AGENDA

Ordinary Council Meeting
Tuesday, 30 April 2019

I hereby give notice that an Ordinary Meeting of Council will be held on:

Date:      Tuesday, 30 April 2019
Time:      5.30pm
Location:  Council Chambers
           Level 1, Civic Centre
           Harry Chan Avenue, Darwin

Scott Waters
Chief Executive Officer
ORDINARY COUNCIL MEMBERS

The Right Worshipful, the Lord Mayor Kon Vatskalis (Chair)
Alderman Andrew Arthur
Alderman Jimmy Bouhoris
Alderman Sherry Cullen
Alderman Justine Glover
Alderman Gary Haslett
Alderman Robin Knox
Alderman George Lambrinidis
Alderman Simon Niblock
Alderman Mick Palmer
Alderman Peter Pangquee
Alderman Rebecca Want de Rowe
Alderman Emma Young

OFFICERS

Chief Executive Officer, Scott Waters
General Manager Innovation Growth & Development Services, Joshua Sattler
General Manager Community & Regulatory Services, Polly Banks
General Manager Corporate and Procurement Services, Chris Potter
General Manager Government Relations & External Affairs, Melissa Reiter
General Manager Engineering & City Services, Ron Grinsell
Coordinator Governance, Penny Hart

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1 ACKNOWLEDGEMENT OF COUNTRY

2 THE LORD’S PRAYER

3 MEETING DECLARED OPEN

4 APOLOLOGIES AND LEAVE OF ABSENCE

4.1 Apologies

4.2 Leave of Absence Granted
Alderman Robin Knox

4.3 Leave of Absence Requested

5 ELECTRONIC MEETING ATTENDANCE

5.1 Electronic Meeting Attendance Granted

5.2 Electronic Meeting Attendance Requested

6 DECLARATION OF INTEREST OF MEMBERS AND STAFF

7 CONFIRMATION OF PREVIOUS MINUTES

Ordinary Ordinary Council Meeting - 16 April 2019

8 MATTERS OF PUBLIC IMPORTANCE / LORD MAYORAL MINUTE

Nil
9 PUBLIC QUESTION TIME

10 PETITIONS

11 DEPUTATIONS AND BRIEFINGS

12 NOTICES OF MOTION
   Nil
13 OFFICERS REPORTS

13.1 ASSET MANAGEMENT PLANS - LAND, LAND UNDER ROADS, PATHWAYS, PARKS AND RESERVES INFRASTRUCTURE

<table>
<thead>
<tr>
<th>Common No.:</th>
<th>1713107</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author:</td>
<td>Manager Design, Development &amp; Projects</td>
</tr>
<tr>
<td>Authoriser:</td>
<td>General Manager Engineering and City Services</td>
</tr>
</tbody>
</table>
| Attachments:    | 1. Asset Management Plan - Land  
3. Asset Management Plan - Pathways  
4. Asset Management Plan - Parks and Reserves Infrastructure |

SUMMARY

The purpose of this report is for Council to adopt Asset Management Plans for Land, Land Under Roads, Pathways and Parks and Reserves Infrastructure.

RECOMMENDATIONS

1. THAT the report entitled Asset Management Plans – Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure, be received and noted.
2. THAT Council adopt the Asset Management Plans - Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure provided as Attachments 1, 2, 3 and 4 to the report entitled Asset Management Plans – Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure, noting that they will be updated to reflect the final 2019/20 Long Term Financial Plan.

KEY ISSUES

- In July 2018 Council commenced a significant review of Asset Management to address the significant gaps in City of Darwin’s asset management practices and to ensure asset management plans are better utilised in informing Council’s Long Term Financial Plan (LTFP).
- In September 2018, five staff from Assets, Finance and IT were seconded and taken offline (“Asset War Room”) to progress and finalise Council’s Asset Management Plans (AMP’s), data and practices.
- Following previous recommendations from the Risk Management & Audit Committee (RMAC), Council has adopted an updated Asset Management Policy and rescinded a number of other Policies, subject to the adoption of the AMP’s and associated processes / procedures / guidelines being in place.
- Council has adopted the Building and Structures Asset Management Plan.
- The AMP’s for Land, Land Under Roads, Pathways and Parks and Reserves Infrastructure are now completed and have been endorsed by the Strategic Direction Group (SDG) and by the Risk Management & Audit Committee (RMAC) on the basis that the processes and controls are in place to ensure accuracy and integrity of these AMP’s (subject to the General Manager Engineering and City Services be the responsible Officer for all Asset Management Plans on an interim basis until all Plans are finalised).
- RMAC also recommended that training for Elected Members proposed by Asset Management Policy No. 55 be initiated.
- These AMP’s are now referred to Council for adoption.
As further AMP’s are completed, they will be submitted to the SDG for endorsement to refer to RMAC and then through to Council for adoption.

BACKGROUND

Risk Management and Audit Committee Outstanding Audit Issues No. 145 from the Deloitte March 2015 report were addressed in the previous report to the Risk Management & Audit Committee (RMAC) Meeting of 26 October 2018.

At the RMAC Meeting of 29 March 2019, the Committee endorsed the following recommendations:

**Asset Management Plans - Land, Land under Roads, Pathways, Parks and Reserves Infrastructure**

**COMMITTEE RESOLUTION RMAC004/19**

THAT it be a recommendation to Council:-

1. **THAT** Report Number 9380 entitled Asset Management Plans – Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure, be received and noted.

2. **THAT** the Risk Management and Audit Committee recommend that Council adopt the Asset Management Plans - Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure provided as Attachments 1, 2, 3 and 4 to Report Number 9380 entitled Asset Management Plans – Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure, noting that they will be updated to reflect the final 2019/20 Long Term Financial Plan.

3. **THAT** the GM Engineering & City Services be the responsible Officer for all Asset Management Plans on an interim basis until all Plans are finalised.

4. **THAT** training for Elected Members proposed by Asset Management Policy No. 55 be initiated. Action: General Manager Engineering and City Services

CARRIED 4/0

Council adopted the Building and Structures Asset Management Plan at its Ordinary Council Meeting of 12 March 2019. At the same meeting, Council resolved to adopt the amended Asset Management Policy No. 55 and to rescind a number of Policies, noting that these will be superseded by the adoption of Asset Management Plans and associated processes / procedures / guidelines, after these documents are in place.

The AMP’s for Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure are completed and have been endorsed by SDG to refer to RMAC, which has endorsed that the processes and controls are in place to ensure accuracy and integrity (subject the GM Engineering & City Services be the responsible Officer for all Asset Management Plans on an interim basis until all Plans are finalised) and now referred them through to Council for adoption.

RMAC also recommended that training for Elected Members proposed by Asset Management Policy No. 55 be initiated.

This report seeks Council’s adoption of the above mentioned AMP’s, noting that they will be updated to reflect the final 2019/20 Long Term Financial Plan.

**DISCUSSION**

Council is implementing the following framework for Asset Management.
This framework provides a good platform for City of Darwin moving forward.

A revised Asset Management Policy Number 055 was adopted by Council at its Ordinary Meeting of 12 March 2019.

The first of the AMP’s Buildings and Structures was completed, utilising a new template and format which aims to address the concerns raised in audits to date and was also adopted by Council at the above mentioned Meeting.

Council has also rescinded the following Policies, noting that they will be superseded by the adoption of Asset Management Plans and associated processes/procedures/guidelines, after these documents are in place:

- Policy 010 Land Acquisition and Disposal
- Policy 012 Plant and Equipment
- Policy 022 Statement of Significant Accounting Policies
- Policy 048 Footpaths and Shared Paths
- Policy 049 Roads
- Policy 056 Walkways

All of the AMP’s will follow the same structure and, in time, will produce strong Maintenance Schedules, Depreciation Schedules and forward Capital Works Programmes based on asset condition reporting.

The AMP’s are at a maturity level of approximately 65% and with a continued focus over the next two years, they should all move towards a maturity level of 95% and the path that is now set for a strong spine to a sound LTFP for the organisation and its community.

Once fully-implemented, the asset management system will be the one source of truth for the City of Darwin, with each department being responsible for updating data each month reflecting any changes to the asset base.

The AMP’s for Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure (Attachments 1 to 4 inclusive) are completed and have been endorsed by the SDG and RMAC, which has confirmed that the processes and controls are in place to ensure accuracy and integrity (subject to minor changes made) and now referred them through to Council for adoption.

It is recommended that that Council adopt these AMP’s, noting that they will be updated to reflect the final 2019/20 Long Term Financial Plan.

The remaining AMP’s for Street and Public Lighting, Plant and Equipment, Waste Management, Public Art, Stormwater Infrastructure and Transport are under development and after endorsement by SDG, will be referred to RMAC, seeking a recommendations that they be adopted by Council.

**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
5.3.3 Understand and manage Council's risk exposure

LEGISLATIVE/POLICY
Asset Management Policy Number 055.
There are financial reporting requirements and deadlines associated with Council's asset management activities.

CONSULTATION

Internal
In preparing this report, the following City of Darwin officers were consulted:

- Manager Strategy and Outcomes
- Spatial Systems Administrator
- General Manager Corporate and Procurement

External
In preparing this report, no external parties were consulted.

BUDGET/RESOURCE IMPLICATIONS
All current work being undertaken is within current operational budgets. However, going forward, the structure and resources within the Asset Management Team beyond the current arrangements will require review.

The AMP's have no direct impact on existing budgets, however the information contained within them should be used to inform decision making. Areas for improvements, which are identified in the AMP's, may also result in additional resource implications.

RISK
Asset Management Plans provide additional insight into Council's assets to inform decision making.

LEGAL
Asset Management Plans are required under the Local Government Act 2008.

ARTS, CULTURE & ENVIRONMENT
Not assessed.
Land

Asset Management Plan
### Asset Management Plan – Land

<table>
<thead>
<tr>
<th>Date</th>
<th>Version</th>
<th>Revision Date</th>
<th>Responsible Officer</th>
<th>Next Review Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2019</td>
<td>1</td>
<td>Draft for presentation to ELT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Draft for presentation to Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Adopted plan</td>
<td></td>
<td>September 2023</td>
</tr>
</tbody>
</table>

**Review Period**

Once every 4 years a revaluation and/or change requiring a review and will be in consultation with the key stakeholders outlined in Table 3.
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1. EXECUTIVE SUMMARY

Context

This Asset Management Plan (AMP) covers the Land Assets for City of Darwin. Land assets are key to the continued provision of a number of council services which are located on said land. The assets comprise of 283 property lots across the municipality which includes vacant land that is used as a drainage easement, Land under council halls and buildings, Operational land that houses works depots, Parks and community land used for sporting and cultural uses, Cemeteries and Industrial land. This asset management plan establishes clear processes for the acquisition of land (real property) including conditions for taking control over Crown Land or other open space, the disposal of land including the disposal of land held for ‘community purposes’.

There are a number of land assets whereby ownership requires further research and clarification.

Levels of Service

Frameworks have been put into place to further develop and define desired community levels of service by implementing system changes which will lead to demonstrated organisational performance. This will enable City of Darwin to assess and evaluate its current technical levels of service it provides to ensure community and Council expectations are being managed within available resources.

Future Demand

There are a limited number of future demand and impact drivers that are expected to cause a significant demand shift. With a slowing population growth and economy, the seasonal influx of tourism to the Darwin municipality still remains the dominant known demand shift on services.

Life Cycle Management

The majority of land assets owned by City of Darwin fall into the Open Space and Recreation categories, which includes parkland, sporting ovals, sporting facilities, swimming pools and urban bushland. There is limited requirement for in depth lifecycle management of land.

Risk Management

Critical service objectives and failure modes for land have been identified. These relate primarily to coastal erosion in foreshore regions and buried waste including asbestos and other toxic materials. Some operations and maintenance activities are planned to minimise erosion at Nightcliff and East Point foreshore, however little has been planned for dealing with hazardous buried material.

Financial Obligations

Council will manage its financial obligations and requirements for asset capitalisation and depreciation, data management, disposal, revaluation and handling of contributed assets through the various Local Government Acts, standards, policies and procedures.

Financial Summary

The value of assets recorded in the asset register as at 30 June 2018 covered by this AMP is $336,082 million. Land assets are due to be revalued in the current (18/19) financial year.

Improvement and Monitoring Plan

The adopted changes to asset management practices place City of Darwin on a positive and sustainable path into the future. Asset management practices, asset hierarchy management, accounting systems, standards and regulations and asset management system will be reviewed in line with the improvement plan.
2. INTRODUCTION

2.1 Background

This AMP has been developed to demonstrate planned management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 10 year planning period.

The AMP follows the structure for AMPs recommended in Section 4.2.4 of the International Infrastructure Management Manual (IIMM)\(^1\). The AMP is governed internally by City of Darwin’s Asset Management Policy No. 055\(^2\).

This AMP should be read in conjunction with the following relevant agreements and management plans for particular land:

- Lease agreement for Nichols St Carpark (ECM Doc 2860463). Ninety nine year lease beginning 1 May 1987
- Lease agreement for Shoal Bay Waste Management Site (ECM Doc 3408033). Expires 31 October 2024
- Lease agreement for Drainage Easement at Lot 1395, Winnellie (ECM Doc 3985209). Expires 30 September 2021

The Australian Accounting Standards Board have released AASB 16 which is applicable for annual reporting periods beginning on or after 1 January 2019. AASB 16 introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. There are several lots of land where City of Darwin is the lessee (or trustee in the case of three cemeteries) and in these cases the land is considered an asset.

There is also an expired management agreement between the City of Darwin and the NT Government which outlines the parties roles and responsibilities in relation to road reserve, service roads and some specific land parcels. This agreement (ECM Doc 438783) expired on 31 August 2009, however the intent of the agreement has in many cases continued in business as usual operations. There is benefit in resurrecting such an agreement so that ambiguity in ownership and responsibility can be clarified. This process is currently underway.

City of Darwin has 283 properties with a combined value of over $336 million. The assets covered by this plan are shown in Table 1 and all financial figures within this document are represented as millions of dollars.

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\(^1\) IPWEA, 2015, Sec 4.2.4, Example of an AM Plan Structure, pp 4 | 24 – 27

\(^2\) City of Darwin, 2018, Asset Management Policy No. 055
Table 1: Assets

<table>
<thead>
<tr>
<th>Land Use Type</th>
<th>Quantity of Lots</th>
<th>Land Area (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Space</td>
<td>216</td>
<td>4,539,097</td>
</tr>
<tr>
<td>Recreation</td>
<td>22</td>
<td>905,900</td>
</tr>
<tr>
<td>Community</td>
<td>15</td>
<td>257,175</td>
</tr>
<tr>
<td>Carpark</td>
<td>11</td>
<td>43,551</td>
</tr>
<tr>
<td>Other</td>
<td>8</td>
<td>44,108</td>
</tr>
<tr>
<td>Commercial</td>
<td>6</td>
<td>6,202</td>
</tr>
<tr>
<td>Municipal</td>
<td>5</td>
<td>86,433</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>283</strong></td>
<td><strong>5,882,466</strong></td>
</tr>
</tbody>
</table>

Value: $336,082
Figure 1: Map of City of Darwin Land Assets
2.2 Asset Data

Council’s Asset Management System will store data on the land within the Darwin Municipality. An internal procedure will be provided to relevant asset officers detailing the requirements for managing and updating the asset data within the AssetFinda system.

There are currently a number of Lots of land where ownership is in question. These include areas of land where City of Darwin has assumed responsibility, but ownership is with another party. In some cases agreements may have in the past been in place and in some cases ownership has simply been assumed based on long standing maintenance practices.

In regard to three of the cemeteries in the municipality, City of Darwin has been appointed Trustees by the Northern Territory Government.

Table 2: Land where ownership status is indeterminate

<table>
<thead>
<tr>
<th>Asset ID</th>
<th>Description</th>
<th>Land Owner</th>
<th>COD Activity or functions performed</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>20005316</td>
<td>Chinese Memorial Cemetery</td>
<td>Dept Lands Planning &amp; Environment</td>
<td>On-going maintenance</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance. Clarify trustee arrangements.</td>
</tr>
<tr>
<td>20005183</td>
<td>East Point Road Park 1</td>
<td>Crown</td>
<td>Within COD asset register</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>20005184</td>
<td>East Point Road Park 2</td>
<td>Crown</td>
<td>Within COD asset register</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>20002962</td>
<td>23 Giles St, Fannie Bay</td>
<td>Unregistered Crown Land</td>
<td>Mowing, maintenance of vegetation</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>20007214</td>
<td>Ginty McGuiness Park</td>
<td>Blake Property Group Pty. Ltd. (ACN 060 668 386)</td>
<td>Infrastructure assets present, On-going maintenance activities.</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>ID</td>
<td>Location</td>
<td>Owner/Details</td>
<td>Status/Actions</td>
<td>Comments/Actions</td>
</tr>
<tr>
<td>--------</td>
<td>-----------------------------------</td>
<td>----------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>20007206</td>
<td>Lories Bonny Park</td>
<td>Blake Property Group Pty. Ltd. (ACN 060 698 366)</td>
<td>Infrastructure assets present. On-going maintenance.</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>20005988</td>
<td>Bayview Sea Wall and Heritage Park</td>
<td>Dover Investments Pty Ltd (ACN 009 637 914)</td>
<td>Infrastructure assets present. On-going maintenance.</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>20006002</td>
<td>The Mall</td>
<td>Crown</td>
<td>Manage facility. Negotiations to transfer ownership in progress.</td>
<td>Continue discussions with land owner to transfer ownership to City of Darwin.</td>
</tr>
<tr>
<td>20005975</td>
<td>Fannie Bay Foreshore</td>
<td>Crown</td>
<td>On-going maintenance. NTG offered to formally hand over in 2009.</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>55005319</td>
<td>Nakora Shoppes Surrounds</td>
<td>Crown</td>
<td>Infrastructure assets present. On-going maintenance.</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>20005040</td>
<td>Carpark at 60 Cavanagh St</td>
<td>Northern Territory of Australia</td>
<td>Carpark recently closed.</td>
<td>Note and Monitor. Disposal of installed assets will need to occur.</td>
</tr>
<tr>
<td>20005995</td>
<td>Lot 5995, Harley St</td>
<td>Crown</td>
<td>Infrastructure installed. On-going maintenance.</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
<tr>
<td>20004803</td>
<td>Lot 4803 Narrows Walkway</td>
<td>Department of Infrastructure Transport and Logistics</td>
<td>On-going maintenance</td>
<td>Contact land owner to establish Maintenance agreement, transfer ownership to City of Darwin or cease maintenance.</td>
</tr>
</tbody>
</table>
2.3 Asset Hierarchy

The land data asset hierarchy is held within AssetFinda. It includes the asset class and components used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. The hierarchy is as follows:

- **Location Name**
  - **Use Type** (Community, Recreation, Municipal, Open Space, Commercial, Carpark, Other)
  - **Primary Facility Function** (Community Centre, Childcare Centre, Entertainment Centre, Library, Cemetery, Oval, Swimming Pool, Court, Council Administration, Waste Centre, Animal Pound, Works Depot, Park, Bushland, Commercial, Multi-storey carpark, Off-street Carpark, Pathway, Other)
  - **Usage Category** (Regional Use, District Use, Neighbourhood Use, Other)

2.4 Key Stakeholders

Key stakeholders in the preparation and implementation of this AMP are shown in Table 3 below.

**Table 3: Key Stakeholders**

<table>
<thead>
<tr>
<th>Key Stakeholder</th>
<th>Role in Asset Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected Members</td>
<td>• Allocate resources to meet City of Darwin’s objectives in providing services while managing risks.</td>
</tr>
<tr>
<td></td>
<td>• Ensure City of Darwin is financially sustainable.</td>
</tr>
<tr>
<td></td>
<td>• Endorsement of AMP.</td>
</tr>
<tr>
<td>Risk Management and Audit Committee</td>
<td>• Independent assurance and assistance to Council on Council’s risk, control and compliance frameworks, and external accountability.</td>
</tr>
</tbody>
</table>
2.5 Goals and Objectives of Asset Management

City of Darwin provides services to its community, and many services are provided by infrastructure assets. We have acquired infrastructure assets by purchase, by contract, construction by our staff and by donation of assets constructed by developers, the Northern Territory Government and others.

Our goal in managing infrastructure assets is to meet the community’s desired level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed.  

2.6 Plan Framework

The IIMM outlines that there is no single correct way to structure an AMP and many organisations have developed their own. This plan incorporates the IIMM AMP structure although it has modified elements to suit City of Darwin’s asset management position at this point in time. Key structure of the plan is as follows:

- Levels of service – specifies the services and levels of service to be provided by City of Darwin;
- Future demand – how this will impact on future service delivery and how this is to be met;
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service;
- Risk management;

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3 Based on IPWEA, 2015, IIMM, Sec 1.3.1 p 18.
4 Based on IPWEA, 2015, IIMM, Sec 4.2.4 p 433.
5 Based on IPWEA, 2015, IIMM, Table 4.2.4 p 433.
• Financial obligations – financial requirements and standards up-held by Council;
• Financial summary – what funds are required to provide the defined services;
• Monitoring – how the plan will be monitored to ensure it is meeting Council’s objectives; and
• Asset management improvement plan.

2.7 Level of Asset Management Plan Maturity

The maturity of an AMP is outlined in Table 4.

Table 4: Level of AMP Maturity

<table>
<thead>
<tr>
<th>Level of AMP Maturity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aware</td>
<td>Stated intention to develop AM plans.</td>
</tr>
<tr>
<td>Basic</td>
<td>AM Plans contains basic information on assets, service levels, planned works and financial forecasts (5-10 years) and future improvements AM objectives are defined with consideration of strategic context.</td>
</tr>
<tr>
<td>Core</td>
<td>Approach to risk and critical assets described, top-down condition and performance assessment, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year AM improvement plan.</td>
</tr>
<tr>
<td>Intermediate</td>
<td>Analysis of asset condition and performance trends (past/future), customer engagement in setting levels of service, decision making/risk techniques applied to major programmes.</td>
</tr>
<tr>
<td></td>
<td>Strategic context analysed with risks, issues and responses described.</td>
</tr>
<tr>
<td></td>
<td>Evidence of programmes driven by comprehensive decision making techniques, risk management programmes and level of service/cost trade-off analysis.</td>
</tr>
<tr>
<td>Advanced</td>
<td>Improvement programmes largely complete with focus on ongoing maintenance of current practice.</td>
</tr>
</tbody>
</table>

This AMP is prepared towards being a ‘Core’ AMP over a 10 year planning period. It is prepared to meet minimum legislative and City of Darwin requirements for sustainable service delivery and long term financial planning and reporting. Future revisions of this AMP will develop the ‘Core’ aspects further and aim to move towards being an ‘Intermediate’ AMP once AM processes across the organisation align.

2.7 Community Consultation

Future revisions of the AMP will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service desired by the community, service risks and consequences with the community’s ability and willingness to pay for the service.
3. LEVELS OF SERVICE

3.1 Levels of Service

Service levels are defined in two terms, community levels of service and technical levels of service. Community levels of service are a qualitative measure, how the community receives the service and whether the City of Darwin is providing value to the community. Technical levels of service are quantitative measures that allow Council to measure the operational and technical elements of providing a service.

Technical measures relate to the allocation of resources (inputs) required to deliver a service and the actual service activities (outputs) that City of Darwin delivers to best achieve the desired community outcomes. City of Darwin has always maintained various technical levels of service over the years for its land against available budgets.

Community and technical levels of service for land will be further developed in future revisions of the AMP.

3.2 Customer Research and Expectations

City of Darwin undertakes an annual Community Satisfaction Survey, with the most recent survey conducted in April 2018. When asked about the level of importance and satisfaction of Council services on a 1 to 5 scale (where 5 is very satisfied/important and 1 is not at all satisfied/important), the mean responses for land were as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Importance</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance of parks</td>
<td>4.5</td>
<td>3.7</td>
</tr>
</tbody>
</table>

The survey will be continually reviewed to ensure Council is able to better understand the community’s expectations and aspirations in regard to service provision for land management.

Planning and performance management are cyclic and enable continuous improvement of services. As such, future revisions of the AMP and community satisfaction survey will continue to inform each other and updated accordingly. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community’s ability and willingness to pay for the service.

City of Darwin has commenced using a fully integrated Customer Request Management System (CRMS), which over time, will start to create improved data on this asset type to highlight areas of concern, attention and potential funding gaps. This will better inform decision-making processes as more data is collected.

3.3 Strategic and Plan Goals

This AMP is prepared under the direction of City of Darwin’s vision, mission, goals and objectives as outlined in the Strategic Plan*.  

Our vision is:
“A tropical, liveable city that creates opportunity and choice for our community”

Our mission is:

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

Relevant strategic goals and outcomes and how these are addressed in this AMP are:

**Table 5: Strategic Plan Goals and how these are addressed In this Plan**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Outcome</th>
<th>Strategy Relevant to this Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goal 1:</strong> Collaborative, inclusive and connected community</td>
<td>1.2 Desirable places and open spaces for people</td>
<td>1.2.1 Enhance places and open spaces</td>
</tr>
<tr>
<td><strong>Strategic Goal 2:</strong> Vibrant, flexible and tropical lifestyle</td>
<td>2.1 Improved access and connectivity</td>
<td>2.1.5 Enhance access and use of neighbourhood spaces and hubs</td>
</tr>
<tr>
<td><strong>Strategic Goal 5:</strong> Effective and responsible governance</td>
<td>5.5 Responsible financial and asset management</td>
<td>5.5.1 Manage Council's business based on a sustainable financial and asset management strategy</td>
</tr>
</tbody>
</table>

3.4 Legislative Requirements

City of Darwin has to meet many legislative requirements including Australian and State legislation and State regulations. These are outlined in Table 6 below:

**Table 6: Legislative Requirements**

<table>
<thead>
<tr>
<th>Legislation</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government Act (NT)</td>
<td>Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.</td>
</tr>
<tr>
<td>Workplace Health and Safety (National uniform legislation) Act</td>
<td>Sets out the rules and responsibilities to secure the health, safety and welfare of persons at work.</td>
</tr>
<tr>
<td>All relevant Australian Standards and Codes of Practice</td>
<td>National and international guidance and legislation relating to building design, installation, maintenance, approvals, testing to be applied to assets as required.</td>
</tr>
<tr>
<td>Environmental Assessment Act</td>
<td>Outlines legislative requirements in relation to the assessment of the environmental effects of development proposals and for the protection of the environment.</td>
</tr>
<tr>
<td>Environmental Offences and Penalties Act 1996</td>
<td>Outlines offences local governments (and other parties) may be liable for where their acts and omissions may be detrimental to the protection of the environment.</td>
</tr>
<tr>
<td>Land Title Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to land ownership, easements and other purposes that may impact on various assets, such as roads, stormwater and buildings that the local government has under its care and control.</td>
</tr>
<tr>
<td>Lands Acquisition Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to land they own that could be compulsorily acquired by the Northern Territory for the purpose of the provision of essential services and facilities being power (including gas), water, sewerage, road or communication services or facilities to or across the prescribed land, or access to any of them.</td>
</tr>
<tr>
<td>National Trust (Northern Territory) Act</td>
<td>Outlines legislative issues local governments need to consider in relation to the impacts that the National Trust (Northern Territory) activities could have on the various assets, such as</td>
</tr>
</tbody>
</table>
City of Darwin will exercise its duty of care to ensure public safety is in accordance with the infrastructure risk management plan prepared in conjunction with this AMP and are covered in Section 6.
4. FUTURE DEMAND

4.1 Demand and Impact on Assets

Drivers affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, rates, consumer preferences and expectations, technological changes, cultural shifts, economic factors, tourism changes, agricultural practices, environmental awareness, etc.

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets are identified and are documented in Table 7.

**Table 7: Demand Drivers, Projections and Impact on Services**

<table>
<thead>
<tr>
<th>Demand Drivers</th>
<th>Present Position</th>
<th>Projection</th>
<th>Impact on Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>84,346 ABS (2017)</td>
<td>A decline of 122 from previous year. A 1.5% national average growth could be expected but dependant on economy</td>
<td>Minimal impact</td>
</tr>
<tr>
<td>Development</td>
<td>Slowing economy</td>
<td>Moderate growth over medium term</td>
<td>Minimal impact</td>
</tr>
<tr>
<td>Legislative change</td>
<td>Inclusion of Area Plans in Planning Scheme</td>
<td>Change of use and increasing density Change in policy</td>
<td>Likely impact on functional use of existing assets and increasing demand as density increases</td>
</tr>
<tr>
<td>Climate change</td>
<td>Initiatives being developed to meet future requirements</td>
<td>Likely to affect land in coastal areas</td>
<td>Significant impact on land affected by coastal erosion</td>
</tr>
<tr>
<td>Community expectations</td>
<td>N/A</td>
<td>Ongoing increase in levels of service expectations</td>
<td>Potential requirement for higher quality, improved access and capacity</td>
</tr>
</tbody>
</table>

4.2 Demand Management

Demand for new services will be managed through a combination of managing and upgrading of existing assets and providing new assets to meet demand. Demand management practices include non-asset solutions, insuring against risks and managing failures. Non-asset solutions focus on providing the required service without the need for City of Darwin to own the asset. Management actions include reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures².

Opportunities identified to date for demand management are shown in Table 8. Further opportunities will be developed in future revisions of this AMP.

**Table 8: Demand Management Plan Summary**

<table>
<thead>
<tr>
<th>Demand Driver</th>
<th>Impact on Services</th>
<th>Demand Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer expectations</td>
<td>Potential requirement for higher quality, improved access and capacity.</td>
<td>Whole of life cost assessment of potential new assets and impacts on operational and maintenance and consultation with community to ensure informed decision making</td>
</tr>
<tr>
<td>Area Plans (NT)</td>
<td>Changing and increasing</td>
<td>Provide input into area plan developments, forecast potential</td>
</tr>
</tbody>
</table>

² IPWEA, 2015, IMM, Table 3.4.1, p.389.
4.3 Asset Programs to Meet Demand

New assets required to meet population growth and community service needs will be acquired free of cost from greenfield or brownfield land developments, in conjunction with other government bodies or funded and constructed by City of Darwin.

Acquiring these new assets commits City of Darwin to fund ongoing operations, maintenance and renewal costs for the life of the asset and ultimately decommissioning the asset when it reaches the end of its useful life.
5. LIFECYCLE MANAGEMENT

Lifecycle management details how the City of Darwin plans to manage and operate the assets at the agreed levels of service while optimising lifecycle costs.

5.1 Background Data

As this is the first land AMP to be developed there is limited background data. Future revision of the plan over time will incorporate relevant background data to help inform the lifecycle management plan.

5.2 Physical Parameters

The majority of land assets owned by City of Darwin fall into the Open Space and Recreation categories, which includes parkland, sporting ovals, sporting facilities, swimming pools and urban bushland. Land has been further classified according to the likely service or visitation area (District, Regional or Neighbourhood)

Table 9: Asset profile

<table>
<thead>
<tr>
<th>Asset service/visitation category</th>
<th>Quantity</th>
<th>Area (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional (Draws usage from the wider Darwin region)</td>
<td>32</td>
<td>1,188,362</td>
</tr>
<tr>
<td>District (Draws usage from surrounding suburbs)</td>
<td>83</td>
<td>3,832,315</td>
</tr>
<tr>
<td>Neighbourhood (Draws usage from within the suburb or surrounding streets)</td>
<td>168</td>
<td>861,789</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>283</strong></td>
<td><strong>5,882,466</strong></td>
</tr>
</tbody>
</table>

5.3 Asset Capacity and Performance

City of Darwin services are generally provided to meet design standards of the particular land asset where these are available. Locations where deficiencies in service performance are known are detailed in Table 5.3. Coastal erosion is a known issue for land at East Point and Nightcliff foreshore and remediation activities have been performed in the past. The presence of buried asbestos and other toxic or hazardous material is also common across Darwin, with Nightcliff foreshore known to contain a former military dumping site and Jingili Watergardens known to contain various buried materials. Both sites pose issues in regards to management of these hazards particularly when conducting earthworks.

Table 10: Known Service Performance Deficiencies

<table>
<thead>
<tr>
<th>Asset Name</th>
<th>Location</th>
<th>Service Deficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nightcliff Foreshore</td>
<td>Nightcliff</td>
<td>Coastal erosion resulting in loss of useable land area and large remediation costs.</td>
</tr>
</tbody>
</table>
5.4 Asset Condition

The 1-5 condition grading scale used to assess the majority of City of Darwin assets is shown in Table 5.4 below. Land condition is not assessed.

Table 11: Simple Condition Grading Scale

<table>
<thead>
<tr>
<th>Condition Grading</th>
<th>Description of Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Excellent: only planned maintenance required</td>
</tr>
<tr>
<td>2</td>
<td>Good: minor maintenance required plus planned maintenance</td>
</tr>
<tr>
<td>3</td>
<td>Fair: significant maintenance required</td>
</tr>
<tr>
<td>4</td>
<td>Poor: significant renewal/rehabilitation required</td>
</tr>
<tr>
<td>5</td>
<td>Very Poor: physically unsound and/or beyond rehabilitation</td>
</tr>
</tbody>
</table>

5.5 Asset valuations

Land assets were last revalued at 30 June 2016 by Assetval on the basis of Fair Value and in accordance with AASB13 Fair Value Measurement and The Australian Property Institute’s practice standards. The methodology used to obtain the values is described below.

Land Values were based on property sales in the locality and standard valuation principles have been adopted whereby the direct comparison method for each individual parcel has been utilised. The valuation relied upon the most relevant sales available and where necessary, adjustments were made to the sales evidence to account for differences between sold properties and the subject property. Due regard was also given to zoning, size, shape, location, topography and exposure characteristics for each lot, as well as overall market conditions as at the date of valuation. Research of the various submarkets was undertaken through the analysis of sales evidence.

The value of assets recorded in the asset register as at 30 June 2018 covered by this AMP is $336,082 million. Land assets are due to be revalued in the current (18/19) financial year.

5.6 Historical Data

To be included in future revisions of this AMP.

5.7 Operations and Maintenance Strategies

City of Darwin will operate and maintain assets through a scheduled maintenance program to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- 20 -

- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources.

5.8 Operations and Maintenance Plan

Operations are the regular day to day activities undertaken by Council in order to provide a level of service to the community. To be able to deliver these services Council is required to allocate funds for resources such as staff wages, utility consumption, fuel, overheads, etc.

Maintenance may be classified into reactive, planned and specific maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management directions. Future requests will be managed through AssetFinda and the new CRMS for tracking.

Planned or scheduled maintenance is repair work that is identified and managed through planned inspections by assessing the condition of the assets through various skilled technicians and via general condition surveys.

There are no specific operational, reactive or planned maintenance activities for land assets. These are covered by other AMPs depending on what infrastructure is upon that land.

5.9 Operations and Maintenance Schedule

There is no Operations and Maintenance schedule for land.

5.10 Capital Renewal and Replacement Strategies

City of Darwin will plan capital renewal and replacement projects to meet approved budgets in the most cost-efficient manner and minimise infrastructure service risks by:
- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping for all capital renewal and replacement projects to identify:
  - the service delivery ‘deficiency’, present risk and optimum time for renewal/replacement,
  - the project objectives to rectify the deficiency,
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
  - and evaluate the options against evaluation criteria adopted by the City of Darwin, and
  - select the best option to be included in capital renewal programs,
- Using ‘low cost’ renewal methods (cost of renewal is less than replacement) wherever possible,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
- Review management of capital renewal and replacement activities to ensure Council is obtaining best value for resources used.

5.11 Capital Renewal and Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset’s design capacity, but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is an upgrade, expansion or new works.
Ordinary Council Meeting Agenda

Cooperation of the long term capital works plan sits with the General Manager Engineering and City Services. The Property Services Team will provide input and guidance to short and long term capital renewal and replacement plans and the Capital Works Team provides project delivery assistance to the Property Services Team where required within resources.

Assets requiring renewal/replacement are rare in the land asset class, however there are several land assets that have been impacted by coastal erosion and required significant renewal expenditure. These works have been captured within the Parks and Reserves AMP as such there is no budget or program specific for Land.

5.12 Summary of Future Renewal and Replacement Expenditure

There is no future renewal and replacement expenditure predicted for this asset class.

5.13 Capital New and Upgrade Strategies

The City of Darwin will implement the creation of new assets and upgrading of existing assets through projects to meet population growth and community service needs:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,

- Undertake project scoping for all capital upgrade/new projects to identify:
  - the service delivery ‘deficiency’, present risk and required timeline for delivery of the upgrade/new asset;
  - the project objectives to rectify the deficiency including value management for major projects;
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency;
  - management of risks associated with alternative options;
  - and evaluate the options against evaluation criteria adopted by Council, and
  - select the best option to be included in capital upgrade/new programs;

- Review skills base and implement training and development to meet required construction and project management needs;

- Review capital project management activities to ensure Council is obtaining best value for resources used.

5.14 Capital New and Upgrade Plan

Capital new works create a new asset that did not previously exist, while upgrade works improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to City of Darwin from land development and other arrangements.

New assets and upgrade/expansion of existing assets will be identified from various sources such as Council and community requests, proposals identified by strategic plans or partnerships with other organisations, and will be incorporated into Council’s LTFP.

As upgrades to existing assets and in particular the acquisition of new assets is not yet clearly defined, capital expenditure levels will need to be reevaluated in future AMP revisions to ensure that they reflect, in particular, new infrastructure as it is accepted and that it is captured in AssetFinda.

