

MUNICIPAL PLAN 2018/19

Tropical

Liveable

Opportunity

Choice



Public Consultation and Review

The *Local Government Act* required Council to exhibit the 2018/19 City of Darwin Municipal Plan for a minimum period of 21 days.

Public consultation was held in the period Wednesday 16 May 2018 and concluded on Friday 8 June 2018, a period of 23 days.

All feedback was considered in adopting of the final Municipal Plan at the Ordinary Council Meeting on Tuesday 26 June 2018.

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Lord Mayor's Foreword

2018/19 will be the first full financial year for the 22nd Council and I am pleased to present the draft City of Darwin 2018/19 Municipal Plan which incorporates Council's Budget.

It is a responsible Plan that will pave the way for a strong, sustainable and smart future for our City.

The draft Municipal Plan is directly linked to the [Evolving Darwin Towards 2020 Strategic Plan](#) with funding allocated to projects and services that support Council to achieve its vision for a *tropical, liveable city that creates opportunity and choice for our community*.

In developing this Plan, Council has taken into account the current and future economic environment and has resolved to apply a rate increase of 3%. This is in line with the [Long Term Financial Plan](#) forecast.



For the average ratepayer and including waste charges this equates to a weekly increase in rates of approximately \$1.23 per week. Further detail on Council's rates can be found on [page 17](#).

Council's most significant project in 2018/19 is the Smart Cities *Switching on Darwin* project. Funded by the Australian Government Smart Cities and Suburbs Program (\$5.0M), the Northern Territory Government (\$2.5M) and City of Darwin (\$2.5M) the project totals \$10.0M. Work has commenced with around \$9.0M projected to be spent in 2018/19 to deliver an expanded Wi-Fi network, a range of smart sensors designed to improve community safety and liveability outcomes and a range of technologies that will offer opportunities for community Apps and open data initiatives. The project is scheduled for completion by May 2019 and will establish the foundation for smart technology across the municipality.

City of Darwin's capital program in 2018/19 totals \$32.47M. Around two thirds of the capital budget is allocated to new projects which include:

- \$3.92M for the Street Lighting Improvement Program to deliver energy efficiencies and improved public safety
- \$3.25M for the Urban Oval Light Project to deliver lighting infrastructure that will promote opportunities for new and existing sporting programs to be played at times better suited to the Darwin climate
- \$750K to continue upgrades at the Shoal Bay Waste Management Facility for the weighbridge and entrance, internal road and design work for the construction of Cell 6.

Council is committed to ensuring we deliver high-quality services and responsible asset management. In 2018/19, Council will invest a third of its capital program, \$10.82M in replacing and renewing existing assets ensuring Council's strong commitment to sustainability principles for financial management.

Council continues to partner with the Northern Territory Government and Charles Darwin University to develop a Darwin City Deal. Negotiations are underway with the Australian Government, which includes a focus on establishing a city campus for Charles Darwin University.

City of Darwin continues to recognise that building a liveable city with choice and opportunity is founded on working with and supporting our community. In 2018/19, Council plans to invest over \$1.5M in [grants, sponsorships, incentives and support](#) to our local community groups and organisations. Council's investment in community programs and events ensures strong social and investment outcomes for the City.

Council acknowledges the important role and support from the Australian Government Financial Assistance Grants program to help maintain roads and deliver services to the Darwin community. In addition, other Australian Government and Northern Territory Government funding programs provide opportunities for Council to deliver new and enhanced projects and services across the municipality. Council appreciates the support provided by all tiers of government.

2018/19 will be an exciting year as Council works with the community to develop a new City Vision. The Vision 2030 Living Darwin project is nearing completion with community summits underway. It is anticipated that a new plan will be adopted in July that will provide the foundations for Council beyond this current term to 2030.

I look forward working with Council, the community and staff in 2018/19 to implement this plan and our new Strategic Plan.

Lastly, Council values your opinion and we are keen to hear your thoughts on what is being proposed.

Please visit www.darwin.nt.gov.au to provide your comments.

Kon Vatskalis
Lord Mayor

Message from the Chief Executive Officer

The 2018/19 financial year will be a year for the City of Darwin to undergo significant transformation, refocusing on core local government services, via the improvement journey program.

The improvement journey program has framed our decision making as Council developed the 2018/19 Municipal Plan and Budget, to ensure the delivery of high quality services across our community. The municipal plan and budget are responsible in planning for our community for today and into the future, by carefully considering the financial impact on ratepayers, with a commitment to drive value for the community. I take this opportunity to thank Council for its dedication to this process and our staff who have supported the Lord Mayor and Aldermen to produce this plan and budget.



Darwin's economy continues to see moderate activity with low population growth. Large scale projects such as the Ichthys LNG project transiting from a construction project to operational phases during the year continue to impact Darwin's economic environment. As a result our Lord Mayor and Aldermen are focused on improving our economic position; this will be coupled with our Council commitment to continuous improvement in all aspects of our service to the community.

There are key challenges and opportunities faced by Council in driving service delivery and improvement in our City's economic position including:

- Increased need to extend digital transformation across the City
- Rising community expectations and increased community engagement on Council matters and decisions
- Increased demand on existing resources
- Internal and external cost pressures
- Decreasing investment income in the City
- Rising operational and construction costs for Council's infrastructure and assets
- Reduced grant and external funding opportunities
- A greater need to be resilient to increased threats of cyclone, disaster and security events
- Waste minimisation strategies and management of landfill diversion activities

2018/19 presents opportunities with the implementation of the Smart Cities *Switching on Darwin* project and Street Lighting Project changing the technological landscape of the City. These projects will see significant capital investment during the financial year delivering long term savings and significant reductions in carbon emissions across the municipality. Both projects will provide new and diverse opportunities for Council and the local economy.

A new Executive Leadership Team is being formed. Its primary focus will be on organisational transformation, developing a constructive organisational culture to ensure that we deliver high levels of public value and service delivery, framed on an overarching basis through our improvement journey program.

The delivery of a new strategic plan coinciding with the commencement of the financial year is both timely and exciting. A new community led vision for Council and staff, coupled with a new Executive Leadership Team will lay the foundations for a strong and positive focus for the future of Darwin and ensure we maintain and improve on our existing service levels.

Council's decision to implement a rate increase consistent with its [Long Term Financial Plan](#) is both responsible and necessary to maintain a strong financial and sustainable future.

2018/19 will see the implementation of the triennial revaluation of land values as required by the *Local Government Act*. The overall decrease in unimproved capital values for the whole municipality is 10%. It is important for ratepayers to note that decreases in valuations do not decrease Council's budgeted rate revenue and to accommodate this, Council is required to amend the rate in the dollar. Decreased valuations across the board will generally have a greater impact on properties whose valuations have increased (as a result of the change in the rate in the dollar amount). Refer to [pages 17 to 21](#) of this Municipal Plan for more details on rates and charges.

Mitigating the financial impact on our community in these challenging economic times has been difficult and as a result Council has applied the minimum increase of 1% (CPI) to its operational budget and much of the ongoing capital program. Council's continuous improvement journey throughout this financial year will include a significant review of its operational expenditure on an ongoing basis to identify savings throughout the year to be more efficient and effective in how it delivers services.

I encourage you to read the City of Darwin 2018/19 Municipal Plan including Council's annual budget. As the year progresses and our improvement journey program is implemented, we will work to deliver significant savings driving value for our ratepayers and the community.

2018/19 Council Summary

Economic Data

Darwin Population

¹84,346 – Estimated residential population (2017)
1.48% average growth per annum (over 10 years)

Employment

²61,608 jobs located in the City of Darwin (2016) representing 45.18% of all employment in the NT

Businesses

³7,133 registered businesses (2017) representing 49.38% of all registered businesses in the NT

Gross Regional Product

⁴\$9.65B (2016), representing 42.27% of all GRP in the NT
5.4% average growth per annum (over 10 years)

Council Statistics

Council Staff

353.55 FTEs

Elected Members

One (1) Lord Mayor and 12 Elected Members represent the local government area.

Municipal Area

112 km²

Rateable Properties

35,024 as at 30 June 2017

2018/19 Capital Expenditure

Roads

452km of roads

\$3.61M to improve the road network to a standard that meets community needs. This includes \$528K to upgrade Lakeside Drive

Parks & Reserves

646ha of parks, gardens and foreshores

\$3.9M to renew and enhance parks and reserves including \$679K on coastal erosion management projects

Driveways

20,570 driveways (entrances)

\$237K has been allocated to driveway entrance reconstruction and replacement

Shared Paths

76km of shared paths, 442km of footpaths, 35km of park paths and 246 walkways

\$1.58M for construction, refurbishment and development of the path network, including walkways, to improve connectivity in the municipality.

Stormwater Drainage

391km of Council managed stormwater pipes, 20km open lined drains

\$1.61M to manage and improve Council's stormwater system.

Other Council Assets and Services

- 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

Operating Income (\$103.3M)

Council's operating revenue is made up of the following components:

- Rates & annual charges \$71.68M
- Fees & charges \$22.84M
- Grants & contributions \$5.32M
- Investment & interest revenue \$1.91M
- Other income \$1.55M

Operating Expenditure (\$109.9M)

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

- Materials & contracts \$48.10M
- Employee costs \$33.66M
- Depreciation & amortisation \$27.35M
- Borrowing costs \$790K

¹ At 30 June 2017 ABS Cat No 3218

² At 30 June 2016 National Institute of Economic and Industry Research (NIEIR)

³ At 30 June 2017 ABS Cat No 8165

⁴ At 30 June 2016 NIEIR

Council Overview

22nd 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.



Absent: Alderman Lambrinidis

City of Darwin Strategic Direction

City of Darwin

The 2018/19 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 Goals 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.

Goals

Goal 1: Collaborative, Inclusive and Connected Community

Goal 2: Vibrant, Flexible and Tropical Lifestyle

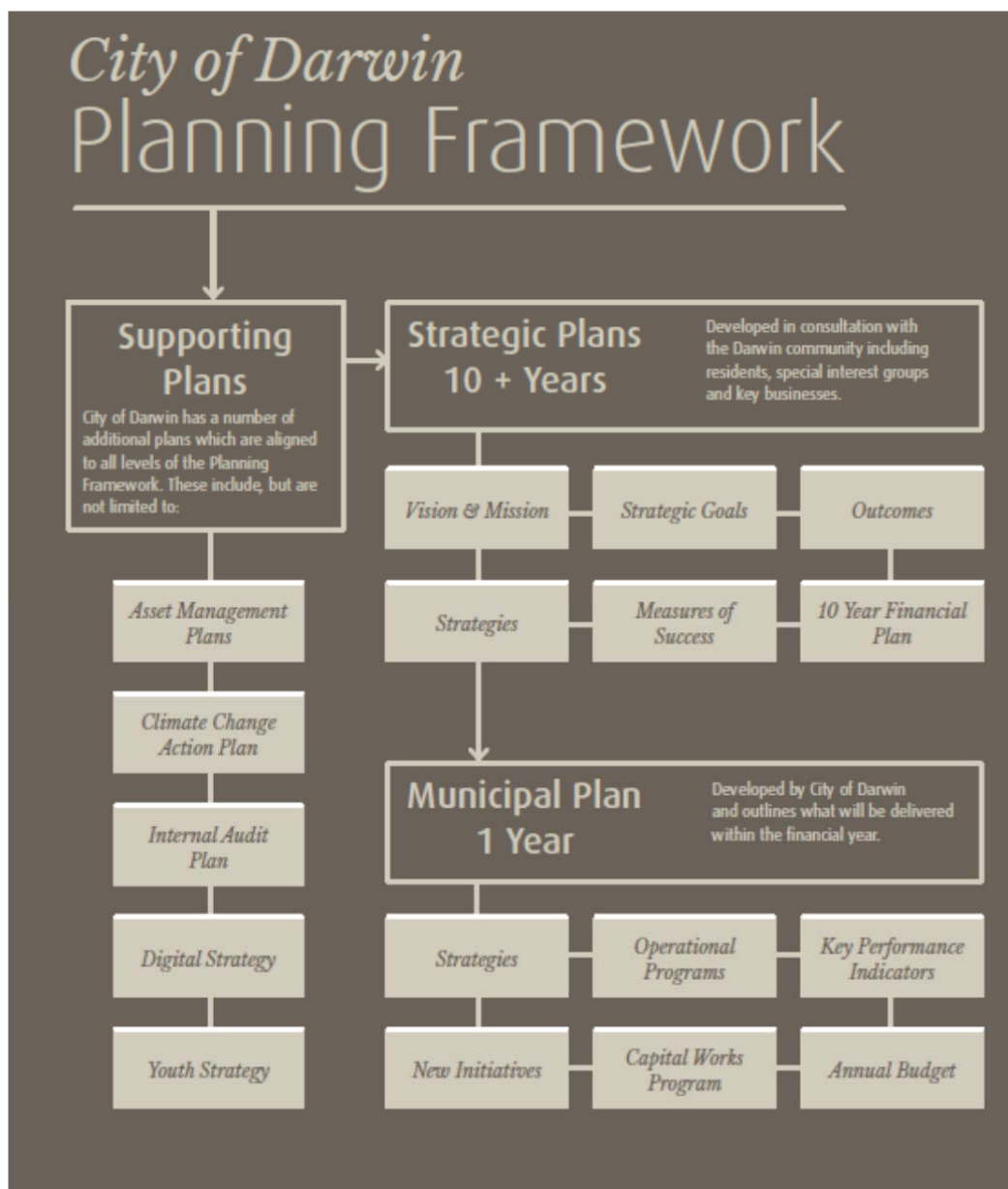
Goal 3: Environmentally Sustainable City

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.



