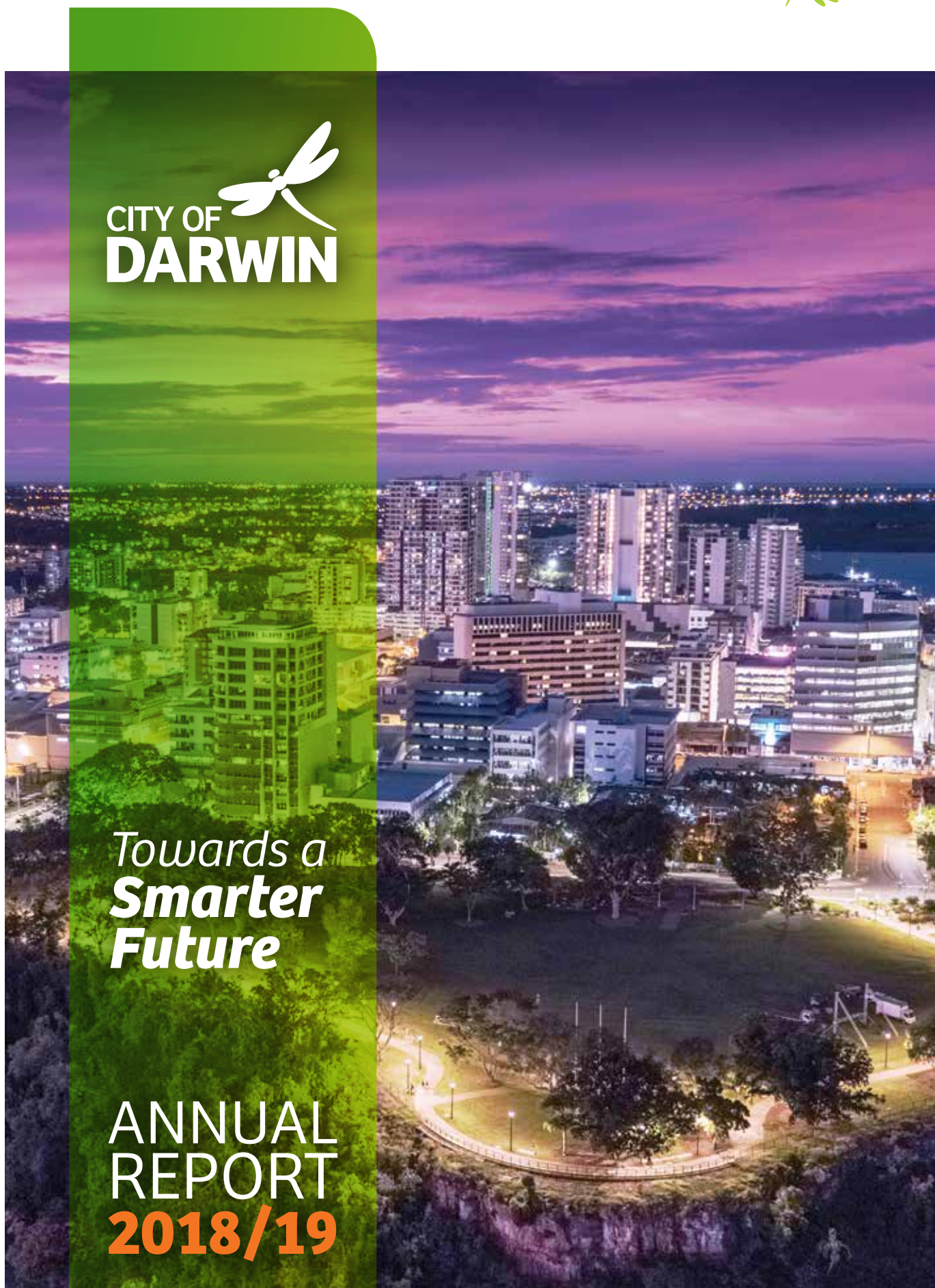


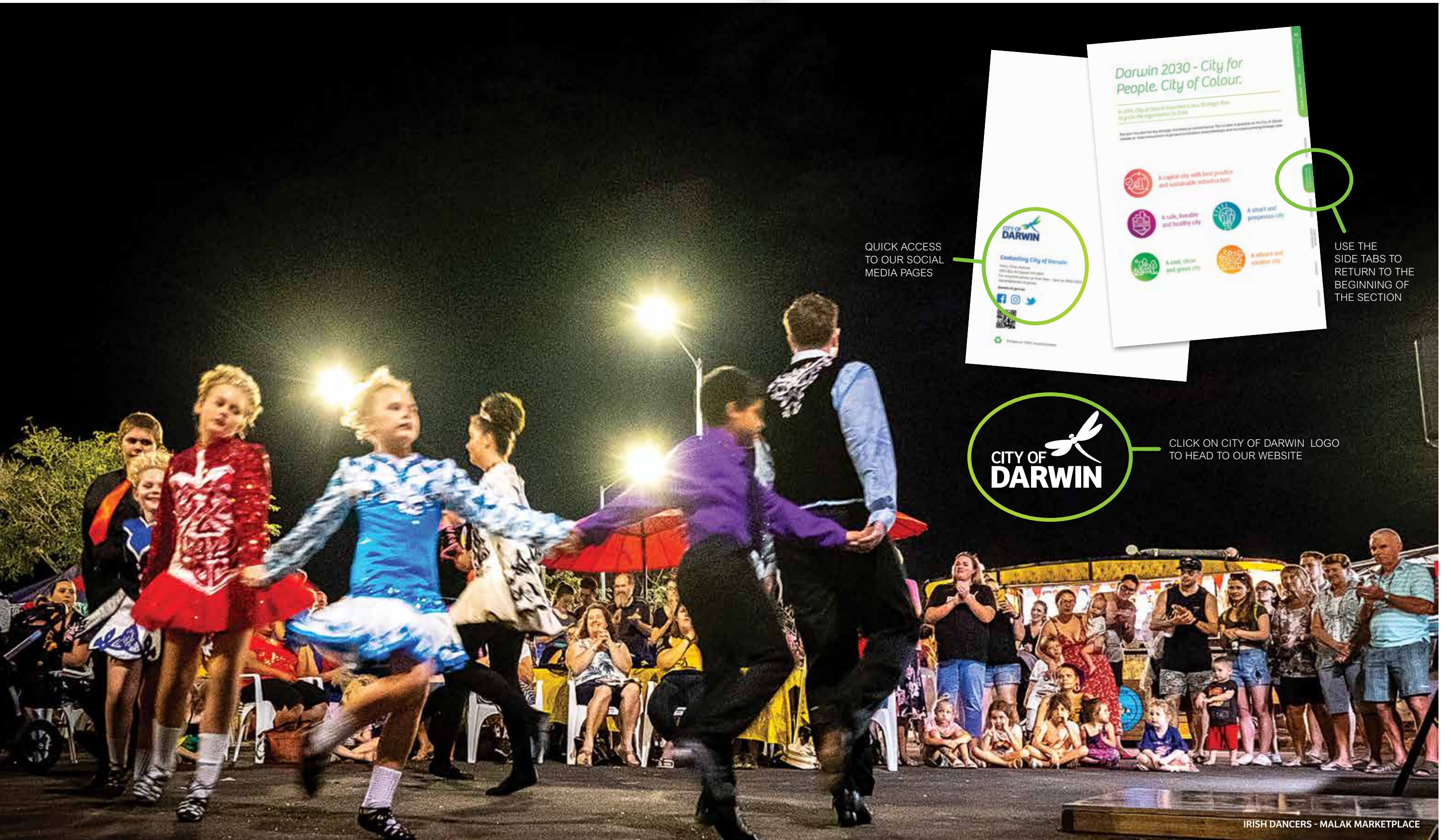


Towards a
***Smarter
Future***

ANNUAL
REPORT
2018/19



CLICK THE ARROWS TO GO BACK AND FORTH
THE DRAGONFLY WILL BRING YOU BACK TO CONTENTS PAGE



QUICK ACCESS
TO OUR SOCIAL
MEDIA PAGES



USE THE
SIDE TABS TO
RETURN TO THE
BEGINNING OF
THE SECTION



CLICK ON CITY OF DARWIN LOGO
TO HEAD TO OUR WEBSITE

IRISH DANCERS - MALAK MARKETPLACE

City of Darwin acknowledges the Larrakia people as the Traditional Owners of the land and waters of the Greater Darwin region, and they are known as Salt Water People. From the beginning the Larrakia participated in cultural life of early settlement and lived in and around the city. Many sites around Darwin hold specific meaning for the Larrakia people. We pay our respects to the Traditional Owners of this land – past, present and emerging.



PHOTO COURTESY OF LARRAKIA NATION

Our Staff Values - CARES

C

Customer Service

We make customers and community the focus of all we do, our service is fair, flexible, reliable and innovative

A

Accountability

We honour our commitments and take responsibility for our actions

R

Respect

We seek and value the contribution of others, listen before we talk and treat others as we would like to be treated

E

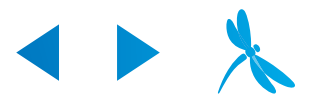
Excellence

We strive for the highest quality in our work and dealings with community members, Aldermen, colleagues and business partners. We go over and above, consistently doing more than is expected

S

Solidarity

We work together as one team; there is strength in unity and together we achieve great things. We are united in our decisions and actions



About Our Annual Report

City of Darwin is pleased to present the City of Darwin Annual Report for 2018/19.

The report outlines City of Darwin's performance over the year against the goals and outcomes of the *Evolving Darwin Towards 2020 Strategic Plan*, Annual Municipal Plan and budget. It also provides an insight into our aspirations and key objectives so that we remain on track to deliver on the 2020 strategy.

The Annual Report is Council's primary tool for reporting to our community and stakeholders on service delivery and financial performance, and is a vital part of our overall governance framework and commitment to transparency and accountability. This year Council has focussed on ensuring readability for all our stakeholders. Our community and stakeholders include Darwin residents and ratepayers, local business owners, potential investors, community groups, government agencies, funding bodies and present and future staff.

In accordance with the *Local Government Act*, all councils must present an annual report to the Minister for Local Government, Housing and Community Development by 15 November each year. The annual report must include a copy of the council's audited financial statements for the relevant financial year and it must contain an assessment of the Council's performance against the objectives stated in the relevant municipal plan, including indicators of performance. In addition to meeting our legislative obligations, the objectives of this report are to:

- Communicate our vision and strategic directions to the community;
- Instil community confidence in our ability to show strong leadership and deliver on our promises;
- Demonstrate our commitment to good governance as an accountable and transparent local government;

- Promote City of Darwin and Council to investors locally and with our neighbours in Asia;
- Build confidence and satisfaction in the partnerships that are being created with other levels of government, community groups, local business and industry leaders through key projects and services;
- Recognise the achievements of our organisation; and
- Market Council as an employer of choice for future staff and encourage current staff to stay.

The annual report is divided into six sections:

1. **Introduction** provides a statistical profile of City of Darwin, the Lord Mayor and Chief Executive Officer Messages, Elected Members and highlights
2. **Our Strategic Performance** is a report on achieving the *Evolving Darwin Towards 2020 Strategic Plan* which concluded on 30 June 2019
3. **Governance** provides an overview of the arrangements for the leadership and management of Council
4. **Our Annual Performance** outlines the achievements and opportunities against the five goals in the strategic plan and opportunities for the future
5. **Finances** presents a summary of financial information and the Audited Financial Statements for the 2018/19 financial year
6. **Appendices** including an annual Municipal Plan Performance Report of actions and key performance indicators, Annual Report compliance with the *Local Government Act* and regulations, and other indexes.

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<i>City for People. City of Colour.</i>	

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OUR CAPITAL CITY LEADERS



SWITCHING ON DARWIN- LED LIGHTING - BICENTENNIAL PARK

Lord Mayor's Message

The 2018/19 year has been challenging as we worked to recover from Cyclone Marcus and its impacts.

I would like to acknowledge the efforts of our Elected Members, Chief Executive Officer and staff for the professional and committed way that they progressed with recovery and at the same time, looked for ways to improve and build resilience for our community in the future. A significant event such as Cyclone Marcus confirms the importance of our partnerships and strategic relationships. In a crisis situation, we all need to work together as one team and that has definitely been the case over the past 12 months.

Commitments Delivered

I made a commitment earlier this year that City of Darwin would replant more than 5,000 trees across Darwin by the end of 2019. I am pleased to advise that we have delivered on this commitment with eight community planting days held across the municipality during 2018/19. At 30 June 2019, over 4,000 new trees have been planted in response to Cyclone Marcus.

2019/20 is the second budget for this term of Council and the second year in a row that I am pleased to report that Council has maintained rate increases in line with the Long Term Financial Plan of 3% per annum. This is the second year that rates have remained at a static level. We have managed our finances responsibly so that rates can be maintained as forecast in our long-term financial plan. This has been achieved while continuing to deliver high quality services to the Darwin community.

Darwin City Deal

The Darwin City Deal was signed in late 2018 and commits Council to a critical tri-partite agreement with the Australian and Northern Territory Governments over the next 10 years to cool our city, make it more liveable and drive investment. I am excited to see what the coming year will bring in this space, as we progress the Education and Civic Precinct in Cavenagh Street, continue to forge our international relationships and work on activating the city centre to attract more locals and visitors to our beautiful city.

Innovation and Economic Development

Throughout the year City of Darwin has continued to support local businesses, awarding contracts valued at more than \$50.0 million across various industry sectors. On an international level we have forged ongoing relationships with our northern neighbours, particularly in relation to the use of innovative technology. City of Darwin was the only Australian representative successfully nominated to a position on the strategic committee for the GoSmart organisation this year. The committee includes representatives from Taipei and United Kingdom as well as a number of key industry partners.

We will continue to pursue opportunities to partner in the digital and technology space to share our experiences, learn from others and overall benefit the Darwin community as we head towards a smarter future and position ourselves strategically to be recognised as a leading edge smart city.

Unprecedented Investment - Darwin 2030 – City for People. City of Colour.

This year sees our previous strategic plan close off. In its place, I was pleased to release the Darwin 2030 – City for People. City of Colour. Strategic Plan. This vision is supported by the following five strategic directions:

- A capital city with best practice and sustainable infrastructure
- A safe, liveable and healthy city
- A cool, clean and green city
- A smart and prosperous city
- A vibrant and creative city.

In addition, the 2019/20 Municipal Plan includes an unprecedented \$53.07 million capital investment in community infrastructure, smart technology and environmental initiatives. This is more than double Council's average annual expenditure over the past five years.

To create a city that is vibrant, creative, innovative, connected and environmentally responsible, we need to invest appropriately. I am particularly happy with the inclusion of \$4.7 million towards the beautification and greening of our city – something I, and our Elected Members, are personally passionate about. Over the next 12 months we will plant over 4,000 trees across Darwin and Council staff will work to progress the goals within the plan.

We will work to activate the City Centre, attract more people to our city and partner with other levels of government and organisations to achieve our new vision for Darwin in 2030 - *City for People. City of Colour.*



Kon Vatskalis
LORD MAYOR



LORD MAYOR
OF DARWIN
THE HON. KON
VATSKALIS

Towards a Smarter Future

I strongly believe that City of Darwin can maintain our reputation for getting things done and achieve the strategic goals against our Municipal plan in the 2019/20 year. I look forward to working with our Council, staff and the community towards a smarter future.



Chief Executive Officer's Message

City of Darwin's 2018/19 Annual Report outlines our achievements over the past year and provides a vision for our city for the next 10 years.

I am very proud of our achievements, which have been delivered through challenging times, including managing the extensive recovery required for Cyclone Marcus. I am excited for our city's future. This has been my first year as Chief Executive Officer at Council and I would like to personally acknowledge the stewardship of the Lord Mayor, Elected Members and our staff for their continued commitment to delivering quality services to our community.

Organisational Change

2018/19 was a year of substantial organisational change for City of Darwin and our team embraced the new strategic direction. Organisationally, we were focused on working smarter, finding efficiencies, re-aligning our structure to fit with our strategic goals and working towards a smarter future for our city.