Generally new community infrastructure assets will be accepted by Council through developer contribution from subdivisional works. Acceptance of these new assets will be managed through the Design and Development Team with input from the Property Services and Capital Works Teams and accepted by Council through delegated authority.
Where new or upgraded community infrastructure development is constructed as part of a Council initiative these works will be delivered by the Capital Works Team with input into the design and maintenance requirements by the Property Services Team.

As new assets are transferred to or created by Council they are added to the AMS. Upgrades to infrastructure and the creation of new assets are managed through the long term capital works plan and reflected in Council's LTFP.

All land acquisitions must be in accordance with City of Darwin Land Acquisition and Disposal Policy (Policy 010). It is intended that this policy be rescinded and converted into an internal procedure.

5.15 Summary of Future New and Upgrade Expenditure

There is no future new and upgrade expenditure predicted for this asset class.

5.16 Capital Upgrade and Replacement Disposal Plan

All land disposals must be in accordance with City of Darwin Land Acquisition and Disposal Policy (Policy 010). It is intended that this policy be rescinded and converted into an internal procedure.

No whole land assets are identified for disposal at this point in time but will be considered in further revisions. Currently parts of Lot 5246 and Lot 8107 (Town of Darwin) have been identified for disposal by sale to the land owner of the adjacent property.

6. RISK MANAGEMENT

6.1 Critical Service Objectives

Critical service objectives are those services which have a high consequence of failure, but not necessarily a high likelihood of failure. By identifying critical service objectives and critical failure modes, City of Darwin can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure modes and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical asset failure modes and required operations and maintenance activities are detailed in Table 12.

Table 12: Critical Service Objectives

<table>
<thead>
<tr>
<th>Critical Objectives</th>
<th>Critical Failure Mode</th>
<th>Operations &amp; Maintenance Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land stability</td>
<td>Coastal Erosion</td>
<td>Remediation works including installation of retaining walls, support structures and repairing of stormwater lines.</td>
</tr>
<tr>
<td>Land Safety</td>
<td>Presence of buried asbestos, military waste and other toxic/hazardous waste</td>
<td>To be addressed as and when required within the appropriate controls/regulations.</td>
</tr>
</tbody>
</table>

6.2 Risks Assessment

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a financial
shock’ to City of Darwin. The risk assessment process\(^8\) identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as ‘Very High’ - requiring immediate corrective action and ‘High’ – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table 13. These risks have been developed by management and reported to the Risk Management and Audit Committee, and Council.

**Table 13: Critical Service or Assets at Risk and Treatment Plans**

<table>
<thead>
<tr>
<th>Service or Asset at Risk</th>
<th>What can Happen</th>
<th>Risk Rating (VH &amp; H)</th>
<th>Risk Treatment Plan</th>
<th>Residual Risk (VH, H, M, L) *</th>
</tr>
</thead>
</table>
| Land                     | Failure to develop, implement and maintain a corporate asset register  
- Inconsistent and fragmented approach to the collection and storage of asset information  
- Lack of data available to monitor the condition of assets  
- Inability to plan long and short term asset management programs  
- Inability to adequately budget for asset management  
- Inability to monitor and assess ratepayer and public demands for levels of service  
- Inability to monitor and assess actual levels of service delivery | H | - Implementation of the corporate asset register is underway and will provide a central location for data storage  
- Implementation of centralised customer request management system | M |
| Land                     | Failure to develop and promote asset management policies, standards and procedures  
- Failure to ensure a consistent approach to asset management is applied across Council  
- Loss of corporate asset knowledge  
- Failure to ensure asset management is undertaken in accordance with Australian and International Standards | H | - Development of procedures undertaken for data collection and asset management  
- Cyclic reviews undertaken of policies, standards and procedures  
- Asset management roles and responsibilities allocated across City of Darwin  
- Implementation of asset sustainability review recommendations will ensure policies, standards and procedures are developed and monitored | M |

---

\(^8\) Infrastructure Department Operational Risk Assessment (Rev 6) June 2017
<table>
<thead>
<tr>
<th>Land in coastal areas</th>
<th>Failure to ensure land in coastal areas sufficiently protected from erosion and storm surge events</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Land erosion</td>
</tr>
<tr>
<td></td>
<td>- Loss parkland impacting levels of service</td>
</tr>
<tr>
<td></td>
<td>- Increase Public Safety risk</td>
</tr>
<tr>
<td></td>
<td>- Damage to assets sitting on land</td>
</tr>
<tr>
<td>VH</td>
<td>- Foreshore management programs for Nightcliff and East Point in development</td>
</tr>
<tr>
<td></td>
<td>- Capital works program in place for remediation of erosion prone areas</td>
</tr>
<tr>
<td>H</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land containing buried Asbestos, PFAS or other toxic materials</th>
<th>Failure to manage Asbestos/PFAS/toxic materials risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Increased risk to public/staff/contractors</td>
</tr>
<tr>
<td></td>
<td>- Litigation</td>
</tr>
<tr>
<td></td>
<td>- Failure to proactively manage the risk from hazardous material</td>
</tr>
<tr>
<td>H</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Signage in place in high risk areas such as Nightcliff Foreshore and Rapid Creek</td>
</tr>
<tr>
<td></td>
<td>- Remove when required under the appropriate controls/regulations</td>
</tr>
<tr>
<td>H</td>
<td></td>
</tr>
</tbody>
</table>

Note: The residual risk is the risk remaining after the selected risk treatment plan is operational.
7. FINANCIAL OBLIGATIONS

This section of the management plan will address obligations and requirements for the capitalisation and depreciation, data management, disposal, revaluation and handling of contributed assets.

7.1 Asset Capitalisation and Depreciation

City of Darwin aims to ensure that the recognition classification and depreciation of assets is consistently applied and in accordance with Australian Accounting Standard AASB116 – Property, Plant and Equipment and the Australian Infrastructure Financial Management Guide.

AASB116 states that:

The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if:

(a) it is probable that future economic benefits associated with the item will flow to the entity; and

(b) the cost of the item can be measured reliably.

Council's key asset accounting policies are also contained in the Statement of Significant Accounting Policies, which forms Note 1 of the published annual financial statements.

A detailed procedure which outlines the process to be followed when recognising, classifying and depreciating physical non-current assets is will be developed.

7.2 Asset Data Management

City of Darwin aims to ensure that the identification and classification of physical non-current assets is consistently applied. This is achieved by identifying all physical non-current assets into one of the categories contained in the asset register.

7.3 Asset Disposal

City of Darwin aims to ensure that the sale and disposal of land and other assets is considered fair and transparent. The disposal of physical non-current assets by City of Darwin is in accordance with Local Government Act and the Ministerial Guidelines. Section 182(1) of the Local Government Act gives Council the power to deal with and dispose of property subject to the Minister’s guidelines. Ministerial Guideline 7 describes the authority to dispose of property, methods to be used, considerations and application of proceeds from sale of assets. A detailed procedure which outlines the process to be followed when disposing of City of Darwin physical non-current assets will be developed.

7.4 Asset Revaluation

City of Darwin aims to ensure that asset revaluations are carried out consistently and in accordance with Australian Accounting Standard AASB116 – Property, Plant and Equipment (PP&E). AASB116 specifies that Council must value each class of PP&E using either:

- Cost Model – An item of PP&E shall be carried at its cost less any accumulated depreciation and any accumulated impairment losses
- 26 -

- Revaluation Model – An item of PP&E whose fair value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Both Cost and Fair Value are defined in AASB116:

- Cost - The amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction.
- Fair Value - The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Infrastructure, land and buildings are carried at valuation and revalued on a four year basis. All other non-current assets classes are valued at cost. A detailed procedure which specifies how asset revaluations are performed will be developed.

7.5 Contributed Assets

City of Darwin aims to ensure that the recognition of contributed assets is performed consistently and in accordance with the Australian Accounting Standard (AAS) AASB116 – PP&E. AASB116 specifies that Council must value each class of PP&E using either the cost model or revaluation model. Under AASB116 the revaluation model is defined as "an item of PP&E whose fair value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses". A detailed procedure which outlines the process to be followed when recognising physical non-current asset received as contributed assets is will be developed.
8. FINANCIAL SUMMARY

This section contains the financial summary resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on future desired levels of service, data captures and revaluations.

8.1 Financial Projections

Dependent on land sale/disposal.

8.2 Sustainability

As the AMP matures, we will have better data to show what we spend versus what we need to spend to show any shortfall in funding based on existing assets.

This can only happen once we have accurate condition assessments against a fully known “asset base” and budgeted expenditure is appropriately allocated. This will get re-checked every four years upon asset revaluation.

8.3 Projected Expenditures

All budgets are presented in the LTTP and this is based on Council’s adopted position of funding. These costs are adjusted according to Council’s direction on a yearly basis.

8.4 Funding Strategy

Council intends to move towards a service level based strategy as the AMP process matures. This will then provide more accurate data for funding decisions.

8.5 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council.

8.6 Forecast Reliability and Confidence

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale in accordance with Table 14.

<table>
<thead>
<tr>
<th>Confidence Grade</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>A: Highly Reliable</td>
<td>Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%.</td>
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</tbody>
</table>

IPWEA, 2015, IIMM, Table 2.4.6, p. 271.
The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 15.

Table 15: Data Confidence Assessment for Data used in this AMP

<table>
<thead>
<tr>
<th>Data</th>
<th>Confidence Assessment</th>
<th>Comment</th>
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<tr>
<td>Demand drivers</td>
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<td>Nil</td>
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<tr>
<td>Growth projections</td>
<td>B</td>
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<tr>
<td>Operations expenditures</td>
<td>NA</td>
<td>Nil</td>
</tr>
<tr>
<td>Maintenance expenditures</td>
<td>NA</td>
<td>Nil</td>
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<tr>
<td>Predicted Renewal expenses</td>
<td>NA</td>
<td>Nil</td>
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<tr>
<td>Asset values</td>
<td>A</td>
<td>Based on 2016 revaluation</td>
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<tr>
<td>Asset residual values</td>
<td>NA</td>
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<tr>
<td>Asset useful lives</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Condition modelling</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>New and Upgrade expenditures</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Disposal expenditures</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Community levels of service</td>
<td>C</td>
<td>Limited data held</td>
</tr>
<tr>
<td>Technical levels of service</td>
<td>NA</td>
<td></td>
</tr>
</tbody>
</table>

The overall data confidence level is assessed as “B – Reliable” for data used in the preparation of this AMP.
9. IMPROVEMENT AND MONITORING PLAN

9.1 Status of Asset Management Practices

The current adopted practices place City of Darwin on a maturity path over the next two years to provide a strong and sustainable platform.

9.2 Hierarchy of Asset Management

- All AMPs guided by Policy No. 055 Asset Management Policy.
- AMPs are adopted by Council
- AMPs will have a number of procedures for operations that will be reviewed regularly and amendments approved by the CEO

9.3 Accounting and Financial Systems

- Authority will hold totals for asset classes. AssetFinda will hold the source data.
- Accountabilities are considered within Council’s Financial Policies and the AMP.
- In general, works with a value over $5000 are considered to be capital works.

9.4 Accounting Standards and Regulations

- All relevant Australian Accounting Standards, including;
- AASB 13 Fair value measurement
- AASB 136 Property, plant and equipment

9.5 Asset Management System

- City of Darwin will use AssetFinda to store asset data.
- The linkage between AssetFinda and Authority will be synchronisation of asset data updated by the 7th of every month by the responsible departments.
- Asset Management Procedures will be developed to ensure the correct collection, recording and maintenance of asset data. Audits are also carried out on the data on intervals no less than the defined condition survey intervals. Asset owners are responsible for the maintenance of their data.\footnote{Asset Management Policy No. 055}

9.6 Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 16.

\textbf{Table 16: Improvement Plan}

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsibility</th>
<th>Resources Required</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled half year meetings to ensure accuracy of the AMP</td>
<td>Asset Management Team, GM</td>
<td>Business intelligence tool</td>
<td>Next AMP Review</td>
</tr>
<tr>
<td>Any amendments to the AMP's will be forwarded to RMAC for recommendation to Council for adoption</td>
<td>Asset Management Team, GM</td>
<td>Within existing resources</td>
<td>Next AMP Review</td>
</tr>
</tbody>
</table>

\footnote{Asset Management Policy No. 055}
9.7 Monitoring and Review Procedures

This AMP will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into City of Darwin’s LTFP. Updated financial information will be included every four years following the revaluation of the asset class.

9.8 Performance Measures

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required projected expenditures identified in this AMP are incorporated into Council’s LTFP;
- The degree to which the 4 and 10 year detailed works programs, budgets, business plans and City of Darwin structures take into account the ‘global’ works program trends provided by the AMP;
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council’s Strategic Plan and associated plans;
- The Asset Renewal Funding Ratio achieving the target of >0.5 (greater than 50% of depreciation either transferred to reserve or expended in the current year)\(^\text{11}\).
7. REFERENCES

City of Darwin Annual Report 2016/17
City of Darwin Asset Management Policy No. 055
City of Darwin Long Term Financial Plan
City of Darwin Municipal Plan 2018/19
City of Darwin Statement of Significant Accounting Policies Policy No. 022
City of Darwin Strategic Plan – Evolving Darwin Towards 2020
City Operations Department – Operational Risk Assessment Rev 6 June 2017


8. APPENDICES

Appendix A  Glossary

Asset
A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset Category
Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset Class
A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset Condition Assessment
The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset Hierarchy
A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset Management (AM)
The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset Renewal Funding Ratio
The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an AMP for the same period [AIFMG Financial Sustainability Indicator No 8].

Capital Expenditure (Renewal, Rehabilitation & Upgrade)
Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, rehabilitation, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capitalisation Threshold
The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying Amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Component
Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.
Cost of an Asset
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical Assets
Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.

Current assets
Those assets which the entity either:
- Intends to sell or consume in its normal operating cycle
- Holds primarily for the purpose of trading; or
- Expects to realise the asset within twelve months after the end of the reporting date; or
- Does not have an unconditional right to defer settlement for at least twelve months after the reporting date.

Current Replacement Cost (CRC)
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Depreciable Amount (DA)
The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated Replacement Cost (DRC)
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / Amortisation
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Expenses
Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair Value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm’s length transaction.

Funding Gap
A funding gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the
existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Impairment Loss
The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure Assets
Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. They are fixed in place and are often have no separate market value.

Level of Service
The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost *
1. Total LCC The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. Average LCC The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Maintenance
All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- Planned maintenance
  Repair work that is identified and managed through a Maintenance Management System (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

- Reactive maintenance
  Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

- Specific maintenance
  Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- Unplanned maintenance
  Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance Expenditure *
Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.
Materiality
The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

National Asset Management System (NAMS.PLUS)
NAMS.PLUS is subscription-based providing asset-owning councils access to tools & online resources to develop, write and keep their Asset Management Plans up-to-date. NAMS.PLUS is provided by the Institute of Public Works Engineering Australia.

Net Present Value (NPV)
The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Operations
Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating Expenditure
Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating Expense
The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operations, Maintenance and Renewal Financing Ratio
Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Non-current asset
All assets other than current assets, including assets held but not traded by a business in order to carry out its activities. Such assets are intended for use not exchange and normally include physical resources such as land, buildings, drains, furniture and fittings.

Rate of Annual Asset Consumption *
The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of Annual Asset Renewal *
The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Recoverable Amount
The higher of an asset's fair value, less costs to sell and its value in use.

Remaining Useful Life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Residual Value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Risk Management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Service Potential
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and useful life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Specific Maintenance
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Sub-Component
Smaller individual parts that make up a component part.

Useful Life
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

Value in Use
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets, whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2015, Glossary

* Additional and modified glossary items shown
Land Under Roads

Asset Management Plan
Asset Management Plan – Land Under Roads

<table>
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<th>Revision Date</th>
<th>Responsible Officer</th>
<th>Next Review Date</th>
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<td></td>
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<td>2</td>
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<td>3</td>
<td>Adopted plan</td>
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**Review Period**

Once every 4 years a revaluation and/or change requiring a review and will be in consultation with the key stakeholders outlined in Table 2.3.
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1. EXECUTIVE SUMMARY

Context

This Asset Management Plan (AMP) covers the Land under road Assets for City of Darwin. Land under road assets are key to the continued provision of a number of council services being the roads, verges, footpaths and traffic islands built on the land. This asset covers 8.9 million square meters across the municipality.

Levels of Service

Not applicable for this asset type.

Future Demand

Not applicable for this asset type.

Life Cycle Management

Not applicable for this asset type.

Risk Management

Not applicable for this asset type.

Financial Obligations

Council will manage its financial obligations and requirements for asset capitalisation and depreciation, data management, disposal, revaluation and handling of contributed assets through the various Local Government Acts, standards, policies and procedures.

Financial Summary

Land under roads was last valued at 30 June 2017 at $52.7 million.

Improvement and Monitoring Plan

The adopted changes to asset management practices place City of Darwin on a positive and sustainable path into the future. Asset management practices, asset hierarchy management, accounting systems, standards and regulations and asset management system will be reviewed in line with the improvement plan.
2. INTRODUCTION

2.1 Background

This AMP has been developed to demonstrate planned management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 10 year planning period.

The AMP follows the structure for AMPs recommended in Section 4.2.4 of the International Infrastructure Management Manual (IIMM)\(^1\). The AMP is governed internally by City of Darwin’s Asset Management Policy No. 055\(^2\).

The asset covered by this plan is shown in Table 2.1 and all financial figures within this document are represented in millions of dollars.

Land under roads is defined as all land under roadways, and road reserves, including land under footpaths, nature strips and median strips. Assets that sit upon this land are excluded from this AMP as they are accounted for in the appropriate AMP. For example footpaths within the road reserve are accounted for within the Pathways AMP and roads are within the Transport AMP.

**Table 2.1: Assets**

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Area (m(^2))</th>
<th>Value in millions of dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Under Road</td>
<td></td>
<td>8,965,470</td>
</tr>
<tr>
<td><strong>Total Value as at 30 June 2017</strong></td>
<td></td>
<td><strong>$52.7</strong></td>
</tr>
</tbody>
</table>

2.2 Asset Data

Council’s Asset Management System, AssetFinda, will store data on the land under road within the Darwin Municipality.

An internal procedure will be provided to relevant officers detailing the requirements for managing and updating the asset data within the AssetFinda system.

2.3 Asset Hierarchy

The land under road data is a single asset representing all land under road. As such a hierarchy is not necessary for this asset class.

Key stakeholders in the preparation and implementation of this AMP are shown in Table 2.3 below.

---

\(^1\) IPWEA, 2015, Sec 4.2.4, *Example of an AM Plan Structure*, pp 4 | 24 – 27

Table 2.3: Key Stakeholders

<table>
<thead>
<tr>
<th>Key Stakeholder</th>
<th>Role in Asset Management Plan</th>
</tr>
</thead>
</table>
| Elected Members                | • Allocate resources to meet City of Darwin’s objectives in providing services while managing risks.  
                                      • Ensure City of Darwin is financially sustainable.  
                                      • Endorsement of AMP.                                                                                     |
| Risk Management and Audit Committee | • Independent assurance and assistance to Council on Council’s risk, control and compliance frameworks, and external accountability.  
                                      • Endorsed by Executive management.  
                                      • Allocate necessary resources within departments to uphold the implementation of this AMP.         |
| Executive Leadership Team      | • Endorsed by Executive management.  
                                      • Allocate necessary resources within departments to uphold the implementation of this AMP.         |
| Asset Management Team          | • Review of AMP and upkeep of associated systems and data.                                                                                                    |
| Corporate and Financial Services | • Asset Accountant to oversee the input of financial data.  
                                      • Finance Manager to ensure asset valuations are conducted as required                                 |

2.4 Goals and Objectives of Asset Management

City of Darwin provides services to its community, and many services are provided by infrastructure assets. We have acquired infrastructure assets by purchase, by contract, construction by our staff and by donation of assets constructed by developers, the Northern Territory Government and others.

Our goal in managing infrastructure assets is to meet the community’s desired level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed.4

2.5 Plan Framework

The IIMM outlines that there is no single correct way to structure an AMP and many organisations have developed their own5. This plan incorporates the IIMM AMP structure6 although it has modified elements to suit City of Darwin’s asset management position at this point in time.

Key structure of the plan is as follows:

- Levels of service – specifies the services and levels of service to be provided by City of Darwin;
- Future demand – how this will impact on future service delivery and how this is to be met;
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service;

---

3 Based on IPWEA, 2015, IIMM, Sec 1.3.1 p 1/8.
4 Based on IPWEA, 2015, IIMM, Sec 4.2.4 p 4/33.
5 Based on IPWEA, 2015, IIMM, Table 4.2.4 p 4/33.
- 7 -

- Risk management;
- Financial obligations – financial requirements and standards up-held by Council;
- Financial summary – what funds are required to provide the defined services;
- Monitoring – how the plan will be monitored to ensure it is meeting Council’s objectives; and
- Asset management improvement plan.

2.6 Level of Asset Management Plan Maturity

The maturity of an AMP is outlined in Table 2.6.

**Table 2.6: Level of AMP Maturity**

<table>
<thead>
<tr>
<th>Level of AMP Maturity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic</td>
<td>AM Plans contain basic information on assets, service levels, planned works and financial forecasts (5-10 years) and future improvements. AM objectives are defined with consideration of strategic context.</td>
</tr>
<tr>
<td>Core</td>
<td>Approach to risk and critical assets described, top-down condition and performance assessment, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year AM improvement plan.</td>
</tr>
<tr>
<td>Intermediate</td>
<td>Analysis of asset condition and performance trends (past/future), customer engagement in setting levels of service, decision making risk techniques applied to major programmes. Strategic context analysed with risks, issues and responses described. Evidence of programmes driven by comprehensive decision making techniques, risk management programmes and level of service/cost trade-off analysis.</td>
</tr>
<tr>
<td>Advanced</td>
<td>Improvement programmes largely complete with focus on ongoing maintenance of current practice.</td>
</tr>
</tbody>
</table>

This AMP is prepared towards being a ‘Core’ AMP over a 10 year planning period. It is prepared to meet minimum legislative and City of Darwin requirements for sustainable service delivery and long term financial planning and reporting. Future revisions of this AMP will develop the ‘Core’ aspects further and aim to move towards being an ‘Intermediate’ AMP once AM processes across the organisation align.

2.7 Community Consultation

Future revisions of the AMP may incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service desired by the community, service risks and consequences with the community’s ability and willingness to pay for the service.

3. LEVELS OF SERVICE

3.1 Levels of Service

Service levels are defined in two terms, community levels of service and technical levels of service.

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*IPWEA, 2015, IMI, Figure 4.2.1 p.4|21*
Community levels of service are a qualitative measure, how the community receives the service and whether the City of Darwin is providing value to the community. Technical levels of service are quantitative measures that allow Council to measure the operational and technical elements of providing a service.

Technical measures relate to the allocation of resources (inputs) required to deliver a service and the actual service activities (outputs) that City of Darwin delivers to best achieve the desired community outcomes.

Community and technical levels of service are not applicable for land under road.

3.2 Customer Research and Expectations

Customer research and expectations for land under road will not be discussed in this AMP as it is more pertinent to discuss this in relation to the assets that sit on or within the land under roads, primarily within the transport, stormwater and pathways AMPs.

3.3 Strategic and Plan Goals

This AMP is prepared under the direction of City of Darwin’s vision, mission, goals and objectives as outlined in the Strategic Plan.

Our vision is:
“A tropical, liveable city that creates opportunity and choice for our community”

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

Relevant strategic goals and outcomes and how these are addressed in this AMP are:

Table 3.3: Strategic Plan Goals and how these are addressed in this Plan

<table>
<thead>
<tr>
<th>Goal</th>
<th>Outcome</th>
<th>Strategy Relevant to this Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Goal 5:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective and responsible</td>
<td>5.5 Responsible financial and asset management</td>
<td>5.5.1 Manage Council’s business based on a sustainable financial and asset management strategy</td>
</tr>
<tr>
<td>governance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.4 Legislative Requirements

City of Darwin has to meet a number of legislative requirements including Australian and State legislation and State regulations. These are outlined in Table 3.4 below:

---

Table 3.4: Legislative Requirements

<table>
<thead>
<tr>
<th>Legislation</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government Act (NT) and subordinate legislation</td>
<td>Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery.</td>
</tr>
<tr>
<td>Workplace Health and Safety (National uniform legislation) Act</td>
<td>Sets out the rules and responsibilities to secure the health, safety and welfare of persons at work.</td>
</tr>
<tr>
<td>All relevant Australian Standards and Codes of Practice</td>
<td>National and international guidance and legislation relating to building design, installation, maintenance, approvals, testing to be applied to assets as required.</td>
</tr>
<tr>
<td>Environmental Assessment Act</td>
<td>Outlines legislative requirements in relation to the assessment of the environmental effects of development proposals and for the protection of the environment.</td>
</tr>
<tr>
<td>Environmental Offences and Penalties Act 1996</td>
<td>Outlines offences local governments (and other parties) may be liable for where their acts and omissions may be detrimental to the protection of the environment.</td>
</tr>
<tr>
<td>Land Title Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to land ownership, easements and other purposes that may impact on various assets, such as roads, stormwater and buildings that the local government has under its care and control.</td>
</tr>
<tr>
<td>Lands Acquisition Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to land they own that could be compulsorily acquired by the Northern Territory for the purpose of the provision of essential services and facilities being power (including gas), water, sewerage, road or communication services or facilities to or across the prescribed land, or access to any of them.</td>
</tr>
<tr>
<td>National Trust (Northern Territory) Act</td>
<td>Outlines legislative issues local governments need to consider in relation to the impacts that the National Trust (Northern Territory) activities could have on the various assets, such as roads, stormwater, buildings and land that the local government has under its care and control.</td>
</tr>
<tr>
<td>Northern Territory Aboriginal Sacred Sites Act</td>
<td>Outlines legislative issues local governments need to consider in relation to the impacts that the Aboriginal Sacred Sites could have on the various assets, such as roads, stormwater, buildings and land that the local government has under its care and control.</td>
</tr>
<tr>
<td>Planning Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to providing for appropriate and orderly planning and control of the use and development of land within the municipality.</td>
</tr>
<tr>
<td>Disability Discrimination Act 1992 (DDA)</td>
<td>Outlines legislative issues that make it unlawful to discriminate against a person, in many areas of public life, including: employment, getting or using services and accessing public places within the municipality.</td>
</tr>
<tr>
<td>Anti-Discrimination Act 1992</td>
<td>Outlines legislative issues local governments need to consider in relation to building services.</td>
</tr>
</tbody>
</table>

City of Darwin will exercise its duty of care to ensure public safety is in accordance with the infrastructure risk management plan prepared in conjunction with this AMP and are covered in Section 6.

4. FUTURE DEMAND

4.1 Demand and Impact on Assets

Drivers affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, rates, consumer preferences and expectations, technological changes, cultural shifts, economic factors, tourism changes, agricultural practices, environmental awareness, etc.

Demand impact for land under road will not be discussed in this AMP as it is more pertinent to discuss this in relation to the assets that sit on or within the land under roads, primarily within the Transport, Stormwater, Parks and Pathways AMPs.
5. LIFECYCLE MANAGEMENT

Lifecycle management details how the City of Darwin plans to manage and operate the assets at the agreed levels of service while optimising lifecycle costs.

5.1 Background Data

Land under roads covers an area of 8,965,470 m² and are illustrated in Figure 1.

*Figure 1: Map of Land Under Road*
5.3 Asset Capacity and Performance

Capacity and performance are not applicable for land under roads.

5.4 Asset Condition

Condition is not assessed for land under roads.

5.5 Asset valuations

Land under road was last valued at 30 June 2017 in accordance with the NSW & Victoria accepted methodology (Englobo approach). The approach taken is as follows:

- Obtain total unimproved capital (rating) value (UCV) of municipality and divide by total area to obtain UCV per m² value.
- Less 65% adjustment factor for Englobo value
- Less 30% adjustment factor for Access & Carriageway Rights and Infrastructure Assets
- Apply a cumulative discount (95%) to UCV per m²
- Take the UCV per m² after discount and apply to Land under road area to obtain value

| Total Unimproved Capital Value (UCV) | $12,071,411,800 |
| Total Area of lots (m²)               | 102,671,213     |
| UCV per m²                            | $118            |
| Less 95% cumulative discount          | $5.88           |
| Area of land under road               | 8,965,470       |
| Value land under road                 | $52,705,075     |

5.6 Historical Data

Land under roads was previously valued at 30 June 2014. The area at this time was 8,801,478 and the value was $51.5 million.

5.7 Operations and Maintenance Strategies

City of Darwin will operate and maintain assets through a scheduled maintenance program to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources.
5.8 Operations and Maintenance Plan

Operations are the regular day to day activities undertaken by Council in order to provide a level of service to the community. To be able to deliver these services Council is required to allocate funds for resources such as staff wages, utility consumption, fuel, overheads, etc.

Maintenance may be classified into reactive, planned and specific maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management directions.

Planned or scheduled maintenance is repair work that is identified and managed through planned inspections by assessing the condition of the assets through various skilled technicians and via general condition surveys.

For land under roads there are no routine operations and maintenance budget, plan or schedule.

5.9 Operations and Maintenance Schedule

Not applicable.

5.10 Standards and Specifications

Not Applicable

5.11 Summary of Future Operations and Maintenance Expenditures

Not Applicable

5.12 Capital Renewal and Replacement Strategies

City of Darwin will plan capital renewal and replacement projects to meet approved budgets in the most cost-efficient manner and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner;
- Undertaking project scoping for all capital renewal and replacement projects to identify:
  - the service delivery 'deficiency', present risk and optimum time for renewal/replacement,
  - the project objectives to rectify the deficiency,
  - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency,
  - and evaluate the options against evaluation criteria adopted by the City of Darwin, and
  - select the best option to be included in capital renewal and replacement programs,
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
- Review management of capital renewal and replacement activities to ensure Council is obtaining best value for resources used.

5.13 Capital Renewal and Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity, but restores, rehabilitates, replaces or renews an existing asset to its original or lesser
required service potential. Work over and above restoring an asset to original service potential is an upgrade, expansion or new works.

Renewal and replacement programs are not applicable for land under road.

5.14 Summary of Future Renewal and Replacement Expenditure

Not applicable.

5.15 Capital New and Upgrade Strategies

The City of Darwin will implement the creation of new assets and upgrading of existing assets through projects to meet population growth and community service needs:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner;
- Undertake project scoping for all capital upgrade/new projects to identify:
  - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset;
  - the project objectives to rectify the deficiency including value management for major projects;
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency;
  - management of risks associated with alternative options;
  - and evaluate the options against evaluation criteria adopted by Council, and
- select the best option to be included in capital upgrade/new programs;
- Review skills base and implement training and development to meet required construction and project management needs;
- Review capital project management activities to ensure Council is obtaining best value for resources used.

5.16 Capital New and Upgrade Plan

Capital new works create a new asset that did not previously exist, while upgrade works improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to City of Darwin from land development and other arrangements.

New assets and upgrade/expansion of existing assets will be identified from various sources such as Council and community requests, proposals identified by strategic plans or partnerships with other organisations, and will be incorporated into Council's LTPF.

As upgrades to existing assets and in particular the acquisition of new assets is not yet clearly defined, capital expenditure levels will need to be revalued in future AMP revisions to ensure that they reflect, in particular, new infrastructure as it is accepted and that it is captured in AssetFinda.

Generally new community infrastructure assets will be accepted by Council through developer contribution from subdivisional works. Acceptance of these new assets will be managed through the Design and Development Team and accepted by Council through delegated authority.

Where new or upgraded community infrastructure development is constructed as part of a Council initiative these works will be delivered by the Capital Works Team.

As new assets are transferred to or created by Council they are added to AssetFinda. Upgrades to infrastructure and the creation of new assets are managed through the long term capital works

City of Darwin – Land Under Roads Asset Management Plan
plan and reflected in Council’s LTFP.

5.17 Summary of Future New and Upgrade Expenditure

Projected new and upgrade asset expenditures are not relevant for this asset class.

5.18 Capital Upgrade and Replacement Disposal Plan

Disposal plans will be identified prior to capital upgrade and replacement projects works commencing and the corresponding assets will be disposed of through AssetFinda. Disposal guidelines are further addressed in section 7.2 below.

No whole land under road assets are identified for disposal at this point in time but will be considered in further revisions.

6. RISK MANAGEMENT

6.1 Critical Service Objectives

Critical service objectives are those services which have a high consequence of failure, but not necessarily a high likelihood of failure. By identifying critical service objectives and critical failure modes, City of Darwin can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure modes and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc.

No critical asset failure modes have been identified for land under road.

6.2 Risks Assessment

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to City of Darwin. The risk assessment process\(^8\) identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as ‘Very High’ - requiring immediate corrective action and ‘High’ - requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table 6.2. These risks have been developed by management and reported to the Risk Management and Audit Committee, and Council.

Table 6.2: Critical Service or Assets at Risk and Treatment Plans

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\(^8\) Infrastructure Department Operational Risk Assessment (Rev 6) June 2017
7. FINANCIAL OBLIGATIONS

This section of the management plan will address obligations and requirements for the capitalisation and depreciation, data management, disposal, revaluation and handling of contributed assets.

7.1 Asset Capitalisation and Depreciation

City of Darwin aims to ensure that the recognition classification and depreciation of assets is consistently applied and in accordance with Australian Accounting Standard AASB1051- Land Under Roads, Australian Accounting Standard AASB116 – Property Plant and Equipment and the Australian Infrastructure Financial Management Guide.

AASB116 states that:

The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if:

(a) it is probable that future economic benefits associated with the item will flow to the entity; and

(b) the cost of the item can be measured reliably.

Council’s key asset accounting policies are also contained in the Statement of Significant Accounting Policies, which forms Note 1 of the published annual financial statements.

A detailed procedure which outlines the process to be followed when recognising, classifying and depreciating physical non-current assets will be developed.

7.2 Asset Data Management

City of Darwin aims to ensure that the identification and classification of physical non-current assets is consistently applied. This is achieved by identifying all physical non-current assets into one of the categories contained in the asset register.

7.3 Asset Disposal

City of Darwin aims to ensure that the sale and disposal of land and other assets is considered fair and transparent. The disposal of physical non-current assets by City of Darwin is in accordance with Local Government Act and the Ministerial Guidelines. Section 182(1) of the Local Government Act gives Council the power to deal with and dispose of property subject to the Minister’s guidelines. Ministerial Guideline 7 describes the authority to dispose of property, methods to be
used, considerations and application of proceeds from sale of assets, Section 187 of the Local Government Act outlines council's authority specifically in regards to closing of roads. The subordinate Local Government (Administration) Regulations further outlines the responsibilities of council in permanently closing a road (Part 6, Section 19). A internal procedure exists which outlines the process to be followed when disposing of Land Under Road. There is currently a single section of Gonzales Road, Stuart Park (approx. 100 square metres) identified for disposal via sale to the adjacent land owner.

7.4 Asset Revaluation

City of Darwin aims to ensure that asset revaluations are carried out consistently and in accordance with Australian Accounting Standard AASB116 – Property, Plant and Equipment (PP&E). AASB116 specifies that Council must value each class of PP&E using either:

- Cost Model – An item of PP&E shall be carried at its cost less any accumulated depreciation and any accumulated impairment losses.
- Revaluation Model – An item of PP&E whose fair value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Both Cost and Fair Value are defined in AASB116:

- Cost - The amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction.
- Fair Value – The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm’s length transaction.

Infrastructure, land and buildings are carried at valuation and revalued on a four year basis. All other non-current assets classes are valued at cost. A detailed procedure which specifies how asset revaluations are performed is will be developed.

7.5 Contributed Assets

City of Darwin aims to ensure that the recognition of contributed assets is performed consistently and in accordance with the Australian Accounting Standard (AAS) AASB116 – PP&E. AASB116 specifies that Council must value each class of PP&E using either the cost model or revaluation model. Under AASB116 the revaluation model is defined as "an item of PP&E whose fair value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses". A detailed procedure which outlines the process to be followed when recognising physical non-current asset received as contributed assets is will be developed.

8. FINANCIAL SUMMARY

This section contains the financial summary resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on future desired levels of service, data captures and revaluations.

8.1 Financial Projections

Not Applicable
8.2 Sustainability

As the AMP matures, we will have better data to show what we spend versus what we need to spend to show any shortfall in funding based on existing assets.

This can only happen once we have accurate condition assessments against a fully known “asset base” and budgeted expenditure is appropriately allocated. This will get re-checked every four years upon asset revaluation.

8.3 Projected Expenditures

All budgets are presented in the LTFP and this is based on Council’s adopted position of funding. These costs are adjusted according to Council’s direction on a yearly basis.

8.4 Funding Strategy

Council intends to move towards a service level based strategy as the AMP process matures. This will then provide more accurate data for funding decisions.

8.5 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council.

8.6 Forecast Reliability and Confidence

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale\(^6\) in accordance with Table 8.8.

Table 8.6: Data Confidence Grading System

<table>
<thead>
<tr>
<th>Confidence Grade</th>
<th>Description</th>
<th>Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate + 2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Highly Reliable</td>
<td>Data based on sound records, procedures, investigations and analysis, documented properly, but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate + 10%</td>
<td></td>
</tr>
<tr>
<td>B Reliable</td>
<td>Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated + 25%</td>
<td></td>
</tr>
<tr>
<td>C Uncertain</td>
<td>Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy + 40%</td>
<td></td>
</tr>
<tr>
<td>D Very Uncertain</td>
<td>Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy + 40%</td>
<td></td>
</tr>
<tr>
<td>E Unknown</td>
<td>None or very little data held</td>
<td></td>
</tr>
</tbody>
</table>

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 8.6.1.