Municipal Plan Overview

[Evolving Darwin Towards 2020 Strategic Plan](#)

Section 23 of the Local Government Act requires that 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 with the Strategic Plan.

The 22nd Council of the City of Darwin has commenced a project to develop a new Strategic Plan. Community consultation will occur through April and May 2018 which will inform the development of a new plan in June 2018.

The [Evolving Darwin Towards 2020 Strategic Plan](#) continues to guide Council's programs and projects until such time as it is superseded by a new plan.

[The Evolving Darwin Towards 2020 Strategic Plan is available 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. 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 [Long Term Financial Plan](#) was reviewed in 2016 and the new [Long Term Financial Plan](#) 2016-2026 adopted. An internal review of the [Long Term Financial Plan](#) has been undertaken and it is proposed a new plan will be adopted in July 2018.

Council develops its budget each year taking into account the parameters set out in the [Long Term Financial Plan](#).

[The Long Term Financial Plan 2016-2026 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.

City of Darwin monitors and reports on the results of its KPIs via quarterly performance reports and the Annual Report. Quarterly performance reports directly relate to the structure and content of the annual Municipal Plan. Progress reports are presented to Council committees and are available via the [Agendas and Minutes](#) sections on Council's website.

[The progress reports are published on Council's website.](#)

2018/19 Major Projects

Smart Cities – Switching on Darwin

Estimated Completion Date:
May 2019

Project Budget - \$10.0M

\$9.09M has been allocated to deliver the Smart Cities *Switching on Darwin* project. The project will position Darwin as one of Australia's leading Smart Cities and will deliver cutting edge lighting controls, an expanded Wi-Fi network, new and improved CCTV and a suite of sensors including noise, movement, emissions, humidity, light, traffic and people counting. A key outcome of this project will be the delivery of new community Apps that will support innovative partnerships, connectivity and accessibility throughout the City Centre. This project will lay the foundations for Council to expand smart city initiatives across the whole of the municipality in the future.



Street Lighting Project

Estimated Completion Date:
June 2020

Project Budget - \$5.0M

\$3.32M has been allocated in 2018/19 for the Street Lighting Project. The project aims to deliver public value and manage environment risks such as greenhouse gas emissions and improve public safety and amenity. The project will deliver new LED luminaries and smart controls to more than 9,000 street and public lighting assets and across the whole of the City of Darwin municipality. The transfer of street lighting assets from the Northern Territory Government to City of Darwin in January 2018 has provided Council with the opportunity to implement and accelerate this initiative for the benefit of the whole of the municipality.



Urban Oval Lights

Estimated Complete Date
June 2019

Project Budget - \$3.5M

Northern Territory Government has committed \$3.50M for City of Darwin to light sports ovals in 2017/18 and 2018/19 under the NT Government Urban and Regional Oval Lights Program. City of Darwin received proposals to install lights at Gardens Oval 1, Bagot Oval and Nightcliff Oval. City of Darwin has consulted with the community about the three proposals to gain an understanding of community views, issues and concerns. The consultation identified strong support for the proposals and Council has provided in-principle support for detailed design, documentation and cost estimates to be developed for each project.



Lakeside Drive

Estimated Completion Date:
December 2019

Project Budget - \$4.3M

City of Darwin will utilise its remaining Roads to Recovery Funding to resurface Lakeside Drive. Lakeside Drive is a critical link in Council's overall road network linking major connector routes to the northern suburbs. Lakeside Drive is frequented by Northern Territory Emergency Services as an alternate route to the Royal Darwin Hospital. Design is currently underway with construction to commence immediately once design is complete. The project will be completed by December 2019.



Playground Shade Project

Estimated Completion Date:
2018/19

Project Budget - \$940K in 2018/19

To enable the community to enjoy our open spaces and tropical outdoor lifestyle Council has adopted a multi-year program where artificial shade will be provided to enhance existing natural shade at playgrounds throughout Council's parks. In 2018/19, \$940K has been allocated to deliver playground shades.



Coastal Foreshore Erosion

Estimated Completion Date:
2018/19

Project Budget - \$679K in 2018/19

The City of Darwin Coastal Erosion Management Plan ensures Council maintains a focus on risk prioritisation, prevention and restoration in responding to coastal erosion issues affecting areas under its control and management. The Plan is intended to mitigate coastal erosion issues along the Darwin coastline; provide protection of nationally significant military heritage; and has the added benefit of managing legacy asbestos issues for the overall benefit of the community. In 2018/19 funds of \$679K have been allocated to continue delivery of the Coastal Erosion Management Plan.



2018/19 Annual Budget

Financial Key Performance Indicators (KPIs)

Council has adopted a set of financial key performance indicators in line with the targets set in the [Evolving Darwin Towards 2020 Strategic Plan](#).

% of Rate Debtors Outstanding	Target	Actual 2016/17	Budget 2017/18	Budget 2018/19
	<5%	3.0%	2.6%	2.7%
This indicator is designed to measure Council's effectiveness in recovering debts legally owed to it. (The budget assumes same economic situation as 2017/18 continues.)				
Debt Servicing Ratio	Target	Actual 2016/17	Budget 2017/18	Budget 2018/19
	<5%	0.5%	0.7%	0.7%
This indicator is designed to show what proportion of revenue is required as a commitment to fund Council's loan repayments. Finance costs excludes interest expense of unwinding Waste remediation liabilities as a non cash item.				
Liquidity Ratio	Target	Actual 2016/17	Budget 2017/18	Budget 2018/19
	>1.00:1	0.91:1	1:1	1.07:1
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 all reserves)/current liabilities.				
Liquidity Ratio - Unrestricted	Target	Actual 2016/17	Budget 2017/18	Budget 2018/19
	>1.00:1	1.65:1	1.41:1	1.22:1
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 legally restricted reserves)/current liabilities.				
Rates Ratio	Target	Actual 2016/17	Budget 2017/18	Budget 2018/19
	60%-70%	63.8%	65.1%	65.2%
This indicator is designed to measure Council's ability to cover its day to day expenses through its own tax/rates revenue.				
Operating Surplus	Target	Actual 2016/17	Budget 2017/18	Budget 2018/19
	Break-even	(\$1.60M)	(\$3.56M)	(\$6.61M)
This indicator is designed to provide information on the result of ordinary operations. Trend analysis may enable Council to determine if the current level of services can be sustained into the future.				
Operating Surplus before Depreciation	Target	Actual 2016/17	Budget 2017/18	Budget 2018/19
	> Break-even	(\$1.6M)	\$20.5M	\$20.7M
This indicator is designed to provide information on the result of ordinary operations before depreciation, which is a non cash expense. Excluding depreciation gives the amount of operating income over and above operating expenses that is available to fund capital expenditure.				
Asset Sustainability Ratio	Target	Actual 2016/17	Budget 2017/18	Budget 2018/19
	>50%	60.1%	53.3%	39.6%
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 capital renewal expenditure is based on Asset Management Planning requirements and not directly related to depreciation in any year.)				

Rates & Charges

This Rates & Charges section aims to:

- Explain the relationship between Council's strategic plans for the community, its budget and its rates & 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 2018/19 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

In 2017/18 the NT Valuer General undertook the triennial revaluation of all properties throughout the Municipality which resulted in an overall decrease of 10% in unimproved capital values for the whole municipality. Revaluations do not determine the rate revenue Council receives, instead each year Council decides on its Municipal Plan incorporating budget and rate revenue requirements.

Council has increased its rate revenue requirement by 3%. The rateable values (unimproved capital value) become the main factor in how the rate revenue requirement is shared out to each ratepayer. Properties that have decreased in rateable values by less than the average decrease are very likely to incur increases in rates of more than 3%. On the other hand properties that have declined in value more than the average will likely to receive an increase in rates of less than 3% 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
- Parking Local Special Rate; this only applies to areas within the CBD on properties where in a past development the owner elected to pay rates rather than provide on-site parking or direct contribution ("parking shortfall").
- Annual Charges; these apply in relation to domestic waste kerbside pickup for recyclable and non-recyclable waste

For the 2018/19 financial year, Council proposes to increase the revenue from the general rate and related minimum charges by 3% across all categories of ratepayers. Based on the average Unimproved Capital Value (UCV) of the average rateable property in the Darwin municipality, the general rates will equate to \$1,778 for the year. Including the annual kerbside garbage collection and recycling service of \$270, this equates to \$2,048 for the year or \$39.38 per week for the average ratepayer in the Darwin municipality.

The following table provides a comparison of rates proposed for 2018/19 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) for a single dwelling residential property	2017/18 \$	2018/19 \$	\$ increase	% increase
General Rates per year	1,726.00	1,777.78	51.78	3.00
General Rates per week	33.19	34.19	1.00	3.00
Annual Kerbside Garbage Collection & Recycling Service	258.00	270.00	12.00	4.7
Combined Rates & Kerbside Waste Collection	1,984.00	2,047.78	63.78	3.2
Combined amount per week	38.15	39.38	1.23	3.2

Table 1: Annual comparison of rates

The total 2018/19 budgeted rates and annual charges income of \$71.68M is summarised below by major category:

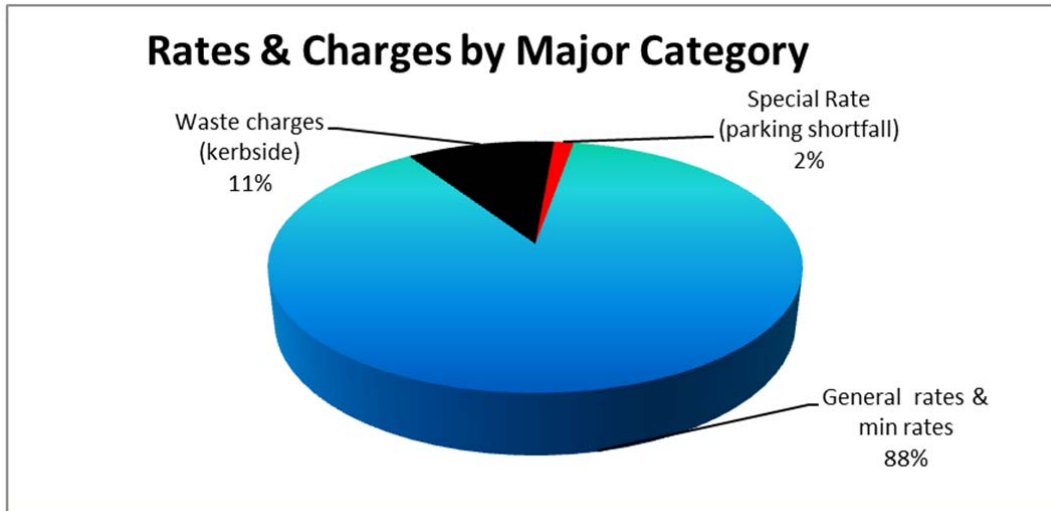


Figure 1: 2018/19 Rates and Charges by Major Category

Rating Structure

In accordance with the requirements of the *Local Government Act*, it is proposed that for the 2018/19 financial year Council will levy the following indicative rates:

Town Planning Zone	Code	Indicative Minimum Rate	Indicative Rate in the Dollar	\$ 000's Estimated Income 2018/19
Single Dwelling Residential; Rural Residential; Rural Living; Rural	SD; RR; RL; R	\$1,124	0.00467242	22,524
Multiple Dwelling Residential; Medium Dwelling Residential; High Density Residential	MD; MR; HR	\$1,181	0.00467242	14,864
Central Business	CB	\$1,422	0.00568649	12,269
Future Development; Specific Use; Community Purposes; Restricted Development; Utilities; Community Living	FD; SU; CP; RD; U; CL	\$1,181	0.00467242	4,922
Tourist Commercial; Heritage	TC; HT	\$1,172	0.00619133	421
Commercial; Service Commercial	C; SC	\$1,172	0.00609981	2,731
Major Shopping Centres (equal to or greater than 40,000m ²)		\$1,172	0.01123146	428
Caravan Parks	CV	\$1,124	0.00424875	68
Public Open Space; Conservation	PS; CN	\$1,172	0.00391216	15
Organised Recreation	OR	\$464	0.00370106	425
General Industry; Development	GI; DV	\$1,172	0.00315824	2,353
Light Industry	LI	\$1,172	0.00382435	1,148
GI Special Minimum	GI Special Minimum	\$291	0.00315824	81
Other Rates				577
Total Estimated General Rate Income 2018/19				62,826

Table 2: 2018/19 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 \$243.89 per shortfall bay is assessed and levied in accordance with the Local Government (Darwin Parking Local Rates) 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

City of Darwin residents are provided with domestic waste and recycling collection services, the annual Pre-Cyclone Clean Up and free disposal of domestic quantities of household waste (up to 200kg per load) in a non-commercial vehicle via Shoal Bay Access Tags. The annual domestic waste management fees for 2018/19 are listed below.

Type of Service	2017/18 \$	2018/19 \$	\$ increase	% increase
Single service of a residential unit or residential dwelling in respect of a kerbside garbage collection and recycling service	258.00	270.00	12	4.7
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	240.00	250.00	10	4.2

Table 3: 2018/19 Annual Comparison Domestic Waste Management Charges

Shoal Bay Waste Management Facility also provides for commercial waste. The 2018/19 commercial waste fees are listed below. The prices reflect the current and future cost to the community of delivering this service.

	2017/18 \$	2018/19 \$	\$ increase	% increase
Commercial Waste (per tonne)	80.00	85.00	5	6.3
Commercial Green Waste	64.00	70.00	6	9.38

Table 4: 2018/19 Annual Comparison Commercial Waste Management Charges (example)

The full list of Council's fees and charges determined in open meeting will be included as an attachment to the final Municipal Plan and Budget when adopted on 26 June 2018.