Executive Team and Structural Re-alignment

Recruitment to a range of key executive team positions within City of Darwin was undertaken in the 2018/19 year. Once this was completed, a number of key service areas were restructured to align with our strategic direction and to help us further develop a culture that will see City of Darwin more focused on safety, accountability and achieving our strategic goals. Council's core responsibility is to continually improve and in order to do that we need to have the right people and the right structure in place. We have a great team at City of Darwin and every one of them is focussed on the growth and betterment of our city.

Towards a Smarter Future

The *Switching on Darwin* project was delivered on time through the \$10 million Smart City and Suburbs grant. The project will deliver energy and cost efficiencies that will benefit the whole community. City of Darwin collaborated extensively through the delivery of *Switching on Darwin* – with other tiers of government, media, local industry, technology specialists, NT Police, retailers and the broader community. The technology that has been delivered will contribute to ongoing improvements to community safety, liveability and amenity as well as providing us with data to inform our future planning. Council is conscious of making sure that any data we collect is managed in accordance with appropriate Territory and Commonwealth Privacy laws, to ensure we maintain its integrity and protects individuals' privacy. In May 2019 our efforts in the smart city space were recognised at a national level, when the *Switching on Darwin* project was announced as the joint Smart City Award Winner for Best Regional Smart City of the Year. Moving into the 2019/20 year, Council is focused on creating efficiencies – through different ways of operating, through our use of 'smart' technology and through continuing to leverage relationships with stakeholders and all levels of government.

2018/19 has been a significant year as we re-set our future strategic direction and I look forward to continuing to lead the team at City of Darwin to deliver on our strategic directions and to continue to create a high performing city, for the benefit of our community.

Financial Performance

On the financial front, this year has seen City of Darwin achieve positive results.

Council finished the 2018/19 Financial Year in a strong financial position with net assets at \$1.03 billion, a better than budget result of \$5 million. This position was supported by higher revenues and a lower expenditure when compared to the 2017/18 Financial Year. Factors contributing to the improved position include; receipt of \$4 million of Natural Disaster Relief and Recovery Arrangements for Cyclone Marcus and receipt of a \$1 million grant from the Northern Territory Government for urban enhancement infrastructure, higher investment returns and savings in employee costs. Cyclone recovery costs continued in 2018/19, however not at the same rate that costs were incurred in previous year.



CHIEF EXECUTIVE OFFICER,
SCOTT WATERS

Development of City of Darwin Values – CARES

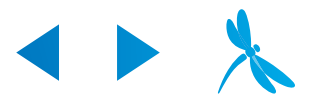
To support the new strategic direction and structural re-alignments, in 2018 a new set of values were developed within City of Darwin. These were created by our people, for our people – a set of internal values to guide the way we will operate and a commitment to work as one team. Once the CARES values were established, we held two rounds of staff recognition awards in December 2018 and May 2019, acknowledging City of Darwin staff who demonstrated these behaviours through their everyday work. The CARES values are outlined in detail on page 5 of this report.

Darwin City Deal

In November 2018 City of Darwin signed as a joint partner to the Darwin City Deal, along with the Australian Government and Northern Territory Government. This alliance is critical to our next 10 years where we will focus on cooling and greening the city, creating a city of colour and stimulating the Darwin economy. We are working collaboratively on a range of projects under the City Deal, with the priority of providing land to facilitate the CDU Education and Civic development in Cavenagh Street.

I was pleased to be invited during this year to take on the role of Vice-Chair of the Activate Darwin Committee. This will allow us to take on a continuous and proactive role in activating the CBD and developing creative and diverse activities not only for locals, but also to support broader tourism campaigns to bring additional national and international visitors to Darwin.

Scott Waters
CHIEF EXECUTIVE OFFICER



Our Elected Members

Elected Members of the 22nd Council of the City of Darwin were officially sworn in at the Council inauguration ceremony on Tuesday, 5 September 2017. The current term of Council is 2017 - 2021.

Chan Ward

comprises the suburbs of Coconut Grove, Jingili, Ludmilla, Millner, Moil, Nightcliff and Rapid Creek.



Alderman Robin Knox

Phone: 0408 221 342
Email: r.knox@darwin.nt.gov.au
Elected 2010



Alderman Peter Pangquee

Phone: 0419 858 636
Email: p.pangquee@darwin.nt.gov.au
Elected 2017



Alderman Emma Young

Phone: 0417 936 106
Email: e.young@darwin.nt.gov.au
Elected 2015

Lyons Ward

comprises the suburbs of Bayview, Darwin City, Fannie Bay, The Gardens, Larrakeyah, Parap, Stuart Park and Woolner.



Alderman Sherry Cullen

Phone: 0408 278 287
Email: s.cullen@darwin.nt.gov.au
Elected 2017



Alderman Simon Niblock

Phone: 0402 617 416
Email: s.niblock@darwin.nt.gov.au
Elected 2012



Alderman Mick Palmer

Phone: 0418 892 943
Email: m.palmer@darwin.nt.gov.au
Elected 2015

Richardson Ward

comprises the suburbs of Alawa, Brinkin, Leanyer, Lee Point, Lyons, Nakara, Tiwi, Wagaman and Wanguri.



Alderman Jimmy Bouhoris

Phone: 0438 274 386
Email: j.bouhoris@darwin.nt.gov.au
Elected 2017



Alderman George Lambrinidis

Phone: 0414 613 213
Email: g.lambrinidis@darwin.nt.gov.au
Elected 2012



Alderman Rebecca Want de Rowe

Phone: 0414 893 733
Email: r.wantderowe@darwin.nt.gov.au
Elected 2012

Waters Ward

comprises the suburbs of Anula, Berrimah, Defence Establishment Berrimah, Coonawarra, Karama, Malak, Marrara, The Narrows, Northlakes, Eaton, Winnellie, Wulagi and Tivendale.



Alderman Andrew Arthur

Phone: 0428 153 355
Email: a.arthur@darwin.nt.gov.au
Elected 2017



Alderman Justine Glover

Phone: 0438 101 964
Email: j.glover@darwin.nt.gov.au
Elected 2014



Alderman Gary Haslett

Phone: 0410 612 142
Email: g.haslett@darwin.nt.gov.au
Elected 2012

Lord Mayor of Darwin the Hon. Kon Vatskalis



Phone: 08 8930 0661
Mobile: 0400 509 060
Email: Lord.Mayor@darwin.nt.gov.au

Our Highlights



\$10.5M
Switching on Darwin



\$14.8M
waste management
operational costs
*(including waste collections and Shoal Bay
Waste Management Facility)*



\$776K
to deliver community events



\$24.63M
capital works across
the municipality¹



\$102K
community grants
and sponsorships



\$371K
delivering the Darwin
Safer City program



3%
average rate
increase in 2018/19



\$19.9M
grants income
(Capital and Operating)



\$72M
rates income



\$3.7M
on improving
street lighting



\$559K
environmental management



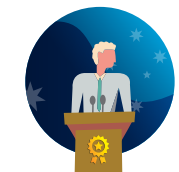
\$17M
parks and reserves
maintenance



\$6M
on maintaining roads
and footpaths



\$812K
to facilitate economic
development



\$3M
governance
(including Elected Member costs)

¹ Capital works includes new capital, replacement and maintenance costs



SEABREEZE FESTIVAL - ART TO STREET PROJECT



Financial Highlights

2018/19 Income

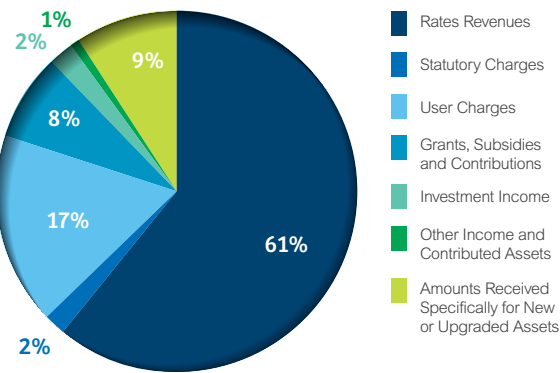


Figure 1 2018/19 Income

CATEGORY	\$'000's	%
Rates Revenues	72,016	61%
Statutory Charges	2,219	2%
User Charges	19,700	17%
Grants, Subsidies and Contributions	9,775	8%
Investment Income	2,940	2%
Other Income and Contributed Assets	1,404	1%
Amounts Received Specifically for New or Upgraded Assets	10,131	9%
	118,185	100%

Table 2 2018/19 Income Category

2017/18 Income is higher than other years due of recognition on non cash contributed income (Contributed Assets) of \$44 million, much of which was attributed to the transfer of ownership of public lights to Council on 1 January 2018, from the Northern Territory Government.

2018/19 Income

INCOME - 4 YEAR TREND

2018/19	2017/18	2016/17	2015/16
\$118.2M	\$168.2M	\$107.3M	\$118.5M

Table 1 2018/19 Income - 4 year trend

2018/19 Expenses

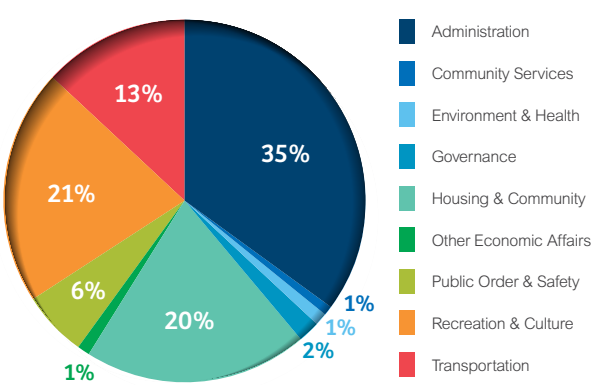


Figure 2 2018/19 Expenses

CATEGORY	\$'000's	%
Administration	42,792	35%
Community Services	1,761	1%
Environment and Health	749	1%
Governance	3,045	2%
Housing & Community	24,012	20%
Other Economic Affairs	828	1%
Public Order & Safety	7,019	6%
Recreation & Culture	26,115	21%
Transportation	15,799	13%
	122,120	100%

Table 4 2018/19 Expenses Category

2018/19 Expenses

EXPENSES - 4 YEAR TREND

2018/19	2017/18	2016/17	2015/16
\$122.1M	\$128.3M	\$109.8M	\$101.8M

Table 3 2018/19 Expenses - 4 year trend

DELIVERING PUBLIC VALUE

Breakdown of rates expenditure (excluding depreciation) by local government function².

Where does every \$100 of rates get spent?



\$22.00
Administration



\$ 3.60
Community Services



\$ 1.25
Environment



\$ 7.42
Governance



\$ 2.73
Public Order and Safety



\$ 48.00
Recreation and Culture



\$ 15.01
Transportation

DARWIN HARBOUR

² Refer to note 12a Functions in the 2018/19 Audited Financial Statements. Local Government functions are defined by the Australian Bureau of Statistics



EMERGENCY MANAGEMENT



EAST POINT RESERVE - CYCLONE MARCUS AFTERMATH

Cyclone Marcus Recovery

The recovery from Cyclone Marcus has been a significant focus for Council over the 2018/19 year, requiring redirection of resources and external support to address the impacts on infrastructure and the environment.

It has also prompted new thinking about the approach to tree planting and the need to build resilience within our internal operations and external environment.

Category 2 Cyclone Marcus passed over Darwin on Saturday, 17 March 2018, with sustained winds near the centre of 95km/hr and wind gusts to 130km per hour. It was the most destructive storm to hit Darwin since Cyclone Tracy caused devastation on Christmas Day 1974.

The initial clean-up response was co-ordinated by the Northern Territory Emergency Services and included 300 soldiers from the 5th Battalion, local engineers from the Australian Army, 50 US Rotational Force marines, Correctional Services, more than 200 Council staff, volunteers and contractors.

About 430 power lines were downed by falling trees and powerful winds, causing more than 26,000 homes across the Greater Darwin region to lose power. Damaged pipes prompted the Department of Health and Power and Water Corporation to issue a boil water alert. Many of those without power accessed Council's library facilities as a way to remain in contact with family and seek refuge from increased temperatures following the cyclone. Territory Families also set up Cyclone Relief Centres for critical community support services at the Casuarina and City Libraries.

More than 400 kilometres of street verges were cleared, including the removal of over 800 damaged trees. One of the last tasks of cyclone recovery was to remove the tree stumps which remained on Council verges and undertake repairs to footpaths and curbing damaged by these trees. This work was completed in early 2019.

Over 10,000 trees fell across the Darwin municipality, and about 7,000 tonnes of cyclone green waste and stumps were received at the Shoal Bay Waste Management Facility – 5,000 tonnes more than the previous year.

Twenty-one playgrounds across Council's 212 parks were damaged during the cyclone. Repairs were completed under Council's insurance program in addition to the complete replacement of six playgrounds.

The total cost of the cyclone response and recovery to City of Darwin, at year end, was estimated to be more than \$15 million. Council is continuing to work with its insurer, TIO, and the Northern Territory Government accessing funds from the National Disaster Relief and Recovery Arrangements with a final report on cyclone expenditure to be presented to Council by the end of 2019.



SMITH STREET, DARWIN



TRAC- Working Towards a Smarter Future

The annual report theme of *Towards a Smarter Future* is broader than smart technology. It is about ensuring all that we do is better and smarter for Darwin's future resilience and prosperity. A specific example of this is the investment City of Darwin made in 2018 into trees. A Tree Re-establishment Advisory Committee (TRAC) was established with members including experts from peak body organisations and interested community members. TRAC were tasked with undertaking an assessment of and developing recommendations for what tree species to replant, what not to replant, and where and how to properly care for the trees in order to re-establish a cyclone-resilient tree population.

The TRAC final report *Establishing a Resilient Urban Forest for Darwin* was presented to Council on 13 November 2018 and included an important resource for community and stakeholders for tree planting. This resource will provide the foundations for ensuring resilience in Darwin's urban forest and inform the development of a Greening Darwin Strategy later in 2019.



EAST POINT RESERVE, COMMUNITY TREE PLANTING

Pre-cyclone Clean Up

The annual Council Pre-Cyclone Clean Up was conducted across the city during August and September 2018. For ease of planning the city is divided into northern suburbs and southern suburbs with collection days spread across the period.

Approximately 150 staff, contractors and volunteers participated in the clean-up which collected a total of 655.50 tonnes of waste across the municipality. This was an increase of 73 tonnes on what was collected during pre-cyclone clean up the previous year and is above the five year average annual collection of 621 tonnes per annum. Refer to Figure 5.

The most waste was collected from Karama and Leanyer with a total of 37.51 tonnes and 36.77 tonnes collected in those suburbs respectively.

76% of waste collected was classed as general waste, items which cannot be salvaged or recycled such

as furniture and sporting equipment. 17% of waste collected was scrap metal and 5% whitegoods.