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\(^6\) IPWEA, 2015. IMM, Table 2.4.6, p 277.
Table 8.6.1: Data Confidence Assessment for Data used in this AMP

<table>
<thead>
<tr>
<th>Data</th>
<th>Confidence Assessment</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand drivers</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>Growth projections</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>Operations expenditures</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>Maintenance expenditures</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>Projected Renewal expenses</td>
<td>B</td>
<td>Based on 2017 revaluation</td>
</tr>
<tr>
<td>- Asset values</td>
<td>B</td>
<td>Based on 2017 revaluation</td>
</tr>
<tr>
<td>- Asset useful lives</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>- Condition modelling</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>New and Upgrade expenditures</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>Disposal expenditures</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>Community levels of service</td>
<td>N/A</td>
<td>Nil</td>
</tr>
<tr>
<td>Technical levels of service</td>
<td>N/A</td>
<td>Nil</td>
</tr>
</tbody>
</table>

The overall data confidence level is assessed as “B – Reliable” for data used in the preparation of this AMP.

9. IMPROVEMENT AND MONITORING PLAN

9.1 Status of Asset Management Practices

The current adopted practices place City of Darwin on a maturity path over the next two years to provide a strong and sustainable platform.

9.2 Hierarchy of Asset Management

- All AMPs guided by Policy No. 055 Asset Management Policy.
- AMPs are adopted by Council
- AMPs will have a number of procedures for operations that will be reviewed regularly and amendments approved by the CEO

9.3 Accounting and Financial Systems

- Authority will hold totals for asset classes. AssetFinda will hold the source data.
- Accountabilities are considered within Council’s Financial Policies and the AMP.
- In general, works with a value over $5000 are considered to be capital works.

9.4 Accounting Standards and Regulations

- All relevant Australian Accounting Standards, including;
  - AASB 13 Fair value measurement
  - AASB 136 Property, plant and equipment
  - AASB 1051 Land Under Roads

9.5 Asset Management System

- City of Darwin will use AssetFinda to view and store asset data.
- The linkage between AssetFinda and Authority will be synchronisation of asset data updated by the 7th of every month by the responsible departments.
- Asset Management Procedures will be developed to ensure the correct collection, recording and maintenance of asset data. Audits are also carried out on the data on intervals no less than the defined condition survey intervals. Asset owners are responsible for the maintenance of their data.\(^{10}\)

### 9.6 Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 9.6.

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsibility</th>
<th>Resources Required</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled half yearly meetings to ensure accuracy of the AMP</td>
<td>Asset Management Team, COO</td>
<td>Business intelligence tool</td>
<td>Next AMP Review</td>
</tr>
<tr>
<td>Any amendments to the AMPs will be forwarded to RMAC for recommendation to Council for adoption.</td>
<td>Asset Management Team, COO</td>
<td>Within existing resources</td>
<td>Next AMP Review</td>
</tr>
<tr>
<td>AssetFinda upgrades to be implemented as releases are available.</td>
<td>Asset Management Team</td>
<td>Within existing resources</td>
<td>Next AMP Review</td>
</tr>
</tbody>
</table>

### 9.7 Monitoring and Review Procedures

This AMP will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into City of Darwin’s LTTP. Updated financial information will be included every four years following the revaluation of the asset class.

### 9.8 Performance Measures

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required projected expenditures identified in this AMP are incorporated into Council’s LTTP.
- The degree to which the 4 and 10 year detailed works programs, budgets, business plans and City of Darwin structures take into account the ‘global’ works program trends provided by the AMP.
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council’s Strategic Plan and associated plans.
- The Asset Renewal Funding Ratio achieving the target of >0.5 (greater than 50% of depreciation either transferred to reserve or expended in the current year)\(^{11}\).

\(^{10}\) Asset Management Policy No. 005

\(^{11}\) City of Darwin, 2017, Annual Report, pp. 38
7. REFERENCES

City of Darwin Annual Report 2016/17
City of Darwin Asset Management Policy No. 055
City of Darwin Long Term Financial Plan
City of Darwin Municipal Plan 2018/19
City of Darwin Statement of Significant Accounting Policies Policy No. 022
City of Darwin Strategic Plan – Evolving Darwin Towards 2020
8. APPENDICES

Appendix A  Glossary

Asset
A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset Category
Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset Class
A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset Condition Assessment
The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset Hierarchy
A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset Management (AM)
The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset Renewal Funding Ratio
The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an AMP for the same period [AIFMG Financial Sustainability Indicator No 8].

Capital Expenditure (Renewal, Rehabilitation & Upgrade)
Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, rehabilitation, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capitalisation Threshold
The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying Amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Component
Specific parts of an asset having independent physical or functional identity and having specific
attributes such as different life expectancy, maintenance regimes, risk or criticality.

**Cost of an Asset**
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

**Critical Assets**
Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.

**Current Replacement Cost (CRC)**
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

**Depreciable Amount (DA)**
The cost of an asset, or other amount substituted for its cost, less its residual value.

**Depreciated Replacement Cost (DRC)**
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

**Depreciation / Amortisation**
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

**Expenses**
Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

**Fair Value**
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm’s length transaction.

**Funding Gap**
A funding gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

**Impairment Loss**
The amount by which the carrying amount of an asset exceeds its recoverable amount.
**Infrastructure Assets**

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. They are fixed in place and are often have no separate market value.

**Level of Service**

The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

**Life Cycle Cost**

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

**Maintenance**

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**
  - Repair work that is identified and managed through a Maintenance Management System (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

- **Reactive maintenance**
  - Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

- **Specific maintenance**
  - Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**
  - Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

**Maintenance Expenditure**

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset’s useful life.

**Materiality**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

**National Asset Management System (NAMS.PLUS)**
NAMS.PLUS is subscription-based providing asset-owning councils access to tools & online resources to develop, write and keep their Asset Management Plans up-to-date. NAMS.PLUS is provided by the Institute of Public Works Engineering Australia.

Net Present Value (NPV)
The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Operations
Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating Expenditure
Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating Expense
The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operations, Maintenance and Renewal Financing Ratio
Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Rate of Annual Asset Consumption *
The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of Annual Asset Renewal *
The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Recoverable Amount
The higher of an asset's fair value, less costs to sell and its value in use.

Remaining Useful Life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Residual Value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Risk Management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

**Service Potential**
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and useful life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Specific Maintenance**
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

**Sub-Component**
Smaller individual parts that make up a component part.

**Useful Life**
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

**Value in Use**
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets, whose future economic benefits are not primarily dependent on the asset’s ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2015, Glossary

* Additional and modified glossary items shown
Pathways

Asset Management Plan
### Review Period

Once every 4 years a revaluation and/or change requiring a review will be in consultation with the key stakeholders outlined in Table 2.3.
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1. EXECUTIVE SUMMARY

Context

This Asset Management Plan (AMP) covers the Pathways Assets for City of Darwin. Pathways assets include a vast network of paths of 487km’s footpaths and 76km’s shared paths, 17km’s walkways and 103km’s of driveways. These assets are provided throughout the municipality to not only ensure safe and equal access but to encourage a diverse range of exercise and leisurely activities among the community.

Levels of Service

Frameworks have been put in place to further develop and define desired community levels of service by implementing system changes which will lead to demonstrated organisational performance. This will enable City of Darwin to assess and evaluate its current technical levels of service it provides to ensure community and Council expectations are being managed within available resources.

Future Demand

There are a limited number of future demand and impact drivers that are expected to cause a significant demand shift on pathways service delivery. Although a slowing population growth and economy is predicted for the Darwin region there are two residential developments, Muirhead and Northcrest, which are expected to be handed over to the City of Darwin within next 2-4 years. The increase of pathways assets will likely create further demands on services providers. This will require a short term demand strategy to realise the forecasted demands.

Life Cycle Management

A large number of assets are nearing the end of their potential useful life but the average condition of the pathways assessed is “Good”. The three main routine scheduled activities undertaken on these assets are sweeping, pressure washing and cleaning. Council has a minimum asset renewal target of 50% or greater. For Council to meet this target a future budget increase of 500K is required to meet this target in the next financial year.

Risk Management

Critical service objectives and failure modes for pathways have been identified. Operations and maintenance activities are planned to minimise the risk of those failure events occurring. Critical risks to all categories of pathways have been assessed and a risk management plan provided to guide management.

Financial Obligations

Council will manage its financial obligations and requirements for asset capitalisation and depreciation, data management, disposal, revaluation and handling of contributed assets through the various Local Government Acts, standards, policies and procedures.

Financial Summary

Council continues to provide an acceptable level of service for pathways, but there are mounting issues that need to be addressed to meet the growing funding gap we are starting to see in this plan. As we mature in Asset Management across all asset types, this funding gap will reduce as we become more innovative and selective in provision of services.

Improvement and Monitoring Plan

The adopted changes to asset management practices place City of Darwin on a positive and sustainable path into the future. Asset management practices, asset hierarchy management, accounting systems, standards and regulations and asset management system will be reviewed in line with the improvement plan.
2. INTRODUCTION

2.1 Background

This AMP has been developed to demonstrate planned management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 10 year planning period.

The AMP follows the structure for AMPs recommended in Section 4.2.4 of the International Infrastructure Management Manual (IIMM)\(^1\). The AMP is governed internally by City of Darwin’s Asset Management Policy No. 055\(^2\).

This AMP should be read in conjunction with the following relevant agreements and management plans for particular pathways:

- City of Darwin Standard Drawings
- Verge Policy
- Awnings, Balconies and Verandas Policy
- City of Darwin Subdivision Guidelines
- Alfresco Dining Policy
- City of Darwin Community Access Plan
- City of Darwin Bike Plan
- Darwin City Centre Master Plan

The assets covered by this plan are shown in Table 2.1 and all financial figures within this document are represented as millions of dollars.

\[\text{Table 2.1: Assets}\]

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Area (m(^2))</th>
<th>Length (km)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Footpaths</td>
<td>679,774</td>
<td>486.95</td>
</tr>
<tr>
<td>Driveways</td>
<td>419,489</td>
<td>103.01</td>
</tr>
<tr>
<td>Shared paths</td>
<td>193,690</td>
<td>75.54</td>
</tr>
<tr>
<td>Walkways</td>
<td>34,973</td>
<td>16.98</td>
</tr>
</tbody>
</table>

Total value as at 30th June 2018: $116,808

2.2 Asset Data

Council’s Asset Management System, AssetFinda, currently stores data on the pathways within the Darwin Municipality.

An internal procedure will be provided to relevant asset officers detailing the requirements for capturing, managing and updating the asset data within the AssetFinda system.

---

\(^1\) IPWEA, 2015, Sec 4.2.4, Example of an AM Plan Structure, pp 4 | 24 - 27

2.3 Asset Hierarchy

The pathways data asset hierarchy is held within AssetFinda. It includes the asset class and components used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. The hierarchy is as follows:

- Class - Pathways
  - Type of Path – Footpath, Paths in Parks, Shared Paths, Driveway, Walkway
  - Primary Function - Access (footpaths, driveways, walkways), Recreation (shared paths, paths in parks, some walkways), Secondary Access (second/third driveway), Non-existent (where no path exists), Closed (closed walkways)
  - Material – Concrete, Asphalt, Pavers, Chipseal, Exposed Aggregate, Gravel, No Surface, Grass

Key stakeholders in the preparation and implementation of this AMP are shown in Table 2.3 below.

Table 2.3: Key Stakeholders

<table>
<thead>
<tr>
<th>Key Stakeholder</th>
<th>Role in Asset Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected Members</td>
<td>Allocate resources to meet City of Darwin's objectives in providing services while managing risks.</td>
</tr>
<tr>
<td></td>
<td>Ensure City of Darwin is financially sustainable.</td>
</tr>
<tr>
<td></td>
<td>Endorsement of AMP</td>
</tr>
<tr>
<td>Risk Management and Audit Committee</td>
<td>Independent assurance and assistance to Council on Council's risk, control and compliance frameworks, and external accountability.</td>
</tr>
<tr>
<td>Executive Leadership Team</td>
<td>Endorsed by Executive management.</td>
</tr>
<tr>
<td></td>
<td>Allocate necessary resources within departments to uphold the implementation of this AMP</td>
</tr>
<tr>
<td>Asset Management Team</td>
<td>Review of AMP and up keep of associated systems and data.</td>
</tr>
<tr>
<td>Engineering and City Services - Capital Works</td>
<td>Strategic and operational unit input.</td>
</tr>
<tr>
<td></td>
<td>Provide capital project delivery assistance where required to civil infrastructure.</td>
</tr>
<tr>
<td></td>
<td>Allocate a designated officer for the disposal, registration and up keep of asset data.</td>
</tr>
<tr>
<td>Engineering and City Services - Civil Infrastructure</td>
<td>Prepare and update replacement and maintenance programs.</td>
</tr>
<tr>
<td></td>
<td>Delivery of asset maintenance and replacement programs.</td>
</tr>
<tr>
<td></td>
<td>Allocate a designated officer for the disposal, registration and up keep of asset data.</td>
</tr>
<tr>
<td>Community &amp; Regulatory Services</td>
<td>Walkway management</td>
</tr>
<tr>
<td>Corporate and Financial Services</td>
<td>Asset Accountant to oversee the input of financial data.</td>
</tr>
</tbody>
</table>

2.4 Goals and Objectives of Asset Management

City of Darwin provides services to its community, and many services are provided by infrastructure assets. We have acquired infrastructure assets by purchase, by contract, construction by our staff and by donation of assets constructed by developers, the Northern Territory Government and others.

Our goal in managing infrastructure assets is to meet the community's desired level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance;
• Managing the impact of growth through demand management and infrastructure investment;
• Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
• Identifying, assessing and appropriately controlling risks; and
• Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed.  

2.5 Plan Framework

The IIMM outlines that there is no single correct way to structure an AMP and many organisations have developed their own. This plan incorporates the IIMM AMP structure although it has modified elements to suit City of Darwin’s asset management position at this point in time. Key structure of the plan is as follows:

• Levels of service — specifies the services and levels of service to be provided by City of Darwin;
• Future demand — how this will impact on future service delivery and how this is to be met;
• Life cycle management — how Council will manage its existing and future assets to provide defined levels of service;
• Risk management;
• Financial obligations — financial requirements and standards upheld by Council;
• Financial summary — what funds are required to provide the defined services;
• Monitoring — how the plan will be monitored to ensure it is meeting Council’s objectives; and
• Asset management improvement plan.

2.6 Level of Asset Management Plan Maturity

The maturity of an AMP is outlined in Table 2.6.

Table 2.6: Level of AMP Maturity

<table>
<thead>
<tr>
<th>Level of AMP Maturity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aware</td>
<td>Stated intention to develop AM plans.</td>
</tr>
<tr>
<td>Basic</td>
<td>AM Plans contains basic information on assets, service levels, planned works and financial forecasts (5-10 years) and future improvements. AM objectives are defined with consideration of strategic context.</td>
</tr>
<tr>
<td>Core</td>
<td>Approach to risk and critical assets described, top-down condition and performance assessment, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year AM improvement plan.</td>
</tr>
<tr>
<td>Intermediate</td>
<td>Analysis of asset condition and performance trends (past/future), customer engagement in setting levels of service, decision making/risk techniques applied to major programmes, Strategic context analysed with risks, issues and responses described, Evidence of programmes driven by comprehensive decision making techniques, risk management programmes and level of service/cost trade-off analysis.</td>
</tr>
<tr>
<td>Advanced</td>
<td>Improvement programmes largely complete with focus on ongoing maintenance of current practice.</td>
</tr>
</tbody>
</table>

3 Based on IPWEA, 2015, IIMM, Sec 1.3.1 p 1/8.
4 Based on IPWEA, 2015, IIMM, Sec 4.2.4 p 4/33.
5 Based on IPWEA, 2015, IIMM, Table 4.2.4 p 4/33.
6 IPWEA, 2015, IIMM, Figure 4.2.1 p 4/21
This AMP is prepared towards being a ‘Core’ AMP over a 10 year planning period. It is prepared to meet minimum legislative and City of Darwin requirements for sustainable service delivery and long term financial planning and reporting. Future revisions of this AMP will develop the ‘Core’ aspects further and aim to move towards being an ‘intermediate’ AMP once AM processes across the organisation align.

2.7 Community Consultation

Future revisions of the AMP will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service desired by the community, service risks and consequences with the community’s ability and willingness to pay for the service.

3. LEVELS OF SERVICE

3.1 Levels of Service

Service levels are defined in two terms, community levels of service and technical levels of service. Community levels of service are a qualitative measure, how the community receives the service and whether the City of Darwin is providing value to the community. Technical levels of service are quantitative measures that allow Council to measure the operational and technical elements of providing a service.

Technical measures relate to the allocation of resources (inputs) required to deliver a service and the actual service activities (outputs) that City of Darwin delivers to best achieve the desired community outcomes. City of Darwin has always maintained various technical levels of service over the years for its pathways against available budgets.

Several policies, procedures and standards in relation to levels of service are currently under review. Once these are defined they will be referenced further in this AMP.

A possible levels of service summary is included in draft form in Appendix A. This will require further development as our asset planning maturity improves.
3.2 Customer Research and Expectations

City of Darwin undertakes an annual Community Satisfaction Survey, with the most recent survey conducted in April 2018. When asked about the level of importance and satisfaction of Council services on a 1 to 5 scale (where 5 is very satisfied and 1 is not at all satisfied), the mean responses for pathways were as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Importance</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance of footpaths</td>
<td>4.5</td>
<td>3.2</td>
</tr>
<tr>
<td>Maintenance of shared/cycle paths</td>
<td>4.3</td>
<td>3.5</td>
</tr>
</tbody>
</table>

The survey will be continually reviewed to ensure Council is able to better understand the community’s expectations and aspirations in regards to service provision for pathways management.

Planning and performance management are cyclic and enable continuous improvement of services. As such, future revisions of the AMP and community satisfaction survey will continue to inform each other and be updated accordingly. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community’s ability and willingness to pay for the service.

City of Darwin has commenced using a fully integrated Customer Request Management System (CRMS), which over time, will start to create improved data on this asset type to highlight areas of concern, attention and potential funding gaps. This will better inform decision-making processes as more data is collected.

3.3 Strategic and Plan Goals

This AMP is prepared under the direction of City of Darwin’s vision, mission, goals and objectives as outlined in the Strategic Plan.

Our vision is:

“A tropical, liveable city that creates opportunity and choice for our community”

Our mission is:

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

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Relevant strategic goals and outcomes and how these are addressed in this AMP are:

**Table 3.3: Strategic Plan Goals and how these are addressed in this Plan**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Outcome</th>
<th>Strategy Relevant to this Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Goal 1: Collaborative, inclusive and connected community</td>
<td>1.1 Community inclusion supported</td>
<td>1.1.3 Improve access for people of all ages and abilities</td>
</tr>
<tr>
<td>Strategic Goal 2: Vibrant, flexible and tropical lifestyle</td>
<td>2.1 Improved access and connectivity</td>
<td>2.1.1 Improve the pathway and cycle networks and encourage cycling and walking</td>
</tr>
<tr>
<td></td>
<td>2.3 Increased sport, recreation and leisure experiences</td>
<td>2.3.5 Enhance and improve services and facilities which encourage healthy lifestyle choices</td>
</tr>
<tr>
<td>Strategic Goal 5: Effective and responsible governance</td>
<td>5.5 Responsible financial and asset management</td>
<td>5.5.1 Manage Council’s business based on a sustainable financial and asset management strategy</td>
</tr>
</tbody>
</table>

**3.4 Legislative Requirements**

Maintenance or any alterations are carried out in accordance with relevant Australian Standards, City of Darwin design specifications and Northern Territory Subdivisional guidelines.

City of Darwin Engineering and City Services Department aims to meet or exceed relevant design standards at the time of construction for all associated projects. Designs for major capital projects where appropriate will be presented to the Access and Inclusion Committee for assessment to further ensure that the community’s needs are being addressed.

City of Darwin has to meet many legislative requirements including Australian and State legislation and State regulations. These are outlined in Table 3.4 below:
Table 3.4: Legislative Requirements

<table>
<thead>
<tr>
<th>Legislation</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government Act (NT)</td>
<td>Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery.</td>
</tr>
<tr>
<td>Workplace Health and Safety (National uniform legislation) Act</td>
<td>Sets out the rules and responsibilities to secure the health, safety and welfare of persons at work.</td>
</tr>
<tr>
<td>All relevant Australian Standards and Codes of Practice</td>
<td>National and international guidance and legislation relating to building design, installation, maintenance, approvals, testing to be applied to assets as required.</td>
</tr>
<tr>
<td>Environmental Assessment Act</td>
<td>Outlines legislative requirements in relation to the assessment of the environmental effects of development proposals and for the protection of the environment.</td>
</tr>
<tr>
<td>Environmental Offences and Penalties Act 1996</td>
<td>Outlines offences local governments (and other parties) may be liable for where their acts and omissions maybe detrimental to the protection of the environment.</td>
</tr>
<tr>
<td>Land Title Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to land ownership, easements and other purposes that may impact on various assets, such as roads, stormwater and buildings that the local government has under its care and control.</td>
</tr>
<tr>
<td>Lands Acquisition Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to land they own that could be compulsorily acquired by the Northern Territory for the purpose of the provision of essential services and facilities being power (including gas), water, sewerage, road or communication services or facilities to or across the prescribed land, or access to any of them.</td>
</tr>
<tr>
<td>National Trust (Northern Territory) Act</td>
<td>Outlines legislative issues local governments need to consider in relation to the impacts that the National Trust (Northern Territory) activities could have on the various assets, such as roads, stormwater, buildings and land that the local government has under its care and control.</td>
</tr>
<tr>
<td>Northern Territory Aboriginal Sacred Sites Act</td>
<td>Outlines legislative issues local governments need to consider in relation to the impacts that the Aboriginal Sacred Sites could have on the various assets, such as roads, stormwater, buildings and land that the local government has under its care and control.</td>
</tr>
<tr>
<td>Planning Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to providing for appropriate and orderly planning and control of the use and development of land within the municipality.</td>
</tr>
<tr>
<td>Disability Discrimination Act 1992 (DDA)</td>
<td>Outlines legislative issues that make it unlawful to discriminate against a person, in many areas of public life, including: employment, getting or using services and accessing public places within the municipality.</td>
</tr>
<tr>
<td>Anti-Discrimination Act 1992</td>
<td>Outlines legislative issues local governments need to consider in relation to building services.</td>
</tr>
</tbody>
</table>

City of Darwin will exercise its duty of care to ensure public safety is in accordance with the infrastructure risk management plan prepared in conjunction with this AMP and is covered in Section 6.

4. FUTURE DEMAND

4.1 Demand and Impact on Assets

Drivers affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, rates, consumer preferences and expectations, technological changes, cultural shifts, economic factors, tourism changes, agricultural practices, environmental awareness, etc.

City of Darwin experiences a known moderate to high influx of tourism and short-term residency during the “dry season” months of April through to September. Civil Infrastructure often experiences an increased rate of usage and demand on services during this period.

During the “wet season” high levels of rainfall can occur causing the base structure of asphalt paths to become soft resulting in path deformation. Increased service and repairs are often required during this time.
The present position and projections for demand drivers that may impact future service delivery and utilisation of assets are identified and documented in Table 4.1.

**Table 4.1: Demand Drivers, Projections and Impact on Services**

<table>
<thead>
<tr>
<th>Demand Drivers</th>
<th>Present Position</th>
<th>Projection</th>
<th>Impact on Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreational</td>
<td>Currently the highest participation rate across all metropolitan centres</td>
<td>20% increase in recreational cycling by 2020</td>
<td>Minimal to medium impact</td>
</tr>
<tr>
<td>Population</td>
<td>84,346 ABS (2017)</td>
<td>A decline of 122 from previous year. A 1.5% national average growth could be expected but dependent on economy</td>
<td>Minimal impact</td>
</tr>
<tr>
<td>Development</td>
<td>Slowing economy</td>
<td>Moderate growth over medium term</td>
<td>Minimal impact</td>
</tr>
<tr>
<td></td>
<td>New subdivisions</td>
<td>Northcress and Munhead are expected to be handed over in the near future</td>
<td>Significant increase in pathways asset and service requirements</td>
</tr>
<tr>
<td>Legislative change</td>
<td>Inclusion of Area Plans in Planning Scheme</td>
<td>Change of use, increase in housing density and policy</td>
<td>Likely impact on functional use of existing assets and increasing demand as density increases</td>
</tr>
<tr>
<td>Environment</td>
<td>Tropical environment with severe weather events</td>
<td>Increased likelihood of cyclonic events occurring and causing damage to infrastructure</td>
<td>Minimal to high impact</td>
</tr>
<tr>
<td>Community expectations</td>
<td>Not completely defined at present. Required in further updates</td>
<td>Ongoing increase in levels of service expectations</td>
<td>Potential requirement for higher quality, improved access and capacity</td>
</tr>
</tbody>
</table>

### 4.2 Demand Management

Demand for new services will be managed through a combination of managing and upgrading of existing assets and providing new assets to meet demand. Demand management practices include non-asset solutions, insuring against risks and managing failures. Non-asset solutions focus on providing the required service without the need for City of Darwin to own the asset. Management actions include reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures.

Opportunities identified to date for demand management are shown in Table 4.2. Further opportunities will be developed in future revisions of this AMP.

**Table 4.2: Demand Management Plan Summary**

<table>
<thead>
<tr>
<th>Demand driver</th>
<th>Impact on Services</th>
<th>Demand Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer expectations</td>
<td>Potential requirement for higher quality, improved access and capacity</td>
<td>Whole of life cost assessment of potential new assets and impacts on operational and maintenance and consultation with community to ensure informed decision making.</td>
</tr>
<tr>
<td>Area Plans (NT Planning Scheme)</td>
<td>Changing and increasing demand on services</td>
<td>Provide input into area plan developments, forecast potential community needs e.g. bus stops and new paths.</td>
</tr>
<tr>
<td>Developments</td>
<td>Significant increase in pathways assets and service level requirements</td>
<td>Resource teams to maintain an even asset service level. Analysis of resource allocation undertaken prior to the handover of the development and present to Council.</td>
</tr>
</tbody>
</table>

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8 IPWEA, 2015, IMM, Table 3.4.1, p 389.
4.3 Asset Programs to Meet Demand

New assets required to meet population growth and community service needs will be acquired free of cost from greenfield or brownfield land developments, in conjunction with other government bodies or funded and constructed by City of Darwin.

Acquiring these new assets commits City of Darwin to fund ongoing operations, maintenance and renewal costs for the life of the asset and ultimately decommissioning the asset when it reaches the end of its useful life.

Current developments being constructed and coming online in the near future as City of Darwin infrastructure include Breezes Muirhead in its final stages and ongoing developments at Northcrest Berrimah.

5. LIFECYCLE MANAGEMENT

Lifecycle management details how the City of Darwin plans to manage and operate the assets at the agreed levels of service (draft developed in Appendix A) while optimising lifecycle costs.

5.1 Background Data

As this is the first pathways AMP to be developed there is limited back ground data. Future revision of the plan over time will incorporate relevant background data to help inform the lifecycle management plan.

5.2 Physical Parameters

The material profile of the assets are shown in Figure 1. The majority of pathways are known to be built of concrete or asphalt.

Pathways age profiles are limited from the current asset data available. This data will be updated in further revisions of the plan. As pathways are generally constructed during a suburb development stage and a number of suburbs were developed during the 1970's it is estimated that some assets may be reaching the end of their useful life (useful life table 5.13, page 22).
5.3 Asset Capacity and Performance

Current City of Darwin pathway services are designed to meet required Australian standards and regulations where applicable. Council standard drawings are provided to guide interested parties including home owners, builders and developers in the planning and construction of pathways. Locations where deficiencies in service performance are known are detailed in Table 5.3.

Table 5.3: Known Service Performance Deficiencies

<table>
<thead>
<tr>
<th>Asset ID</th>
<th>Asset Name</th>
<th>Location</th>
<th>Service Deficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various</td>
<td>All pathways - Tactile surfaces</td>
<td>Various</td>
<td>Limited asset data on current locations and requirement</td>
</tr>
<tr>
<td>Various</td>
<td>Asphalt footpaths</td>
<td>Parks and reserves</td>
<td>Asphalt paths within public spaces are not constructed to be trafficked by heavy vehicles</td>
</tr>
<tr>
<td>Various</td>
<td>All pathways</td>
<td>Various</td>
<td>Assets may not meet current standards or design needs due to changes developing over their asset lifetime</td>
</tr>
</tbody>
</table>

5.4 Asset Condition

Pathway asset condition is recorded in conjunction with the revaluation survey occurring every four years, with the next survey to be undertaken in 2020.
The condition profile of our assets are shown in Figure 2 and is based on a 1-5 grading scale. The majority of all pathway types have a rating of 2, which indicates that the pathway is in “Good” condition with minor maintenance required plus planned maintenance.

*Figure 2: Asset Condition Profile as at 2016*

The 1-5 condition grading scale used to assess the majority of City of Darwin assets is shown in Table 5.4 below.

**Table 5.4: Simple Condition Grading Scale**

<table>
<thead>
<tr>
<th>Condition Grading</th>
<th>Description of Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Excellent: only planned maintenance required</td>
</tr>
<tr>
<td>2</td>
<td>Good: minor maintenance required plus planned maintenance</td>
</tr>
<tr>
<td>3</td>
<td>Fair: significant maintenance required</td>
</tr>
<tr>
<td>4</td>
<td>Poor: significant renewal/rehabilitation required</td>
</tr>
<tr>
<td>5</td>
<td>Very Poor: physically unsound and/or beyond rehabilitation</td>
</tr>
</tbody>
</table>

5.5 Asset valuations

Pathway assets were last revalued at 30 June 2017 using a fair value methodology. The value of assets recorded in the asset register as at 30 June 2018 covered by this AMP are shown below.

| Current Replacement Cost | $116,808 |

City of Darwin - Pathways Asset Management Plan
Useful life was reviewed in June 2017 as part of the revaluation of pathway assets.

Ratios of asset consumption and expenditure have been prepared below to help guide and gauge future asset management performance.

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciable Amount</td>
<td>$116,808</td>
</tr>
<tr>
<td>Depreciated Replacement Cost</td>
<td>$89,881</td>
</tr>
<tr>
<td>Annual Depreciation Expense</td>
<td>$2,832</td>
</tr>
</tbody>
</table>

If a 100% renewal target was adopted the potential funding gap equates to a total of $1.8 million for renewing of pathway assets. To achieve the current minimum renewal target of 50% or greater, as outlined in Annual Report⁶, Council would need to increase the current budgeted renewal expenditure by $500k.

As the asset management planning process matures at Council it is envisaged that this gap will reduce through efficiencies, innovation and new funding opportunities to reach its goal.

Future budget considerations will need to be given to the amount of funding allocated to renewing pathway assets in order to achieve and then sustain the required renewal target.

Council’s pathway asset stocks will be increasing by 1.2% due to new projects, and the upgrade of existing facilities occurring within the year. Note: this does not take into account Councils forecasted gifted assets. Council will need to take into consideration the correlation between asset stock increases and asset renewal expenditure.

5.6 Historical Data

To be included in future revisions of this AMP.

5.7 Operations and Maintenance Strategies

City of Darwin will operate and maintain assets through a scheduled maintenance program to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- Develop and regularly review appropriate emergency response capability,
- Review the operation and maintenance activities to ensure Council is obtaining best value for resources.

5.8 Operations and Maintenance Plan

Operations are the regular day to day activities undertaken by Council in order to provide a level of service to the community. To be able to deliver these services Council is required to allocate funds

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for resources such as staff wages, utility consumption, fuel, overheads, etc. These resources are provided for in the Civil Infrastructure Operational budget and carried out by the Civil Infrastructure team.

Maintenance activities such as pruning overhanging vegetation, pressure cleaning, repairs and reconstruction of footpaths, shared paths, driveways and walkways may be classified into reactive, planned and specific maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management directions. Planned or scheduled maintenance is repair work that is identified and managed through planned inspections by assessing the condition of the assets through various skilled technicians and via general condition surveys.

The majority of pathways maintenance activities are reactive. Such activities are currently managed using councils records management system. Future requests will be managed through AssetFinda and the new CRMS for improved tracking and reporting. Scheduled maintenance is currently limited. It is recommended that as data and systems improve asset inspections be utilised to direct maintenance activities.

As service levels are not yet clearly defined, maintenance expenditure will need to be reevaluated in future AMP revisions to ensure that they satisfy the desired service levels set by Council. A routine operations and maintenance plan is intended to be developed before the next revision of the AMP to better inform the routine and operations schedule outlined in 5.9 below.

Assessment and prioritisation of reactive maintenance is undertaken by the Civil Infrastructure Team using experience and judgement. The current Operations, Reactive and Planned Maintenance budget allocation for 2018 - 2022 is outlined in Table 5.8.
Table 5.8: Routine Operation and Maintenance Budget

<table>
<thead>
<tr>
<th>Expenditure type</th>
<th>18/19 $'000'</th>
<th>19/20 $'000'</th>
<th>20/21 $'000'</th>
<th>21/22 $'000'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational</td>
<td>945</td>
<td>969</td>
<td>993</td>
<td>1,021</td>
</tr>
<tr>
<td>Reactive</td>
<td>380</td>
<td>388</td>
<td>396</td>
<td>405</td>
</tr>
<tr>
<td>Planned</td>
<td>386</td>
<td>395</td>
<td>403</td>
<td>412</td>
</tr>
</tbody>
</table>

5.9 Reactive Maintenance

The majority of the activities carried out by the Civil Infrastructure Team are reactive maintenance work. The work is focused on remediating portions of the assets which have failed and need immediate repair to make the asset operational again. Some of the known reactive works for pathways assets are outlined in table 5.9.

Table 5.9: Reactive Maintenance Activities

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pathways</td>
<td>• Pot hole repair</td>
</tr>
<tr>
<td></td>
<td>• Pit lid replacement</td>
</tr>
<tr>
<td></td>
<td>• Edge drop repair</td>
</tr>
<tr>
<td></td>
<td>• Uplift repair</td>
</tr>
</tbody>
</table>

5.10 Operations and Maintenance Schedule

The operating and maintenance schedule carried out by the Civil Infrastructure Team is necessary to keep assets operating. A large portion of these activities are undertaken by external specialised service providers and consume the "planned" section of the yearly budget. The current routine operations and maintenance schedule is outlined in table 5.10.

Table 5.10: Routine Operation and Maintenance Schedule Activities

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Scheduled Activities</th>
<th>Weekly</th>
<th>Monthly</th>
<th>Quarterly</th>
<th>Half Yearly</th>
<th>Yearly</th>
<th>4 Yearly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Footpaths</td>
<td>Sweeping (specific paths)</td>
<td>•</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pressure cleaning (specific paths)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inspections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Driveways</td>
<td>Inspections</td>
<td>•</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shared Paths</td>
<td>Sweeping</td>
<td>•</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Line marking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pressure Cleaning (specific paths)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inspections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walkways</td>
<td>Sweeping (specific paths)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inspections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Currently the Civil Infrastructure Team is limited in their capacity to undertake planned annual inspections of all Council pathways. However, some shared paths are inspected as part of a parks safety audit and line marking condition assessment and operational staff may report any defects which are significant. All pathways are inspected on a four yearly cycle and the results of these inspections are used for asset valuation purposes and developing capital renewal budgets.
5.11 Standards and Specifications

Maintenance work is carried out in accordance with relevant Australian Standards and the Northern Territory Government Department of Infrastructure, Planning and Logistics Standards Specification for Road Maintenance.

5.12 Summary of Future Operations and Maintenance Expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 3. Maintenance is funded from the operating budget where available.

*Figure 3: Projected Operations and Maintenance Expenditure*

5.13 Capital Renewal and Replacement Strategies

City of Darwin will plan capital renewal and replacement projects to meet approved budgets in the most cost-efficient manner and minimise infrastructure service risks by:
- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping for all capital renewal and replacement projects to identify:
  - the service delivery ‘deficiency’, present risk and optimum time for renewal/replacement,
  - the project objectives to rectify the deficiency,
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
  - and evaluate the options against evaluation criteria adopted by the City of Darwin, and
  - select the best option to be included in capital renewal programs,
- Using ‘low cost’ renewal methods (cost of renewal is less than replacement) wherever possible,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
• Review management of capital renewal and replacement activities to ensure Council is obtaining best value for resources used.

5.14 Capital Renewal and Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset’s design capacity, but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is an upgrade, expansion or new works.

Coordination of the long term capital works plan sits with the General Manager Engineering and City Services. The Civil Infrastructure Team will provide input and guidance to short and long term capital renewal and replacement plans and the Capital Works Team provides project delivery assistance to the Civil Infrastructure Team where required within resources.

Assets requiring renewal/replacement are identified from Council’s Asset Register data (used from the 2016 valuations). Projected renewal expenditure is identified using acquisition year and useful life to determine the renewal year. The useful life of assets used to develop projected asset renewal expenditures are shown in Table 5.14.

Table 5.14: Asset Useful Life

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Material</th>
<th>Useful Life (Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pathways (All)</td>
<td>Asphalt</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Chipseal</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Concrete</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Pavers</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Exposed Aggregate</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Gravel</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>No Surface/Grass</td>
<td>80</td>
</tr>
</tbody>
</table>

The data from the Asset Register and data from the Pathways condition survey undertaken on a four year cycle is then used to aid in the development of the capital renewal and replacement budgets. This information is also used by the Civil Infrastructure Team to determine priorities and requirements into short and long term plans. The current Renewal budget allocation for 2018 – 2022 is outlined in Table 5.14.1.