Analysis of Operating Budget

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

Operating Income (excluding income for capital purposes)

Operating income of **\$103.3M** in 2018/19 is summarised below by major category.

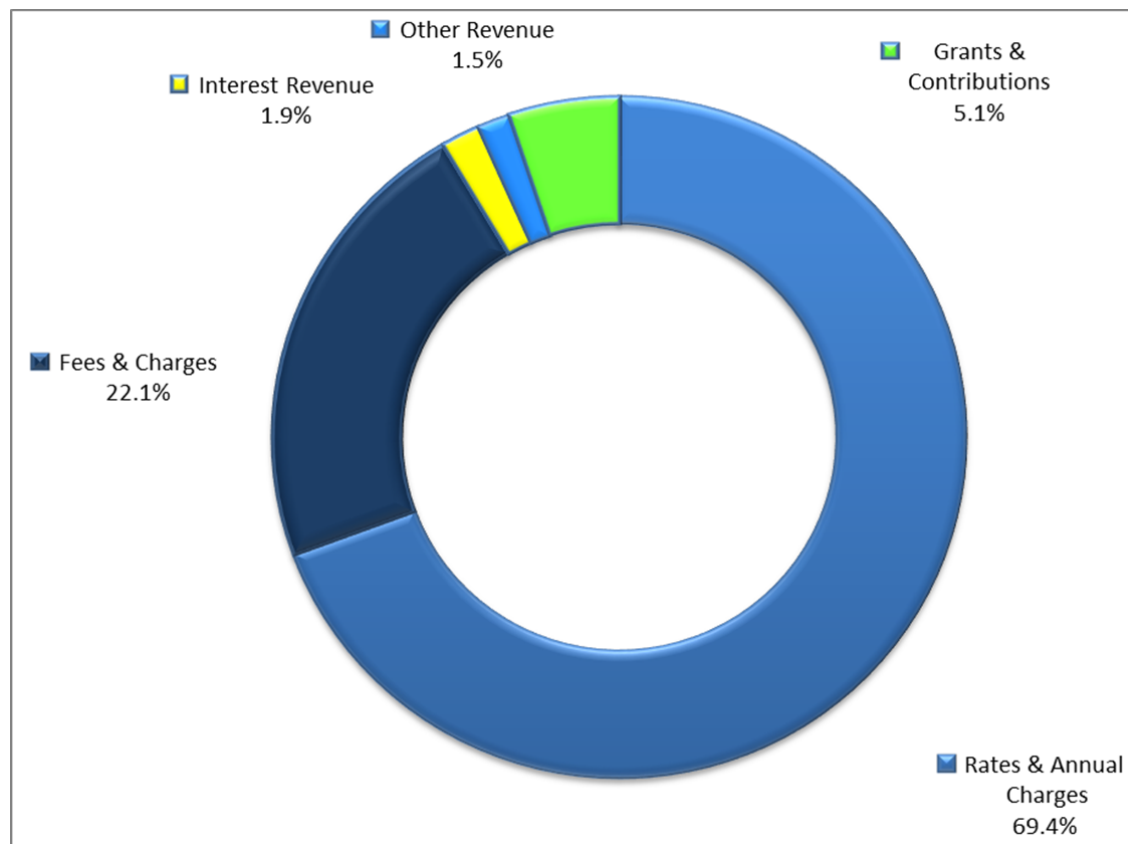


Figure 2: 2018/19 Operating Revenue

Council receives income from various sources to assist in service delivery. Council expects to receive 5% of its operating income from Grants and Contributions in 2018/19. Operational Grants expected to be received from the Federal and Territory Governments include:

- \$1.76M Commonwealth Financial Assistance - General Component
- \$1.8M Commonwealth Financial Assistance - Roads Component
- \$1.5M Library Operating Subsidy & Other
- \$138K Mosquito Control Subsidy
- \$101K Fun Bus

Council continues to source external funding opportunities throughout the year.

Comparison to Previous Year Budget

Operating Revenue	2017/18 Original Budget \$'000	2018/19 Budget \$000's	Variance \$'000	% Variance
Rates & Annual Charges	69,069	71,678	2,609	4%
Fees & Charges	24,569	22,838	-1,731	-7%
Interest & Investment Revenue	1,953	1,913	-40	-2%
Other Revenues	1,772	1,549	-223	-13%
Grants & Contributions	5,143	5,319	176	3%
Total Operating Revenues	102,506	103,297	791	0.77%

Table 5: Annual comparison of operating income

The increase in income from rates, levies and charges reflects the increase applied to general rates of 3%, car parking shortfall rates (CBD only) of 1% and domestic waste charges of 5%.

Overall, fees and charges reduce in 2018/19 with declining income from parking fees (\$485K) and enforcement (\$1.2M). A reduction in budgeted income has been calculated based on current trends and forecasts. Other factors decreasing the forecast income are the new contractual arrangements of Council's three (3) swimming pools.

The budgeted income from fees and charges from Waste Management is budgeted to increase by \$592K.

Interest is calculated based on forecast cash and investment balances produced by the budget. A reduction in interest is forecast based on balances (the interest rate itself continues to be relatively low).

Other income consists of outdoor dining fees, property lease income, reimbursements and sundry income. The decrease by 13% from the previous year is due to the Council decision to reduce outdoor dining fees to encourage city activation and reductions in lease income reflecting current market conditions.

Operating grants & contributions increase with the recognition in the budget for the Mosquito Control grant and additional funds to be received for the Fun Bus program.

The Department of Housing and Community Development has subsequently notified Council that approximately 50% of the Financial Assistance Grant for 2018/19 will be prepaid in the 2017/18 financial year. This will reduce Councils budgeted operational grant income for 2018/19. When numbers are quantified this will be addressed through the budget variation process.

Operating Expenses

Operating expenses of **\$109.9M** in 2018/19 is summarised below by major category.

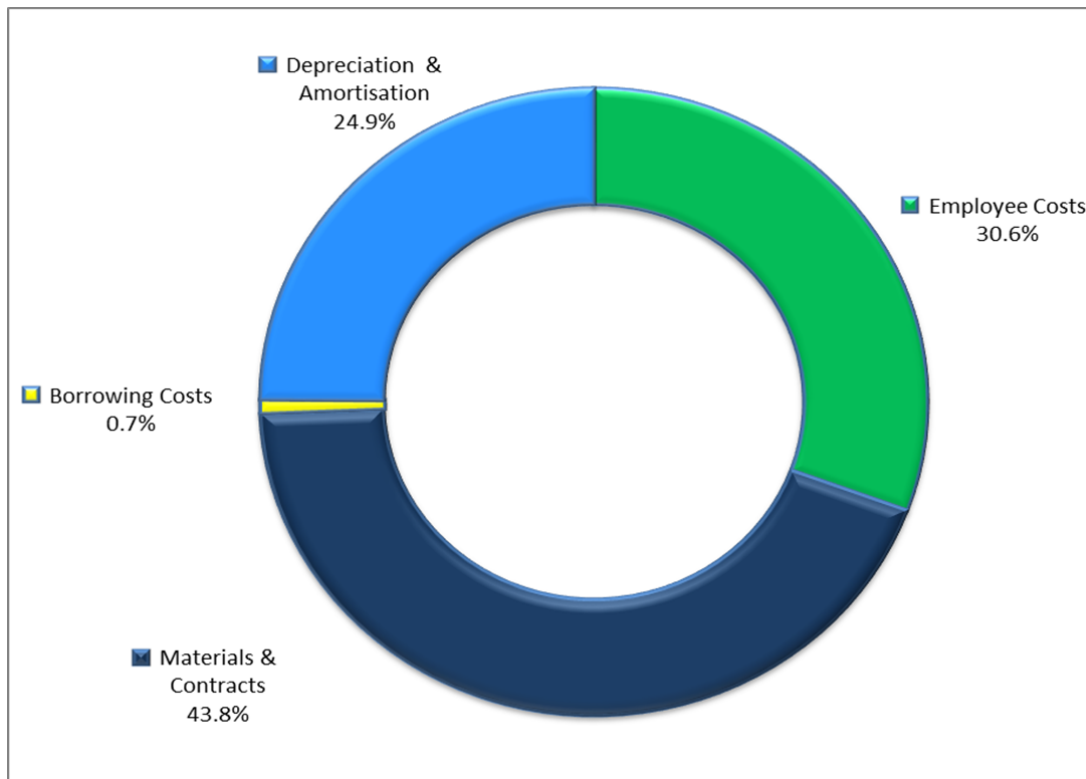


Figure 3:2018/19 Operating Expenses

Comparison to Previous Year Budget

Operating Expenses	2017/18 Original Budget \$'000	2018/19 Budget \$'000	Variance \$'000	% Variance
Employee Costs	32,313	33,661	1,348	4.2%
Materials & Contracts	49,429	48,103	-1,326	-3%
Borrowing Costs	291	790	499	171%
Depreciation & Amortisation	24,037	27,353	3,316	14%
Total Operating Expenses	106,071	109,907	3,836	3.62%

Table 6: Annual comparison of operating expenses

The increase in employee costs is overall in line with the assumptions including the Enterprise Bargaining Agreement, award and provision for increments. In addition, two (2) limited tenure positions for the Smart Cities new initiative and the costs of increasing some part time positions to full time positions have been factored into employee costs.

Materials and Contracts have decreased by 3%. The decrease results from incorporating operational savings into the 2018/19 budget, contractual reductions for waste management and swimming pool management, and the election expenses incurred in 2017/18.

Borrowing costs includes interest on loans and the annual unwinding of the discount for waste post closure and capping provisions to net present value (this is a non-cash item). Interest on loans are included as per the existing loan schedules plus the borrowing for Darwin Entertainment Centre air conditioning project (this will be drawn down by 30 June 2018) and anticipated new borrowings for Street Lighting project, (with repayments not expected to commence until mid-year and subject to Ministerial approval).

The depreciation budget is based on trends with adjustments and assumptions in relation to additions, work in progress and assets reaching maturity (fully depreciated). The increase in depreciation relates to Street Lighting assets being transferred from Northern Territory Government on the 1 January 2018 and the recognition of waste assets for capping and rehabilitation.

2018/19 Capital Works Budget

Sources of Funding

External Grants (\$10.1M)

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

- \$4.1M (total grant is \$5M with \$908K received in 2017/18) from the Australian Government Department of Industry, Innovation and Science for the *Switching on Darwin* - Smart Cities Project.
- \$3.25M (total grant is \$3.5M with \$250K received in 2017/18) from the Northern Territory Government Department of Tourism and Culture for Urban Oval Lights.
- \$2.5M from Northern Territory Government Department of Chief Minister for the *Switching on Darwin* – Smart Cities Project.
- \$84K 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 (\$7.29M)

Reserve funding to be used for capital works in 2018/19 will include:

- **\$2.89M** from the Plant and Vehicle Replacement Reserve for the replacement of plant, machinery, vehicles and equipment.
- **\$1.25M** from the Asset Replacement and Refurbishment Reserve for *Switching on Darwin* - Smart Cities Project.
- **\$1.25M** from the CBD Car parking Rate Levey Reserve for *Switching on Darwin* Smart Cities Project.
- **\$823K** from Street Lighting Reserve for Street Lighting Luminaires replacement and poles & wiring expenditure
- **\$750K** funded from Waste Management Reserve. \$500K for entrance works, \$200K for internal road works and \$50K for cell design.
- **\$181K** from Public Art Reserve
- **\$133K** from Darwin Entertainment Centre Refurbishment Reserve
- **\$15K** from Off & On Street Parking Reserve for Civic Centre carpark

Borrowing (\$3.0M)

\$3.0M is new borrowings for the Street Lighting project. This is subject to Ministerial Approval.

Capital Expenditure

Capital expenditure of **\$32.47M** budgeted in 2018/19 is summarised as follows by major asset category.

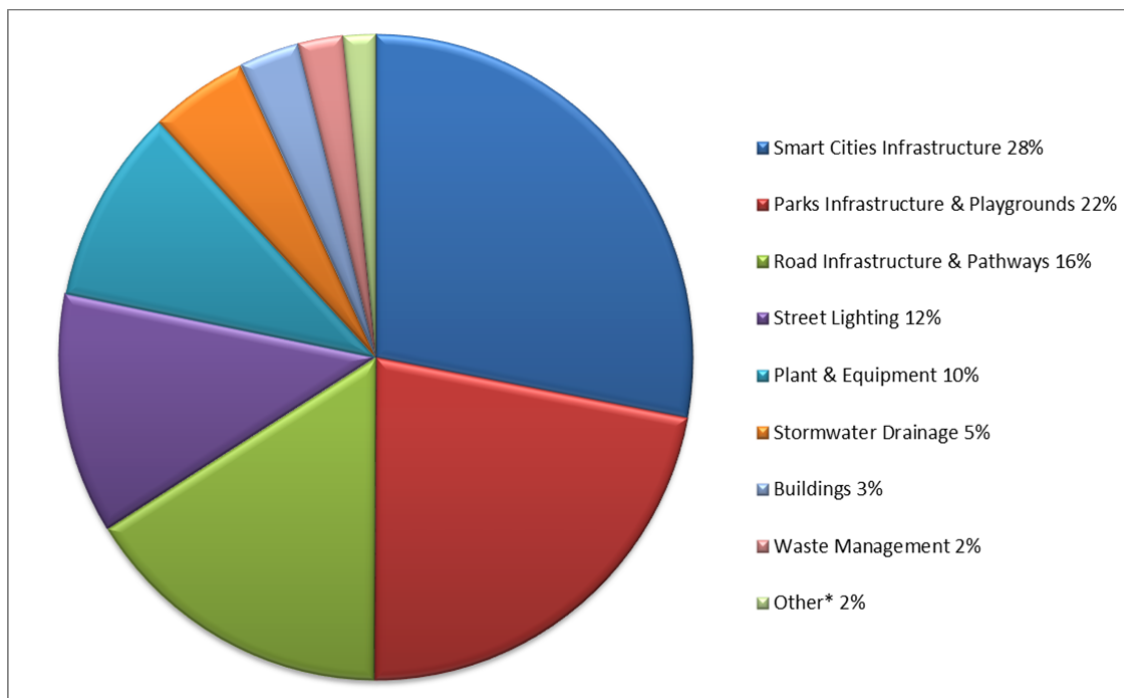


Figure 4: 2018/19 Capital Expenditure

*Other assets includes sports facility upgrades and refurbishments, street lighting upgrades

Asset Category	Capital Budget \$
Buildings	998,300
Pathways	1,575,665
Parks Infrastructure & Playgrounds	3,922,190
Plant & Equipment	3,192,095
Other	339,000
Smart Cities Infrastructure	9,091,313
Sporting Reserves and Facilities	3,451,000
Stormwater Drainage	1,611,400
Street Lighting	3,923,298
Road Infrastructure	3,615,292
Waste Management	750,000
Total	32,469,553

*Other assets include delivering on Council's plans for sports fields and public art and the development of a masterplan for the Casuarina Swimming Pool

Table 7: 2018/19 Capital Budget by Asset Category

Capital Works Overview and Asset Management

City of Darwin is the custodian of community assets and infrastructure, including land, which have a total value of more than \$1.0 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 strategy for asset management 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 2018/19 Capital Works Program totals \$32.47M of which \$10.82M is attributed to the replacement/renewal of existing assets.

