



ATTACHMENT **CONFIDENTIAL**

1st Ordinary Council Meeting

16 May 2017

Item: C28.4

**Title: Draft 2017-18 Municipal
Plan and Budget**

2017/18 CITY OF DARWIN



MUNICIPAL PLAN

Tropical

Liveable

Opportunity

Choice



darwin.nt.gov.au



Public Consultation and Review

The 2017/18 City of Darwin Municipal Plan will be exhibited for public consultation for 21 days as prescribed by the *Local Government Act*. The consultation period opens on Wednesday 17 May 2017 and will conclude on Friday 9 June 2017. All feedback will be considered in adopting of the final Municipal Plan at the Ordinary Council Meeting on Tuesday 27 June 2017.

Council will continue to review and monitor progress of the 2017/18 City of Darwin Municipal Plan and budget throughout the year.

DRAFT

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Lord Mayor's Foreword

I am pleased to present the draft City of Darwin 2017/18 Municipal Plan which incorporates Council's Budget.

This is the last Municipal Plan and Budget for the 21st Council of the City of Darwin. It is a responsible Plan and will see the completion of a number of key infrastructure projects and continue services that will guide the future of the 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 framing this Plan, Council has taken into account the current and future economic environment and has successfully achieved a low rate increase of 1.9%. This is below the Ten Year Long Term Financial Plan forecast rate increase of 3.5% per annum. For an average property with an unimproved capital value of \$ 365,000 the general rate increase represents an amount of \$29 per annum.

Last year Council adopted an unprecedented capital program of \$42M with some key major projects to be finalised in the 2017/18 financial year. These include the Parap Pool Redevelopment and Darwin Entertainment Centre Air-Conditioning projects. Planned allocations of \$1.0M and \$2.1M respectively have been provided in this year's plan to complete these projects.

The total capital program in 2017/18 is \$21.63M and new infrastructure projects include:

- \$1.78M towards Dinah Beach Road to provide an essential link in Council's broader road network linking the Stuart Highway with Tiger Brennan Drive
- \$1.0M to undertake a pilot of the new Leachate Treatment System at the Shoal Bay Waste Management Facility. The pilot will ensure Council is able to implement a system in the longer term that provides value for money, ongoing environmental sustainability and is a best practice model for leachate treatment in tropic Australia
- Further mitigating the impacts of coastal erosion along the Darwin coastline with \$610K to deliver projects identified in Council's Coastal Erosion Management Plan
- Responding to safety on our local roads with \$130K allocated to construct a crossing on Tambling Terrace in the Northern suburbs.

Council is committed to ensuring we deliver on 'the essentials', high-quality services and investing in infrastructure in a cost-effective manner. In 2017/18, Council will invest over half of its capital program, \$12.82M for the replacement / renewal of existing assets, ensuring Council's strong fiscal position and that the city remains a liveable city for residents and visitors alike.

Council will continue to partner with the Northern Territory Government and Charles Darwin University to secure an Australian Government City Deal. City of Darwin will also be making a submission for funding from the Australia Government Smart City and Regions Program for digital transformation projects within the city centre.



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 2017/18, Council plans to invest almost \$1.3M 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.

During this term, I together with the Aldermen and staff have worked together to protect council's long term financial sustainability. Once again, Council has delivered a strong and sustainable Municipal Plan and Budget which will support the continued improvement in Darwin's economy, environment and people. Council plays a key role in enhancing Darwin and through delivering on a capital works program that focusses on sustaining community assets and council services, developing infrastructure to support continued growth and helping stimulate growth in the local economy through engagement of local businesses.

I look forward to your support in 2017/18 to implement this plan.

Council values your opinion and are keen to hear your thoughts on what is being proposed. Please visit www.darwin.nt.gov.au to provide your comments.

Katrina Fong Lim
Lord Mayor



Message from the Chief Executive Officer



Council has developed the 2017/18 Municipal Plan and Budget ensuring that it balances the need to deliver high quality services in a tough economic environment. It has been responsible in planning for our community for today and into the future, by minimising the financial impact on ratepayers. I take this opportunity to thank Council for their dedication to this process and our staff who have supported the Lord Mayor and Aldermen to produce this plan and budget.

Whilst over the last 10 years we have experienced strong economic growth, more recently economic growth and the short-term forecasts are expected to be moderate. Darwin is also faced with the ongoing challenge of dealing with a changing population and low population growth. Pressure on population growth will continue in 2017 as large projects such as the Ichthys LNG project transition from a construction project to operational phase during the year.

In addition to the external economic environment, key challenges faced by Council in driving change include:

- Increased need to extend digital transformation across the City
- Rising community expectations and increased community engagement on Council matters and decisions
- Greater need to increase levels of accountability, transparency and standards of governance
- 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
- Increased threats of cyclonic, disaster and security events
- Climate change and environmental issues
- Cost shifting from other tiers of government
- Demographic changes

In the coming year, we will continue to develop and foster a constructive organisational culture to ensure that we deliver high levels of public value, excellence in customer experience and accountability.

In support of this, the key focus will be on:

- leadership development;
- continuing review of our work processes and systems, and in particular our IT systems architecture;
- recruitment and retention of high quality people; and
- a revision of our organisational structure.

In relation to the last point, a revised Organisational Structure will come into effect on 1 July 2017.



The new structure establishes a City Futures Department which will focus on ensuring Council remains future-oriented and is both responsive to and resilient to our changing external and operating environment. The department will also focus on ensuring that opportunities for digital innovation are critically examined and maximised.

Other changes that have occurred position Council to focus on service delivery and meet community expectations. The existing Community & Cultural Services and Infrastructure Departments have been rebranded City Life and City Operations respectively. The structure has been designed to increase internal co-ordination and focus on delivering outcomes. A redistribution of service units will foster a more coordinated approach to service delivery.

Corporate Services, which has been rebranded City Performance, will foster an enabling environment to maximise the delivery of public value through the best use of Council resources – human, physical, financial and technological.

Whilst the new structure will take effect in full from 1 July 2017 some structural change has already occurred.

In 2017/18 work will be undertaken to develop and implement a Customer Experience Strategy. The Strategy will capitalise on the organisational structure changes with indirect and geographically dispersed teams better aligned to deliver an end-to-end service for customer requests and complaints ensuring an improved customer experience.

Organisationally, there are some exciting and challenging times ahead as we progress towards our organisational vision of being ‘a high performing Capital City that is valued by its community’.

Ensuring we maintain and improve on our existing service levels is essential. From 1 January 2018, the Northern Territory Government transfers the responsibility for street lighting to local government. As a result, Council has drawn from reserves to be able to allocate new operational funding of \$500K for this program.

Council has achieved a low rate increase to mitigate the financial impact on our community in these challenging economic times.

I look forward to working with the Lord Mayor, Aldermen and staff to maximise the delivery of public value in 2017/18.

Brendan Dowd
Chief Executive Officer



2017/18 Council Summary

Economic Data

Darwin Population

¹83,465 – Estimated residential population (2016)
1.5% average growth per annum (over 10 years)

Employment

²61,608 people work in the area (2016)
Representing 48% of all employment in the NT

Businesses

³6,749 registered businesses (2016)
Representing 49.16% of all registered businesses in the NT

Gross Regional Product

⁴\$9,651M (2015), representing 42.3% of all GRP in the NT
5.4% average growth per annum (over 10 years)

Council Statistics

Council Employees

349.4 FTEs

No. Plant & Equipment

301 'driveable' plant owned by the City of Darwin and 676 other plant and equipment

Municipal Area

112 km²

Rateable Properties

35,000 as at 31 March 2017

¹ At 30 June 2016 ABS Cat No 3218

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

³ At 30 June 2016 ABS Cat No 8165

⁴ At 30 June 2016 NIEIR

2017/18 Capital Expenditure

Roads

452km of roads

\$4.5M to improve the road network to a standard that meets community needs. This includes \$1.78M to upgrade the Dinah Beach Road

Parks & Reserves

646ha of parks, gardens and foreshores

\$3.3M to renew and enhance parks and reserves including \$610K on coastal erosion management projects

Driveways

20,570 driveways (entrances)

\$235K 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

\$1.9M 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

\$1.5M to manage and improve Council's stormwater system.

Other Council Activities

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

Operating Income

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

- Rates & annual charges \$69.0M
- Fees & charges \$24.6M
- Grants & contributions \$5.1M
- Investment & interest revenue \$2.0M
- Other income \$1.8M

Operating Expenditure

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

- Materials & contracts \$49.4M
- Employee costs \$32.3M
- Depreciation & amortisation \$24M
- Borrowing costs \$291K



Council Overview

21st Council of Darwin

The City of Darwin elected member body consists of an elected Lord Mayor and 12 Aldermen. The local government area is divided into four Wards; Chan, Lyons, Richardson and Waters. Each Ward is represented by three Aldermen and the Lord Mayor represents the whole of the local government area. In late 2016 two elected members resigned from office. In accordance with adopted policy, Council resolved not to undertake a by-election to fill the vacant positions in the Chan and Waters Wards, noting that the next general election will be held on Saturday 26 August 2017 where voting is compulsory.



Chan Ward

Alderman Robin Knox

Alderman Bob Elix

Lyons Ward

Alderman Mick Palmer

Alderman Emma Young

Alderman Simon Niblock

Waters Ward

Alderman Justine Glover

Alderman Gary Haslett

Richardson Ward

Alderman Garry Lambert

Alderman George Lambrinidis

Alderman Rebecca Want de Rowe

Lord Mayor

Alderman [Name obscured]



City of Darwin

The 2017/18 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 21st Council of Darwin was committed to the review and update of the Strategic Plan. Community consultation was undertaken throughout 2012 which informed the development of the new plan. The Strategic Plan was endorsed by Council on 11 December 2012, Decision Number 21\719, and will guide Council's programs and projects through to 2020.

[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. The City of Darwin prepares a rolling Long Term Financial Plan covering a period of ten years updated on an annual basis to reflect changing internal and external circumstances. The Long Term Financial Plan was reviewed in 2016 and the new Long Term Financial Plan 2016-2026 adopted.

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

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



2017/18 Major Projects

Parap Pool Redevelopment

Estimated Completion Date:
December 2017

Project Budget - \$15.4M (including GST)



In May 2015, City of Darwin was awarded funding of \$4.48M under the Federal Government's National Stronger Regions Fund to redevelop the Parap Pool with Council to match the grant funding. In April 2016 the Northern Territory Government committed \$5M towards the project.

The redevelopment project will deliver a FINA compliant facility with a 50m competition pool, a 25m multi-purpose pool and a range of community elements aimed at improving the training, leisure and recreation needs of the broader Darwin community and northern Australia region.

Planning and design work was completed in 2015/16 and construction commenced in 2016/17. Final completion is due December 2017.

Shoal Bay Waste Management Facility – Leachate Treatment System Pilot

Estimated Completion Date:
September 2017

Project Budget - \$1.0M

\$1.0M has been allocated to deliver a pilot of the new Leachate Treatment System at the Shoal Bay Waste Management Facility.

City of Darwin is required to upgrade Shoal Bay to increase capacity to manage existing and future leachate volumes within the life of the facility including a post closure period of 20 years.

