24.1 DRAFT 2019/20 MUNICIPAL PLAN

Common No.: 2100136  
Author: Manager Strategy and Outcomes  
Authoriser: General Manager Government Relations & External Affairs  
Attachments: 1. Draft 2019/20 Municipal Plan (under separate cover)

<table>
<thead>
<tr>
<th>Section under the Act</th>
<th>The grounds on which part of the Council or Committee may be closed to the public are listed in Section 65(2) of the Local Government Act and Regulation 8 of the Local Government (Administration) Regulations.</th>
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<td>Sub-clause and Reason:</td>
<td>8(c)(iv) - information that would, if publicly disclosed, be likely to prejudice the interests of council or some other person.</td>
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SUMMARY

The purpose of this report is to endorse the City of Darwin Draft 2019/20 Municipal Plan (DMP), which incorporates the proposed 2019/20 Annual Budget, for public consultation.

RECOMMENDATIONS

1. THAT the report be received and noted.
2. THAT Council adopt the Draft 2019/20 Municipal Plan at Attachment 1 to this report, for the purpose of public consultation.
3. THAT pursuant to Section 103 of the Local Government Act, the staffing plan approved by Council for the 2019/20 financial year be based on a total budget for employee costs of $35.53M and an approved establishment full time equivalent (FTE) of 355.17 staff, noting that short-term projects may temporarily change the number of staff employed.
4. That pursuant to Section 65 (2) of the Local Government Act, and Regulation 8 of the Local Government (Administration) Regulations, the decision, report and attachments, be held in-confidence until 10.00am Wednesday 15 May 2019 at which time the decision, report and attachment will be made public on Council’s website.

KEY ISSUES

- The DMP (Attachment 1) details Council’s Budget and Service Delivery Plan to implement the first year of the Darwin 2030 Strategic Plan.
- General rates in this budget are proposed to increase by 3.0%
- The capital works program is unprecedented, totalling $53.07M. $22.45M will be spent on upgrades to the Shoal Bay Waste Management Facility
- The DMP will be available for public consultation for a period of not less than 21 days as prescribed by the Act. Consultation commences at midday Wednesday 15 May 2019 and concludes at 5.00pm on Friday 7 June 2019 (23 days).
- Public feedback will be considered and presented with the final 2019/20 Municipal Plan and Annual Budget for adoption at the 2nd Ordinary Meeting scheduled for Tuesday 25 June 2019.

BACKGROUND

Section 22 of the Local Government Act 2008 (the 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. Development of the plan must be in accordance with the requirements of the Act.

**DISCUSSION**

**Overview**

The 2019/20 DMP sets out the deliverables and projects that the City of Darwin proposes to deliver for the community to achieve the Strategic Directions of the Darwin 2030 – *City for People. City of Colour* Strategic Plan.

The DMP and annual budget has been developed following consultation with Council and is presented on the basis of a 3.0% general rate increase. The proposed increase is in accordance with Council’s Long Term Financial Plan.

In 2019/20 major projects for the municipality (new and multiyear) include:
- Shoal Bay Waste Management Facility (Leachate Treatment System, Cell 6 and infrastructure upgrades)
- Tree Re-Planting
- Streetscape Beautification projects in all four Wards
- Daly Street Beautification
- Street Lighting
- Urban Oval Lights
- Lakeside Drive

Overall, the operational service delivery program remains unchanged.

**Staff Plan**

Section 103 of the Local Government Act requires that the Chief Executive Officer be responsible for the appointment of staff in accordance with a staffing plan approved by the Council. The DMP is based on a total budget for employee costs of $35.53M and an approved establishment full time equivalent (FTE) of 355.17 staff, noting that short-term projects may temporarily change the number of staff employed.

The increase in FTE count primarily relates to the addition of a new position to assist in the delivery of tree replanting initiatives across the municipality.

**Public Consultation**

The DMP will be exhibited for public consultation for not less than 21 days as prescribed by the Act. Consultation commences at midday on Wednesday 15 May 2019 and concludes at 5.00pm on Friday 7 June 2019 (23 days). Following the required period of public consultation, all feedback will be presented to Council for consideration with the final Municipal Plan and Annual Budget at the Ordinary Meeting on 25 June 2019.

**STRATEGIC ENVIRONMENT**

The issues addressed in this Report are in accordance with the following Goals/Strategies as outlined in the ‘Evolving Darwin Towards 2020 Strategic Plan’:

**Goal**
5 Effective and Responsible Governance

**Outcome**
5.3 Good governance

**Key Strategies**
5.3.1 Demonstrate good corporate practice and ethical behaviour
LEGISLATIVE/POLICY

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

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

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

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

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

The Municipal Plan must also contain or incorporate by reference:

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

The 2019/20 DMP, Attachment 1, complies with the above requirements.

CONSULTATION

Internal

In preparing the Draft 2019/20 Municipal Plan and Annual Budget, Elected Members and the following City of Darwin officers were consulted:

- Strategic Directions Group
- Executive Manager Finance
- Management Accountant

External

- Nil

BUDGET/RESOURCE IMPLICATIONS

The report relates entirely to budget and resource implications.

The Long Term Financial Plan has informed the development of the proposed annual budget.
RISK
Council has various processes in place to address its risk management such as an appointed Risk Officer, occupational health and safety procedures, and a Risk Management and Audit Committee with an independent chair.

LEGAL
Nil

ARTS, CULTURE & ENVIRONMENT
Environmental and social implications are considered in relation to adoption of policies and implementation of services in accordance with the DMP.
DRAFT FOR PUBLIC CONSULTATION – 14 MAY 2019

2019/20

MUNICIPAL PLAN
for the City of Darwin
DARWIN 2030 – *City for People. City of Colour.*

A capital city with best practice and sustainable infrastructure

A safe, liveable and healthy city

A cool, clean and green city

A smart and prosperous city

A vibrant and creative city

Underpinned by City of Darwin’s Governance Framework
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City of Darwin 2019/20 Municipal Plan

Public Consultation and Review

The *Local Government Act* requires Council to exhibit the DRAFT City of Darwin 2019/20 Municipal Plan for public display and submission for a minimum period of 21 days. This must occur between 1 April and 31 July 2019.

The DRAFT City of Darwin 2019/20 Municipal Plan was endorsed by Council on Tuesday 14 May 2019 and is available for public display and submissions from Wednesday 15 May 2019 to Friday 7 June 2019, a period of 23 days.

All feedback will be considered by Council when adopting the final 2019/20 Municipal Plan at the Ordinary Council Meeting scheduled to be held on Tuesday 25 June 2019. The Rates Declaration and adoption of the Annual Budget will also occur at this meeting.

**Accessing the DRAFT 2019/20 City of Darwin Municipal Plan**

**Online**

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

**Council Offices**

Printed copies will be made available the Customer Service Centre located at Civic Centre, Harry Chan Avenue, Darwin or one of four public libraries located across the municipality at:

- Civic Centre, Harry Chan Avenue, Darwin
- Casuarina Library, Bradshaw Terrace, Casuarina
- Nightcliff Library, Pavonia Place, Nightcliff
- Karama Library, Kalynnos Drive, Karama

**Making a Submission**

**Online**

Online submissions can be made at [Engage Darwin | Homepage](http://www.darwin.nt.gov.au)

**In Person**

Civic Centre, Harry Chan Avenue, Darwin or by talking with your Ward Alderman.

**By Mail**

All mail to be marked to the attention of the Chief Executive Officer, Mr Scott Waters and reference to Draft 2019/20 City of Darwin Municipal Plan Submission at City of Darwin, GPO Box 84, Darwin NT 0801 or email darwin@darwin.nt.gov.au
Lord Mayor and Chief Executive Officer

Welcome to the City of Darwin Municipal Plan and Annual Budget for 2019/20. This year is a time of significant change for the City of Darwin with the commencement of a new vision for the City. Darwin 2030 City for People. City of Colour.

1 July brings an exciting future for the City of Darwin as we implement the new vision for the city. This vision sets the foundation for us to create a bigger and better capital city that is recognised worldwide for being vibrant, creative, innovative, connected, healthy and environmentally responsible.

The 2019/20 Municipal Plan and Annual Budget puts ‘Darwin First’. The plan sets a new direction for the city centre and suburbs as we recover the municipality from the devastation caused by Cyclone Marcus in early 2018. It delivers on the foundations of local government – roads, rates, rubbish, parks and amenity - through an unprecedented $53.07M capital program. $22.45M has been allocated to improvements at the Shoal Bay Waste Management Facility ensuring this much needed service meets the community need for the future.

We will plant another 4,000 trees. These trees are in addition to the 3,000 trees we have already planted since Cyclone Marcus hit. The planting of over 7,000 trees by December this year will ensure we are on track to green and cool our city by 2030.

Along with Darwin 2030, this plan and budget highlight the importance of working with our government partners. Public Art and City Cooling projects to deliver on the City Deal commitment will commence in 2019/20. The Australian Government has provided funding support to deliver Stage 2 of Lakeside Drive, a critical link in Council’s overall road network linking major connector routes to the northern suburbs.

For the past five years, capital expenditure by Council has averaged around $23.50M with 2016/17 reaching $42.0M only as a result of the delivery of the $15.0M Parap Pool Redevelopment Project.

Council will deliver improved amenity across the municipality. This year will see many projects delivered in our suburbs with around $4.7M allocated to beautification projects. As Lord Mayor and Chief Executive Officer of this Council we have both listened to the community’s feedback to ensure money is spent across the whole of the municipality. Over $2.0M of this will be directly allocated to small projects and streetscape beautification works, with many projects planned across each of the four Wards for this year.

Council has also committed over $230K to deliver a new amenities block adjacent to the Bicentennial Park Playground on The Esplanade. This is a much needed facility to attract visitors and residents to a great community space and will be of benefit to many events held at this venue.

$2.0M of beautification works will be delivered on Daly Street. Four stages of works between The Esplanade and McMinn Street will create a formalised entry to the city centre. This delivers in part, on the Darwin City Centre Master Plan Project MP007.
General rates will increase by 3%. This increase is in line with the Long Term Financial Plan and it is important that we adhere to this plan as much as possible. The Long Term Financial Plan has been developed to ensure Council remains financially sustainable into the future.

Off-Street Parking fees will increase by 5% plus CPI, delivering additional parking income of $151K. On-Street parking will remain unchanged for 2019/20. Waste fees and charges will increase by 3% across the board with an additional $5 increase applied to commercial charges.

We are pleased that Council Management and staff have supported this renewed direction in 2019/20 by identifying savings of $1.0M in operational budgets. This was an enormous task to undertake in a tighter than usual economic environment without impact to service delivery or service standards.

Close to a third of the capital program will be funded by external loans in 2019/20. Council has an established loan for street lighting which will see a further $1.30M drawn down this year. New loans are proposed for $13.2M towards the Shoal Bay Waste Management

Leachate Project and $5.0M to deliver on Council’s commitment to the Garramilla Boulevard project.

$15.20M of the capital program will be funded by internal reserves, $9.25M from the waste reserve and $2.47M from the plant replacement reserve will assist to deliver on key priorities this year.

The $4.8M Northern Territory Government Funded project, Urban Oval Lights project will be delivered this year. Following extensive community consultation this project has attracted a great deal of community support and will provide opportunities for night time use of ovals in the municipality for a range of sports.

As evidenced by this Municipal Plan and Annual Budget, Council is committed to hearing your views. See page 3 for details on how you can forward us your feedback.

We thank everyone for their contributions to the Municipal Plan and Budget for 2019/20 and the Darwin 2030 plan. We look forward to implementing this plan for what will be a very busy year ahead.

<Insert Signature>  
<Insert Signature>

The Hon. Lord Mayor Kon Vatskalis  
Scott Waters, Chief Executive Officer
**Project Highlights**

4,000 Trees – Greening Darwin $1.1M

Daly Street Beautification $2.0M

Streetscape Beautification $1.6M

Shoal Bay Waste Management Facility – Cell 6, Leachate Treatment and Asset Improvements $22.45M

Lakeside Drive $2.5M

Urban Oval Lights $3.3M

Municipal Ward Projects $1.0M

Street Lighting Project $1.8M
Budget Highlights

3.0%
Adopted rate increase in 2019/20

Income
$107.43M
Operating Income

$74.57M
Rates & Annual Charges

$23.58M
Fees & Charges

$5.54M
Grants & Contributions

$2.23M
Investment & Interest Revenue

Expenditure
$120.9M
Operating Expenditure

$50.44M
Materials & Contracts

$35.53M
Employee Costs

$1.53M
Borrowing Costs

$2.52M
New Operational Initiatives

Capital Program
$53.07M
Total Capital Works Program

$6.41M
New Capital Initiatives

$36.00M
Delivering Major Projects

$22.45M
Shoal Bay Waste Management Facility

$411K
Darwin Safer City

$4.70M
Beautification Projects

$664K
Community Events

$1.47M
Community Support via Grants, Sponsorships and Operating Subsidies

$17.36MM
Parks and Reserves Operations & Maintenance

$7.78M
Roads, Footpath and Public Lighting Operations & Maintenance

$1.10M
Tree Re-planting
### City Profile and Demographics

#### Population
1. Estimated residential population (2018): 84,613
2. Average growth per annum (over 10 years): 1.30%

#### Employment
2. Employment in the NT: 44.18%

#### Businesses
1. Registered businesses (2018): 9,956
2. Growth per annum (over 10 years): 4.80%

#### Gross Regional Product (GRP)
1. GRP (2018): $58.73B
2. Growth per annum (over 10 years): 3.1%

#### Municipal Area
1. Area: 112 km²

#### Council Staff
1. Full Time Equivalents (FTEs): 355.17

#### Rateable Properties
1. Number as at 30 June 2018: 35,358

#### Elected Members
1. Lord Mayor and 12 Elected Members represent the local government area.
2. 463.7 km of roads
3. 17 sporting grounds
4. 3 swimming pool facilities
5. 36 public amenities facilities
6. 9,510 street and public lights
7. 138 CCTV cameras
8. 561 ha of greenspace
9. 8 tennis courts
10. 3 community centres
11. 7 child care centres
12. 590.61 km of paths
13. 4 libraries
14. 419.2 km of stormwater

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1. At 30 June 2018 ABS Cat No 3218
2. At 30 June 2018 National Institute of Economic and Industry Research (NIEIR)
3. At 30 June 2018 ABS Cat No 8165
4. At 30 June 2018 NIEIR

5. Includes shared paths, footpaths and walkways
Introduction

City of Darwin Overview

The City of Darwin Council consists of the Lord Mayor and 12 Aldermen. The local government area is divided into four Wards, each represented by three Elected Members. Elected Members details are available on Council’s website [Council Wards | City of Darwin | Darwin Council, Northern Territory](#).