Assets

City of Darwin's road network is 452km long. Council undertakes road maintenance, reseals, reconstruction and new works to ensure the road network meets the comfort, safety and aesthetic needs and expectations of all road users and the community.

Operational road work includes the routine maintenance and operational activities that relate to the road and associated infrastructure, including road surface, road pavement, traffic signals, signage, line marking, street lighting, and kerbing and guttering.

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

Council monitors the condition of 518km network of footpaths, driveways and shared paths throughout the municipality and constructs, reconstructs and maintains these facilities on an ongoing basis.

Within the municipality, Council is responsible for 20,570 driveways (entrances). Council annually assesses and replaces those that are in poor condition.

Council's stormwater system comprises approximately 390km of underground pipes, 68.5km of open unlined drains, 20km of open lined drains, 10,263 pits and 75 culverts.

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.

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 has a population of 146,612 people⁵.

The facility accepts an estimated 190,000 tonnes of waste per annum and has facilities for recycling, gas extraction for conversion to energy, and green waste processing. Approximately 30,000 tonnes of mulch is produced annually, predominantly from Darwin households. 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 1,800 Darwin residential homes and save over 50,000 tonnes of greenhouse gas emissions each year.

Further details of Council's 2018/19 Capital Works program are outlined in table 8.

⁵ As at 30 June 2016 ABS Cat No 3218.0

2018/19 Capital Works Program

PROGRAM PROFILE	PROJECT	ONGOING/ ONE OFF	GRANT FUNDS	CONTRIBUTIONS	LOAN FUNDS	RESERVE FUNDS	GENERAL FUNDS	TOTAL
Arts & Cultural Development	Public Art Development	Ongoing				180,970	158,030	339,000
Building Services	Council Buildings - Interior Renewal	Ongoing					212,000	212,000
Building Services	Council Buildings - Services Renewals	Ongoing					176,700	176,700
Building Services	Council Buildings - Structural Renewal	Ongoing					80,800	80,800
Building Services	Council Shade Structure Replacement	Ongoing					126,800	126,800
Building Services	Energy Efficiency Program	Ongoing					250,000	250,000
Parks & Reserves	Coastal Foreshore Erosion	One Off					679,000	679,000
Darwin Entertainment Centre	Darwin Entertainment Centre; Upgrades & Refurbishment	Ongoing				133,078	18,922	152,000
Information Technology	IT Infrastructure	Ongoing					301,400	301,400
Street Lighting	Street & Public Lighting Luminaire Replacement	One Off			3,000,000	323,298		3,323,298
Street Lighting	Street & Public Lighting Capital Replacement (Poles & Wiring)	Ongoing				500,000		500,000
Capital Works	Street & Public Lighting Upgrade	Ongoing					100,000	100,000
Capital Works	Streetscape Development & Upgrade	Ongoing					555,000	555,000
Parks & Reserves	Darwin General Cemetery Upgrade & Refurbishment	Ongoing					21,900	21,900
Capital Works	Pine Log Fence Replacement	Ongoing					71,700	71,700
Parks & Reserves	Foreshore Fencing	Ongoing					77,700	77,700
Parks & Reserves	Neighbourhood Playground Refurbishment	Ongoing					202,000	202,000
Parks & Reserves	Playground Shades	Ongoing					940,000	940,000
Parks & Reserves	Softfall Under Play Equipment	Ongoing					100,000	100,000
Parks & Reserves	Exercise Equipment Replacement	One Off					200,000	200,000
Parks & Reserves	Regional Playgrounds Refurbishment	One Off					250,000	250,000

Parks & Reserves	Parks Infrastructure Refurbishment	Ongoing					140,890	140,890
Capital Works	Gardens Park Golf - Lake Rehabilitation	One Off					250,000	250,000
Parks & Reserves	Irrigation Infrastructure	Ongoing					209,000	209,000
Parks & Reserves	Urban Oval Lights Program	One Off	3,250,000					3,250,000
Civil Works	Shared Paths Program	Ongoing					563,965	563,965
Civil Works	Footpath Reconstruction	Ongoing					848,000	848,000
Capital Works	Disability Access Program	Ongoing					55,000	55,000
Civil Works	Driveway Program	Ongoing					237,000	237,000
Civil Works	Walkways Resurfacing	Ongoing					163,700	163,700
Fleet Management	Plant & Equipment Replacement Program	Ongoing				2,890,695		2,890,695
Leisure & Events	Sports Field Plan Capital Projects	Ongoing					101,000	101,000
Civil Works	Minor Capital Works	Ongoing					143,000	143,000
Capital Works	Local Area Traffic Management	Ongoing					253,000	253,000
Civil Works	Lee Point Road Upgrade	One Off		100,000				100,000
Civil Works	Road Resurfacing & Renewal	Ongoing					1,724,000	1,724,000
Capital Works	Lakeside Drive	One Off					528,392	528,392
Capital Works	Cavenagh Street Renewal; Searcy to Bennett Street	One Off					200,000	200,000
Civil Works	Kerb Replacement	Ongoing					29,900	29,900
Capital Works	Traffic Signals Upgrades	Ongoing					93,000	93,000
City Parking	Civic Centre Car Park; Parking Machines	One Off				15,000		15,000
Smart Cities	Smart Cities	One Off	6,591,313			2,500,000		9,091,313
Capital Works	Stormwater Upgrades and Reconstruction	Ongoing					1,385,400	1,385,400
Capital Works	Stormwater - Benison Road	One Off					100,000	100,000
Civil Works	Mosquito Control Program	Ongoing	83,623				42,377	126,000
Waste Management	Shoal Bay Capital Works - Weighbridge and Entrance	One Off				500,000		500,000
Waste Management	Shoal Bay Waste Management Site - Cell 6	One Off				50,000		50,000

Waste Management	Shoal Bay Capital Works - Internal Road	One Off				200,000		200,000
Parks & Reserves	Bollard Replacement - Ovals	One Off					75,000	75,000
Parks & Reserves	Irrigation Tanks	One Off					150,000	150,000
Leisure & Events	Casuarina Pool Masterplan	One Off					100,000	100,000
Capital Works	Blackspot Projects	One Off					237,000	237,000
CAPITAL WORKS PROGRAM TOTAL			9,924,936	100,000	3,000,000	7,293,041	12,151,576	32,469,553

Table 8 – 2018/19 Capital Works Program

Black Spot Projects 2018/19

Submissions for black spot funding for 2018/19 to date have not been released.

The Australian Government funding program provides a national investment of \$684.50M for the period 2013/14 to 2020/21.

Council's priorities for Black Spot Funding are listed below. Funds of \$237K are provided in the Capital Works Program above in order to deliver some of these works should funding not be successful.

- Anula & Wulagi Traffic Calming (Stage 1)
- Lee Point Road & Union Terrace Intersection Upgrade
- Nakara Primary School Safe Routes to School Assessment Outcomes
- Trower Road Pedestrian Crossing Facility

2018/19 Budgeted Financial Statements (overall)

Budgeted financial statements for 2018/19 on the following pages are:

A. Budgeted Income Statement

This statement outlines:

- All sources of Council's income
- All operating expenses. These expenses relate to 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/Fund Flows

This summarises the actual flows of cash/funds for a period and explains the change in the cash/funds balance held from the start of the period through to the end of the reporting period. This shows where Council received its cash/funds 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 (external & internal)

This statement provides details of Council's existing borrowings as well as any proposed new borrowings. Council's Borrowing Policy describes the set of circumstances which should exist before new borrowings are considered.

A Budgeted Statement of Income Overall

For the year ending 30 June 2019

A. Budgeted Statement of Income Overall			
for the year ending 30 June 2019	LTFP	Budget	Adopted Budget
	2018/19	2018/19	2017/18
	\$'000	\$'000	\$'000
<u>Income</u>			
Rates & Annual Charges	72,690	71,678	69,069
User Charges & Fees	24,761	22,838	24,569
Investment & Interest Income	1,898	1,913	1,953
Other Income	1,810	1,549	1,772
Grants & Contributions - Operating Purposes	5,104	5,319	5,143
Total Income	106,263	103,297	102,506
<u>Less Expenses</u>			
Employee Costs	33,990	33,661	32,313
Borrowing Costs	269	790	291
Materials, Contracts & Other Expenses	50,022	48,103	49,429
Depreciation, Amortisation & Impairment	23,982	27,353	24,037
Total Expenses	108,263	109,907	106,070
Operating Surplus/ (Deficit)	(2,000)	(6,610)	(3,564)
Grants & Contributions - Capital Purposes	1,899	10,115	2,113
Net Surplus/ (Deficit)	(101)	3,505	(1,451)

Notes:

1 "LTFP" is Long Term Financial Plan.

2 Numbers in statements may include minor rounding differences.

Variations compared to previous budget:

Explanations regarding the main differences from 2017/18 adopted budget to 2018/19 proposed budget are explained in tables 5 and 6 above.

Variations compared to adopted [Long Term Financial Plan](#) (LTFP):

The variances as explained in tables 5 and 6 above are also reflected in the variance to the adopted ten-year [Long Term Financial Plan](#) (LTFP). Some of the other significant reasons for variations to the LTFP are:.

- **Income decrease:** Rates & charges assumption in the adopted LTFP for General Rates increase was 3%. Although in 2018/19 the General Rates increase is in line with the LTFP of 3%, the departure from the LTFP in 2017/18 has had a compounding effect. Assumptions of rates growth were also adjusted back from 1.2% to 0.5% (2017/18) and to 0.25% in 2018/19.
- **Expense increase:** This continues to be attributed to the depreciation in the adopted LTFP being based on assumptions which did not allow sufficient for factors such as revaluations, asset componentisation, reviews of asset lives and recognition of assets for street lighting and waste rehabilitation. As this is not a cash cost it does not have an immediate budgetary implication.

- **Expenses utilising cash/liquidity reduce.** Employee costs reduce in this budget from the LTFP as a result of the lower assumptions for the EBA/award in the 2017/18 budget.
- **Operating deficit increases.** The major contributing factors in the variance to the LTFP are the reduction in income from general rates and user charges and fees and the increase in the non-cash depreciation expense. Council continues to monitor the operating deficit and a review of the LTFP is currently in progress.

B Budgeted Statement of Financial Position

For the year ending 30 June 2019

<u>B. Budgeted Statement of Financial Position</u> for the years ending	Audited 30/06/2017	Budget 30/06/2019
Current Assets		
Cash & Investments - unrestricted	13,039	13,046
Cash & Investments - internally restricted	29,458	3,176
Cash & Investments - legally restricted	31,492	35,351
Receivables	10,598	8,498
Inventories	110	110
	84,697	60,181
Non-Current Assets		
Infrastructure, Property, Plant and Equipment	953,325	1,025,558
TOTAL ASSETS	1,038,022	1,085,739
Current Liabilities		
Payables	14,695	11,695
Borrowings	241	422
Provisions & Other Liabilities	17,256	8,171
	32,192	20,288
Non-Current Liabilities		
Borrowings	3,046	7,059
Provisions	10,025	19,900
	13,071	26,959
TOTAL LIABILITIES	45,263	47,247
NET ASSETS	992,759	1,038,492
Equity		
Asset Revaluation Reserve	597,461	597,461
Retained Surplus & Reserves	395,298	441,031
TOTAL EQUITY	992,759	1,038,492

* As per 2nd Quarter Budget Review adjusted as if c/f were spent at about midnight on 30 June 2018.

Notes:

1. Council's financial position and liquidity. Provisions have increased with the recognition of waste cell capping liabilities, partially reflected as a current liability. These works will not require immediate funding and are proposed to commence in 2020/21 (hence the reclassification from current liability in 2016/17 Audited to non-current liability in 2018/19). Overall the Council's financial position and liquidity indicates a sound situation for this budget.

2. There are some direct adjustments to the Statement of Financial position which are neutral to working capital/liquidity. In the main these are adjustments to reflect targeted positions in respect of Accounts Receivable, Accounts Payable and other current provisions with a corresponding effect in the bank/cash position at year end.