Table 5.14.1: Capital Renewal Budget

<table>
<thead>
<tr>
<th>Expenditure type</th>
<th>Budget ‘$000’ 18/19</th>
<th>Budget ‘$000’ 19/20</th>
<th>Budget ‘$000’ 20/21</th>
<th>Budget ‘$000’ 21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewal</td>
<td>$825</td>
<td>$837</td>
<td>$966</td>
<td>$980</td>
</tr>
</tbody>
</table>

5.15 Summary of Future Renewal and Replacement Expenditure

Projected future renewal and replacement expenditures are forecast to increase over time in line with asset stock growth. The expenditure is summarised in Figure 4.
Renewals and replacement expenditure will be identified in City of Darwin’s capital works program and are accommodated in the Long Term Financial Plan (LTFP) (Appendix C).

5.16 Capital New and Upgrade Strategies

The City of Darwin will implement the creation of new assets and upgrading of existing assets through projects to meet population growth and community service needs by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner;
- Undertake project scoping for all capital upgrade/new projects to identify:
  - the service delivery ‘deficiency’, present risk and required timeline for delivery of the upgrade/new asset;
  - the project objectives to rectify the deficiency including value management for major projects,
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
  - management of risks associated with alternative options,
  - and evaluate the options against evaluation criteria adopted by Council, and
  - select the best option to be included in capital upgrade/new programs;
- Review skills base and implement training and development to meet required construction and project management needs;
- Review capital project management activities to ensure Council is obtaining best value for resources used.
5.17 Capital New and Upgrade Plan

Capital new works create a new asset that did not previously exist, while upgrade works improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to City of Darwin from land development and other arrangements.

New assets and upgrade/expansion of existing assets will be identified from various sources such as Council and community requests, proposals identified by strategic plans or partnerships with other organisations, and will be incorporated into Council’s LTPF. New footpath and shared path construction will be determined within budgetary constraints and prioritised according to special need, demand, road hierarchy, connection and linkages, town planning zones, and area plans.

As upgrades to existing assets and, in particular, the acquisition of new assets are not yet clearly defined, capital expenditure levels will need to be revalued in future AMP revisions to ensure that they reflect, in particular, new infrastructure as it is accepted and captured in AssetFinda.

Generally new community infrastructure assets will be accepted by Council through developer contribution from subdivisional works. Acceptance of these new assets will be managed through the Design and Development Team with input from the Civil Infrastructure Team and accepted by Council through delegated authority.

Where new or upgraded community infrastructure development is constructed as part of a Council initiative these works will be delivered by the Capital Works Team with input into the design and maintenance requirements by the Civil Infrastructure Team. The allocations for new pathways (noted in Appendix A) are taken into consideration when developing the new and upgrade capital works program.

As new assets are transferred to or created by Council they are added to AssetFinda. Upgrades to infrastructure and the creation of new assets are managed through the long term capital works plan and reflected in Council’s LTPF.

Table 5.17: Capital New and Upgrade Budget

<table>
<thead>
<tr>
<th>Expenditure Type</th>
<th>Budget 18/19 $000</th>
<th>Budget 19/20 $000</th>
<th>Budget 20/21 $000</th>
<th>Budget 21/22 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>New</td>
<td>459</td>
<td>333</td>
<td>861</td>
<td>870</td>
</tr>
<tr>
<td>Upgrade</td>
<td>971</td>
<td>726</td>
<td>348</td>
<td>353</td>
</tr>
</tbody>
</table>

5.18 Summary of Future New and Upgrade Expenditure

Projected new and upgrade asset expenditures are summarised in Fig 5. The projected capital works program is provided in Appendix C and is based on the 2018 long term capital works plan.
5.19 Capital Upgrade and Replacement Disposal Plan

Disposal plans will be identified prior to capital upgrade and replacement projects works commencing and the corresponding assets will be disposed of through AssetFinda. Disposal guidelines are further addressed in section 7.2 below.

Pathway assets are identified for disposal through the upgrade and renewal plan process. Future revisions of the AMP will need to consider including a disposal plan. It has been identified that Council may need to consider the allocation of funds towards the disposal of some redundant existing pathway assets, in particular asphalt footpaths, that have reached the end of their useful life.

6. RISK MANAGEMENT

6.1 Critical Service Objectives

Critical service objectives are those services which have a high consequence of failure, but not necessarily a high likelihood of failure. By identifying critical service objectives and critical failure modes, City of Darwin can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure modes and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical asset failure modes and required operations and maintenance activities are detailed in Table 6.1.
Table 6.1: Critical Service Objectives

<table>
<thead>
<tr>
<th>Critical Objectives</th>
<th>Critical Failure Mode</th>
<th>Operations &amp; Maintenance Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pathway Network</td>
<td>Damage from vehicles, developers, fallen trees, tree roots, significant asset failures and climate change events.</td>
<td>Visual Inspections Formal inspection over 4 year period</td>
</tr>
<tr>
<td>Tactile Ground Surface Indicators (TGSIs)</td>
<td>Damaged, displaced, worn, vandalised or non-compliant TGSIs can result in personal injury and public liability claims. Failure may result in a number of people being unable to utilise the pathway network.</td>
<td>Visual Inspections Formal inspection over 4 year period</td>
</tr>
</tbody>
</table>

6.2 Risks Assessment

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to City of Darwin. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' - requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table 6.2. These risks have been developed by management and reported to the Risk Management and Audit Committee, and Council.

Table 6.2: Critical Service or Assets at Risk and Treatment Plans

<table>
<thead>
<tr>
<th>Service or Asset at Risk</th>
<th>What can Happen</th>
<th>Risk Rating (VH &amp; H)</th>
<th>Risk Treatment Plan</th>
<th>Residual Risk (VH, H, M, L) *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pathways Asset Management</td>
<td>Failure to develop, implement and maintain a corporate asset register</td>
<td>VH</td>
<td>- Asset Management Steering Group in place and continues to meet quarterly</td>
<td>H</td>
</tr>
<tr>
<td></td>
<td>- Inconsistent and fragmented approach to the collection and storage of asset information</td>
<td></td>
<td>- Implementation of the corporate asset register is underway and will provide a central location for data storage.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Lack of data available to monitor the condition of assets</td>
<td></td>
<td>- The creation of an asset inspection team to periodically inspect road assets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Inability to plan long and short term asset management programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Inability to adequately budget for asset management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Inability to monitor and assess ratespayer and public demands for levels of service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Inability to monitor and assess actual levels of service delivery</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pathways Asset Management</td>
<td>Failure to develop and promote asset management policies, standards and procedures</td>
<td>VH</td>
<td>- Asset Management Steering Group in place and continues to meet quarterly</td>
<td>H</td>
</tr>
<tr>
<td></td>
<td>- Failure to ensure a consistent approach to asset management is applied across Council</td>
<td></td>
<td>- Development of procedures undertaken for data collection and asset</td>
<td></td>
</tr>
</tbody>
</table>

* Infrastructure Department Operational Risk Assessment (Rev 6) June 2017
<table>
<thead>
<tr>
<th>Pathways Maintenance</th>
<th>Failure to ensure that asset rectification works are carried out in a timely manner</th>
<th>VH</th>
<th>M</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Council relies heavily on problems being reported by third parties in a timely manner</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Safety and reliability issues</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Potential on-going hazard impacting on the public</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Unnecessary public liability claims</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sustained negative media reporting</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pathways Maintenance</th>
<th>Failure to manage contractors effectively</th>
<th>VH</th>
<th>M</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Inability to sufficiently resource works</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Failure to achieve VFM outcomes</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Reputation risk</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Using only one contractor for majority (or all) of work</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Contractor fails to meet performance standards</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Negative public comment</td>
<td>VH</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>Negative media reporting</td>
<td>VH</td>
<td>M</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pathways Maintenance</th>
<th>Civil Works not conducted to approved standards</th>
<th>H</th>
<th>L</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Substandard works</td>
<td>H</td>
<td>L</td>
</tr>
<tr>
<td></td>
<td>Safety and reliability issues</td>
<td>H</td>
<td>L</td>
</tr>
</tbody>
</table>
7. FINANCIAL OBLIGATIONS

This section of the management plan will address obligations and requirements for the capitalisation and depreciation, data management, disposal, revaluation and handling of contributed assets.

7.1 Asset Capitalisation and Depreciation

City of Darwin aims to ensure that the recognition classification and depreciation of assets is consistently applied and in accordance with Australian Accounting Standard AASB116 – Property, Plant and Equipment and the Australian Infrastructure Financial Management Guide.
AASB116 states that:

The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if:

(a) it is probable that future economic benefits associated with the item will flow to the entity; and

(b) the cost of the item can be measured reliably.

Council’s key asset accounting policies are also contained in the Statement of Significant Accounting Policies, which forms Note 1 of the published annual financial statements.

A detailed procedure which outlines the process to be followed when recognising, classifying and depreciating physical non-current assets will be developed.

7.2 Asset Data Management

City of Darwin aims to ensure that the identification and classification of physical non-current assets is consistently applied. This is achieved by identifying all non-physical assets into one of the categories contained in the asset register.

7.3 Asset Disposal

City of Darwin aims to ensure that the sale and disposal of land and other assets is considered fair and transparent. The disposal of physical non-current assets by City of Darwin is in accordance with Local Government Act and the Ministerial Guidelines. Section 182(1) of the Local Government Act gives Council the power to deal with and dispose of property subject to the Minister’s guidelines. Ministerial Guideline 7 describes the authority to dispose of property, methods to be used, considerations and application of proceeds from sale of assets. A detailed procedure which outlines the process to be followed when disposing of City of Darwin physical non-current assets will be developed.

7.4 Asset Revaluation

City of Darwin aims to ensure that asset revaluations are carried out consistently and in accordance with Australian Accounting Standard AASB116 – Property, Plant and Equipment (PP&E). AASB116 specifies that Council must value each class of PP&E using either:

- Cost Model – An item of PP&E shall be carried at its cost less any accumulated depreciation and any accumulated impairment losses
- Revaluation Model – An item of PP&E whose fair value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses

Both Cost and Fair Value are defined in AASB116:

- Cost - The amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction.
- Fair Value – The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm’s length transaction.

Infrastructure, land and buildings are carried at valuation and revalued on a four year basis. All other non-current assets classes are valued at cost. A detailed procedure which specifies how asset revaluations are performed will be developed.
7.5 Contributed Assets

City of Darwin aims to ensure that the recognition of contributed assets is performed consistently and in accordance with the Australian Accounting Standard (AAS) AASB116 – PP&E. AASB116 specifies that Council must value each class of PP&E using either the cost model or revaluation model. Under AASB116 the revaluation model is defined as “an item of PP&E whose fair value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses”. A detailed procedure which outlines the process to be followed when recognising physical non-current asset received as contributed assets will be developed.

8. FINANCIAL SUMMARY

This section contains the financial summary resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on future desired levels of service, data captures and revaluations.

8.1 Financial Projections

The financial projections are shown in Figure 6 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Figure 6: Projected Operating and Capital Expenditure

8.2 Sustainability

As the AMP matures, we will have better data to show what we spend versus what we need to spend to show any shortfall in funding based on existing assets.

This can only happen once we have accurate condition assessments against a fully known “asset base” and budgeted expenditure is appropriately allocated. This will get re-checked every four years upon asset revaluation.
8.3 Projected Expenditures

All budgets are presented in the LTFP and this is based on Council’s adopted position of funding. These costs are adjusted according to Council’s direction on a yearly basis.

8.4 Funding Strategy

Council intends to move towards a service level based strategy as the AMP process matures. This will then provide more accurate data for funding decisions.

8.5 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Figure 7 shows the replacement cost asset values over the current 10 year planning period. From 2029 these figures are projected according to National Asset Management System (NAMS) plus.

Figure 7: Projected Asset Values

Depreciation expense values are forecast in line with asset values as shown in Figure 8. From 2029 these figures are projected according to NAMS plus.
The depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets depreciated replacement cost is shown in Figure 9. The depreciated replacement cost of contributed and new assets is shown in the darker colour and in the lighter colour for existing assets. From 2029 these figures are again projected according to NAMS plus.
8.6 Forecast Reliability and Confidence

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale\(^{11}\) in accordance with Table 8.6.

**Table 8.6: Data Confidence Grading System**

<table>
<thead>
<tr>
<th>Confidence Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Highly Reliable</td>
<td>Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate (\pm 2%).</td>
</tr>
<tr>
<td>B Reliable</td>
<td>Data based on sound records, procedures, investigations and analysis, documented properly, but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate (\pm 10%).</td>
</tr>
<tr>
<td>C Uncertain</td>
<td>Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated (\pm 25%).</td>
</tr>
<tr>
<td>D Very Uncertain</td>
<td>Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy (\pm 40%).</td>
</tr>
<tr>
<td>E Unknown</td>
<td>None or very little data held.</td>
</tr>
</tbody>
</table>

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 8.6.1.

**Table 8.6.1: Data Confidence Assessment for Data used in this AMP**

<table>
<thead>
<tr>
<th>Data</th>
<th>Confidence Assessment</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand drivers</td>
<td>B</td>
<td>Nil</td>
</tr>
<tr>
<td>Growth projections</td>
<td>B</td>
<td>Nil</td>
</tr>
<tr>
<td>Operations expenditures</td>
<td>C</td>
<td>Based on operational and maintenance budgets that may cross over expenditure types</td>
</tr>
<tr>
<td>Maintenance expenditures</td>
<td>C</td>
<td>Based on operational and maintenance budgets that may cross over expenditure types</td>
</tr>
<tr>
<td>Projected Renewal expenses - Asset values</td>
<td>B</td>
<td>Based on 10 year capital works and long term financial plan</td>
</tr>
<tr>
<td>- Asset residual values</td>
<td>B</td>
<td>Based on 2017 revaluation</td>
</tr>
<tr>
<td>- Asset useful lives</td>
<td>B</td>
<td>Based on 2017 revaluation</td>
</tr>
<tr>
<td>- Condition modelling</td>
<td>B</td>
<td>Based on 2017 revaluation</td>
</tr>
<tr>
<td>New and Upgrade expenditures</td>
<td>B</td>
<td>Based on 10 year capex plan</td>
</tr>
<tr>
<td>Disposals expenditures</td>
<td>N/A</td>
<td>No disposals included</td>
</tr>
<tr>
<td>Community levels of service</td>
<td>C</td>
<td>Limited data held</td>
</tr>
<tr>
<td>Technical levels of service</td>
<td>B</td>
<td>Data based on known works schedules</td>
</tr>
</tbody>
</table>

The overall data confidence level is assessed as “B – Reliable” for data used in the preparation of this AMP.

---

\(^{11}\) IPWEA, 2015, IIMM, Table 2.4.6, p 271.
9. IMPROVEMENT AND MONITORING PLAN

9.1 Status of Asset Management Practices

The current adopted practices place City of Darwin on a maturity path over the next two years to provide a strong and sustainable platform.

9.2 Hierarchy of Asset Management

- All AMPs guided by Policy No. 055 Asset Management Policy.
- AMPs are adopted by Council
- AMPs will have a number of procedures for operations that will be reviewed regularly and amendments approved by the CEO

9.3 Accounting and Financial Systems

- Authority will hold totals for asset classes. AssetFinda will hold the source data.
- Accountabilities are considered within Council’s Financial Policies and the AMP.
- In general, works with a value over $5000 are considered to be capital works.

9.4 Accounting Standards and Regulations

- All relevant Australian Accounting Standards, including;
  - AASB 13 Fair value measurement
  - AASB 136 Property, plant and equipment

9.5 Asset Management System

- City of Darwin uses a combination of AssetFinda and ArcGIS to view and store asset data.
- The linkage between AssetFinda and Authority will be synchronisation of asset data updated by the 7th of every month by the responsible departments.
- Asset Management Procedures are being developed to ensure the correct collection, recording and maintenance of asset data. Audits are also carried out on the data on intervals no less than the defined condition survey intervals. Asset owners are responsible for the maintenance of their data.12

9.6 Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 9.6.

---

12 Asset Management Policy No. 055
Table 9.6: Improvement Plan

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsibility</th>
<th>Resources Required</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled half yearly meetings to ensure accuracy of the AMP</td>
<td>Asset Management Team, COO</td>
<td>Business intelligence tool</td>
<td>Next AMP Review</td>
</tr>
<tr>
<td>Any amendments to the AMP's will be forwarded to RMAC for recommendation to Council for adoption. AssetFinds upgrades to be implemented as releases are available.</td>
<td>Asset Management Team, COO</td>
<td>Within existing resources</td>
<td>Next AMP Review</td>
</tr>
</tbody>
</table>

9.7 Monitoring and Review Procedures

This AMP will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into City of Darwin’s LTTP. Updated financial information will be included every four years following the revaluation of the asset class.

9.8 Performance Measures

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required projected expenditures identified in this AMP are incorporated into Council’s LTTP.
- The degree to which the 4 and 10 year detailed works programs, budgets, business plans and City of Darwin structures take into account the ‘global’ works program trends provided by the AMP.
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council’s Strategic Plan and associated plans.
- The Asset Renewal Funding Ratio achieving the target of >0.5 (greater than 50% of depreciation either transferred to reserve or expended in the current year)\(^{13}\).

\(^{13}\) City of Darwin, 2017, Annual Report, pp. 38
10. REFERENCES

City of Darwin *Annual Report 2016/17*

City of Darwin *Asset Management Policy No. 055*

City of Darwin *Business Continuity Plan for Process: Concrete Services*

City of Darwin *Long Term Financial Plan*

City of Darwin *Municipal Plan 2018/19*

City of Darwin *Statement of Significant Accounting Policies Policy No. 022*

City of Darwin *Strategic Plan – Evolving Darwin Towards 2020*

City of Darwin *Municipal Plan 2018/19*

Northern Territory Government, Department of Infrastructure, Planning and Logistics - *Standards Specification for Road Maintenance*


11. APPENDICES
### Appendix A  Maintenance Response Levels of Service

<table>
<thead>
<tr>
<th>COD Strategic Goal and Primary Outcome</th>
<th>Service Level Statement Program and Description</th>
<th>Customer Values</th>
<th>Customer Performance Measure</th>
<th>Technical Performance Measure</th>
<th>Performance Measure Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goal 1: Collaborative, inclusive and connected community</strong></td>
<td>Provide and maintain safe and adequate driveways, footpaths, walkways and cycle ways that are affordable and satisfy the needs of the community, including those with disabilities.</td>
<td>Safety  Accessibility</td>
<td>Community Satisfaction rating with the standard of footpaths</td>
<td>Response times for reactive repairs to cyclopaths, driveways and walkways.</td>
<td>We will achieve these service levels by:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Adequacy  Affordability</td>
<td>CRM Response Timelines</td>
<td>Construct, reconstruct and maintain these pathways as required.</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Goal 2: Vibrant, flexible and tropical lifestyle</strong></td>
<td>To provide equal access to all Council facilities for all the Community.</td>
<td></td>
<td>Average 7m new footpaths and 75% replacement of footpaths per year</td>
<td>Cyclepath Sweeping - long term cycle paths.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>City of Darwin has the following provisions for pathways within the municipality:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• one standard driveway per property</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• at least one footpath per local read</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• two footpaths on sub arterial roads, primary collector roads, adjacent schools, bus routes and other areas of special need, with one path being a shared path</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>footpaths and shared paths of suitable widths to meet access and requirements and be fit for purpose (e.g. schools, recreation, high usage)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>footpaths and shared paths through parks to provide pedestrian and cycle networks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>connections to walkways</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Goal 5: Effective and responsible governance</strong></td>
<td></td>
<td></td>
<td>Spend budgeted $7 per 10-10% per year to maintain the desired service levels</td>
<td>High Pressure Cleaning of footpath to remove mould on a complaints basis. Make good - 1 week (urgent) Make good - 1 month (non-urgent)</td>
<td></td>
</tr>
</tbody>
</table>
Appendix B  Capital Renewal and Replacement Works Programs

Being reviewed, but not included within this document, as the pathways condition survey data is being updated and realigned with the latest program of works. The next revised AMP will detail the 4 year program and the projected capital renewal and replacement program.
### Appendix C  Projected New, Upgrade and Renewal Expenditure 10 year Capital Works Program

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SHARED PATHS PROGRAM</td>
<td>NEW</td>
<td>74,415</td>
<td>343,607</td>
<td>353,636</td>
<td>358,143</td>
<td>358,530</td>
<td>568,889</td>
<td>375,544</td>
<td>361,161</td>
<td>368,086</td>
<td>3,214,158</td>
<td></td>
</tr>
<tr>
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<td>586,650</td>
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<td>GROVE AVE PROGRAM</td>
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<td>246,555</td>
<td>244,163</td>
<td>247,826</td>
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<td>2,536,545</td>
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<td>445,968</td>
<td>445,516</td>
<td>450,788</td>
<td>463,820</td>
<td>470,574</td>
<td>477,835</td>
<td>484,797</td>
<td>4,537,654</td>
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<tr>
<td>WALKWAYS RESURFACING</td>
<td>RENEWAL</td>
<td>183,700</td>
<td>196,156</td>
<td>188,648</td>
<td>171,178</td>
<td>173,745</td>
<td>176,351</td>
<td>178,967</td>
<td>181,882</td>
<td>184,407</td>
<td>187,173</td>
<td>1,762,036</td>
</tr>
</tbody>
</table>

Item 13.1 - Attachment 3
Appendix D  Glossary

Asset
A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset Category
Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset Class
A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset Condition Assessment
The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset Hierarchy
A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset Management (AM)
The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset Renewal Funding Ratio
The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an AMP for the same period [AlFGM Financial Sustainability Indicator No 8].

Capital Expenditure (Renewal, Rehabilitation & Upgrade)
Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, rehabilitation, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capitalisation Threshold
The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying Amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Component
Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.
Cost of an Asset
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical Assets
Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.

Current Replacement Cost (CRC)
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Depreciable Amount (DA)
The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated Replacement Cost (DRC)
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / Amortisation
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Expenses
Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair Value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm’s length transaction.

Footpath *
Any formalised and constructed pedestrian access within a road reserve, or Council land such as parks. All footpaths within Darwin’s municipality are able to be used by pedestrians and cyclists.

Funding Gap
A funding gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Impairment Loss
The amount by which the carrying amount of an asset exceeds its recoverable amount.
Infrastructure Assets
Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. They are fixed in place and are often have no separate market value.

Level of Service
The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost *
1. Total LCC The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. Average LCC The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Maintenance
All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular and ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- Planned maintenance
  Repair work that is identified and managed through a Maintenance Management System (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop maintenance history and improve maintenance and service delivery performance.

- Reactive maintenance
  Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

- Specific maintenance
  Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- Unplanned maintenance
  Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance Expenditure *
Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset’s useful life.

Materiality
The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.
National Asset Management System (NAMS.PLUS)
NAMS.PLUS is subscription-based providing asset-owning councils access to tools & online resources to develop, write and keep their Asset Management Plans up-to-date. NAMS.PLUS is provided by the Institute of Public Works Engineering Australia.

Net Present Value (NPV)
The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Operations
Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating Expenditure
Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating Expense
The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operations, Maintenance and Renewal Financing Ratio
Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Pedestrians *
Within this document, pedestrians include all legal footpath users.

Rate of Annual Asset Consumption *
The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of Annual Asset Renewal *
The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Recoverable Amount
The higher of an asset's fair value, less costs to sell and its value in use.

Remaining Useful Life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.
Residual Value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Risk Management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Service Potential
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and useful life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Shared Path *
Includes any path designed with the intention to accommodate both pedestrians and cyclists.

Specific Maintenance
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Sub-Component
Smaller individual parts that make up a component part.

Useful Life
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

Value in Use
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets, whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Verge *
The area from the road surface/kerb to the adjoining property boundary.

Walkway
A narrow pedestrian thoroughfare under the care and control of City of Darwin. They are generally designated 'Road Reserve'.

Source: IPWEA, 2015, Glossary

* Additional and modified glossary items shown
Parks and Reserves Infrastructure

Asset Management Plan
Review Period

Once every 4 years a revaluation and/or change requiring a review and will be in consultation with the key stakeholders outlined in Table 4.
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1. EXECUTIVE SUMMARY

Context

This Asset Management Plan (AMP) covers the Parks and Reserves Infrastructure Assets for City of Darwin. Parks and Reserves Infrastructure assets are key to the continued provision of a number of council services. The assets comprise of playgrounds, exercise equipment, water bubblers, park furniture, irrigation systems, fences and bollards, BBQs and Litter Bins. Living assets are not captured within this plan, however it is envisaged that such assets will be recognised in future years.

The aim of this plan is to provide a financially sustainable level of service and long term strategic management of Parks and Reserves Infrastructure assets. This AMP does not include any land values.

Levels of Service

Frameworks have been put into place to further develop and define desired community levels of service by implementing system changes which will lead to demonstrated organisational performance. This will enable City of Darwin to assess and evaluate its current technical levels of service it provides to ensure community and Council expectations are being managed within available resources.

Future Demand

There are a limited number of future demand and impact drivers that are expected to cause a significant demand shift on parks and reserves infrastructure service delivery. With a slowing population growth and economy, the seasonal influx of tourism to the Darwin municipality still remains the dominant known demand shift on services.

Life Cycle Management

A large number of assets are known to be nearing the end of their potential useful life however data on this is not kept. There is little scheduled maintenance for parks infrastructure with most works being reactionary. Council has a minimum asset renewal target of 50% or greater and future budget considerations are required to meet this target.

Risk Management

Critical service objectives and failure modes for parks and reserves infrastructure have been identified. Operations and maintenance activities are planned to minimise the risk of those failure events occurring. Critical risks to all categories of parks and reserves infrastructure have been assessed and a risk management plan provided to guide management.

Financial Obligations

Council will manage its financial obligations and requirements for asset capitalisation and depreciation, data management, disposal, revaluation and handling of contributed assets through the various Local Government Acts, standards, policies and procedures.

Financial Summary

Council continues to provide an acceptable level of service for parks and reserves infrastructure, but there are mounting issues that need to be addressed to meet the growing funding gap we are starting to see in this plan. As we mature in Asset Management across all asset types, this funding gap will reduce as we become more innovative and selective in provision of services.

Improvement and Monitoring Plan

The adopted changes to asset management practices place City of Darwin on a positive and sustainable path into the future. Asset management practices, asset hierarchy management, accounting systems, standards and regulations and asset management system will be reviewed in line with the improvement plan.
2. INTRODUCTION

2.1 Background

This AMP has been developed to demonstrate planned management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 10 year planning period.

2.2 Background

The AMP follows the structure for AMPs recommended in Section 4.2.4 of the International Infrastructure Management Manual (IIMM)\(^1\). The AMP is governed internally by City of Darwin’s Asset Management Policy No. 055\(^2\).

This AMP should be read in conjunction with the following relevant agreements and management plans for particular parks and reserves infrastructure:

- Subdivision and Development Guidelines (NTG & City of Darwin)
- Policy 051 – Verges
- Policy 050 – Trees on Verges – Conservation
- Tree Management Plan
- Visual Tree Risk Assessment
- Tree Planting Plan (Under Development)
- City of Darwin Water Efficiency Action Plan
- Irrigation Assets Specification Manual
- Sports Field Plan 2016-2026

Parks and Reserves refer to land that is used for the purpose of sporting activities, recreation and the preservation of natural bushland. All of the 265 lots of land which are classified as Parks and Reserves are represented in Figure 1. These parks and open space vary in size, form and the functions that they perform and it is useful to classify these lands according to the needs of the community and the management strategies employed. All of the Parks and Reserve land managed by City of Darwin has been classified into Regional, District or Neighbourhood functions. This classification guides the frequency of visitation and maintenance required for each park (Park serviceability level). The number and area of parks and reserves within these serviceability categories are described in Table 1.

Neighbourhood parks provide a facility for regular local use and may include small areas of open space that are accessible to the local residents or neighbourhood. District and regional parks are larger and cater to the needs of the broader population. District parks may include playing fields that provide for a range of organised sport and recreation such as football/soccer fields ovals. Regional parks may include large foreshore areas suitable for social gathering, festivals or events. District parks may attract visitors from neighbouring suburb whereas regional parks may attract visitors for across the municipality or from neighbouring municipalities.

In addition to open space and sporting areas the Parks and Reserves section also maintains Urban Bushland and Landscaped Road Reserve regions. Urban Bushland covers such areas as East Point Reserve, Rapid Creek Reserve and other areas of naturally occurring bushland with specific management requirement. Landscaped areas of Road reserve cover the many roundabouts, median strips and verges that require maintaining and are not included in Figure 1 or Table 1.

\(^1\) IPWEA, 2015, Sec 4.2.4, Example of an AM Plan Structure, pp 4 | 24 – 27

Urban Bushland and Landscaped Road Reserve are serviced variably based on individual requirements.

The infrastructure assets covered within this AMP are included in Table 2. There are several asset classes that are physically located within Parks and Reserves, but are excluded from this AMP. This includes the land upon which the infrastructure sits playground and BBQ shade structures and paths within parks. A list of infrastructure assets within Council parks and reserves that are covered in alternative AMP’s is included within Table 3.
Figure 1. Parks and Reserves in the City of Darwin
Table 1. Parks & Reserves Classification and Serviceability Summary

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Total Count</th>
<th>Area (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bushland</td>
<td>Cemetery</td>
</tr>
<tr>
<td>Regional</td>
<td>25</td>
<td>22,289</td>
</tr>
<tr>
<td>District</td>
<td>56</td>
<td>17,010</td>
</tr>
<tr>
<td>Neighbourhood</td>
<td>157</td>
<td>NA</td>
</tr>
</tbody>
</table>

Table 2. Parks & Reserves Infrastructure Assets

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playgrounds and Exercise Equipment</td>
<td>213</td>
</tr>
<tr>
<td>Playground Surfacing (Softfall)</td>
<td>132</td>
</tr>
<tr>
<td>Litter Bins</td>
<td>603</td>
</tr>
<tr>
<td>Park Furniture (Seat &amp; Table)</td>
<td>594</td>
</tr>
<tr>
<td>Water Outlets (Bubblers and Taps)</td>
<td>275</td>
</tr>
<tr>
<td>Irrigation Systems</td>
<td>210</td>
</tr>
<tr>
<td>Pumps</td>
<td>10</td>
</tr>
<tr>
<td>Barbeques</td>
<td>23</td>
</tr>
<tr>
<td>Barriers (Fences &amp; Bollards)</td>
<td>28.4km</td>
</tr>
<tr>
<td>Interpretive Signage</td>
<td>431</td>
</tr>
<tr>
<td>Sporting Grounds (Ovals)</td>
<td>17</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>8</td>
</tr>
<tr>
<td>Velodrome</td>
<td>1</td>
</tr>
<tr>
<td>Skate Park</td>
<td>1</td>
</tr>
<tr>
<td>Living Assets (Trees, Turf and Garden Beds)</td>
<td>Unknown (several tons of thousands)</td>
</tr>
</tbody>
</table>

Replacement cost as at 30th June 2018: $26,701

Living assets are not captured within this version of the plan, however it is envisaged that such assets will be recognised in future years. It is estimated that management of living assets consumes as much as one quarter of the parks and reserves operating budget.

Table 3. Parks & Reserves Infrastructure Assets (Excluded)

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Asset Management Plan</th>
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</thead>
<tbody>
<tr>
<td>Land</td>
<td>Land</td>
</tr>
<tr>
<td>Shade Structures and shelters (incl. over playgrounds)</td>
<td>Buildings &amp; Structures</td>
</tr>
<tr>
<td>Paths</td>
<td>Pathways</td>
</tr>
<tr>
<td>Public amenity blocks, Clubhouses and Sheds</td>
<td>Buildings &amp; Structures</td>
</tr>
<tr>
<td>Lighting</td>
<td>Street &amp; Public Lighting</td>
</tr>
<tr>
<td>Artworks, plaques, memorials</td>
<td>Art and Heritage</td>
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</table>

2.2 Asset Data

Council’s Asset Management System, AssetFinda, will store data on the parks and reserves infrastructure within the Darwin Municipality.
Further data collection is required for parks and reserves infrastructure. This will be discussed in the improvement and monitoring section.

An internal procedure will be provided to relevant asset officers detailing the requirements for managing and updating the asset data within the AssetFinda system.

2.3 Asset Hierarchy

The parks and reserves infrastructure data asset hierarchy will be composed of several hierarchy’s for the individual infrastructure components and will be held within AssetFinda. It includes the asset class and components used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. The hierarchy is as follows:

Parks Service Level Hierarchy
- Asset Group > Precinct (CBD, Central, Northern)
  - Asset Type > Park Serviceability Category (Regional, District, Neighbourhood, Landscape Zone)
    - Asset Sub-Type > (Park, Sporting Area, Urban Bushland, Road Reserve)

Playground, Exercise Equipment and Softfall Hierarchy
- Asset Group > Playground Equipment, Exercise Equipment, Softfall
  - Asset Type > Individual Item, Combination Item, Rubberised Softfall, Sand Softfall
    - Asset Sub-Type > None (not used at this stage).

The hierarchy for other Parks and Reserves infrastructure assets will be inserted here as they are created within the AMS.

2.4 Key Stakeholders

Key stakeholders in the preparation and implementation of this AMP are shown in Table 4 below.

Table 4. Key Stakeholders

<table>
<thead>
<tr>
<th>Key Stakeholder</th>
<th>Role In Asset Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected Members</td>
<td>• Allocate resources to meet City of Darwin’s objectives in providing services while managing risks.</td>
</tr>
<tr>
<td></td>
<td>• Ensure City of Darwin is financially sustainable.</td>
</tr>
<tr>
<td></td>
<td>• Endorsement of AMP.</td>
</tr>
<tr>
<td>Risk Management and Audit Committee</td>
<td>• Independent assurance and assistance to Council on Council’s risk, control and compliance frameworks, and external accountability.</td>
</tr>
<tr>
<td>Executive Leadership Team</td>
<td>• Endorsed by Executive management.</td>
</tr>
<tr>
<td></td>
<td>• Allocate necessary resources within departments to uphold the implementation of this AMP.</td>
</tr>
<tr>
<td>Asset Management Team</td>
<td>• Review of AMP and upkeep of associated systems and data.</td>
</tr>
<tr>
<td>Engineering and City Services - Capital Works</td>
<td>• Strategic and operational unit input.</td>
</tr>
<tr>
<td></td>
<td>• Provide capital project delivery assistance where required to Parks and Reserves Services.</td>
</tr>
</tbody>
</table>
2.5 Goals and Objectives of Asset Management

City of Darwin provides services to its community, and many services are provided by infrastructure assets. We have acquired infrastructure assets by purchase, by contract, construction by our staff and by donation of assets constructed by developers, the Northern Territory Government and others.

Our goal in managing infrastructure assets is to meet the community’s desired level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed.3

2.6 Plan Framework

The IIMM outlines that there is no single correct way to structure an AMP and many organisations have developed their own4. This plan incorporates the IIMM AMP structure5 although it has modified elements to suit City of Darwin’s asset management position at this point in time.

Key structure of the plan is as follows:

- Levels of service – specifies the services and levels of service to be provided by City of Darwin;
- Future demand – how this will impact on future service delivery and how this is to be met;
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service;
- Risk management;
- Financial obligations – financial requirements and standards up-held by Council;
- Financial summary – what funds are required to provide the defined services;

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3 Based on IPWEA, 2015, IIMM, Sec 1.3.1 p 128.
4 Based on IPWEA, 2015, IIMM, Sec 4.2.4 p 433.
5 Based on IPWEA, 2015, IIMM, Table 4.2.4 p 433.
- ii -

- Monitoring – how the plan will be monitored to ensure it is meeting Council’s objectives;
  and
- Asset management improvement plan.
2.7 Level of Asset Management Plan Maturity

The maturity of an AMP is outlined in Table 5

<table>
<thead>
<tr>
<th>Level of AMP Maturity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aware</td>
<td>• Stated intention to develop AM plans.</td>
</tr>
</tbody>
</table>
| Basic                 | • AM Plans contains basic information on assets, service levels, planned works and financial forecasts (5-10 years) and future improvements.  
                        | • AM objectives are defined with consideration of strategic context. |
| Core                  | • Approach to risk and critical assets described, top-down condition and performance assessment, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year AM improvement plan. |
| Intermediate          | • Analysis of asset condition and performance trends (past/future), customer engagement in setting levels of service, decision making/risk techniques applied to major programmes.  
                        | • Strategic context analysed with risks, issues and responses described.  
                        | • Evidence of programmes driven by comprehensive decision making techniques, risk management programmes and level of service/cost trade-off analysis. |
| Advanced              | • Improvement programmes largely complete with focus on ongoing maintenance of current practice. |

This AMP is prepared towards being a ‘Core’ AMP over a 10 year planning period. It is prepared to meet minimum legislative and City of Darwin requirements for sustainable service delivery and long term financial planning and reporting. Future revisions of this AMP will develop the ‘Core’ aspects further and aim to move towards being an ‘intermediate’ AMP once AM processes across the organisation align.

2.8 Community Consultation

Future revisions of the AMP will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service desired by the community, service risks and consequences with the community’s ability and willingness to pay for the service.

3. LEVELS OF SERVICE

3.1 Levels of Service

Service levels are defined in two terms, community levels of service and technical levels of service. Community levels of service are a qualitative measure, how the community receives the service and whether the City of Darwin is providing value to the community. Technical levels of service are quantitative measures that allow Council to measure the operational and technical elements of providing a service.