Pre-Cyclone Pick Up 2018 - Tonnes Collected by Waste Type

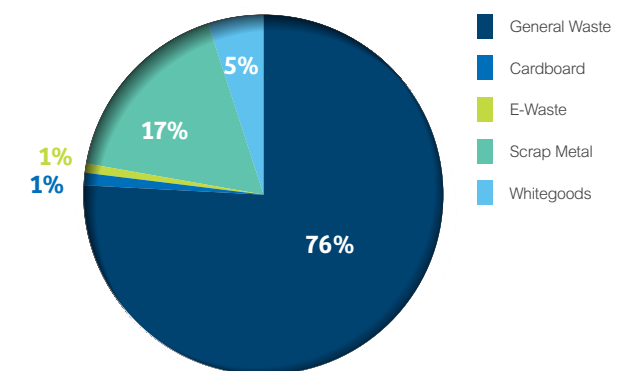


Figure 3 Pre-Cyclone Pick Up 2018 - Tonnes Collected by Waste Type

Pre-Cyclone Pick Up 2018 - Tonnes Collected by Suburb

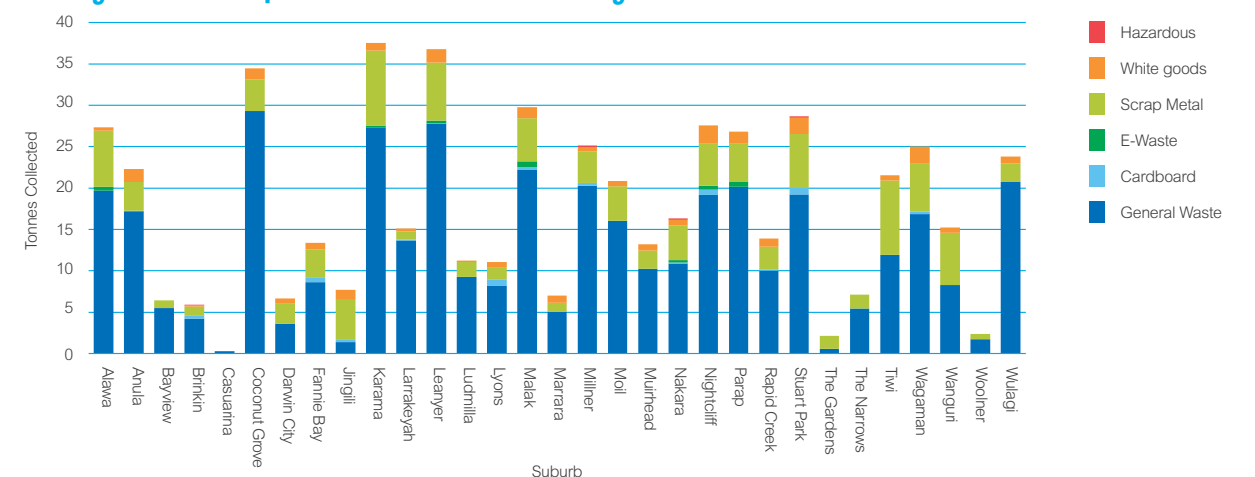


Figure 4 Pre-Cyclone Pick Up 2018 - Tonnes Collected by Suburb

Pre-Cyclone Clean Up - Annual Tonnes Collected

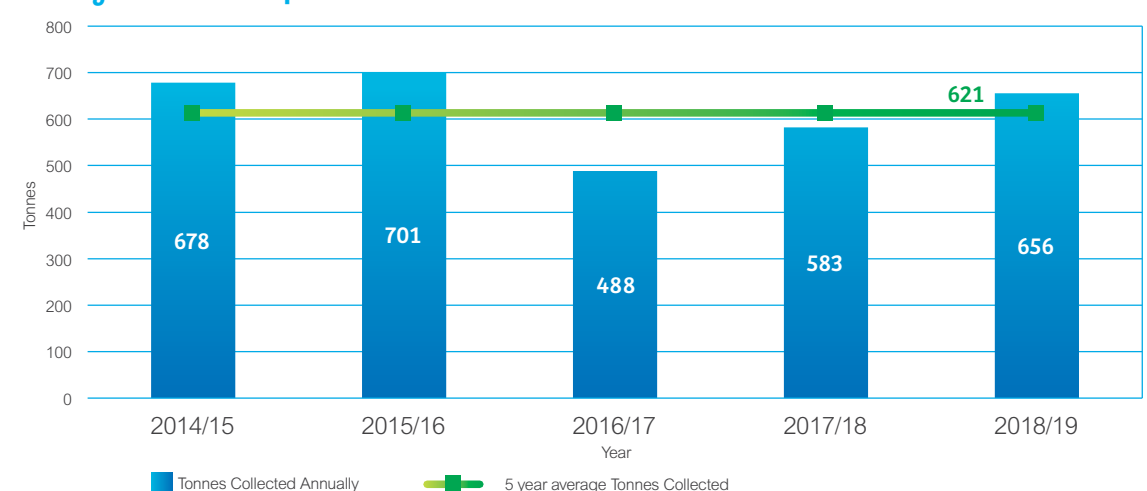


Figure 5 Pre-Cyclone Pick Up 2018 - Annual Tonnes Collected

Our year in review

A snapshot of what's been happening in Darwin and what Council has been up to.

July 2018

Territory Day
Royal Darwin Show
Community Grants Announced
Freedom of Entry Parade – HMAS Darwin
Council declares a ban on single use plastics during 'Plastic Free July'
Switching on Darwin – Smart LED lights installed in CBD
HPA now operating Council's Recycle Shop
Cyclone Marcus Recovery – A Tree Reestablishment Advisory Committee (TRAC) is set up
Darwin Fringe festival
NAIDOC Week
Ambon Night
Park 101 Skate Park Intro Series
Sounds@Sunset 2018 Volume #3
Get That Job – Make Up Artist
Get That Job – Festivals + Events

August 2018

Darwin Festival
Seniors Month
Young Territory Author Awards Ceremony
Switching on Darwin – Free Wi-Fi installed in Civic Park
Brass in the Grass Twilight series
Cyclone Marcus Recovery – Spray grassing for dust mitigation in worst hit areas
Sounds@Sunset 2018 Volume #4

September 2018

Annual Pre-Cyclone Clean Up
Mitchell Street Mile
Cyclone Marcus Recovery – community consultation on tree replanting
First visit of Lord Mayor to Milikapiti on the Tiwi Island
The Beat Festival
Geektacular Playhouse @ GeeCon (in partnership with CoD Libraries)
Sounds@Sunset 2018 Volume #5

October 2018

Ride to Work Day
Children's Week Celebrations
National Bird Week
City Platform – Catchlight Exhibition
AFL Clinic
Bike Maintenance 101

November 2018

\$200 million Darwin City Deal is signed
National Recycling Week
Lakeside Drive upgrade commences
Community consultation on 'Darwin's Waste War'
'Garden of Reflection' created at Jingili Water Gardens
Cyclone Marcus Recovery – Replanting commences in cyclone affected areas
LAUNCH Night Series Basketball

December 2018

Christmas in Darwin Program
City Open Day showcasing Darwin City Deal
Mystery Bus Tour #1
Sweatmass (end of year skate celebration)

January 2019

Australia Day Celebrations
Citizen, Young Citizen and Community Event of the Year announced
Council ban on single use plastics comes into effect
Switching on Darwin - #SmartDarwin strategy launched as LED lights installed in Bicentennial Park
City Life Platform Exhibition from Mangroves to Mudflats
Get That Job – Online Portfolios
Get That Job – Public Speaking

February 2019

77th Anniversary of the Bombing of Darwin Day Commemorative Service
Community Consultation on Nightcliff Foreshore Exercise Stations
Applications open for:
• LAUNCH emerging producer team
• Sounds@Sunset Musician EOIs
• LAUNCHmedia team

March 2019

International Women's Day Walk and Celebration
One Year anniversary of Cyclone Marcus
Harmony Day
International Women's Day Skate
Fortnightly Skate Nights begin (run to end November)

April 2019

Arafura Games commence
Couch surfing for Youth Homelessness
National Youth Week
Dishing Up Darwin youth cooking competition
Council's launches Great Pets Start With You animal management campaign
Temporary outdoor art gallery installed in The Mall
Six new neighbourhood playgrounds installed across suburbs
Community tennis courts in Nightcliff upgrade gets underway
Youth Week
• Dive in Movie
• Couch Surfing
• Street Heat Skate Comp
• Project Cosplay – Foam Armour
• LAUNCHmedia team official media partner for NT Youth Week 2019

May 2019

Nightcliff Seabreeze Festival
2019/20 Draft Municipal Plan Released
City of Darwin launches new strategic plan. Darwin 2030 – *City for People. City of Colour*
Library and Information Week
National Reconciliation Week
Art to Street Project brings colour to Darwin's streets
'Busk a Move' links music and street food
City of Darwin Joint Winner of national Smart City Award – Best Regional City
Presentation of Colours Parade
Cyclone Marcus Recovery – Community tree planting in East Point Reserve
Switching on Darwin – Project completed including 138 CCTVs and 912 LED lights installed
Italian Festival
Bat Night at East Point Reserve
Say Hi to the Dry
Sounds@Sunset 2019 Volume #1
LAUNCH Night Series Basketball (continues into June)

June 2019

City Platform Exhibition Art and Adaptation
City of Darwin named 'Top Local Government Recycler' of Mobile Phones
Quiz for Dili
Sounds@Sunset Music Program on Nightcliff Foreshore
Glenti Festival
Climate Change Challenge for schools
Sounds@Sunset 2019 Volume #2
Mystery Bus Tour #2
YAC's Quiz for Dili
Rocking the Raintree
Go Skate Day

DARWIN SKYLINE

OUR CAPITAL CITY

Darwin is the social, cultural and economic heart of the Northern Territory.

Located in the Top End, it is the capital of the Northern Territory and Australia's most northern city, making it strategically placed to integrate further into Asian markets. Darwin is well-positioned economically and socially to enhance the links between global supply chains and the trade with Asia that will drive Australia's future.

Darwin is primarily a residential, commercial and military city. It is home to several Defence bases, including the Army Base Robertson Barracks, HMAS Coonawarra, Larrakeyah and Defence Establishment Berrimah and RAAF Base Darwin.

City of Darwin covers 112km² and has a population of 84,613³, about one-third of the population of the Northern Territory. City of Darwin's population declined in 2018 by around 1300 people or 1.5%.



³ 2017 Estimated Residential Population, Australian Bureau of Statistics (3218)

City Features



463.7km
of roads



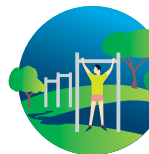
17
sporting grounds and ovals
owned and maintained by Council, plus Alawa Oval leased to Charles Darwin University



35,715
rateable properties
an increase of 1% on the previous year or an additional 357 rateable properties⁴



3
swimming pool facilities
Parap, Casuarina and Nightcliff



9
parks with exercise stations
19 items across 9 parks



561ha
of green space
includes 201 parks, ovals and greenbelts



191
play items in 122 parks
590.61km of path



467.7km
of footpaths
*16.87km of walkways,
89.1km of shared paths*



3
community centres
plus 7 child care centres



4
libraries
City, Casuarina, Karama and Nightcliff



393.23km
of stormwater
362.7km stormwater pipe, 11.35km open lined drain, 18.43km open unlined drain



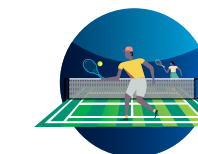
36
public amenities facilities
7 exelooos plus 29 public toilets



135
CCTV cameras



21,959
driveways
increase on previous year is a result of improved data management



8
tennis courts at 3 locations
plus a skate park and velodrome



9,510
street and public lights
Data sets continue to improve following the handover of street lights from Power and Water Corporation on 1 January 2018

⁴ 139 new units at 105 Mitchell St, approximately 20 new properties at Muirhead and approximately 80 new properties at Berrimah Industrial Estate. Remaining new properties across the municipality



History of Darwin

The original inhabitants of the Greater Darwin area are the Larrakia people, who are prominent and active members of the community.

On 9 September 1839, HMS *Beagle* sailed into Darwin Harbour during a surveying voyage and Captain John Clements Wickham named the harbour Port Darwin in honour of his former shipmate, Charles Darwin, who had sailed with him on the ship's previous voyage.

Darwin is a modern city but has a lot of history, including enduring hardship on its way to becoming the cosmopolitan community of today. On 19 February 1942, Darwin was bombed in Japanese air raids, bringing war home to a country previously untouched by foreign conflict. Many people were killed and injured in the first and subsequent attacks on northern Australia over a 21-month period. City of Darwin commemorates the Bombing of Darwin Day on 19 February each year.

December 2018 marked 44 years since Cyclone Tracy devastated the city on Christmas day 1974. Cyclone Tracy had a profound impact on the Darwin community – 66 people were killed, more than 70 percent of Darwin's homes destroyed or severely damaged, all public services (communications, power, water and sewerage) severed, 41,000 people left homeless, and 35,362 people, of the 47,000 total population of Darwin, evacuated.

Having been almost entirely rebuilt twice, Darwin is one of Australia's youngest built capital cities.



BICENTENNIAL PARK AND DARWIN CBD

Local Government in Darwin

There were attempts to introduce local government to Darwin before local government functions were taken over by the Commonwealth in 1937, but none were successful.

In 1939, the Commonwealth established the Darwin Town Management Board, which was made up of three Commonwealth Government officers and a Citizens Advisory Committee. The Management Board ceased when Darwin was bombed during World War II and a new Town Management Board was formed after Darwin was returned to civilian control following the war. In September 1953, the Local Government Bill was introduced into the NT Legislative Council, however its progress was delayed by extended debate and an election. The Bill was finally passed in November 1954 and the Local Government Ordinance was given assent in November 1955, providing for Darwin Municipal Council.

On 1 July 1957, voters elected for the first time a mayor – Lucius "Bill" Richardson – and 12 councillors for Darwin City Council. In May 1975, Darwin's first female Mayor, Dr Ella Stack was elected. She played a prominent role in the Darwin Reconstruction Committee following Cyclone Tracy. After the 2012 local government election, Darwin City Council was renamed City of Darwin. City representation today is made up of a Lord Mayor and 12 Aldermen across four wards. Further information on the wards and elected members can be found from pages 14 in this report.



CITY OF DARWIN AND AUSTRALIA FLAGS



Demographics – People and Economy



51% male⁵

48% female⁵



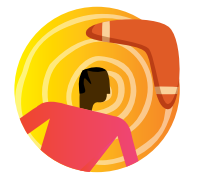
73.2%
are Australian citizens



34 years
median age



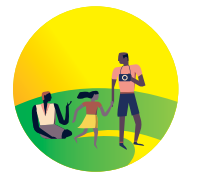
57%
are Australian born⁷



7.4%
Indigenous population



27%
speak languages other
than English at home



27%
couples with children



32%
are born overseas⁷



\$ 2,133
median weekly
household income



95.4%
of people are employed



\$429
median weekly rent



4.6%
unemployment



76.2%
of people have an
internet connection



1,367
estimated homeless
persons⁶



7%
of people use public
transport to get to work

⁵ Source: Australian Bureau of Statistics, Census of Population and Housing 2016. 1% of people did not identify as male/female.

⁶ Source: ABS, 2049.0 Estimating Homelessness, 2016

⁷ 11% of the population did not state a place of birth.



CAROLS BY CANDLELIGHT 2018, DARWIN AMPHITHEATRE

OUR STRATEGIC PERFORMANCE



DARWIN FESTIVAL COURTESY OF ELISE DERWIN

Achieving our Evolving Darwin Towards 2020 Strategic Plan

*The following pages present a snapshot of Council's performance in achieving its 2020 vision for Darwin to be a **tropical, liveable city that creates opportunity and choice for our community**. The vision, set out in the **Evolving Darwin Towards 2020 Strategic Plan** was first adopted in 2009 and revised in 2012.*

This Annual Report gives closure to the *Evolving Darwin Towards 2020 Strategic Plan*. The new plan, Darwin 2030 – *City for People. City of Colour* was adopted in June 2019 and commenced on 1 July 2019. Further information on Darwin 2030 can be found on page 41.

This snapshot highlights Council's key achievements since the plan was adopted in 2012 and provides a performance report on measures of success against each of the five strategic plan goals.

The five goals to achieve the 2020 vision were:

1. Collaborative, Inclusive and Connected Community
2. Vibrant, Flexible and Tropical Lifestyle
3. Environmentally Sustainable City
4. Historic and Culturally Rich City
5. Effective and Responsible Governance

The following strategies were adopted to support the delivery of the *Evolving Darwin Towards 2020 Strategic Plan*:

- CBD Parking Strategy
- Darwin Sports Field Plan
- City of Darwin Community Wellbeing Plan
- Coastal Erosion Management Plan
- Climate Change Action Plan
- Water Efficiency Management Plan
- East Point Biodiversity Management Plan
- City of Darwin Governance Framework
- Darwin City Centre Master Plan
- Darwin Bike Plan
- City of Darwin Digital Strategy
- Public Art Plan for Darwin
- City of Darwin Customer Service Charter
- Safer Vibrant Darwin Plan
- City of Darwin Youth Strategy
- Open Data Policy
- Dog and Cat Management Plan.



Evolving Darwin Towards 2020


2012/13
Achievements:

- Adopted *Evolving Darwin: Towards 2020 Strategic Plan*
- Reconstructed and resurfaced Cavenagh Street from Searcy Street to Daly Street
- Launched Recycling@TheTop and Sustainability@TheTop
- City of Darwin launched its Facebook page and Libraries opened the Darwin Digital Hub
- Launched the CBD Parking Strategy and Implementation Plan
- City of Darwin hosted a national Public Intoxication Forum.

2013/14
Achievements:

- \$11.4 million Lee Point Road Duplication project
- Implemented a solar power generation system at the Casuarina Library,
- ANZAC Centenary Celebrations
- Launched the Darwin Safer City project
- Launched the ConnectNT one card system for Darwin Libraries
- Delivered a live webcasting trial for Council meetings.