The pilot project is designed to allow Council to test a system over a period of 12 months ensuring that its design meets Council's long term requirements and caters for future growth and ongoing environmental management of the site as the city and region continue to grow.



Darwin Entertainment Centre Air Conditioning Replacement

Estimated Completion Date:
April 2018

Project Budget - \$6.1M



The Darwin Entertainment Centre is served by two separate air conditioning units which are respectively thirty and twenty years old. They are both at the end of their operating life and have experienced major problems in recent years. This year, Council has allocated \$2.1M for the upgrade and replacement of the current air conditioning systems. The air conditioning replacement reserve supports the renewal of capital at the Darwin Entertainment Centre to ensure the ongoing operation of this important cultural and social facility for the Darwin community.

Cavenagh and Bennett Street Intersection Upgrade

Estimated Completion Date:
December 2017

Project Budget - \$1.5M (including \$400K – Darwin City Centre Master Plan Project MP044)

City of Darwin was successful in receiving grant funding of \$1M through the Northern Territory Government Strategic Local Roads program to upgrade the Cavenagh and Bennett Street intersection. This important intersection provides a link to the city centre from Tiger Brennan Drive. The intersection significantly constricts traffic flow during peak commuter periods. The Cavenagh Street and Bennett Street Intersection upgrade aims to increase road safety and reduce traffic congestion in the CBD.



Dinah Beach Road

Estimated Completion Date:
2018/19

Project Budget - \$1.78M



City of Darwin will utilise its remaining Roads to Recovery Funding to redevelop Dinah Beach Road. Dinah Beach Road is a critical link in Council's overall road network linking the Stuart Highway to Tiger Brennan Drive.

Design is currently underway with construction to commence in 2017/18. The project will be completed in 2019.

Darwin Velodrome Upgrade

Estimated Completion Date:
2017/18

Project Budget - \$1.5M

The Northern Territory Government announced funding of \$1.5M in 2015 to the City of Darwin to upgrade the Darwin Velodrome. The upgrade aims to modernise the facility and bring its specification in line with the requirements of local and national competition standards, therefore allowing better use of the facility for competitive cyclists and the general public.



Playground Shade Project

Estimated Completion Date:
2017/18

Project Budget - \$940k



To enable the community to enjoy our open spaces and tropical outdoor lifestyle Council has adopted a six-year program where artificial shade will be provided to enhance existing natural shade at playgrounds throughout Council's parks. The third year of the program will be delivered in 2017/18 with funds of \$940K. To date over 40 playgrounds across the municipality have received new shade structures.



Coastal Foreshore Erosion

Project Budget - \$610K

**Estimated Completion Date:
2017/18**



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 2017/18 funds of \$610K have been allocated to continue delivery of the Coastal Erosion Management Plan.



2017/18 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*.

Key Performance Indicator	Target	Actual 2015/16	Budget 2016/17	Budget 2017/18
% of Rate debtors outstanding	<5%	2.6%	2.5%	2.6%

This indicator is designed to measure Council's effectiveness in recovering debts legally owed to it. (The budget assumes same economic situation as 2015/16 continues.)

Debt servicing ratio	<5%	0.5%	0.5%	0.7%
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This indicator is designed to show what proportion of revenue is required as a commitment to fund loan repayments. (The increase reflects stage 1 of the additional borrowing required to fund the Darwin Entertainment Centre air conditioning project if no other sources of funding are identified)

Liquidity	>1:1	1.01:1	1.01:1	>1:1
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This indicator is designed to measure whether Council has the ability to pay its debts as they fall due expressed as a factor of one. (current assets less reserves)/current liabilities.

Rates ratio	60-70%	64.1%	65.9%	65.1%
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This indicator is designed to measure Council's ability to cover its own day to day expenses through its own tax revenue.

Operating surplus (deficit)	Break Even	(\$2.90M)	(\$1.16M)	(\$3.56M)
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This indicator is designed to provide information on the result of ordinary operations and does not include capital income. Trend analysis may enable the Council to determine if the current level of services can be sustained into the future. (Management will review this target and trend following the 2017 independent report on financial sustainability.)

Operating surplus before depreciation	> Break Even	\$18.3M	\$21.2M	\$20.5M
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This indicator is designed to provide information on the result of ordinary operations before depreciation which is a non-cash expense. Excluding depreciation gives the amount of operating income over and above operating expenses that is available to fund capital expenditure.

Asset sustainability ratio	>50%	77.5%	91.5%	53.3%
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This indicator is designed to indicate the extent to which Council is renewing its assets. A ratio of 100% or more indicates that Council spends at least the amount of depreciation each year on renewing assets. (The capital renewal expenditure is based on Asset Management Planning requirements and not directly related to depreciation in any year. The results are above target.)



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 2017/18 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

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 2017/18 financial year, Council proposes to increase the revenue from the general rate and related minimum charges by 1.9% across all categories of ratepayers. Based on the average Unimproved Capital Value (UCV) of a single dwelling residential property in the Darwin municipality of approximately \$365,000, the general rates will equate to \$1,535 for the year (\$29 increase). Including the annual kerbside garbage collection and recycling service of \$258, this equates to \$1,793 for the year or \$34.48 per week for the average single dwelling residential ratepayer in the Darwin municipality.



The following table provides a comparison of rates proposed for 2017/18 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) \$365,000 for a single dwelling residential property	2016/17 \$	2017/18 \$	\$ increase	% increase
General Rates per year	1,506.48	1,535.10	28.62	1.9
General Rates per week	28.97	29.52	0.55	1.9
Annual Kerbside Garbage Collection & Recycling Service	246.00	258.00	12.00	4.9
Combined Rates & Kerbside Waste Collection	1,752.48	1,793.10	40.62	2.3
Combined amount per week	33.70	34.48	0.78	2.3

Table 1: Annual comparison of rates

The total 2017/18 budgeted rates and annual charges income of \$69.0M is summarised below by major category:

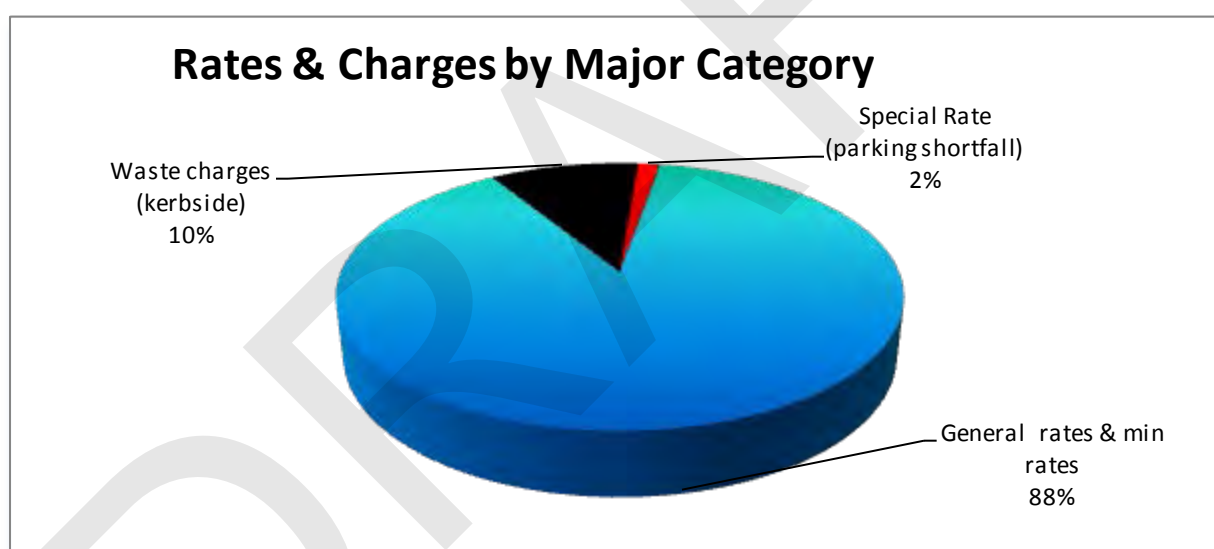


Figure 1: 2017/18 Rates and Charges by Major Category



Rating Structure

In accordance with the requirements of the *Local Government Act*, it is proposed that for the 2017/18 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 2017/18
Single Dwelling Residential; Rural Residential; Rural Living; Rural	SD; RR; RL; R	\$1,091	0.00420575	22,167
Multiple Dwelling Residential; Medium Dwelling Residential; High Density Residential	MD; MR; HR	\$1,147	0.00420575	14,431
Central Business	CB	\$1,381	0.00485422	11,914
Future Development; Specific Use; Community Purposes; Restricted Development; Utilities; Community Living	FD; SU; CP; RD; U; CL	\$1,147	0.00420575	4,441
Tourist Commercial; Heritage	TC; HT	\$1,138	0.00566387	409
Commercial; Service Commercial	C; SC	\$1,138	0.00555719	2,652
Major Shopping Centres (equal to or greater than 40,000m ²)		\$1,138	1.002151	416
Caravan Parks	CV	\$1,091	0.00399922	66
Public Open Space; Conservation	PS; CN	\$1,138	0.00374146	15
Organised Recreation	OR	\$450	0.00338519	412
General Industry; Development	GI; DV	\$1,138	0.00288145	2,285
Light Industry	LI	\$1,138	0.00340492	1,115
GI Special Minimum	GI Special Minimum	\$283	0.00288145	79
Other Rates				609
Total Estimated General Rate Income 2017/18				61,011

Table 2: 2017/18 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 \$241.48 per shortfall bay is assessed and levied in accordance with the Local Government Darwin Parking Local Rates Regulations (the Regulations).

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

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

Waste Management Charges

City of Darwin residents are provided with domestic waste collection services, the annual Pre-Cyclone Clean Up and free disposal of domestic quantities of household waste (up to 200kg per load) in a non-commercial vehicle via Shoal Bay Access Tags. The annual domestic waste management fees for 2017/18 are listed below.

Type of Service	2016/17 \$	2017/18 \$	\$ increase	% increase
Single service of a residential unit or residential dwelling in respect of a kerbside garbage collection and recycling service	246	258	12	4.9
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	225	240	15	6.7

Table 3: 2017/18 Annual Comparison Domestic Waste Management Charges

Shoal Bay Waste Management Facility also provides for commercial waste. The 2017/18 commercial waste fees are listed below. The prices reflect the current and future cost to the community of delivering this service.

	2016/17 \$	2017/18 \$	\$ increase	% increase
Commercial Waste (per tonne)	72.00	80.00	8	11.1
Commercial Green Waste	55.00	64.00	9	16.4

Table 4: 2017/18 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 27 June 2017.



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 order to deliver services to the community.

Operating Income (excluding income for capital purposes)

Operating income of \$102.5M in 2017/18 is summarised below by major category.