Section 23(c)(i) of the Local Government Act requires the Municipal Plan to include an assessment of the adequacy of constitutional arrangements presently in force and whether they provide effective representation for the local government area. Council is required to undertake a review of its Constitutional Arrangements once per term of Council. This review will take place during the 2019/20 financial year. The outcomes of the most recent Review of Constitutional Arrangements were undertaken in 2014 and can be found at [www.darwin.nt.gov.au](http://www.darwin.nt.gov.au).
**About the Municipal Plan**

City of Darwin’s Municipal Plan for 2019/20 includes the annual budget and sets the strategic direction for the financial year. It is currently a one year plan that details the key actions and services for Council to deliver on the Darwin 2030 City for People. City of Colour. Strategic plan, external funding requirements and other key priorities such as the Darwin City Deal. Council will work over the year to expand the Municipal Plan to cover the term of Council which will ensure each term is better able to deliver on their commitments through a strategic and planned approach.

2019/20 will see the introduction of the new Strategic Plan for Council. The Plan City for People. City of Colour outlines five strategic directions, targets and strategic actions that Council commits to for Darwin in 2030. The Plan is available on Council’s website at [www.darwin.nt.gov.au](http://www.darwin.nt.gov.au)

In order to facilitate the implementation of Darwin 2030, the Municipal Plan has undergone significant review. The new Municipal Plan is structured to ensure Council meets its longer term strategic direction, outlining the key actions and deliverables for City of Darwin in 2019/20. It also provides an overview of the services it provides. Over the coming year Council will focus on better defining its services and the service standards we commit to for the future of our community. The performance management framework that supports both these plans will also continue to be developed over the coming year with a focus on establishing a framework that will ensure Council is able to report its performance against strategic directions and targets outlined in the Darwin 2030 plan. A more detailed performance management and reporting framework will be included in future Municipal Plans.

**Legislative Compliance**

The Local Government Act (the Act) outlines the minimum requirements that local governments in the Northern Territory must comply with in developing the Municipal Plan and Annual Budget. The Municipal Plan and budget must be adopted between 1 April and 31 July and forwarded to the Department of Local Government, Housing and Community Development by 31 July each year. Before its adoption Council must prepare a draft plan and make it available for public feedback for a minimum period of 21 days.

Section 23 and 24 of the Act require that Council’s Municipal Plan must contain:

- A service delivery plan for the period of the plan
- Council’s annual budget
- Indicators for judging the standard of performance.

Additional legislative compliance requirements are outlined in Appendix E.
Managing Risk

City of Darwin’s planning and performance framework is aligned with the City of Darwin Risk Management Framework. Strategic and operational risks and mitigation strategies have been considered in developing the Municipal Plan.

New strategic and operational risk profiles will be developed post 1 July 2019 to align with Darwin 2030 and the revised organisational structure which has been in place since late 2018.

Delivering Services to the Community

City of Darwin provides a total of 38 services to the community as outlined in Appendix A. Council’s organisational structure has been designed to deliver services that support achieving our strategic directions in the most efficient way possible. The five departments are:

- Community and Regulatory Services
- Corporate and Procurement Services
- Engineering and City Services
- Government Relations and External Affairs
- Innovation, Growth and Development Services

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. Following the adoption of the Darwin 2030 Strategic Plan and Municipal Plan, opportunities to redefine services and establish service standards and service levels will be explored.

The loss of trees during Cyclone Marcus has been challenging to recover from. Despite this, Council has made significant progress with an estimated 7,000 trees to be re-planted by December 2019. An Urban Forest Tree Management Plan is under development. As a result of this plan, Council will continue to seek opportunities and external partnerships to return to a pre-cyclone state as much as possible by the end of the 2019/20 financial year.

Elections in other levels of government present both opportunities and challenges for Council. Election cycles impact on funding opportunities and delays due to caretaker periods. Despite these challenges Council will actively seek opportunities during both election cycles to increase inter-government partnerships and collaboration. Delivering on Council’s obligations in the Darwin City Deal will remain the focus during 2019/20.

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

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

Despite these challenges, Council remains positive about the year ahead, focussing on creating a city that is attractive for our residents and delivers economic improvement.

**Possible Changes to the Regulatory and Administrative Framework**

Council has been undertaking a review of its Governance Framework during 2018/19 with a revised framework currently in development. The Governance Framework provides the regulatory and administrative framework within which Council operates and underpins the delivery of Council’s Strategic Directions. The key principles outlined in the framework will be:

• Vision and Culture
• Roles and Relationships
• Decision Making and Management
• Accountability

Deliverables against the Governance Framework and Principles are outlined on pages 58 and 59 of this plan.

A new organisational structure was put in place during the 2018/19 financial year with the implementation of the new structure finalised in February 2019. Council’s Executive Leadership Team has been redesigned and named the Strategic Directions Group (SDG). The group name purposefully represents the role of the SDG which is to implement the Strategic Directions outlined in the Darwin 2030 Strategic Plan.

Council continues to review and renew the City of Darwin Statutory Meeting Structure. Increased project work in recent years has impacted the volume and nature of Council business significantly. Being responsive and accountable with our decisions is important for this Council.

**Advocacy and Collaboration**

Council is well placed to ensure opportunities are realised through co-operation with the Australian Government, Northern Territory Government and Charles Darwin University with the Darwin City Deal.
City of Darwin is an active participant on the following external committees:

- **The Council of Capital City Lord Mayors (CCCLM)** provides national leadership for the effective co-ordination and representation of the interests of the Capital Cities of the Australian States and Territories, especially in their relations with other spheres of government. The strategic priorities for CCCLM are securing ongoing Federal Government engagement, partnerships, alliances and investment in capital cities as well as securing Federal Government investment in nation building infrastructure in capital cities and encouraging smart growth in urban Australia.

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

- **The Top End Regional Organisation of Councils (TOPROC).** TOPROC comprises six (6) Top End Councils; Belyuen Community Government Council, City of Darwin, City of Palmerston, Coomalie Community Government Council, Litchfield Council and Wagait Shire Council. It is committed to the sustainable development of our Greater Darwin Region and meets on a regular basis to progress common issues. In 2019/20 TOPROC will continue to deliver the priorities of the TOPROC Regional Development Plan with a focus on shared community facilities, animal management, waste and recycling, and incorporation of unincorporated land.

- **Local Government Association of the NT (LGANT)** is the peak body representing Local Government in the Northern Territory. City of Darwin appoints two Elected Members to the Executive Committee each year.

### Social and Economic Effects of Rating Strategy

Section 127 (2)(e) of the Local Government Act requires that Council must undertake an assessment of the social and economic effects of the budgeted rating strategy.

The adopted rating strategies for 2019/20 are outlined from page 18.

City of Darwin engaged .id (the population experts) to complete an assessment of the economic and social effects of the proposed general rate increase in 2019/20 of 3%. The proposed increase is in accordance with the long term forecasts outlined in the City of Darwin Long Term Financial Plan 2018-2028. The Long Term Financial Plan is Council’s principle document for ensuring it remains financially sustainable in the longer term. Variations to what is outlined in the LTFP may impact on future years at a higher than planned general rate increase.
The assessment was informed by a number of economic and socio-economic indicators relating to:

- Population
- Employment
- Income and income distribution
- Prices – CPI and house prices
- Advantage and disadvantage indicators
- Housing stress

_id (the population experts) Rates Assessment Report 2019 has been made available on the City of Darwin website. The assessment has concluded that:

“In light of weak economic conditions for City of Darwin, it would be prudent to minimise the general rate increase so that the impact on the community is low. The economic impact analysis shows that the proposed 3% rate increase is likely to have a low impact on incomes, even for low-income households. The 3% rate increase is also appropriate considering stronger price growth in 2019/20 as the economy slowly moves back to trend.

However, the report does point out that some more disadvantaged groups may already be facing financial hardship and the proposed increase in rates may represent a large impact. Initiatives to ease the burden on these groups could be considered.”

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
- Facilitating Northern Territory Government pensioner concessions on rates.

Taking into account all of the factors above and the parameters outlined in the Long Term Financial Plan 2018-2028, Council believes balancing the budget at a 3.0% general rate increase recognises the impact of the change in the economy over the last few years and slower than normal growth rate predicted for future years, whilst ensuring Council remains financially sustainable for the future.
Strategic Planning Framework

Living Darwin 2030 Report
Community Input

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

Municipal Plan
(including Annual Budget)

Annual Report

Informed by:
Legislation
(Australia & NT)
NT Government
strategies and
policies
City of Darwin
Long Term
Financial Plan

Long Term Asset
Management Plans

Other Council
strategies &
policies
## 2019/20 Financial Key Performance Indicators

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<th>Indicator</th>
<th>Target</th>
<th>Actual 2017/18</th>
<th>Budget 2018/19</th>
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<td>% of Rate Debtors Outstanding</td>
<td>&lt;5%</td>
<td>2.9%</td>
<td>2.7%</td>
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<td>Debt Servicing Ratio</td>
<td>&lt;5%</td>
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<td>Operating Surplus</td>
<td>Break-even</td>
<td>($18.10M)</td>
<td>($6.61M)</td>
<td>($13.43M)</td>
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<td>Operating Surplus before Depreciation</td>
<td>&gt; Break-even</td>
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<td>Asset Sustainability Ratio</td>
<td>&gt;50%</td>
<td>52.1%</td>
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This indicator is designed to measure Council's effectiveness in recovering debts legally owed to it.

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

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 externally restricted reserves)/current liabilities.

This indicator is designed to measure Council's ability to cover its day to day expenses through its own tax/revenue.

This indicator is designed to provide information on the result of ordinary operations. The result is impacted by increasingly higher depreciation charges as Council's asset base expands.

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.

This indicator is designed to indicate the extent to which Council is renewing its assets. A ratio of 100% or more indicates that Council spends at least the amount of depreciation each year on renewing assets. Depreciation is an annual estimated consumption that does not necessarily reflect the renewal spend actually required each year. Council is currently updating the Asset Management Plans which will provide the appropriate annual renewal targets.

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Table 1 2019/20 Financial Key Performance Indicators
2019/20 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 2019/20 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.
Rates

Council's rates and charges include:

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

For the 2019/20 financial year, Council proposes to increase the revenue from the general rate and related minimum charges by 3% across all categories of ratepayers. Based on the average Unimproved Capital Value (UCV) of the average rateable property in the Darwin municipality, the general rates will equate to $1,829 for the year. Including the annual kerbside garbage collection and recycling service of $278, this equates to $2,107 for the year or $40.51 per week for the average ratepayer in the Darwin municipality.

The following table provides a comparison of rates proposed for 2019/20 for the average single dwelling residential ratepayer in the Darwin municipality as compared to the previous year:

<table>
<thead>
<tr>
<th>Example based on average Unimproved Capital Value (UCV) for a single dwelling residential property</th>
<th>2018/19 $</th>
<th>2019/20</th>
<th>$ increase</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Rates per year</td>
<td>1,775.52</td>
<td>1,828.79</td>
<td>53.27</td>
<td>3.00</td>
</tr>
<tr>
<td>General Rates per week</td>
<td>34.14</td>
<td>35.15</td>
<td>1.01</td>
<td>3.00</td>
</tr>
<tr>
<td>Annual Kerbside Garbage Collection &amp; Recycling Service</td>
<td>270.00</td>
<td>278.00</td>
<td>8.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Combined Rates &amp; Kerbside Waste Collection</td>
<td>2,045.52</td>
<td>2,106.79</td>
<td>61.27</td>
<td>3.0</td>
</tr>
<tr>
<td>Combined amount per week</td>
<td>39.33</td>
<td>40.51</td>
<td>1.18</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Table 2 Annual Comparison of Rates
The total 2019/20 budgeted rates and annual charges income of $71.68M is summarised below by major category:

![Pie chart showing rates and charges by major category]

Figure 1: 2019/20 Rates and Charges by Major Category
Rating Structure

In accordance with the requirements of the Local Government Act, it is proposed that for the 2019/20 financial year Council will levy the following indicative rates:

<table>
<thead>
<tr>
<th>Town Planning Zone</th>
<th>Code</th>
<th>Indicative Minimum Rate</th>
<th>Indicative Rate in the Dollar</th>
<th>$ 000's Estimated Income 2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Dwelling Residential; Rural Residential; Rural Living; Rural</td>
<td>SD; RR; RL; R</td>
<td>$1,158</td>
<td>0.00481259</td>
<td>23,372</td>
</tr>
<tr>
<td>Multiple Dwelling Residential; Medium Dwelling Residential; High Density Residential</td>
<td>MD; MR; HR</td>
<td>$1,216</td>
<td>0.00481259</td>
<td>15,387</td>
</tr>
<tr>
<td>Central Business</td>
<td>CB</td>
<td>$1,465</td>
<td>0.00585708</td>
<td>12,698</td>
</tr>
<tr>
<td>Future Development; Specific Use; Community Purposes; Restricted Development; Utilities; Community Living</td>
<td>FD; SJ; CP; RD; U; CL</td>
<td>$1,216</td>
<td>0.00481259</td>
<td>5,525</td>
</tr>
<tr>
<td>Tourist Commercial; Heritage</td>
<td>TC; HT</td>
<td>$1,207</td>
<td>0.00637707</td>
<td>437</td>
</tr>
<tr>
<td>Commercial; Service Commercial</td>
<td>C; SC</td>
<td>$1,207</td>
<td>0.00628280</td>
<td>2,846</td>
</tr>
<tr>
<td>Major Shopping Centres (equal to or greater than 40,000m2)</td>
<td></td>
<td>$1,207</td>
<td>0.01156840</td>
<td>441</td>
</tr>
<tr>
<td>Caravan Parks</td>
<td>CV</td>
<td>$1,158</td>
<td>0.00437621</td>
<td>70</td>
</tr>
<tr>
<td>Public Open Space; Conservation</td>
<td>PS; CN</td>
<td>$1,207</td>
<td>0.00402952</td>
<td>16</td>
</tr>
<tr>
<td>Organised Recreation</td>
<td>OR</td>
<td>$478</td>
<td>0.00381209</td>
<td>437</td>
</tr>
<tr>
<td>General Industry; Development</td>
<td>GI; DV</td>
<td>$1,207</td>
<td>0.00325299</td>
<td>2,441</td>
</tr>
<tr>
<td>Light Industry</td>
<td>LI</td>
<td>$1,207</td>
<td>0.00393908</td>
<td>1,191</td>
</tr>
<tr>
<td>GI Special Minimum</td>
<td>GI Special Minimum</td>
<td>$300</td>
<td>0.00325299</td>
<td>83</td>
</tr>
<tr>
<td>Other Rates</td>
<td></td>
<td></td>
<td></td>
<td>693</td>
</tr>
</tbody>
</table>

Total Estimated General Rate Income 2019/20                                      |            |                         |                               | 65,637                           |

Table 3: 2019/20 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 $246.82 per shortfall bay is assessed and levied in accordance with the Local Government (Darwin Parking Local Rates) Regulations.