C Budgeted Statement of Fund/Cash Flows

For the year ending 30 June 2019

<u>C. Budgeted Statement of Fund/Cash Flows</u> for the year ending 30 June 2019	LTFP 2018/19 \$'000	Budget 2018/19 \$'000	Adopted Budget 2017/18 \$'000
From Operating Activities			
Net operating result from Income Statement	(101)	3,505	(1,451)
Add back Depreciation (not cash)	23,982	27,353	24,037
Net Funds provided (or used in) Operating Activities	23,881	30,858	22,586
From Investing Activities			
Receipts:			
Sale of Infrastructure, Property, Plant & Equipment	1,011	801	783
Payments:			
Purchase of Infrastructure, Property, Plant & Equipment	(30,365)	(32,470)	(21,633)
Net Funds provided (or used in) Investing Activities	(29,354)	(31,669)	(20,850)
From Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	5,000	3,000	2,100
Payments:			
Repayment of Borrowings & Advances	(406)	(422)	(384)
Net Funds provided (or used in) Financing Activities	4,594	2,578	1,716
Net Increase (-Decrease) in Funds before Transfers	(879)	1,767	3,452
Transfers from (-to) Reserves			
Net Transfers from (-to) Reserves	879	(1,767)	(3,452)
Net Increase (-Decrease) in General Funds after Transfers	0	0	0

Notes:

1 "LTFP" is Long Term Financial Plan.

2 Numbers in statements may include minor rounding differences.

Notes:

1. Net Funds from Operating Activities. This has increased with the additional funds being provided in 2018/19 from capital grants.
2. Net Funds from Financing Activities. Proceeds from borrowing relate to external funding to be sought for Street Lighting capital expenditure project, subject to Ministerial Approval.
3. Net Transfers to Reserves. The difference to the LTFP mainly relates to the staging of waste infrastructure works at Shoal Bay Waste Management Facility; requiring less to be transferred from the Waste Reserve in 2018/19.

D Budgeted Statement of Reserves

For year ending 30 June 2019

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 example 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.

The opening balances to the reserves are as per the 2017/18 amended budget 2nd Quarter Review, unless otherwise stated, and assumes no carry forwards and unspent grants and full utilisation of approved internal loans for Waste.

Externally Restricted Reserves

	Opening Balance 30 June 2018	Net Mvt Inc (-Dec)	Closing Balance 30 June
Reserves - legally restricted			
CBD Carparking Shortfall - Developer Cont.	12,726	386	13,112
CBD Carparking Shortfall - Rate Levy	13,140	113	13,253
DEC Air Conditioning Replacement	60	36	96
Developer Contributions	1,614	84	1,698
Highway/Commercial Carparking Shortfall	19	0	19
Market Site Development	364	54	418
Other Carparking Shortfall	93	5	98
Unspent Grants	0	0	0
Waste Management	2,337	4,320	6,657
Total - legally restricted reserves	30,353	4,998	35,351

Externally restricted reserves must comply with legal requirements.

Council expects to be operating the following externally restricted reserve funds in 2018/19:

- CBD Car Parking Shortfall – Developer Contributions; this reserve holds contributions from developers to be used to fund future car parking infrastructure in line with the developer contribution plan. (Budget increase is interest and assumed developer contributions).

- 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. (Budget increase is rates and interest less capital expenditure for Smart Cities – *Switching on Darwin*).
- DEC Air Conditioning Replacement; this reserve holds contributions in accordance with an agreement to contribute a proportionate amount toward future costs of air conditioning for the overall complex in which the DEC is situated. (Budget funds increase is recurring annual transfer until the situation is finalised with the separation of the DEC air conditioning from the current overall arrangements.).
- Developer Contributions; this reserve holds contributions from developers to be used to fund future road, pathways and stormwater drainage construction. (Budget increase in balance is interest and assumed developer contribution).
- Highway/Commercial Car parking Shortfall – Developer Contributions; 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, in accordance with agreements, lease income from Mindil, Nightcliff and Parap markets to provide for future upgrades of the market sites as directed by Council. (Budget increase is based on revenues).
- Other Car parking Shortfall; this reserve holds contributions from developers to be used to fund car parking spaces that were collected prior to the current policies. (Budget increase in balance is based on interest).
- Unspent Grants; this reserve holds the amount of any unspent specific purpose grants. (This assumes no unspent grants at 30 June 2018).
- Waste Management; this reserve holds funds to be used for the future development and rehabilitation of the Shoal Bay Waste Management Facility or alternative waste disposal methods. (Budget increase is the net fund flow of all operational and capital budgets related to Waste including interest earned).

Internally Restricted - All Other Reserves

For year ending 30 June 2019

Reserves - internally restricted	Opening Balance 30 June 2018	Net Mvt Inc (-Dec)	Closing Balance 30 June
Asset Replacement & Refurbishment	1,313	-1,010	303
Carry Over	0	0	0
DEC Asset Replacement/Refurbishment	133	-133	0
Disaster Contingency	1,035	0	1,035
Election Expense	10	100	110
Environmental	107	-21	86
Nightcliff Community Hall	39	13	52
Off & On Street Carparking	0	217	217
Plant Replacement	986	-241	745
Public Art	291	-181	110
Street Lighting Reserve	2,312	-1,795	517
Tree Risk Management Reserve	181	-181	0
Total - internally restricted reserves	6,407	-3,232	3,175

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. Transfers between funds, utilisation of funds and changes of purpose can be authorised by Council.

Council expects to be operating the following internally restricted reserve funds in 2018/19:

- 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). (Budget decrease relates to Smart Cities – *Switching on Darwin* net of repayments from Waste of internal loan).
- Darwin Entertainment Centre Asset (DEC) Replacement & Refurbishment; this reserve holds funds to pay for the future replacement or upgrade of assets at the centre. (Budget decrease is the rationalisation of the reserve; allocated to DEC Centre Upgrades & Refurbishment annual program).
- Disaster Contingency; this reserve holds funds to assist with a natural disaster. Council policy requires a minimum balance of \$1M to be retained. (Budget nil movement).
- Election Expenses; this reserve holds funds to provide for the costs associated with holding the next Council election or by-election. (Budget increase relates to general revenues transferred in towards the cost of next elections).

- Environmental; this reserve holds funds to be used for environmental projects with some originally emanating from the Carbon Tax Reserve and the Government rescission of that tax. (Budget decrease is the utilisation of funds for Rapid Creek corridor rehabilitation).
- Nightcliff Community Hall; this reserve holds lease income from Nightcliff Community Hall to provide for future upgrades of the facility. (Budget increase in accumulated funds relates to the recurring annual transfer of 20% of the income).
- 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 Council's car parking strategy which includes the development of a multi storey car park building. (Budget increase in funds relates to net operating revenues after supporting general purposes, repayments of internal loan from Waste offset by capital utilisations for parking). The opening balance has been adjusted to reflect forecasted decrease in parking income.
- Plant Replacement; this reserve holds funds to meet the cost of replacement of plant and vehicles. It is required by Council to be maintained above \$300,000. (Budget decrease relates to the capital replacement program less funds generated from Fleet Operations and Waste internal loan repayments).
- Public Art; this reserve holds funds to provide for future public art projects to be utilised in accordance with the public art policy (Budget decrease for public art works in line with the LTFP).
- Street Lighting; This reserve holds funds to assist the transfer by the NTG of responsibility for street lighting costs (repairs & maintenance and capital renewals). The funds result from Council decisions and savings relating to the NTG reconsideration and postponement of repairs and maintenance costs until 1 January 2018. (Budget decrease in balance relates to full funding of operational repairs & maintenance and part funding for planned capital). The costs are expected to have some rating implications in the following budget as the reserve is utilised.)
- Tree Risk Management; A reserve established to assist addressing the Coroner's report on the golf course fatality. (Budget assumes the programmed full utilisation in 2018/19 takes place and there is no residual balance coming into 2019/20).

E Budgeted Statement of Borrowings

For the year ending 30 June 2019

Budgeted Statement of External Borrowings

for the year ending 30 June 2019

Loans	\$000's
Opening Balance*	5,046
New Borrowings**	3,000
Principal Repayments	(422)
Closing Balance	7,624

Notes:

* As per 2nd quarter budget review 2017/18

** Street Lighting capital project. This is subject to Ministerial approval.

Tables of Internal Loans

Loans by function/service		01/07/2018				30/06/2019		Notes
Name	Original Amount \$	Date Borrowed	Term/Yrs	P+I \$ 2018/19	Reserve Lent From	Opening balance \$	Principal Repaid \$	
IL1 2015 (set)	1,000,000	30/06/2015	10.0	115,559	ARR	729,713	95,429	1
IL2 2015 (set)	1,164,115	30/06/2015	10.0	134,524	Parking	849,469	111,091	1
IL4 2017 (set)	4,000,000	30/06/2017	10.0	462,238	Parking	3,649,979	360,283	1
IL5A 2017 (set)	227,000	30/06/2017	15.0	18,717	ARR	214,734	12,626	1
IL5B 2017 (budgeted) - c/f expected	273,000	30/06/2017	15.0		ARR	273,000	0	2
IL6 2017 (budgeted) - c/f expected	5,500,000	30/06/2017	15.0		Parking	5,500,000	0	2
IL7 2017 (set)	1,500,000	30/06/2017	5.0	323,360	Plant	1,217,082	291,212	1
IL8 2017 (set)	527,806	30/06/2017	5.0	113,781	Parking	428,255	99,551	1
IL9 2017 (budgeted) - c/f expected	1,000,000	30/06/2017	15.0		ARR	1,000,000	0	2
Total internal loans to Waste Facility	15,191,921			1,168,178		13,862,232	970,191	12,892,041
IL3 2016 Nightcliff Café (set)	1,442,437	30/06/2016	17.0	107,777	ARR	1,307,148	70,633	1,236,515
Grand total internal loans	16,634,358			1,275,956		15,169,380	1,040,825	14,128,556

Summary of Loans by lending reserve

Asset Replacement & Refurbishment (ARR)		242,053	3,524,595	178,689	3,345,906
Off & On Street Parking (Parking)		710,543	10,427,704	570,924	9,856,780
Plant Replacement (Plant)		323,360	1,217,082	291,212	925,870
Grand total internal loans		1,275,956	15,169,380	1,040,825	14,128,556

Notes

- 1 Internal loan is now an actual.
- 2 Internal loan is an expected carried forward (unlikely to require repayment until 2019/20).
- 3 All above internal loans are based on opportunity cost of investments estimated at 2.9%
- 4 All above internal loans are based on 4 quarterly repayments PA

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 councils 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. The Municipal Plan must be:

- a) Accessible on the City of Darwin website;
- b) Available for inspection at 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. Financial 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.

The 2018/19, a new program profile, Smart Cities has been included in Council's Service Delivery Plan to reflect significant investment in smart city projects and programs over the coming year.

Key challenges that Council continues to take into consideration in its planning and budgeting practices include:

- Increased need to extend digital transformation across the City
- Rising community expectations and increased community engagement on Council matters and decisions
- Continually increased demand on existing resources
- Internal and external cost pressures
- Increased media focus
- Decreasing investment income in the City
- Rising operational and construction costs for Council's infrastructure and assets
- Reduced grant and external funding opportunities
- A greater need to be resilient to increased threats of cyclonic, disaster and security events
- Waste minimisation strategies and management of landfill diversion activities
- Continued cost shifting from other tiers of government
- Demographic changes
- External political environment

Despite our challenges, Council remains focussed on delivering quality outcomes in 2018/19 and will focus on opportunities to better utilise technology and data as tools to achieve greater efficiencies in service delivery and a better overall customer experience for our community.

Council continues to focus on advocacy and building relationships with other levels of government, business and the community as a strategy to continually improve service delivery. Over the next few months Council will engage with the community and stakeholders to develop a new Strategic Plan to 2030.

Constitutional Arrangements

In accordance with the *Local Government Act* and the *Local Government (Electoral) Regulations*, Council last reviewed its constitutional (electoral) arrangements during 2014/15. The review must be conducted once per term of Council.

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 22nd 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 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's next review of constitutional arrangements is likely to take place in 2019 (normally mid-term).

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

The governance framework is reviewed at least once per term of Council to ensure it takes into account impacts such as changes to the Local Government Act, policy reviews or changes in strategic direction.

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

Darwin City Deal

Council is well placed to ensure opportunities are realised through co-operation with the Australian Government, Northern Territory Government and Charles Darwin University with the formalisation of a City Deal for Darwin. A Memorandum of Understanding (MOU) has been agreed and work is progressing to formalise a City Deal.

City of Darwin also actively participates in the following committees: -

- **The Council of Capital City Lord Mayors (CCCLM)** provides national leadership for the effective co-ordination and representation of the interests of the Capital Cities of the Australian States and Territories, especially in their relations with other spheres of government. The strategic priorities for CCCLM are securing ongoing Federal Government engagement, partnerships, alliances and investment in capital cities as well as securing Federal Government investment in nation building infrastructure in capital cities and encouraging smart growth in urban Australia.
- **The Northern Australia Capital City Committee (NACCC)** provides an opportunity for the City of Darwin and Northern Territory Government to work together to enhance the productivity, sustainability and liveability of Darwin.
- **The Top End Regional Organisation of Councils (TOPROC)**. TOPROC comprises the six (6) Top End Council's with membership listed below. It is committed to the sustainable development of our Greater Darwin Region and meets on a regular basis to progress common issues. In 2018/19 TOPROC will continue to deliver the priorities of the TOPROC Regional Development Plan with a focus on land use planning, waste and recycling, and incorporation of unincorporated land.