Technical measures relate to the allocation of resources (inputs) required to deliver a service and the actual service activities (outputs) that City of Darwin delivers to best achieve the desired community outcomes. City of Darwin has always maintained various technical levels of service over the years for its parks and reserves infrastructure against available budgets.
Community and technical levels of service are in draft form and will be further developed for future revisions of the AMP (Appendix A). Table 6 describes the broad park service level structure that is currently in place. Serviceability activities include debris and litter collection, garden bed maintenance, playground and softfall maintenance and routine inspections.

Table 6. Park Serviceability Level

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Service Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional</td>
<td>Daily</td>
</tr>
<tr>
<td>District</td>
<td>Twice per week</td>
</tr>
<tr>
<td>Neighbourhood</td>
<td>Once per week</td>
</tr>
<tr>
<td>Landscape Zone</td>
<td>Varying between weekly/fortnight</td>
</tr>
</tbody>
</table>

The serviceability levels above can be applied to the majority of Parks and Reserves, however, Urban Bushland and Landscaped Road Reserve are serviced variably based on individual requirements.

3.2 Customer Research and Expectations

City of Darwin undertakes an annual Community Satisfaction Survey, with the most recent survey conducted in April 2018. When asked about the level of importance and satisfaction of Council services on a 1 to 5 scale (where 5 is very satisfied and 1 is not at all satisfied), the mean responses for parks and reserves infrastructure were as follows:

Table 7. Customer Satisfaction Measures

<table>
<thead>
<tr>
<th>Item</th>
<th>Importance</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation and leisure services</td>
<td>4.2</td>
<td>3.7</td>
</tr>
<tr>
<td>Maintenance of playground equipment</td>
<td>4.2</td>
<td>3.6</td>
</tr>
<tr>
<td>Community Services</td>
<td>4.0</td>
<td>3.3</td>
</tr>
</tbody>
</table>

The survey will be continually reviewed to ensure Council is able to better understand the community’s expectations and aspirations in regards to service provision for parks and reserve infrastructure.

Planning and performance management are cyclic and enable continuous improvement of services. As such, future revisions of the AMP and community satisfaction survey will continue to inform each other and updated accordingly. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community’s ability and willingness to pay for the service.

City of Darwin has commenced using a fully integrated Customer Request Management System (CRM), which over time, will start to create improved data on this asset type to highlight areas of concern, attention and potential funding gaps. This will better inform decision-making processes as more data is collected.

3.3 Strategic and Plan Goals

This AMP is prepared under the direction of City of Darwin’s vision, mission, goals and objectives as outlined in the Strategic Plan.

Our vision is:

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“A tropical, liveable city that creates opportunity and choice for our community”

Our mission is:

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

Relevant strategic goals and outcomes and how these are addressed in this AMP are:

**Table 8. Strategic Plan Goals and how these are addressed in this Plan**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Outcome</th>
<th>Strategy Relevant to this Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goal 1:</strong> Collaborative, inclusive and connected community</td>
<td>1.1 Community inclusion Supported</td>
<td>1.1.3 Improve access for people of all ages and abilities</td>
</tr>
<tr>
<td></td>
<td>1.2 Desirable places and open spaces for people</td>
<td>1.2.1 Enhance places and open spaces</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2.2 Provide secure and clean public places and open spaces</td>
</tr>
<tr>
<td><strong>Strategic Goal 2:</strong> Vibrant, flexible and tropical lifestyle</td>
<td>2.1 Improved access and connectivity</td>
<td>2.1.5 Enhance access and use of neighbourhood spaces and hubs</td>
</tr>
<tr>
<td></td>
<td>2.3 Increased sport, recreation and leisure experiences</td>
<td>2.3.5 Enhance and improve services and facilities which encourage healthy lifestyle choices</td>
</tr>
<tr>
<td></td>
<td>2.4 Economic growth supported</td>
<td>2.4.1 Deliver, advocate for, and partner in infrastructure and services that support Darwin’s economic growth</td>
</tr>
<tr>
<td><strong>Strategic Goal 5:</strong> Effective and responsible governance</td>
<td>5.5 Responsible financial and asset management</td>
<td>5.5.1 Manage Council’s business based on a sustainable financial and asset management strategy</td>
</tr>
</tbody>
</table>

### 3.4 Legislative Requirements

Maintenance, alterations and the installation of new infrastructure is carried out in accordance with relevant Australian Standards and Northern Territory specifications.

City of Darwin Parks and Reserves Team aims to meet or exceed relevant design standards at the time of construction for all associated projects. Designs for major capital projects where appropriate will be presented to the Access and Inclusion Committee for assessment to further ensure that the community’s needs are being addressed.

City of Darwin has to meet many legislative requirements including Australian and State legislation and State regulations. These are outlined in Table 9 below:

**Table 9. Legislative Requirements**

<table>
<thead>
<tr>
<th>Legislation</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government Act (NT)</td>
<td>Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery.</td>
</tr>
<tr>
<td>Workplace Health and Safety (National uniform)</td>
<td>Sets out the rules and responsibilities to secure the health, safety and welfare of persons at work.</td>
</tr>
<tr>
<td>Legislation</td>
<td>Description</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td>All relevant Australian Standards and Codes of Practice</td>
<td>National and international guidance and legislation relating to building design, installation, maintenance, approvals, testing to be applied to assets as required.</td>
</tr>
<tr>
<td>Environmental Assessment Act</td>
<td>Outlines legislative requirements in relation to the assessment of the environmental effects of development proposals and for the protection of the environment.</td>
</tr>
<tr>
<td>Environmental Offences and Penalties Act 1996</td>
<td>Outlines offences local governments (and other parties) may be liable for where their acts and omissions maybe detrimental to the protection of the environment.</td>
</tr>
<tr>
<td>Land Title Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to land ownership, easements and other purposes that may impact on various assets, such as roads, stormwater and buildings that the local government has under its care and control.</td>
</tr>
<tr>
<td>Lands Acquisition Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to land they own that could be compulsorily acquired by the Northern Territory for the purpose of the provision of essential services and facilities being power (including gas), water, sewerage, road or communication services or facilities to or across the prescribed land, or access to any of them.</td>
</tr>
<tr>
<td>National Trust (Northern Territory) Act</td>
<td>Outlines legislative issues local governments need to consider in relation to the impacts that the National Trust (Northern Territory) activities could have on the various assets, such as roads, stormwater, buildings and land that the local government has under its care and control.</td>
</tr>
<tr>
<td>Northern Territory Aboriginal Sacred Sites Act</td>
<td>Outlines legislative issues local governments need to consider in relation to the impacts that the Aboriginal Sacred Sites could have on the various assets, such as roads, stormwater, buildings and land that the local government has under its care and control.</td>
</tr>
<tr>
<td>Planning Act &amp; Regulations</td>
<td>Outlines legislative issues local governments need to consider in relation to providing for appropriate and orderly planning and control of the use and development of land within the municipality.</td>
</tr>
<tr>
<td>Disability Discrimination Act 1992 (DDA)</td>
<td>Outlines legislative issues that make it unlawful to discriminate against a person, in many areas of public life, including: employment, getting or using services and accessing public places within the municipality.</td>
</tr>
<tr>
<td>Anti-Discrimination Act 1992</td>
<td>Outlines legislative issues local governments need to consider.</td>
</tr>
</tbody>
</table>

City of Darwin will exercise its duty of care to ensure public safety is in accordance with the infrastructure risk management plan prepared in conjunction with this AMP and are covered in Section 6.
4. FUTURE DEMAND

4.1 Demand and Impact on Assets

Drivers affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, rates, consumer preferences and expectations, technological changes, cultural shifts, economic factors, tourism changes, agricultural practices, environmental awareness, etc.

City of Darwin experiences a known moderate to high influx of tourism and short-term residency during the “dry season” months of April through to September. Parks and reserves infrastructure often experience an increased rate of usage and demand on services during this period.

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets are identified and are documented in Table 10.

Table 10. Demand Drivers, Projections and Impact on Services

<table>
<thead>
<tr>
<th>Demand Drivers</th>
<th>Present Position</th>
<th>Projection</th>
<th>Impact on Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>84,346 ABS (2017)</td>
<td>A decline of 122 from previous year. A 1.5% national average growth could be expected but dependant on economy</td>
<td>Minimal impact</td>
</tr>
<tr>
<td>Development</td>
<td>Slowing economy</td>
<td>Moderate growth over medium term</td>
<td>Minimal impact</td>
</tr>
<tr>
<td>Technological</td>
<td>Smart City program adopted by Darwin</td>
<td>Innovation and new service delivery across a number of services</td>
<td>Significant change to service delivery and cost</td>
</tr>
<tr>
<td>Legislative change</td>
<td>Inclusion of Area Plans in Planning Scheme</td>
<td>Change of use and increasing density</td>
<td>Likely impact on functional use of existing assets and increasing demand as density increases</td>
</tr>
<tr>
<td>Climate change</td>
<td>Initiatives being developed to meet future requirements</td>
<td>Unlikely to affect Parks and Reserves assets in medium term</td>
<td>Minimal impact</td>
</tr>
<tr>
<td>Community expectations</td>
<td>N/A</td>
<td>Ongoing increase in levels of service expectations</td>
<td>Potential requirement for higher quality, improved access and capacity</td>
</tr>
</tbody>
</table>

4.2 Demand Management

Demand for new services will be managed through a combination of managing and upgrading of existing assets and providing new assets to meet demand. Demand management practices include non-asset solutions, insuring against risks and managing failures. Non-asset solutions focus on providing the required service without the need for City of Darwin to own the asset. Management actions include reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures.

Opportunities identified to date for demand management are shown in Table 11. Further opportunities will be developed in future revisions of this AMP.

Table 11. Demand Management Plan Summary

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2 IPWEA, 2015, IIMM, Table 3.4.1, p 389.
4.3 Asset Programs to Meet Demand

New assets required to meet population growth and community service needs will be acquired free of cost from greenfield or brownfield land developments, in conjunction with other government bodies or funded and constructed by City of Darwin.

Acquiring these new assets commits City of Darwin to fund ongoing operations, maintenance and renewal costs for the life of the asset and ultimately decommissioning the asset when it reaches the end of its useful life.
5. Lifecycle Management

Lifecycle management details how the City of Darwin plans to manage and operate the assets at the agreed levels of service (draft developed in Appendix A) while optimising lifecycle costs.

5.1 Background Data

As this is the first parks and reserves infrastructure AMP to be developed there is limited background data. Future revision of the plan over time will incorporate relevant background data to help inform the lifecycle management plan.

5.2 Physical Parameters

The current age profile of parks infrastructure assets is largely unknown with the exception of playgrounds and exercise equipment which have installation plates affixed to some equipment. The age profile of playgrounds and exercise equipment is shown in Figure 2 and Barbeques in Figure 3.

Figure 2. Playground and Exercise Equipment Age Profile

Figure 3. Barbeques Age Profile
5.3 Asset Capacity and Performance

City of Darwin services are generally provided to meet design standards of the particular infrastructure asset where these are available. Locations where deficiencies in service performance are known are detailed in Table 12.

Table 12. Known Service Performance Deficiencies

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Service Deficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Bubblers</td>
<td>Minimal planned maintenance or cleaning schedule.</td>
</tr>
<tr>
<td>Bollards – Pine Log Barriers</td>
<td>An annual program for the removal of pine log barriers and replacement with recycled plastic bollards exists, but is not prioritised for parklands. There are a number of ovals and parks across the municipality with pine log barriers that have reached their end of useful life. Operational resources are required to maintain these assets with regular repairs. Minimal planned removal / replacement programmed for asset management purposes.</td>
</tr>
<tr>
<td>Playgrounds</td>
<td>Comprehensive independent audits are not conducted.</td>
</tr>
<tr>
<td>Irrigation</td>
<td>Regular repairs are carried out on damaged equipment. There is no prioritised program of replacements.</td>
</tr>
<tr>
<td>Living assets (trees)</td>
<td>Regular risk inspections are conducted for identified high risk regions, however it is not possible to inspect all of the trees within councils jurisdictions (several hundred thousand individual trees).</td>
</tr>
</tbody>
</table>

5.4 Asset Condition

The Parks and Reserves Team undertake various quarterly safety inspections of all Council parks and reserves infrastructure. Further inspections are undertaken by outsourced skilled technicians to monitor and maintain assets. The inspections are focussed on identifying defects or safety concerns so remediation can be carried out. As such condition information may not recorded for the majority of assets, but repairs are conducted as required to ensure continued service.

The exception is for playgrounds where condition is recorded and updated during scheduled comprehensive audits. The condition profile of playground and exercise assets are shown in Figure 4 and is based on a 1-5 grading scale.

Figure 4. Playground and Exercise Equipment Condition Profile
The 1-5 condition grading scale used to assess the majority of City of Darwin assets is shown in Table 13 below.

**Table 13. Simple Condition Grading Scale**

<table>
<thead>
<tr>
<th>Condition Grading</th>
<th>Description of Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Excellent: only planned maintenance required</td>
</tr>
<tr>
<td>2</td>
<td>Good: minor maintenance required plus planned maintenance</td>
</tr>
<tr>
<td>3</td>
<td>Fair: significant maintenance required</td>
</tr>
<tr>
<td>4</td>
<td>Poor: significant renewal/rehabilitation required</td>
</tr>
<tr>
<td>5</td>
<td>Very Poor: physically unsound and/or beyond rehabilitation</td>
</tr>
</tbody>
</table>

### 5.5 Asset valuations

Parks and reserves infrastructure assets are carried at cost and currently not revalued. The value of assets recorded in the asset register as at 30 June 2018 covered by this AMP are shown below.

<table>
<thead>
<tr>
<th>Current Replacement Cost</th>
<th>$26,701</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciable Amount</td>
<td>$26,701</td>
</tr>
<tr>
<td>Depreciated Replacement Cost</td>
<td>$14,585</td>
</tr>
<tr>
<td>Annual Depreciation Expense</td>
<td>$1,396</td>
</tr>
</tbody>
</table>

Ratios of asset consumption and expenditure have been prepared below to help guide and gauge future asset management performance.

| Current Annual Asset Consumption (Depreciation/Depreciable Amount) | 5.2% |
| Minimum Annual Asset Renewal Target (≥ 50% of annual asset consumption) | 2.6% |
| Current Annual Asset Renewal (Capital renewal expenditure/Depreciable amount) | 0.1% |
| Current Funding Gap (Target – Annual Asset Renewal) | 2.5% |

If a 100% renewal target was adopted the potential funding gap equates to a total of $1.36 million for renewing of Parks & Reserve infrastructure assets. To achieve the current minimum renewal
target of 50% or greater, as outlined in the Annual Report, Council would need to significantly increase current budgeted renewal expenditure.

As the asset management planning process matures at Council it is envisaged that this gap will reduce through efficiencies, innovation and new funding opportunities to reach its goal.

The current annual asset renewal funding gap is $663 thousand. This is a significant gap in capital renewal funding and is likely due to historic capital works planning practices which have been ad hoc or lacked strategic levels of planning. Future budget considerations will need to be given to the amount of funding allocated to renewing Parks and Reserves infrastructure assets in order to achieve and then sustain the required renewal target.

Council’s Parks and Reserve Infrastructure asset stocks will be increasing by 10.6% due to new projects, and the upgrade of existing facilities occurring within the year. Council will need to take into consideration the correlation between asset stock increases and asset renewal expenditure.

5.6 Historical Data

To be included in future revisions of this AMP.

5.7 Operations and Maintenance Strategies

City of Darwin will operate and maintain assets through a scheduled maintenance program to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources.

5.8 Operations and Maintenance Plan

Operations are the regular day to day activities undertaken by Council in order to provide a level of service to the community. To be able to deliver these services Council is required to allocate funds for resources such as staff wages, utility consumption, fuel, overheads, etc. These resources are provided for in the Parks and Reserves Operational budget.

Maintenance may be classified into reactive, planned and specific maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management directions. Future requests will be managed through AssetFinda and the new CRMS for tracking.

Planned or scheduled maintenance is repair work that is identified and managed through planned inspections by assessing the condition of the assets through various skilled technicians and via general condition surveys.

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8 City of Darwin, 2017, Annual Report, pp. 38
As service levels are not yet clearly defined, maintenance expenditure will need to be reevaluated in future AMP revisions to ensure that they satisfy the desired service levels set by Council. A routine operations and maintenance plan is intended to be developed before the next revision of the AMP to better inform the routine and operations schedule outlined in 5.9 below.

Assessment and prioritisation of reactive maintenance is undertaken by the Parks and Reserves Team using experience and judgement. The current Operations, Reactive and Planned Maintenance budget allocation for 2018 - 2022 is outlined in Table 14.

Table 14. Table 14: Routine Operation and Maintenance Budget

<table>
<thead>
<tr>
<th>Expenditure type</th>
<th>18/19 '$000'</th>
<th>19/20 '$000'</th>
<th>20/21 '$000'</th>
<th>21/22 '$000'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational</td>
<td>9,386</td>
<td>9,596</td>
<td>9,813</td>
<td>10,053</td>
</tr>
<tr>
<td>Reactive</td>
<td>3,959</td>
<td>4,041</td>
<td>4,126</td>
<td>4,220</td>
</tr>
<tr>
<td>Planned</td>
<td>3,201</td>
<td>3,272</td>
<td>3,345</td>
<td>3,426</td>
</tr>
</tbody>
</table>

5.9 Operations and Maintenance Schedule

The operating and maintenance schedule carried out by the Parks and Reserves Team is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. The current routine operations and maintenance schedule is outlined in Table 15.

There are a number of scheduled activities carried out by Parks and Reserves through internal staff and by external contract.

External service providers perform the following maintenance activities:

- Mowing of parks, ovals and specified verges.
- Tree risk inspections
- Proactive and reactive tree removal, pruning and maintenance works
- All Horticultural Maintenance in the suburbs of Lyons and Muirhead
- Litter Bin emptying
- Barbeque Cleaning
- Urban Bushland maintenance
- Irrigation works

Table 15. Routine Operation and Maintenance Schedule Activities

<table>
<thead>
<tr>
<th>Asset or activity</th>
<th>Daily</th>
<th>Twice Weekly</th>
<th>Weekly</th>
<th>Fortnightly</th>
<th>Monthly</th>
<th>Quartely</th>
<th>Half Yearly</th>
<th>Yearly</th>
<th>18 Monthy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Parks Serviceability Visit</td>
<td>•</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>District Parks Serviceability Visit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Asset or activity</td>
<td>Daily</td>
<td>Twice Weekly</td>
<td>Weekly</td>
<td>Fortnightly</td>
<td>Monthly</td>
<td>Quarterly</td>
<td>Half Yearly</td>
<td>Yearly</td>
<td>18 Monthly</td>
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<tr>
<td>--------------------------------------------------------------</td>
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<tr>
<td>Neighbourhood Parks Serviceability Visit</td>
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<tr>
<td>Landscape Zone (varies between sites)</td>
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<tr>
<td>Lyons-Muirhead Horticultural Maintenance – District Parks</td>
<td></td>
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<tr>
<td>Lyons-Muirhead Horticultural Maintenance – Neighborhood Parks</td>
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<tr>
<td>Lyons-Muirhead Horticultural Maintenance – Road Reserve</td>
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<tr>
<td>Lyons-Muirhead Horticultural Maintenance – Mulched areas service</td>
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<tr>
<td>Service and Safety Audit – all parks</td>
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<td></td>
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<tr>
<td>Mowing during wet season (varies between sites)</td>
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<tr>
<td>Mowing during dry season</td>
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<tr>
<td>Playgrounds, Exercise Equipment and Softfall – Routine Visual Inspection</td>
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<tr>
<td>Playgrounds, Exercise Equipment and Softfall – Operational Audits</td>
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<tr>
<td>Playgrounds, Exercise Equipment and Softfall – Comprehensive Audits (Implementation in progress)</td>
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<tr>
<td>Tree Risk assessment – high risk areas</td>
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<tr>
<td>Coconut Trees – Coconut removal</td>
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<td></td>
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<tr>
<td>Street Tree Pruning</td>
<td></td>
<td></td>
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<tr>
<td>Barbeque cleaning – High use areas</td>
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<tr>
<td>Barbeque cleaning – Moderate use areas</td>
<td>•</td>
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</tr>
<tr>
<td>Emptying of Litter Bins (Schedule varies by location and demand, but all are emptied at least weekly)</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td></td>
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</tr>
</tbody>
</table>
Additional reactive works completed by the Parks and Reserves section includes tree pruning, tree removal and stump grinding.

5.10 Standards and Specifications

Maintenance work is carried out in accordance with relevant Australian Standards and Northern Territory specifications.

5.11 Summary of Future Operations and Maintenance Expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 5. Maintenance is funded from the operating budget where available.

*Figure 5: Projected Operations and Maintenance Expenditure*

<table>
<thead>
<tr>
<th>Year</th>
<th>Maintenance Costs</th>
<th>Operations Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018/19</td>
<td>7,500</td>
<td>4,000</td>
</tr>
<tr>
<td>2020/21</td>
<td>7,750</td>
<td>4,250</td>
</tr>
<tr>
<td>2021/22</td>
<td>8,000</td>
<td>4,500</td>
</tr>
<tr>
<td>2022/23</td>
<td>8,250</td>
<td>4,750</td>
</tr>
<tr>
<td>2023/24</td>
<td>8,500</td>
<td>5,000</td>
</tr>
<tr>
<td>2024/25</td>
<td>8,750</td>
<td>5,250</td>
</tr>
<tr>
<td>2025/26</td>
<td>9,000</td>
<td>5,500</td>
</tr>
<tr>
<td>2026/27</td>
<td>9,250</td>
<td>5,750</td>
</tr>
<tr>
<td>2027/28</td>
<td>9,500</td>
<td>6,000</td>
</tr>
</tbody>
</table>

5.12 Capital Renewal and Replacement Strategies

City of Darwin will plan capital renewal and replacement projects to meet approved budgets in the most cost-efficient manner and minimise infrastructure service risks by:
- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping for all capital renewal and replacement projects to identify:
  - the service delivery ‘deficiency’, present risk and optimum time for renewal/replacement,
  - the project objectives to rectify the deficiency,
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
  - and evaluate the options against evaluation criteria adopted by the City of Darwin, and
  - select the best option to be included in capital renewal programs,
- 25 -

- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
- Review management of capital renewal and replacement activities to ensure Council is obtaining best value for resources used.

5.13 Capital Renewal and Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity, but restores, rehabilitates, replaces or renues an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is an upgrade, expansion or new works.

Coordination of the long term capital works plan sits with the General Manager Engineering and City Services. The Parks and Reserves Team will provide input and guidance to short and long term capital renewal and replacement plans and the Capital Works Team provides project delivery assistance to the Parks and Reserves Team where required within resources. Planning for new infrastructure within parks and reserves should be guided by the park serviceability class (Regional / District / Neighbourhood). Standard levels of service for these types of parks require further development possibly in the form of an Open Space Strategy. The Open Space Strategy should define the type of infrastructure requirements for the different park classes.

Assets requiring renewal/replacement are identified from Council's Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year. The useful life of assets used to develop projected asset renewal expenditures are shown in Table 16.

Table 16. Asset Useful Life estimates

<table>
<thead>
<tr>
<th>Asset (Sub)Category</th>
<th>Useful Life (Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playgrounds and Exercise Equipment</td>
<td>10-15</td>
</tr>
<tr>
<td>Playground Surfacing - Rubber</td>
<td>8-10</td>
</tr>
<tr>
<td>Playground Surfacing - Sand</td>
<td>Indefinite depending on maintenance</td>
</tr>
<tr>
<td>Litter Bins - Steel/Aluminium</td>
<td>10-15</td>
</tr>
<tr>
<td>Litter Bins - Plastic</td>
<td>10-15</td>
</tr>
<tr>
<td>Park Furniture</td>
<td>10-15</td>
</tr>
<tr>
<td>Water Outlets (Bubblers and Taps)</td>
<td>15-20</td>
</tr>
<tr>
<td>Irrigation Systems</td>
<td>20-25</td>
</tr>
<tr>
<td>Pumps</td>
<td>15-20</td>
</tr>
<tr>
<td>Barbeques</td>
<td>15-20</td>
</tr>
<tr>
<td>Fences and Bollards</td>
<td>15-20</td>
</tr>
<tr>
<td>Signage</td>
<td>7-10</td>
</tr>
<tr>
<td>Sporting Infrastructure</td>
<td>15-20</td>
</tr>
</tbody>
</table>

The capital renewal and replacement budgets are developed using Council's Asset Register and asset condition surveys. This information is used by the Parks and Reserves Team to determine priorities and requirements into short and long term plans.

Table 17. Capital Renewal Budget
Ordinary Council Meeting Agenda

30 April 2019

- 26 -

<table>
<thead>
<tr>
<th>Expenditure type</th>
<th>Budget ‘$000’ 18/19</th>
<th>Budget ‘$000’ 19/20</th>
<th>Budget ‘$000’ 20/21</th>
<th>Budget ‘$000’ 21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewal</td>
<td>$35</td>
<td>$136</td>
<td>$36</td>
<td>$137</td>
</tr>
</tbody>
</table>

5.14 Summary of Future Renewal and Replacement Expenditure

Capital renewal expenditure is summarised in Figure 6.

*Fig 6: Projected Renewal and Replacement Expenditure*

![Graph showing projected renewal and replacement expenditure over years](image)

Renewals and replacement expenditure will be identified in City of Darwin’s capital works program and are accommodated in the Long Term Financial Plan (LTFP) (Appendix C).

5.15 Capital New and Upgrade Strategies

The City of Darwin will implement the creation of new assets and upgrading of existing assets through projects to meet population growth and community service needs:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
  - the service delivery ‘deficiency’, present risk and required timeline for delivery of the upgrade/new asset,
  - the project objectives to rectify the deficiency including value management for major projects,
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
  - management of risks associated with alternative options,
  - and evaluate the options against evaluation criteria adopted by Council, and
  - select the best option to be included in capital upgrade/new programs,
- Review skills base and implement training and development to meet required construction and project management needs,
- Review capital project management activities to ensure Council is obtaining best value for resources used.

5.16 Capital New and Upgrade Plan

Capital new works create a new asset that did not previously exist, while upgrade works improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to City of Darwin from land development and other arrangements.

New assets and upgrade/expansion of existing assets will be identified from various sources such as Council and community requests, proposals identified by strategic plans or partnerships with other organisations, and will be incorporated into Council's LTIP.

As upgrades to existing assets and in particular the acquisition of new assets is not yet clearly defined, capital expenditure levels will need to be revaluated in future AMP revisions to ensure that they reflect, in particular, new infrastructure as it is accepted and that it is captured in AssetFinda.

Generally new community infrastructure assets will be accepted by Council through developer contribution from subdivisional works. Acceptance of these new assets will be managed through the Design and Development Team with input from the Parks and Reserves Team and accepted by Council through delegated authority.

Where new or upgraded community infrastructure development is constructed as part of a Council initiative these works will be delivered by the Capital Works Team with input into the design and maintenance requirements by the Parks and Reserves Team.

As new assets are transferred to or created by Council they are added to AssetFinda. Upgrades to infrastructure and the creation of new assets are managed through the long term capital works plan and reflected in Council’s LTIP.

**Table 18. Capital New and Upgrade Budget**

<table>
<thead>
<tr>
<th>Expenditure Type</th>
<th>Budget 18/19 '000'</th>
<th>Budget 19/20 '000'</th>
<th>Budget 20/21 '000'</th>
<th>Budget 21/22 '000'</th>
</tr>
</thead>
<tbody>
<tr>
<td>New</td>
<td>$875</td>
<td>$866</td>
<td>$897</td>
<td>$908</td>
</tr>
<tr>
<td>Upgrade</td>
<td>$1,923</td>
<td>$1,578</td>
<td>$764</td>
<td>$1,028</td>
</tr>
</tbody>
</table>

5.17 Summary of Future New and Upgrade Expenditure

Projected new and upgrade asset expenditure are summarised in Fig 7. The projected capital works program is provided in Appendix C and is based on the 2017 long term capital works plan.
5.18 Capital Upgrade and Replacement Disposal Plan

Disposal plans will be identified prior to capital upgrade and replacement projects works commencing and the corresponding assets will be disposed of through AssetFinda. Disposal guidelines are further addressed in section 7.2 below.

City of Darwin has an on-going program for the removal of pine log barriers and replacement with recycled plastic bollards. The program is prioritised to improve the safety of road users and has therefore been predominantly allocated to roadways (not parks & ovals). However there are a number of oval and parks across the municipality with pine log barriers that have reached their end of useful life and require frequent maintenance and repairs. These pine log barriers were not identified for replacement in the initial 5 year program. As such the parks unit has implemented a program for replacement of barriers at Tiwi Oval with the intention of expanding the initiative to other parks and ovals (subject to securing additional capital funding).

6. RISK MANAGEMENT

6.1 Critical Service Objectives

Critical service objectives are those services which have a high consequence of failure, but not necessarily a high likelihood of failure. By identifying critical service objectives and critical failure modes, City of Darwin can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure modes and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical asset failure modes and required operations and maintenance activities are detailed in Table 19.
Table 19. Critical Service Objectives

<table>
<thead>
<tr>
<th>Critical Objectives</th>
<th>Critical Failure Mode</th>
<th>Operations &amp; Maintenance Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tree Failure</td>
<td>Poor maintenance practices leading to injury / death Weather Events</td>
<td>Regular inspections in high risk areas such as around playgrounds, schools, picnic areas, pathways.</td>
</tr>
<tr>
<td>Playgrounds</td>
<td>Condition degradation can result in personal injury to playground users which can lead to corporate liability, and forced closure due to non-compliance. Entrapment of users is also a significant inherent risk resulting in similar consequences.</td>
<td>Routine inspections and operational audits of all playgrounds.</td>
</tr>
</tbody>
</table>

6.2 Risks Assessment

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to City of Darwin. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as ‘Very High’ - requiring immediate corrective action and ‘High’ - requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table 20. These risks have been developed by management and reported to the Risk Management and Audit Committee, and Council.

Table 20. Critical Service or Assets at Risk and Treatment Plans

<table>
<thead>
<tr>
<th>Service or Asset at Risk</th>
<th>What can Happen</th>
<th>Risk Rating (VH &amp; H)</th>
<th>Risk Treatment Plan</th>
<th>Residual Risk (VH, H, M, L)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and Reserves ...</td>
<td>Failure to develop, implement and maintain a corporate asset register - Inconsistent and fragmented approach to the collection and storage of asset information - Lack of data available to monitor the condition of assets - Inability to plan long and short term asset management programs - Inability to adequately budget for asset management - Inability to monitor and assess ratepayer and public demands for levels of service - Inability to monitor and assess actual levels of service delivery</td>
<td>VH</td>
<td>Implementation of the corporate asset register is underway and will provide a central location for data storage - Implementation of centralised customer request management system</td>
<td>H</td>
</tr>
</tbody>
</table>

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*Infrastructure Department Operational Risk Assessment (Rev 6) June 2017*
<table>
<thead>
<tr>
<th>Service or Asset at Risk</th>
<th>What can Happen</th>
<th>Risk Rating (VH &amp; H)</th>
<th>Risk Treatment Plan</th>
<th>Residual Risk (VH, H, M, L)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and Reserves</td>
<td>Failure to develop and promote asset management policies, standards and procedures&lt;br&gt;− Failure to ensure a consistent approach to asset management is applied across Council&lt;br&gt;− Loss of corporate asset knowledge&lt;br&gt;− Failure to ensure asset management is undertaken in accordance with Australian and International Standards</td>
<td>VH</td>
<td>Development of procedures undertaken for data collection and asset management&lt;br&gt;− Cyclic reviews undertaken of policies, standards and procedures&lt;br&gt;− Asset management roles and responsibilities allocated to specific individuals across City of Darwin&lt;br&gt;− Implementation of asset sustainability review recommendations will ensure policies, standards and procedures are developed and monitored</td>
<td>H</td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset Management</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Parks and Reserves</td>
<td>Need for urgent parks and reserves infrastructure repairs is not communicated to Council staff in a timely manner&lt;br&gt;− Repairs not able to be carried out promptly&lt;br&gt;− Potential for injury to staff and the public&lt;br&gt;− Public liability and workers compensation claims&lt;br&gt;− Additional insurance premiums</td>
<td>H</td>
<td>Regular inspection program in place for public facilities&lt;br&gt;− Issues identified on inspection reports are rectified according to the identified levels of safety and urgency&lt;br&gt;− Other matters are dependent upon notification by members of the public&lt;br&gt;− Tracking the responsiveness of Council to reported issues is managed through Council Customer Request Management System.&lt;br&gt;− Business Continuity Plan developed Dec 2011 and reviewed Dec 2014</td>
<td>M</td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>Failure to develop, implement and manage an ongoing comprehensive tree inspection and management plan&lt;br&gt;− Risky trees not identified and monitored&lt;br&gt;− Heritage trees and trees of significance not identified&lt;br&gt;− Failure to undertake rectification works in a timely manner&lt;br&gt;− Reputation risk – perception and expectations of ratepayers and the public regarding tree management programs&lt;br&gt;− Potential for injury to the public</td>
<td>H</td>
<td>Robust inspection and reporting processes in place&lt;br&gt;− Processes managed by a discrete trained and qualified UFM Team&lt;br&gt;− Tree inspection program reviewed 2013 to strengthen the process and include visual inspections and electronic recording and reporting&lt;br&gt;− Parks safety checklists completed every two months&lt;br&gt;− Business continuity plans developed Dec 2011 and reviewed Dec 2014&lt;br&gt;− Control self-assessment in place</td>
<td>M</td>
</tr>
<tr>
<td>Infrastructure</td>
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<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
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</tbody>
</table>

10 City of Darwin, 2014, Business Continuity Plan
<table>
<thead>
<tr>
<th>Service or Asset at Risk</th>
<th>What can Happen</th>
<th>Risk Rating (VH &amp; H)</th>
<th>Risk Treatment Plan</th>
<th>Residual Risk (VH, H, M, L)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and Reserves</td>
<td>Failure to develop, implement and manage a parks management program, including provision of infrastructure and service delivery standards</td>
<td>H</td>
<td>Robust inspection and reporting processes in place</td>
<td>M</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>– failure to meet agreed infrastructure and maintenance standards</td>
<td></td>
<td>Processes managed by a discrete trained and qualified Parks Precinct Team and Turf Management Team</td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>– reputation risk – conflict between City of Darwin parks standards and public perception of required levels of maintenance and infrastructure</td>
<td></td>
<td>Tree inspection program reviewed 2013 to strengthen the process and include visual inspections and electronic recording and reporting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Increased injury rate for sports players</td>
<td></td>
<td>Parks safety checklists completed every two months</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Low community spirit</td>
<td></td>
<td>Playground safety checklist completed every two months</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Reduced participation of community in sports</td>
<td></td>
<td>Mower operators inspect and report issues requiring attention</td>
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<td></td>
<td></td>
<td></td>
<td>Recreation Officer in Regulatory Services monitors customer feedback</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Business continuity plans developed Dec 2011 and reviewed Dec 2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Control self-assessment in place</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>Failure to develop, implement and manage a natural areas management program, including provision of infrastructure and service delivery standards</td>
<td>H</td>
<td>Robust inspection and reporting processes in place</td>
<td>M</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>– Failure to meet agreed infrastructure and maintenance standards</td>
<td></td>
<td>Tree inspection program reviewed 2013 to strengthen the process and include visual inspections and electronic recording and reporting</td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>– Reputation risk – conflict between City of Darwin natural areas management standards and public perception of required levels of maintenance and infrastructure</td>
<td></td>
<td>Processes managed by a discrete team trained and qualified in conservation and land management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Reduction of bio diversity</td>
<td></td>
<td>Liaison undertaken with advocacy groups (Greening Australia, Larrakia Rangers and conservation volunteers)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Reduction of amenity</td>
<td></td>
<td>Management plans are being developed specifically for individual natural areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Reduction of passive recreation</td>
<td></td>
<td>Business continuity plans developed Dec 2011 and reviewed Dec 2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Poor image/reputation</td>
<td></td>
<td>Control self-assessment in place</td>
<td></td>
</tr>
<tr>
<td>Service or Asset at Risk</td>
<td>What can Happen</td>
<td>Risk Rating (VH &amp; H)</td>
<td>Risk Treatment Plan</td>
<td>Residual Risk (VH, H, M, L)</td>
</tr>
<tr>
<td>-------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>Failure to implement a tree inspection and management program for trees on</td>
<td>VH</td>
<td>Existing tree inspection program in place for public areas</td>
<td>H</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Council properties leased to third parties</td>
<td></td>
<td>- New tree inspection program for trees on leased property implemented 2017</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>Failure to develop and implement a chemical use policy and standards</td>
<td>H</td>
<td>Chemical Use Standard and Chems SOP developed by Technical Officer in conjunction</td>
<td>L</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Incorrect usage by workers</td>
<td></td>
<td>with employees and approved and implemented</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>- Health &amp; safety implications</td>
<td></td>
<td>- Standard and SOP reviewed annually as part of WHIMS review</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Public safety implications</td>
<td></td>
<td>- Control self-assessment in place</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>Failure to develop and maintain chemical storage register</td>
<td>H</td>
<td>Chemical Use Standard approved and implemented and revised annually</td>
<td>L</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Failure to ensure chemicals stored in accordance with legislation</td>
<td></td>
<td>- Dedicated chemical storage facility in use</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>- Failure to ensure SDS register is maintained</td>
<td></td>
<td>- Facility is bunded and secured and inspected regularly</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Failure to ensure appropriate hazard signage is in place</td>
<td></td>
<td>- Hazchem signage installed and reviewed regularly through OHS inspections</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>- Failure to meet legislative requirements</td>
<td></td>
<td>- Spill management kits supplied</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Penalties applicable</td>
<td></td>
<td>- Decontamination showers installed</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>Failure to ensure staff are certified for use of chemicals</td>
<td>H</td>
<td>- SDS library maintained and reviewed regularly through ChemWatch</td>
<td>L</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Not trained in safe usage procedures</td>
<td></td>
<td>- Control self-assessment in place</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td>- Deficiencies in spill management processes</td>
<td></td>
<td>- Chemical Use Standard and SOP approved and implemented - sets out training</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>- Deficiencies in management of contamination incidents</td>
<td></td>
<td>requirements and PPE for staff using chemicals</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td></td>
<td></td>
<td>- Chemical use training is provided to all staff using scheduled chemicals</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
<td>- Chem use refresher training provided</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td></td>
<td></td>
<td>- Chemical Use Register in place</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
<td>- SDSs provided for all chemicals and maintained through ChemWatch</td>
<td></td>
</tr>
<tr>
<td>Parks and Reserves</td>
<td></td>
<td></td>
<td>- Chemicals are reviewed and tested by Parks Technical Officer before being</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service or Asset at Risk</td>
<td>What can Happen</td>
<td>Risk Rating (VH &amp; H)</td>
<td>Risk Treatment Plan</td>
<td>Residual Risk (VH, H, M, L) *</td>
</tr>
<tr>
<td>-------------------------</td>
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<td>-----------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>approved for use</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Spill management kits supplied</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Decontamination showers installed at storage facilities</td>
<td></td>
</tr>
</tbody>
</table>

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.
7. **FINANCIAL OBLIGATIONS**

This section of the management plan will address obligations and requirements for the capitalisation and depreciation, data management, disposal, revaluation and handling of contributed assets.