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

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

Waste Management Charges

City of Darwin residents are provided with domestic waste and recycling collection services, the annual Pre-Cyclone Clean Up and free disposal of domestic quantities of household waste (up to 200kg per load) in a non-commercial vehicle via Shoal Bay Access Tags. The annual domestic waste management fees for 2019/20 are listed below.

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>2018/19 $</th>
<th>2019/20 $</th>
<th>$ increase</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single service of a residential unit or residential dwelling in respect of a kerbside garbage collection and recycling service</td>
<td>270.00</td>
<td>278.00</td>
<td>8</td>
<td>3.0</td>
</tr>
<tr>
<td>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</td>
<td>250.00</td>
<td>258.00</td>
<td>8</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Table 4: 2019/20 Annual Comparison of Domestic Waste Management Charges
Shoal Bay Waste Management Facility also provides for commercial waste. The 2018/19 commercial waste fees are listed below. The prices reflect the current and future cost to the community of delivering this service.

<table>
<thead>
<tr>
<th></th>
<th>2018/19</th>
<th>2019/20</th>
<th>$ increase</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Waste (per tonne)</td>
<td>85.00</td>
<td>93.00</td>
<td>8</td>
<td>9.4</td>
</tr>
<tr>
<td>Commercial Green Waste</td>
<td>70.00</td>
<td>72.00</td>
<td>2</td>
<td>2.9</td>
</tr>
</tbody>
</table>

*Table 5: 2019/20 Annual Comparison of 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 25 June 2019.
Analysis of Operating Budget

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

Operating Income (excluding income for capital purposes)

Operating income of $107.4M in 2019/20 is summarised below by major category.

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 2019/20. Operational Grants budgeted to be received from the Federal and Territory Governments include:

- $1.91M Commonwealth Financial Assistance - Roads Component
- $1.79M Commonwealth Financial Assistance - General Component
- $1.48M Library Operating Subsidy & Other
- $221K Mosquito Control Subsidy
- $103K Fun Bus
- $35K Bombing of Darwin

Council continues to source external funding opportunities throughout the year.
Comparison to Previous Year Budget

<table>
<thead>
<tr>
<th>Operating Income</th>
<th>2018/19 Original Budget $'000</th>
<th>2019/20 Budget $000's</th>
<th>Variance $'000</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rates &amp; Annual Charges</td>
<td>71,678</td>
<td>74,568</td>
<td>2,890</td>
<td>4%</td>
</tr>
<tr>
<td>Fees &amp; Charges</td>
<td>22,838</td>
<td>23,577</td>
<td>739</td>
<td>3%</td>
</tr>
<tr>
<td>Interest &amp; Investment Revenue</td>
<td>1,913</td>
<td>2,226</td>
<td>313</td>
<td>16%</td>
</tr>
<tr>
<td>Other Income</td>
<td>1,549</td>
<td>1,519</td>
<td>-30</td>
<td>-2%</td>
</tr>
<tr>
<td>Grants &amp; Contributions</td>
<td>5,319</td>
<td>5,543</td>
<td>224</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total Operating Income</strong></td>
<td><strong>103,297</strong></td>
<td><strong>107,433</strong></td>
<td><strong>4,136</strong></td>
<td><strong>4%</strong></td>
</tr>
</tbody>
</table>

Table 6: Annual comparison of Operating Income

The increase in income from rates, levies and charges reflects the increase applied to general rates of 3% (displays slightly higher at 4% reflecting growth in the rate payer base), car parking shortfall rates (CBD only) of 1.2% and domestic waste charges of 3%.

Overall, fees and charges increase in 2019/20, with the main contributor stemming from non-residential waste management fees. The fee increase is staged to manage the external borrowings of $13.2M for the leachate treatment project. Although Off-street parking fees are also anticipated to increase this has been offset by declining income from on-street parking. All other income is relatively static.

Interest is calculated based on forecast cash and investment balances. An increase in interest is forecast based on balances and anticipated cash flow trends (the interest rate itself continues to be relatively low).

Other income consists of outdoor dining fees, property lease income, reimbursements and sundry income. The decrease by 2% in lease income reflects the current economic market conditions.

Operating grants & contributions increase with the recognition of higher Commonwealth Assistance funding based on the past year received; and reclassification of the Mosquito Control grant as operational in 2019/20 in line with scheduled program works (prior years apportioned the grant to capital funding). In addition income increases with Bombing of Darwin grant funds.
Operating Expenses

Operating expenses of $120.9M in 2019/20 is summarised below by major category.

![Pie chart showing expenses]

- **Employee Costs**, $35.53M, 29.39%
- **Materials & Services**, $50.44M, 41.74%
- **Depreciation**, $33.36M, 27.60%
- **Borrowing Costs**, $1.53M, 1.27%

**Figure 3: 2019/20 Operating Expenses**

The increase in employee costs is in line with the assumptions including the Enterprise Bargaining Agreement, award and provision for increments. In addition a new position is included in the budget to assist in the delivery of the Tree Establishment new initiative.

Materials and Contracts have increased by 5% with the inclusion in the budget of significant operational new initiatives as outlined in Table 8. These include the planting and establishment of 4,000 Trees for Greening Darwin, maintenance for the Streetscape Beautification program and the Animal Community Education program. Additional increased costs relate to maintenance of new subdivisions taking effect, increases relating to IT system licenses and upgrades and higher insurance premiums.

Borrowing costs includes interest on loans and the annual unwinding of the discount for waste post closure and capping provisions to net present value (this is a non-cash item). Interest on loans are included as per the existing loan schedules plus new borrowings factored in for the Leachate Treatment project (currently still subject to Ministerial approval) and borrowings for Street Lighting stage 2. The loan for Garamilla Boulevard is not expected to be drawn down until the end of the financial year (subject to Ministerial approval) and as such borrowing expenses will come into effect in the 2020/21 year.
The depreciation budget is based on trends with adjustments in relation to additions, work in progress and assets reaching maturity (fully depreciated). The higher than normal increase relates to large additions in the 2018/19 financial year including Street Lighting assets being transferred from Northern Territory Government, the recognition of waste assets for capping and rehabilitation, new waste cell constructions and significant assets such as Parap Pool and DEC air-conditioning. In addition Council recognises new assets being recognised including Smart Cities Infrastructure and additional Waste Infrastructure construction.

**Comparison to Previous Year Budget**

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>2018/19 Original Budget $'000</th>
<th>2019/20 Budget $'000's</th>
<th>Variance $'000</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Costs</td>
<td>33,661</td>
<td>35,527</td>
<td>1,866</td>
<td>6%</td>
</tr>
<tr>
<td>Materials, Contracts &amp; Other Expenses</td>
<td>48,103</td>
<td>50,443</td>
<td>2,340</td>
<td>5%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>27,353</td>
<td>33,357</td>
<td>6,004</td>
<td>22%</td>
</tr>
<tr>
<td>Borrowing Costs</td>
<td>790</td>
<td>1,534</td>
<td>744</td>
<td>94%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>109,907</strong></td>
<td><strong>120,861</strong></td>
<td><strong>10,954</strong></td>
<td><strong>10%</strong></td>
</tr>
</tbody>
</table>

Table 7: Annual comparison of Operating Expenses
## 2019/20 Operational New Initiatives

<table>
<thead>
<tr>
<th>Department</th>
<th>Initiative Name</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community &amp; Regulatory Services</td>
<td>Gardens For Wildlife Program Implementation</td>
<td>12,000</td>
</tr>
<tr>
<td>Community &amp; Regulatory Services</td>
<td>Animal Management Community Education Program</td>
<td>150,000</td>
</tr>
<tr>
<td>Engineering &amp; City Serv</td>
<td>Cavenagh Street Shade Structure - Operational Maintenance</td>
<td>40,000</td>
</tr>
<tr>
<td>Engineering &amp; City Serv</td>
<td>4,000 Trees - Greening Darwin</td>
<td>1,100,000</td>
</tr>
<tr>
<td>Engineering &amp; City Serv</td>
<td>Urban Forest Management Strategy - Tree Asset Data Collection</td>
<td>100,000</td>
</tr>
<tr>
<td>Engineering &amp; City Serv</td>
<td>Urban Forest Management &amp; Parks Service - 1 Fte</td>
<td>108,000</td>
</tr>
<tr>
<td>Engineering &amp; City Serv</td>
<td>Muirhead Grounds Maintenance</td>
<td>240,000</td>
</tr>
<tr>
<td>Engineering &amp; City Serv</td>
<td>Berrimah Business Park Grounds Maintenance</td>
<td>50,000</td>
</tr>
<tr>
<td>Office Of The Lm &amp; Ceo</td>
<td>Darwin City Deal - Governance And Legal Advice</td>
<td>100,000</td>
</tr>
<tr>
<td>Office Of The Lm &amp; Ceo</td>
<td>Christmas Event Program</td>
<td>50,000</td>
</tr>
<tr>
<td>Community &amp; Regulatory Services</td>
<td>Playground &amp; Recreation Assets Strategy</td>
<td>90,000</td>
</tr>
<tr>
<td>Corporate &amp; Procurement Services</td>
<td>It System Upgrade - Operational Component</td>
<td>242,607</td>
</tr>
<tr>
<td>Engineering &amp; City Serv</td>
<td>Labour - Transfer Station Attendant X 2</td>
<td>76,900</td>
</tr>
<tr>
<td>Engineering &amp; City Serv</td>
<td>Streetscape Beautification – Operational Maintenance</td>
<td>160,000</td>
</tr>
</tbody>
</table>

**TOTAL OPERATIONAL NEW INITIATIVES**  
$2,519,507

*Table 8: Operational New Initiatives*
2019/20 Capital Expenditure

Section 127(c) of the Local Government Act requires Council’s annual budget to state the amount to be allocated to the development and maintenance of each class of infrastructure for the financial year. Infrastructure classes are defined by Council’s Asset Management Framework and associated Plans. City of Darwin has undertaken much work during 2018/19 to develop and revise its Asset Management Framework and Plans. 11 Asset Management Plans are either developed or under development. A more detailed description of the assets that will be addressed by each plan is found at Appendix D.

**Plant & Equipment**
$3.95M for plant and equipment replacement program and IT upgrades.

**Public Art**
$566K toward the development of Public Art in the municipality and delivery of Council’s commitment to public art in the Darwin City Deal.

**Stormwater Infrastructure**
$1.48M towards upgrading and reconstructing stormwater infrastructure.

**Street & Public Lighting**
$5.12M for street and public lighting projects including the Urban Oval Lights Project.

**Transport**
$10.85M to improve the road network to a standard that meets community needs. This includes $3.45M under the Federal Government Roads to Recovery Program of which $2.5M is being utilised to upgrade the remainder of Lakeside Drive.

**Waste Management**
$22.45M for Shoal Bay Waste Management Facility upgrades including the construction of Cell 6 and the Leachate Treatment System. A further $1.0M will be spent on upgrades to the weighbridge and entrance to the facility.

**Buildings & Structures**
$1.16M has been allocated to maintain Council buildings and deliver a new amenity facility at The Esplanade.

**Land & Land Under Roads**
There are no funds allocated to this asset class in the 2019/20 budget.

**Parks & Reserves**
$4.95M to deliver key beautification projects across the municipality and renew and enhance parks and reserves including $710K on playgrounds.

**Pathways**
$1.56M for construction, refurbishment and development of the path network, including walkways, to improve connectivity in the municipality.

$220K has been allocated to driveway entrance reconstruction and replacement.
Sources of Funding

Proposed External Grants ($6.75M)

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

- $3.45M from the Australian Government Department of Infrastructure, Regional Development and Cities for Roads to Recovery - $2.5M will be allocated to Lakeside Drive pending Federal approval
- $3.3M (total grant is $4.8M with $250K received in 2017/18 and $1.25M now anticipated for 2018/19) from the Northern Territory Government Department of Tourism and Culture for Urban Oval Lights.

Proposed Reserve Funding ($15.2M)

Reserve funding to be used for capital works in 2019/20 will include:

- $9.25M funded from Waste Management Reserve: $1M for entrance works, $150K Cell 3/4 Capping and $100K for internal road works.
- $2.47M from the Plant and Vehicle Replacement Reserve for the replacement of plant, machinery, vehicles and equipment.
- $2.32M from the Asset Replacement and Refurbishment Reserve for multiple asset projects including $1M for Daly St Beautification, $867K IT System upgrades, $231K Esplanade amenities block, $200K Lake Alexander pump & pump house and $18k Libraries RFID equipment.
- $517K from Street Lighting Reserve for Street Lighting Luminaires replacement and poles & wiring expenditure
- $407K from Public Art Reserve
- $150K from Off & On Street Parking Reserve for Bagot Oval carpark
- $92K from IT Strategy Reserve.

Borrowing ($19.5M)

External borrowings to be used for capital works 2019/20 are for:

- $13.2M for Leachate Treatment at Shoal Bay. This is subject to Ministerial Approval.
- $5M for Garramilla Boulevard. This is subject to Ministerial Approval.
- $1.3M final draw down of borrowings for the Street Lighting project (with $3M taken up in 2018/19).
Capital Expenditure

Capital expenditure of **$53.07M** budgeted in 2019/20 is summarised as follows by major asset category.

![Pie chart showing capital expenditure categories]

**Figure 4: 2019/20 Capital Expenditure**
Asset Management and Capital Works Overview

City of Darwin is the custodian of community assets and infrastructure, including land, which have a total value of more than $1.0 billion (depreciated value). An asset management strategy together with strong financial governance is essential to ensure:

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

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

In accordance with Council’s strategy, the 2019/20 Capital Works Program totals $53.07M of which $13.12M is attributed to the replacement/renewal of existing assets.