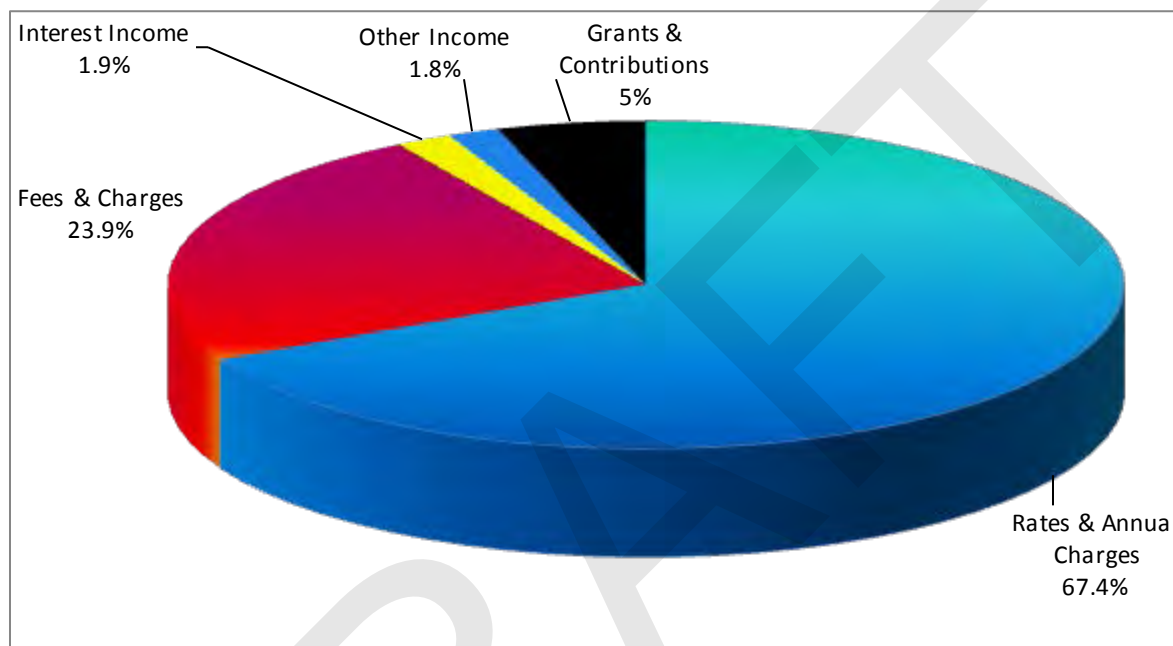


Figure 2: 2017/18 Operating Revenue

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 2017/18. Grants expected to be received from the Federal and Territory Governments include:

- \$1.7M Commonwealth Financial Assistance - General Component
- \$1.8M Commonwealth Financial Assistance - Roads Component
- \$1.5M Library Operating Subsidy & Other
- \$55K Fun Bus
- \$35K Bombing of Darwin

Council continues to source external funding opportunities throughout the year.



Comparison to Previous Year Budget

Operating Income	2016/17 Original Budget \$'000	2017/18 Budget \$000's	Variance \$'000	% Variance
Rates & Annual Charges	67,235	69,069	1,834	3%
Fees & Charges	23,976	24,569	593	2%
Interest & Investment Revenue	2,656	1,953	-703	-26%
Other Revenues	1,647	1,772	125	8%
Grants & Contributions	5,355	5,143	-212	-4%
Total Operating Income	100,868	102,506	1,638	1.62%

Table 5: Annual comparison of operating income

The increase in income from rates, levies and charges reflects the increase applied to general rates of 1.9%, car parking shortfall rates (CBD only) of 0% and domestic waste charges of 4.9% plus growth from subdivisions and developments.

Fees and charges generally do not increase from 1 July 2017. An exception is Waste which is a main contributor to the forecast increase in fees & charges income of \$593K. Another factor increasing the income is the expectation of Parap Pool opening mid-way through the financial year.

Through Council's commitment to community wellbeing, pool fees have again been maintained without increase for the 2017/18 financial year.

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 property lease income, reimbursements and sundry income and increases by 8% from the previous year.

Operating grants & contributions reduce because of factors such as:

- The Commemoration of the Bombing of Darwin; additional one-off amounts in 2016/17 for the 75th Anniversary do not recur in 2017/18.
- Darwin Safer City; the "Faces in Spaces" grant does not recur in 2017/18.



Operating Expenses

Operating expenses of **\$106M** in 2017/18 is summarised below by major category.

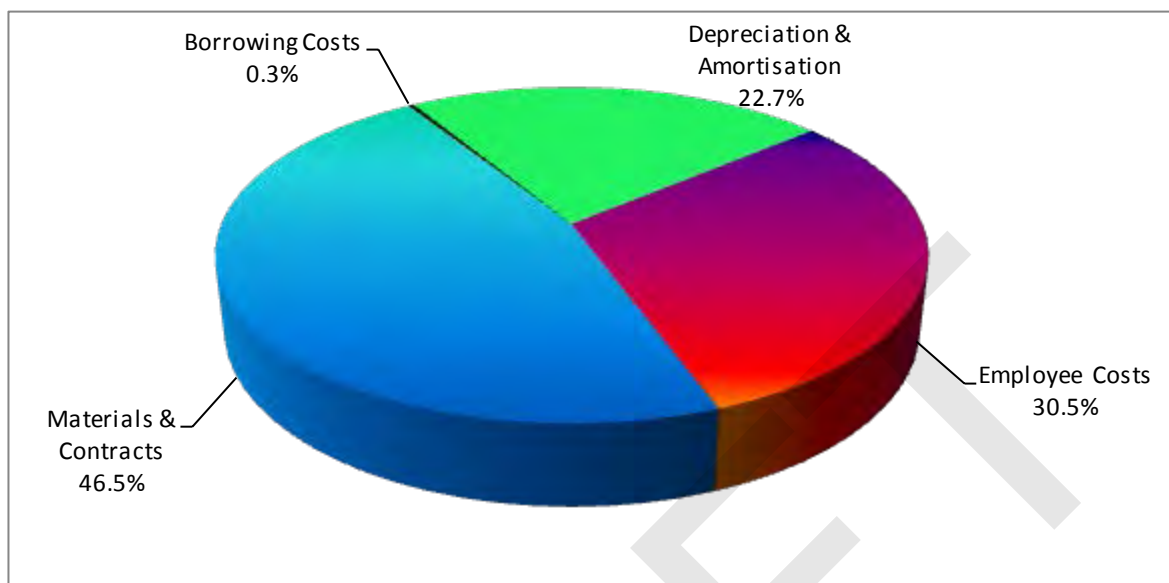


Figure 3:2017/18 Operating Expenses

Comparison to Previous Year Budget

Operating Expenses	2016/17 Original Budget \$'000	2017/18 Budget \$'000	Variance \$'000	% Variance
Employee Costs	31,727	32,313	586	2%
Materials & Contracts	47,680	49,429	1,749	4%
Borrowing Costs	229	291	62	27%
Depreciation & Amortisation	22,397	24,037	1,640	7%
Total Operating Expenses	102,033	106,070	4,037	3.96%

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.

Materials & Contracts have increased by 4% and include the Northern Territory Government transfer of street lighting repairs and maintenance charges to Council from 1 January 2018, additional maintenance costs for new developments, tree inspections and Shoal Bay Waste Management Facility.

Borrowing costs i.e. interest on loans, are included as per the existing loan schedules plus the 1st stage of borrowing for Darwin Entertainment Centre air conditioning project (as repayments are not expected to commence until mid-year).

The depreciation budget is based on 2016/17 actual trend with adjustments and assumptions in relation to additions, work in progress and assets reaching maturity (fully depreciated). The increase reflects a number of factors including; developer contributed assets, capital expenditure program including Waste upgrades, revaluation and componentisation of buildings.



2017/18 Capital Works Budget

Sources of Funding

External Grants (\$1.86M)

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

- \$1.78M from the Australian Government Department of Infrastructure and Regional Development Roads to Recovery Program for Dinah Beach Road
- \$83K 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 (\$6.32M)

Reserve funding to be used for capital works in 2017/18 will include:

- Off & On Street Parking Reserve will fund **\$1M** towards the Parap Pool Project and **\$100K** for CBD parking meter signage
- A total of **\$50K** from the Asset Replacement and Refurbishment Reserve towards Civic Centre Air-conditioning
- **\$3.17M** from the Plant and Vehicle Replacement Reserve for the replacement of plant, machinery, vehicles and equipment and new vehicle tracking system.
- **\$205K** from the Environmental Reserve will fund Solar PV projects.
- **\$1.3M** funded from Waste Management Reserve. \$1M allocated to the Leachate Treatment Pilot Stage and \$300k towards entrance works and cell design works.
- **\$500K** from the Street Lighting Reserve as an initial provision towards street lighting capital renewals when the NTG transfers this function to the Council on 1 January 2018.

Borrowing (\$2.1M)

New borrowing for the Darwin Entertainment Centre air conditioning renewal project. (\$6M total estimated costs)



Capital Expenditure

Capital expenditure of **\$21.63M** budgeted in 2017/18 is summarised as follows by major asset category.

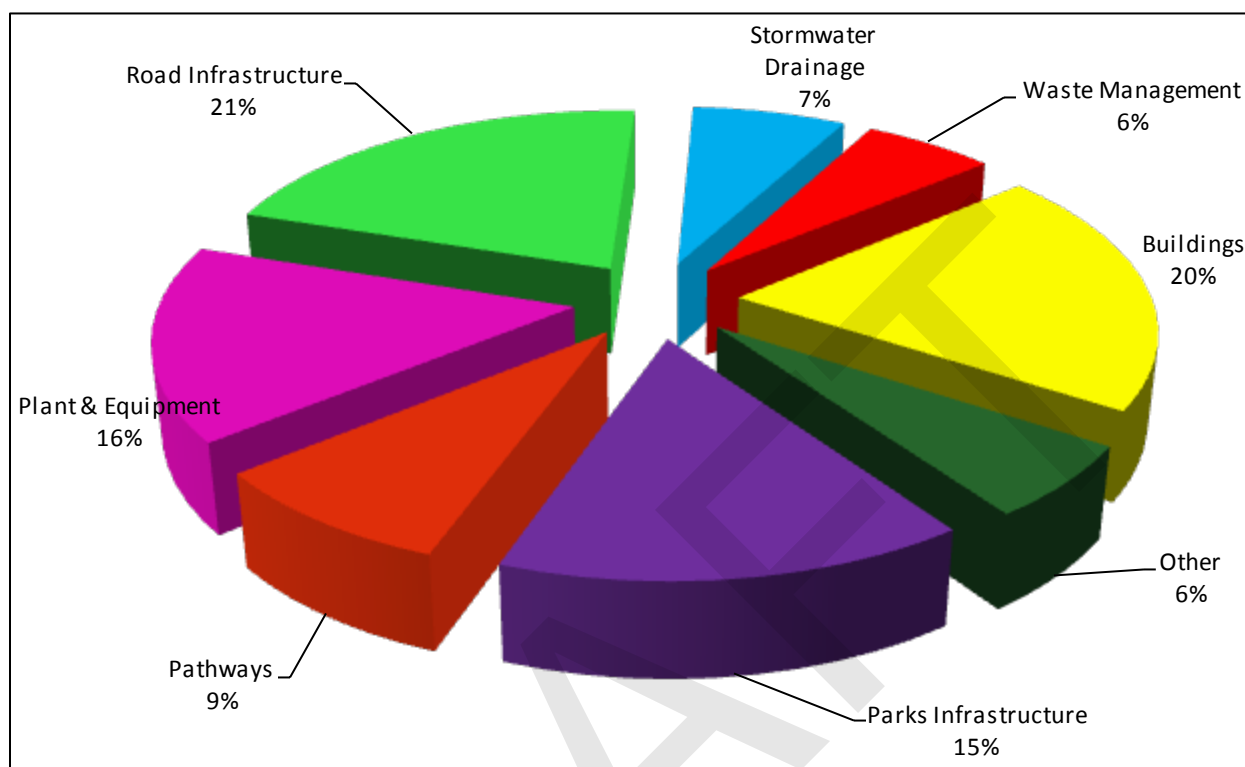


Figure 4: 2017/18 Capital Expenditure

Asset	Capital Budget \$
Buildings	4,393,712
Other*	1,292,704
Parks Infrastructure	3,320,196
Pathways	1,850,098
Plant & Equipment	3,464,169
Road Infrastructure	4,487,293
Stormwater Drainage	1,524,759
Waste Management	1,300,000
Overall Total	21,632,931

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

Table 7: 2017/18 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 \$1.2 billion (depreciated value). An asset management strategy together with strong financial governance is essential to ensure:

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

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

In accordance with Council's strategy, the 2017/18 Capital Works Program totals \$21.63M of which \$12.82M is attributed to the replacement/renewal of existing assets.