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
-
- **Local Government Association of the NT (LGANT)**
- LGANT is the peak body representing Local Government in the Northern Territory. City of Darwin appoints two Elected Members to the Executive Committee each year. Current City of Darwin representatives are Aldermen Gary Haslett and Sherry Cullen.

Social and Economic Impacts of Rating Strategy

Section 127 (2) (e) of the *Local Government Act* requires that Council's annual Municipal Plan contain an assessment of the social and economic impacts its rating strategy. Council's rating strategies are outlined on pages 17–19.

To assist, City of Darwin engaged *.id (the population experts)* to complete an assessment of the economic and social impacts of its rating strategy and the proposed general rate increase in 2017/18. At that time the general rate increase was 1.9%. The proposed general rate increase for 2018/19 is 3%.

The assessment was informed by a number of economic and socio-economic indicators relating to:

- The economy
- Employment
- Income and wealth
- Advantage and disadvantage

Key findings in 2017/18 relating to Darwin's economic climate remain relevant, along with updated economic factors below for consideration in 2018/19.

- Economic conditions in Darwin in 2017/18 were considered to be moderate with growth below the 10-year average at that time of 5.3%. Growth in the Northern Territory for 2017/18 is estimated at 2.1% at the third quarter. This is expected to be lower than that national growth rate of 2.6% for 2017/18. Economic growth in Darwin continues to follow a consistent path to the whole of the Northern Territory Economy.
- The 2018 March quarter economic growth forecast⁶ for the Northern Territory in 2018/19 is 2.4%. This is an increase on the estimated growth in 2017/18 of 2.1%. However, the Northern Territory growth rate in 2018/19 is expected to remain below the forecast national growth rate in 2018/19 of 3.0%.
- Despite the moderate economy continuing at present it is expected that the Northern Territory growth rate will improve over the five (5) years to 2021-22 with an average growth rate of 3.1% per annum. National growth is expected to be an average annual rate of 2.9% for the same five-year period.
- In March 2018, the Northern Territory unemployment rate was 3.9%⁷. A 0.6 % change from the same period in 2017 (3.3%) and continues to be well below the national unemployment level of 5.6%.
- Wage growth remains low and is likely to impact household consumption growth and therefore employment in the short term
- Future employment growth is likely to remain low due to a number of significant projects such as Ichthys LNG project which will move to production phase during 2018/19.

Council's [Long Term Financial Plan](#) provides for a 3% per annum increase in general rates. The [Long Term Financial Plan](#) is Council's principle document for ensuring it remains financially sustainable in the longer term. Variations to what is outlined in the LTFP may impact on future years at a higher than planned general rate increase.

⁶ Northern Territory Government Economic Brief prepared by Deloitte Access Economics for the March quarter 2018

⁷ ABS Catalogue 6202.0 Labour force

Taking into account all of the factors above and the parameters outlined in the LTFP, Council believes balancing the budget at a 3.0% general rate increase recognises the impact of the change in the economy over the last few years and slower than normal growth rate predicted for future years, whilst ensuring Council remains financially sustainable for the future.

Initiatives to ease burden

Council recognises that individuals can experience difficulty in meeting their responsibilities for the payment of rates and seeks to lower the social and economic impact of its rating policy through:

- Recognition of the issues experienced by individuals suffering from financial difficulty, with a range of options available, considered on a case by case basis
- Allowing for payment of rates in four instalments
- A number of direct debit options available to ease payment burden
- Payment plans offered through Centrelink
- Payroll deductions offered by some employers

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*.

At the 1st Ordinary Meeting held on 10 April 2018, Council resolved (Decision 22\618) to adopt the Ministerial Guidelines for allowances to be paid for the 2018/19 financial year as outlined in the table below.

Allowance Type	Lord Mayor \$	Acting Lord Mayor \$	Deputy Lord Mayor \$	Alderman \$
Annual Base Allowance	123,092.79	Daily rate of 425.89 per day to a maximum of 38,330.10 per year (90 days)	45,516.19	22,137.72
Annual Electoral Allowance	32,398.22	N/A	8,100.15	8,100.15
Additional Meeting Allowance	N/A	N/A	N/A	14,758.47 maximum per year*
Annual Professional Development Allowance	3,690.22	N/A	3,690.22	3,690.22
Total Maximum Claimable Allowances	159,181.23	38,330.10	57,306.55	48,686.56

Table 9: 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.

The Ministerial Guidelines have set the maximum additional meeting allowance at \$14,758.47 per annum. City of Darwin has set the additional meeting allowance as \$182.22 per meeting.

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

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 \$
Browns Mart Shimmer	Sponsorship	10,000		10,000
Capricornia Film Awards	Sponsorship	5,000		5,000
CBD Activation Contingency	Operating Subsidy	50,000		50,000
Christmas in Darwin Association	Sponsorship & In Kind	18,000	2,000	20,000
Community Environment Grants	Annual Grants Program	50,000		50,000
Community Grants	Annual Grants Program	100,000		100,000
CrownBet Supercars V8's	In Kind		6,000	6,000
Darwin City & Waterfront Retailers Association	Operating Subsidy	50,000	27,280	77,280
Darwin City Brass Band	Operating Subsidy	30,000		30,000
Darwin Entertainment Centre	Operating Subsidy	591,020		591,020
Darwin Festival	Sponsorship & In Kind	150,000	15,000	165,000
Darwin Fringe Festival	Sponsorship & In Kind	7,500	1,000	8,500
Lottoland Mitchell Street Mile	Sponsorship & In Kind	5,000	4,000	9,000
Malak Marketplace	Sponsorship & In Kind	10,000	2,000	12,000
National Indigenous Music Awards	Sponsorship & In Kind	10,000	2,000	12,000
Nightcliff Seabreeze Festival	Sponsorship & In Kind	25,000	8,000	33,000
Palmerston Shopping Centre Christmas Party	Sponsorship	2,750		2,750
PAWS Darwin	Operating Subsidy	30,000		30,000
Royal Darwin Show	Sponsorship & In Kind	12,000	8,000	20,000
RSPCA	Operating Subsidy	120,000		120,000
Sponsorship contingency	Sponsorship	10,000		10,000
Surf Life Saving NT	Operating Subsidy	30,000		30,000

Organisation	Description	Cash \$	In-kind Support \$ value	Total Sponsorship \$
The Beat Festival	Sponsorship	10,000		10,000
Tourism Top End	Operating Subsidy	100,000		100,000
Total		\$1,426,270	\$75,280	\$1,501,550

Table 10: 2018/19 Sponsorships, Grants and Operating Subsidies

2018/19 Service Delivery Plan

Program Profiles

The following section outlines Council's service delivery plan for 2018/19 by program profile. Each of Council's programs details the key functions and outputs, success measures, the number of FTE staff allocated to delivering the program, operating revenue and expenditure and capital revenue and expenditure. 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.
Strategic Goal	The Evolving Darwin Towards 2020 Strategic Plan goal to which the program is primarily aligned.
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 Evolving Darwin Towards 2020 Strategic Plan .
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.
2018/19 Budget	The program budget allocated in 2018/19 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 Evolving Darwin Towards 2020 Strategic Plan .

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*									
City Life	Pg	City Futures	Pg	City Operations	Pg	City Performance	Pg	Office of the CEO	Pg
Arts and Cultural Development	62	City Parking	76	Asset Management	84	Financial Management	96	Communications and Marketing	105
Community Development	63	City Planning	77	Capital Works & Projects	85	Information Technology	97	Governance	106
Community Engagement	64	Climate Change & Environment	78	City Operations Maintenance	86	Office of GM City Performance	98		
Customer Experience	65	Economic Development & Tourism	80	Civil Works	87	People & Culture	99		
Darwin Entertainment Centre	66	Office of GM City Futures	81	Design	88	Records and Information Management	101		
Darwin Safer City	67	Smart Cities Program	82	Development	89	Risk, Audit and Safety	102		
Family and Children's Services	68			Fleet Management	90	Strategy & Outcomes	103		
Libraries	69			Office of GM City Operations	91				
Office of GM City Life	70			Parks and Reserves	92				
Recreation, Leisure and Events	71			Street Lighting	93				
Regulatory Services	72			Waste Management	94				
Youth Services	74								

2018/19 Draft Budget by Program Profile

It is important to note that there are a number of activities reported separately to the program profiles.

General revenue (rates, interest and Commonwealth assistance grants), Depreciation and Contributions to General Funds by Other Activities are reported as 'other,' as they do not directly relate to providing a specific service as outlined in the program profiles.

This is consistent with how year-end actual figures are reported in Council's annual report.

2018/19 Budget
Statement of Income by Program (\$000's)
for the year ending 30 June 2019

Department	Program	Income	Less Expense	Operating Surplus (-Deficit)	Capital Income	Capital Expense	FTE
Office of Chief Executive	Communications & Marketing		858	-858			3
	Governance	15	2,176	-2,161			5
	Office of Chief Executive Total	15	3,034	-3,019	0	0	8
City Futures	City Parking	5,662	5,361	301		15	3
	City Planning		500	-500			4
	Climate Change & Environment	51	466	-415			2
	Economic Development & Tourism	1,373	675	698			2
	Office of GM City Futures		355	-355			2
	Smart Cities Program		336	-336	6,591	9,091	2
	City Futures Total	7,086	7,693	-607	6,591	9,106	15
City Life	Arts & Cultural Development		86	-86		339	1
	Community Development		879	-879			3
	Community Engagement	0	172	-172			1
	Customer Experience	111	636	-525			6
	Darwin Entertainment Centre		911	-911		152	
	Darwin Safer City		540	-540			4
	Family & Children's Services	219	497	-278			2.62
	Libraries	1,521	3,981	-2,460			37.6
	Office of GM City Life	0	500	-500			2
	Recreation, Leisure & Events	83	1,978	-1,895		201	4.1
	Regulatory Services	1,885	4,273	-2,388			34
	Youth Services	1	488	-487			3
	City Life Total	3,820	14,941	-11,121	0	692	98.29
City Operations	Asset Management		471	-471			4
	Capital Works & Project Management	0	458	-458	100	3,828	6
	City Operations Maintenance	1	5,094	-5,093		846	16.63
	Civil Works	1,984	10,139	-8,155	84	3,938	56
	Design		1,238	-1,238			7
	Development	468	166	302	90		2
	Fleet Management	47	-1,482	1,529		2,891	7
	Office of GM City Operations		520	-520			3
	Parks & Reserves	193	16,494	-16,301	3,250	6,295	70
	Street Lighting	0	2,211	-2,211		3,823	1
	Waste Management	22,364	16,310	6,054		750	5.63
	City Operations Total	25,057	51,619	-26,562	3,524	22,371	178.26
City Performance	Financial Management	495	3,319	-2,824			20
	Information Technology	53	2,765	-2,712		301	9
	Office of GM City Performance	6	565	-559			2
	People & Culture	5	1,783	-1,778			12
	Records & Information Management		785	-785			7
	Risk, Audit & Safety	101	1,451	-1,350			2
	Strategy & Outcomes		277	-277			2
	City Performance Total	660	10,945	-10,285	0	301	54
	Contribution to General Funds by Other						
Other	Activities		-5,677	5,677			
	Depreciation (all)		27,352	-27,352			
	General Revenues (rates, interest & C'wealth asstce)	66,659	0	66,659			
	Other Total	66,659	21,675	44,984	0	0	0
Total Result		103,297	109,907	-6,610	10,115	32,470	353.55

* Numbers may include minor rounding differences.

Table 11: Budgeted Statement of Income by Program (\$000's) for the year ending 30 June 2019

City Life

CITY LIFE

Program: Arts & Cultural Development			
Responsible Officer:	Manager Vibrant Communities	Number of FTEs:	1.0
Strategic Goal:	4. Historic and Culturally Rich City		
Primary Outcome:	4.2 Community life rich in creativity		
Program Description: Develop Council's role in supporting diverse and quality art programs that encourage participation, build a sense of community pride and foster cultural vitality.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Facilitate and support activities that promote public art and arts and cultural development		<ul style="list-style-type: none">Manage and implement the City of Darwin Arts Plan 2015 – 2020	
<ul style="list-style-type: none">Facilitate and support activities that build capacity, skills and the professional development of artists		<ul style="list-style-type: none">Manage and implement the Darwin Public Art Pilot Plan	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	86,000	Capital Expenditure:	339,000
Net Operating Cost:	86,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Level of community satisfaction with Arts and Cultural activities	Annually	#	3.5
Number of arts/artists activities facilitated and supported.	Quarterly	#	4

CITY LIFE

Program: Community Development			
Responsible Officer:	Manager Vibrant Communities	Number of FTEs:	3.0
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, focusing on special needs populations, equally accessible community programs and seniors.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Support, partner and deliver activities and events which benefit people with disability and seniors		<ul style="list-style-type: none">Monitor the implementation of the City of Darwin Community Access Plan 2012 – 2017	
<ul style="list-style-type: none">Coordinate the Access & Inclusion Advisory Committee to ensure equity of access to Council procedures, services and facilities		<ul style="list-style-type: none">Manage and implement the City of Darwin annual Community Grants program	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	879,000	Capital Expenditure:	0
Net Operating Cost:	879,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Number of community groups or organisations provided with council support.(e.g. community grants, fun and games, in-kind etc)	Quarterly	#	>55
Level of community satisfaction with community services provided by the City of Darwin	Annually	#	3.5

Program: Community Engagement			
Responsible Officer:	Manager Engagement and Participation	Number of FTEs:	1.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Manage Council's community engagement program to ensure the community and stakeholders participate and are involved in Council decision making processes, planning and service delivery.			
Key Functions & Outputs:			
• Coordinate the delivery of Council's community engagement program		• Manage Council's online engagement platform	
• Plan for and undertake community engagement for Council activities.		• Embed and support the practice of community engagement through training and development, provision of advice and resources development.	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	172,000	Capital Expenditure:	0
Net Operating Cost:	172,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Percentage of community satisfied that Council consults with the community sufficiently	Annually	%	>60
Number of community engagement activities undertaken annually	Quarterly	#	>25
Number of people registered for Council's Engage Darwin program	Quarterly	#	>1,500