**Assets**

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

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

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

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

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

Council’s stormwater system comprises approximately 390km of underground pipes, 68.5km of open unlined drains, 20km of open lined drains, 10,263 pits and 75 culverts.
Council's objective is to provide and maintain a stormwater system that meets the needs of the Darwin community through continual improvements to manage flooding and safety issues and minimise impacts from pollutants entering the system.

Council manages and operates the Shoal Bay Waste Management Facility, which functions as a regional facility servicing the need of the Greater Darwin area, which has a population of 148,564 people\(^7\).

The facility accepts an estimated 180,000 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 2019/20 Capital Works program are outlined in Table 8 below.

\(^7\) As at 30 June 2018 ABS Cat No 3218.0
<table>
<thead>
<tr>
<th>ITEM</th>
<th>ASSET CLASSES</th>
<th>PROJECT</th>
<th>GRANT FUNDS</th>
<th>LOAN FUNDS</th>
<th>RESERVE FUNDS</th>
<th>GENERAL FUNDS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Buildings And Structures</td>
<td>Council Buildings - Exterior Renewal</td>
<td>301,000</td>
<td></td>
<td></td>
<td></td>
<td>301,000</td>
</tr>
<tr>
<td>2</td>
<td>Buildings And Structures</td>
<td>Council Buildings - Interior Renewal</td>
<td>214,000</td>
<td></td>
<td></td>
<td></td>
<td>214,000</td>
</tr>
<tr>
<td>3</td>
<td>Buildings And Structures</td>
<td>Council Buildings - Services Renewals</td>
<td>178,000</td>
<td></td>
<td></td>
<td></td>
<td>178,000</td>
</tr>
<tr>
<td>4</td>
<td>Buildings And Structures</td>
<td>Council Building - Structural Renewal</td>
<td>82,000</td>
<td></td>
<td></td>
<td></td>
<td>82,000</td>
</tr>
<tr>
<td>5</td>
<td>Buildings And Structures</td>
<td>Darwin Entertainment Centre; Upgrades &amp; Refurbishment</td>
<td>154,000</td>
<td></td>
<td></td>
<td></td>
<td>154,000</td>
</tr>
<tr>
<td>6</td>
<td>Buildings And Structures</td>
<td>Toilet Block &amp; Refurbishment - The Esplanade</td>
<td>231,000</td>
<td></td>
<td></td>
<td></td>
<td>231,000</td>
</tr>
<tr>
<td>7</td>
<td>Other</td>
<td>Small Projects</td>
<td>1,000,000</td>
<td>1,000,000</td>
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<td></td>
<td>2,000,000</td>
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<tr>
<td>8</td>
<td>Parks &amp; Reserves Infrastructure</td>
<td>Playground Refurbishment</td>
<td>710,000</td>
<td></td>
<td></td>
<td></td>
<td>710,000</td>
</tr>
<tr>
<td>9</td>
<td>Parks &amp; Reserves Infrastructure</td>
<td>Darwin General Cemetery Upgrade &amp; Refurbishment</td>
<td>22,100</td>
<td></td>
<td></td>
<td></td>
<td>22,100</td>
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<tr>
<td>10</td>
<td>Parks &amp; Reserves Infrastructure</td>
<td>Pine Log Fence Replacement</td>
<td>72,000</td>
<td></td>
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<td>11</td>
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<td>Parks Infrastructure Refurbishment</td>
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<td>143,660</td>
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<tr>
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<td>Parks &amp; Reserves Infrastructure</td>
<td>Irrigation Tanks</td>
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<td></td>
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<td>150,000</td>
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<tr>
<td>13</td>
<td>Parks &amp; Reserves Infrastructure</td>
<td>Irrigation Infrastructure</td>
<td>211,000</td>
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<td>211,000</td>
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<tr>
<td>14</td>
<td>Parks &amp; Reserves Infrastructure</td>
<td>Daly St Beautification</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td></td>
<td></td>
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<tr>
<td>15</td>
<td>Parks &amp; Reserves Infrastructure</td>
<td>Streetscape Beautification</td>
<td>1,440,000</td>
<td></td>
<td></td>
<td></td>
<td>1,440,000</td>
</tr>
<tr>
<td>16</td>
<td>Parks &amp; Reserves Infrastructure</td>
<td>Sports Facility Upgrades &amp; Refurbishment</td>
<td>100,000</td>
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<td></td>
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<td>100,000</td>
</tr>
<tr>
<td>ITEM</td>
<td>ASSET CLASSES</td>
<td>PROJECT</td>
<td>GRANT FUNDS</td>
<td>LOAN FUNDS</td>
<td>RESERVE FUNDS</td>
<td>GENERAL FUNDS</td>
<td>TOTAL</td>
</tr>
<tr>
<td>------</td>
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<td>-----------------------------------------------------------</td>
<td>-------------</td>
<td>------------</td>
<td>---------------</td>
<td>---------------</td>
<td>----------</td>
</tr>
<tr>
<td>17</td>
<td>Infrastructure</td>
<td>Court Renewal - Nation Crescent, Cocont Grove - Half-Court Basketball Court</td>
<td></td>
<td></td>
<td>102,000</td>
<td></td>
<td>102,000</td>
</tr>
<tr>
<td>18</td>
<td>Pathways</td>
<td>Shared Paths Program</td>
<td>371,000</td>
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<td>19</td>
<td>Pathways</td>
<td>Footpath Reconstruction</td>
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<td></td>
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<td>800,000</td>
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<td>Walkways Resurfacing</td>
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<td>21</td>
<td>Pathways</td>
<td>Driveway Program</td>
<td>220,000</td>
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<td>220,000</td>
</tr>
<tr>
<td>22</td>
<td>Plant &amp; Equipment</td>
<td>Plant &amp; Equipment; Replacement Program</td>
<td>2,467,356</td>
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<td></td>
<td>2,467,356</td>
<td>2,467,356</td>
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<tr>
<td>23</td>
<td>Plant &amp; Equipment</td>
<td>It Infrastructure</td>
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<td></td>
<td>305,000</td>
<td>305,000</td>
</tr>
<tr>
<td>24</td>
<td>Plant &amp; Equipment</td>
<td>It System Upgrade</td>
<td>960,000</td>
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<td></td>
<td>960,000</td>
<td>960,000</td>
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<tr>
<td>25</td>
<td>Plant &amp; Equipment</td>
<td>Lake Alexander - Pump And Pump House</td>
<td>200,000</td>
<td></td>
<td></td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>26</td>
<td>Plant &amp; Equipment</td>
<td>Libraries It Rfid Replacement</td>
<td>18,000</td>
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<td></td>
<td>18,000</td>
<td>18,000</td>
</tr>
<tr>
<td>27</td>
<td>Public Art</td>
<td>Public Art Development</td>
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<td>159,000</td>
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<td>159,000</td>
</tr>
<tr>
<td>28</td>
<td>Public Art</td>
<td>City Deal - Public Art</td>
<td></td>
<td></td>
<td>406,996</td>
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<td>406,996</td>
</tr>
<tr>
<td>29</td>
<td>Stormwater Infrastructure</td>
<td>Stormwater Upgrades And Reconstruction</td>
<td></td>
<td></td>
<td>1,477,000</td>
<td></td>
<td>1,477,000</td>
</tr>
<tr>
<td>30</td>
<td>Street And Public Lighting</td>
<td>Urban Oval Lights</td>
<td>3,300,000</td>
<td></td>
<td></td>
<td></td>
<td>3,300,000</td>
</tr>
<tr>
<td>31</td>
<td>Street And Public Lighting</td>
<td>Street &amp; Public Lighting Luminaire Replacement</td>
<td>1,300,000</td>
<td>16,989</td>
<td></td>
<td>1,316,989</td>
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<tr>
<td>32</td>
<td>Street And Public Lighting</td>
<td>Street &amp; Public Lighting Capital Replacement</td>
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<td>500,000</td>
<td></td>
<td>500,000</td>
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</tr>
<tr>
<td>33</td>
<td>Transport</td>
<td>Minor Capital Works</td>
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<td></td>
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<td>159,000</td>
</tr>
<tr>
<td>34</td>
<td>Transport</td>
<td>Roads To Recovery</td>
<td>3,448,241</td>
<td></td>
<td></td>
<td>3,448,241</td>
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</tr>
<tr>
<td>35</td>
<td>Transport</td>
<td>Local Area Traffic Management</td>
<td></td>
<td></td>
<td>250,000</td>
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<td>250,000</td>
</tr>
<tr>
<td>36</td>
<td>Transport</td>
<td>Disability Access Program</td>
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<td></td>
<td>55,660</td>
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<td>55,660</td>
</tr>
<tr>
<td>37</td>
<td>Transport</td>
<td>Road Resurfacing &amp; Renewal</td>
<td></td>
<td></td>
<td>1,244,877</td>
<td></td>
<td>1,244,877</td>
</tr>
<tr>
<td>38</td>
<td>Transport</td>
<td>Garramilla Boulevard</td>
<td>5,000,000</td>
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<td></td>
<td>5,000,000</td>
<td></td>
</tr>
<tr>
<td>ITEM</td>
<td>ASSET CLASSES</td>
<td>PROJECT</td>
<td>GRANT FUNDS</td>
<td>LOAN FUNDS</td>
<td>RESERVE FUNDS</td>
<td>GENERAL FUNDS</td>
<td>TOTAL</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
<td>----------------------------------------------</td>
<td>-------------</td>
<td>------------</td>
<td>---------------</td>
<td>---------------</td>
<td>----------</td>
</tr>
<tr>
<td>39</td>
<td>Transport</td>
<td>Cavenagh Street Renewal; Searcy To Bennett St</td>
<td></td>
<td></td>
<td></td>
<td>400,000</td>
<td>400,000</td>
</tr>
<tr>
<td>40</td>
<td>Transport</td>
<td>Kerb Replacement</td>
<td></td>
<td>30,000</td>
<td></td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>Transport</td>
<td>Traffic Signal Upgrades And Replacement</td>
<td></td>
<td>94,100</td>
<td></td>
<td>94,100</td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Transport</td>
<td>Dynamic Speed Signs</td>
<td></td>
<td>15,000</td>
<td></td>
<td>15,000</td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Transport</td>
<td>Bagot Oval Carpark Refurbishment</td>
<td></td>
<td></td>
<td>150,000</td>
<td></td>
<td>150,000</td>
</tr>
<tr>
<td>44</td>
<td>Waste Management</td>
<td>Shoal Bay - Weighbridge And Entrance</td>
<td></td>
<td></td>
<td>1,000,000</td>
<td></td>
<td>1,000,000</td>
</tr>
<tr>
<td>45</td>
<td>Waste Management</td>
<td>Shoal Bay - Stage Internal Road</td>
<td></td>
<td></td>
<td>100,000</td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>46</td>
<td>Waste Management</td>
<td>Shoal Bay - Stage 3/4 Final Capping</td>
<td></td>
<td></td>
<td>150,000</td>
<td></td>
<td>150,000</td>
</tr>
<tr>
<td>47</td>
<td>Waste Management</td>
<td>Shoal Bay - Leachate Treatment-Full</td>
<td>13,200,000</td>
<td></td>
<td></td>
<td></td>
<td>13,200,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>Waste Management</td>
<td>Shoal Bay - Cell 6</td>
<td></td>
<td>8,000,000</td>
<td></td>
<td></td>
<td>8,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>6,748,241</strong></td>
<td><strong>19,500,000</strong></td>
<td><strong>15,200,341</strong></td>
<td><strong>11,625,397</strong></td>
<td><strong>53,073,979</strong></td>
</tr>
</tbody>
</table>

Table 9: 2019/20 Capital Works Program
2019/20 Budgeted Financial Statements

Budgeted financial statements for 2019/20 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 2020

<table>
<thead>
<tr>
<th>A. Budgeted Statement of Income Overall</th>
<th>LTFP 2019/20 $'000</th>
<th>Budget 2019/20 $'000</th>
<th>Adopted Budget 2018/19 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates &amp; Annual Charges</td>
<td>74,443</td>
<td>74,568</td>
<td>71,678</td>
</tr>
<tr>
<td>User Fees &amp; Charges</td>
<td>23,400</td>
<td>23,577</td>
<td>22,838</td>
</tr>
<tr>
<td>Investment &amp; Interest Income</td>
<td>1,968</td>
<td>2,226</td>
<td>1,913</td>
</tr>
<tr>
<td>Other Income</td>
<td>1,569</td>
<td>1,519</td>
<td>1,549</td>
</tr>
<tr>
<td>Grants &amp; Contributions - Operating Purposes</td>
<td>5,399</td>
<td>5,543</td>
<td>5,319</td>
</tr>
<tr>
<td><strong>Total Operational Income</strong></td>
<td>106,779</td>
<td>107,433</td>
<td>103,297</td>
</tr>
<tr>
<td><strong>Less Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>34,839</td>
<td>35,527</td>
<td>33,661</td>
</tr>
<tr>
<td>Borrowing Costs</td>
<td>851</td>
<td>1,534</td>
<td>790</td>
</tr>
<tr>
<td>Materials, Contracts &amp; Other Expenses</td>
<td>47,931</td>
<td>50,443</td>
<td>48,103</td>
</tr>
<tr>
<td>Depreciation, Amortisation &amp; Impairment</td>
<td>27,763</td>
<td>33,357</td>
<td>27,353</td>
</tr>
<tr>
<td><strong>Total Operational Expenses</strong></td>
<td>111,384</td>
<td>120,861</td>
<td>109,907</td>
</tr>
<tr>
<td><strong>Operating Surplus/ (Deficit)</strong></td>
<td>(4,605)</td>
<td>(13,428)</td>
<td>(6,610)</td>
</tr>
<tr>
<td>Grants &amp; Contributions - Capital Purposes</td>
<td>7,870</td>
<td>6,748</td>
<td>10,115</td>
</tr>
<tr>
<td><strong>Net Surplus/ (Deficit)</strong></td>
<td>3,265</td>
<td>(6,680)</td>
<td>3,505</td>
</tr>
</tbody>
</table>

Notes:
1. "LTFP" is Long Term Financial Plan 2018 to 2028
2. Numbers in statements may include minor rounding differences

Variations compared to previous budget and LTFP:

Explanations regarding the main differences from 2018/19 adopted budget and the adopted Long Term Financial Plan (LTFP) to the 2019/20 budget are explained in the tables above.
## B. Budgeted Statement of Financial Position