Assets

The 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 driveway (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 143,629 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 2017/18 Capital Works program are outlined in table 8.

⁵ As at 30 June 2016 ABS Cat No 3218.0



2017/18 Capital Works Program

PROGRAM PROFILE	PROJECT	BUDGET STATUS	GRANT FUNDS \$	LOAN FUNDS \$	RESERVE FUNDS \$	GENERAL FUNDS \$	TOTAL CAPITAL \$
ARTS & CULTURAL DEVELOPMENT	PUBLIC ART DEVELOPMENT	ONGOING				156,513	156,513
BUILDING SERVICES	COUNCIL BUILDINGS - EXTERIOR RENEWAL	ONGOING				285,332	285,332
BUILDING SERVICES	COUNCIL BUILDINGS - INTERIOR RENEWAL	ONGOING				210,000	210,000
BUILDING SERVICES	COUNCIL BUILDINGS - SERVICES RENEWALS	ONGOING				175,000	175,000
BUILDING SERVICES	COUNCIL BUILDING - STRUCTURAL RENEWAL	ONGOING				80,000	80,000
BUILDING SERVICES	CIVIC CENTRE; AIR CONDITIONING	ONE OFF			50,000		50,000
BUILDING SERVICES	SOLAR PV	ONE OFF			205,024		205,024
CAPITAL WORKS	LIGHTING PATHWAYS	ONGOING				150,000	150,000
CAPITAL WORKS	STREETSCAPE DEVELOPMENT & UPGRADE	ONGOING				550,000	550,000
CAPITAL WORKS	DISABILITY ACCESS PROGRAM	ONGOING				54,467	54,467
CAPITAL WORKS	TRAFFIC SIGNAL UPGRADES	ONGOING				92,095	92,095
CAPITAL WORKS	DINAH BEACH ROAD (EXCLUDING S/W) UPGRADE TO URBAN CROSS SECTION	ONE OFF	1,780,000				1,780,000
CAPITAL WORKS	BOULTER ROAD UPGRADE TO URBAN CROSS SECTION	ONE OFF				100,000	100,000
CAPITAL WORKS	STORMWATER UPGRADES AND RECONSTRUCTION	ONGOING				1,300,000	1,300,000
CAPITAL WORKS	STORM WATER - BENISON ROAD	ONE OFF				100,000	100,000
CAPITAL WORKS	TAMBLING TCE ROUNDABOUT	ONE OFF				130,000	130,000
CAPITAL WORKS	STREET LIGHTING UPGRADES	ONGOING			500,000	115,118	615,118
CAPITAL WORKS	LOCAL AREA TRAFFIC MANAGEMENT	ONGOING				250,608	250,608
CAPITAL WORKS	PINE LOG FENCE REPLACEMENT	ONGOING				71,073	71,073
CAPITAL WORKS	GARDENS PARK GOLF - LAKE REHABILITATION	ONE OFF				150,000	150,000
CITY PARKING	DYNAMIC SPEED SIGNS	ONGOING				15,000	15,000
CITY PARKING	CBD PARKING STRATEGY: SIGNAGE & METER MODIFICATIONS	ONE OFF			100,000		100,000



PROGRAM PROFILE	PROJECT	BUDGET STATUS	GRANT FUNDS \$	LOAN FUNDS \$	RESERVE FUNDS \$	GENERAL FUNDS \$	TOTAL CAPITAL \$
CIVIL WORKS	SHARED PATHS PROGRAM	ONGOING				558,381	558,381
CIVIL WORKS	ROAD WORKS SIGNAGE - REGULATORY, WARNING & INFO	ONGOING				42,271	42,271
CIVIL WORKS	MOSQUITO CONTROL PROGRAM	ONGOING	82,795			41,964	124,759
CIVIL WORKS	DRIVEWAY PROGRAM	ONGOING				234,783	234,783
CIVIL WORKS	FOOTPATH PROGRAM	ONGOING				840,347	840,347
CIVIL WORKS	MINOR CAPITAL WORKS	ONGOING				142,081	142,081
CIVIL WORKS	ROAD RESURFACING & RECONSTRUCTION	ONGOING				1,905,624	1,905,624
CIVIL WORKS	WALKWAYS PROGRAM	ONGOING				162,120	162,120
CIVIL WORKS	KERB REPLACEMENT	ONGOING				29,614	29,614
DARWIN ENTERTAINMENT CENTRE	DARWIN ENTERTAINMENT CENTRE; AIR CONDITIONING	ONE OFF		2,100,000			2,100,000
DARWIN ENTERTAINMENT CENTRE	DARWIN ENTERTAINMENT CENTRE; UPGRADES & REFURBISHMENT	ONGOING				288,356	288,356
FLEET MANAGEMENT	PLANT & EQUIPMENT; REPLACEMENT PROGRAM	ONGOING			3,015,655		3,015,655
FLEET MANAGEMENT	PLANT & EQUIPMENT; VEHICLE TRACKING	ONE OFF			150,000		150,000
INFORMATION TECHNOLOGY	IT INFRASTRUCTURE	ONGOING				298,514	298,514
LEISURE & EVENTS	CHRISTMAS PROGRAM	ONE OFF				100,000	100,000
LEISURE & EVENTS	PLAYGROUND REFURBISHMENT	ONGOING				200,000	200,000
LEISURE & EVENTS	PLAYGROUND SHADES	ONGOING				940,000	940,000
LEISURE & EVENTS	SOFTFALL UNDER PLAY EQUIPMENT	ONGOING				75,000	75,000
LEISURE & EVENTS	REGIONAL PLAYGROUND REFURBISHMENT	ONGOING				50,000	50,000
LEISURE & EVENTS	PARAP POOL; MASTERPLAN	ONE OFF			1,000,000		1,000,000
LEISURE & EVENTS	SPORTS FACILITY UPGRADES & REFURBISHMENT	ONGOING				100,000	100,000
LEISURE & EVENTS	COURT RENEWAL	ONGOING				100,000	100,000
PARKS & RESERVES	COASTAL FORESHORE EROSION	ONE OFF				610,004	610,004
PARKS & RESERVES	DARWIN GENERAL CEMETERY UPGRADE & REFURBISHMENT	ONGOING				21,727	21,727
PARKS & RESERVES	FORESHORE FENCING PROGRAM	ONGOING				76,997	76,997



PROGRAM PROFILE	PROJECT	BUDGET STATUS	GRANT FUNDS \$	LOAN FUNDS \$	RESERVE FUNDS \$	GENERAL FUNDS \$	TOTAL CAPITAL \$
PARKS & RESERVES	IRRIGATION INFRASTRUCTURE	ONGOING				206,973	206,973
PARKS & RESERVES	PARKS INFRASTRUCTURE REFURBISHMENT	ONGOING				139,495	139,495
PARKS & RESERVES	WATER EFFICIENCY PLAN	ONGOING				200,000	200,000
WASTE MANAGEMENT	SHOAL BAY CAPITAL WORKS - WEIGHBRIDGE AND ENTRANCE	ONE OFF			200,000		200,000
WASTE MANAGEMENT	SHOAL BAY WASTE MANAGEMENT SITE - LEACHATE TREATMENT - PILOT STAGE	ONE OFF			1,000,000		1,000,000
WASTE MANAGEMENT	SHOAL BAY WASTE MANAGEMENT SITE - CELL 6	ONE OFF			100,000		100,000
CAPITAL WORKS PROGRAM TOTAL			1,862,795	2,100,000	6,320,679	11,349,457	21,632,931

Table 8 – 2017/18 Capital Works Program



2017/18 Budgeted Financial Statements

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2017/18 Budgeted Financial Statements (overall)

Budgeted financial statements for 2017/18 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 2018

	LTFP 2017/18 \$'000	Budget 2017/18 \$'000	Adopted Budget 2016/17 \$'000
<u>Income</u>			
Rates & Annual Charges	69,909	69,069	67,235
User Charges & Fees	24,422	24,569	23,976
Investment & Interest Income	1,956	1,953	2,656
Other Income	1,785	1,772	1,647
Grants & Contributions - Operating Purposes	5,140	5,143	5,355
Total Income	103,212	102,506	100,868
<u>Less Expenses</u>			
Employee Costs	32,681	32,313	31,727
Borrowing Costs	291	291	229
Materials, Contracts & Other Expenses	49,282	49,429	47,680
Depreciation, Amortisation & Impairment	22,868	24,037	22,397
Total Expenses	105,122	106,070	102,034
Operating Surplus/ (Deficit)	(1,910)	(3,564)	(1,166)
Grants & Contributions - Capital Purposes	1,135	2,113	10,564
Net Surplus/ (Deficit)	(775)	(1,451)	9,398
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 2016/17 adopted budget to 2017/18 proposed budget are explained in tables 5 and 6 above.

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

As shown above, the 2017/18 budgeted income statement varies from the 2017/18 financial year of the adopted ten year Long Term Financial Plan (LTFP). Some of the significant reasons for variations include:

Total income is reduced. Rates & charges is a significant factor. The assumption in the adopted LTFP for General Rates increase was 3%. This was reduced by Council to 1.9%. Assumptions of rates growth were adjusted back from 1.2% to 0.5%. Another factor is anticipated loss of Commonwealth ex-gratia rates due to reduction in residential housing. Most other income line totals show a close relationship between the 2017/18 budget and the 2017/18 year of the adopted LTFP (although there are a number of detailed internal adjustments).

Total expenses increases. This is mainly attributed to the depreciation in the adopted LTFP being based on assumptions which did not allow sufficient for factors such as revaluations in progress, asset componentisation, reviews of asset lives and a one-off



reduction in the work in progress. As this is not a cash cost it doesn't have an immediate budgetary implication.