Program: Customer Experience			
Responsible Officer:	Manager Leisure and Customer Experience	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 customer services and reception for City of Darwin		<ul style="list-style-type: none">Provide services for processing Council payments	
<ul style="list-style-type: none">Provide services for the use of Council facilities and the issue of related permits		<ul style="list-style-type: none">Provide support to community organisations to deliver community based events	
2018/19 Budget:	\$		\$
Operational Income:	111,000	Capital Income:	0
Operational Expenditure:	636,000	Capital Expenditure:	0
Net Operating Cost:	525,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Level of community satisfaction with the quality of front counter customer service	Annually	%	90
Level of community satisfaction with contact made with Council	Annually	%	70

Program: Darwin Entertainment Centre			
Responsible Officer:	General Manager City Life	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">Plan for and manage the renewal of capital at the Darwin Entertainment Centre to ensure a safe and functional facility	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	911,000	Capital Expenditure:	152,000
Net Operating Cost:	911,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual Darwin Entertainment Centre expenditure within approved budget	Quarterly	%	100

CITY LIFE

Program: Darwin Safer City			
Responsible Officer:	Manager Vibrant Communities	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">Implement the Darwin Safer Vibrant Plan in partnership with stakeholders	
<ul style="list-style-type: none">Support and undertake advocacy to reduce adverse impacts of public intoxication on community life		<ul style="list-style-type: none">Deliver policy and procedures that guide implementation of the Darwin Safer City Program	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	540,000	Capital Expenditure:	0
Net Operating Cost:	540,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Number of retailers/residents engaged with by Safer City Service	Quarterly	#	120
Number of service bridging referrals made for vulnerable people	Quarterly	#	800

CITY LIFE

Program: Family and Children’s Services			
Responsible Officer:	Manager Vibrant Communities	Number of FTEs:	2.62
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			
• Support, partner and deliver community events for families and children, including Children’s Week		• Manage the tenancy, lease renewals and stakeholder engagement for Council’s community centres and child care centres	
• Deliver the Fun Bus program		• Develop and conduct the Fun in the Parks School Holiday Program	
• Facilitate civic visits for school groups		• Provide fun and games equipment for community access /use	
2018/19 Budget:	\$		\$
Operational Income:	219,000	Capital Income:	0
Operational Expenditure:	497,000	Capital Expenditure:	0
Net Operating Cost:	278,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Total annual Fun Bus attendance	Quarterly	#	6,500
Total annual Fun in the Parks attendance	Quarterly	#	1,000
Number of school civic visits per year	Quarterly	#	6

Program: Recreation, Leisure & Events			
Responsible Officer:	Manager Leisure and Customer Experience	Number of FTEs:	4.1
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 and Council's annual major community events program for the changing needs, benefit and satisfaction of the community.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Provide support and guidance to local sport and recreation associations and clubs		<ul style="list-style-type: none">Manage recreation and leisure facilities, including Council swimming pools and sporting ovals	
<ul style="list-style-type: none">Develop and deliver community healthy lifestyle and recreation programs		<ul style="list-style-type: none">Deliver City of Darwin annual major community events program	
2018/19 Budget:	\$		\$
Operational Income:	83,000	Capital Income:	0
Operational Expenditure:	1,978,000	Capital Expenditure:	201,000
Net Operating Cost:	1,895,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Community satisfaction with Council swimming pools	Annually	%	>70
Community satisfaction with recreational and leisure services	Annually	%	>70
Percentage of community satisfied with community events delivered by the City of Darwin	Annually	%	>50

CITY LIFE

Program: Libraries			
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, Casuarina, Nightcliff and Karama		<ul style="list-style-type: none">Provide engaging educational and recreational programs for children, young people 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		<ul style="list-style-type: none">Provide safe welcoming community space	
2018/19 Budget:	\$		\$
Operational Income:	1,521,000	Capital Income:	0
Operational Expenditure:	3,981,000	Capital Expenditure:	0
Net Operating Cost:	2,460,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Community satisfaction rating with library services	Annually	#	4.2
Number of library visits per annum	Quarterly	#	>500,000
Number of items loaned per annum	Quarterly	#	>300,000

CITY LIFE

Program: Office of GM City Life			
Responsible Officer:	General Manager City Life	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">Actively participate and represent all matters relating to Community and Cultural Services at organisational, committee and Council meetings	
<ul style="list-style-type: none">Lead development and implementation of Council plans, policy and decisions which involve Community and Cultural Services			
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	500,000	Capital Expenditure:	0
Net Operating Cost:	500,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual City Life departmental expenditure within approved budget	Quarterly	%	100

Program: Regulatory Services			
Responsible Officer:	Manager Regulatory Services	Number of FTEs:	34.0
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, abandoned vehicles and animal control 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">Conduct routine patrols of public areas to ensure public facilities, parks and beaches are clean and safe	
<ul style="list-style-type: none">Ensure compliance with Australian Road Rules, NT Traffic Regulations and Council By-Laws		<ul style="list-style-type: none">Monitor and report instances of illegal alcohol consumption and associated activities to the appropriate authorities	
<ul style="list-style-type: none">Manage and implement Council's animal management program		<ul style="list-style-type: none">Educate the community about their obligations in maintaining public safety and amenity under the By-Laws	
<ul style="list-style-type: none">Provide an after-hours emergency call-out service for dangerous dogs			
2018/19 Budget:	\$		\$
Operational Income:	1,885,000	Capital Income:	0
Operational Expenditure:	4,273,000	Capital Expenditure:	0
Net Operating Cost:	2,388,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Community perception of safety in parks, reserves and public open spaces	Annually	%	>60
Number of City of Darwin / NTG Policy interactions in relation to anti-social behaviour in public places annually	Quarterly	#	4
Community satisfaction with dog and cat control and education programs	Annually	#	3.3
Number of Regulatory Services community education and engagement activities undertaken	Quarterly	#	20

Percentage of animals that are reunited with their registered owner	Quarterly	%	85%
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CITY LIFE

Program: Youth Services			
Responsible Officer:	Manager Vibrant Communities	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 2016 – 2021		<ul style="list-style-type: none">Coordinate and facilitate Council's Youth Advisory Committee	
<ul style="list-style-type: none">Ensure youth friendly opportunities, 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 an annual major event			
2018/19 Budget:	\$		\$
Operational Income:	1,000	Capital Income:	0
Operational Expenditure:	488,000	Capital Expenditure:	0
Net Operating Cost:	487,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Number of LAUNCH pop-up events per annum	Quarterly	#	4
Percentage of 2018/19 planned actions achieved in Youth Strategy 2016 – 2021	Annually	%	85
Number of advisory consultations provided by the Youth Advisory Committee	Quarterly	#	4

City Futures

CITY FUTURES

Program: City Parking			
Responsible Officer:	Manager Economic Development & Tourism	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 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">Implement the Darwin CBD Parking Strategy for on and off-street car parking facilities	
2018/19 Budget:	\$		\$
Operational Income:	5,662,000	Capital Income:	0
Operational Expenditure:	5,361,000	Capital Expenditure:	15,000
Net Operating Cost:	-301,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Total revenue generated by off-street car parks	Quarterly	\$	2.5M
Total revenue generated by on-street car parks	Quarterly	\$	2.0M

CITY FUTURES

Program: City Planning			
Responsible Officer:	Manager City Planning	Number of FTEs:	4.0
Strategic Goal:	1. Collaborative, Inclusive and Connected Community		
Primary Outcome:	1.4 Improved relations with all levels of government and significant stakeholders		
Program Description: Undertake a range of strategic, social and statutory town planning functions including development assessment, planning scheme amendments, strategic land use planning review and formulation and long term social planning.			
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 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 Government’s Strategic Land Use Plans and Northern Territory Planning Scheme		<ul style="list-style-type: none">Develop and manage Developer Contribution Plans for infrastructure upgrading works such as road works, stormwater drainage and social infrastructure	
<ul style="list-style-type: none">Undertake city wide social planning			
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	500,000	Capital Expenditure:	0
Net Operating Cost:	500,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Number of development applications received	Quarterly	#	>250

CITY FUTURES

Program: Climate Change & Environment			
Responsible Officer:	Manager, Climate Change & Environment	Number of FTEs:	2.0
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 and associated plans		<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 and environmental performance	
<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	
2018/19 Budget:	\$		\$
Operational Income:	51,000	Capital Income:	0
Operational Expenditure:	466,000	Capital Expenditure:	0
Net Operating Cost:	415,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Community satisfaction with Council's priority for leading and advocating for the sustainability and protection of our environment and lifestyle	Annually	%	60
Reduction of volume of Council's greenhouse emissions from Council operations	Quarterly	%	15

Electricity generated through renewable energy	Quarterly	%	5
Operational environment incidents reported internally	Quarterly	# incidents	0

CITY FUTURES

Program: Economic Development & Tourism			
Responsible Officer:	Manager Economic Development, Tourism & International Relations	Number of FTEs:	2.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.4 Economic growth supported		
Program Description:			
Manage and implement City of Darwin’s economic development and international relations activities and support tourism development across the City.			
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 in accordance with adopted policy	
<ul style="list-style-type: none">Negotiate the strategic purchase and disposal of land and property for Council		<ul style="list-style-type: none">Implement the CBD Revitalisation Plan	
<ul style="list-style-type: none">Strengthen and enhance current and emerging international relationships that benefit the broader Darwin community including Council’s International Relations Program			
2018/19 Budget:	\$		\$
Operational Income:	1,373,000	Capital Income:	0
Operational Expenditure:	675,000	Capital Expenditure:	0
Net Operating Cost:	-698,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Occupancy rate of Council’s commercially leased buildings	Quarterly	%	>80

CITY FUTURES

Program: Office of GM City Futures			
Responsible Officer:	General Manager City Futures	Number of FTEs:	2.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description: Provide strategic leadership and direction and manage Council's City Futures programs and activities ensuring efficient and effective service delivery to all internal and external customers of the City Futures Department.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Provide strategic and operational leadership to the City Futures Department		<ul style="list-style-type: none">Attend Council and Committee Meetings to represent matters relating to City Futures	
<ul style="list-style-type: none">Lead implementation of Council plans, policy and decisions which involve City Futures		<ul style="list-style-type: none">Actively participate in the Executive Leadership Team to monitor and resolve organisation-wide issues and represent matters relating to City Futures	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	355,000	Capital Expenditure:	0
Net Operating Cost:	355,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual City Futures departmental expenditure within approved budget	Quarterly	%	100

CITY FUTURES

Program: Smart Cities			
Responsible Officer:	General Manager City Futures	Number of FTEs:	2.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.1 Quality Service		
Program Description:			
Develop and implement a program that enable Darwin to be recognised as a leader in Smart Cities nationally and internationally			
Key Functions & Outputs:			
• Deliver the <i>Switching on Darwin</i> project		• Develop Council's policy position / strategy for embedding smart city principles and practices across the whole of the Municipality	
• Work with the broader community to foster an environment to develop community applications that improve living in Darwin			
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	6,591,000
Operational Expenditure:	336,000	Capital Expenditure:	9,091,000
Net Operating Cost:	336,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
<i>Switching on Darwin</i> project completed by 29 May 2019	Quarterly	%	100
Development of a Smart City Policy / Strategy by June 2019	Annually	%	100

City Operations

CITY OPERATIONS

Program: Asset Management			
Responsible Officer:	Manager Technical Services	Number of FTEs:	4.0
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 infrastructure assets		<ul style="list-style-type: none">Maintain and update Council's register for infrastructure assets	
<ul style="list-style-type: none">Develop Council's annual infrastructure renewal and replacement program and monitor implementation		<ul style="list-style-type: none">Undertake cyclic condition assessments of infrastructure assets	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	471,000	Capital Expenditure:	0
Net Operating Cost:	471,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Condition surveys undertaken in accordance with Corporate Asset Management Plan	Annually	%	100

CITY OPERATIONS

Program: Capital Works & Projects			
Responsible Officer:	Manager Capital Works	Number of FTEs:	6.0
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">Manage the delivery of Council's annual capital works program		<ul style="list-style-type: none">Provide project management services and advice across Council for all capital works projects	
<ul style="list-style-type: none">Develop and annually review Council's capital works program and budget			
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	100,000
Operational Expenditure:	458,000	Capital Expenditure:	3,828,000
Net Operating Cost:	458,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual Capital Works Program expenditure within budget	Quarterly	%	95

CITY OPERATIONS

Program: City Operations Maintenance			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTE's:	16.63
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Administer the operations of Council's Infrastructure Maintenance department, building maintenance and coordinate Council's emergency management program.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Manage and provide administration for the City of Darwin Operations Centre		<ul style="list-style-type: none">Maintain business continuity plans to ensure Council's resilience to business interruption and disaster events	
<ul style="list-style-type: none">Coordinate Council's Emergency Response Plan including the Cyclone Plan		<ul style="list-style-type: none">Manage and deliver building maintenance services for Council's building assets	
<ul style="list-style-type: none">Manage the removal of Graffiti from Council owned buildings			
2018/19 Budget:	\$		\$
Operational Income:	1,000	Capital Income:	0
Operational Expenditure:	5,094,000	Capital Expenditure:	846,000
Net Operating Cost:	5,093,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual simulation of a cyclone event conducted	Annually	%	100
Percentage of buildings compliant with Fire Protection Regulations	Annually	%	100