7.1 **Asset Capitalisation and Depreciation**

City of Darwin aims to ensure that the recognition classification and depreciation of assets is consistently applied and in accordance with Australian Accounting Standard AASB116 – Property, Plant and Equipment and the Australian Infrastructure Financial Management Guide.

AASB116 states that:

The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if:

(a) it is probable that future economic benefits associated with the item will flow to the entity; and

(b) the cost of the item can be measured reliably.

Council’s key asset accounting policies are also contained in the Statement of Significant Accounting Policies, which forms Note 1 of the published annual financial statements.

A detailed procedure which outlines the process to be followed when recognising, classifying and depreciating physical non-current assets will be developed.

7.2 **Asset Data Management**

City of Darwin aims to ensure that the identification and classification of physical non-current assets is consistently applied. This is achieved by identifying all non-physical assets into one of the categories contained in the asset register.

7.3 **Asset Disposal**

City of Darwin aims to ensure that the sale and disposal of land and other assets is considered fair and transparent. The disposal of physical non-current assets by City of Darwin is in accordance with Local Government Act and the Ministerial Guidelines. Section 182(1) of the Local Government Act gives Council the power to deal with and dispose of property subject to the Minister’s guidelines. Ministerial Guideline 7 describes the authority to dispose of property, methods to be used, considerations and application of proceeds from sale of assets. A detailed procedure which outlines the process to be followed when disposing of City of Darwin physical non-current assets will be developed.

7.4 **Asset Revaluation**

City of Darwin aims to ensure that asset revaluations are carried out consistently and in accordance with Australian Accounting Standard AASB116 – Property, Plant and Equipment (PP&E). AASB116 specifies that Council must value each class of PP&E using either:

- Cost Model – An item of PP&E shall be carried at its cost less any accumulated depreciation and any accumulated impairment losses
• Revaluation Model – An item of PP&E whose fair value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Both Cost and Fair Value are defined in AASB116:

• Cost – The amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction.
• Fair Value – The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm’s length transaction.

Infrastructure, land and buildings are carried at valuation and revalued on a four year basis. All other non-current assets classes are valued at cost. A detailed procedure which specifies how asset revaluations are performed will be developed.

7.5 Contributed Assets

City of Darwin aims to ensure that the recognition of contributed assets is performed consistently and in accordance with the Australian Accounting Standard (AAS) AASB116 – PP&E. AASB116 specifies that Council must value each class of PP&E using either the cost model or revaluation model. Under AASB116 the revaluation model is defined as “an item of PP&E whose fair value can be measured reliably shall be carried at a revalued amount, being its Fair Value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses”. A detailed procedure which outlines the process to be followed when recognising physical non-current asset received as contributed assets will be developed.
8. FINANCIAL SUMMARY

This section contains the financial summary resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on future desired levels of service, data captures and revaluations.

8.1 Financial Projections

The financial projections are shown in Figure 8 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Figure 8: Projected Operating and Capital Expenditure

8.2 Sustainability

As the AMP matures, we will have better data to show what we spend versus what we need to spend to show any shortfall in funding based on existing assets.

This can only happen once we have accurate condition assessments against a fully know “asset base” and budgeted expenditure is appropriately allocated. This will get re-checked every four years upon asset revaluation.

8.3 Projected Expenditures

All budgets are presented in the LTFP and this is based on Council’s adopted position of funding. These costs are adjusted according to Council’s direction on a yearly basis.
8.4 Funding Strategy

Council intends to move towards a service level based strategy as the AMP process matures. This will then provide more accurate data for funding decisions.

8.5 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Figure 7 shows the replacement cost asset values over the current 10 year planning period. From 2029 these figures are projected according to National Asset Management System (NAMS) plus.

*Figure 9: Projected Asset Values*

![Projected Asset Values](image)

Depreciation expense values are forecast in line with asset values as shown in Figure 9. From 2029 these figures are projected according to NAMS plus.

*Figure 10: Projected Depreciation Expense*
The depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets depreciated replacement cost is shown in Figure 11. The depreciated replacement cost of contributed and new assets is shown in the darker colour and in the lighter colour for existing assets. From 2029 these figures are again projected according to NAMS plus.

**Figure 11: Projected Depreciation Replacement Cost**
8.6 Forecast Reliability and Confidence

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale in accordance with Table 21.

Table 21. Data Confidence Grading System

<table>
<thead>
<tr>
<th>Confidence Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Highly Reliable</td>
<td>Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%</td>
</tr>
<tr>
<td>B Reliable</td>
<td>Data based on sound records, procedures, investigations and analysis, documented properly, but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%</td>
</tr>
<tr>
<td>C Uncertain</td>
<td>Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%</td>
</tr>
<tr>
<td>D Very Uncertain</td>
<td>Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy ± 40%</td>
</tr>
<tr>
<td>E Unknown</td>
<td>Some or very little data held</td>
</tr>
</tbody>
</table>

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 22.

Table 22. Data Confidence Assessment for Data used in this AMP

<table>
<thead>
<tr>
<th>Data</th>
<th>Confidence Assessment</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand drivers</td>
<td>B</td>
<td>Nil</td>
</tr>
<tr>
<td>Growth projections</td>
<td>B</td>
<td>Nil</td>
</tr>
<tr>
<td>Operations expenditures</td>
<td>B</td>
<td>Based on operational and maintenance budgets that may cross over expenditure types</td>
</tr>
<tr>
<td>Maintenance expenditures</td>
<td>B</td>
<td>Based on operational and maintenance budgets that may cross over expenditure types</td>
</tr>
<tr>
<td>Projected Renewal expenses</td>
<td>C</td>
<td>Based on 10 year capital works and long term financial plan</td>
</tr>
<tr>
<td>- Asset values</td>
<td>C</td>
<td>Based on 2018 annual financial report</td>
</tr>
<tr>
<td>- Asset residual values</td>
<td>C</td>
<td>Based on 2018 annual financial report</td>
</tr>
<tr>
<td>- Asset useful lives</td>
<td>C</td>
<td>Based on estimates</td>
</tr>
<tr>
<td>- Condition modelling</td>
<td>C</td>
<td>Based on incomplete data</td>
</tr>
<tr>
<td>New and Upgrade expenditures</td>
<td>B</td>
<td>Based on 10 year capex plan</td>
</tr>
<tr>
<td>Disposal expenditures</td>
<td>B</td>
<td>Data based on known works schedules</td>
</tr>
<tr>
<td>Community levels of service</td>
<td>C</td>
<td>Limited data held</td>
</tr>
<tr>
<td>Technical levels of service</td>
<td>B</td>
<td>Data based on known works schedules</td>
</tr>
</tbody>
</table>

The overall data confidence level is assessed as “B – Reliable” for data used in the preparation of this AMP.

---

11 IPWEA, 2015. IIMM, Table 2.4.6, p 271.
9. IMPROVEMENT AND MONITORING PLAN

9.1 Status of Asset Management Practices

The current adopted practices place City of Darwin on a maturity path over the next two years to provide a strong and sustainable platform.

9.2 Hierarchy of Asset Management

- All AMPs guided by Policy No. 055 Asset Management Policy.
- AMPs are adopted by Council.
- AMPs will have a number of procedures for operations that will be reviewed regularly and amendments approved by the CEO.

9.3 Accounting and Financial Systems

- Authority will hold totals for asset classes. AssetFinda will hold the source data.
- Accountabilities are considered within Council’s Financial Policies and the AMP.
- In general, works with a value over $5000 are considered to be capital works.

9.4 Accounting Standards and Regulations

- All relevant Australian Accounting Standards, including;
- AASB 13 Fair value measurement
- AASB 136 Property, plant and equipment

9.5 Asset Management System

- City of Darwin will use AssetFinda to view and store asset data.
- The linkage between AssetFinda and Authority will be synchronisation of asset data updated by the 7th of every month by the responsible departments.
- Asset Management Procedures will be developed to ensure the correct collection, recording and maintenance of asset data. Audits are also carried out on the data on intervals no less than the defined condition survey intervals. Asset owners are responsible for the maintenance of their data.12

9.6 Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 23

Table 23. Improvement Plan

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsibility</th>
<th>Resources Required</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled half yearly meetings to ensure accuracy of the AMP</td>
<td>Asset Management</td>
<td>Business intelligence tool</td>
<td>Next AMP Review</td>
</tr>
</tbody>
</table>

---

12 Asset Management Policy No. 055
9.7 Monitoring and Review Procedures

This AMP will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into City of Darwin’s LTFP. Updated financial information will be included every four years following the revaluation of the asset class.

9.8 Performance Measures

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required projected expenditures identified in this AMP are incorporated into Council’s LTFP.
- The degree to which the 4 and 10 year detailed works programs, budgets, business plans and City of Darwin structures take into account the ‘global’ works program trends provided by the AMP.
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council’s Strategic Plan and associated plans.
- The Asset Renewal Funding Ratio achieving the target of >0.5 (greater than 50% of depreciation either transferred to reserve or expended in the current year)\(^{13}\).

---

\(^{13}\) City of Darwin, 2017, Annual Report, pp. 38
7. REFERENCES

City of Darwin Annual Report 2016/17
City of Darwin Asset Management Policy No. 055
City of Darwin Business Continuity Plan for Process: Parks
City of Darwin Long Term Financial Plan
City of Darwin Municipal Plan 2018/19
City of Darwin Statement of Significant Accounting Policies Policy No. 022
City of Darwin Strategic Plan – Evolving Darwin Towards 2020
City Operations Department – Operational Risk Assessment Rev 6 June 2017
8. APPENDICES
<table>
<thead>
<tr>
<th>COD Operational and Primary Outcome</th>
<th>Service Level Statement/Program and Description</th>
<th>Customer Values</th>
<th>Customer Performance Measure (how measured)</th>
<th>Technical Performance Measure</th>
<th>Performance Measure Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Flexible Lifestyle</td>
<td>Public Parks, Foreshores and Beaches</td>
<td>Safety, Compliance, Accessibility, Quality (look and feel)</td>
<td>Community Satisfaction rating with the standard of maintenance of larger public parks, beaches &amp; foreshores Annual customer survey</td>
<td>Maintain clearing schedules and programs</td>
<td>We will achieve these service levels by:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Parkcheck Survey Overall Satisfaction</td>
<td>• Programmed maintenance of grassed areas, garden beds, pathways and irrigation systems and weed control for various categories of park</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Parkcheck Survey Importance of satisfaction gap</td>
<td>• Tree inspections, pruning, deadwooding</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Fencing &amp; Furniture, PSCS, and repair damage response times</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Results of Parks Service and Safety Audits</td>
<td>• Playground, exercise equipment, PSCS, lift, tunnels, access, and other facilities clean-up</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Timber planting &amp; garden beds: litter pick-up, weeding, watering</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Parking areas: inspections, repairs, line marking, resurfacing</td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• Fencing lighting &amp; security lighting</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• Council’s open spaces are developed and enhanced through the installation, upgrading and maintaining of park infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Removal of unsightly or dangerous trees and replaced with trees that are appropriate to the Darwin region</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Work with developers and the NT Government to create new parks which meet appropriate standards for community use</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Provide quality maintenance and upkeep of cemeteries within the municipality and conduct inspections, including weekly cleaning, turf and water inspections and repairs and maintenance installation of memorials and headstones</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Weekly litter collection of spent flowers in cemeteries</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Work with government, other organisations and community members to plant and maintain trees in urban forests</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Providing maintenance to landscaped public open space areas in accordance with contemporary horticultural practice</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• Further consultation with the community</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>• Continuing to secure funding to match current service levels</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>• Evaluate new developments in accordance with DCC guidelines</td>
</tr>
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<td></td>
<td>• Identifying improvements to RAS system to better enable ability to translate these to analysis and analyse the data of CMAI</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• Using a mix of council staff and external contractors to undertake works</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Management of after-hours callouts and emergency response</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Open Space Master Plan</td>
</tr>
<tr>
<td>2. Improve urban enhancement around Darwin</td>
<td>Pressure Recreation</td>
<td>Safety, Compliance, Accessibility</td>
<td>Potential to develop customer service level criteria based on different classes of park - Satisfaction rates, landscape zones:</td>
<td>Maintain clearing schedules and programs</td>
<td>The following procedures will ensure whether the level of service is achieved:</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• Regional</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• District</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td>• Neighbourhood</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Landscaped Zone A</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• Landscaped Zone B</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Regional parks</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Cemeteries</td>
</tr>
<tr>
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<td></td>
<td>Consider using technical performance measures that the public and community would understand and relate to</td>
</tr>
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</tr>
</tbody>
</table>

Item 13.1 - Attachment 4
## COD Strategic Goal and Primary Outcome

2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle

2.1 Improve urban enhancement around Darwin

<table>
<thead>
<tr>
<th>COD Strategic Goal and Primary Outcome</th>
<th>Service Level Statement and Program and Description</th>
<th>Customer Values</th>
<th>Customer Performance Measure (how measured)</th>
<th>Technical Performance Measure</th>
<th>Performance Measure Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Quality (look and feel)</td>
<td>Community Satisfaction rating with the standard of recreation facilities such as tennis courts and ovals</td>
<td>Parkcheck Survey: Overall Satisfaction</td>
<td>We will achieve these service levels by:</td>
</tr>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Accessibility</td>
<td></td>
<td>Parkcheck Survey: Importance of satisfaction gap</td>
<td>Programmed maintenance of sports turfs</td>
</tr>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Safety</td>
<td>Results of Park Service and Safety Audits</td>
<td></td>
<td>Council’s open spaces are developed and enhanced through the installation, upgrading and monitoring of park infrastructure</td>
</tr>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Compliance</td>
<td>Average physical condition built assets greater than</td>
<td></td>
<td>Maintain all infrastructure at sporting reserves including fencing, signage, seating, goal posts, etc. in a safe and safe condition</td>
</tr>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Functionality/Capacity</td>
<td>User surveys (clubs and organisations)</td>
<td></td>
<td>Work with developers and the NT Government to create new parks which meet appropriate standards for community use</td>
</tr>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Develop customer service level criteria based on different classes of park</td>
<td>Measure of achievements against budget expenditure</td>
<td></td>
<td>Provide maintenance to landscaped public open space areas in accordance with contemporary horticultural practices, including healthy turf and trees at sporting oval</td>
</tr>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Sporting ovals</td>
<td>Maintenance costs as a percentage of replacement value? Maintenance costs? Need for maintenance history/inspection, maintenance and renewal programmes</td>
<td></td>
<td>Ensure sporting facilities are free of litter before and after events</td>
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<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Consider using technical performance measures that the community would understand and relate to</td>
<td>Projects managed to achieve +77% of capital budget as per the Annual Plan programme</td>
<td></td>
<td>Further consultation with the community/users to understand expectations e.g. water usage</td>
</tr>
<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td>Utilise Parkcheck or similar as a customer measure</td>
<td>Lost hours/days of use of facilities for issues in council control</td>
<td></td>
<td>Securing funding to match service levels?</td>
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<tr>
<td>2. Enhance Darwin’s Active, Healthy and Non-Formal Lifestyle</td>
<td>Recreation Facilities</td>
<td></td>
<td>All new developments are in accordance with DCC subdivision guidelines and City Planning requirements with respect to Parks and Reserves</td>
<td></td>
<td>Ensuring new developments are in accordance with DCC subdivision guidelines</td>
</tr>
</tbody>
</table>

The following procedures will measure whether the level of service is achieved:

- Service programs (CBD, Central and Northern)
- Parkcheck survey
- Annual Community Satisfaction survey
- Quarterly reports
- Annual reporting by Parks and Reserves Manager
- Contract records, competition certificates, contracts performance reports
Appendix B Capital Renewal and Replacement Works Programs

Not included within this version of the document. The next revised AMP will detail the 4 year program and the projected capital renewal and replacement program.
## Appendix C

### Projected New, Upgrade and Renewal Expenditure 10 year Capital Works Program

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<td>STREETSCAPE DEVELOPMENT &amp; UPGRADE</td>
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<td>DARWIN GENERAL CEMETERY UPGRADE &amp; REFURBISHMENT</td>
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<td>22,229</td>
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<td>FORESHORE BEACHING</td>
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<td>PARKS INFRASTRUCTURE REFURBISHMENT</td>
<td>NEW</td>
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<td>73,663</td>
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<td>79,393</td>
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<td>PARKS INFRASTRUCTURE REFURBISHMENT</td>
<td>UPGRADE</td>
<td>76,440</td>
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<td>SOFTBALL UNDER PLAY EQUIPMENT</td>
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<td>RESIDENTIAL PLAYGROUND REFURBISHMENT</td>
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<td>ROLLER SKATING RINKS</td>
<td>UPGRADE</td>
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<tr>
<td>COASTAL FORESHORE ENHANCEMENT</td>
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<tr>
<td>SPORTS FACILITY UPGRADATIONS</td>
<td>UPGRADE</td>
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<tr>
<td>COURT REFURBISHMENT</td>
<td>REFURBISH</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
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<td>100,000</td>
<td>100,000</td>
<td>1,000,000</td>
</tr>
</tbody>
</table>
Appendix D  Glossary

Asset
A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset Category
Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset Class
A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset Condition Assessment
The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset Hierarchy
A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset Management (AM)
The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset Renewal Funding Ratio
The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an AMP for the same period [AIFMG Financial Sustainability Indicator No 8].

Capital Expenditure (Renewal, Rehabilitation & Upgrade)
Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, rehabilitation, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capitalisation Threshold
The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying Amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Component
Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.
Cost of an Asset
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical Assets
Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.

Current assets
Those assets which the entity either:
- Intends to sell or consume in its normal operating cycle
- Holds primarily for the purpose of trading; or
- Expects to realise the asset within twelve months after the end of the reporting period; or
- Does not have an unconditional right to defer settlement for at least twelve months after the reporting date.

Current Replacement Cost (CRC)
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Depreciable Amount (DA)
The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated Replacement Cost (DRC)
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / Amortisation
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Expenses
Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair Value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm’s length transaction.

Funding Gap
A funding gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the...
existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

**Impairment Loss**
The amount by which the carrying amount of an asset exceeds its recoverable amount.
Infrastructure Assets
Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. They are fixed in place and are often have no separate market value.

Level of Service
The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost *
1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Maintenance
All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.
- **Planned maintenance**
  Repair work that is identified and managed through a Maintenance Management System (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Reactive maintenance**
  Unplanned repair work that is carried out in response to service requests and management/supervisory directions.
- **Specific maintenance**
  Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**
  Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance Expenditure *
Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality
The notion of materiality guide the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.
National Asset Management System (NAMS.PLUS)
NAMS.PLUS is subscription-based providing asset-owning councils access to tools & online resources to develop, write and keep their Asset Management Plans up-to-date. NAMS.PLUS is provided by the Institute of Public Works Engineering Australia.

Net Present Value (NPV)
The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-current asset
All assets other than current assets, including assets held but not traded by a business in order to carry out its activities. Such assets are intended for use not exchange and normally include physical resources such as land, buildings, drains, furniture and fittings.

Operations
Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating Expenditure
Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating Expense
The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operations, Maintenance and Renewal Financing Ratio
Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Rate of Annual Asset Consumption *
The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of Annual Asset Renewal *
The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Recoverable Amount
The higher of an asset’s fair value, less costs to sell and its value in use.

Remaining Useful Life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.
Residual Value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Risk Management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Service Potential
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and useful life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Specific Maintenance
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Sub-Component
Smaller individual parts that make up a component part.

Useful Life
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

Value in Use
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets, whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2015, Glossary

* Additional and modified glossary items shown
### 13.2 DUAL NAMING OF GEOGRAPHIC FEATURES IN THE MUNICIPALITY OF DARWIN

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<td>Planning Officer</td>
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<td>Authoriser:</td>
<td>Manager City Planning</td>
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| Attachments:| 1. Draft Letter - Place Names Committee - Dual Naming of Geographic Features in the Darwin Municipality
2. Place Names Committee Dual Naming Request
3. List of Geographic Features - Darwin Municipality |

The purpose of this report is to seek Council endorsement of feedback and support to the Place Names Committee for dual naming of geographic features in the Darwin municipality.

### RECOMMENDATIONS

1. THAT the report be received and noted.
2. That Council endorse the response to the Place Names Committee at Attachment 1 to report entitled: Dual Naming of Geographic Features in the Municipality of Darwin, which supports the dual naming of all the geographic features identified in the Darwin municipality.

### KEY ISSUES

- Place Names Committee is seeking Council’s feedback on:
  - opportunities to dual name geographic features and places within the Darwin municipality;
  - whether the City of Darwin would be interested in seeing the progression of dual or Aboriginal naming of one or more of these places; and
  - advice on which particular place names City of Darwin would wish to see prioritised.

- 33 features have been identified in the Municipality which are suitable for dual naming
- Nine features are located within City of Darwin controlled land
- Two of the nine features are appropriate for dual naming
- Seven of the nine features are appropriate for either dual naming or alternative official naming using only their Aboriginal name
- There is no financial implication for Council resulting from this request
- This is a Territory wide project, being undertaken by the Department of Infrastructure, Planning and Logistics

### BACKGROUND

Council considered a similar matter in February 2018, to explore the use of Larrakia Place names across the municipality in consultation with Larrakia peak organisations. As funding was not approved in the 2018/2019 budget process, the project did not commence.

**Use of Larrakia Place Names throughout the Municipality**

*Report No. 18CL0003 KS:kl (19/02/18) Common No. 3407393*

  a. THAT Council endorse in principle, development of a Larrakia Heritage Interpretative Signage Plan in partnership with Larrakia cultural authorities and organisations to advance inclusion of Larrakia heritage, history, cultural knowledge and language for significant sites.
b. THAT Council refer $40,000 to the 2018/2019 budget process to develop and implement a Larrakia Heritage Interpretative Signage Plan.
c. THAT a report come back to Council in April 2019 providing a progress update on Use of Larrakia Place Names throughout the Municipality.

DISCUSSION
This is a Territory wide project, directed by the Place Names Committee and being under taken by the Department of Infrastructure, Planning and Logistics. The Place Names Committee has written to City of Darwin (refer to Attachment 2) seeking:

- Feedback from City of Darwin in relation to opportunities to dual name geographic features and places within the Municipality of Darwin.
- Feedback on whether the City of Darwin would be interested in seeing the progression of dual or Aboriginal naming of one or more of these places; and
- Feedback on which particular place names City of Darwin would wish to see prioritised.

The Northern Territory was the first Australian jurisdiction to incorporate dual naming in its nomenclature. A dual naming system enables the assignment of an additional name to a feature that already has an official or recorded name. Dual names cannot be adopted for constructed features such as roads, highways, bridges or communication towers. A well-known example is when Ayers Rock was renamed to Ayers Rock / Uluru and over time, renamed again to Uluru / Ayers Rock.

In other instances, the Anglo-Australian name has been substituted with an Aboriginal name. An example is the township of Nhulunbuy, which was registered “Gove” and then revoked in 1968 by the Prime Minister at that time.

Other Northern Territory dual names include:

- Edith Falls - Leliyn
- Giwining - Flora River Nature Park
- Iytwelepenty - Davenport Ranges National Park
- Judbarra - Gregory National Park
- Karlu Karlu - Devils Marbles
- Karlu Karlu - Devils Marbles Conservation Reserve
- Kata Tjuta - Mount Olga
- Napwerte - Ewaninga Rock Carvings Conservation Reserve
- Old Eldo - Dhupuma College Site
- Tjoritja – West MacDonnell National Park
- Yeperenye - Emily And Jessie Gags Nature Park

The Place Names Committee has identified 33 geographic features in the Darwin municipality in which the Place Names Committee would like City of Darwin to consider for dual naming. Information regarding the names, links to their locations and land owners has been supplied in Attachment 3.

Of the 33 features, nine features are located within City of Darwin controlled land. This report and response supports the dual naming of all the features identified, however detailed response includes features located within City of Darwin controlled land.

Names have been either “registered” which may be appropriate for dual naming, while those with “recorded” names may be appropriate for either dual naming or alternatively official naming using only their Aboriginal name.

Identified geographical features located within City of Darwin controlled land include:

- Lake Alexander  Registered
- Doctors Gully  Registered
- Lameroo Beach  Recorded
Mindil Beach          Recorded
Vesteys Beach          Recorded
Dudley Point          Recorded
East Point            Recorded
O’Ferrals Rock          Recorded
Port War (The cove between Dudley Point and East Point)  Recorded

This is the first stage of the dual naming project, with all Councils in the Northern Territory being involved. It is noted that one Council has in excess of 1300 features suitable for dual naming.

City of Darwin acknowledges the Larrakia people as the Traditional Owners of all the land and waters of the greater Darwin region and as such, Council should support the dual naming of all the submitted geographic features submitted by the Place Names Committee in and in close proximately to the Darwin municipality. This will also align Darwin with other Capital Cities who have already started this process.

Due to history of and the importance of the recorded names, it is recommended Council consider supporting dual naming for Lameroo Beach, Mindil Beach, Vesteys Beach, Dudley Point and East Point, rather than a single Aboriginal name for these areas. As well supporting either the renaming of O’Ferrals Rock and Port War to the preferred Larrakia name, or dual named to the preference of the Larrakia Community.

As all nine features located on City of Darwin controlled land could be dual named in the future, prioritising of the particular features should be in consultation with the Place Names Committee and the Larrakia and broader Aboriginal Communities to obtain their preferred priority on dual naming.

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
1 Collaborative, Inclusive and Connected Community

Outcome
1.4 Improved relations with all levels of government and significant stakeholders

Key Strategies
1.4.1 Play an active role in strategic and statutory planning processes

LEGISLATIVE/POLICY
The Northern Territory Government has responsibility for coordinating the Place Names Committee for the Northern Territory. The Place Names Committee is established under section 5 of the Place Names Act to make recommendations to the Minister for Infrastructure, Planning and Logistics for the naming of a place, feature within the Territory.

City of Darwin will required to support any proposed dual naming of a geographic feature in the Darwin Municipality.

CONSULTATION
Internal
In preparing this report, the following City of Darwin officers were consulted:
• General Manager Innovation Growth and Development Services
• Executive Manager Environment and Community
• Arts and Cultural Development Coordinator
Executive Manager Operations
Technical Officer Parks and Reserves
International Relations Project Officer
Darwin Safer City Program Coordinator
Technical Officer, Engineering and City Services Department
Manager Engagement & Participation
General Manager Engineering and City Services
Manager Economic Development Tourism & International Relations

External
Place Names Unit
Land Services Reform Program Manager – Dept. Infrastructure, Planning and Logistics
CEO Larrakia Nation

BUDGET/RESOURCE IMPLICATIONS
No Budget implications have been identified in this report

RISK
Nil

LEGAL
Nil

ARTS, CULTURE & ENVIRONMENT
This report is consistent with Council’s strategic goals to honour the histories and cultures of the city and foster a collaborative, inclusive and connected community. Support for dual naming is timely and in alignment with other current Council activity developing its first Reconciliation Action Plan.
Dr Samantha Wells - Chairperson
Place Names Committee for the Northern Territory
GPO Box 1680
DARWIN NT 0801

Dear Dr Wells

Dual Naming of Geographic Features in the Darwin Municipality

Thank you for your correspondence dated 14 March 2019, concerning the above.

Council commends the Place Names Committee in taking a leadership role in recognising the importance of Aboriginal place names and keeping history and culture active throughout the Northern Territory.

City of Darwin acknowledges the Larrakia people as the Traditional Owners of all the land and waters of the greater Darwin region and as such, City of Darwin supports the dual naming of all the submitted geographic features submitted by the Place Names Committee in and in close proximally to the Darwin municipality.

Of the 33 geographic features submitted to City of Darwin, nine features are located within land administered by City of Darwin. The remaining features are located on property controlled by others.

Of the nine features located within City of Darwin controlled land, Lake Alexander and Doctors Gully have been registered in the Place Names Register, so are appropriate for dual naming.

Lameroo Beach, Mindil Beach, Vesteyes Beach, Dudley Point, East Point, O’Ferrals Rock and Port War have been recorded in the Place Names Register, so are appropriate for either dual naming or alternatively official naming using only their Aboriginal name.

Due to history of and the importance of the recorded names, City of Darwin supports dual naming for Lameroo Beach, Mindil Beach, Vesteyes Beach, Dudley Point and East Point, rather than a single Aboriginal name for these areas.
City of Darwin supports either the renaming of O’Ferrals Rock and Port War to the preferred Larrakia name, or dual named if requested by the Larrakia Community.

City of Darwin would like to see all the nine features located on City of Darwin controlled land dual named in the future. However, City of Darwin does not have a preference in prioritising particular features and request that the Place Names Committee consult with the Larrakia and broader Aboriginal Community and obtain their preferred priority feature to be dual named.

Should you have any further queries, please contact Brian Sellers, Planning Coordinator, City of Darwin on 8930 0683.

Yours faithfully

CINDY ROBSON
MANAGER CITY PLANNING
Mr Scott Waters
Chief Executive Officer
City of Darwin
GPO Box 84
DARWIN NT 0801
via email: darwin@darwin.nt.gov.au

Dear Mr Waters,

Re: Identification of opportunities for dual naming of geographic features and places in the Municipality of Darwin

As you may be aware the Northern Territory Government is committed to elevating Aboriginal language and history into the everyday. An important way of doing this is through the formal recognition of Aboriginal place names and languages that formed, and continue to form, an integral part of Aboriginal culture and history.

The Place Names Committee (the Committee) is therefore progressing a body of work to enhance Aboriginal place naming practices across the Northern Territory which includes consideration of dual naming opportunities.

I am writing to you to seek feedback from the City of Darwin Council in relation to opportunities to dual name geographic features and places within the Municipality of Darwin.

Dual naming is where a geographic feature or place is officially given a name which includes both an Aboriginal (or Torres Strait Islander) name or word and a non-Aboriginal name. Official documents and publications must use the official dual name, however unofficial documents and other publications can use either the Aboriginal or non-Aboriginal name.

Dual naming cannot be applied to the naming of roads, suburbs (localities) etc. due to them forming a part of the address for properties which are required by national policies and standards to be unique and unambiguous to ensure integrity of emergency, postal and other services.

The Place Names Committee (the Committee) has identified a range of geographic features and places within the Municipality of Darwin that have either:

- official 'registered' names given under the Place Names Act; or
- 'recorded' names that have not been officially given under the Place Names Act but have been included in the Place Names Register as a result of them having been used in documents from a variety of sources, e.g. historic topographic maps.

A copy of the list of names is at Attachment A.
Geographic features and places identified in the list with 'registered' names may be appropriate for dual naming while those with 'recorded' names may be appropriate for either dual naming or alternatively official naming using only their Aboriginal name.

Your advice on whether the City of Darwin Council would be interested in seeing the progression of dual or Aboriginal naming of one or more of these places would be appreciated, and if so your advice on which particular place names it would wish to see prioritised is also sought.

The Committee has forwarded similar correspondence to peak Aboriginal organisations operating in the Darwin area including the Northern Land Council, Larrakia Nation Aboriginal Corporation and the Larrakia Development Corporation to seek their input on places that they would wish to see dual or Aboriginal named as a priority.

In order to provide sufficient time for Council to consider this request your advice would be appreciated by Friday 3 May 2019.

Once advice has been received from all stakeholders, the Committee will be in a position to determine a priority list and the specific detailed consultation to identify an appropriate Aboriginal name for each will be able to be progressed.

The Place Names Act requires that the Committee seek the views of interested parties before making any recommendation that the Minister for Infrastructure, Planning and Logistics officially name, or alter the name, of a place.

Any proposal to officially name a particular geographic feature or place with a dual name or using an Aboriginal name will therefore require extensive consultation with the local Aboriginal community to ensure that the name appropriately reflects the local Aboriginal language and culture. The views of the broader community will also need to be sought, along with the views of the City of Darwin Council.

If you would like to discuss this project, please contact me on 0448 622 617. If you have further queries or require additional information to assist Council in giving consideration to this request please contact Mr Richard Smith, Senior Director Land Information on telephone 8999 6711 or email richard.smith@nt.gov.au or Ms Kirrily Chambers, Land Services Reform Program Manager on telephone 8924 7232 or email kirrily.chambers@nt.gov.au.

Yours sincerely

Dr Samantha Wells
Chairperson
14 March 2019
**Located in the Darwin municipality**

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Notes

Land owned by Cullen Bay
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Dinah Beach Yatch Club
Land owned by Cullen Bay
Land owned by Cullen Bay
NTG
NTG
Darwin High School - NTG
Commonwealth of Australia - Defence Land
Commonwealth of Australia - Defence Land
NTG
NTG - Crown Land
Commonwealth of Australia - Defence Land - NTG maintained
NTG
NTG
NTG
NTG
NTG
Commonwealth of Australia - Defence Land
Commonwealth of Australia - Airport Land

CoD
CoD
CoD
CoD
CoD
CoD
CoD - Bayview
CoD - East Point
CoD - East Point

Arm of Reichardt Creek
Waterfront
Waterfront
SUMMARY

The purpose of this report is to seek Council endorsement of a submission letter on the Exposure Draft of the Liquor Bill 2019

RECOMMENDATIONS

1. THAT this report entitled City of Darwin Response to Exposure Draft of the Liquor Bill 2019 be received and noted.
2. THAT Council endorse the submission letter, provided at Attachment 1 to the Report entitled City of Darwin Response to Exposure Draft of the Liquor Bill 2019.

KEY ISSUES

- An Exposure Draft to the Liquor Bill 2019 was released on 29 March 2019.
- Submissions must be received by close of business Friday 26 April 2019.
- The Bill is part of a process to modernise the Liquor Act 1978, as recommended in the 2017 Riley Review into alcohol in the Territory.
- Many of the recommendations provided by Council to the Alcohol Policies and Legislation Review in 2017 are reflected in the Exposure Draft, including significant reforms that support responsible alcohol consumption and a more robust licensing framework.
- The legislation introduces a Risk Based Licencing Framework (a key recommendation from the Riley Review).

BACKGROUND


At the 2nd Ordinary Council meeting in June 2017 Council endorsed a submission to the Riley Review.

DECISION NO.21\5529 (27/06/17)

**NT Alcohol Policies and Legislation Review**

Report No. 17C0045 KH:es (27/06/17) Common No. 3562620

B. THAT Council endorse the City of Darwin response submission to the Northern Territory (NT) Government Review of Alcohol Policies and Legislation at Attachment A as amended to suggest some stronger responses to licensing, takeaway licenses,
closing hours, provision of support facilities, review of dry area legislation enforcement, impact on residents and other administrative matters to report Number 17C0045 KH:es entitled NT Alcohol Policies and Legislation Review.

DISCUSSION

The Alcohol Policies and Legislation Review Final Report (the Riley Review) recommended that the Liquor Act 1978 be re-written to provide a coherent framework for the operation of the liquor industry within harm minimisation principles, and to remove confusing and inconsistent provisions in the current Act.

An Alcohol Review Implementation Team (ARIT) was established to address the recommendations of the Riley Review and update the Liquor Act. Extensive work has been done by the ARIT to develop the Exposure Draft and a harm minimisation approach is evident within it. Many of the recommendations provided by Council to the Alcohol Policies and Legislation Review in 2017 are reflected in the Exposure Draft, including significant reforms that support responsible alcohol consumption and a more robust licensing framework.

Detail on the exposure draft can be found at https://alcoholreform.nt.gov.au/liquor-bill

City of Darwin staff, on behalf of Council, reviewed the Exposure Draft and note in particular the following inclusions:

- The standardisation of licence types and the introduction of ‘licence authorities’;
- The introduction of ‘Risk Based Licencing Framework’;
- Detailed harm reduction strategies, including prohibiting and restricting promotion of irresponsible drinking;
- The improvements to the responsible service of alcohol (RSA) requirements; and
- The retention of the rights of City of Darwin (as owner/occupier of many public places in Darwin) to manage those public spaces and the consumption of liquor within them.