Expenses utilising cash/liquidity reduce. Employee costs reduce in this budget from the LTFP as a result of the necessity to adopt lower assumptions for the EBA/award in the current economic environment. Materials & contracts expenses are an increase to accommodate unavoidable priorities such as; Muirhead grounds maintenance and tree risk management. These additional costs were funded partly from LTFP growth assumptions and other savings which had to be identified by Council.

Overall operating deficit increases. As indicated above the major contributing factor is the non-cash depreciation expense. Council is monitoring the operating deficit and will review this in conjunction with an independent report on its financial sustainability currently in progress (2017).

<u>B. Budgeted Statement of Financial Position</u>		Audited	Budget
for the years ending		30/06/2016	30/06/2018
Current Assets			
Cash & Investments - unrestricted		12,022	11,346
Cash & Investments - internally restricted		32,638	6,975
Cash & Investments - legally restricted		33,101	32,343
Receivables		7,249	7,300
Inventories		131	150
Other		211	250
		85,352	58,364
Non-Current Assets			
Infrastructure, Property, Plant and Equipment		1,106,436	1,137,781
TOTAL ASSETS		1,191,788	1,196,145
Current Liabilities			
Payables		11,444	11,000
Borrowings		226	395
Provisions & Other Liabilities		6,909	7,109
		18,579	18,504
Non-Current Liabilities			
Borrowings		3,287	6,340
Provisions		500	500
		3,787	6,840
TOTAL LIABILITIES		22,366	25,344
NET ASSETS		1,169,422	1,170,801
Equity			
Asset Revaluation Reserve		771,670	771,670
Retained Surplus & Reserves		397,752	399,131
TOTAL EQUITY		1,169,422	1,170,801
* As per 3rd Quarter Budget Review adjusted as if c/f were spent at about midnight on 30 June 2017.			



Notes:

1. Council's financial position and liquidity. Overall the Council's financial position and liquidity indicates a robust situation for this budget which continues to relate reasonably to the adopted LTFP.
2. Infrastructure assets are being revalued as at 30 June 2017. No adjustments have been made in the Statement of Financial Position nor in respect of depreciation expense as Council is not yet in a position to reliably estimate the effects.
3. 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.

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C. Budgeted Statement of Fund/Cash Flows

for the year ending 30 June 2018

	LTFP 2017/18 \$'000	Budget 2017/18 \$'000	Adopted Budget 2016/17 \$'000
From Operating Activities			
Net operating result from Income Statement	(775)	(1,451)	9,398
Add back Depreciation (not cash)	22,868	24,037	22,397
Net Funds provided (or used in) Operating Activities	22,093	22,586	31,796
From Investing Activities			
Receipts:			
Sale of Infrastructure, Property, Plant & Equipment	721	783	904
Payments:			
Purchase of Infrastructure, Property, Plant & Equipment	(19,224)	(21,633)	(41,501)
Net Funds provided (or used in) Investing Activities	(18,503)	(20,850)	(40,597)
From Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	0	2,100	1,764
Payments:			
Repayment of Borrowings & Advances	(384)	(384)	(258)
Net Funds provided (or used in) Financing Activities	(384)	1,716	1,506
Net Increase (-Decrease) in Funds before Transfers	3,206	3,452	(7,295)
Transfers from (-to) Reserves			
Net Transfers from (-to) Reserves	(3,206)	(3,452)	7,295
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.			



As shown above, the 2017/18 budgeted cash/fund flow varies from the adopted Long Term Financial Plan (LTFP) 2016-26.

Major or notable differences to the adopted LTFP 2016-26 include:

1. Additional fund flow from operations being mainly due to the fact of overall improvement in the income statement in respect of items that affect working capital/liquidity and cash.
2. Additional capital expenditure program including external borrowing to fund the Darwin Entertainment Centre (DEC) air conditioner replacement (over and above the LTFP).
3. The budget results in a net increase in cash backed reserves of \$246,000 more than the LTFP (not considered a material departure in relation to the overall budget and stems from legally restricted reserves such as Developer Contributions, Car Parking Shortfall Rate and Waste).

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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.

Externally Restricted Reserves

Budget Statement of Reserves for the year ending 30 June 2018 (\$000's)

	*Proj. Closing Balance 30 June 2017	Inc (-Dec) Prev Budget Commitments Revoted	Available Balance Budget 2017/18	Inc (-Dec) This Budget 2017/18	Proj. Closing Balance 30 June 2018
Reserves - legally restricted					
CBD Carparking Shortfall-Developer Contributions	12,277		12,277	459	12,736
CBD Carparking Shortfall - Rate Levy	11,753		11,753	1,401	13,154
DEC Air Conditioning Replacement	432		432	36	468
Highway/Commercial Carparking Shortfall	17		17		17
Market Site Development	335		335	54	389
Other Carparking Shortfall	83		83	2	85
Developer Contributions	1,274		1,274	190	1,464
Waste Management	2,018		2,018	1,788	3,806
Specific Purpose Unexpended Grants	1,735	-1,511	224		224
Total - legally restricted reserves	29,924	-1,511	28,413	3,930	32,343



Externally restricted reserves must comply with legal requirements.

Council expects to be operating the following externally restricted reserve funds in 2017/18:

- 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).
- DEC Air Conditioning Replacement; this reserve holds contributions in accordance with an agreement to contribute toward future costs of air conditioning for the overall situation of which the DEC facility is a part. (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 Carparking Shortfall – Developer Contributions; this reserve holds contributions from developers to be used to fund car parking spaces in defined areas outside the CBD. (Budget increase in balance is interest only).
- 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 Carparking 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. (Budget balances represent residual amount relating to past specific purpose grants which will be reviewed and addressed during the financial year as part of the quarterly budget review process).
- 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

Budget Statement of Reserves for the year ending 30 June 2018 (\$000's)

	*Proj. Closing Balance 30 June 2017	Inc (-Dec) Prev Budget Commitments Revoted	Available Balance Budget 2017/18	Inc (-Dec) This Budget 2017/18	Proj. Closing Balance 30 June 2018
Reserves - internally restricted					
Asset Replacement & Refurbishment	3,587	-3,481	106	1,016	1,122
Carry Forward Works	3,653	-3,653	0		0
DEC Asset Replacement & Refurbishment	133		133		133
Disaster Contingency	1,035		1,035		1,035
Election Expense	346		346	-336	10
Environmental	326		326	-226	100
Nightcliff Community Hall	26		26	13	39
Off & On Street Parking	5,740	-5,500	240	567	807
Plant & Vehicle Replacement	1,307		1,307	-362	945
Public Art	291		291		291
Street Lighting	3,312		3,312	-1,000	2,312
Tree Risk Management	331		331	-150	181
Total - internally restricted reserves	20,087	-12,634	7,453	-478	6,975

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. This policy is currently being reviewed by Council (2017).

Council expects to be operating the following internally restricted reserve funds in 2017/18:

- 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 increase in accumulated funds relates to repayments from Waste of internal loan and provision from the budget of a limited amount for new Council decisions during 2017/18.)
- 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 nil movement).
- 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 decrease relates to utilising funds to pay for the 2017 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 and capital expenditure on Solar PVs to reduce energy consumption).
- 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 and Parap Pool \$1M, until and if another source of funds can be identified during 2017/18 quarterly budget reviews).
- 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 \$250,000. (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.
- 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 repairs & maintenance and any capital renewals for the first 6 months of the NTG handover of this function. The full year costs in 2018/19 are expected to have some rating implications in that budget.)
- Tree Risk Management; A reserve established to assist addressing the Coroner's report on the golf course fatality. (Budget utilises \$150,000 to support inspections of leased properties and high risk locations)
- Watering; this reserve holds funds to provide for future costs associated with irrigating Council's parks and gardens. (Budget assumes the programmed full utilisation in 2016/17 takes place and there is no residual balance coming into 2017/18).



Budgeted Statement of Borrowings

Budgeted Statement of External Borrowings

for the year ending 30 June 2018

Loans

Opening Balance*	5,019
New Borrowings**	2,100
Principal Repayments	(384)

Closing Balance	6,735
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Notes:

- * As per 3rd quarter budget review 2016/17 excluding carryforwards.
- ** Darwin Entertainment Centre air conditioning project. This is Subject to Ministerial approval and assumes no other funding is identified. If other funds are not identified the 2017/18 amount is a variation to the LTFP and loan repayments may affect rates in the following budget.



Tables of Internal Loans
Loans by function/service

Name	Original Amount	Date Borrowed	Term/Yrs	\$ P+I 2017/18	Reserve Lent From	Opening balance 01/07/2017	Principal Repaid	Closing balance 30/06/2018	Notes
IL1 2015 (set)	1,000,000	30/06/2015	10.0	115,559	ARR	822,424	92,711	729,713	1
IL2 2015 (set)	1,164,115	30/06/2015	10.0	134,524	Parking	957,396	107,927	849,469	1
IL4 2017 (budgeted)	4,000,000	30/06/2017	10.0	462,238	Parking	4,000,000	350,021	3,649,979	2
IL5A 2017 (budgeted)	227,000	30/06/2017	15.0	18,717	ARR	227,000	12,266	214,734	2
IL5B 2017 (budgeted) - c/f expected	273,000	30/06/2017	15.0		ARR	273,000	0	273,000	3
IL6 2017 (budgeted) - c/f expected	5,500,000	30/06/2017	15.0		Parking	5,500,000	0	5,500,000	3
IL7 2017 (budgeted)	1,500,000	30/06/2017	5.0	323,360	Plant	1,500,000	282,918	1,217,082	2
IL8 2017 (budgeted)	527,806	30/06/2017	5.0	113,781	Parking	527,806	99,551	428,255	2
IL9 2017 (budgeted) - c/f expected	1,000,000	30/06/2017	15.0		ARR	1,000,000	0	1,000,000	3
Total internal loans to Waste Facility	15,191,921			1,168,178		14,807,626	945,394	13,862,232	
IL3 2016 Nightcliff Café (set)	1,442,437	30/06/2016	17.0	107,777	ARR	1,375,770	68,622	1,307,148	1
Grand total internal loans	16,634,358			1,275,956		16,183,396	1,014,015	15,169,380	

Summary of Loans by lending reserve

Asset Replacement & Refurbishment (ARR)	242,053	3,698,194	173,599	3,524,595
Off & On Street Parking (Parking)	710,543	10,985,202	557,498	10,427,704
Plant Replacement (Plant)	323,360	1,500,000	282,918	1,217,082
Grand total internal loans	1,275,956	16,183,396	1,014,015	15,169,380

Notes

- 1 Internal loan is now an actual.
- 2 Internal loan is as per budget 2016/17 (may vary due to final costs and carry overs at Q4 budget review)
- 3 Internal loan is an expected carried forward (unlikely to require repayment until 2018/19).
- 4 All above internal loans are based on opportunity cost of investments estimated at 2.9%
- 5 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 2017/18 Program Profiles are presented taking into account changes in Council's organisational structure. The newly established City Futures Department will position Council to be more future-oriented, agile, resilient and responsive to our changing external environment. The department will also focus on ensuring digital transformation across the City. A refocussed City Operations and City Life Department ensures Council is more responsive to community need and expectations by a more coordinated approach to service delivery. A more streamlined City Performance Department will foster an enabling environment to maximise the delivery of public value through the best use of Council resources – human, physical, financial and technology.