*For the year ending 30 June 2019*

<table>
<thead>
<tr>
<th>B. Budgeted Statement of Financial Position</th>
<th>Audited 30/06/2018 $000's</th>
<th>Budget 30/06/2020 $000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Investments - unrestricted</td>
<td>14,574</td>
<td>14,403</td>
</tr>
<tr>
<td>Cash &amp; Investments - internally restricted</td>
<td>22,235</td>
<td>10,581</td>
</tr>
<tr>
<td>Cash &amp; Investments - externally restricted</td>
<td>46,634</td>
<td>39,863</td>
</tr>
<tr>
<td>Receivables</td>
<td>8,942</td>
<td>9,210</td>
</tr>
<tr>
<td>Inventories</td>
<td>92</td>
<td>100</td>
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<tr>
<td></td>
<td>92,477</td>
<td>74,157</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure, Property, Plant and Equipment</td>
<td>1,000,070</td>
<td>1,024,635</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>1,092,547</strong></td>
<td><strong>1,098,792</strong></td>
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<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>15,379</td>
<td>15,064</td>
</tr>
<tr>
<td>Borrowings</td>
<td>423</td>
<td>1,908</td>
</tr>
<tr>
<td>Provisions &amp; Other Liabilities</td>
<td>7,290</td>
<td>7,472</td>
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<tr>
<td></td>
<td>23,092</td>
<td>24,444</td>
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<tr>
<td>Non-Current Liabilities</td>
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<td></td>
</tr>
<tr>
<td>Borrowings</td>
<td>4,624</td>
<td>23,885</td>
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<tr>
<td>Provisions</td>
<td>29,092</td>
<td>29,491</td>
</tr>
<tr>
<td></td>
<td>33,716</td>
<td>53,376</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>56,808</strong></td>
<td><strong>77,820</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td><strong>1,035,739</strong></td>
<td><strong>1,020,972</strong></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
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<td></td>
</tr>
<tr>
<td>Asset Revaluation Reserve</td>
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<td>600,552</td>
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<td>Retained Surplus &amp; Reserves</td>
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<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td><strong>1,035,739</strong></td>
<td><strong>1,020,972</strong></td>
</tr>
</tbody>
</table>

*As per 2nd Quarter Budget Review adjusted as if c/t were spent at about midnight on 30 June 2019*
Notes:

1. Council's financial position and liquidity. Borrowings have increased in line with funding requirements of the capital works program. There are some direct adjustments to the Statement of Financial position which are neutral to working capital/liquidity. In the main these adjustments reflect targeted positions in respect of Accounts Receivable, Accounts Payable and other current provisions with a corresponding effect in the bank/cash position at year end.
## C. Budgeted Statement of Fund/Cash Flows

*For the year ending 30 June 2020*

<table>
<thead>
<tr>
<th></th>
<th>LTFP 2019/20 $'000</th>
<th>Budget 2019/20 $'000</th>
<th>Adopted Budget 2018/19 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>From Operating Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net operating result from Income Statement</td>
<td>3,265</td>
<td>(6,680)</td>
<td>3,505</td>
</tr>
<tr>
<td>Add back Other Non Cash Items</td>
<td>292</td>
<td>581</td>
<td>0</td>
</tr>
<tr>
<td>Add back Depreciation (not cash)</td>
<td>27,763</td>
<td>33,357</td>
<td>27,353</td>
</tr>
<tr>
<td><strong>Net Funds provided (or used in) Operating Activities</strong></td>
<td>31,320</td>
<td>27,258</td>
<td>30,858</td>
</tr>
<tr>
<td><strong>From Investing Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Infrastructure, Property, Plant &amp; Equipment</td>
<td>813</td>
<td>731</td>
<td>801</td>
</tr>
<tr>
<td><strong>Payments:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of Infrastructure, Property, Plant &amp; Equipment</td>
<td>(35,179)</td>
<td>(53,074)</td>
<td>(32,470)</td>
</tr>
<tr>
<td><strong>Net Funds provided (or used in) Investing Activities</strong></td>
<td>(34,366)</td>
<td>(52,343)</td>
<td>(31,669)</td>
</tr>
<tr>
<td><strong>From Financing Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Receipts:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from Borrowings &amp; Advances</td>
<td>6,300</td>
<td>19,500</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Payments:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayment of Borrowings &amp; Advances</td>
<td>(699)</td>
<td>(1,331)</td>
<td>(422)</td>
</tr>
<tr>
<td><strong>Net Funds provided (or used in) Financing Activities</strong></td>
<td>5,601</td>
<td>18,169</td>
<td>2,578</td>
</tr>
<tr>
<td><strong>Net Increase (-Decrease) in Funds before Transfers</strong></td>
<td>2,555</td>
<td>(6,916)</td>
<td>1,767</td>
</tr>
<tr>
<td><strong>Net Transfers from (-to) Reserves</strong></td>
<td>(2,555)</td>
<td>6,916</td>
<td>(1,767)</td>
</tr>
<tr>
<td><strong>Net Increase (-Decrease) in General Funds after Transfers</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Notes:**
1. "LTFP" is Long Term Financial Plan 2018 to 2028
2. Numbers in statements may include minor rounding differences
Notes:

1. Net Funds from Operating Activities. This has decreased with the reduction of funds to be received from capital grants in 2019/20 in comparison to 2018/19, increased borrowing expenses and with additional new initiatives that are operational in nature.

2. Net Funds from Financing Activities. Proceeds from borrowing relate to external funding to be sought for Leachate Treatment at Shoal Bay, Garramilla Boulevard (both these loans are subject to Ministerial Approval) and the second staged loan for the Street Lighting capital expenditure project.

3. Net Transfers from Reserves. The difference to the LTFP and 2018/19 budget mainly relates to waste infrastructure works at Shoal Bay Waste Management Facility (from the Waste Reserve) and the capital program funding requirements (from the Asset Replacement & Refurbishment Reserve).
D  Budgeted Statement of Reserves

For year ending 30 June 2020

PURPOSE OF RESERVES

Introduction

The purpose of reserves funds in general are:

- To ensure where applicable that funds are held separately and only utilised for the proper legal purposes. The main examples of such funds are developer contributions for particular purposes.
- 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 years, so Council makes some provision each year towards this cost.
- Another example is to provide a contingency or provision for unexpected events such as natural disasters, cyclones or events that are likely to take place but cannot be predicted reliably into any particular year.

The opening balances to the reserves are as per the 2018/19 amended budget 2nd Budget Review, and assumes no further carry forwards or unspent.
## Budget Statement of Reserves

for the year ending 30 June 2020

<table>
<thead>
<tr>
<th>Reserves - externally restricted</th>
<th>Opening Balance</th>
<th>Net Mvt Inc (-Dec)</th>
<th>Closing Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBD Carparking Shortfall - Developer Cont.</td>
<td>13,005</td>
<td>345</td>
<td>13,350</td>
</tr>
<tr>
<td>CBD Carparking Shortfall - Rate Levy</td>
<td>13,208</td>
<td>1,406</td>
<td>14,614</td>
</tr>
<tr>
<td>DEC Air Conditioning Replacement</td>
<td>96</td>
<td>36</td>
<td>132</td>
</tr>
<tr>
<td>Developer Contributions</td>
<td>1,908</td>
<td>51</td>
<td>1,959</td>
</tr>
<tr>
<td>Highway/Commercial Carparking Shortfall</td>
<td>50</td>
<td>1</td>
<td>51</td>
</tr>
<tr>
<td>Market Site Development</td>
<td>438</td>
<td>56</td>
<td>494</td>
</tr>
<tr>
<td>Other Carparking Shortfall</td>
<td>363</td>
<td>10</td>
<td>373</td>
</tr>
<tr>
<td>Unspent Grants</td>
<td>5,514</td>
<td>0</td>
<td>5,514</td>
</tr>
<tr>
<td>Waste Management</td>
<td>8,073</td>
<td>-4,697</td>
<td>3,376</td>
</tr>
<tr>
<td><strong>Total - externally restricted reserves</strong></td>
<td><strong>42,655</strong></td>
<td><strong>-2,792</strong></td>
<td><strong>39,863</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reserves - internally restricted</th>
<th>Opening Balance</th>
<th>Net Mvt Inc (-Dec)</th>
<th>Closing Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Replacement &amp; Refurbishment</td>
<td>2,679</td>
<td>-2,308</td>
<td>371</td>
</tr>
<tr>
<td>Carry Over</td>
<td>365</td>
<td>0</td>
<td>365</td>
</tr>
<tr>
<td>Disaster Contingency</td>
<td>1,035</td>
<td>0</td>
<td>1,035</td>
</tr>
<tr>
<td>Election Expense</td>
<td>133</td>
<td>100</td>
<td>233</td>
</tr>
<tr>
<td>Environmental</td>
<td>99</td>
<td>-33</td>
<td>66</td>
</tr>
<tr>
<td>IT Strategy</td>
<td>93</td>
<td>-93</td>
<td>0</td>
</tr>
<tr>
<td>Nightcliff Community Hall</td>
<td>53</td>
<td>13</td>
<td>66</td>
</tr>
<tr>
<td>Off &amp; On Street Carparking</td>
<td>5,086</td>
<td>-194</td>
<td>4,892</td>
</tr>
<tr>
<td>Plant &amp; Vehicle Replacement</td>
<td>3,800</td>
<td>-685</td>
<td>3,115</td>
</tr>
<tr>
<td>Public Art</td>
<td>407</td>
<td>-407</td>
<td>0</td>
</tr>
<tr>
<td>Street Lighting Reserve</td>
<td>955</td>
<td>-517</td>
<td>438</td>
</tr>
<tr>
<td><strong>Total - internally restricted reserves</strong></td>
<td><strong>14,705</strong></td>
<td><strong>-4,124</strong></td>
<td><strong>10,581</strong></td>
</tr>
</tbody>
</table>

**TOTAL ALL RESERVES**

<table>
<thead>
<tr>
<th></th>
<th>Opening Balance</th>
<th>Net Mvt Inc (-Dec)</th>
<th>Closing Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>57,360</td>
<td>-6,916</td>
<td>50,444</td>
</tr>
</tbody>
</table>
Externally Restricted Reserves

Externally restricted reserves must comply with legal requirements.

Council expects to be operating the following externally restricted reserve funds in 2019/20:

- **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).

- **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 a proportionate amount toward future costs of air conditioning for the overall complex in which the DEC is situated. (Budget funds increase is recurring annual transfer until the situation is finalised with the separation of the DEC air conditioning from the current overall arrangements.).

- **Developer Contributions**; this reserve holds contributions from developers to be used to fund future road, pathways and stormwater drainage construction. (Budget increase in balance is interest).

- **Highway/Commercial Car parking Shortfall – Developer Contributions**; this reserve holds contributions from developers to be used to fund car parking spaces in defined areas outside the CBD.

- **Market Site Development**; this reserve holds, in accordance with agreements, lease income from Mindil, Malak, Nightcliff and Parap markets to provide for future upgrades of the market sites as directed by Council. (Budget increase is based on revenues).

- **Other Car parking Shortfall**; this reserve holds contributions from developers to be used to fund car parking spaces that were collected prior to the current policies. (Budget increase in balance is based on interest).

- **Unspent Grants**; this reserve holds the amount of any unspent specific purpose grants. (The opening balance is as per the 2nd Budget Review 2018/19 and assumes no further unspent grants at 30 June 2019).

- **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 decrease is the net fund flow of all operational and capital budgets related to Waste including interest earned and repayments to other reserves for prior years internal borrowings).
Internally Restricted Reserves

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

Council’s Financial Reserves Policy outlines the criteria and use of internally restricted reserve funds. Transfers between funds, utilisation of funds and changes of purpose can be authorised by Council.

Council expects to be operating the following internally restricted reserve funds in 2019/20:

- Asset Replacement & Refurbishment; this reserve holds funds to be used for the future rehabilitation of major assets in accordance with the LTWP and related long term capital works program (LTWCP). (Budget decrease relates to funding of various projects from the capital works program net for repayments from Waste of internal loan).
- Carry Over; this reserve holds funds to be used for future projects that have been identified as delayed as at 2nd Budget Review 2018/19; projects can be delayed as they span multiple years or will not be completed in the current year.
- Disaster Contingency; this reserve holds funds to assist with natural disasters. Council policy requires a minimum balance of $1M to be retained. (Budget nil movement).
- Election Expenses; this reserve holds funds to provide for the costs associated with holding the next Council election or by-election. (Budget increase relates to general revenues transferred towards the cost of next elections).
- Environmental; this reserve holds funds to be used for environmental projects with some originally emanating from the Carbon Tax Reserve and the Government rescission of that tax. (Budget decrease is the utilisation of funds for Rapid Creek corridor rehabilitation and Gardens for Wildlife program).
- 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 decrease in funds relates to net operating revenues after supporting general purposes, repayments of internal loan from Waste offset by utilisations CBD Activities and capital projects for parking).
- Plant Replacement; this reserve holds funds to meet the cost of replacement of plant and vehicles. It is required by Council to be maintained above $300,000. (Budget decrease relates to the capital replacement program less funds generated from Fleet Operations and Waste internal loan repayments).
- Public Art; this reserve holds funds to provide for future public art projects to be utilised in accordance with the public art policy. (Budget decrease for public art works in line with the capital program).
Street Lighting; this reserve holds funds to assist the transfer from the NTG to Council 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 funding for planned capital). The costs are expected to have some rating implications in the following budget as the reserve is utilised.
### E  Budgeted Statement of Borrowings

*For the year ending 30 June 2020*

**Budgeted Statement of External Borrowings**

*for the year ending 30 June 2020*

<table>
<thead>
<tr>
<th>Loans</th>
<th>$000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Balance</td>
<td>7,624</td>
</tr>
<tr>
<td>New Borrowings*</td>
<td>19,500</td>
</tr>
<tr>
<td>Principal Repayments</td>
<td>(1,331)</td>
</tr>
<tr>
<td><strong>Closing Balance</strong></td>
<td><strong>25,793</strong></td>
</tr>
</tbody>
</table>

**Notes:**

* New Borrowings
  - Leachate Treatment $13.2M. This is subject to Ministerial Approval.
  - Garamilla Boulevard $5M. This is subject to Ministerial Approval.
  - Street Lighting capital project $1.3M. Ministerial Approval received.
### Tables of Internal Loans