This submission letter provided at Attachment 1 has been sent to the ARIT on Friday 26 April 2019, with the caveat that Council may have additional comments or modifications. Should Council have additional comments or modifications the ARIT will be advised. Note that City of Darwin will have a further opportunity to examine the Bill in more detail upon the development of the Regulations and provide a more detailed input to the Scrutiny Committee process, when it convenes after the Act is endorsed in Parliament in May.

The submission to ARIT draws attention to Part 6, Division 5 Inedible substances containing alcohol. Strong evidence suggests there are currently high levels of consumption of certain products that are being utilised as alcohol substitution products, including ethanol-based mouthwashes and essences commonly used in baking (such as vanilla essence). These products are consumed by many people for all intents and purposes as liquor (likely in response to the alcohol reforms and the BDR) as they contain very high ethanol or alcohol content. However unlike methylated spirits, which is controlled under The Medicines, Poisons and Therapeutic Goods Act 2012 (NT) prohibiting its consumption, deliberate sale for consumption and regulating its sale and storage, no such provisions exist for mouthwash and essences. Such are the level of harms associated with these products that the consideration of further control of them under the Act is sought.
While it is acknowledged the prohibition of the consumption of these substances and the powers of Police to seize and dispose of them are addressed within the Exposure Draft, until such products are regulated and the onus placed on retailers to restrict supply, it is likely the consumption of these easily available products will continue and even increase. Educating people against consuming such products (demand reduction) most definitely has a place in their management however it is restrictions in their availability (supply reduction) which will quickly reduce consumption and associated harms and better align with the intent of the Bill.

City of Darwin requests that ARIT considers a more robust mechanism for the control of these products, which will in turn assist the community sector, health services, law enforcement and other agencies to focus on reducing their harms.

**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**

5.4 Effective leadership and advocacy

**Key Strategies**

5.4.2 Advocate on behalf of the community

**LEGISLATIVE/POLICY**

**Considerations under the Liquor Act 1978**

Under section 27(3) of the *Liquor Act 1978*, if the application relates to premises within the area of a shire council or a regional council, the Director-General must, as soon as reasonably practicable, inform the CEO of the Council that a new liquor licence application has been made.

*Grounds For Objection Under Section 47F(2) Of The Liquor Act 1978*

Pursuant to Section 47F(2) of the *Liquor Act 1978*, an objection may only be made on the grounds that the grant of the licence may or will adversely affect:

(a) The amenity of the neighbourhood where the premises the subject of the application are or will be located; or

(b) Health, education, public safety or social conditions in the community.

Under Section 32A(2) of the *Liquor Act 1978*, where the Director-General deems that the notice of publication is not required Section 47F does not apply. The Director-General may seek advice from stakeholders, but an objection under Section 47F(2) is not available as the application is not required to be published.

City of Darwin has an endorsed Liquor Licence Framework for approvals and decisions relating to liquor licence applications. This Framework will be reviewed upon further development of the Liquor Act 2019.
CONSULTATION

Internal
In preparing this report, the following City of Darwin officers were consulted:

- Executive Manager Environment & Community
- General Manager Community and Regulatory Services

External
In preparing this report, the following External Parties were consulted:

- Principal Liquor, Gaming & Racing Licensing Officer, Licensing NT.
- Drug and Alcohol Policy Unit, NT Police, Fire & Emergency Services.

BUDGET/RESOURCE IMPLICATIONS
Nil

RISK
Nil

LEGAL
Nil

ARTS, CULTURE & ENVIRONMENT

NIL IMPLICATIONS
Nil
24 April 2019

Mr Ryan Neve  
Director of Communications  
Alcohol Review Implementation Team  
Department of the Chief Minister

Dear Mr Neve

Comments on the Exposure Draft of the Liquor Bill 2019

Thank you for the opportunity to contribute to the Exposure Draft of the Liquor Bill 2019. City of Darwin acknowledges the extensive work undertaken by the Alcohol Review Implementation Team in the development of the Exposure Draft and commends the harm minimisation approach that is evident within it. We note many of the recommendations provided by Council to the Alcohol Policies and Legislation Review in 2017 are reflected in the Exposure Draft, including significant reforms that support responsible alcohol consumption and a more robust licensing framework.

City of Darwin staff, on behalf of Council have reviewed the Exposure Draft and note in particular the following inclusions:

- The standardisation of licence types and the introduction of ‘licence authorities’;
- The introduction of ‘Risk Based Licencing Framework’;
- Detailed harm reduction strategies, including prohibiting and restricting promotion of irresponsible drinking;
- The improvements to the responsible service of alcohol (RSA) requirements; and
- The retention of the rights of City of Darwin (as owner/occupier of many public places in Darwin) to manage those public spaces and the consumption of liquor within them.

Due to the very tight timeframes given to respond to the Exposure Draft, City of Darwin will examine the Bill in more detail upon the development of the Regulations and provide a more detailed input to the Scrutiny Committee process, when it convenes later in the year.

This letter will be presented to Council at the 2nd Ordinary Meeting on 30 April 2019. The comments provided above reflect the technical views of staff. Should Council have additional comments or amendments this submission will be reviewed accordingly.

... 2
In the interim, we draw attention to Part 6, Division 5 Inedible substances containing alcohol. Strong evidence suggests there are currently high levels of consumption of certain products that are being utilised as alcohol substitution products, including ethanol-based mouthwashes and essences commonly used in baking (such as vanilla essence). These products are consumed by many people for all intents and purposes as liquor (likely in response to the alcohol reforms and the BDR) as they contain very high ethanol or alcohol content. However unlike methylated spirits, which is controlled under The Medicines, Poisons and Therapeutic Goods Act 2012 (NT) prohibiting its consumption, deliberate sale for consumption and regulating its sale and storage, no such provisions exist for mouthwash and essences. Such are the level of harms associated with these products that the consideration of further control of them under the Act is sought.

While it is acknowledged the prohibition of the consumption of these substances and the powers of Police to seize and dispose of them are addressed within the Exposure Draft, until such products are regulated and the onus placed on retailers to restrict supply, it is likely the consumption of these easily available products will continue and even increase. Educating people against consuming such products (demand reduction) most definitely has a place in their management however it is restrictions in their availability (supply reduction) which will quickly reduce consumption and associated harms and better align with the intent of the Bill.

As such, we ask that ARIT considers a more robust mechanism for the control of these products, which will in turn assist the community sector, health services, law enforcement and other agencies to focus on reducing their harms.

Yours sincerely

SHENAH GAMBLE  
EXECUTIVE MANAGER  
ENVIRONMENT AND COMMUNITY
14 RECEIVE & NOTE REPORTS

14.1 MONTHLY FINANCIAL REPORT - MARCH 2019

Common No.: 2476534
Author: Manager Finance
Authoriser: Manager Finance
Attachments: 1. MONTHLY FINANCIAL REPORT - MARCH 2019

SUMMARY
The purpose of this report is to provide a comparison of income and expenditure against the budget for the period ended 31 March 2019 in accordance with the Local Government (Accounting) Regulations 2008.

RECOMMENDATIONS
THAT:
1. The report entitled Monthly Financial Report - March 2019, be received and noted.

KEY ISSUES
- The Council operated at a better than budget position, before Capital Grants, of $4.3 million for the nine months to 31 March 2019.
- The monthly financial report meets Council’s statutory requirements.
- There are no overall concerns with this month’s report.

BACKGROUND
Council has endorsed the format of the Monthly Financial Report. It complies with the Local Government (Accounting) Regulations 2008 in respect of monthly financial reporting.

DISCUSSION
Significant items contributing to Councils better than budget position include;
- Increase in rates income through growth.
- Investment income is higher than anticipated.
- Extra costs with Cyclone Marcus recovery, Insurance premiums, temporary labour and water utility cost are offset by lower employee costs and consultancy costs.

Overall Income Statement
The Overall Income Statement contains all sources of Council’s income (revenue) and operating expenses. Items of note include;

- Operating Income streams are performing as follows: (% is based against Revised Full Year Budget)
  - Rates – 100%
  - Fees & Charges – 72%
  - Garbage & Recycling – 99%
  - Parking – 80%
  - Operating Grants – 84%
  - Investment Interest -110%
Ordinary Council Meeting Agenda

30 April 2019

- Property Rental / Leases – 85%
- Fines & Penalties – 73%
- Animal Registrations – 94%

- Capital Grants & Contributions are behind budget due to the timing of receiving Grants.

- Operating Expenses appears reasonable for this 9th month of the financial year. Amongst the operational activities, Contracted Materials & Services and Non Contract Services have been noted to be much higher than that of last year due to Cyclone Marcus effects on the following budgetary accounts:
  - Emergency Services
  - Parks & Reserves
  - Roads Maintenance
  - Salvage Operations
  - Tree Maintenance

These costs will be monitored and addressed during quarterly budget reviews.

Within the Statement of Financial Position report, the Receivables figure of $12 million includes around $5.2 million of current Rates struck.

**Municipal Plan Summary**
The Municipal Plan Summary follows a similar format to the statement of cash flows, but is based on working capital rather than cash. Elected Members can also refer to the quarterly budget reviews for more detailed final information as these become available.

**Amended Budget**
The amended budget column in the Overall Income Statement and Municipal Plan Summary includes projects/programs carried forward from 2017/18 into 2018/19 for completion.

**Treasury Comment**
The Investment report details all cash and investments, by institution, and provides information on interest rate returns, maturities and policy compliance. Interest earned is at a weighted average return of 2.66%. This compares well to the 90 day bank Bill Swap rate, (BBSW), of 1.77%
Council has $87.7 million of invested funds, most of which is either: Grant monies received in advance or Reserves with are a mix of legally and internally restricted.

Council has recently uplifted the $3M loan funding provided by ANZ for the Streetlighting Upgrade project, which will be reported in the April statements.

Financial commentators believe the Reserve Bank of Australia (RBA) will be very reluctant to cut interest rates and will resist doing so unless unemployment begins to rise, inflation falls further, or GDP growth crashes significantly.

**Accounts Receivable Report**
This report details Rate receipt collection, outstanding general debtors, and performance on Rates recovery compared to the previous year. The report also includes additional information on infringement debtors, rates arrears, rates struck and rates outstanding (bar chart).

**IMPLICATIONS**
The financial report is as at 31 March 2019. In completing the report reliance is placed on a number of matters including; accuracy of budget phasing, timely receipt of financial inputs, and accruals.
POLICY IMPLICATIONS

Nil

BUDGET AND RESOURCE IMPLICATIONS

Nil

RISK/LEGAL/LEGISLATIVE IMPLICATIONS

Part 8 of the Local Government (Accounting) Regulations 2008 require that a monthly financial report is presented to Council.

Regulation 18 states:-

1. The CEO must, in each month, lay before a meeting of the council a report, in a form approved by the council, setting out:

a) The actual income and expenditure of the council for the period from the commencement of the financial year to the end of the previous month; and

b) The forecast income and expenditure for the whole of the financial year

2. The report must include:

a) Details of all cash and investments held by the council (including money held in trust); and

b) A statement on the debts owed to the council including the aggregate amount owed under each category with a general indication of the age of the debts; and

c) Other information required by the Council.

2. If a council does not hold a meeting in a particular month, the report is to be laid before the council committee performing the council’s financial functions for the particular month.

This report is considered to a higher level of statutory compliance as outlined above.
**Income Statement**

For the Period Ended 31/03/2019

<table>
<thead>
<tr>
<th></th>
<th>2019/20</th>
<th>2018/19</th>
<th>YTD</th>
<th>YTD v YAB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full Budget</td>
<td>Full Amended Budget</td>
<td>YTD Budget</td>
<td>YTD Actual</td>
</tr>
<tr>
<td>% of year elapsed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from Continuing Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates &amp; Annual Charges</td>
<td>71,628</td>
<td>71,919</td>
<td>72,089</td>
<td>72,014</td>
</tr>
<tr>
<td>User Charges, Fees &amp; Other</td>
<td>24,387</td>
<td>24,387</td>
<td>18,462</td>
<td>18,162</td>
</tr>
<tr>
<td>Interest &amp; Investment Revenue</td>
<td>1,913</td>
<td>1,913</td>
<td>1,545</td>
<td>2,069</td>
</tr>
<tr>
<td>Grants &amp; Contributions - Operating</td>
<td>5,319</td>
<td>3,676</td>
<td>3,143</td>
<td>3,077</td>
</tr>
<tr>
<td>Total Income from Continuing Operations</td>
<td>103,237</td>
<td>109,895</td>
<td>94,672</td>
<td>96,249</td>
</tr>
<tr>
<td>Less Expenses from Continuing Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>33,061</td>
<td>33,453</td>
<td>25,524</td>
<td>23,810</td>
</tr>
<tr>
<td>Borrowing Costs</td>
<td>750</td>
<td>790</td>
<td>142</td>
<td>206</td>
</tr>
<tr>
<td>Materials and Services</td>
<td>48,103</td>
<td>49,279</td>
<td>38,181</td>
<td>37,379</td>
</tr>
<tr>
<td>Depreciation and Amortisation</td>
<td>27,353</td>
<td>31,318</td>
<td>24,479</td>
<td>23,488</td>
</tr>
<tr>
<td>Total Expenses from Continuing Operations</td>
<td>105,907</td>
<td>114,840</td>
<td>88,327</td>
<td>84,884</td>
</tr>
<tr>
<td>Operating Result - Continuing Operations</td>
<td>(2,670)</td>
<td>(12,945)</td>
<td>6,135</td>
<td>10,465</td>
</tr>
<tr>
<td>Grants &amp; Contributions - Capital</td>
<td>10,115</td>
<td>4,436</td>
<td>4,217</td>
<td>40</td>
</tr>
<tr>
<td>Income (Loss) from Asset Disposal</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-1000%</td>
</tr>
<tr>
<td>Net Operating Result For the Year</td>
<td>5,505</td>
<td>(8,506)</td>
<td>10,352</td>
<td>10,505</td>
</tr>
</tbody>
</table>

**Income Statement**

Explanation of Columns: "Full Original Budget" and "Full Amended Budget" are annual amounts. YTD Actual is year to date. YTD v YAB is the % of actuals achieved against the full year amended budget.

- **Operating Income**: Rates are recognised at the beginning of the year hence 100% achieved. User charges, fees and other revenue right on track. Operating grants & contributions are showing 50% achieved as library grants received in full for the year, PAV Grant for 1st payment schedule received, PAV Grant for the first three quarters of the year have been received.

- **Operating Expenses**: Overall expenditure appears reasonable for the 9th month of the financial year. Borrowing expenses paid in November and the next scheduled payment is in May 2019. Depreciation expense is expected to exceed budget as additional assets were recognised at year end in 2018. Materials and Services are tracking well within budget.

- **Capital Income**: Anticipated capital grants will not be received until later in the year.

- **Manager's Finance**: There are no overall concerns in relation to the original budget.
## Statement of Cash Flows
For the Period Ended 31/03/2019

<table>
<thead>
<tr>
<th>2018/19</th>
<th>Full Original Budget $'000</th>
<th>Full Amended Budget $'000</th>
<th>YTD Actual $'000</th>
<th>YTD v FAB</th>
</tr>
</thead>
</table>

### % of year elapsed
75%

### Funds From Operating Activities
- **Net Operating Result From Above:** 3,505
- **Add back depreciation (not cash):** 27,353
- **Net Funds Provided (or used in) Operating Activities:** 30,858

### Funds From Investing activities
- **Sale of Infrastructure, Property, Plant & Equipment:** 801
- **Purchase of Infrastructure, Property, Plant & Equipment:** (32,470)
- **Net Funds Provided (or used in) Investing Activities:** (31,669)

### Funds From Financing Activities
- **Proceeds from borrowings & advances:** 3,000
- **Repayment of borrowings & advances:** (422)
- **Net Funds Provided (or used in) Financing Activities:** 2,578

### Net Increase (-Decrease) in Funds Before Transfers
1,767

### Transfers from (-to) Reserves
(1,767)

### Net Increase (-Decrease) in Funds After Transfers
11,511

### Municipal Plan Summary
- **Outlines:** This statement outlines Council’s entire budget in accordance with the published municipal plan. It shows the effect on General Funds (original budget – break even/nil). It groups items into operating, investing and financing and has a very close relationship to cash flows, which is why it is presented in the same international format. It eliminates the depreciation calculation and discloses totals for asset sales and purchases as well as loan raising and repayments. Finally, it discloses the transfers to & from cash backed reserves which are detailed in the quarterly budget review reports.
- **Full Amended Budget:** includes carry forwards from 2017/18
- **Net funds provided by operating activities:** These will reduce throughout the year to equate more closely to budget as the rates struck are expended.
- **Sale of Plant & Equipment:** This appears low and should increase once fleet purchases are achieved.
- **Purchase of Infrastructure, property etc:** This is 23% spent compared to 75% of year elapsed.
- **Transfers from (-to) reserves:** This discloses the transfers to & from cash backed reserves.
## Statement of Financial Position
For the Period Ended 31/03/2019

<table>
<thead>
<tr>
<th>2017-18</th>
<th>2017/18</th>
<th>Full Original Budget</th>
<th>Full Amended Budget</th>
<th>YTD Actual</th>
<th>$000</th>
<th>$000</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14,572 Cash at Bank &amp; Investments</td>
<td>13,046</td>
<td>14,993</td>
<td>31,869</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46,635 Cash at Bank &amp; Investments - externally restricted</td>
<td>35,351</td>
<td>42,655</td>
<td>46,107</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22,236 Cash at Bank &amp; Investments - internally restricted</td>
<td>3,176</td>
<td>14,705</td>
<td>18,661</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8,942 Receivables</td>
<td>8,498</td>
<td>8,942</td>
<td>12,040</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>92 Inventories</td>
<td>110</td>
<td>92</td>
<td>191</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60,181</td>
<td>81,387</td>
<td>108,869</td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,000,070 Infrastructure, Property, Plant and Equipment</td>
<td>1,025,558</td>
<td>1,005,650</td>
<td>985,051</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,000,070</td>
<td></td>
<td></td>
<td></td>
<td>1,025,558</td>
<td>1,005,650</td>
<td>985,051</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>1,085,739</td>
<td>1,087,037</td>
<td>1,093,920</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15,379 Payables</td>
<td>11,695</td>
<td>15,379</td>
<td>6,492</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>423 Borrowings</td>
<td>422</td>
<td>422</td>
<td>215</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7,290 Provisions &amp; Other Liabilities</td>
<td>8,171</td>
<td>7,290</td>
<td>7,225</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>23,092</td>
<td>23,091</td>
<td>13,963</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4,624 Borrowings</td>
<td>7,059</td>
<td>7,624</td>
<td>4,624</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29,092 Provisions</td>
<td>19,900</td>
<td>29,092</td>
<td>29,092</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33,716</td>
<td>26,959</td>
<td>36,716</td>
<td>33,716</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>47,247</td>
<td>59,807</td>
<td>47,679</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>1,038,492</td>
<td>1,027,230</td>
<td>1,046,241</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>669,421 Asset Revaluation Reserve</td>
<td>597,461</td>
<td>669,421</td>
<td>600,552</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>366,318 Retained Surplus</td>
<td>441,031</td>
<td>357,809</td>
<td>445,689</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>1,035,739</td>
<td>1,038,492</td>
<td>1,027,230</td>
<td>1,046,241</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Statement of Financial Position Comments:

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

Manager Finance: there are no concerns in relation to the original budgets at this stage. Note that the full original budget is as published in the adopted Municipal Plan 2018/19. The full amended budget column is based on the audited closing balances as at 30/6/2018 plus Council approved amendments, the YTD Actual column is based on audited actual closing balances as at 30/6/2018 and adjustment of actual movements since.
### INVESTMENTS REPORT TO COUNCIL

**A5 AT 31 MARCH 2019**

#### Investment Funds Distribution Per Institution

- Macquarie Bank Ltd A-1+ 4.50%
- ANZ A-1+ 4.12%
- Westpac A-1+ 3.14%
- SunCorp A-1 5.72%
- National Australia Bank A-1+ 3.81%
- Commonwealth Bank of Australia A-1+ 20.53%
- ME Bank A-2 7.09%

#### Portfolio vs Investment Policy

<table>
<thead>
<tr>
<th>TERM TO MATURITY</th>
<th>Policy Min.</th>
<th>Policy Max.</th>
<th>% of Total Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 YEAR</td>
<td>20%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>&gt; 1 YEAR</td>
<td>0%</td>
<td>60%</td>
<td>0%</td>
</tr>
<tr>
<td>&gt; 3 YEARS</td>
<td>0%</td>
<td>34%</td>
<td>0%</td>
</tr>
<tr>
<td>&gt; 5 YEARS</td>
<td>0%</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td></td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CREDIT RATING (ST)</th>
<th>Policy Limit</th>
<th>% of Total Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-1+</td>
<td>100%</td>
<td>79.26%</td>
</tr>
<tr>
<td>A-1</td>
<td>40%</td>
<td>9.38%</td>
</tr>
<tr>
<td>A-2</td>
<td>25%</td>
<td>9.44%</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>108.08%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CREDIT RATING (ST)</th>
<th>COUNTERPARTY (AUD)</th>
<th>Policy Limit</th>
<th>% of Total Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-1+</td>
<td>Bank SA</td>
<td>40%</td>
<td>2.38%</td>
</tr>
<tr>
<td></td>
<td>Bankwest</td>
<td>40%</td>
<td>6.14%</td>
</tr>
<tr>
<td></td>
<td>Commonwealth Bank of Australia</td>
<td>40%</td>
<td>20.53%</td>
</tr>
<tr>
<td></td>
<td>National Australia Bank</td>
<td>40%</td>
<td>35.81%</td>
</tr>
<tr>
<td></td>
<td>Westpac</td>
<td>40%</td>
<td>4.71%</td>
</tr>
<tr>
<td></td>
<td>ANZ</td>
<td>40%</td>
<td>1.14%</td>
</tr>
<tr>
<td>A-1</td>
<td>Suncorp</td>
<td>30%</td>
<td>5.72%</td>
</tr>
<tr>
<td></td>
<td>Macquarie Bank Ltd</td>
<td>30%</td>
<td>4.56%</td>
</tr>
<tr>
<td>A-2</td>
<td>AMP Bank Ltd</td>
<td>10%</td>
<td>4.68%</td>
</tr>
<tr>
<td></td>
<td>Bank of Queensland</td>
<td>10%</td>
<td>6.67%</td>
</tr>
<tr>
<td></td>
<td>ME Bank</td>
<td>10%</td>
<td>7.09%</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td></td>
<td>100.00%</td>
</tr>
</tbody>
</table>
### INVESTMENT REPORT TO COUNCIL
**AS AT 31 MARCH 2019**

<table>
<thead>
<tr>
<th>INSTITUTION CATEGORY</th>
<th>COUNTERPARTY (AD)</th>
<th>CREDIT RATING (ST)</th>
<th>CREDIT RATING (LT)</th>
<th>INVESTMENT TYPE</th>
<th>MATURITY DATE</th>
<th>INTEREST RATE</th>
<th>PRINCIPAL $</th>
<th>% of Total Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAJOR BANK</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commonwealth Bank of Australia</td>
<td>A-1+</td>
<td>AA-</td>
<td>TD</td>
<td>2 April 2019</td>
<td>2.53%</td>
<td>$4,000,000</td>
<td>4.56%</td>
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**Funds Invested Maturity Profile**

Council has an arrangement with its financial institution the Commonwealth Bank of Australia to offset Council's overdraft facility against pooled funds held in Council's Trust Account and General Account.

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14.2 GRANT FUNDING FOR INSTALLATION OF LIGHTS AT GARDENS, NIGHTCLIFF AND BAGOT OVALS

Common No.: 3246533  
Author: Coordinator Governance  
Authoriser: Executive Manager Leisure and Regulatory Services  
Attachments: 1. Incoming correspondence

SUMMARY
The purpose of this report is to table incoming correspondence regarding additional grant funding for installation of lights at Gardens, Nightcliff and Bagot ovals.

RECOMMENDATIONS
THAT the incoming correspondence from the Minister for Tourism, Sport and Culture regarding additional grant funding for installation of lights at Gardens, Nightcliff and Bagot ovals be received and noted.

KEY ISSUES
- Council has approved installation of lights at Gardens, Nightcliff and Bagot ovals.
- Council also wrote to the Northern Territory Government (NTG) to advise that decisions to light other urban sporting ovals would be subject to budget and needs based analysis, consultation with peak sporting organisations and the outcomes of a community consultation process.

BACKGROUND
In 2016, AFL NT received Council endorsement to consult the community regarding a proposal to light Gardens Oval One with directional LED lighting. Further proposals were received to light Nightcliff and Bagot ovals.

Funding allocation for lighting sporting facilities in the municipality, inclusive of Gardens Oval One, was announced by the NTG in May 2017. At the 1st Ordinary meeting on 13 June 2017, Council accepted the NTG offer of $3.5 million (plus GST) over the 2017-18 and 2018-19 financial years for the purpose of lighting urban sporting ovals, including Gardens Oval One. An amount of $250,000 has been provided to City of Darwin from this commitment through a funding agreement to develop detailed design, documentation and cost estimates for sporting oval lighting projects.

DISCUSSION
The Minister for Tourism, Sport and Culture has written to Council to advise that an additional $1.3M in grant funding, to the existing $3.5M commitment, has been allocated for the installation of lights at Gardens, Nightcliff and Bagot ovals. The intent of the revised budget is to allow City of Darwin to go out to tender on the three existing oval lighting projects.

Council has received approval from the Development Consent Authority (DCA) for the installation of lights at Gardens One and Bagot Ovals. The application for Nightcliff Oval has been submitted and is under review by the DCA. Council Officers are liaising with the Department of Tourism and Culture to finalise the Urban Oval Lights Funding Agreement.

IMPLICATIONS
The letter notes that the NTG are also committed to installing lights at Jingili and Moil ovals; City of Darwin has advised that it cannot provide any funding towards upgrading these ovals at this time.
The Right Worshipful the Lord Mayor of Darwin
Kon Vatskalis JP
City of Darwin
GPO Box 84
DARWIN NT 0801

Lord.mayor@darwin.nt.gov.au

Dear Lord Mayor,

I write to advise that the Northern Territory Government has agreed to provide an additional $1.3 million in grant funding, to the existing $3.5 million commitment, for the installation of lights at Gardens, Nightcliff and Bagot ovals.

This additional allocation will bring the total grant for the projects to $4.8 million, noting $250,000 has already been paid to the City of Darwin for design and consultation costs.

The revised budget of $4.8 million will now allow the City of Darwin to put the works for all three ovals out to tender as a matter of urgency in order for the projects to be completed before the end of 2019.

I trust that the City of Darwin will progress these three job creating projects immediately to allow sport loving Territorians, particularly women, girls and juniors to quickly benefit from this participation focused investment.

We remain committed to installing lights at Jingili and Moil ovals however in the current economic climate and given the significant costs involved, I urge City of Darwin to reconsider its advice that you cannot provide any funding towards upgrading these community assets. Co-funding from the City of Darwin will help to ensure we have adequate budget to maximise the benefits of these important community projects.

Yours sincerely,

[Signature]
LAUREN MOSS
6.3.19
14.3 QUARTERLY ON STREET - OFF STREET PARKING STATISTICS - JANUARY TO MARCH 2019

Common No.: 376351
Author: Manager Economic Development & Tourism
Authoriser: Manager City Planning
Attachments: Nil

SUMMARY
The purpose of this report is to provide statistical information for car parking in the Darwin city centre for the quarter ending 31\textsuperscript{st} March 2019.

RECOMMENDATIONS
THAT the report entitled Quarter On Street – Off Street Parking Statistics – January to March 2019, be received and noted.

KEY ISSUES
- For the three month period January to March 2019 Council generated a total of $875,268 from On and Off Street car parking.
- Parking revenue from fees is down $93,259 compared to the same period last year.
- Stott Lane car park has been closed as a result of the Garramilla Boulevard upgrade with the loss of 45 off street car parks.
- Construction works on Cavenagh Street has resulted in the loss or revenue from that area.
- The free parking over the Christmas period extended into mid-January and this contributed to the decrease in revenue for On Street parking.
- Payment by mobile phone continues to grow with 44\% of all payments being made through “PayStay” mobile phone app, 26\% by credit card and 30\% by cash for the quarter ending 31\textsuperscript{st} March 2019.

BACKGROUND
This report is presented to Council on a quarterly basis for their information.

DISCUSSION
A total of 4052 infringements were issued in the city centre including Off Street car parks for the period January to March 2019, this figure is up 397 for the same period last year.

ON STREET CAR PARKING
Council provides a total of 1683 On Street car parking bays across Zones A, B and C in the city centre.

For the quarter January to March 2019, Council generated a total of $349,673 for On Street car parking. Total on street revenue is down $105,084 on the previous year’s quarter.

Zone A decreased by $57,251, Zone B decreased by $7,182 and Zone C by $40,651.

The introduction of free on street parking over the Christmas period from mid-December to mid-January 2019 is estimated to have resulted in $129,000 in reduced car parking revenue for that period.
Ordinary Council Meeting
30 April 2019

Item 14.3 Page 203

OFF STREET CAR PARKING

Council provides a total of 2106 Off Street car parking bays. For the quarter January to March 2019, Council generated a total of $525,595 off street car parking fees which is up $11,825 on the previous year’s quarter.

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CONSULTATION PROCESS

In preparing this report, the following City of Darwin officers were consulted:
- Car Park Office Administrator
- Supervisory Regulatory Services Administration

GRAND TOTAL

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2018/19 number of reserved bays has altered compared to 2017/18, due to cancellations and movements during this period.

GRAND TOTAL

$525,595 $2,022,322 $513,770 $2,086,355
IMPLICATIONS

Council’s budget for On and Off Street parking income is $4.6 million for 2018/19.
14.4 MINUTES YOUTH ADVISORY COMMITTEE 11 APRIL 2019

Common No.:  
Author: Youth Engagement Officer  
Authoriser: Executive Manager Environment & Community  
Attachments: 1. Minutes Youth Advisory Committee 11 April 2019

SUMMARY
The purpose of this report is to present, for information, the minutes of the Youth Advisory Committee meeting held on 11 April 2019.

RECOMMENDATIONS
THAT the minutes of the Youth Advisory Committee meeting held on 11 April 2019 be received and noted.

KEY ISSUES
- Retirement of member Kyaw Naing John Yusuf.
- Presentation and consultation of City of Darwin’s Climate Change and Environmental Support Officer for the Climate Change Challenge.

BACKGROUND
The Youth Advisory Committee met on 11 April 2019 and the minutes are provided for information.

DISCUSSION
The minutes are attached.

IMPLICATIONS
Nil
MINUTES
Thursday 11 April 2019
5.30pm – 7.30pm
Library Hub

1. MEETING OPENED

The meeting of the Youth Advisory Committee was opened at 5:38pm by Chair Zakelli Xie.

2. PRESENT

Teresa Helm  Youth Engagement Officer (YEO)
Arne Orstavik  Youth Trainee
Tristan Cook  Guest - City of Darwin Staff (presenter)
Seranie Gamble  Guest – Territory Families (presenter)
Patrick Govey  Guest – Territory Families
Jane Alia  YAC Member
Zakelli Xie  YAC Member
Andy Huang  YAC Member
Thiraj Ramamoorthi  Observer
Samantha Price  Observer

APOLOGIES

Alderman George Lambrinidis  Elected Member
Alderman Robin Knox  Elected Member
Sau-Ching Leung  YAC Member
Emmanuel Khemis  YAC Member
Emily Ford  YAC Member (On leave)

WELCOME OBSERVERS AND GUESTS

Welcome observers Samantha Price, Thiraj Mahraj Ramamoorthi, guests Tristan Cook, Seranie Gamble and Patrick Govey.

3. MINUTES OF PREVIOUS MEETING

The minutes of the 14 March 2019 meeting were accepted as a true and accurate record by the following members:

Zakelli Xie (Moved), Andy Huang (Seconded)
4.1 BUSINESS ARISING FROM PREVIOUS MINUTES

White Ribbon – Esther’s information circulated to members

Couch Surfing – a LAUNCH team has been developed to represent City of Darwin, couch has been painted and members include LAUNCHmedia members, YAC members and City of Darwin Youth Trainee

Marketing plan and Social Media Profile – member brought camera to capture YAC meeting, agenda item included in April meeting to allocate time

Review Priority 3 – Supporting Creativity and the Arts – potential creative writing opportunities circulated with April agenda

4.2 Retirement – Kyaw Naing John Yusuf

| ACTION | YEO to send thank you letter to Kyaw |

4.3 City of Darwin Climate Change Challenge consultation

Consultation by Tristan Cook, Climate Change and Environmental Support Officer from City of Darwin for the Climate Change Challenge. Points discussed included location of event (for ease of access) and how the event is marketed. Members raised potential for building interest and engagement using social media platforms for online and interschool competitions. The use of role models and well known community members was also suggested by YAC members to help promote the event effectively.

| ACTION | YEO to include reminder prompt for YAC members to contribute suggestions or ideas and liaise with Climate Change and Environmental Support officer for future planning. |

4.4 Territory Families – youth justice bill amendment + consultation

Seranie Gamble, lawyer with Territory Families, presented regarding current youth justice and related legislation amendment bill 2019. Territory families are looking to connect with young people to collect recommendations or feedback on current amendments.

| ACTION | YEO to include reminder to YAC members to connect with Seranie for further information or queries. |
4.5 Social Media Promotions

YAC Members have agreed to increase their social media presence, and further discussed different ways to present their profiles including looking at the profiling of LAUNCHmedia team members. Andy took photos for future use.

<table>
<thead>
<tr>
<th>ACTION</th>
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<tbody>
<tr>
<td>YEO to source photos from Andy</td>
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<tr>
<td>YEO to remind members to provide a photo of their choice for creating profiles for social media sharing</td>
</tr>
<tr>
<td>YEO to include social media promotions item in May agenda</td>
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</tbody>
</table>

5 MEETING CLOSED

7:14

Next YAC meeting scheduled:
5.30pm – 7.30pm, Thursday 9 May 2019
Library Hub, City of Darwin Civic Centre

Contact Person:
Teresa Helm
Youth Engagement Officer
08 8930 0635
0400 779 066
14.5 MINUTES OF THE RISK MANAGEMENT & AUDIT COMMITTEE MEETING HELD ON 29 MARCH 2019

Common No.: 1955119
Author: Coordinator Governance
Authoriser: Manager Strategy and Outcomes
Attachments: 1. Minutes of the Risk Management & Audit Committee Meeting held on 29 March 2019

RECOMMENDATIONS

That the Minutes of the Risk Management & Audit Committee Meeting held on 29 March 2019 be received and noted.
MINUTES
Risk Management & Audit Committee Meeting
Friday, 29 March 2019
MINUTES OF CITY OF DARWIN
RISK MANAGEMENT & AUDIT COMMITTEE MEETING
HELD AT THE MEETING ROOM 1, LEVEL 1, CIVIC CENTRE, HARRY CHAN AVENUE, DARWIN
ON FRIDAY, 29 MARCH 2019 AT 9.00AM

PRESENT: Alderman Jimmy Boukoris, Alderman Justine Glover, Chair Iain Summers, Mr Craig Spencer

OFFICERS: Sandie Matthews (Executive Manager Corporate Services), Melissa Reiter, (General Manager Government Relations & External Affairs), Russell Holden (Executive Manager Finance), Chris Potter (General Manager Corporate and Procurement Services), Scott Waters (Chief Executive Officer); Julie Gordon (Executive Assistant to the CEO)

APOLOGY:

GUESTS: Ron Grinsell (General Manager, Engineering & City Services), Drosso Lelekis (Manager Design, Development & Projects), Jarrad Crawley (Asset & Public Lighting Coordinator)

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1 MEETING DECLARED OPEN

The Chair declared the meeting open at 9.00 am.

2 APOLOGIES AND LEAVE OF ABSENCE

Nil

3 ELECTRONIC MEETING ATTENDANCE

3.1 Electronic Meeting Attendance Granted

Nil

4 DECLARATION OF INTEREST OF MEMBERS AND STAFF

4.1 Declaration of Interest by Members

THAT the Risk Management & Audit Committee note that pursuant to Section 73 & 74 of the Local Government Act, Alderman Bouhoris declared a Conflict of Interest in Agenda Item 7.4.

4.2 Declaration of Interest by Staff

Nil

5 CONFIRMATION OF PREVIOUS MINUTES

COMMITTEE RESOLUTION RMAC001/19

Moved: Mr Craig Spencer
Seconded: Alderman Jimmy Bouhoris

That the minutes of the Risk Management & Audit Committee Meeting held on 5 December 2018 be confirmed.

CARRIED 4/0

5.1 BUSINESS ARISING

- ICAC briefing and fraud report has been allocated to the outstanding issues register (agenda item 7.3).

- The independent member appointment is being progressed.

- The Chair requested that the following items be included in General Business (agenda item 9) Policies on the Council’s Risk Management Policy and management’s Internal audit policy for use during the Independent member appointment process; and updates on the status of the Risk Registers and Internal Audit Plan.
6.1 AUDIT MATTERS UPDATE

SUMMARY
The purpose of this report is to update members on progress to the Audit Observations in the Audit Closing Report for the 2018 Annual Financial Statements.

COMMITTEE RESOLUTION  RMAC002/19
Moved: Alderman Justine Glover
Seconded: Alderman Jimmy Bouhoris

THAT:
1. The report be received and noted.
2. Any further investigation into Trust Account balances be undertaken by the Strategic Direction Group.