CITY OPERATIONS

Program: Civil Works			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	56.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.1 Improved access and connectivity		
Program Description:			
Maintain infrastructure to provide efficient, safe and affordable assets in accordance with legislation, standards and Council's policies.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Manage and maintain Council's road network		<ul style="list-style-type: none">Manage and maintain line marking and signage to all roads	
<ul style="list-style-type: none">Manage and maintain Council's stormwater drainage infrastructure and network		<ul style="list-style-type: none">Construct, reconstruct and maintain footpaths, driveways, walkways and shared paths	
<ul style="list-style-type: none">Undertake public place cleaning including path, street sweeping and litter collection services to maintain public amenities			
2018/19 Budget:	\$		\$
Operational Income:	1,984,000	Capital Income:	84,000
Operational Expenditure:	10,139,000	Capital Expenditure:	3,938,000
Net Operating Cost:	8,155,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Community satisfaction rating with the standard of road maintenance	Annually	#	>4
Community satisfaction rating with the standard of storm water drainage	Annually	#	>4
Community satisfaction rating with the standard of litter collection from public areas	Annually	#	>4
Community satisfaction rating with the standard of footpaths/shared paths	Annually	#	>4

CITY OPERATIONS

Program: Design			
Responsible Officer:	Manager Design, Development and Projects	Number of FTEs:	7.0
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 and stormwater design		<ul style="list-style-type: none">Conduct urban traffic analysis and design of traffic management schemes	
<ul style="list-style-type: none">Coordinate design for Council's Roads to Recovery and Blackspot federal funding programs		<ul style="list-style-type: none">Undertake traffic management investigations and formulate responses	
<ul style="list-style-type: none">Undertaken stormwater drainage studies and identify future upgrading works required		<ul style="list-style-type: none">Provide documentation for the technical aspects of construction	
<ul style="list-style-type: none">Deliver Council's reseal and traffic signals programs			
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	1,238,000	Capital Expenditure:	0
Net Operating Cost:	1,238,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual Design Program expenditure within budget.	Quarterly	%	100

CITY OPERATIONS

Program: Development			
Responsible Officer:	Manager Design, Development and 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:			
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	
2018/19 Budget:	\$		\$
Operational Income:	468,000	Capital Income:	90,000
Operational Expenditure:	166,000	Capital Expenditure:	0
Net Operating Cost:	-302,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Works permits processed within 10 working days	Quarterly	%	>90

CITY OPERATIONS

Program: Fleet Management			
Responsible Officer:	Manager Technical Services	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 Council's heavy and light fleet		<ul style="list-style-type: none">Purchase and dispose of vehicles and plant in accordance with replacement programs	
<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	
2018/19 Budget:	\$		\$
Operational Income:	47,000	Capital Income:	0
Operational Expenditure:	-1,482,000	Capital Expenditure:	2,891,000
Net Operating Cost:	-1,529,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual Fleet Program capital expenditure within budget	Quarterly	%	100

CITY OPERATIONS

Program: Office of GM City Operations			
Responsible Officer:	General Manager City Operations	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 of Council's infrastructure programs and activities ensuring efficient and effective service delivery to all internal and external customers.			
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 Executive Leadership Team to monitor and resolve organisation-wide issues and represent matters relating to Infrastructure Services	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	520,000	Capital Expenditure:	0
Net Operating Cost:	520,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual City Operations departmental expenditure within approved budget	Quarterly	%	100

CITY OPERATIONS

Program: Parks and Reserves			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	70.0
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 (including playgrounds), reserves, sporting fields and cemeteries.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Maintain Council's parks (including playgrounds), reserves, foreshores and sporting fields		<ul style="list-style-type: none">Manage and maintain 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">Work with government, other organisations and community members to plant and maintain trees in urban forests	
2018/19 Budget:	\$		\$
Operational Income:	193,000	Capital Income:	3,250,000
Operational Expenditure:	16,494,000	Capital Expenditure:	6,295,000
Net Operating Cost:	16,301,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Community satisfaction rating with the standard of maintenance of parks	Annually	#	>4
Community satisfaction rating with the standard of recreational and leisure services such as sports oval	Annually	#	>4

CITY OPERATIONS

Program: Street Lighting			
Responsible Officer:	Manager Technical Services	Number of FTEs:	1.0
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description: Maintain Street-Lighting across the City ensuring public safety and digital opportunities.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Implement Councils Street Lighting replacement program.		<ul style="list-style-type: none">Maintain Street Lights across the Municipality	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	2,211,000	Capital Expenditure:	3,823,000
Net Operating Cost:	2,211,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual Street Lighting capital program expenditure within approved budget	Quarterly	%	100

CITY OPERATIONS

Program: Waste Management			
Responsible Officer:	Manager Technical Services	Number of FTEs:	5.63
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 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">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 management and recycling services	
<ul style="list-style-type: none">Develop and deliver education programs regarding waste minimisation and recycling		<ul style="list-style-type: none">Manage the Shoal Bay Waste Management Facility	
2018/19 Budget:	\$		\$
Operational Income:	22,364,000	Capital Income:	0
Operational Expenditure:	16,310,000	Capital Expenditure:	750,000
Net Operating Cost:	6,054,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Percentage of community satisfied with the wheelie bin collection service	Annually	%	90
Total volume of waste disposal to landfill per Darwin household (collection and transfer station)	Quarterly	Trend	Decreasing

City Performance

CITY PERFORMANCE

Program: Financial Management			
Responsible Officer:	Finance Manager	Number of FTEs:	20.0
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 and 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">Manage Council's revenue 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 payables processes including Council's procurement framework and payroll	
2018/19 Budget:	\$		\$
Operational Income:	495,000	Capital Income:	0
Operational Expenditure:	3,319,000	Capital Expenditure:	0
Net Operating Cost:	2,824,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Percentage of Rate debtors outstanding	Quarterly	%	<5
Financial statements meet statutory and audit requirements	Annually	%	100
Budgeting and Long Term Financial Plan meets statutory requirements	Annually	%	100
Investments comply with policy and statutory requirements and are reported monthly	Quarterly	%	100

CITY PERFORMANCE

Program: Information Technology			
Responsible Officer:	Manager Information Technology	Number of FTEs:	9.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.1 Quality service		
Program Description:			
Provide 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 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">Implement the City of Darwin Digital Strategy		<ul style="list-style-type: none">Manage Council's data security requirements including data back-ups, data redundancy and high availability	
2018/19 Budget:	\$		\$
Operational Income:	53,000	Capital Income:	0
Operational Expenditure:	2,765,000	Capital Expenditure:	301,000
Net Operating Cost:	2,712,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Percentage of IT service desk requests closed against open requests during a period	Quarterly	%	100

CITY PERFORMANCE

Program: Office of GM City Performance			
Responsible Officer:	General Manager City Performance	Number of FTEs:	2.0
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 City Performance Department.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Provide strategic and operational leadership to the City Performance Department		<ul style="list-style-type: none">Attend Council and Committee Meetings to represent matters relating to City Performance	
<ul style="list-style-type: none">Lead implementation of Council plans, policy and decisions which involve City Performance		<ul style="list-style-type: none">Actively participate in the Executive Leadership Team to monitor and resolve organisation-wide issues and represent matters relating to City Performance	
2018/19 Budget:	\$		\$
Operational Income:	6,000	Capital Income:	0
Operational Expenditure:	565,000	Capital Expenditure:	0
Net Operating Cost:	559,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual City Performance departmental expenditure within approved budget	Quarterly	%	100

CITY PERFORMANCE

Program: People & Culture			
Responsible Officer:	Manager People & Culture	Number of FTEs:	12.0
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 including recruitment and selection, employee performance,		<ul style="list-style-type: none">Develop and implement an organisation wide culture change programs including a framework to build leadership capacity across Council	
<ul style="list-style-type: none">Manage industrial relations matters and implement solutions		<ul style="list-style-type: none">Manage effective employment processes in accordance with Council's Enterprise Agreement	
<ul style="list-style-type: none">Manage the City of Darwin Workforce Wellbeing Committee		<ul style="list-style-type: none">Coach and support leaders, management and staff to assist in identifying and implementing initiatives that program positive culture change	
<ul style="list-style-type: none">Develop and implement Council wide employee training and development opportunities including Corporate Induction and the graduate and traineeship program		<ul style="list-style-type: none">Provide recommendations to embed the organisational vision, values and expected behaviours such as Corporate Induction, Recruitment and Selection, policies and procedures	
2018/19 Budget:	\$		\$
Operational Income:	5,000	Capital Income:	0
Operational Expenditure:	1,783,000	Capital Expenditure:	0
Net Operating Cost:	1,778,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Annual staff turnover rate	Quarterly	%	<20
Percentage of male staff	Quarterly	%	50
Percentage of female staff	Quarterly	%	50
Number of workshops delivered across Council to support capacity building and change management	Quarterly	#	6

Number of activities delivered supporting implementation of culture, in particular the Organisation Vision, Values and expected behaviours	Quarterly	#	6
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CITY PERFORMANCE

Program: Records and Information Management			
Responsible Officer:	Manager Information Technology	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">Continually implement, review and improve records management services, policies and processes		<ul style="list-style-type: none">Administer and maintain Council's records keeping system	
<ul style="list-style-type: none">Manage Council's requests and compliance relating to Freedom of Information		<ul style="list-style-type: none">Provide staff training and development to ensure they are equipped to meet their records keeping responsibilities	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	785,000	Capital Expenditure:	0
Net Operating Cost:	785,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Percentage of Freedom of Information requests responded to within required timeframes	Quarterly	%	100

CITY PERFORMANCE

Program: Risk, Audit and Safety			
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:			
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">Develop, implement and manage Council’s Control Self-Assessment Program		<ul style="list-style-type: none">Implement and manage Council’s Internal Audit program	
<ul style="list-style-type: none">Develop and maintain Council’s Emergency Response Plans		<ul style="list-style-type: none">Develop and maintain Council’s Business Continuity Management systems	
2018/19 Budget:	\$		\$
Operational Income:	101,000	Capital Income:	0
Operational Expenditure:	1,451,000	Capital Expenditure:	0
Net Operating Cost:	1,350,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Percentage of Operational Risk Assessments reviewed annually and adopted by the Risk Management & Audit Committee	Annually	%	100
Percentage of Council’s annual Internal Audit Plan delivered	Annually	%	100
Percentage of the Control Self-Assessment actions reviewed	Annually	%	100
WHS Management System Policy and Standards reviewed	Annually	%	100
Percentage of reported WHS incidents that become lost time claims	Quarterly	%	< last year

CITY PERFORMANCE

Program: Strategy & Outcomes			
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">Manage and implement Council’s Strategic Planning Framework including the development of Council’s Strategic and Annual Plans		<ul style="list-style-type: none">Manage and implement Council’s Performance Management Framework including regular public reporting of performance against Council’s Strategic and Municipal Plans and the Annual Report	
<ul style="list-style-type: none">Manage Council’s Legislative Compliance Program and Policy Framework		<ul style="list-style-type: none">Develop, manage and implement Council’s Service Review program	
<ul style="list-style-type: none">Manage Council’s statistical profiles and analysis		<ul style="list-style-type: none">Develop and implement a strategic approach to seeking external grants and Council recognition through awards	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	277,000	Capital Expenditure:	0
Net Operating Cost:	277,000		
Program success will be measured by:	Reporting Frequency	Unit	Target
Community satisfaction that Council’s vision and goals are clear and communicated to the Darwin municipality	Annually	%	65
Quarterly Performance Reports delivered annually	Quarterly	#	4
Percentage of 22 nd Council term policy review complete in 2018/19	Quarterly	%	25

Office of Chief Executive

OFFICE OF THE CHIEF EXECUTIVE

Program: Communications & Marketing			
Responsible Officer:	Executive Manager, Office of the Chief Executive	Number of FTEs:	3.0
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">Manage Council's reputation through effective media management strategies, public relations and marketing		<ul style="list-style-type: none">Develop and manage Council's social media platforms and website	
2018/19 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	858,000	Capital Expenditure:	0
Net Operating Cost:	858,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Percentage of community who find out about Council matters via Council’s website	Annually	%	>20
Number of website ‘hits’ per annum	Quarterly	#	>450,000
Increase in the number of followers on Facebook	Quarterly	%	30
Number of media releases with positive media coverage	Quarterly	%	>80

OFFICE OF THE CHIEF EXECUTIVE

Program: Governance			
Responsible Officer:	Executive Manager, Office of the Chief Executive	Number of FTEs:	5.0
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">Manage Council's compliance with statutory obligations for Council Meetings, including by laws		<ul style="list-style-type: none">Administer Council meetings and activities	
<ul style="list-style-type: none">Provide high level support and coordination of Council's role on; Council of Capital City Lord Mayors (CCCLM), Northern Australia Capital City Committee (NACCC) and Top End Regional Organisation of Council's (TOPROC)		<ul style="list-style-type: none">Manage and provide high level executive support to the Office of the Lord Mayor and Chief Executive Officer and provide administrative support to Elected Members	
<ul style="list-style-type: none">Develop and implement Elected Member, Chief Executive Officer and staff communication mediums		<ul style="list-style-type: none">	
2018/19 Budget:	\$		\$
Operational Income:	15,000	Capital Income:	0
Operational Expenditure:	2,176,000	Capital Expenditure:	0
Net Operating Cost:	2,161,000		
Key Performance Indicator:	Reporting Frequency	Unit	Target
Overall community satisfaction with the City of Darwin	Annually	%	>70
Percentage of Council Decisions actioned	Quarterly	%	>90

2018/19 Fees & Charges

(to be inserted following adoption of the budget on 26 June 2018)