**Loans by function/service**

<table>
<thead>
<tr>
<th>Name</th>
<th>Original Amount $</th>
<th>Date Borrowed</th>
<th>Term/Yrs</th>
<th>Interest Rate</th>
<th>No. Repymts</th>
<th>Reserve P+I $</th>
<th>Reserve Lent From</th>
<th>Purpose</th>
<th>01/07/2019</th>
<th>30/06/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>IL1 2015 (set)</td>
<td>1,000,000</td>
<td>30/06/2015</td>
<td>10.0</td>
<td>2.90%</td>
<td>4</td>
<td>115,559 ARF</td>
<td>Waste</td>
<td>634,283</td>
<td>0</td>
<td>98,227</td>
</tr>
<tr>
<td>IL2 2015 (set)</td>
<td>1,164,115</td>
<td>30/06/2015</td>
<td>10.0</td>
<td>2.90%</td>
<td>4</td>
<td>134,524 ARF</td>
<td>Waste</td>
<td>738,379</td>
<td>0</td>
<td>114,347</td>
</tr>
<tr>
<td>IL4 2017 (set)</td>
<td>4,000,000</td>
<td>30/06/2017</td>
<td>10.0</td>
<td>2.90%</td>
<td>4</td>
<td>462,238 ARF</td>
<td>Parking</td>
<td>3,289,698</td>
<td>0</td>
<td>370,845</td>
</tr>
<tr>
<td>ILS4 2017 (set)</td>
<td>217,000</td>
<td>30/06/2017</td>
<td>15.0</td>
<td>2.90%</td>
<td>1</td>
<td>18,717 ARF</td>
<td>Waste</td>
<td>202,108</td>
<td>0</td>
<td>12,996</td>
</tr>
<tr>
<td>IL7 2017 (set)</td>
<td>1,500,000</td>
<td>30/06/2017</td>
<td>5.0</td>
<td>2.90%</td>
<td>4</td>
<td>323,360 Plant</td>
<td>Parking</td>
<td>925,870</td>
<td>0</td>
<td>299,750</td>
</tr>
<tr>
<td>IL8 2017 (set)</td>
<td>527,806</td>
<td>30/06/2017</td>
<td>5.0</td>
<td>2.90%</td>
<td>4</td>
<td>113,781 Parking</td>
<td>Waste</td>
<td>328,705</td>
<td>0</td>
<td>105,473</td>
</tr>
<tr>
<td><strong>Total internal loans to</strong></td>
<td><strong>8,418,921</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| ILS 2016 Nightcliff Caf | 1,442,437        | 30/06/2016    | 17.0     | 2.90%         | 4           | 107,777 ARF   | NC Café           | 1,236,515 | 0          | 72,704     | 1,163,810  |

**Grand total internal loans** | 9,861,358        |               |          |               |             |               |                   | 1,275,956 | 0          | 1,074,343  | 6,281,213  |

### Summary of Loans by lending reserve

<table>
<thead>
<tr>
<th>Description</th>
<th>01/07/2019</th>
<th>30/06/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Replacement &amp; Refurbishment (ARR)</td>
<td>242,053</td>
<td>2,072,906</td>
</tr>
<tr>
<td>Off &amp; On Street Parking (Parking)</td>
<td>710,543</td>
<td>4,356,780</td>
</tr>
<tr>
<td>Plant Replacement (Plant)</td>
<td>323,360</td>
<td>925,870</td>
</tr>
<tr>
<td><strong>Grand total internal loans</strong></td>
<td>1,275,956</td>
<td>7,355,556</td>
</tr>
</tbody>
</table>

### Notes

1. All above internal loans are based on opportunity cost of investments estimated at 2.9%.
2. All above internal loans are based on 4 quarterly repayments PA.
3. Loans ILS8, IL6 and IL9 listed in 2018/19 removed as not required.
2019/20 Service Delivery Plan

Section 23 of the Local Government Act requires that the Municipal Plan includes the Service Delivery Plan for the period to which the plan relates.

The Service Delivery Plan is an annual implementation plan for Darwin 2030. The deliverables within the Municipal Plan directly relate to and contribute to the longer term achievement of the Strategic Directions and targets identified in the strategic plan. The Municipal Plan is underpinned by Council’s Governance Framework, refer page 58.

The Service Delivery Plan is defined by:

- Strategic Directions
- Targets
- Deliverables.

Deliverables are allocated to one of Council’s five Departments to lead implementation. The Departments within Council are outlined below.

CRS Community and Regulatory Services
CPS Corporate and Procurement Services
ECS Engineering and City Services
GREC Government Relations and External Affairs
IGDS Innovation, Growth and Development Services

Also included at the commencement of the Service Delivery Plan is an overview of Council’s major projects for 2019/20. These projects will be fundamental in contributing to the achievement of Council’s vision for Darwin in 2030.

Deliverables are also informed by other significant plans and agreements such as the Darwin City Deal. The 2019/20 Municipal Plan has been developed taking these into account.
<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>A capital city with best practice and sustainable infrastructure</th>
<th>A safe, liveable and healthy city</th>
<th>A cool, clean and green city</th>
<th>A smart and prosperous city</th>
<th>A vibrant and creative city</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>By 2030, a number of strategic infrastructure projects will be developed and delivered</td>
<td>By 2030, Darwin will be a safer place to live and visit</td>
<td>By 2030, Darwin will be increasingly recognised as a liveable city</td>
<td>By 2030, Darwin will be recognised as a clean and environmentally responsible city</td>
<td>By 2030, Darwin will be recognised globally as a Smart City</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Governance Framework</th>
<th>Vision and Culture</th>
<th>Roles and Relationships</th>
<th>Decision Making and Management</th>
<th>Accountability</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Project Deliverables</th>
<th>Community satisfaction</th>
<th>Place experience</th>
<th>Liveability measures</th>
<th>Environmental Indicators</th>
<th>Population and Economic Data</th>
<th>Visitor Data</th>
<th>Financial Indicators</th>
<th>Accountability and Reporting Framework</th>
</tr>
</thead>
</table>
2019/20 Major Projects

4,000 Trees – Greening Darwin

2019/20 Project Budget - $1.10M

$1.10M has been allocated to plant 4,000 trees across the municipality as part of Cyclone Marcus recovery and Council's objectives to Green Darwin.

The 4,000 trees will complement 3,000 trees planted in 2018/19 to bring the total replanting program to 7,000 trees post Cyclone Marcus. The trees will be advanced plantings and are expected to be planted by December 2019.

Daly Street Beautification

2019/20 Project Budget - $2.0M

Daly Street will receive $2.0M for beautification works to be delivered in four stages. Stages 1 and 2 will deliver works between Mitchell and Smith Street, Stage 3 between Smith and Cavenagh Streets and Stage 4 will deliver work from Cavenagh Street to McMinn Street. The beautification works deliver in part Project MP007 as outlined in the Darwin City Centre Master Plan.

Streetscape Beautification

2019/20 Project Budget - $1.6M

City of Darwin has resolved to dedicate funds annually for five years to the upgrade of streetscapes across the municipality. In 2019/20 each Ward will receive $400K. The Streetscape Beautification Project is designed to improve amenity and is a key project to achieve Council’s Strategic Direction for a Cool, Clean and Green City by 2030.
Shoal Bay Waste Management Facility

2019/20 Project Budget - $22.45M

Shoal Bay Management Facility services the greater Darwin region and is the only licensed landfill in the area. The facility receives over 180,000 tonnes of waste per annum and has a forecasted operational life until 2034.

$13.2M has been allocated towards developing a Leachate Treatment System at the Shoal Bay Waste Management Facility. The Leachate Treatment System will boast innovative design that will ensure Darwin is recognised as a national leader in the treatment of leachate and is estimated to be delivered over three years to 2021.

In addition $8.0M has been allocated for the construction of a new cell (Cell 6), as well as $1.0M to deliver a new entrance and weighbridge at the facility this year.

Lakeside Drive – Stage 2

2019/20 Project Budget - $2.5M

City of Darwin will utilise $2.5M of the $3.4M of new funding under the Federal Government Roads to Recovery Program for Stage 2 resurfacing of Lakeside Drive. Lakeside Drive is a critical link in Council’s overall road network linking major connector routes to the northern suburbs. Stage 1 of Lakeside Drive was completed in early 2019. Design of Stage 2 is currently underway with construction to commence immediately once design is complete. The project will be completed by June 2020.
Urban Oval Lights

2019/20 Project Budget - $3.3M ($1.3M expected to be received 2018/19)

The Northern Territory Government has committed $4.8M for City of Darwin to light sports ovals under the Urban and Regional Oval Lights Program. Lights will be installed at Gardens One, Bagot and Nightcliff Ovals. The community have expressed strong support for the proposals. The light projects for ovals at Gardens One and Bagot have been approved for installation. The Nightcliff Oval proposal has been submitted to the Development Consent Authority for approval. Work is planned to commence in the 2019 dry season.

Municipal Ward Projects

Project Budget - $1.0M

City of Darwin has allocated $1.0M to small projects across the municipality. Small projects are focussed on improving the amenity of Darwin and delivering services specific to each Ward. Small projects have arisen from the community’s effective engagement with Elected Members. As part of its commitment to the City of Darwin, the Northern Territory Government has matched Council’s contribution with a further $1.0M bringing the small projects budget total to $2.0M.
Street Lighting Project

Project Budget - $1.8M

A further $1.8M has been allocated in 2019/20 for the Street Lighting Project. The project aims to deliver public value, manage environmental risks such as greenhouse gas emissions, and improve public safety and amenity. The project will deliver new LED luminaries and smart controls to more than 9,000 street and public lighting assets and across the whole of the City of Darwin municipality. The transfer of street lighting assets from the Northern Territory Government to City of Darwin in January 2018 has provided Council with the opportunity to implement and accelerate this initiative for the benefit of the whole of Darwin. This project builds on $3.3M allocated in 2018/19.

Estimated Completion Date:
June 2020
**SD1 - A capital city with best practice and sustainable infrastructure**

By 2030, a number of strategic infrastructure projects will be developed and delivered

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalise Council’s Asset Management Plans and utilise Asset Management Plans to inform the Long Term Financial Plan</td>
<td>ECS</td>
</tr>
<tr>
<td>Commence the development of a strategic Priority Infrastructure Plan</td>
<td>ECS</td>
</tr>
<tr>
<td>Develop and implement a City of Darwin local buy policy with a weighting of 30% local content requirement</td>
<td>CPS</td>
</tr>
<tr>
<td>Undertake a review and develop a strategy for Council’s landholdings seeking best public value</td>
<td>IGDS</td>
</tr>
<tr>
<td>Manage all Council public infrastructure, parks and buildings</td>
<td>ECS</td>
</tr>
<tr>
<td>Upgrade Council’s Information Technology assets</td>
<td>CPS</td>
</tr>
<tr>
<td>Deliver Council’s 2019/20 Capital Works program</td>
<td>ECS</td>
</tr>
<tr>
<td>Conduct an optimisation review of Council’s fleet and workshop management</td>
<td>ECS</td>
</tr>
<tr>
<td>Create a pipeline of strategic projects that are funded in the Long Term Financial Plan and are shovel ready</td>
<td>IGDS</td>
</tr>
<tr>
<td>Deliver a new Amenities Facility at The Esplanade</td>
<td>ECS</td>
</tr>
<tr>
<td>Deliver Cell 6 at the Shoal Bay Waste Management Facility</td>
<td>ECS</td>
</tr>
</tbody>
</table>

**SD2 - A safe, liveable and healthy city**

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

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver an Animal Management and enforcement city wide education program</td>
<td>CRS</td>
</tr>
<tr>
<td>Review and improve Council’s emergency management plans and readiness</td>
<td>CPS</td>
</tr>
<tr>
<td>Redevelop Business Continuity Plans for all sites and risks and test plans</td>
<td>CPS</td>
</tr>
<tr>
<td>Enhance Council’s contractor Workplace Health and Safety Management Framework with a focus on ensuring public safety at all times</td>
<td>CPS</td>
</tr>
<tr>
<td>Work with Northern Territory Police, Fire and Emergency Services (NTPFES) to continually develop and expand the CCTV networks across the municipality</td>
<td>IGDS</td>
</tr>
<tr>
<td>Implement and review the Safer Vibrant Darwin Plan</td>
<td>CRS</td>
</tr>
</tbody>
</table>
### By 2030, Darwin will be increasingly recognised as a liveable city

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver City of Darwin’s commitments within the Darwin City Deal and coordinate Council’s strategic governance and reporting arrangements for the Darwin City Deal</td>
<td>GREA</td>
</tr>
<tr>
<td>Enhance Council’s events and develop a framework for delivery and marketing of Council-owned facilities</td>
<td>GREA</td>
</tr>
<tr>
<td>Deliver the Daly Street beautification project</td>
<td>ECS</td>
</tr>
<tr>
<td>Deliver beautification projects across all four of Darwin’s Wards</td>
<td>ECS</td>
</tr>
<tr>
<td>Work with City Deal partners in planning and delivering public art installations across the City</td>
<td>CRS</td>
</tr>
<tr>
<td>Deliver a Social Infrastructure Plan</td>
<td>IGDS</td>
</tr>
<tr>
<td>Create a pipeline of strategic projects that are funded in Council’s Long Term Financial Plan</td>
<td>IGDS</td>
</tr>
<tr>
<td>Develop a Sustainable Urban Mobility Plan</td>
<td>ECS</td>
</tr>
</tbody>
</table>

### By 2030, Darwin residents will be more active and healthy

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver the Casuarina Pool Site master plan</td>
<td>CRS</td>
</tr>
<tr>
<td>Implement the City of Darwin Access and Inclusion Plan</td>
<td>CRS</td>
</tr>
<tr>
<td>Conduct a compliance audit to required standards of Council’s sporting facilities</td>
<td>CRS</td>
</tr>
<tr>
<td>Manage Council’s street lighting infrastructure portfolio and seek opportunities for commercial investment</td>
<td>IGDS</td>
</tr>
<tr>
<td>Deliver the Healthy Darwin program enhancing opportunities for an active community</td>
<td>CRS</td>
</tr>
</tbody>
</table>
SD3 - A cool, clean and green city