2014/15
Achievements:

- 25th Anniversary of the Fun Bus and 40th Anniversary of the Cyclone Tracy Commemorations
- Introduced fixed date annual registration for cats and dogs
- Redeveloped the Jingili Skate Park
- Installed Radio Frequency Identification Devices (RFID) at Casuarina Library
- Launched East Point Reserve Public Art 'Intertwined'
- City of Darwin e-newsletter launched.

2015/16
Achievements:

- Nightcliff Foreshore Café opened in February and commenced trade
- Upgrades to the Nightcliff foreshore and delivered coastal erosion sea wall projects
- Redeveloped The Esplanade
- Inaugural Midnight Basketball Tournament
- Commenced the two year federally funded 'Faces in Spaces' project
- 70th anniversary of the Liberation of Gull Force commemorations.

2016/17
Achievements:

- Completed the shared zone at The Esplanade and Smith Street intersection
- The Mall and Raintree Park declared permanently smoke free
- 75th anniversary of the Bombing of Darwin Day Commemorative Service and City of Darwin 60th Jubilee
- Delivered the Bicentennial Park Play Space
- Installed a new amenities building and coloured feature LED lighting at Civic Park
- Off Leash dog park opened at Muirhead
- New Wi-Fi in public spaces including Civic Park and the Bicentennial Park Play Space
- Launched a new City of Darwin website.

2017/18
Achievements:

- Delivered the Parap Pool Redevelopment project including public art
- Coordinated a municipal wide response to Cyclone Marcus on 17 March 2018
- Delivered a pilot project for best practice Leachate Treatment System for the Shoal Bay Waste Management Facility
- Delivered a new Fun Bus to the Darwin community
- Introduced PayStay for more convenient payments for parking
- Upgraded the 'Pit Stop' Playground in The Mall
- Commenced ownership of streetlights across the municipality from 1 January 2018
- Local Government Elections held August 2017
- New CEO commenced June 2018.

2018/19
Achievements:

- Delivered the \$10M Switching on Darwin project
- Cyclone recovery included establishing of the TRAC and tree planting report
- Adopted a new vision for Darwin 2030 – *City for People. City of Colour.* and redesigned Council's Strategic Planning Framework and architecture
- Embedded a new organisational structure across Council
- Signed the Darwin City Deal
- Introduced the Single Use Plastic campaign at Darwin markets and public events.

Internal Challenges

- Increasing operating costs
- Retaining skilled staff
- Organisational structure and culture change
- Obtaining skills in specialised areas of Council such as arborists
- Extended 21st term of Council.

External Challenges

- Declining economy
- Population change
- Rising costs of living
- Cyclone Marcus and other natural disaster events
- Changing legislative requirements
- Loss and reduction in Federal and Territory Government funding and support.



GOALS	KEY PERFORMANCE INDICATOR	TARGET	UNIT	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1. Collaborative, Inclusive & Connected Community	Number of community groups or organisations supported (e.g. in-kind, advocacy, facilitation, financial)	100	#	129	115	104	152	126	114	74
	Rates income provided back to the community via community grants or sponsorships per annum	4.50%	%	3.12	3.26	3.5	2	2.25	2.2	2.2
	> 300,000 'hits' per year to Council's website	300,000	#	340,399	402,476	437,020	470,943	500,069	936,820	942,633
	> 14,500 of online payments made via Council's e-services	14,500	#	16,092	24,708	23,435	24,227	24,380	21,492	19,972
2. Vibrant, Flexible & Tropical Lifestyle	Average community satisfaction rate across all Council's community services	3.5	#	3.6	3.5	3.9	3.4	3.4	3.5	3.5
	Average community satisfaction rate across Council's infrastructure services	3.5	#	3.7	3.7	3.7	3.6	3.4	3.4	3.4
	Council contracts awarded to locally owned and/or operated businesses	70	%	72	90	93	90	91	92	87
	Darwin community members who are satisfied with their quality of life in Darwin	85	%	86	83	84	73	70	65	65
	Total occupancy rates at Council's Community Centres	80	%	85	91	100	95	90	90	90
3. Environmentally Sustainable City^a	1200 new urban trees planted by June 2016	150	#	513	480	432	455	486	N/A	N/A
	1800 revegetation trees planted by June 2016	225	#	750	1,222	969	2,500	2,500	N/A	N/A
	Reduction in domestic waste collection by June 2016 (tonnes per service)	0.66	%	0.69	0.68	0.62	0.67	0.83	N/A	N/A
	Reduction in greenhouse gas emission from Council's operations by June 2016	3688.48 Greater than 5%	T	4,110.70	5.8	7.1	14.5	14.5	N/A	N/A
4. Historic & Culturally Rich City	% of community that have attended special events and festivals (eg Bombing of Darwin) in the past twelve months	50	%	50	45	51	43	36	38	38
	Community satisfaction rate with the arts and cultural activities within the Darwin Municipality	3.5	#	3.7	3.7	3.7	3.5	3.4	3.4	3.4
5. Effective & Responsible Governance	Asset sustainability ratio	50	%	70.2	32.2	31	77.5	60.2	52.1	51.7
	Break even (or greater) operating surplus/(deficit)	1	\$M	2.1	14.9	18.9	18.3	22.7	12.4	18.6
	Community agreement rating – that Council consults with the community sufficiently	70	%	76	61	59	51	16	17	17
	Debt servicing ratio	<5.0	%	0.4	0.4	0.5	0.5	0.5	0.4	0.7
	Internal annual staff turnover rate	<20	%	16.1	18	11.8	13.2	9.4	20	20
	Liquidity ratio	>1.00:1	#	1.42	1.06	1.01	1.01	1.65	1.99	1.66
	Overall satisfaction with the City of Darwin	70	%	71	70	63	59	50	53	53
	Rates debtor outstanding	<5.0	%	2.2	1.9	2.2	2.6	3	4.9	4.5
	Rates ratio	65	%	65.3	64.2	63.2	64.1	63.8	56	60.1

Table 5 Evolving Darwin Towards 2020 Strategic Plan Measures of Success

^a Environmentally Sustainable Targets achieved by June 2017

TOWARDS A SMARTER FUTURE



THE MALL, SMITH STREET DARWIN

Darwin 2030 - City for People. City of Colour.

In 2019, City of Darwin launched a new Strategic Plan to guide the organisation to 2030.

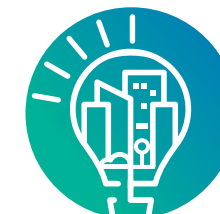
The plan includes five key strategic directions as outlined below. The full plan is available on the City of Darwin website at: <https://www.darwin.nt.gov.au/council/about-council/strategic-and-municipal-planning/strategic-plan>



A capital city with best practice and sustainable infrastructure



A safe, liveable and healthy city



A smart and prosperous city



A cool, clean and green city



A vibrant and creative city

GOVERNANCE



THE ESPLANADE, DARWIN

Council and Elected Members

Role of Council and Elected Members

Section 35 of the *Local Government Act* states that the role of Elected Members is to:

- represent the interests of all residents and ratepayers of the council area
- provide leadership and guidance
- facilitate communication between the members of the council's constituency and the council
- participate in the deliberations of the council and its community activities
- ensure, as far as practicable, that the council acts honestly, efficiently and appropriately in carrying out its statutory responsibilities.

The Lord Mayor and Elected Members are democratically elected by the community to represent their interests. Elected Members perform their role by taking part in Council meetings, policy development, setting strategic directions, decision-making and community engagement.

The role of the Elected Members includes providing leadership and guidance, developing policy and representing the interests of residents and

ratepayers. The Lord Mayor has additional roles, including chairing Council meetings, representing the Council as the principal spokesperson, and carrying out the civic and ceremonial functions of Council.

Council is made up of 13 Elected Members, one of whom is the Lord Mayor, and all are elected by eligible voters. Elections are generally held every four years with the next election scheduled to be held in August 2021.

City of Darwin is divided into four wards; Richardson, Waters, Chan and Lyons, refer to pages 14 and 15. The wards and ward boundaries are established and reviewed as part of a Constitutional Review process conducted by each term of Council. As part of that review Elected Members must consider the number of Elected Members, ward structure, ward names, communities of interest, council name and council boundary to ensure the best representation for all members of the community. The 22nd Council commenced this review process in May 2019 with a scheduled completion date of May 2020. Any amendments to Council's constitution will be implemented at the August 2021 Local Government Elections.



Council Meetings and Committees

City of Darwin is committed to open and transparent decision-making and conducts its business in an open and transparent manner.

All Council meetings are open to the public. The public is only excluded for matters that are classified by the Local Government (Administration) Regulations as confidential. Live webcasting of open sections of Ordinary Council meetings take place to build greater awareness and access to Council decision-making. Full agendas and minutes of Council and Council, Executive and Advisory Committee Meetings are made available at www.darwin.nt.gov.au, the Civic Centre and City of Darwin's four public libraries.

Public Forums

Two Ordinary Council Meetings are held each month. Before the 2nd Ordinary Council Meeting each month the public are invited to attend a public forum to engage with Elected Members and discuss any matters of concern or interest.

Statutory Committees

In accordance with the *Local Government Act*, Council may appoint committees, which may be executive or advisory in nature. Executive Committees carry out functions on behalf of the Council that have been delegated to it. Policy 043 – Meetings, Meeting Procedures and Committees outlines the framework for committees, including the establishment of committees, membership, and terms of reference and meeting procedures.

At the commencement of the 2018/19 financial year, Council had established six Executive Committees and five Advisory Committees. These committees were appointed to govern Council operations and provide advice on key functional areas of the business. In August 2018 four Executive Committees: City Performance, City Futures, City Operations and City Life ceased to operate. Council continued with two Ordinary Meetings per month, supported by briefing sessions held one week prior until such time as Council formally reviewed its committee structure.

In June 2019, Council resolved to formally abolish four Executive Committees and retain the structure of two Ordinary Meetings per month, preceded by a briefing session. Briefing sessions provide an opportunity for staff and Elected Members to discuss complex matters in more depth and provide an opportunity to seek more information if required to make decisions.

The remaining Executive Committees are the Administrative Review Committee and Chief Executive Officer's Performance Evaluation Committee. There were no proposed changes to Council Advisory Committees.

EXECUTIVE COMMITTEES

Administrative Review

To make recommendations to Council and decisions relating to undertaking internal reviews in accordance with Part 18.1 of the Local Government Act

Chief Executive Officer's Performance Evaluation

To conduct and finalise the appraisal of the Chief Executive Officer

City Life Committee

To make recommendations to Council and decisions relating to City Life matters within the approved budget

- Arts and Culture
- Community Development
- Community Engagement
- Customer Experience
- Darwin Entertainment Centre
- Darwin Safer City
- Families and Children
- Libraries
- Leisure and Events
- Regulatory Services
- Youth Lord Mayor

City Operations Committee

To make recommendations to Council and decisions relating to City Operations matters within the approved budget

- Asset Management
- Capital Works and Projects
- Civil Works
- Design
- Development
- Fleet
- City Operations Maintenance
- Parks and Reserves
- Waste Management
- Street Lighting Lord Mayor

MEMBERSHIP

Lord Mayor

Alderman Emma Young (Chair)
Alderman Rebecca Want de Rowe
Alderman George Lambrinidis

Lord Mayor

Deputy Lord Mayor
Chair City Life Committee
Chair City Operations Committee
Chair City Futures Committee
Chair City Performance Committee
Independent facilitator

Alderman Gary Haslett (Chair)

Alderman Andrew Arthur
Alderman Peter Pangquee

Alderman Robin Knox (Chair)

Alderman Mick Palmer
Alderman Rebecca Want de Rowe



EXECUTIVE COMMITTEES

City Futures Committee

To make recommendations to Council and decisions relating to City Futures matters within the approved budget

- Climate Change and Environment
- International Relations (formerly Sister Cities)
- Economic Development and Tourism
- City Planning
- On-street and Off-street Parking
- Smart City/Digital Delivery

City Performance Committee

To make recommendations to Council and decisions relating to City Performance matters within the approved budget

- Financial Management
- Information Technology
- People and Culture
- Records and Information Management
- Risk, Audit and Safety
- Strategic and Outcomes
- Communications and Marketing
- Governance

Table 6 Executive Committee Representation 2018/19

MEMBERSHIP

Lord Mayor

Alderman Simon Niblock (Chair)
Alderman George Lambrinidis
Alderman Sherry Cullen

Lord Mayor

Alderman Emma Young (Chair)
Alderman Jimmy Bouhoris
Alderman Justine Glover



MITCHELL STREET, DARWIN. LORD MAYOR AT SWITCHING ON DARWIN MEDIA EVENT

ADVISORY COMMITTEES

Access and Inclusion

To make recommendations to the City Life Committee on access and inclusion matters

Arts and Cultural Development

To make recommendations to the City Life Committee on Arts and Cultural Development matters

Bombing of Darwin and Military History

To make recommendations to the City Life Committee on matters relating to Darwin's military heritage including events.

International Relations

To make recommendations to Council in relation to International Relations including:

- Advancing City of Darwin's international engagement, cultural development and visitation
- Celebrating and building on Darwin's international relationships across arts, culture, business, education and other beneficial exchanges

Risk Management and Audit
(Executive Committee until March 2018)

To make recommendations to the City Performance Committee relating to Risk Management and Audit matters including:

- Follow up issues arising from internal and external audits
- The management of outstanding and completed audit issues registers
- The receipt and acceptance of strategic and operational risk assessments

Youth Advisory Group

To make recommendations to the City Life Committee on Youth matters

Table 7 Advisory Committee Representation 2018/19

The International Relations Sub-committee were established to facilitate the Sister City relationships at a community level and provide advice to the City of Darwin International Relations Advisory Committee. Each sub-committee provides advice, expertise and cross cultural linkages between communities to:

- Promote international friendship, peace and goodwill, economic, cultural, educational, and recreational and other beneficial exchanges
- Promote University and tertiary co-operation, an awareness and appreciation of the traditions, customers, and culture of Darwin and its Sister Cities.

ELECTED MEMBER REPRESENTATION

Alderman Peter Pangquee

Alderman Emma Young (Alternate)
Community Membership

Alderman Andrew Arthur

Alderman Robin Knox (Alternate)
Community Membership

Lord Mayor (Chair)

Alderman Andrew Arthur
Alderman Gary Haslett (Alternate)
Community Membership

Lord Mayor (Chair)

Alderman Gary Haslett
Alderman Mick Palmer (Alternate)
Community Membership

Alderman Jimmy Bouhoris

Alderman Justine Glover
All other Elected Members are Alternates
Community Representation
Ian Summers (Chair)
Craig Spencer

Alderman Robin Knox

Alderman George Lambrinidis (Alternate)
Youth Membership

2018/19 International Relations Sub-committee membership is outlined in the following table.

INTERNATIONAL RELATIONS ADVISORY SUB-COMMITTEES	ELECTED MEMBER REPRESENTATION
Ambon Sister City	Alderman Gary Haslett Alderman Andrew Arthur Community Membership
Anchorage Sister City	Alderman Peter Pangquee Alderman Justine Glover Community Membership
Dili Sister City	Alderman Gary Haslett Alderman Mick Palmer Community Membership
Haikou Sister City	Alderman George Lambrinidis Alderman Mick Palmer Community Membership
Kalymnos Sister City	Alderman Jimmy Bouhoris Alderman George Lambrinidis Community Membership

Table 8 International Relations Sub-committee membership

OUTSIDE COMMITTEES CITY OF DARWIN APPOINTED REPRESENTATIVE

Arafura Games Steering Committee	Lord Mayor (ex-officio)
<i>This committee is charged with determining the philosophy and guiding principles that will facilitate the return of the Arafura Games</i>	
Council of Capital Cities Lord Mayors (CCCLM)	Lord Mayor (ex-officio)
<i>To provide a national corporate entity for the effective co-ordination and representation of the special interests of the Capital Cities of the Australian States and the Northern Territory in their relations with other spheres of government</i>	
Council of the Ageing NT Board of Management (COTA)	Alderman Andrew Arthur Alderman George Lambrinidis (Alternate)
<i>COTA (NT) is the Peak Body for seniors in the Northern Territory and is dedicated to promoting the well-being of senior Territorians aged 50 years and over and indigenous Territorians aged 45 years and over</i>	

OUTSIDE COMMITTEES

Development Consent Authority (DCA)

Each division of the Development Consent Authority determines development applications within their area

Local Government Association of the Northern Territory Executive Office (LGANT)

- Initiate, promote and foster the development of strong, effective Local Government throughout the Territory
- Represent, promote, maintain and protect the interests of member and Local Government generally
- Encourage networking and consultation amongst members to advance their interests
- Provide information and advice to members on matters affecting Local Government
- Monitor proposed legislation and keep members informed of proposals of governments affecting Local Government
- Make legislative proposals to governments on issues that the Association considers necessary
- Provide services as agreed to by resolution of members and/or the Executive
- Support the Australian Local Government Association and State Local Government Associations and any other organisation committed to objectives similar to those of the Association.