Action: Executive Manager Finance
CARRIED 4/0

6.2 REVIEW OF INVESTMENT POLICY NO. 024

SUMMARY
The purpose of this report is to seek the Committee's endorsement of a reviewed draft investment policy (ATTACHMENT B), for presentation to Council for its consideration.

COMMITTEE RESOLUTION  RMAC003/19
Moved: Mr Craig Spencer
Seconded: Alderman Jimmy Bouhoris

THAT it be a recommendation to Council:-
A. THAT Report entitled Review Of Investment Policy No. 24, be received and noted.
B. THAT the Management Team confirm that the advice has been provided by a person with an Australian Financial Services Licence.

Action: Executive Manager Finance
CARRIED 4/0
6.3 ASSET MANAGEMENT PLANS - LAND, LAND UNDER ROADS, PATHWAYS, PARKS AND RESERVES INFRASTRUCTURE

SUMMARY
The purpose of this report is to provide the Risk Management and Audit Committee with a number of Asset Management Plans for endorsement to be referred to Council for adoption.

COMMITTEE RESOLUTION RMAC004/19
Moved: Alderman Jimmy Bouhoris
Seconded: Mr Craig Spencer

THAT it be a recommendation to Council:-
1. THAT Report Number 9380 entitled Asset Management Plans – Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure, be received and noted.
2. THAT the Risk Management and Audit Committee recommend that Council adopt the Asset Management Plans – Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure provided as Attachments 1, 2, 3 and 4 to Report Number 9380 entitled Asset Management Plans – Land, Land Under Roads, Pathways, Parks and Reserves Infrastructure, noting that they will be updated to reflect the final 2019/20 Long Term Financial Plan.
3. THAT the GM Engineering & City Services be the responsible Officer for all Asset Management Plans on an interim basis until all Plans are finalised.
4. THAT training for Elected Members proposed by Asset Management Policy No. 55 be initiated.

Action: General Manager Engineering and City Services

CARRIED 4/0

7 RECEIVE & NOTE REPORTS

7.1 INTERNAL AUDIT REVIEW OF PROJECT MANAGEMENT PROCESS UPDATE MARCH 2019

SUMMARY
The purpose of this report is to provide an update on the development of a project management methodology, supporting PMO and maturity model in accordance with best practice recommendations identified within the KPMG internal audit report 18CP0131 CP:dr entitled KPMG Internal Audit Review of Project Management Processes.

COMMITTEE RESOLUTION RMAC005/19
Moved: Mr Craig Spencer
Seconded: Alderman Justine Glover

THAT:
1. The report be received and noted.
2. The Committee note that this activity has been deferred for delivery until 2019/20 financial
3. That the Outstanding Audit Register be updated to reflect this change and that a further update report be provided to RMAC in May 2019.

   Action: Executive Manager Corporate Services

   CARRIED 4/0

7.2 OUTSTANDING IT AUDIT ISSUES

SUMMARY

The purpose of this report is to present the implementation status of item 149 on the Outstanding Audit Issues Register. This item covers the five following areas:

- Endpoint Protection
- User Security Awareness and Training
- Security Governance and Oversight
- IT Disaster Recovery and Resilience
- Remote Access Management

COMMITTEE RESOLUTION  RMAC006/19

Moved: Alderman Jimmy Bouhoris
Seconded: Alderman Justine Glover

THAT:

1. The report be received and noted.

2. That committee note the Outstanding Audit Register will be updated to reflect changes in individual items with a further update report provided to RMAC in May 2019.

   Action: Executive Manager Corporate Services

   CARRIED 4/0
7.3 OUTSTANDING AUDIT ISSUES REGISTER AS AT 5 DECEMBER 2018

SUMMARY
The purpose of this report is to present the updated Outstanding Audit Issues Register, current as at the 5 December 2018 meeting.

COMMITTEE RESOLUTION RMAC007/19
Moved: Mr Craig Spencer
Seconded: Alderman Jimmy Bouhoris

THAT:
1. The report be received and noted.
2. Item 146 Investment Audit be moved to the Completed Audit Register as a result of the presentation on Agenda Item 6.2
3. Item 152 Valuation of Street Lighting be moved to the Completed Audit Register as a result of Agenda Item 7.4
4. Item 153 Key Management Personnel Declarations be moved to the Completed Audit Register based on the advice of the CEO.
5. Item 155 on Outstanding Audit Register be reworded to “Council identify its response to the ICAC legislation”, and a report provided to the RMAC May 2019 meeting.
6. Item 155 be included in the Confidential Agenda as a standing item on any public liability claims and alleged fraudulent activities, with reference to the controls identified in the Risk Registers.
7. The name of the Auditor, and the date the Audit Report was completed, be included in the Audit Register.

Action: Executive Manager Corporate Services (5)
Action: General Manager Corporate and Procurement Services (6)
CARRIED 4/0

Alderman Jimmy Bouhoris departed the meeting at 10.30am.

7.4 STREET LIGHTING VALUATION - UPDATE

SUMMARY
The purpose of this report update is to firstly provide clarity on the data used in the valuation report to ensure Council’s data and resulting valuation is complete. Secondly, and as highlighted by the external auditor, RMAC has recommended that a validation/demonstration be undertaken of the ownership of streetlights within the Darwin Municipality and thirdly, that the delineation of street lighting network infrastructure be provided.

COMMITTEE RESOLUTION RMAC008/19
Moved: Mr Craig Spencer  
Seconded: Alderman Justine Glover

THAT:

1. The update report be received and noted.
2. The presentation on the audit valuation data, ownership and delineation of the street lighting network infrastructure be received and noted, and thanked the Asset & Public Lighting Coordinator for the clarity of the presentation.
3. Detail on the Street and Public Lighting operating budget is to be presented in May in conjunction with the presentation of the Street and Public Lighting Asset Management Plan. This plan will also capture a consolidated body of work around Street and Public Lighting.

   Action: General Manager Engineering and City Services

   CARRIED 3/0

Alderman Jimmy Bouhoris re-joined the meeting at 10:54 am.

8 QUESTIONS BY MEMBERS

Nil

9 GENERAL BUSINESS

9.1 MOTION - POLICIES FOR USE OF INDEPENDENT MEMBER PROCESS

   COMMITTEE RESOLUTION RMAC009/19

   Moved: Alderman Justine Glover  
   Seconded: Mr Craig Spencer

   THAT a review of the Council’s Risk Management Policy 069, and a review of the Internal Audit Policy adopted by the former Chief Officers Group, is to provided to the RMAC meeting in May.

   Action: Executive Manager Corporate Services

   CARRIED 3/0

9.2 MOTION - UPDATE ON THE STATUS OF THE RISK REGISTERS AND INTERNAL AUDIT PLAN
COMMITTEE RESOLUTION  RMAC010/19
Moved:   Chair Iain Summers
Seconded: Alderman Justine Glover
An update on the status of the Risk Registers and setting of the new three year Internal Audit Plan was provided by the Executive Manager Corporate Services.
THAT a further update be provided to the May 2019 meeting.
CARRIED 3/0
Action: Executive Manager Corporate Services

COMMITTEE RESOLUTION  RMAC011/19
Moved:   Alderman Jimmy Bouhoris
Seconded: Alderman Justine Glover
That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 65(2) of the Local Government Act:

13.1 Security Review 2018/19
This matter is considered to be confidential under Section 65(2) - 8(c)(iii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to prejudice the security of the council, its members or staff.

13.2 Probity Review - Provision of Event Infrastructure for Bombing of Darwin Day 2019
This matter is considered to be confidential under Section 65(2) - 8(c)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on any person.
CARRIED 4/0

The Meeting closed at 11.55 am

The minutes of this meeting were confirmed at the Risk Management & Audit Committee held on 31 May 2019.

..........................................................
CHAIR
Asset Management Plans are progressing

A further four Asset Management Plans were presented to the Committee, and were endorsed for presentation to the Council, noting that the General Manager Engineering & City Services will be the responsible Officer for all Asset Management Plans, on an interim basis, until all Plans are finalised. The Committee also noted that the plans will be linked to the setting of the Council’s Long Term Financial Plan.

Street Light valuation

As recommended by the external auditor, clarification was provided to the Committee about the ownership and valuation of the street lighting assets acquired from the Northern Territory Government. The Committee was satisfied that the Council now has the appropriate information about street lighting to include in its annual financial statements, and in the Asset Management Plan. The Asset Management Plan for Street Lighting is scheduled for presentation to the Committee’s May 2019 meeting.

Alderman Bouhoris declared a Conflict of Interest in relation to this item and was was not present for the discussion.

Review of the Council’s Investment Policy

The Committee noted the changes to the Council’s investment portfolio allocations provided by the financial advisers, but as the Committee members do hold Australian Financial Services Licenses, the Committee was not able to comment on this advice. The Committee requested management to confirm that the advisers did hold Australian Financial Services Licenses.

Progress with recommendations from the Project Management Internal Audit

The Committee noted that implementation of the recommendations, including the development of a Project Management Office, was to be deferred until the 2019/20 year. The committee accepted the reasons for that deferment, but will continue to monitor progress with the recommendations.

Preparation for the appointment process for community members

The committee was briefed on the status of Expressions of Interest to be called for the two community member positions, and requested that, in preparation for providing information to interested applicants, the Council’s Risk Management Policy, and management’s internal Audit Policy be reviewed and presented to the Committee meeting in May 2019.
15 REPORTS OF REPRESENTATIVES

16 QUESTIONS BY MEMBERS

17 GENERAL BUSINESS
17.1 Acting Deputy Lord Mayor - 8 - 16 May 2019
Common No. 375173

THAT in accordance with Part 4.3 of the Local Government Act (2008), Alderman _______ be appointed as Acting Deputy Lord Mayor for the period 8 - 16 May 2019.

18 DATE, TIME AND PLACE OF NEXT ORDINARY COUNCIL MEETING

THAT the next Ordinary Meeting of Council be held on Tuesday, 14 May 2019, at 5.30pm (Open Section followed by the Confidential Section), Council Chambers, Level 1, Civic Centre, Harry Chan Avenue, Darwin.
19 CLOSURE OF MEETING TO THE PUBLIC

THAT pursuant to Section 65 (2) of the Local Government Act and Regulation 8 of the Local Government (Administration) Regulations the meeting be closed to the public to consider the Confidential Items of the Agenda.

RECOMMENDATIONS

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 65(2) of the Local Government Act:

24.1 Outdoor Advertising Signs Code

This matter is considered to be confidential under Section 65(2) - 8(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to prejudice the interests of council or some other person.

24.2 Listings of Cheques & EFT Payments - March 2019

This matter is considered to be confidential under Section 65(2) - 8(a), 8(b) and 8(c)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual, information about the personal circumstances of a resident or ratepayer and information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on any person.

24.3 Agenda and Minutes of the Top End Regional Organisation of Councils Meeting - 28 March 2019

This matter is considered to be confidential under Section 65(2) - 8(e) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information provided to the council on condition that it be kept confidential.

24.4 Confidential Minutes of the Risk Management & Audit Committee Meeting held on 29 March 2019

This matter is considered to be confidential under Section 65(2) - 8(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to prejudice the interests of council or some other person.

20 ADJOURNMENT OF MEETING AND MEDIA LIAISON
PREVIOUS MINUTES
Ordinary Council Meeting Meeting
Tuesday, 16 April 2019
Reports, recommendations and supporting documentation can be accessed via the City of Darwin Council Website at www.darwin.nt.gov.au, at Council Public Libraries or contact the Committee Administrator on (08) 8930 0670.

MINUTES OF CITY OF DARWIN
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, LEVEL 1, CIVIC CENTRE,
HARRY CHAN AVENUE, DARWIN
ON TUESDAY, 16 APRIL 2019 AT 5.30PM

PRESENT: Lord Mayor Kon Vatskalis, Alderman Andrew Arthur, Alderman Jimmy Bouhoris, Alderman Sherry Cullen, Alderman Justine Glover, Alderman Gary Haslett, Alderman Robin Knox, Alderman George Lambrinidis, Alderman Simon Niblock, Alderman Mick Palmer, Alderman Peter Pangquee, Alderman Rebecca Want de Rowe,

OFFICERS: Scott Waters (Chief Executive Officer), Polly Banks (General Manager Community & Regulatory Services), Chris Potter (General Manager Corporate and Procurement Services), Ron Grinsell (General Manager Engineering & City Services), Penny Hart (Coordinator Governance), Drosso Lelekis (Manager Design, Development & Projects), Angie Heriot (Animal Policy Officer), Brian Sellers (Planning Officer), Cherry Cai (Manager International Business Relations), Jane de Gault (Media & Communications Advisor), Robyn Higgins (Arts & Community Development Coordinator), Shenagh Gamble (Executive Manager Environment & Community), Nathan Lewis (Senior Project Officer Capital Works), Matt Grassmayr (Executive Manager Leisure and Regulatory Services), Caitlyn Moulds (Alderman Liaison Officer), Josie Matthiesson (Manager Marketing & Communications).

APOLOGY: Alderman Emma Young.

GUESTS: Representatives from the Darwin Aboriginal Art Fair were in attendance from 5.40pm to brief the Council on a sponsorship opportunity.

MEDIA: NT News, Mr Will Zwar; ABC News, Ms Kate Ashton, Channel 9, Ms Lily Greer.

WEBCASTING DISCLAIMER
Due to technical difficulties this meeting was not webcast.
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1 ACKNOWLEDGEMENT OF COUNTRY

2 THE LORD'S PRAYER

3 MEETING DECLARED OPEN
The Chair declared the meeting open at 5.37 pm.

4 APOLOGIES AND LEAVE OF ABSENCE

4.1 APOLOGIES

RESOLUTION ORD017/19
Moved: Alderman Rebecca Want de Rowe
Seconded: Alderman Justine Glover
THAT the apology from Member E L Young, be received.
CARRIED 11/0

4.2 LEAVE OF ABSENCE GRANTED
Nil

4.3 Leave of Absence Requested

4.3 LEAVE OF ABSENCE REQUESTED

RESOLUTION ORD018/19
Moved: Alderman Rebecca Want de Rowe
Seconded: Alderman Jimmy Bouhoris
A. THAT a Leave of Absence be granted for Member Cullen for the period 19-28 April 2019
B. THAT a Leave of Absence be granted for Member Knox for the period 17 April onwards
CARRIED 11/0
5 ELECTRONIC MEETING ATTENDANCE

5.1 Electronic Meeting Attendance Granted
Nil

5.2 Electronic Meeting Attendance Requested
Nil

6 DECLARATION OF INTEREST OF MEMBERS AND STAFF

6.1 Declaration of Interest by Members
Nil

6.2 Declaration of Interest by Staff
Nil

7 CONFIRMATION OF PREVIOUS MINUTES

RESOLUTION ORD019/19
Moved: Alderman Jimmy Bouhoris
Seconded: Alderman Justine Glover
That the minutes of the Ordinary Ordinary Council Meeting held on 26 March 2019 be confirmed.
CARRIED 11/0

8 MATTERS OF PUBLIC IMPORTANCE / LORD MAYORAL MINUTE

8.1 POLLUTION OF RAPID CREEK
Alderman Arthur raised a Matter of Public Importance in relation to Pollution of Rapid Creek.

The Lord Mayor called for a Motion to admit the matter.

RESOLUTION ORD020/19
Moved: Alderman Andrew Arthur
Seconded: Alderman Jimmy Bouhoris
1. THAT the Matter of Public Importance be admitted for consideration
2. THAT the report titled Investigation into allegations of Waste Mismanagement activities by Airservices Australia at Darwin International Airport be tabled and received and noted.
CARRIED 11/0
9   PUBLIC QUESTION TIME
Nil

10  PETITIONS
Nil

Alderman Gary Haslett joined the meeting at 5.40pm.

11  DEPUTATIONS AND BRIEFINGS

11.1 DARWIN ABORIGINAL ART FAIR - SPONSORSHIP OPPORTUNITY

Representatives from the Darwin Aboriginal Art Fair were in attendance from 5.40pm to brief the Council on a sponsorship opportunity.

RESOLUTION ORD021/19
Moved: Alderman Jimmy Bouhoris
Seconded: Alderman Mick Palmer

THAT the presentation from the Darwin Aboriginal Art Fair, in relation to sponsorship, be received and noted.

CARRIED 12/0

12  NOTICES OF MOTION
Nil
13 OFFICERS REPORTS

13.1 REVIEW OF POLICY NO. 001 - ANIMAL MANAGEMENT GENERAL

SUMMARY
The purpose of this report is to seek Council endorsement of the Animal Management Policy No 001.

RESOLUTION ORD022/19
Moved: Alderman Justine Glover
Seconded: Alderman Sherry Cullen
1. THAT the Report entitled Review of Policy No. 001 - Animal Management General, be received and noted.
2. THAT Council adopt Policy No. 001 - Animal Management General as contained at Attachment 2, as amended administratively under Section 3.4.1 Barking to reflect ‘any hour period’ to the Report entitled Review of Policy No. 001 - Animal Management General.

CARRIED 12/0

13.2 REQUEST FOR REDUCTION IN AREA WHERE LIQUOR CAN BE CONSUMED AT MINDIL BEACH

SUMMARY
The purpose of this report is to seek Council approval to reduce the area where liquor can be consumed at Mindil Beach.

RESOLUTION ORD023/19
Moved: Alderman Mick Palmer
Seconded: Alderman Gary Haslett
1. THAT the report entitled Request for Reduction in Area Where Liquor Can Be Consumed at Mindil Beach be received and noted.
2. THAT Council endorse the reduction in the area at Mindil Beach where liquor may be consumed, as outlined in the report entitled Request for Reduction in Area where Liquor Can be Consumed at Mindil Beach.
3. THAT Council inform the Director General Licensing of the reduction in the area at Mindil Beach where liquor may be consumed, as outlined in the report entitled Request for Reduction in Area Where Liquor Can Be Consumed at Mindil Beach.

CARRIED 12/0
13.3 GREASE TRAP AT THE NIGHTCLIFF MARKETS

SUMMARY
The purpose of this report is to investigate the feasibility of installing a permanent grease trap at Nightcliff markets site.

RESOLUTION ORD024/19
Moved: Alderman Andrew Arthur
Seconded: Alderman Peter Pangquee
1. THAT the report be received and noted.
2. THAT the installation of a permanent grease trap at the Nightcliff markets site be referred to a 1st quarter budget variation in the 2019/2020 budget.

CARRIED 12/0

Alderman George Lambrinidis departed the meeting at 6:23 pm.

13.4 UPDATE ON DARWIN BIKE PLAN AND DEVELOPMENT OF A MOVEMENT STRATEGY

SUMMARY
The purpose of this report is to outline an option to combine the proposed review of the Bike Plan with the proposed Mobility Plan that underpins an overarching “movement” strategy.

RESOLUTION ORD025/19
Moved: Alderman Andrew Arthur
Seconded: Alderman Sherry Cullen
1. THAT the report be received and noted.
2. THAT Council endorse the development of a Movement Strategy to incorporate the review of the existing Bike Plan and Car Parking Strategy as outlined in this report.
3. THAT a further report be presented to council for the feasibility and costs associated with the development of a movement strategy.

CARRIED 11/0

Alderman George Lambrinidis re-joined the meeting at 6:24 pm
13.5 NAMING OF A PARK IN MUIRHEAD - LOT 11900 (3) COLIN STREET, MUIRHEAD

SUMMARY
The purpose of this report is to seek Council support for the application by Fannie Bay History and Heritage Society, to name the City of Darwin owned park at Lot 11900 (3) Colin Street, Muirhead, “James Mallet Bennet Park”

RESOLUTION ORD026/19
Moved: Alderman Jimmy Bouhoris
Seconded: Alderman Mick Palmer
1. THAT the report be received and noted.
2. THAT Council support the name “James Mallett Bennett” for the name of the park located at Lot 11900 (3) Colin Street Muirhead, as proposed by the Fannie Bay History and Heritage Society.

CARRIED 12/0

13.6 DELEGATION TRIP TO CHINA - MAY 2019

SUMMARY
The purpose of this report is to seek approval for the proposed international travel by Lord Mayor as per Policy No. 18. The proposed City of Darwin delegation will travel from City of Darwin to Guangzhou, Shenzhen and Haikou from 9 May to 17 May 2019. The Lord Mayor is requested to attend these activities. This delegation may also be accompanied by a representative of the Charles Darwin University, Darwin Innovation Hub and Northern Territory International Airport to specific activities in Guangzhou and Haikou. The delegation will focus on economic development and Investment attraction opportunities.

RESOLUTION ORD027/19
Moved: Alderman Justine Glover
Seconded: Alderman George Lambrinidis
1. THAT the report be received and noted

CARRIED 12/0

RESOLUTION ORD028/19
Moved: Alderman Justine Glover
Seconded: Alderman George Lambrinidis
2. THAT Council approves the proposed travel as per itinerary at Attachment 1 and Attachment 2 to the Report entitled China Delegation, in line with City of Darwin Policy No.018 – Lord Mayor

CARRIED 12/0
RESOLUTION ORD029/19
Moved: Alderman Jimmy Bouhoris
Seconded: Alderman Gary Haslett
3. THAT Council approves the correspondents’ letters refer Attachment C/D from Lord Mayor/General Manager, Innovation, Growth, Development Services to Chinese governments relating to this trip.
CARRIED 9/3

MOTION
Moved:
Seconded:
4. THAT Council approves the invitation letter for a potential investor to Darwin at Attachment E from Lord Mayor.
This motion lapsed for want of a Mover

RESOLUTION ORD030/19
Moved: Alderman Jimmy Bouhoris
Seconded: Alderman Mick Palmer
5. THAT Council approves the Investment Prospectus book at Attachment F and the Mandarin version of this book to be printed.
CARRIED 11/1

RESOLUTION ORD031/19
Moved: Alderman Justine Glover
Seconded: Alderman Jimmy Bouhoris
6. THAT Council approve the delegation party to include 2 council officers, the General Manager Innovation and Manager International Business Development, together with the approved elected members to be nominated.
CARRIED 12/0

RESOLUTION ORD032/19
Moved: Alderman Jimmy Bouhoris
Seconded: Alderman Sherry Cullen
7. THAT Council approve Alderman S J Cullen to attend utilising Professional Development.
8. THAT Council approve Alderman J Bouhoris to attend utilising Professional Development.
9. THAT Council approve the Lord Mayor to attend for the Shenzen section only.
CARRIED 12/0
13.7 WEST LANE CAR PARK LATE OPENING HOURS

SUMMARY
This report provides details of the outcome of a twelve month trial in relation to the late opening hours of Westlane Carpark to midnight.

RESOLUTION ORD033/19
Moved: Alderman George Lambrinidis
Seconded: Alderman Peter Pangquee
1. THAT the report be received and noted.

RESOLUTION ORD034/19
Moved: Alderman Gary Haslett
Seconded: Alderman Sherry Cullen
2. THAT Council cease the late opening hours of Westlane Carpark from Thursday to Saturday 8:00 pm to midnight from 27 April 2019.

RESOLUTION ORD035/19
Moved: Alderman Gary Haslett
Seconded: Alderman Jimmy Bouhoris
3. THAT Council support the deployment of a uniformed patrol guard in the Mall from Thursday to Saturday from 5:00 pm to 10:00 pm each night for a six month trial period commencing April 2019.

CARRIED 12/0

CARRIED 12/0

CARRIED 10/2
13.8 SALE OF LAND REQUEST - LOT 8027, 1 GONZALES ROAD, STUART PARK

SUMMARY

The purpose of this report is to seek Council’s endorsement of the sale of a portion of Gonzales Road reserve to the owners of Lot 8027 (1) Gonzales Road, Stuart Park.

RESOLUTION ORD036/19

Moved: Alderman Justine Glover
Seconded: Alderman Mick Palmer

1. THAT the Report entitled Sale Of Land Request – Lot 8027, 1 Gonzales Road, Stuart Park, be received and noted.

2. THAT Council approve in-principle the subdivision of Gonzales Road and sale of the portion of land adjacent Lot 8027 Gonzales Road, Stuart Park, as described in the report entitled Sale Of Land Request – Lot 8027, 1 Gonzales Road, Stuart Park, subject to compliance with Local Government Regulations and the satisfactory resolution of all issues associated with that compliance and that the sale be subject to:

   a. The land purchase price being set at $35,000.00 in accordance with the Independent Valuation obtained by Council.
   
   b. The Purchaser preparing and lodging with any relevant Authority all necessary documents which are required to give effect to the Agreement.
   
   c. The Purchaser identifying any service authority easements over the land and establishing those easements on a Survey Plan to the satisfaction of the Surveyor General noting that it is the Purchaser’s responsibility to provide the final Survey Plan for the transfer of land to the satisfaction of the Surveyor General.
   
   d. The land being consolidated into the purchaser’s Lot 8027 Gonzales Road after the sale of the land.
   
   e. All costs associated with the sale of the land, including but not limited to, advertising, survey plans, Local Government road closure process, legal and other associated fees being borne by the proponent.

3. THAT Council pursuant to Section 32 (2) of the Local Government Act (as Amended) hereby delegates to the Chief Executive Officer the power to finalise the terms and conditions of the contract of sale for the portion of land as described in the report entitled Sale Of Land Request – Lot 8027, 1 Gonzales Road, Stuart Park,

4. THAT Pursuant to Section 26(2) Council approve the affixing of the common seal to all associated documentation for the closure and sale of land as described in the report entitled Sale Of Land Request – Lot 8027, 1 Gonzales Road, Stuart Park, and that documentation be attested by the signatures of the Chief Executive Officer and the Lord Mayor.

CARRIED 12/0
13.9 HMAS COONAWARRA REQUEST TO EXERCISE FREEDOM OF ENTRY

SUMMARY
The purpose of this report is to inform Council that Darren Rushworth, Commander RAN, Commanding Officer HMAS Coonawarra has requested that HMAS Coonawarra exercise its Freedom of Entry to the City of Darwin on Saturday 10 August 2019 as the closing event for Navy week.

RESOLUTION ORD037/19
Moved: Alderman Justine Glover
Seconded: Alderman Jimmy Bouhoris
1. THAT the Report entitled HMAS Coonawarra Request to Exercise Freedom of Entry, be received and noted.
2. THAT Freedom of Entry to the City of Darwin be granted to HMAS Coonawarra, and that the Exercising of the Freedom of Entry take place in the City on Saturday 10 August 2019.

CARRIED 12/0

13.10 2019/20 ELECTED MEMBER ALLOWANCES

SUMMARY
The purpose of this report is to seek Council’s endorsement of the 2019/20 Elected Member Allowances for inclusion in the 2019/20 budget and Municipal Plan.

RESOLUTION ORD038/19
Moved: Alderman Gary Haslett
Seconded: Alderman Sherry Cullen
1. THAT the report be received and noted.
2. THAT Council adopt the Elected Member allowances in Attachment 1.
3. THAT the Extra Meeting Allowance for 2019/20 be set at $184.40

CARRIED 9/3

Alderman Want de Rowe requested that it be noted that she voted against the motion.
13.11 APPOINTMENT OF DEPUTY LORD MAYOR 17 MAY TO 17 SEPTEMBER 2019

SUMMARY
The purpose of this report is to appointment the next Deputy Lord Mayor for the period 17 May to 17 September 2019.

RESOLUTION ORD039/19
Moved: Alderman Justine Glover
Seconded: Alderman Jimmy Bouhoris
1. THAT the report be received and noted.
2. THAT in accordance with Part 4.3 of the Local Government Act (2008), Alderman Knox be appointed as Deputy Lord Mayor for the period 17 May to 17 September 2019.

CARRIED 12/0
13.12 AUTHORISATION TO SCOPE STRATEGIC PROJECTS IN THE MUNICIPALITY

SUMMARY

The purpose of this report is to provide authorisation to scope strategic and major projects within the City of Darwin Municipality leading into the 2019/20FY budget and beyond. This will also inform Council’s Strategic Plan and future long term financial plan providing a framework for the application to grant funding streams from the Northern Territory and Australian Government as well as debt funding facilities as required.

RESOLUTION ORD040/19

Moved: Lord Mayor Kon Vatskalis
Seconded: Alderman Justine Glover

1. THAT the report be received and noted.
2. THAT Council authorise the Chief Executive Officer to scope major projects in the Local Government area with a view to incorporating in the Long Term Financial Plan.
3. THAT the projects for initial scoping are as follows:
   (a) Darwin Esplanade significant public space redevelopment, amenity enhancement and foreshore connection – Lameroo Beach to the Waterfront.
   (b) Community and Recreation facility redevelopment of Casuarina Pool site inclusive of an integrated local government community facility.
   (c) Vestey’s Beach public space enhancement with potential public, private partnership development.
   (d) Smart City roll out to the Northern Suburbs.
   (e) Northern Suburb Park Masterplan focusing on Holzerland Park, Robyn Lesley Park, Anula Park, Tiwi Park.
   (f) Establishment of a subsidiary (commercialised) Council business unit, encompassing waste management, property, car parking and street light assets.
   (g) Renewable Energy hubs based at Council facilities incorporating Solar PV as well as Waste to Energy technology at Shoal Bay Waste Management Facility.
4. THAT the completed project scopes be provided to Council as soon as possible.

CARRIED 12/0
13.13 ARTWORK TO COMMEMORATE THE 1919 GREAT AIR RACE

SUMMARY
The purpose of this report is to provide advice to Council regarding the installation of Public Art to commemorate the 1919 Centenary of the Great Air Race.

RESOLUTION ORD041/19
Moved: Alderman Justine Glover
Seconded: Alderman Mick Palmer
1. THAT the report entitled Artwork to Commemorate The 1919 Great Air Race be received and noted.
2. THAT Council does not commission a public art work to commemorate the Centenary of the Great Air Race.

CARRIED 11/1

14 RECEIVE & NOTE REPORTS

14.1 CONTENT OF THE NEW LOCAL GOVERNMENT ACT

SUMMARY
The purpose of this report is to present correspondence from the Department of Local Government, Housing and Community Development (the Department) regarding the review of the Local Government Act.

RESOLUTION ORD042/19
Moved: Alderman Mick Palmer
Seconded: Alderman Justine Glover
THAT the report be received and noted.

CARRIED 12/0

14.2 MINUTES OF YOUTH ADVISORY COMMITTEE 14 MARCH 2019

SUMMARY
The purpose of this report is to present, for information, the minutes of the Youth Advisory Committee meeting held on 14 March 2019.

RESOLUTION ORD043/19
Moved: Alderman Jimmy Bouhoris
Seconded: Alderman Andrew Arthur
THAT the minutes of the Youth Advisory Committee meeting held on 14 March 2019, at Attachment 1, be received and noted.
14.3 2019 TAIPEI SMART CITY SUMMIT & EXPO UPDATE

SUMMARY
The purpose of this report is to provide an update to council on the recent trip the General Manager Innovation, Growth and Development Services, Josh Sattler and Deputy Lord Mayor, Jimmy Bouhoris were invited to attend by the Taipei Government - GoSmart Smart Cities Expo and the Strategic Smart City Collective in Taipei. This event which is the premiere Internet of Things (IoT) and Artificial Intelligence (AI) expo for the region.

RESOLUTION  ORD044/19
Moved:  Alderman Jimmy Bouhoris
Seconded:  Alderman Gary Haslett
THAT the report be received and noted.

15 REPORTS OF REPRESENTATIVES

15.1 Rapid Creek Water Advisory Committee Meeting
Alderman Robin Knox reported on Rapid Creek Water Advisory Committee Meeting. She noted that the Opposition are proposing an Urban Rivers Project that the committee would support in relation to Rapid Creek, should it be implemented following the Federal election.

15.2 LGANT Annual General Meeting
Alderman Gary Haslett reported on his attendance at the LGANT Annual General Meeting in Katherine, noting that it was very successful.

15.3 Kalymnos Sister City Subcommittee
Alderman George Lambrinidis reported on Kalymnos Sister City Subcommittee and noted that they are preparing for the Greek Glenti. He encouraged elected members and officers to participate in the City of Darwin stall as a great way of engaging with the community (and to enjoy the dancing, souvlaki and octopus).

15.4 Australian Institute of Company Directors Course
Alderman Andrew Arthur reported on his attendance with Alderman Justine Glover at the AICD finance and governance courses in Katherine. Great networking opportunity with members from across the NT.

15.5 Acting Lord Mayor
Alderman Jimmy Bouhoris reported on his duties as Acting Lord Mayor in April 2019:

- Conducted a citizenship ceremony for 50 people that was a great honour.
- Met Ambassador to Switzerland and discussed potential engagement between the countries.
- Attended the consecration of the first Jewish section of the Thorak Regional Cemetery.

Attended the opening night of the Deckchair Cinema, reminding elected members that it is a fantastic facility.

Alderman Andrew Arthur departed the meeting at 7:55 pm.

16 QUESTIONS BY MEMBERS

RESOLUTION ORD046/19

Moved: Lord Mayor Kon Vatskalis
Seconded: Alderman Mick Palmer

THAT the following Questions by Members be received and noted.

CARRIED 11/0

16.1 Parking complaint in Travers Street

Alderman Robin Knox asked for an update on a parking complaint in Travers Street, noting that has been raised previously and signage and enforcement actions were taken.

The Executive Manager Leisure and Regulatory Services responded and advised that the 2 hour limit was requested by local businesses and installed in 2016. Council investigated the possibility of providing designated parking bays for the entire street, consultation was undertaken with no complaints to the proposal and line marking was installed in late 2016. Since the introduction of line marking the only complaints until now have been for 3 alleged abandoned vehicles which were resolved.

The customer has now reported concerns around parking: of a vehicle business utilising the public on street car parking for their business, with an expectation of daily parking enforcement. However this is a difficult area to enforce. If addressed under the road rules, Council would issue an infringement if a vehicle overstays, however as customers of auto repairers / detailers typically drop a vehicle off, it may be moved throughout the day and at all times legally parked. Infringement can only be issued to the owner of the vehicle and not the business.

For the matter to be addressed under the by-laws, Council is seeking legal advice as to whether there is actually any offence.

Regarding the complaint lodged last Friday, a ranger attended today to discuss the matter with the customer and advise on enforcement actions available to Council under the road rules.
RESOLUTION ORD047/19
Moved: Lord Mayor Kon Vatskalis
Seconded: Alderman Mick Palmer
THAT the following Questions by Members be received and noted.

CARRIED 12/0

16.2 Community tree planting days
Alderwoman George Lambrinidis noted that community members are excited about the community tree planting days and requested that once a plan is available that it be made publicly available.

The Lord Mayor noted the next date of 27 April 2019 and agreed that the information could be published.

RESOLUTION ORD048/19
Moved: Lord Mayor Kon Vatskalis
Seconded: Alderman Mick Palmer
THAT the following Questions by Members be received and noted.

CARRIED 12/0

16.3 Third party reporting of offences
Alderman Peter Pangquee described an incident of a car driving and parking on the footpath and pedestrian area at Nightcliff shopping centre that endangered members of the public. Can Council look into third party reporting of offences?

Alderman George Lambrinidis asked if this could be looked at in conjunction with the smart lighting in the suburbs?

The General Manager Community & Regulatory Services responded and took the question on notice.

ACTION: GENERAL MANAGER COMMUNITY

Alderman Andrew Arthur re-joined the meeting at 7:57 pm.

17 GENERAL BUSINESS

17.1 ILIS (INTEGRATED LAND IN FORMATION) SYSTEM

RESOLUTION ORD049/19
Moved: Alderman Sherry Cullen
Seconded: Alderman Andrew Arthur
THAT Council undertake due diligence into investigating integrating the ILIS system into City of Darwin systems should it be available for sale and that a report be presented to Council.

CARRIED 12/0
18 DATE, TIME AND PLACE OF NEXT ORDINARY COUNCIL MEETING

RESOLUTION ORD050/19
Moved: Alderman Justine Glover
Seconded: Alderman Jimmy Bouhoris
THAT the next Ordinary Meeting of Council be held on Tuesday, 30 April 2019, at 5.30pm (Open Section followed by the Confidential Section), Council Chambers, Level 1, Civic Centre, Harry Chan Avenue, Darwin.
CARRIED 12/0

19 CLOSURE OF MEETING TO THE PUBLIC

RESOLUTION ORD051/19
Moved: Alderman Robin Knox
Seconded: Lord Mayor Kon Vatskalis

1. THAT pursuant to Section 65 (2) of the Local Government Act and Regulation 8 of the Local Government (Administration) Regulations the meeting be closed to the public to consider the Confidential Items of the Agenda.
2. That Council considers the confidential report(s) listed below in Open:

   24.1 Artwork to Commemorate the 1919 Great Air Race
   This matter is considered to be confidential under Section 65(2) - 8(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to prejudice the interests of council or some other person.

CARRIED 12/0

Procedural Motion - Adjournment of the meeting at 8.00pm in Accordance with By-Law 163(d)
(Want de Rowe/Bouhoris)
THAT in accordance with By-Law 163(d), the meeting be adjourned at 8.00pm for 10 minutes to enable the Council to have a meal break.
Carried

Procedural Motion - Resumption of Meeting Procedures at 8.12pm
(Lord Mayor/Bouhoris)
THAT the meeting be resumed at 8.12pm.
Carried

20 ADJOURNMENT OF MEETING AND MEDIA LIAISON

ADJOURNMENT OF MEETING
RESOLUTION ORD052/19
Moved: Alderman Mick Palmer
Seconded: Lord Mayor Kon Vatskalis
The meeting lost at 8.25pm.

CARRIED 12/0

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 30 April 2019.

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CHAIR