Key challenges affecting the City of Darwin driving change include:

- Increased need to extend digital transformation across the City
- Increased community expectations and community engagement on Council matters and decisions
- Greater need to increase levels of accountability and transparency
- 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
- Increased threats of cyclonic, disaster and security events
- Climate change and environmental issues
- Cost shifting from other tiers of government
- Demographic changes
- Changing external political environment

Despite our challenges, Council remains focussed on delivering quality outcomes in 2017/18 and will focus on opportunities to better utilise technology and data as tools to achieve greater efficiencies in service delivery and a better customer experience for our community.

In 2017/18 Council will embark on developing and implementing a Customer Experience Strategy. The Strategy will capitalise on the organisational structure changes with indirect and geographically dispersed teams better aligned to deliver an end-to-end service for customer requests and complaints ensuring an improved customer experience.

Building on implementation of the City of Darwin Digital Strategy to date, 2017/18 will focus on delivering initiatives to digitally transform our City. Internally, Council will review its systems ensuring they support delivering high quality outcomes to the community in the most efficient and effective way possible.



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 seeks to securing funding opportunities arising from the Federal Government's Smart City Plan.

Constitutional Arrangements

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

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

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

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

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

As a result, Council resolved at its [Ordinary Meeting held on 16 September 2014](#) to retain the existing constitutional arrangements as follows:

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

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



Possible Changes to the Regulatory and Administrative Framework

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

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

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

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

Council will review the Governance Framework post the August 2017 local government elections 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

Council is a member of and acts as Secretariat for the Top End Regional Organisation of Councils (TOPROC). TOPROC is committed to the sustainable development of our Greater Darwin Region and meets on a regular basis to progress common issues. In 2017/18 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

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

- **The Northern Australia Capital City Committee (NACCC)** provides an opportunity for the City of Darwin and Northern Territory Government to work together to enhance the productivity, sustainability and liveability of Darwin.
- **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.



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 20–23.

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 of 1.9% for 2017/18. The full report 'Economic Impact Analysis: Rate Variation' is available on Council's website.

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

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

Key findings include:

- Economic conditions in Darwin continue to moderate following a sustained period of above average growth. Despite economic growth in Darwin strengthening from 3.3% in 2014/15 to 4.3% in 2015/16, it is still below the 10 year average of 5.3%. Economic growth is following a similar path to the Northern Territory Economy
- The Northern Territory Economy is forecast to strengthen from 1.9% in 2016/17 to 3.2% in 2017/18 (Deloitte Access Economics) and it is likely that Darwin will follow
- In December 2016, Darwin's unemployment rate was 3.43% and remains well below the national unemployment level of 5.7%.
- 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 is nearing completion of the construction phase and will move to production phase during 2017/18.
- Despite the domestic tourism market remaining strong, there has been a large decline in international tourism visitation in the last year. This highlights the volatile nature of tourism in the Northern Territory. Tourism plays an important role in creating new employment opportunities in Darwin.
- Non-residential building approvals continue to impact employment in the 2017/18 year as a result of approvals increasing by 44.8% over the last year. This indicates that there will be a number of non-residential projects that will support the construction sector of the short term with ongoing employment through to around 2020.

It concludes that in light of weaker than normal economic conditions for Darwin, it is prudent that Council minimises the general rate increase so that the impact on the community is low.



RATE IMPACT

The rate increase will be considered low impact if the rate impacts household income by less than 1%.

The analysis shows that the proposed 1.9% rate increase is likely to have a **low impact** on incomes, even for low-income households. As stated on page 20, a 1.9% increase represents around \$29 per annum. The impact on average wages in Darwin is 0.021% and summarised in the following tables.

Table: Impact on average wages in Darwin

	Impact analysis
Darwin - Average wage per household (NIEIR), 2016	138,729
Proposed rate increase %	1.90%
Proposed rate increase \$ (based on a \$365,000 property)	\$29
Impact on wages	-0.021%

Source: NIEIR, id

Table: Impact on average wages by household income quartile in Darwin

Quartiles	Number of households	Annual income (2011)	Adjusted Annual income (2016)	Impact of rates on income
Lowest group	4,724	22,646	26,700	-0.19%
Medium lowest	5,208	64,402	75,930	-0.07%
Medium highest	5,608	108,550	127,980	-0.04%
Highest group	6,489	133,692	157,623	-0.03%

Source: ABS, id

Taking into account all of the factors above, Council believes balancing the budget at a 1.9% 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.



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

The following *.id (the population experts)* consulting reports have informed the assessment above and are available on Council's website.

- Economic Impact Analysis Rate Variation 2017/18
- Darwin Economic Outlook 2017

DRAFT



Elected Member Allowances

The Minister for Local Government has made guidelines which outline the maximum Council Member Allowances in accordance with Section 71 of the *Local Government Act*.

The Ministerial Guidelines for allowances to be paid for the 2017/18 financial year as outlined in the table below.

Allowance Type	Lord Mayor \$	Acting Lord Mayor \$	Deputy Lord Mayor \$	Alderman \$
Annual Base Allowance	121,874.05	Daily rate of 421.67 per day to a maximum of 37,950.30 per year (90 days)	45,065.53	21,918.53
Annual Electoral Allowance	32,077.45	N/A	8,019.95	8,019.95
Additional Meeting Allowance	N/A	N/A	N/A	14,612.35 maximum per year*
Annual Professional Development Allowance	3,653.68	N/A	3,653.68	3,653.68
Total Maximum Claimable Allowances	157,605.18	37,950.30	56,739.16	48,204.51

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. Due to the NT Government extending the local government election date from March 2016 to August 2017 each Alderman will fulfil an extra 6 weeks as Deputy Lord Mayor from March 2016.

The Ministerial Guidelines have set the maximum additional meeting allowance at \$14,612.35 per annum. City of Darwin has set the additional meeting allowance as \$180.42 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	Total Sponsorship
		\$	\$ value	\$
Community Environment Grants	Annual Grants Program	50,000		50,000
Community Grants	Annual Grants Program	100,000		100,000
Brolga Awards	Sponsorship	4,000		4,000
Browns Mart Shimmer	Sponsorship	10,000		10,000
NT Media Awards	Sponsorship	1,500		1,500
NT Thunder	Sponsorship	10,000		10,000
Tennis NT	Sponsorship	7,500		7,500
The Beat	Sponsorship	5,000		5,000
Christmas in Darwin Association	Sponsorship & In Kind	18,000	2,000	20,000
Darwin Festival	Sponsorship & In Kind	120,000	10,000	130,000
Nightcliff Seabreeze Festival	Sponsorship & In Kind	20,000	3,000	23,000
NT Athletics Mitchell Street Mile	Sponsorship	2,500		2,500
Darwin Symphony Orchestra	Sponsorship	5,000		5,000
NT Major Events - V8	Sponsorship & In Kind	3,000	6,000	9,000
Royal Darwin Show	Sponsorship & In Kind	12,000	8,000	20,000
World Solar Challenge 2017	Sponsorship	5,000		5,000
RSPCA	Operating Subsidy	117,185		117,185
Surf Life Saving NT	Operating Subsidy	30,624		30,624
Tourism Top End	Operating Subsidy	100,000		100,000
Darwin City Brass Band	Operating Subsidy	30,000		30,000
Darwin Entertainment Centre	Operating Subsidy	591,020		591,020
Sponsorship contingency	Sponsorship	20,000		20,000
Total		1,262,329	29,000	1,291,329

Table 10: 2017/18 Sponsorships, Grants and Operating Subsidies



2017/18 Service Delivery Plan



Program Profiles

The following section outlines Council's service delivery plan for 2017/18 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 <i>Evolving Darwin Towards 2020 Strategic Plan</i> 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 <i>Evolving Darwin Towards 2020 Strategic Plan</i> .
Description	Provides a brief high level outline of what the program is.
Key Functions & Outputs	Displays the key ongoing functions and outputs that the program delivers to Council and the community.
2017/18 Budget	The program budget allocated in 2017/18 which includes operating (income and expenditure relating to Council's ongoing operational programs), and capital (income and expenditure relating to capital works or capital programs).
Key Performance Indicator	The measure that Council will use to describe its success in delivering the program. Success measures will enable Council to assess the efficiency or effectiveness of the program and its contribution to achieving the vision and goals outlined in the <i>Evolving Darwin Towards 2020 Strategic Plan</i> .



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 Futures	Pg	City Life	Pg	City Operations	Pg	City Performance	Pg	Office of the CEO	Pg
City Parking	63	Arts and Cultural Development	69	Asset Management	82	Employee Relations	95	Communications and Marketing	103
City Planning	64	Community Development	70	Building Services	83	Financial Management	96	Governance	104
Climate Change and Environment	65	Community Engagement	71	Capital Works	84	Information Technology	97	Organisational Development	105
Economic Development & Tourism	66	Customer Experience	72	Civil Works	85	Office of GM City Performance	98		
Office of GM City Futures	67	Darwin Entertainment Centre	73	Design	86	Records and Information Management	99		
		Darwin Safer City	74	Development	87	Risk, Audit and Safety	100		
		Family and Children's Services	75	Fleet Management	88	Strategy & Outcomes	101		
		Libraries	76	Office of GM City Operations	89				
		Office of GM City Life	77	Operations Administration	90				
		Recreation, Leisure and Events	78	Parks and Reserves	91				
		Regulatory Services	79	Street Lighting	92				
		Youth Services	80	Waste Management	93				



2017/18 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.

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

Department	Program	Income	Less Expense	Operating Surplus (-Deficit)	Capital Income	Capital Expense	FTE
Office of Chief Executive	Communications & Marketing	0	811	(811)			3
	Governance	15	2,591	(2,576)			5
	Organisational Development	0	305	(305)			1
Office of Chief Executive Total		15	3,707	(3,692)	0	0	9
City Futures	Office of GM City Futures	0	358	(358)			2
	City Parking	6,151	5,155	996	100	100	3
	City Planning	0	446	(446)			4
	Climate Change & Environment	50	469	(419)			2
	Economic Development & Tourism	1,625	668	957			2
City Futures Total		7,826	7,096	730	100	100	13
City Life	Office of GM City Life	0	512	(512)			2
	Arts & Cultural Development	0	86	(86)		157	1
	Community Development	0	864	(864)			3
	Customer Experience	123	630	(507)			6
	Darwin Entertainment Centre	0	902	(902)		2,388	0
	Darwin Safer City	0	551	(551)			4
	Engagement & Participation	0	124	(124)			1
	Family & Children	173	354	(181)			2.24
	Leisure & Events	636	2,293	(1,657)		2,565	4.07
	Libraries	1,520	3,677	(2,157)			37.6
	Regulatory Services	3,184	4,429	(1,245)			34
	Youth Services	2	491	(489)			3
City Life Total		5,638	14,913	(9,275)	0	5,110	97.91
City Operations	Office of GM City Operations	0	593	(593)			3
	Asset Management	0	438	(438)			4
	Building Services	1	4,205	(4,204)		1,005	8.63
	Capital Works & Project Management	0	525	(525)	1,780	4,720	6
	Civil Works	1,778	10,284	(8,506)	83	4,063	55
	Design	0	1,198	(1,198)			7
	Development	486	188	298	150		2
	Fleet Management	73	-1,622	1,695		3,166	7
	Operations Administration	0	1,176	(1,176)			8
	Parks & Reserves	192	16,100	(15,908)		1,255	70
	Street Lighting	0	1,894	(1,894)		615	1
	Waste Management	21,151	16,568	4,583		1,300	5.63
City Operations Total		23,681	51,547	(27,866)	2,013	16,125	177.26
City Performance	Office of GM City Performance	6	680	(674)			3
	Employee Relations	105	1,549	(1,444)			11
	Financial Management	490	3,199	(2,709)			19.23
	Information Technology	53	2,750	(2,697)		299	9
	Records & Information Management	0	683	(683)			7
	Risk, Audit & Safety	0	1,263	(1,263)			1
	Strategy & Outcomes	0	269	(269)			2
City Performance Total		654	10,393	(9,739)	0	299	52.23
Other	General Revenues (rates, interest & C'wealth asstce)	64,692	0	64,692			
	Depreciation (all)	0	24,037	(24,037)			
	Contribution to General Funds by Other Activities	0	-5,623	5,623			
Other Total		64,692	18,414	46,278	0	0	
Total Result		102,506	106,070	(3,564)	2,113	21,633	349.40