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

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant 4,000 trees across the Darwin municipality</td>
<td>ECS</td>
</tr>
<tr>
<td>Deliver the Greening Darwin Strategy</td>
<td>ECS</td>
</tr>
<tr>
<td>Deliver the Shoal Bay Waste Management Facility Leachate Treatment Project</td>
<td>ECS</td>
</tr>
<tr>
<td>Finalise the Waste Management Strategy for adoption by Council</td>
<td>ECS</td>
</tr>
<tr>
<td>Establish an urban living lab in partnership with the Northern Territory Government and CSIRO as an initiative of the Darwin City Deal.</td>
<td>IGDS</td>
</tr>
<tr>
<td>Develop a Council-wide Environmental Management Plan and articulate Council’s response to climate action</td>
<td>CRS</td>
</tr>
<tr>
<td>Implement the Single Use Plastics Policy within Council and the community</td>
<td>CRS</td>
</tr>
<tr>
<td>Deliver the suburban lights project</td>
<td>IGDS</td>
</tr>
<tr>
<td>Implement the Gardens for Wildlife Program</td>
<td>CRS</td>
</tr>
<tr>
<td>Deliver an Urban Forest Tree Management Strategy including tree asset data collection</td>
<td>ECS</td>
</tr>
<tr>
<td>Deliver new pump infrastructure at Lake Alexander to improve water quality</td>
<td>ECS</td>
</tr>
<tr>
<td>Implement the City of Darwin Energy Strategy</td>
<td>CRS</td>
</tr>
</tbody>
</table>

SD4 - A smart and prosperous city

By 2030, Darwin will be recognised globally as a Smart City

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement the #SmartDarwin Strategy</td>
<td>IGDS</td>
</tr>
<tr>
<td>Seek commercial investment and opportunities for technical investment</td>
<td>IGDS</td>
</tr>
<tr>
<td>Work with the Northern Territory Government and industry to structure a government red tape reduction program, particularly for the Tourism and Development sectors</td>
<td>IGDS/GREA</td>
</tr>
<tr>
<td>Deliver a Library Strategy that guides the future of Libraries across the municipality</td>
<td>CRS</td>
</tr>
<tr>
<td>Deliver the OPENGOV data platform</td>
<td>IGDS</td>
</tr>
</tbody>
</table>
By 2030, Darwin will have attracted and retained more residents and will offer sustainable investment opportunities

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a business case for a Darwin 2030 Partners Program</td>
<td>GREA</td>
</tr>
<tr>
<td>Finalise the Darwin Economic Development Strategy for adoption by Council</td>
<td>IGDS</td>
</tr>
<tr>
<td>Develop a strategic framework for Council procurement to support the local economy, in line with the Local Government Act</td>
<td>CPS</td>
</tr>
<tr>
<td>Develop the International Relations Program on the basis of economic return to the City and categorise relationships based on return on investment</td>
<td>IGDS</td>
</tr>
<tr>
<td>Engage with the Northern Territory Government and business to improve investment in Darwin</td>
<td>IGDS</td>
</tr>
</tbody>
</table>

SD5 - A vibrant and creative city

By 2030, Darwin will be recognised as an iconic destination

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digitise Council’s communications and engagement platform to enable improved messaging with the community and stakeholders</td>
<td>GREA</td>
</tr>
<tr>
<td>Enhance the City of Darwin events program and events management practices with a focus on developing and marketing of Council owned facilities for events</td>
<td>GREA</td>
</tr>
<tr>
<td>Develop a framework and materials to promote Darwin as a destination to visit, work, live and invest</td>
<td>IGDS/GREA</td>
</tr>
<tr>
<td>Deliver the Building Better Regions Fund Community Program - Creative Enterprise Skills for Public Artists Workshop Series</td>
<td>CRS</td>
</tr>
<tr>
<td>Deliver the annual Bombing of Darwin event</td>
<td>GREA</td>
</tr>
<tr>
<td>Collaborate with Darwin City Deal partners to increase students in Darwin</td>
<td>IGDS</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver and implement Council’s first Reconciliation Action Plan</td>
<td>CRS</td>
</tr>
<tr>
<td>Implement the Young Darwin Youth Strategy 2016-2021</td>
<td>CRS</td>
</tr>
<tr>
<td>Deliver the City of Darwin Community Grants Program</td>
<td>CRS</td>
</tr>
</tbody>
</table>
# City of Darwin Governance Framework

## Vision and Culture

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and remodel the Long Term Financial Plan in line with asset management planning, providing recommendations to Council for fiscal improvement</td>
<td>CPS</td>
</tr>
<tr>
<td>Implement Council’s integrated Strategic Planning Framework</td>
<td>GREA</td>
</tr>
<tr>
<td>Finalise and implement a renewed Governance Framework for Council</td>
<td>GREA</td>
</tr>
<tr>
<td>Implement the City of Darwin staff values CARES (Customer Service, Accountability, Respect, Excellence, Solidarity)</td>
<td>CPS</td>
</tr>
<tr>
<td>Develop and implement a structured innovation program across Council harnessing staff ingenuity</td>
<td>IGDS</td>
</tr>
<tr>
<td>Develop and implement an Organisational Development Program</td>
<td>CPS</td>
</tr>
<tr>
<td>Develop an internal Inclusion and Diversity Program</td>
<td>CPS</td>
</tr>
</tbody>
</table>

## Roles and Relationships

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Council’s sponsorship program and portfolio obligations</td>
<td>GREA</td>
</tr>
<tr>
<td>Improve and consolidate methods of community consultation, engagement and communication across Council</td>
<td>GREA</td>
</tr>
<tr>
<td>Develop and implement an internal communications engagement strategy</td>
<td>GREA</td>
</tr>
<tr>
<td>Develop and implement a Government Relations strategy</td>
<td>GREA</td>
</tr>
<tr>
<td>Manage Council’s reputation through effective media management strategies, and proactive public relations</td>
<td>GREA</td>
</tr>
<tr>
<td>Coordinate Council’s advocacy and submissions for external funding opportunities and legislation</td>
<td>GREA</td>
</tr>
<tr>
<td>Manage Council’s strategic role in the Darwin City Deal including governance and reporting obligations</td>
<td>GREA</td>
</tr>
</tbody>
</table>
**Decision Making and Management**

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redesign Council's strategic procurement framework and practices and automate ensuring compliance with the Local Government Act</td>
<td>CPS</td>
</tr>
<tr>
<td>Develop a Project Management Framework and methodology for the whole of Council</td>
<td>CPS</td>
</tr>
<tr>
<td>Manage Council's insurance and insurance renewal process using a risk based methodology</td>
<td>CPS</td>
</tr>
<tr>
<td>Deliver the Customer Service Strategy</td>
<td>CPS</td>
</tr>
<tr>
<td>Manage Council's response to legislative change and compliance at the Federal, Territory and local levels, including legislative and policy reforms and the coordination of Council's By-Laws</td>
<td>GREA</td>
</tr>
<tr>
<td>Implement Council's decision relating to the strategic review of the Statutory Committee Structure.</td>
<td>GREA</td>
</tr>
<tr>
<td>Manage Council's constitutional arrangements review and deliver recommendations for implementation at the 2021 Local Government Elections</td>
<td>GREA</td>
</tr>
<tr>
<td>Develop and implement a Council-wide Employee Succession Plan</td>
<td>CPS</td>
</tr>
<tr>
<td>Develop and implement a Council-wide employee performance program</td>
<td>CPS</td>
</tr>
<tr>
<td>Implement the Workplace Health &amp; Safety audit recommendations</td>
<td>CPS</td>
</tr>
<tr>
<td>Upgrade Council's Information Technology assets</td>
<td>CPS</td>
</tr>
<tr>
<td>Develop a Digital and Data Asset Management Plan</td>
<td>CPS</td>
</tr>
<tr>
<td>Deliver new Strategic and Operational Risk Assessments aligned to the Darwin 2030 Strategic Plan</td>
<td>CPS</td>
</tr>
</tbody>
</table>

**Accountability**

<table>
<thead>
<tr>
<th>2019/20 Deliverables</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare and facilitate the compliance audit by the Department of Local Government, Housing and Community Development</td>
<td>CPS</td>
</tr>
<tr>
<td>Redesign and implement a Corporate Performance and Reporting Framework for the Darwin 2030 Strategic Plan, Municipal Plan and business plans</td>
<td>GREA</td>
</tr>
<tr>
<td>Develop a renewed Complaints Management Framework, Policy and processes</td>
<td>GREA</td>
</tr>
<tr>
<td>Implement Council’s Internal Audit Function</td>
<td>CPS</td>
</tr>
<tr>
<td>Develop a Fraud and Corruption Management Plan and renew policy</td>
<td>CPS</td>
</tr>
</tbody>
</table>
## Appendices

### Appendix A – Council Services 2019/20

The Municipal Plan and Annual Budget deliver on a total of 38 services across five Departments.

<table>
<thead>
<tr>
<th>Department</th>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and Regulatory Services</td>
<td>Arts &amp; Cultural Development</td>
<td>Enhance Council’s role in fostering a city-wide environment in which creativity can flourish and grow. We do this through facilitating arts and cultural opportunities; building capacity; and acting as a caretaker of our communities’ cultural assets.</td>
</tr>
<tr>
<td>Engineering and City Services</td>
<td>Asset Management (including Fleet)</td>
<td>Manage and implement a Council wide framework for sustainable whole of life asset management to provide the defined level of service to the community.</td>
</tr>
<tr>
<td>Engineering and City Services</td>
<td>Buildings and Facilities</td>
<td>Deliver and maintain public buildings and facilities in accordance with legislation, standards and Council’s long term plans.</td>
</tr>
<tr>
<td>Engineering and City Services</td>
<td>Cemeteries</td>
<td>Manage cemeteries as delegated under the cemeteries and burial legislation.</td>
</tr>
<tr>
<td>Innovation, Growth and Development</td>
<td>City Parking</td>
<td>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.</td>
</tr>
<tr>
<td>Services</td>
<td>City Planning</td>
<td>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.</td>
</tr>
<tr>
<td>Government Relations and External Affairs</td>
<td>Strategy and Corporate Governance</td>
<td>Lead and manage the implementation of the City of Darwin Integrated Planning and Performance Framework, Service Review, Strategic Corporate Governance Framework and Elected Member Support.</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Climate Change &amp; Environment</td>
<td>Provide leadership and deliver best practice environmental management outcomes. Manage Council’s response to Climate Change.</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Community Development</td>
<td>Create opportunity and choice for the Darwin community through the creation of accessible and inclusive spaces, facilities and services.</td>
</tr>
<tr>
<td>Corporate and Procurement Services</td>
<td>Customer Service</td>
<td>Provide front of house (whole of Council) customer services and develop a single point customer service centre.</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Darwin Entertainment Centre</td>
<td>Provide funding and participate in the prioritisation of maintenance works and capital upgrades for the Darwin Entertainment Centre.</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-----------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Darwin Safer City</td>
<td>Manage and implement the Darwin Safer City Program including assertive outreach and support services, advocacy and policy development.</td>
</tr>
<tr>
<td>Corporate and Procurement Services</td>
<td>Digital and Data Services</td>
<td>Partner with the business to provide secure, stable and scalable digital and data services that enables Council to deliver on its strategic priorities.</td>
</tr>
<tr>
<td>Innovation, Growth and Development Services</td>
<td>Economic Development and Tourism</td>
<td>Manage and implement City of Darwin's Economic Development and Tourism development across the City.</td>
</tr>
<tr>
<td>Government Relations and External Affairs</td>
<td>Engagement &amp; Events</td>
<td>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 and deliver Council's annual major community events program for the changing needs, benefit and satisfaction of the community.</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Family &amp; Children's Services</td>
<td>Enhance the wellbeing of children and their families by providing family and children’s services and programs, including support and liaison with Council’s child care centres and community centres</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Finance Services</td>
<td>Provide a full suite of financial services to assist the Council to make informed decisions on the allocation of resources to meet Council objectives.</td>
</tr>
<tr>
<td>Government Relations and External Affairs</td>
<td>Government Relations &amp; Advocacy</td>
<td>Manage high level strategic relations with the Federal Government, Northern Territory Government and key Council stakeholders including TOPROC, CCLLM and NACCC.</td>
</tr>
<tr>
<td>Corporate and Procurement Services</td>
<td>Human Resources</td>
<td>Manage and deliver a full range of employee relations functions including a robust industrial framework and facilitate organizational change and development to achieve a strong workforce alignment between workplace planning strategies and Council’s goals.</td>
</tr>
<tr>
<td>Corporate and Procurement Services</td>
<td>Information Management</td>
<td>Manage information and information privacy to support service delivery and Council's response to complaints and freedom of information.</td>
</tr>
<tr>
<td>Innovation, Growth and Development Services</td>
<td>International Relations</td>
<td>Build economic reciprocal outcomes and attract opportunities through Council's International Relations Program</td>
</tr>
<tr>
<td>Government Relations and External Affairs</td>
<td>Legislative Response and Compliance</td>
<td>Manage Council's response to legislative change and compliance at the National, Territory and local levels</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Libraries</td>
<td>Manage City of Darwin Libraries to promote and support the recreational and life-long learning needs of the community.</td>
</tr>
<tr>
<td>Government Relations and External Affairs</td>
<td>Marketing &amp; Communications</td>
<td>Manage Council's communication program, including community engagement, media management, marketing and sponsorship.</td>
</tr>
<tr>
<td>Corporate and Procurement Services</td>
<td>Procurement Services</td>
<td>Provide a strategic procurement framework that ensures transparent, equitable and value driven procurement that supports the Darwin economy.</td>
</tr>
<tr>
<td>Innovation, Growth and Development Services</td>
<td>Public and Street Lighting</td>
<td>Deliver and maintain efficient street lighting assets across the City ensuring public safety and digital opportunities</td>
</tr>
<tr>
<td>Engineering and City Services</td>
<td>Public Infrastructure</td>
<td>Construct and maintain public infrastructure to provide efficient, safe and affordable assets in accordance with legislation, standards and Council's policies</td>
</tr>
<tr>
<td>Engineering and City Services</td>
<td>Public Open Space</td>
<td>Provide and maintain Council’s public open space which includes parks, reserves and recreation open spaces in accordance with long term and asset management plans.</td>
</tr>
<tr>
<td>Government Relations and External Affairs</td>
<td>Public Relations and Media</td>
<td>Manage Council’s reputation through building effective relationships with all media outlets.</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Recreation &amp; Leisure</td>
<td>Manage Council’s recreation and sporting assets to support the health and wellbeing of residents, including the delivery of healthy lifestyle programs.</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td>Regulatory Services</td>
<td>Regulate and manage compliance with Council By-Laws including parking, illegal camping, abandoned vehicles and animal control to maintain and promote public safety and amenity.</td>
</tr>
<tr>
<td>Corporate and Procurement Services</td>
<td>Risk, Audit &amp; Insurance</td>
<td>Develop, implement and manage the City of Darwin Risk Management Framework, including risk assessments, internal audit and control self-assessment programs to ensure Council meets its strategic direction relating to the management of exposure to risk.</td>
</tr>
<tr>
<td>Innovation, Growth and Development Services</td>
<td>Smart Cities Program</td>
<td>Create Darwin as a Smart City .... Lighting.....etc Maintain Street-Lighting across the City ensuring public safety and digital opportunities implement the Smart Darwin strategy</td>
</tr>
<tr>
<td>Government Relations and External Affairs</td>
<td><strong>Strategic Projects and Grants</strong></td>
<td>Manage the Strategic Implementation of the Darwin City Deal and lead Council’s submissions for external funding opportunities.</td>
</tr>
<tr>
<td>Engineering and City Services</td>
<td><strong>Waste Management</strong></td>
<td>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).</td>
</tr>
<tr>
<td>Corporate and Procurement Services</td>
<td><strong>Workplace Health &amp; Safety</strong></td>
<td>Develop, implement and manage a comprehensive Workplace Health and Safety Management Framework and systems to ensure Council meets its strategic direction relating to the management of safety.</td>
</tr>
<tr>
<td>Community and Regulatory Services</td>
<td><strong>Youth Programs</strong></td>
<td>Deliver youth programs that celebrate young Darwin, support positive civic participation of young people, and build the capacity of young people to shape their own lives and the community around them. Advocate for the support of young people and youth services within Darwin.</td>
</tr>
</tbody>
</table>
Appendix B - Elected Member Allowances 2019/20

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

At the 1st Ordinary Meeting held on 16 April 2019, Council resolved (Resolution ORD038/19) to adopt the Ministerial Guidelines for allowances to be paid for the 2019/20 financial year as outlined in the table below.