Northern Australia Capital City Committee (NACCC)

To provide a mechanism for co-ordination, planning and co-operation between the Territory Government and City of Darwin

Rapid Creek Water Advisory Committee

The Rapid Creek Water Advisory Committee (RCWAC) is established under section 23 of Water Act to advise the Minister and the Controller of Water Resources on water quality and water resource management issues affecting Rapid Creek and its catchment

Top End Regional Organisation of Councils (TOPROC)

TOPROC is committed to the sustainable development of our Greater Darwin Region

Tourism Top End

Tourism Top End is the Regional Tourist Association for the Top End Region of Australia's Northern Territory which includes Kakadu National Park, Litchfield National Park, the Tiwi Islands, West Arnhem Land and Nhulunbuy on the Gove Peninsula.

CITY OF DARWIN APPOINTED REPRESENTATIVE

Alderman Sherry Cullen

Alderman Mick Palmer

Alderman Simon Niblock (Alternate)

Alderman Gary Haslett (Vice President - Municipal)

Alderman Sherry Cullen (City of Darwin appointed member - July 2018)

Alderman Peter Pangquee (City of Darwin appointed member August 2018 – June 2019)

Lord Mayor (ex-officio)

Alderman Robin Knox

Lord Mayor (ex-officio)

Alderman Peter Pangquee

Alderman Robin Knox (Alternate)

Table 9 Elected Member Representation on Outside Committees 2018/19



APPOINTMENTS BY LOCAL GOVERNMENT

ASSOCIATION OF THE NORTHERN TERRITORY (LGANT)

CITY OF DARWIN REPRESENTATIVES

Animal Welfare Advisory Committee	Alderman Justine Glover
Neighbourhood Watch (NT) Committee	Alderman Gary Haslett
Partnership Group – Coastal and Marine Management Strategy	Alderman Robin Knox
NT Settlement Planning and Outcomes Committees	Alderman Robin Knox
NT Water Safety Advisory Committee	Alderman Robin Knox

Table 10 City of Darwin Representatives - LGANT appointments 2018/19

Council Decisions 2018/19

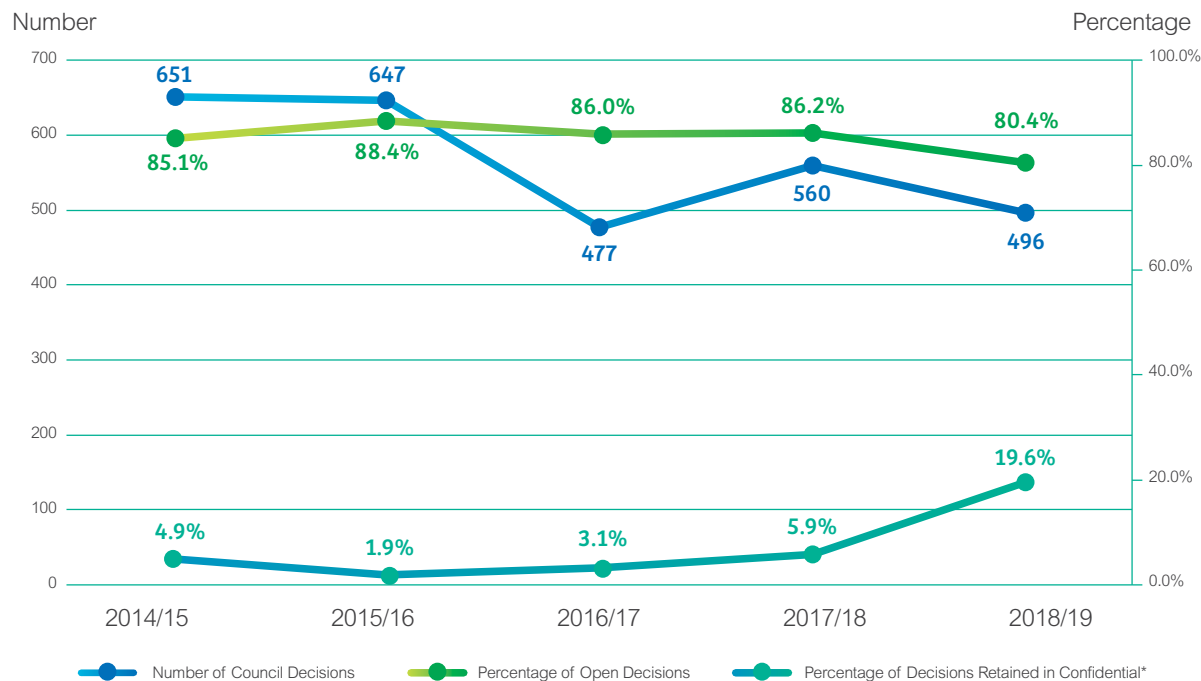


Figure 6 Annual Decisions by Council 2018/19

The number of decisions recorded by Council over the past five years decreased with a more significant decline noted in 2016/17. This was largely due to the number of town planning matters considered by Council, the removal of administrative matters, such as listing of payments, and progression of major projects. Decisions in 2018/19 decreased due to reduction in Statutory Committee Meetings and a greater focus on strategic decision making. The percentage of decisions made in open session decreased by around 5% in 2018/19 primarily due to sensitivity with the Darwin City Deal negotiations and matters of commercial-in-confidence. Approximately 85% of decisions are made in open each year.

Elected Member Meeting Attendance

22ND COUNCIL MEMBERS

ORDINARY MEETINGS

Lord Mayor	20
Alderman Arthur	22
Alderman Bouhoris	19
Alderman Cullen	19
Alderman Glover	21
Alderman Haslett	22
Alderman Knox	18
Alderman Lambrinidis	20
Alderman Niblock	21
Alderman Palmer	20
Alderman Pangquee	20
Alderman Want de Rowe	19
Alderman Young	17
Total Ordinary Meetings held in 2018/19	22

Table 11 22nd Council Elected Member Meeting attendance at Ordinary Meetings 2018/19



LORD MAYOR KON VATSKALIS AND ALDERMAN LAMBRINIDIS AT THE GLENTI 2019

Elected Member Allowances

The Minister for Local Government establishes the guidelines for Elected Member Allowances in the Northern Territory. Allowances permitted in accordance with section 71 of the *Local Government Act* and Council Policy 017 included:

- Allowance (base, electoral and additional meeting allowances)
- Professional Development (including costs for travel, accommodation, meals and course/conference fees)

The Deputy Lord Mayor position is filled on a four month rotation basis with the Deputy Mayor Allowance paid as a daily rate of the annual base allowance for a Deputy Lord Mayor.

The Ministerial guidelines set the maximum additional meeting allowance at \$14,758.47 in 2018/19. The additional meeting allowance was set at \$182.22 per meeting.

The following table outlines Elected Member allowances paid in 2018/19.

ELECTED MEMBER	BASE ALLOWANCE	ELECTORAL ALLOWANCE	ADDITIONAL ALLOWANCES (ACTING LORD MAYOR AND DEPUTY LORD MAYOR)	ADDITIONAL MEETING ALLOWANCE	ANNUAL PROFESSIONAL DEVELOPMENT ALLOWANCE	TOTAL ALLOWANCE
Lord Mayor Kon Vatskalis	\$123,092.79	\$32,398.22			\$3,690.22	\$159,181.23
Alderman Andrew Arthur	\$15,041.20	\$8,100.15	\$16,183.82	\$3,094.14	\$1,504.40	\$43,923.71
Alderman Jimmy Bouhoris	\$14,616.65	\$8,100.15	\$6,814.24	\$2,186.64	\$3,690.22	\$35,407.90
Alderman Sherry Cullen	\$22,137.25	\$8,100.15	\$0.00	\$3,097.74		\$33,335.14
Alderman Justine Glover	\$22,137.25	\$8,100.15	\$0.00	\$5,282.58	\$2,765.40	\$38,285.38
Alderman Gary Haslett	\$17,163.95	\$8,100.15	\$7,666.02	\$8,746.96		\$41,677.08
Alderman Robin Knox	\$19,408.00	\$8,100.15	\$2,981.23	\$7,101.18	\$300.00	\$37,890.56
Alderman George Lambrinidis	\$22,137.25	\$8,100.15	\$0.00	\$8,378.52		\$38,615.92
Alderman Simon Niblock	\$21,470.10	\$8,100.15	\$2,129.45	\$3,279.96	\$1,217.01	\$36,196.67
Alderman Mick Palmer	\$22,137.25	\$8,100.15	\$0.00	\$3,462.18		\$33,699.58
Alderman Peter Pangquee	\$21,591.40	\$8,100.15	\$0.00	\$11,295.84		\$40,987.39
Alderman Rebecca Want de Rowe	\$19,589.95	\$8,100.15	\$2,981.23	\$2,004.42		\$32,675.75
Alderman Emma Young	\$22,137.25	\$8,100.15	\$0.00	\$3,644.40	\$555.00	\$34,436.80

Table 12 Elected Member Allowances 2018/19

Elected Members Information Technology Support

In addition to allowances set by the Minister, there are a number of expenses that Elected Members incur whilst fulfilling their roles. This includes expenses associated with Information Technology and communication and associated equipment. Expenses incurred in accordance with City of Darwin Policy 062 Elected Member IT Support are outlined in the table below. With the exception of the Capital Allowance, these allowances are paid monthly as part of the Elected Member normal monthly allowances.

ELECTED MEMBER	INFORMATION TECHNOLOGY CAPITAL ALLOWANCE (capped at \$2,400 per term)	COMMUNICATIONS AND INTERNET ALLOWANCE (\$1,200 per annum for Internet and \$770 per annum for mobile phones)	IT SERVICES SUPPORT (\$1,200 per annum for support and maintenance of IT software and hardware)	OTHER REIMBURSEMENT ⁹	TOTAL ALLOWANCE
Lord Mayor Kon Vatskalis		\$1,970.00	\$1,200.00	\$1,076.49	\$4,246.49
Alderman Andrew Arthur		\$1,970.00	\$1,200.00	\$1,122.40	\$4,292.40
Alderman Jimmy Bouhoris		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Sherry Cullen	\$1,488.00	\$1,970.00	\$1,200.00		\$4,658.00
Alderman Justine Glover		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Gary Haslett		\$1,970.00	\$1,200.00	\$88.46	\$3,258.46
Alderman Robin Knox	\$868.00	\$1,970.00	\$1,200.00		\$4,038.00
Alderman George Lambrinidis		\$1,970.00	\$1,200.00	\$486.95	\$3,656.95
Alderman Simon Niblock	\$2,400.00	\$1,970.00	\$1,200.00		\$5,570.00
Alderman Mick Palmer		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Peter Pangquee		\$1,970.00	\$1,200.00		\$3,170.00
Alderman Rebecca Want de Rowe		\$1,970.00	\$1,200.00	\$547.60	\$3,717.60
Alderman Emma Young		\$1,970.00	\$1,200.00		\$3,170.00

Table 13 Elected Member Information Technology Support 2018/19

⁹ Other reimbursements include transportation (taxi fares) to / from Council events, out of pocket expenses when travelling etc.





Elected Member Professional Development

In accordance with the Ministerial Guidelines for Council Member Allowance and Section 71 of the *Local Government Act*, City of Darwin Elected Members may access an annual professional development allowance to attend appropriate and relevant conferences or training courses.

In 2018/19, Elected Members could access up to \$3,690.22, which included all associated costs such as travel, conference fees, meals and accommodation.

ACTIVITY / CONFERENCE	VENUE	ELECTED MEMBER
Women in Leadership Conference, September 2018	Darwin	Alderman Justine Glover
TomorrowLand 2018, September 2018	Darwin	Alderman Simon Niblock
Timor Leste, Meeting with President, January 2019	Timor Leste	Alderman Andrew Arthur
Australian Institute of Company Directors Course, February 2019	Darwin	Alderman Jimmy Bouhoris
Australian Institute of Company Directors Course – Course Documentation, February 2019	Darwin	Alderman Emma Young
No Women Left Behind Conference, March 2019	Darwin	Alderman Justine Glover Alderman Robin Knox
Governance Essentials for Local Government and Financial Information for Councillors, April 2019	Katherine	Alderman Andrew Arthur Alderman Justine Glover

Table 14 Elected Member Professional Development 2018/19

Our Organisation

Strategic Directions Group

Our organisation is led by the Chief Executive Officer who is accountable to the Council. City of Darwin's organisational structure consists of five departments, led by General Managers. The Strategic Directions Group sets the strategic direction for City of Darwin and is accountable for:

- Implementing Council's Strategic Plan
- Setting Council's Municipal Plan and Budget
- Steering City of Darwin's capital program and major projects
- Strategic and operational risk management
- Work health and safety performance
- Setting and implementing departmental business planning
- Leading major change and organisational alignment
- Setting the corporate governance framework
- Considering and making decisions on high level operational matters.

Towards a Smarter Future

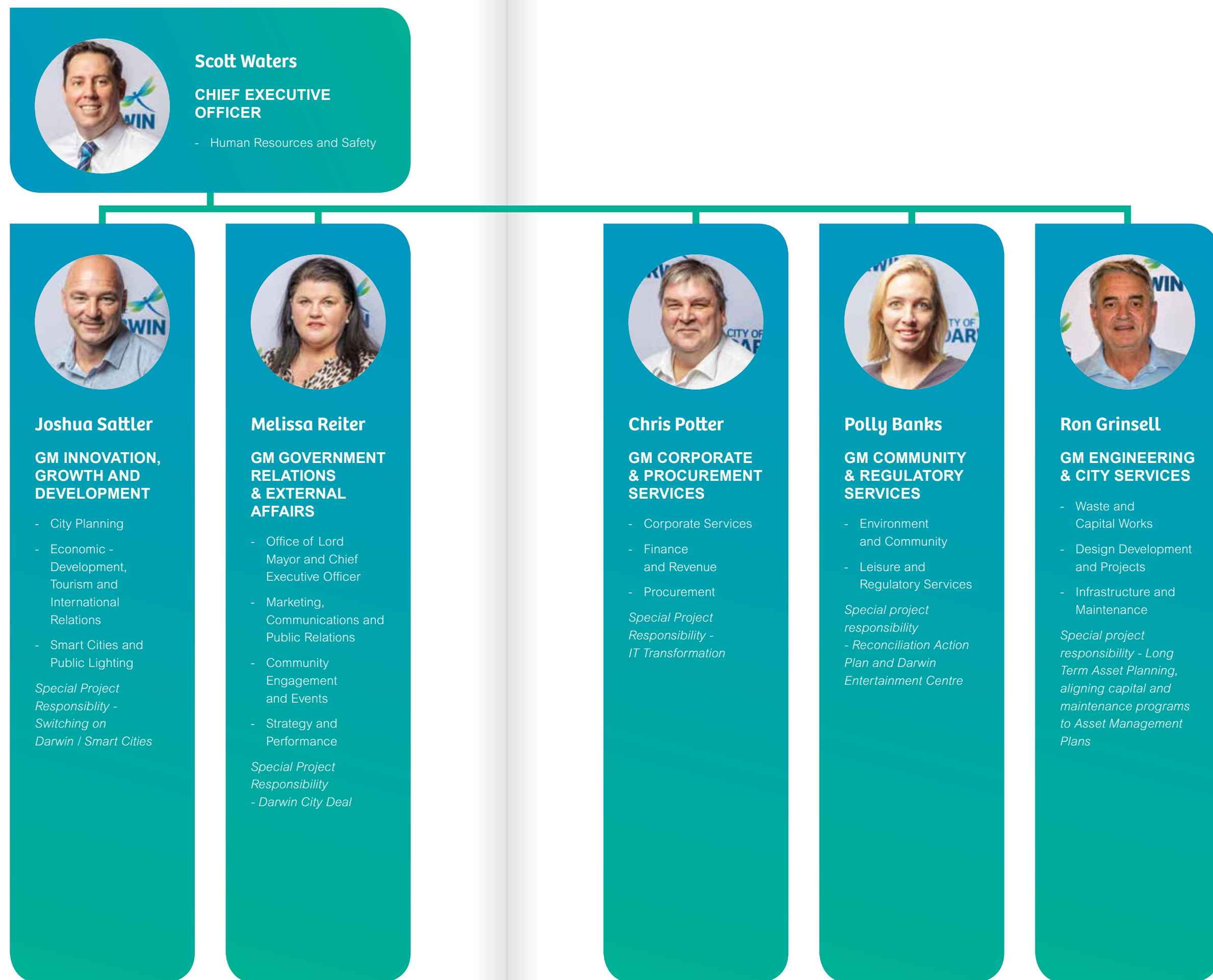
In 2019/20 Council will continue to refine its organisational structure with a restructure program for the operations centre underway. The primary focus of this review is to ensure delivery of services in accordance with adopted service standards, and to ensure we deliver the major projects as outlined in the Municipal Plan. Realignment of staff with services is aimed to create efficiencies in services provided from council operations.