Table 11: Statement of Income by Program (\$000's) for the year ending 30 June 2018



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 Parking Pricing Strategy and strategy for on and off-street car parking and provide efficient and cost effective car parking facilities.			
Key Functions & Outputs:			
• Manage the operation and planning for City of Darwin on and off-street car parking facilities		• Develop and implement Council's pricing strategy for on and off-street car parking facilities	
2017/18 Budget:	\$		\$
Operational Income:	6,151,000	Capital Income:	100,000
Operational Expenditure:	5,155,000	Capital Expenditure:	100,000
Net Operating Cost:	-996,000		
Key Performance Indicator:		Unit	Target
Total revenue generated by off-street car parks		\$	2.5m
Total revenue generated by on-street car parks		\$	2.6m



CITY FUTURES

Program: City Planning			
Responsible Officer:	Strategic Town Planner	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 Assessments, 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 all Northern Territory Development Consent Authority matters, in keeping with statutory and strategic requirements and community needs	
<ul style="list-style-type: none">Undertake land use planning to develop strategic plans and policy to influence the Northern Territory Governments Strategic Land Use Plans and Northern Territory Planning Scheme		<ul style="list-style-type: none">Develop and manage Developer Contribution Plans for infrastructure upgrading works such as road works, stormwater drainage and social infrastructure	
<ul style="list-style-type: none">Undertake city wide social planning			
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	446,000	Capital Expenditure:	0
Net Operating Cost:	446,000		
Key Performance Indicator:		Unit	Target
Number of development applications received		#	>250



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		<ul style="list-style-type: none">Manage Council's response regarding legislation, government policy and land use strategy as it affects environmental management and climate change outcomes	
<ul style="list-style-type: none">Manage and implement the East Point Reserve Biodiversity 5 Year Plan (2014-2018)		<ul style="list-style-type: none">Manage Council's strategies for biodiversity and conservation management	
<ul style="list-style-type: none">Foster environmentally sustainable behaviour in the Darwin community		<ul style="list-style-type: none">Coordinate the improvement of the environmental performance of Council's operations	
<ul style="list-style-type: none">Monitor stormwater and waterway water quality		<ul style="list-style-type: none">Advocate to the Territory Government and comment on Development Applications to foster environmentally sustainable development	
2017/18 Budget:	\$		\$
Operational Income:	50,000	Capital Income:	0
Operational Expenditure:	469,000	Capital Expenditure:	0
Net Operating Cost:	419,000		
Key Performance Indicator:		Unit	Target
Community satisfaction with Council's priority for leading and advocating for the sustainability and protection of our environment and lifestyle		%	60
Reduction of volume of Council's greenhouse emissions from Council operations		tCO2-e	15
Electricity generated through renewable energy		%	5
Operational environment incidents reported internally		# incidents	0



Program: Economic Development & Tourism			
Responsible Officer:	Manager Economic Development & Tourism	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 Activation 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			
2017/18 Budget:	\$		\$
Operational Income:	1,625,000	Capital Income:	0
Operational Expenditure:	668,000	Capital Expenditure:	0
Net Operating Cost:	957,000		
Key Performance Indicator		Unit	Target
Occupancy rate of Council’s commercially leased buildings		%	>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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	358,000	Capital Expenditure:	0
Net Operating Cost:	358,000		
Key Performance Indicator:		Unit	Target
Annual City Futures departmental expenditure within approved budget		%	100



City Life

DRAFT



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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	86,000	Capital Expenditure:	156,513
Net Operating Cost:	86,000		
Key Performance Indicator:		Unit	Target
Level of community satisfaction with Arts and Cultural activities		#	3.5
Number of arts/artists activities facilitated and supported.		#	



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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	864,000	Capital Expenditure:	0
Net Operating Cost:	864,000		
Key Performance Indicator:		Unit	Target
Number of community groups or organisations provided with council support.(e.g. community grants, fun and games, face painting, in-kind etc)		#	>55
Level of community satisfaction with community services provided by the City of Darwin		#	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:			
<ul style="list-style-type: none">Develop and coordinate the delivery of a whole of Council community engagement program		<ul style="list-style-type: none">Develop and implement Council's Community Engagement Policy and guidelines	
<ul style="list-style-type: none">Plan for and undertake community engagement for Council activities.		<ul style="list-style-type: none">Embed the practice of community engagement through training and development, provision of advice and resources development.	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	124,000	Capital Expenditure:	0
Net Operating Cost:	124,000		
Key Performance Indicator:		Unit	Target
Percentage of community satisfied that Council consults with the community sufficiently		%	>60
Number of community engagement activities undertaken annually		#	>25
Number of people registered for Council's engagement program		#	>100



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	
2017/18 Budget:	\$		\$
Operational Income:	123,000	Capital Income:	0
Operational Expenditure:	630,000	Capital Expenditure:	0
Net Operating Cost:	507,000		
Key Performance Indicator:		Unit	Target
Level of community satisfaction with the quality of front counter customer service		%	90
Level of community satisfaction with contact made with Council		%	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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	902,000	Capital Expenditure:	2,388,356
Net Operating Cost:	902,000		
Key Performance Indicator:		Unit	Target
Annual Darwin Entertainment Centre expenditure within approved budget		%	100



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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	551,000	Capital Expenditure:	0
Net Operating Cost:	551,000		
Key Performance Indicator:		Unit	Target
Number of retailers/residents engaged with by Safer City Service		#	120
Number of service bridging referrals made for vulnerable people		#	800



CITY LIFE

Program: Family and Children’s Services			
Responsible Officer:	Manager Vibrant Communities	Number of FTEs:	2.24
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	
2017/18 Budget:	\$		\$
Operational Income:	173,000	Capital Income:	0
Operational Expenditure:	354,000	Capital Expenditure:	0
Net Operating Cost:	181,000		
Key Performance Indicator:		Unit	Target
Total annual Fun Bus attendance		#	6,500
Total annual Fun in the Parks attendance		#	1,000
Number of school civic visits per year		#	6



Program: Leisure and Events

Responsible Officer:	Manager Leisure and Customer Experience	Number of FTEs:	4.07
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	
2017/18 Budget:	\$		\$
Operational Income:	636,000	Capital Income:	0
Operational Expenditure:	2,293,000	Capital Expenditure:	2,565,000
Net Operating Cost:	1,657,000		
Key Performance Indicator:		Unit	Target
Community satisfaction with Council swimming pools		%	>70
Community satisfaction with recreational and leisure services		%	>70
Percentage of community satisfied with community events delivered by the City of Darwin		%	>50
Annual attendance at community events		%	>50



CITY LIFE

Program: Libraries			
Responsible Officer:	Manager Library Services	Number of FTEs:	36.6
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	
2017/18 Budget:	\$		\$
Operational Income:	1,520,000	Capital Income:	0
Operational Expenditure:	3,677,000	Capital Expenditure:	0
Net Operating Cost:	2,157,000		
Key Performance Indicator:		Unit	Target
Community satisfaction rating with library services		#	4.2
Number of annual library visits		#	>500,000
Number of items loaned annually		#	>300,000



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			
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	512,000	Capital Expenditure:	0
Net Operating Cost:	512,000		
Key Performance Indicator:		Unit	Target
Annual City Life departmental expenditure within approved budget		%	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			
2017/18 Budget:	\$		\$
Operational Income:	3,184,000	Capital Income:	0
Operational Expenditure:	4,429,000	Capital Expenditure:	0
Net Operating Cost:	1,245,000		
Key Performance Indicator:	Unit	Target	
Community perception of safety in parks, reserves and public open spaces	%	>60	
Number of City of Darwin / NTG Policy interactions in relation to anti-social behaviour in public places	#		
Community satisfaction with dog and cat control and education programs	#	3.3	
Number of Regulatory Services community education and engagement activities undertaken	#	20	
Percentage of animals that are reunited with their registered owner	%	85%	



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			
2017/18 Budget:	\$		\$
Operational Income:	2,000	Capital Income:	0
Operational Expenditure:	491,000	Capital Expenditure:	0
Net Operating Cost:	489,000		
Key Performance Indicator:		Unit	Target
Number of LAUNCH pop-up events per annum		#	4
Percentage of 2017/2018 planned actions achieved in Youth Strategy 2016 – 2021		%	85
Number of advisory consultations provided by the Youth Advisory Committee		#	4



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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	438,000	Capital Expenditure:	0
Net Operating Cost:	438,000		
Key Performance Indicator:		Unit	Target
Condition surveys undertaken in accordance with Corporate Asset Management Plan		%	100



CITY OPERATIONS

Program: Building Services			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	8.63
Strategic Goal:	2. Vibrant, Flexible and Tropical Lifestyle		
Primary Outcome:	2.2 A sense of place and community		
Program Description:			
Construct, refurbish and maintain Council's building assets.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Manage and deliver building maintenance services for Council's building assets		<ul style="list-style-type: none">Conduct Council's building inspection program and maintain compliance with all Building Regulations for Council owned buildings	
<ul style="list-style-type: none">Manage the removal of Graffiti from Council owned buildings			
2017/18 Budget:	\$		\$
Operational Income:	100,000	Capital Income:	0
Operational Expenditure:	4,205,000	Capital Expenditure:	1,005,356
Net Operating Cost:	4,204,000		
Key Performance Indicator:		Unit	Target
Percentage of buildings compliant with Fire Protection Regulations		%	100



CITY OPERATIONS

Program: Capital Works			
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:			
• Manage the delivery of Council’s annual capital works program		• Provide project management services and advice across Council for all capital works projects	
• Develop and annually review Council’s capital works program and budget			
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	1,780,000
Operational Expenditure:	525,000	Capital Expenditure:	4,720,324
Net Operating Cost:	525,000		
Key Performance Indicator:		Unit	Target
Annual Capital Works Program expenditure within budget		%	95



