifestyle		%	60%
Percentage of 2015/16 planned Climate Change Action Plan 2011-2020 actions completed		%	95%
Reduction of volume of Council's greenhouse emissions from Council operations		tCO2-e	15%

OFFICE OF THE CHIEF EXECUTIVE

Program: Communications and Engagement

Responsible Officer:	Executive Manager, Office of the Chief Executive	Number of FTEs:	4.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Manage Council's communications program, including community engagement, media management and marketing.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Manage and implement Council's Communications Strategy and develop an annual Communications Plan 	<ul style="list-style-type: none"> Manage marketing and promotion of Council's brand including sponsorship arrangements 		
<ul style="list-style-type: none"> Develop and coordinate the delivery of a whole of Council community engagement program 	<ul style="list-style-type: none"> Develop and manage Council's social media platforms and website 		
<ul style="list-style-type: none"> Manage Council's reputation through effective media management strategies, public relations and marketing 			
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	938,590	Capital Expenditure:	0
Net Operating Cost:	938,590	Net Capital Cost:	0
Key Performance Indicator:	Unit	Target	
Percentage of customers who find out about Council matters via Council's website	%	>20%	
Percentage community satisfaction that Council consults with the community sufficiently	%	>60%	
Percentage of customers who are satisfied with Council improving their communications processes	%	>25%	
Number of website 'hits' per annum	%	>300,000	

OFFICE OF THE CHIEF EXECUTIVE

<i>Program: Governance</i>			
Responsible Officer:	Executive Manager, Office of the Chief Executive	Number of FTEs:	6.75
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Lead and manage the implementation of the City of Darwin Governance Framework and provide high level executive support to enable the elected members to discharge their duties and responsibilities as Aldermen of the City of Darwin.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Implement the City of Darwin Governance Framework 		<ul style="list-style-type: none"> Administer Council meetings and activities 	
<ul style="list-style-type: none"> Manage Council's compliance with statutory obligations for Council Meetings, including by laws 		<ul style="list-style-type: none"> Manage and provide high level executive support to the Office of the Lord Mayor and Chief Executive Officer 	
<ul style="list-style-type: none"> Develop and implement Elected Member, Chief Executive Officer and staff communication mediums 		<ul style="list-style-type: none"> Provide administrative support to Elected Members 	
2015/16 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	2,256,425	Capital Expenditure:	0
Net Operating Cost:	2,256,425	Net Capital Cost:	0
Key Performance Indicator:		Unit	Target
Overall community satisfaction with the City of Darwin		%	>70
Availability of agendas and minutes on the Internet within legislative timeframes		%	100

OFFICE OF THE CHIEF EXECUTIVE

Program: Strategic Services

Responsible Officer:	Manager, Strategy & Outcomes	Number of FTEs:	2.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Manage and implement Council's strategic services including the City of Darwin Strategic Planning and Performance Management Framework, organisational wide projects and to seek external grant funding to assist Council to achieve its goals.			
Key Functions & Outputs:			
<ul style="list-style-type: none"> Develop and implement Council's Performance Management Framework including regular public reporting of performance against Council's Strategic and Municipal Plans 		<ul style="list-style-type: none"> Provide high level support and coordination of Council's role on; Northern Australia Capital City Committee (NACCC); Top End Regional Organisational of Council's (TOPROC); and Council of Capital City Lord Mayors (CCCLM) 	
<ul style="list-style-type: none"> Manage Council's Legislative Compliance Program and Policy Framework 		<ul style="list-style-type: none"> Develop and implement a strategic approach to seeking external grants and Council recognition through awards 	
<ul style="list-style-type: none"> Coordinate Council's organisational efficiency and effectiveness review program 		<ul style="list-style-type: none"> Manage Council's statistical profiles and analysis 	
2015/16 Budget:	\$		\$
Operational Income:	14,500	Capital Income:	0
Operational Expenditure:	360,988	Capital Expenditure:	0
Net Operating Cost:	346,488	Net Capital Cost:	0
Program success will be measured by:	Unit	Target	
Total number of grant applications submitted	#	>12	
Number of successful grant funding applications	#	>6	
Customer Satisfaction that Council's vision and goals are clear and communicated to the Darwin municipality	%	65%	
Percentage of current term policy review complete in 2015/16	%	100%	