Council's Engineering and City Services Department is transforming how capital projects are delivered with an enhanced focus on program and project management. The transformation program will be supported by building internal capacity through training and development and providing increased career path opportunities.

Organisational Structure

The current structure was established in August 2018 and focuses on realigning service programs to deliver more efficient and effective services and creating better public value with Council operations.

The current organisational structure is outlined below.



OUR PEOPLE

City of Darwin is one of Darwin's most diverse workforces, providing opportunities for people with a variety of skills and experience. In 2018/19, City of Darwin's Enterprise Agreement was ratified by Fair Work Australia and came into effect on 29 December 2018.

FUN BUS CELEBRATING 30 YEARS, COMMUNITY EVENT



Each year, through the annual Municipal Plan and Budget process, Council approves the staffing establishment. This includes permanent full-time, part-time, casual, temporary and contract positions. The approved establishment in 2018/19 was 353 full-time equivalent positions. Full-time equivalent positions takes into account job share, casual and part-time staff, and does not directly relate to the number of people employed by Council. Council staff are located across the municipality at the Civic Centre, Operations Centre, Council Libraries and Shoal Bay Waste Management Facility.

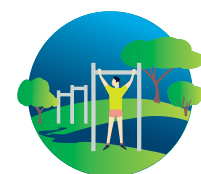
Workforce Status 2018/19



83%
permanent full-time



9%
permanent part-time



2%
trainee



5%
contract

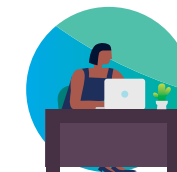


1%
limited tenure

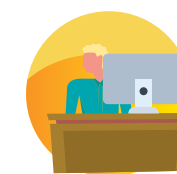
Staff Profile



353
full-time equivalent



45%
female staff



55%
male staff

Recognising our Staff

CARES Awards

In 2018/19 City of Darwin embraced a new values framework CARES (Customer Service, Accountability, Respect, Excellence, Solidarity). Refer to page 5 of the annual report.

In December 2018, Council launched an award program to recognise staff who demonstrated the CARES values. Nominations were made and assessed by peers and are awarded twice per year.

	DECEMBER 2018	MAY 2019
Customer Service Award	Lauren Sutherland, Libraries STEAM Programs Coordinator	Karen Long, Executive Assistant – Community & Regulatory Services
Accountability Award	Irene Frazis, Management Accountant	Roman Maher, Senior Technical Officer - Design, Development & Projects
Respect Award	Ree Sikander, HR Business Partner	Rebekah Leek, Administration officer - Regulatory Services
Excellence Award	Clare Beacham, Recreation & Leisure Coordinator	Louise Flower, Executive Assistant - Engineering & City Services
Solidarity Award	Chris Bailey, Senior Technical Officer Parks	Amy Griesbach, Organisational Development Lead - HR & Safety
Team Award	Urban Forestry Management Team - Anthony Van Zeeventer, Mochtar Salam, David Alp, Peter Alp, Sean Flindall and Jamie Moseley.	Operations Centre Administration Team, Janine Honner, Renae Landon, Graeme Fox, Sheree Lewis, Kersten Seipel, Sara Johnston, Peta Learmonth and Janet du Bois

Table 15 CARES Awards, December 2018



CARES AWARDS, DECEMBER 2018



CDU Horticultural Student of the Year 2018 – Daniel Pledger

Council is proud to celebrate staff achievements and congratulates Daniel on this outstanding achievement. Daniel is one of Council's horticulturalists and looks after the CBD precinct within our Parks team.



DANIEL PLEDGER, CDU HORTICULTURAL STUDENT OF THE YEAR 2018

Service Milestones

This year we had a number of staff reach significant milestones with regard to length of service with City of Darwin.

Mohammed Tajambol	Engineering and City Services	45 years
Hieu Cao	Engineering and City Services	35 years
Horacio Martinho	Engineering and City Services	35 years
Elizabeth Szegedi	Community and Regulatory Services	35 years
Karen Long	Community and Regulatory Services	35 years
Jim Hatzivalsamis	Innovation, Growth and Development	35 years
Gary Browder	Engineering and City Services	30 years
Tammy Sfouggaristos	Community and Regulatory Services	30 years
Vo Van	Engineering and City Services	30 years

Table 16 Staff Service Milestones

Workplace Health and Safety

*Council is committed to meeting its obligations under the **Work Health & Safety (National Uniform Legislation) Act and Regulations** and has developed an overarching work health and safety (WHS) policy document, which defines management obligations and commitment.*

The WHS management system, which is modelled on the applicable Australian Standard AS/NZS 4801, was subject to a comprehensive review during the year to prepare for compliance with the proposed international standard ISO 45001.

Council has a strong culture of incident reporting, whether or not injury is sustained. Incident reporting statistics are analysed monthly to identify problem areas, detect trends or over-representation of injury types, and facilitate the development of training and support for its workforce.

Monitoring of reported incidents and claims showed that claims related to a variety of workplace incidents with no specific incident recorded more frequently than others. Council has a significant number of its workforce undertaking outdoor, physical work. No incidents of significance were reported and no single injury type, relative to the nature of work undertaken, was overly represented. In 2018/19 there continued to be a reduction in reports of abuse of Council staff reducing from 21 in 2017/18 to a total of 14 in 2018/19. Reports of abuse include verbal abuse, physical threat and physical assault. It was also the second consecutive year on record that no long-term (>5 days) lost-time injuries were recorded.

Proactive management of safety systems continues to keep lost-time incidents as a percentage of reported incidents low at 6% which continues to be significantly lower than results from almost 10 years ago of 44.4%.

An analysis of the severity of injuries during the year showed that 86% of injuries were rated as insignificant or low impact with no lost time resulting.

During 2018/19, 67 incidents were reported, of which four resulted in workers' compensation claims, three being lost-time injuries with claims for medical expenses only. This is the lowest recorded period for workers' compensation claims since data capture commenced in 2009/10.

The graph below demonstrates Council's continuous improvement in workplace health and safety management and culture over time.

Injury Types

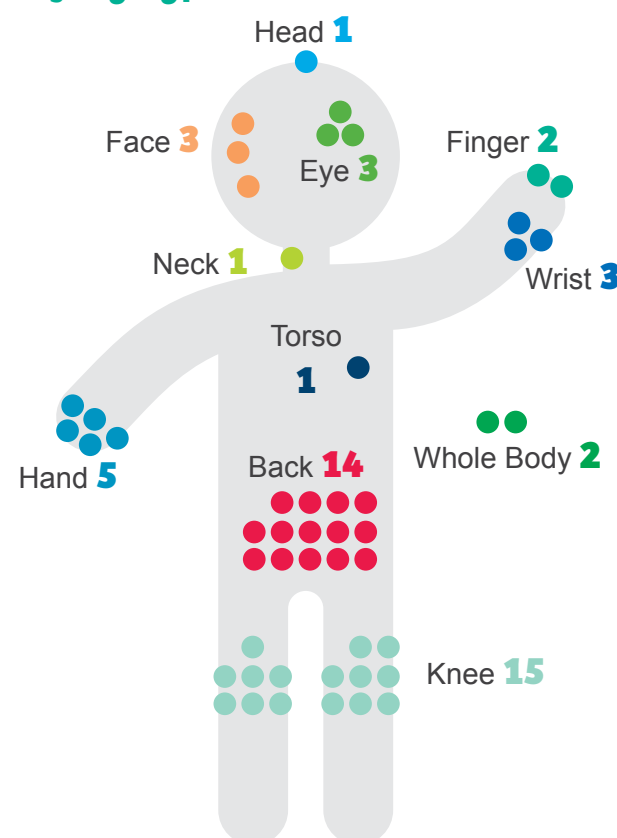


Figure 7 Injury Types 2018/19

Training and Development

City of Darwin's training and development program focuses on attracting and retaining quality people in the organisation, as well as building our capacity in alignment with the strategic goals of Council. Health and safety is at the forefront of training and all staff undertake Indigenous Cultural Awareness as part of their induction program. City of Darwin has a commitment to investing in our people and throughout 2018/19 a range of training was undertaken in compliance, cultural awareness and professional development (including 18 staff approved to undertake VET training to attain a qualification). Staff participated in training activities totalling over 1,400 sessions whether delivered internally or by an external provider. The breakdown is highlighted below:

Training Activities 2018/19

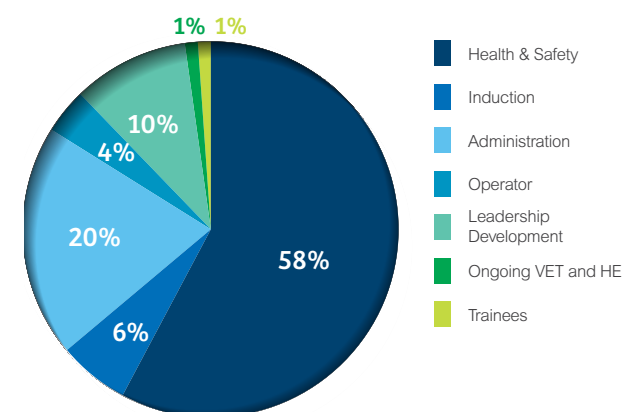


Figure 8 Training Activities 2018/19

Type of Training 2018/19

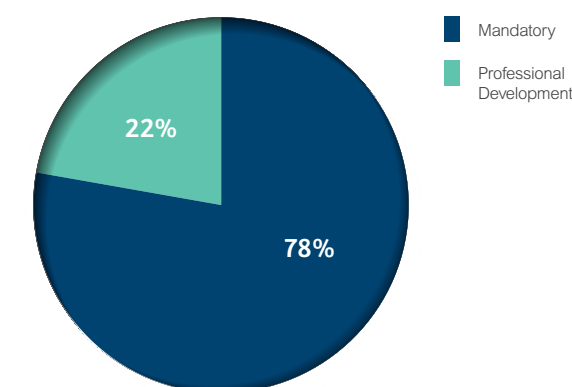


Figure 9 Type of Training 2018/19

LGPro Australasian Management Challenge 2019

An important part of Council's annual training and development program is the opportunity to participate in the LGPro Australasian Management Challenge. The challenge is a team based competition in which teams have an opportunity to represent Council regionally. Regional winners go on to participate in a national competition which in 2019 expanded to include international representation. In May 2019, City of Darwin's team participated in the regional challenge held in Darwin. Staff are selected from across Council to create a team and are mentored internally by management staff. The 2019 team was mentored by Council's Executive Manager Environment and Community, Shenagh Gamble and members included:

- Selcuk Savas – Digital Marketing and Communications Officer
- Lisa Spann – Technical Officer, Parks
- Trevor Clark – Project Officer, Capital Works
- Sharon Barbagallo – Manager, City Library
- Robyn Higgins – Arts and Cultural Development Coordinator
- Anthony Jones – Customer Service Officer.



WHS TRAINING OPERATIONS CENTRE

OUR ANNUAL PERFORMANCE

This section of the annual report presents an overview of City of Darwin's achievements, challenges and future opportunities to deliver on the five goals outlined in the Evolving Darwin Towards 2020 Strategic Plan.

Vision and Goals

Vision

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

Mission

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

TAMARIND PARK PUBLIC ART



GOAL 1

Collaborative, Inclusive and Connected Community





GOAL 2

Vibrant, Flexible & Tropical Lifestyle





GOAL 3

Environmentally Sustainable City





GOAL 4

Historic & Culturally Rich City





GOAL 5

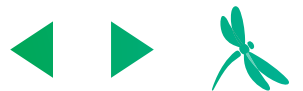
Effective & Responsible Governance



Values

Six guiding principles underpin Council's decision-making. These principles are measurable by the community and enable Council to operate in the most effective and efficient manner.

Service	Council will strive to achieve excellence, quality and pride-of-service to the community using common sense, compassion and courtesy.
Responsiveness	Council will be responsive to the needs of the community.
Involvement	Council will provide avenues of participation for, and be accessible to, the community.
Responsibility	Council will act responsibly and with integrity in the interests of the community and public safety.
Equity	Council will treat and provide services to the community in an equitable manner.
Governance	Council will demonstrate good governance through its rigorous, transparent and financially and environmentally accountable decision-making processes.





GOAL 1

**Collaborative,
Inclusive and
Connected
Community**



COMMUNITY EVENT, EAST POINT RESERVE

Community Inclusion supported

Council strives for efficient and non-discriminatory work practices and equity in the provision of all of our services and facilities.

Our Access and Inclusion Plan 2019-2022 provides a framework to continue to support people with disabilities and other access challenges to engage with Council and access all areas of operations. The plan was adopted in 2018/19 and will be formally launched late 2019. The Access and Inclusion Plan was developed in collaboration with the disability sector and focuses on four key areas of priority:

- Built and natural environment
- Services and programs
- Information and communication
- Council operations.

In 2018/19 Council worked to upgrade our website to meet Accessibility Standard W3C, allowing readers with a disability to access our content more readily. We also introduced the DiversAbility Collective, a new initiative focused on 'mainstreaming' disability and access to services. For example, going forward new playgrounds will be designed with a focus on access for all abilities, rather than segregating particular equipment for disability use only.



ACCESSIBLE PLAYGROUND, JINGILI WATERGARDENS

Sponsorships, Grants and Operating Subsidies

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

In 2018/19 Council provided \$1,521,050 through direct (cash) and in-kind support.

	DESCRIPTION	CASH	IN KIND SUPPORT	TOTAL SPONSORSHIP
Arafura Games	Sponsorship	26,000		26,000
Browns Mart Shimmer	Sponsorship	10,000		10,000
Capricornia Film Awards	Sponsorship	5,000		5,000
CBD Activation Contingency	Operating Subsidy	50,000		50,000
Christmas in Darwin Association	Sponsorship & In Kind	18,000	2,000	20,000
Community Environment Grants	Annual Grants Program	50,000		50,000
Community Grants	Annual Grants Program	100,000		100,000
Darwin City & Waterfront Retailers Association	Operating Subsidy	50,000	27,280	77,280
Darwin City Brass Band	Operating Subsidy	30,000		30,000
Darwin Entertainment Centre	Operating Subsidy	591,020		591,020
Darwin Festival	Sponsorship & In Kind	150,000	15,000	165,000
Darwin Fringe Festival	Sponsorship & In Kind	7,500	1,000	8,500
Italian Festival	Sponsorship	2,000		2,000
Legends of League	Sponsorships	7,500		7,500
Lottoland Mitchell Street Mile	Sponsorship & In Kind	5,000	4,000	9,000
Malak Marketplace	Sponsorship & In Kind	10,000	2,000	12,000
National Indigenous Music Awards	Sponsorship & In Kind	10,000	2,000	12,000
Nightcliff Seabreeze Festival	Sponsorship & In Kind	25,000	8,000	33,000
Palmerston Shopping Centre Christmas Party	Sponsorship	2,750		2,750



	DESCRIPTION	CASH	IN KIND SUPPORT	TOTAL SPONSORSHIP
PAWS	Operating Subsidy	30,000		30,000
Royal Darwin Show	Sponsorship & In Kind	12,000	8,000	20,000
RSPCA	Operating Subsidies	120,000		120,000
Surf Life Saving NT	Operating Subsidy	30,000		30,000
The Beat Festival	Sponsorship	10,000		10,000
Tourism Top End	Operating Subsidy	100,000		100,000
Total		1,451,770	69,280	1,521,050

Table 17 Sponsorships, Grants and Operating Subsidies 2018/19

ARAFURA GAMES



2018 DARWIN FRINGE FESTIVAL





THE BEAT FESTIVAL

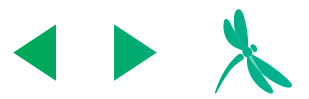
Community Grants Program

City of Darwin provides community organisations with funding as part of an annual Community Grants Program. In 2018/19, \$162,051 was allocated for community grants and community environment grants. \$113,174 was awarded for community grants and \$48,877 was awarded for environmental grants. Details are provided in the table below.