CITY OPERATIONS

Program: Civil Works			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTEs:	55.0
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:			
• Manage and maintain Council's road network		• Manage and maintain line marking and signage to all roads	
• Manage and maintain Council's stormwater drainage infrastructure and network		• Construct, reconstruct and maintain footpaths, driveways, walkways and shared paths	
• Undertake public place cleaning including path, street sweeping and litter collection services to maintain public amenities			
2017/18 Budget:	\$		\$
Operational Income:	1,778,000	Capital Income:	82,795
Operational Expenditure:	10,284,000	Capital Expenditure:	4,062,899
Net Operating Cost:	8,506,000		
Key Performance Indicator:		Unit	Target
Community satisfaction rating with the standard of road maintenance		#	>4
Community satisfaction rating with the standard of storm water drainage		#	>4
Community satisfaction rating with the standard of litter collection from public areas		#	>4
Community satisfaction rating with the standard of footpaths/shared paths		#	>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			
2017/18 Budget:	\$		\$
Operational Income:	486,000	Capital Income:	0
Operational Expenditure:	1,386,000	Capital Expenditure:	0
Net Operating Cost:	900,000		
Key Performance Indicator:		Unit	Target
Percentage of annual design program completed		%	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:			
• Develop and maintain Developer Contribution Plans in accordance with the NT Planning Act		• Develop and maintain and implement subdivision, redevelopment and minor development guidelines, standards, policies and procedures	
• Investigate and provide technical advice on private and public civil works within Council property		• Certify Final Approval Certificate and Northern Territory Planning Authority permit conditions	
2017/18 Budget:	\$		\$
Operational Income:	486,000	Capital Income:	150,000
Operational Expenditure:	1,386,000	Capital Expenditure:	0
Net Operating Cost:	900,000		
Key Performance Indicator:		Unit	Target
Works permits processed within 10 working days		%	>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:			
• Manage Council’s heavy and light fleet		• Purchase and dispose of vehicles and plant in accordance with replacement programs	
• Provide preventative maintenance, repair and modifications to Council’s fleet, ensuring compliance with safety regulations		• Monitor fleet condition and level of usage	
2017/18 Budget:	\$		\$
Operational Income:	73,000	Capital Income:	0
Operational Expenditure:	-1,622,000	Capital Expenditure:	3,165,655
Net Operating Cost:	-1,695,000		
Key Performance Indicator:		Unit	Target
Vehicles available for use		%	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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	593,000	Capital Expenditure:	0
Net Operating Cost:	593,000		
Key Performance Indicator:		Unit	Target
Annual City Operations departmental expenditure within approved budget		%	100



CITY OPERATIONS

Program: Operations Administration			
Responsible Officer:	Manager Infrastructure Maintenance	Number of FTE's:	8.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Administer the operations of Council's Infrastructure Maintenance department and coordinate Council's emergency management program.			
Key Functions & Outputs:			
• Manage and provide administration for the City of Darwin Operations Centre		• Maintain business continuity plans to ensure Council's resilience to business interruption and disaster events	
• Coordinate Council's Emergency Response Plan including the Cyclone Plan			
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
New Initiative Expenditure:	0	New Capital Expenditure:	0
Operational Expenditure:	1,176,000	Capital Expenditure:	0
Net Operating Cost:	1,176,000		
Key Performance Indicator:		Unit	Target
Annual simulation of a cyclone event conducted		%	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, reserves, sporting fields and cemeteries.			
Key Functions & Outputs:			
<ul style="list-style-type: none">Maintain Council's parks, 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	
2017/18 Budget:	\$		\$
Operational Income:	192,000	Capital Income:	0
Operational Expenditure:	16,100,000	Capital Expenditure:	1,255,196
Net Operating Cost:	15,908,000		
Key Performance Indicator:		Unit	Target
Community satisfaction rating with the standard of maintenance of parks		#	>4
Community satisfaction rating with the standard of recreational and leisure services such as sports oval		#	>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:			
• Implement Councils Street Lighting replacement program.		• Maintain Street Lights across the Municipality	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	1,894,000	Capital Expenditure:	615,118
Net Operating Cost:	1,894,000		
Key Performance Indicator:		Unit	Target
Annual Street Lighting program expenditure within approved budget		%	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	
2017/18 Budget:	\$		\$
Operational Income:	21,151,000	Capital Income:	0
Operational Expenditure:	16,568,000	Capital Expenditure:	1,300,000
Net Operating Cost:	-4,583,000		
Key Performance Indicator:		Unit	Target
Percentage of community satisfied with the wheelie bin collection service		%	90
Total volume of waste disposal to landfill per Darwin household (collection and transfer station)		Trend	Decreasing



City Performance



CITY PERFORMANCE

Program: Employee Relations			
Responsible Officer:	Manager People, Culture and Capability	Number of FTEs:	11.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.2 Quality people		
Program Description: Manage and deliver a full range of employee relations functions including a robust industrial framework and facilitate organisational change and development to achieve a strong workforce alignment between workplace planning strategies and Council's goals.			
Key Functions & Outputs			
<ul style="list-style-type: none">Develop and implement a whole of Council Workforce Planning Strategy		<ul style="list-style-type: none">Develop, negotiate and implement Council's Enterprise Agreement	
<ul style="list-style-type: none">Manage industrial relations matters and implement solutions		<ul style="list-style-type: none">Develop and implement employee performance framework	
<ul style="list-style-type: none">Deliver graduate and traineeship opportunities		<ul style="list-style-type: none">Develop and implement a framework to build leadership capacity across Council	
<ul style="list-style-type: none">Manage the City of Darwin Workforce Wellbeing Committee		<ul style="list-style-type: none">Manage effective employment processes	
<ul style="list-style-type: none">Develop and implement Council wide employee training and development opportunities			
2017/18 Budget:	\$		\$
Operational Income:	105,000	Capital Income:	0
Operational Expenditure:	1,549,000	Capital Expenditure:	0
Net Operating Cost:	1,444,000		
Key Performance Indicator		Unit	Target
Internal Annual staff turnover rate		%	<20
Percentage of male staff		%	50
Percentage of female staff		%	50



CITY PERFORMANCE

Program: Financial Management			
Responsible Officer:	Finance Manager	Number of FTEs:	19.23
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.5 Responsible financial and asset management		
Program Description:			
Provide a full suite of financial services 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	
2017/18 Budget:	\$		\$
Operational Income:	490,000	Capital Income:	0
Operational Expenditure:	3,199,000	Capital Expenditure:	0
Net Operating Cost:	2,709,000		
Key Performance Indicator		Unit	Target
Percentage of Rate debtors outstanding		%	<5
Financial statements meet statutory and audit requirements		%	100
Budgeting and Long Term Financial Plan meets statutory requirements		%	100
Investments comply with policy and statutory requirements and are reported monthly		%	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	
2017/18 Budget:	\$		\$
Operational Income:	53,000	Capital Income:	0
Operational Expenditure:	2,750,000	Capital Expenditure:	298,514
Net Operating Cost:	2,697,000		
Key Performance Indicator:		Unit	Target
Percentage of IT service desk requests closed against open requests during a period		%	97.5



CITY PERFORMANCE

Program: Records and Information Management			
Responsible Officer:	Records Manager	Number of FTEs:	7.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Provide services to effectively manage Council's current and historic records and information in accordance with statutory requirements including Freedom of Information and Privacy.			
Key Functions & Outputs			
<ul style="list-style-type: none">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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	683,000	Capital Expenditure:	0
Net Operating Cost:	683,000		
Key Performance Indicator:		Unit	Target
Percentage of Freedom of Information requests responded to within required timeframes		%	100



CITY PERFORMANCE

Program: Office of GM City Performance			
Responsible Officer:	General Manager City Performance	Number of FTEs:	3.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.3 Good governance		
Program Description:			
Provide strategic leadership and direction and manage Council's corporate programs and activities ensuring efficient and effective service delivery to all internal and external customers of the 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	
2017/18 Budget:	\$		\$
Operational Income:	6,000	Capital Income:	0
*Operational Expenditure:	680,000	Capital Expenditure:	0
Net Operating Cost:	674,000		
Key Performance Indicator:		Unit	Target
Annual City Performance departmental expenditure within approved budget		%	100



CITY PERFORMANCE

Program: Risk, Audit and Safety			
Responsible Officer:	Manager Strategy & Outcomes	Number of FTEs:	1.0
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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	1,263,000	Capital Expenditure:	0
Net Operating Cost:	1,263,000		
Key Performance Indicator		Unit	Target
Percentage of Operational Risk Assessments reviewed annually and adopted by the Risk Management & Audit Committee		%	100
Percentage of Council's annual Internal Audit Plan delivered		%	100
Percentage of the Control Self-Assessment actions reviewed annually		%	100
Workplace Health and Safety Management System Policy and Standards reviewed annually		%	100
Percentage of reported Workplace Health and Safety incidents that become lost time claims		%	< 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	
2017/18 Budget:	\$		\$
Operational Income:	15,000	Capital Income:	0
Operational Expenditure:	269,000	Capital Expenditure:	0
Net Operating Cost:	269,000		
Program success will be measured by:		Unit	Target
Community satisfaction that Council's vision and goals are clear and communicated to the Darwin municipality		%	65
Quarterly Performance Reports delivered annually		#	4
Percentage of 22 nd Council term policy review complete in 2017/18		%	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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	811,000	Capital Expenditure:	0
Net Operating Cost:	811,000		
Key Performance Indicator:		Unit	Target
Percentage of community who find out about Council matters via Council's website		%	>20
Number of website 'hits' per annum		#	>450,000
Increase in the number of followers on Facebook		%	30
Number of media releases with positive media coverage		%	>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">Oversee the conduct of the 2017 Local Government election and induction program for the 22nd Council of the City of Darwin	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	2,585,000	Capital Expenditure:	0
Net Operating Cost:	2,585,000		
Key Performance Indicator:		Unit	Target
Overall community satisfaction with the City of Darwin		%	>70
Percentage of Council Decisions actioned		%	>90



OFFICE OF THE CHIEF EXECUTIVE

Program: Organisational Development			
Responsible Officer:	Organisational Development Manager	Number of FTEs:	1.0
Strategic Goal:	5. Effective and Responsible Governance		
Primary Outcome:	5.2 Quality People		
Program Description:			
Facilitate organisational wide culture change and development program 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 Council's Leadership Essentials Program		<ul style="list-style-type: none">Facilitate the delivery of a bi-annual Culture Survey and analysis of results	
<ul style="list-style-type: none">Develop and implement an organisation wide culture change program		<ul style="list-style-type: none">Design and facilitate workshops on the organisational vision, values and expected behaviours	
<ul style="list-style-type: none">Coach and Support Senior Managers and team members across the business to assist in identifying and implementing initiatives to enhance progress towards desired goals and change		<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	
2017/18 Budget:	\$		\$
Operational Income:	0	Capital Income:	0
Operational Expenditure:	305,000	Capital Expenditure:	0
Net Operating Cost:	305,000		
Key Performance Indicator:		Unit	Target
Deliver Leadership Essentials Program Annually		%	100
Staff undertaking Leadership Essentials Program Annually		#	15
Number of workshops delivered across Council to support capacity building and change management		#	6
Number of activities delivered supporting implementation of culture, in particular the Organisation Vision, Values and expected behaviours		#	6



Attachment A – Fees and Charges

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