The Deputy Lord Mayor position is filled on a rotational basis with each Alderman fulfilling a four month term of the life of the Council. The allowance amount is to be paid as a daily rate of the annual base allowance.

The Ministerial Guidelines have set the maximum additional meeting allowance at $14,935.57 per annum. City of Darwin has set the additional meeting allowance rate as $184.40 per meeting.

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

Elected Members are also provided with an Information Technology Allowance once per term of Council.

<table>
<thead>
<tr>
<th>Allowance Type</th>
<th>Lord Mayor</th>
<th>Acting Lord Mayor $</th>
<th>Deputy Lord Mayor $</th>
<th>Alderman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Base Allowance</td>
<td>124,569.90</td>
<td>Daily rate of 431.00 per day to a maximum of 38,790.00 per year (90 days)</td>
<td>46,062.38</td>
<td>22,403.37</td>
</tr>
<tr>
<td>Annual Electoral Allowance</td>
<td>32,787.00</td>
<td>N/A</td>
<td>8,197.35</td>
<td>8,197.35</td>
</tr>
<tr>
<td>Additional Meeting Allowance</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>14,935.57 maximum per year*</td>
</tr>
<tr>
<td>Annual Professional Development Allowance</td>
<td>3,734.50</td>
<td>N/A</td>
<td>3,734.50</td>
<td>3,734.50</td>
</tr>
<tr>
<td>Total Maximum Claimable Allowances</td>
<td>161,091.40</td>
<td>38,790.00</td>
<td>57,994.23</td>
<td>49,270.79</td>
</tr>
</tbody>
</table>

Table 10: 2019/20 Elected Member Allowances
## Appendix C – Sponsorships, Community Grants and Operating Subsidies 2019/20

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:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Description</th>
<th>Agreement Expiry Date</th>
<th>Cash $</th>
<th>In-Kind Support $ value</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Browns Mart Shimmer</td>
<td>Sponsorship</td>
<td>Jun-21</td>
<td>10,000</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Carols by Candlelight</td>
<td>Sponsorship</td>
<td>Jun-22</td>
<td>20,000</td>
<td></td>
<td>20,000</td>
</tr>
<tr>
<td>CBD Activation Contingency</td>
<td>Operating Subsidy</td>
<td>Jun-20</td>
<td>50,000</td>
<td></td>
<td>50,000</td>
</tr>
<tr>
<td>City2Surf (Athletics NT)</td>
<td>Sponsorship</td>
<td>Jun-20</td>
<td>5,000</td>
<td></td>
<td>5,000</td>
</tr>
<tr>
<td>Community Environment Grants</td>
<td>Annual Grants Program</td>
<td>Jun-20</td>
<td>50,000</td>
<td></td>
<td>50,000</td>
</tr>
<tr>
<td>Community Grants</td>
<td>Annual Grants Program</td>
<td>Jun-20</td>
<td>100,000</td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>CrownBet Supercars V8</td>
<td>In kind</td>
<td>Jun-21</td>
<td>6,000</td>
<td></td>
<td>6,000</td>
</tr>
<tr>
<td>Darwin Aboriginal Art Fair</td>
<td>Sponsorship</td>
<td>Jun-20</td>
<td>5,000</td>
<td></td>
<td>5,000</td>
</tr>
<tr>
<td>Darwin City Brass Band</td>
<td>Operating Subsidy</td>
<td>Jun-21</td>
<td>30,000</td>
<td></td>
<td>30,000</td>
</tr>
<tr>
<td>Darwin City &amp; Waterfront Retailers Assoc</td>
<td>Operating Subsidy</td>
<td></td>
<td>50,000</td>
<td>27,280</td>
<td>77,280</td>
</tr>
<tr>
<td>Darwin Entertainment Centre</td>
<td>Operating Subsidy</td>
<td>Jun-21</td>
<td>580,000</td>
<td></td>
<td>580,000</td>
</tr>
<tr>
<td>Darwin Festival</td>
<td>Sponsorship &amp; In-Kind</td>
<td>Aug-20</td>
<td>150,000</td>
<td>15,000</td>
<td>165,000</td>
</tr>
<tr>
<td>Darwin Fringe Festival</td>
<td>Sponsorship &amp; In-Kind</td>
<td>Jun-22</td>
<td>8,500</td>
<td>1,500</td>
<td>10,000</td>
</tr>
<tr>
<td>Darwin Show</td>
<td>Sponsorship</td>
<td>Jun-22</td>
<td>12,000</td>
<td></td>
<td>12,000</td>
</tr>
<tr>
<td>NAIDOC Week</td>
<td>Sponsorship</td>
<td>Jun-20</td>
<td>10,000</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Nightcliff Seabreeze Festival</td>
<td>Sponsorship &amp; In-Kind</td>
<td>May-21</td>
<td>25,000</td>
<td>8,000</td>
<td>33,000</td>
</tr>
<tr>
<td>PAWS Darwin</td>
<td>Operating Subsidy</td>
<td>Jun-20</td>
<td>30,000</td>
<td></td>
<td>30,000</td>
</tr>
<tr>
<td>RSPCA Darwin</td>
<td>Operating Subsidy</td>
<td>Jun-20</td>
<td>120,000</td>
<td></td>
<td>120,000</td>
</tr>
<tr>
<td>Surf Lifesaving NT</td>
<td>Operating Subsidy</td>
<td>Jun-20</td>
<td>30,000</td>
<td></td>
<td>30,000</td>
</tr>
<tr>
<td>The Beat Festival</td>
<td>Sponsorship</td>
<td>Sep-20</td>
<td>10,000</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Tourism Top End</td>
<td>Operating Subsidy</td>
<td>Jun-20</td>
<td>100,000</td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>Sponsorship Contingency</td>
<td>Ongoing</td>
<td></td>
<td>20,000</td>
<td></td>
<td>20,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>1,415,500</td>
<td>57,780</td>
<td>1,473,280</td>
</tr>
</tbody>
</table>

Table 11: 2019/20 Sponsorships, Grants and Operating Subsidies

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Appendix D - Asset Management - Section 127(c)

Section 127(c) of the *Local Government Act* requires Council’s annual budget to state the amount to be allocated to the development and maintenance of each class of infrastructure for the financial year. Infrastructure classes are defined by Council’s Asset Management Framework and associated Plans. City of Darwin has undertaken much work during 2018/19 to develop and revise its Asset Management Framework and Plans. 11 Asset Management Plans are either developed or under development. The table below outlines the asset classes that will be addressed by each plan.

<table>
<thead>
<tr>
<th>Plan Name</th>
<th>Asset Classes</th>
<th>2019/20 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings and Structures</td>
<td>Buildings and Structures (Shelters, gazebos)</td>
<td>1,160,000</td>
</tr>
<tr>
<td>Pathways</td>
<td>Footpaths</td>
<td>1,556,000</td>
</tr>
<tr>
<td></td>
<td>Driveways</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Shared Paths</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Walkways</td>
<td></td>
</tr>
<tr>
<td>Land Under Roads</td>
<td>Land Under Roads</td>
<td>0</td>
</tr>
<tr>
<td>Land</td>
<td>Land (Lots owned by COR incl. Parks)</td>
<td>0</td>
</tr>
<tr>
<td>Parks and Reserves Infrastructure</td>
<td>Playground and Exercise Equipment</td>
<td>4,950,760</td>
</tr>
<tr>
<td></td>
<td>Park Furniture and Structures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Water and Irrigation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fences and Bollards</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sporting Infrastructure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Living Assets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bins, BBQs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interpretive Signage</td>
<td></td>
</tr>
<tr>
<td>Public Art</td>
<td>Public Art</td>
<td>565,996</td>
</tr>
<tr>
<td>Street and Public Lighting</td>
<td>Street Lighting network</td>
<td>5,116,989</td>
</tr>
<tr>
<td></td>
<td>Public Open Space Lighting</td>
<td></td>
</tr>
<tr>
<td>Plant and Equipment</td>
<td>Small Plant and Machinery</td>
<td>3,950,356</td>
</tr>
<tr>
<td></td>
<td>Vehicles and Large Plant</td>
<td></td>
</tr>
<tr>
<td></td>
<td>IT Equipment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Office Furniture</td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Cost</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Stormwater Infrastructure</td>
<td>Stormwater Pits, Stormwater Pipes, Culverts, Subsoil Drainage, Open Drains</td>
<td>1,477,000</td>
</tr>
<tr>
<td>Waste Management</td>
<td>Shoal Bay Waste Management Facility</td>
<td>22,450,000</td>
</tr>
<tr>
<td>Transport</td>
<td>Sealed Roads (Pavement, Formation, Surface), Car Parks (Off/On Street), Parking Meters, Roundabouts, Kerb and Channel, Traffic Control Structures, Traffic Signals, Signage</td>
<td>10,846,878</td>
</tr>
</tbody>
</table>

Table 12: Asset Management Classes 2019/20
### Appendix E – Local Government Act

<table>
<thead>
<tr>
<th>Municipal Plan</th>
<th>Page Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>23(a)(i) Service Delivery Plan for the period of the plan</td>
<td>Must Contain Page 49</td>
</tr>
<tr>
<td>23(a)(ii) Budget</td>
<td>Must Contain Page 36</td>
</tr>
<tr>
<td>23(b)(i) Long-term, community or strategic plan adopted by Council and relevant to the period of the Municipal Plan</td>
<td>Must Contain, or incorporate by reference (this can be via link or reference to a webpage on which the plan or assessment is accessible) <a href="http://www.darwin.nt.gov.au">www.darwin.nt.gov.au</a></td>
</tr>
<tr>
<td>23(b)(ii) Council’s Long-term Financial Plan</td>
<td></td>
</tr>
<tr>
<td>23(c)(i) The adequacy of constitutional arrangements presently in force for the council under this Act and in particular whether they provide effective possible representation for the area</td>
<td>Must Contain, or incorporate by reference the Council’s most recent assessment of Page 10</td>
</tr>
<tr>
<td>23(c)(ii) Opportunities and challenges for local government service delivery in Council’s area</td>
<td></td>
</tr>
<tr>
<td>23(c)(iii) Possible changes to the administrative and regulatory framework for delivering local government services in the Council’s area over the period to which the plan relates</td>
<td></td>
</tr>
<tr>
<td>23(c)(iv) Whether possibilities exist for improving local government service delivery by cooperation with other councils, or with government agencies or other organisations</td>
<td></td>
</tr>
<tr>
<td>23(d) Define the indicators for judging the standard of performance</td>
<td>Must contain Page 49-50</td>
</tr>
<tr>
<td>24(1) Must adopt between 1 April and 31 July each year and forward copy to the Agency by 31 July each year</td>
<td>Must comply Page 4</td>
</tr>
<tr>
<td>24(2)(a) Prepare a draft plan</td>
<td>Must comply Page 4</td>
</tr>
<tr>
<td>24(2)(b) Make draft accessible on the council’s website and copies at the council public offices</td>
<td>Must comply Page 4</td>
</tr>
<tr>
<td>24(2)(c) Publish notice on website and in a newspaper</td>
<td>Must comply Page 4</td>
</tr>
<tr>
<td>Annual Budget</td>
<td>Page Reference</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>127(2)(a)(i)</strong> Council's objectives for the relevant financial year</td>
<td>Budget must outline</td>
</tr>
<tr>
<td><strong>127(2)(a)(ii)</strong> The measures the council proposes to take, during the financial year, towards achieving those objectives</td>
<td>Budget must outline</td>
</tr>
<tr>
<td><strong>127(2)(a)(iii)</strong> The indicators the council intends to use as a means of assessing its efficiency in achieving its objectives it proposes to take, during the financial year, towards achieving those objectives.</td>
<td>Budget must outline</td>
</tr>
<tr>
<td>127(b) Estimates of revenue and expenditure – differentiating between operating and capital</td>
<td>Must contain</td>
</tr>
<tr>
<td><strong>127(c)</strong> State the amount to be allocated to the development and maintenance of each class of infrastructure for the financial year</td>
<td>Must contain</td>
</tr>
<tr>
<td><strong>127(d)</strong> The amount the Council proposes to raise by way of rates, and set out the rates structure for the financial year</td>
<td>Must contain</td>
</tr>
<tr>
<td><strong>127(e)</strong> An assessment of the social and economic effects of its rating policies</td>
<td>Must contain</td>
</tr>
<tr>
<td><strong>127(f)</strong> State the allowances for members of the council for the financial year and the amount budgeted to cover payment of those allowances</td>
<td>Must contain</td>
</tr>
</tbody>
</table>
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