The program supports non-for-profit organisations to undertake projects, activities or events that directly benefit the Darwin community and promote Darwin as a vibrant and liveable city. Council's community grants program attracts much interest with applications received in 2018/19 totalling \$217,234. Council tracks the value of applications received and awarded each year as outlined in figure 10 below.

Community Grants Program 2018/19

GRANT RECIPIENT	GRANT PROGRAM	INITIATIVE	AMOUNT
Charles Darwin Film Festival	Community	2018 Charles Darwin Film Festival	\$4,000
Mindil Beach Sunset Market Association	Community	Kite Festival Community Day	\$10,000
YMCA Northern Territory	Community	Darwin and Australian Skateboarding League State Final	\$3,740
Somerville Community Services	Community	Friendship Arts Program	\$10,000
Aboriginal Broadcasting Australia	Community	Drug and Alcohol Campaign	\$10,000
Mental Illness Fellowship Australia (NT) Inc	Community	MiPeer Collective Project	\$10,000
Northern Territory Thai Association	Community	Thailand Grand Festival - Grand City Parade	\$10,000
Mindil Beach Surf Life Saving Club Inc	Community	Rescue Ready - Saving Lives at Mindil Beach	\$5,118
Paws Darwin	Community	Animal Interactions	\$4,177
Clubhouse Territory Inc	Community	The Clubhouse Project - Beinclusive Games Marathon	\$2,102
Vietnamese Community in Australia - NT Chapter Inc	Community	Upgrade stage, lighting and audio	\$2,000
Chinese Community of Northern Australia	Community	Chinese Dragon Boat Festival Celebration	\$6,300
Southern Cross Care (SA and NT) Inc	Community	The Watermemories Swimming Club	\$2,815
Darwin Malayalee Association Inc	Community	Sports Day Celebrations	\$1,500
Playgroup Association of the Northern Territory Inc	Community	German Playgroup in Darwin	\$590



GRANT RECIPIENT	GRANT PROGRAM	INITIATIVE	AMOUNT
FoodBank NT	Community	Project IT	\$4,632
Northern Territory Multiple Births Club	Community	NTMBC Family Fun Day	\$1,200
Starlight Children's Foundation	Community	Starlight Express Room Arts Corner	\$5,000
StoryProjects	Community	Octopus	\$6,000
ForrestPR	Community	No Woman Left Behind Conference	\$4,000
Bar Brothers and Sisters Darwin, auspiced by Recreation NT Inc	Community	East Point Inclusive Outdoor Exercise Station	\$10,000
Community Grants			\$113,174
Darwin Wildlife Sanctuary	Environment	Sustainable Living Film Festival	\$7,009
Paws Darwin	Environment	Recycling Trailer	\$6,853
Waste Free NT	Environment	Wash Against Waste Community Hub	\$10,000
Lakeside Drive Community	Environment	Little Gardners of Lakeside Drive	\$8,680
Friends of East Point Breezeway Landcare Group	Environment	Friends of East Point Tree Planting Day	\$4,450
Growing and Using Local Produce NT	Environment	Connecting Community Cooks	\$7,800
COOLMob - a project of Environmental Centre NT	Environment	COOLmob Sustainable House Day 2018	\$4,085
Community Environment Grants			\$48,877
Total Community Grants Program 2018/19			\$162,051

Table 18 Community Grants Program 2018/19

Community Grant Applications 2018/19

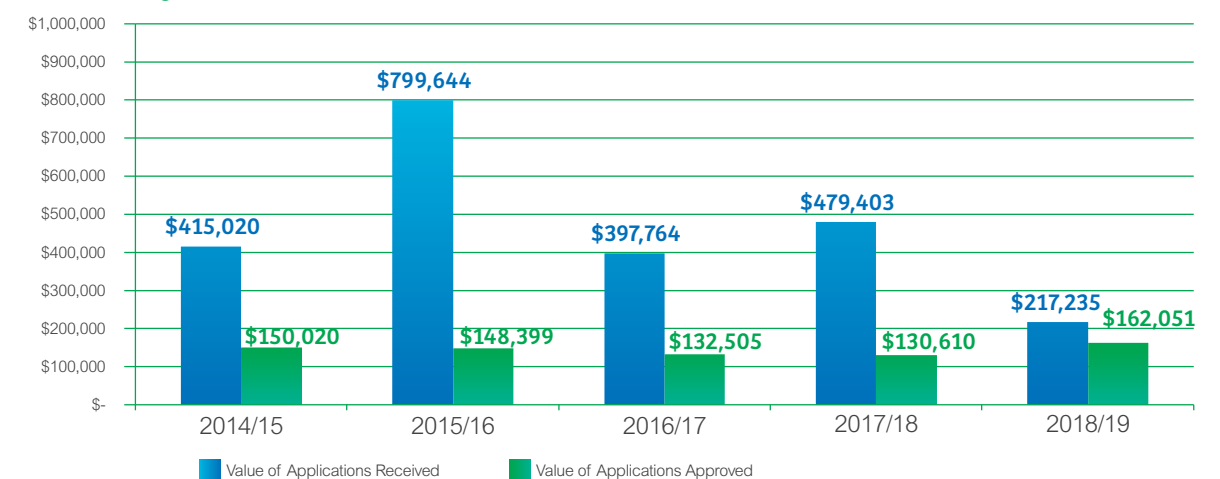


Figure 10 Community Grant Applications 2018/19

Fun Bus

The Fun Bus is a free and accessible mobile playgroup that provides a service to support parents and carers and their children from birth to five years of age. 2019 marks 30 years of City of Darwin co-funding the Fun Bus with Northern Territory Government

The Fun Bus program is underpinned by the Early Years Learning Framework (EYLF) and aims to improve self and family wellbeing.

In 2018/19, the total attendance at regular Fun Bus activity sessions was 17,123 people (including babies, children and adults). In addition to the regularly scheduled sessions, activities were held as part of other community celebrations including:

NAIDOC Week

National Disability Insurance Scheme/Early Childhood Australia Drop In Session

Seniors Month

National Children's Week

Children's Week Art Exhibition

Santa Bike Ride

International Women's Day

Harmony Day

National Families Week

National Reconciliation Week

Sanderson Middle School Indigenous Games

Teddy Bears Picnic

NT Police Fire and Emergency Services Open Day

Royal Life Saving – Splashfest

Foster and Kinship Carer Excellence Awards

Defence Force Expo

The Laneway Event

Seabreeze Festival 2018

Fun Bus events were held in a variety of locations across the municipality including Bagot Community, Wanguri Park, Jingili Water Gardens, Civic Park, Yanyula Park, Malak Community Centre and Lyons Community Centre.

In addition to the Fun Bus scheduled activities, Council has 15 sets of unique equipment and games available for community events in the Darwin municipality for non-for-profit organisations, community groups, charities and young people to use for non-commercial activities. In the 2018/19



"Fun Bus. It really is fabulous, the staff are lovely & it's so great that it runs over the holidays. I would like the senior management to know how great the service is and how much it's valued."

"The Fun Bus has really had such a positive impact on my life as a new mum and of course my daughters little life. She loves the Fun bus and she absolutely adores you all there. So once again THANK YOU!!! The Fun Bus is brilliant and those of you who work so hard to make it all happen do a wonderful job."

Fun Bus Participant 2018/19

"When my daughter was born 16 months ago I suffered from major anxiety and found it extremely difficult to even leave my house. I was fairly new to Darwin and did not have many friends. I barely left the house for the first 4 months. I finally decided to step out of my comfort zone (home) and see what the Fun Bus was all about. This turned out to be the best decision I could have ever made as a new mum. It didn't take long and all of a sudden I found myself following the Fun bus around most days of the week. My anxiety was disappearing and I really looked forward to getting out with my baby."

Fun Bus Participant 2018/19



FUN BUS, CIVIC PARK

year this in-kind support program supported 37 community events.

The Fun Bus service is well regarded in the community and Council often receives positive feedback about the program and the staff.

Libraries

This year, City of Darwin Libraries launched a new range of children's programs, following extensive consultation with child development professionals. The goal was to achieve the following outcomes:

- Build sustainable, high quality and age appropriate programs
- Develop children's literacy and numeracy skills prior to them entering the formal education system
- Provide literary programs that are responsive to the needs of children and families
- Inspire a love of reading and words
- Integrate teaching and learning approaches
- Promote equity and diversity
- Provide a fun and enjoyable environment for all participants
- Quality, not quantity.

Youth Programs

City of Darwin offers a diverse range of programs targeting youth, 12-25 years, through our LAUNCH program, many in partnership with other organisations. Some of the key programs delivered this year included:

LAUNCH Basketball Series

LAUNCH Basketball is a late night social inclusion basketball program for youth aged 12 to 17 and ran in 2018/19 for the second year, with 11 tournament nights attracting 550 participants.

Sounds@Sunset

As part of the LAUNCH emerging producer program, five Sounds@Sunset events were held at the Nightcliff Foreshore, attracting around 150 people per event. The events provided free, family-friendly entertainment and contributed to activating public spaces throughout the municipality. The events provided young people with skills development for a future career in the events industry. They provided paid opportunities for young musicians to perform as well as opportunities for young photographers and video makers to capture and share the events on social media. Décor artists and sound technicians were amongst the 30 young people engaged to deliver the program.

Get that Job

This school holiday workshop was held in conjunction with City of Darwin's libraries and included workshops on makeup artistry, bike maintenance, festival and events careers, online portfolios and public speaking. The program is designed to help young people prepare for future job opportunities. This year, 44 young people participated in five workshops.

LAUNCHmedia

This program continued in 2018/19 and saw City of Darwin engage eight young people on a regular basis to cover youth and community events on social media, with a focus on Youth Week, school holidays and the festival season.

Mystery Bus Tours

City of Darwin ran two youth mystery bus tours in 2018/19. The tours offered selected participants from the LAUNCH Night Series the opportunity to visit Council facilities around Darwin and provide feedback to inform future school holiday programs. This innovative approach to youth engagement has been highly successful and this year attracted around 25 participants.

Youth Week continued to be a key activity for City of Darwin, with four diverse events offered. More broadly, the Youth Advisory Committee developed the City of Darwin Youth Charter during 2018/19 which will set the strategic direction for youth programs with Council endorsing the charter on 26 February 2019. To complement ongoing youth program delivery, in 2018/19 City of Darwin introduced the use of Trello, a free task management app, internally to document and track program participation and success. These records will contribute to efficiencies and support the maintenance of partner relationships.



LAUNCH MYSTERY BUS TOUR

Staff Profile ARNE ORSTAVIK, YOUTH PROGRAMS TRAINEE

“I enjoy seeing young people engage with the community through programs we create and run.”

Arne has been with City of Darwin since March 2019 and is currently completing a Diploma in Event Management.

Arne's role focuses on the development, delivering and promotion of events for young people.

Prior to joining City of Darwin, Arne participated in a number of City of Darwin youth programs including the LAUNCH Night Series Basketball and the Street Heat skate competitions. Arne is a testament to the pathway these engagement programs can provide, helping them build networks and identify career interests.



Desirable places and open spaces for people

The Mall

Darwin city's mall is a key feature of the CBD, offering shopping and dining options, along with recreation spaces, through a playground for young children. The Mall has been a barometer of Darwin's social and economic issues for some years, with the community concerned about anti-social behaviour, public safety and shop closures. City of Darwin has taken a number of measures over the last year to address community concerns including installing new security and ambient lighting and an audio system to improve amenity along with an upgrade of the playground.

Public Safety

With increased attention at a Territory level on anti-social behaviour and public safety, City of Darwin has continued to work with a range of partners in 2018/19 to create and maintain desirable places and open spaces. City of Darwin provides an Assertive Outreach Service, a culturally appropriate outreach service that provides support to vulnerable people in City of Darwin-owned public spaces. The program provides interventions and referrals to a range of community service providers. Homelessness and rough sleeping remains a challenge for service providers in Darwin. City of Darwin collaborated throughout the year with partners to address these issues and provide input to policy at both the Territory and Australian government levels.

City of Darwin provided input to the Northern Territory Government's alcohol reform policy which resulted in a rewrite of the *NT Liquor Act (2019)* and continued to advocate for alcohol reforms aligning with the Australian Government's national harm minimisation approach.

Council representatives continued to provide a secretariat function to the Public Places Services Collaboration Group, the Darwin Northern Suburbs Liquor Accord and the Darwin Inner City Packaged Liquor Accord during the year.

Along with other partners and community groups, City of Darwin lobbied for a safe place and drop in centre for people sleeping rough in the Darwin municipality resulting in the 'Better Pathways Centre', a day centre that will provide support for vulnerable Territorians in the Darwin city area, which is being developed by the Northern Territory Government.

City of Darwin is a member of the Local Government Safer Cities Network (LGSCN) which meets twice a year and works collaboratively across jurisdictions to share information and strategies to support community safety.



Staff Profile DARREN 'JACK' ROE, ASSERTIVE OUTREACH OFFICER, DARWIN SAFER CITY PROGRAM

“No two days are ever the same and it is satisfying to know we are making a difference to people's lives.”

Jack has been with City of Darwin for five years.

Jack's role involves engaging with vulnerable people in City of Darwin-owned public spaces. He provides assistance and refers people to specialist support services across the community services sector.



Animal Management

In 2018/19 Council introduced a new Animal Management Policy developed with the input of stakeholders. The policy provides a regulatory framework for City of Darwin to effectively manage animals across the municipality. In 2018/19, Council managed over 600 complaints regarding barking and nuisance animals and picked up 677 animals within the municipality.

A major focus in the past year has been on animal management education. A comprehensive marketing and communication campaign, 'Great Pets Start with You' was rolled out in May 2019 to promote responsible pet ownership. The campaign included television and social media advertising and two new dedicated positions were established within the Animal Management team to support ongoing education and management. The team have been trialling new technologies such as barking collars and noise net systems to support this function. Council also continued to implement the Dog and Cat Management Strategy 2017 – 2021.

In the past year the Regulatory Services team which comprises animal management, general by-laws and CBD parking responded to a variety of complaints and enquiries and issued infringements across the municipality, broken down as follows:

CBD PARKING	
Infringements issued Fail To Display a Voucher	10,439
Parking overstaying Time Limit	1,237
Safety/Access issues	2,920
Total	14,596
GENERAL BY-LAWS	
Untidy allotment complaints	175
Abandoned vehicles	937
Illegal camping and anti-social behaviour	121
Total	1,233
ANIMAL MANAGEMENT STATISTICS	
Animal pick-ups	677
Animals at large	939
Dog attacks	296
Cat attacks	1
Barking and nuisance complaints	610
Total	2,523

Table 19 Regulatory Services responses



DOGS DAY OUT, COMMUNITY EVENT



GREAT PETS START WITH YOU

Connected communities through technology

Switching on Darwin

In 2018/19 the Smart City project, *Switching on Darwin* was delivered. The \$10 million project, jointly funded by all three levels of government, was designed to contribute to making Darwin a more vibrant and liveable city. Key components of the project included:

- Installation of 24 environmental sensors across Darwin to measure factors such as humidity, wind speed and direction, rainfall, CO2 levels, NO2 levels, ozone levels, temperature, noise and dust levels
- 912 LED smart lights within the CBD which are anticipated to generate energy savings of 60-70%
- 138 CCTV cameras in the CBD to improve community safety
- Expansion of the Wi-Fi network in the city to provide greater coverage and distinct precincts within the CBD
- Installation of parking sensors at key locations within the CBD to provide Council with data to understand parking trends and plan for future parking requirements

- Development of anonymised Smart City Platform which will capture the data generated by the 'smart technology' and make this available to the community and interested parties
- Installation of a new audio system in the The Mall to enhance event experiences
- Planning for digital information kiosks in the CBD, to be installed in the 2019/20 year.

The *Switching on Darwin* project led to City of Darwin's #SmartDarwin Strategy which sets the direction for Council to achieve its smart city vision.

In 2018/19 the uptake of the PayStay parking App continued to increase, with over 50% of on street parking paid through the App. This makes the App one of the fastest growing parking Apps in Australia.



Staff Profile
JACK SILBURN, GRADUATE DATA ANALYST

"The staff are City of Darwin's standout feature. Everyone is easy to get along with and we all strive to keep community results as the top priority."

Jack joined City of Darwin around 18 months ago.

Jack works with many different business units to study an array of datasets to discover insights that Council can use to deliver positive outcomes for the community. An average day could include liaising with stakeholders, writing data scripts or a report or brainstorming new ways to use the data Council has access to.



CIVIC CENTRE

Our libraries continued to collaborate with 'Build IT Up' to run technology time workshops to give parents and children aged 11 to 15 years the opportunity to try hands-on technology.

A key technology focused project City of Darwin participated in this year was 'Geecon', which promoted our libraries and assisted the LAUNCH Youth team to provide a safe creative space for young people to come and share common interests and meet like-minded people.

Libraries offered a range of activities as part of the event including:

- Manga Reading room
- Badge making
- Virtual Reality Goggles

- 3D printing demonstration
- Tinkercad workshops
- Cosplay display
- Win a hamper competition
- Beginner drawing classes
- Photoshoot direction workshop
- Frankentoy workshop

A further outcome of Council's participation in Geecon, was the creation of the Cosplay meet up group. The group of young people met on Saturday mornings to design and make their costumes for this year's Geecon. The sessions were a huge success with libraries providing sewing machines and equipment to assist in making the costumes.

CCTV CAMERA, SWITCHING ON DARWIN PROJECT



SWITCHING ON DARWIN PROJECT



SWITCHING ON DARWIN, INSTALLATION OF LED LIGHTS AND CCTV IN BICENTENNIAL PARK

Improved relations with all levels of government and stakeholders

Within the Northern Territory, the Northern Territory Government Department of Infrastructure, Planning and Logistics (DIPL) has responsibility for administering strategic land use planning and statutory planning processes.

To provide input and ensure that these processes achieve the best outcomes for the community of Darwin, it is important that Council actively engages with DIPL.

Throughout 2018/19 Council provided feedback on a number of Northern Territory Government Plans and Strategies including the Darwin City Centre Area Plan and made formal submissions in relation to Northern Territory Planning Scheme Amendments relating to the Rapid Creek Flood Specific Use Zone; Exempting Outdoor Dining (in some circumstances) and Subleasing of Private Car Parking from requirements of the scheme, as well as Clause 7.5 which relates to private open space.

Additionally, Council had 141 Development Applications referred for comment and assessment.

City of Darwin reviewed the Darwin City Centre Master Plan and participated in city activation through reviewing our Outdoor Dining Policy and networked with businesses to install outdoor dining in on-street car parking bays.

Council reviewed a number of key City of Darwin policies including the Outdoor Advertising Signs Code and Outdoor Dining.

One of the key priorities for the 2019/20 year, will be preparing a Movement Strategy that will include car parking and reviewing existing developer contribution plans, a bike plan, smart city mobility and a strategy focused on electric scooters, pedestrian thoroughfares and reduction of CBD on-street parking.



MEDIA EVENT WITH LORD MAYOR AT LOCAL BUSINESS GOOD THANKS, ALFRESCO DINING TRIAL

Promoting City of Darwin

To promote the work of City of Darwin and foster positive relationships with stakeholders, a number of speaking engagements were undertaken throughout the year, along with City of Darwin staff taking up committee positions and attending industry and government forums. Aligned to achieving strategic outcomes, some of the key activities included:

Smart Cities

- CEO panellist, Cities Workshop, Roads Australia, September 2018
- CEO speaker, Smart Cities Summit 2019, 'How Switching on Darwin is delivering leading edge infrastructure', February 2019
- GM Innovation, Growth and Development speaker, Cities and Regions 4.0 Summit 2019, 'Switching on Darwin Program to drive Social Equity and Economic Growth', March 2019
- CEO speaker, panellist, Telstra Vantage Conference, 'Making sense of things – partnerships for people and prosperity', April and May 2019
- GM Innovation, Growth and Development, speaker National Emergency Communications Working Group, 'City of Darwin Smart Cities', May 2019
- GM Innovation, Growth and Development speaker, Innovfest Unbound, 'Opportunities and Challenges faced in creating a truly smart city', June 2019.

Inclusion and Access

- CEO speaker, Australian Institute of Office Professionals (AIOP), August 2018
- CEO speaker, National Women in Construction Awards NT, October 2018
- CEO panellist, International Women's Day Awards 2019, March 2019.

Sister Cities/International Relations

- CEO speaker, Sister City activities, Guangzhou, Shenzhen and Haikou China, November/December 2018.

CBD Activation

- CEO appointed Deputy-Chair, Activate Darwin Committee, June 2019
- CEO panellist, AFR National Infrastructure Summit, 'City Deals – Vision for precinct and infrastructure delivery', June 2019.

City of Darwin Governance

- City of Darwin hosted Meet the new CEO event for the Council of Capital City Lord Mayor's August 2018.



INTERNATIONAL RELATIONS

Working in Partnership

City of Darwin works proactively to build and foster ongoing partnerships and collaborations with a range of organisations to achieve positive outcomes for the community. Throughout 2018/19, this included engaging with non-profit organisations such as the Australian Red Cross and the Heart Foundation, Centrelink, other government agencies at all three tiers, schools, arts and community organisations and sports clubs.

Council's Libraries Team collaborated with the Department of Human Services to support government services to the multicultural community in our libraries. This particular program involved a Multicultural Service Officer reaching out to ensure that culturally and linguistically diverse customers had access to government services and included presentations on MyGov online services, debt prevention for families and child care subsidies.

On an ongoing basis Council provides free access to the city library hub for community groups engaging in services that encourage social development skills in the community.

One of the more successful partnerships in the 2018/19 year was between the Libraries and Yirrkala School in Arnhem Land. City of Darwin Libraries provided a learning space for a week in November 2018 to enable a small group of Year 11 and 12 students to complete their NT Certificate of Education and Training. Feedback from the school highlighted the importance of City of Darwin making this space available for free and providing students with a safe, quiet learning environment to achieve success in their secondary studies.

FOOD BANK



RUOK DAY



CAPTAIN STARLIGHT FOUNDATION

Towards a Smarter Future

In 2019/20 Council will:

- Upgrade Jingili Playground to include inclusive play equipment interactive, sensory art pieces created by local artists with disabilities. The upgrade will result in a fully accessible playground available to the community
- Work in collaboration with the National Disability Service and Larrakia Nation to improve accessibility at Mindil Beach by installing semi-permanent, accessible flooring during the Dry Season
- Launch City of Darwin's Reconciliation Action Plan (RAP)
- Continue to deliver the Safer Darwin program
- Celebrate the Fun Bus's 30th Anniversary with an event at Lake Alexander, East Point
- Continue to rollout Phase 1 of #SmartDarwin Strategy
- Finalise negotiations with the Northern Territory Government for Council to assume management of the State Square carpark
- Undertake an Animal Registration Audit
- Continue the Animal Education Program
- Review the priority projects within the Darwin City Centre Master Plan within the context of the Darwin City Deal and other city centre initiatives
- Facilitate outdoor dining in on-street car parking bays
- Work collaboratively with NT Government and CSIRO on the Darwin Living Lab project to cool our urban spaces
- Continue work on the Activation Policy
- Continue to work with the NT Government in relation to the development of local government reform
- Continue to collaborate with industry and government to address anti-social behaviour and community public safety through providing input to policies and programs and participating in key working groups and project teams
- Create a Karama Library After School Program focused on after-school engagement targeting middle school students
- Consider how to support young people in responding to the emerging issue of Climate Change
- Review City of Darwin's Youth Strategy to re-set priorities for 2020/21
- Continue to work with the Youth Advisory Committee to build a stronger sense of common purpose and alignment with the City of Darwin Strategic Plan
- Undertake a Youth Information Research Project to research young people's information needs and develop strategies to improve City of Darwin's marketing to youth
- Establish a Calendar of Events of sustainable and consistent programs for youth.

Case Study - #SmartDarwin

On 5 February 2019, #SmartDarwin, Council's Smart City Strategy, was launched by Lord Mayor Kon Vatskalis. The strategy is the blueprint that will guide City of Darwin to become a digitally innovative Council, ensuring the city is digital and data-enabled. The strategy outlines five key pillars to guide Council's focus. These are:

- Developing and connecting vibrant, safe, strategic precincts
- Building a resilient and productive economy
- Enabling sustainable and smart environmental management
- Creating inclusive, smart, healthy communities that attract new residents
- Delivering an agile, innovative and collaborative city government.

The first phase of the strategy was implemented through Council's *Switching on Darwin* project which wrapped up in the 2018/19 financial year.

#SmartDarwin will underpin Council's policy and technical infrastructure into the future as we collaborate with the community, business and all levels of government to achieve Council's smart city vision.

#SmartDarwin will focus on collaboration and partnerships to realise the benefits of the Phase 1 rollout which may include:

- Water and wastewater monitoring
- Leak detection and collaborative management
- Device proximity detection
- Energy monitoring and public lighting monitoring
- Vehicle fleet communication
- Transport optimisation
- Inventory monitoring and utilisation
- Real time public transport and parking updates
- Smart kiosks and interactive information displays
- Community innovation spaces
- Advanced video analytics
- Environmental quality analysis via CCTV analytics
- Wellbeing assessments.

The specific scopes of work will be developed to align with Council's priorities during the period 2010 – 2021 and in line with budget availability. The #SmartDarwin Strategy also identifies potential transformation projects for beyond 2021.



DARWIN CBD



GOAL 2

**Vibrant, Flexible
and Tropical
Lifestyle**



BOUTIQUE MARKETS, THE MALL

Improved access and connectivity

Garramilla Boulevard

The Garramilla Boulevard and Tiger Brennan Drive Stage 3 project is an iconic new entry into the city of Darwin that will provide for future growth and deliver a shaded boulevard to the city centre.

City of Darwin partnered with the Australian and Northern Territory governments to deliver the project which will feature approximately 200 shade trees along the boulevard and create a cool streetscape, with excellent pedestrian and cyclist linkages into the CBD. In 2018/19 Council continued to work in partnership with other tiers of government by participating in the ongoing Project Control Group for the project and providing input to the design and construction phases.

Infrastructure

Council undertakes design work for infrastructure within the municipality through a combination of in-house resources and external consultants (supporting local industry). In 2018/19 key projects delivered included design works for Anula/ Wulagi Traffic Calming Measures and the Trower Road Upgrade under Council's Local Area Traffic Management Program, valued at around \$250,000. Additionally, under the Australian Government-funded Roads to Recovery and Blackspot Programs, works were designed for Lakeside Drive Stages 1 and 2 and an intersection upgrade at Lee Point Road/Union Terrace intersection. A Traffic Signal Upgrade program was rolled out and a number of 'Safe Routes to School' assessments were undertaken. These assessments, along with installation of a pedestrian crossing at Marrara Sports Complex (Abala Road), focused on pedestrian and cyclist safety. Design of stormwater drainage systems in Cunjevoi Crescent, Nightcliff and Jingili Water Gardens was also completed.

A playground refurbishment program valued at \$700,000 was delivered across the municipality

which included additional shade facilities and a \$1 million stormwater upgrade in Nudl Street to prevent flooding. Wi-Fi was also installed in playgrounds which longer term will provide analytics on usage levels and patterns to inform future infrastructure planning.

Additionally, a \$2 million resurfacing program was delivered across the municipality to maintain roads to the required standards. Shared path plans were designed for Nakara Primary School, Sabine Road and Parer Drive – all fostering greater use by pedestrians and cyclists and improving safety.

A new rubbish contractor, JJ Richards, was appointed to manage City of Darwin's residential waste collection.

In 2018/19 as part of identifying operational and strategic efficiencies, Council developed Asset Management Plans for each of the 11 categories of assets. These were delivered through collaboration across a number of internal teams and provide long-term planning guidance for the whole asset life-cycle. The plans are supported by a new Asset Management Policy that was developed in 2018 and replaces a number of existing policies, outlines City of Darwin's service delivery standards across asset management and identifies funding sources. This framework and the plans and policy will provide strategic direction for Council operational staff going forward.

During 2018/19, City of Darwin rolled out an LED lighting replacement program across the residential suburbs of Millner, Rapid Creek, Nightcliff, Karama and Malak involving the replacement of over 1,600 LEDs and controllers being deployed. All the luminaire lights are LED and smart controlled by telecells.

In the next year the program will continue with Leanyer, Anula, Wulagi, Brinkin, Tiwi, Marrara, Bayview, Cullen Bay, Muirhead and Lyons to be upgraded. All remaining suburbs that currently have overhead power will be upgraded in line with the staged undergrounding.



A sense of place and community

Darwin City Deal

In November 2018, City of Darwin jointly signed an agreement with the Australian and Northern Territory governments to create the Darwin City Deal. The \$200 million project will deliver a 10-Year plan for the Darwin City Centre that sets a long-term vision for the future to address Darwin's unique challenges and put the city on a path to economic prosperity and sustainable growth.

The Darwin City Deal will position Darwin as a vibrant and liveable tropical capital city, supported by a growing population and diversified economy. Under the plan, City of Darwin's key commitments are:

- Providing land in Cavenagh Street for the establishment of a new Education and Civic Precinct
- Working with the NT Government to revitalise and activate laneways and smaller streets across the City Centre to develop key points of interest, opportunities for small business and better connectivity in the city centre
- Reviewing the Darwin City Centre Master Plan which focuses on beautifying the city, introducing smart technology and promoting Darwin's unique heritage and strong culture to improve experiences for visitors to Darwin

- Expanding the opportunity for outdoor dining and entertainment by creating shading and increased green spaces in Darwin City to create a prime destination for festivals and events
- Reviewing tree planting programs to include more resilient trees that provide shade to our public spaces and create a city of colour.

A transaction team was established shortly after the City Deal was signed to work on the Education and Civic Precinct with CDU to position Darwin as a centre of excellence for education in northern Australia and contribute to activating the CBD. Feasibility studies commenced in 2018/19 and City of Darwin staff participated in fortnightly Project Control Group meetings to provide input from a local government perspective.

In 2019/20, Council's involvement in the Darwin City Deal will continue the focus on progressing the Education and Civic Precinct and completing all of the required feasibility studies to enable the project to move to the next stage. For more information on the Darwin City Deal visit: <https://citydeals.infrastructure.gov.au/darwin>



SIGNING OF DARWIN CITY DEAL

Libraries

Literacy and Lifelong Learning

In 2018/19 City of Darwin Libraries delivered weekly children's programs that encouraged physical, cognitive, social, emotional and language development. The programs offered tailored content and activities to suit the varying ages and stages of children's development. They provided a positive and safe space for children to access fun and educational activities which cultivate a love of reading and libraries. School holiday activities were also offered and exposed children to new ideas and activities.

Digital Inclusion

City of Darwin libraries provide free access to the internet to all library users and this year increased the Wi-Fi limit to better meet customer's needs. Activities like Tech Zone, 3D printing and robotics use the STEAM (Science, Technology, Engineering, the Arts and Mathematics) approach to educate and empower our community, ensuring everyone has access to emerging technologies. Increasingly City of Darwin's Libraries has partnered with other organisations to offer a wider range of services including digital literacy. The libraries ran a STEAM program focused on providing access to, and information on, a range of digital tools. A Techzone for Seniors drop in session was included in the program and allowed seniors to try out virtual reality googles and other tools such as OSMO words and robotics. The program was very well received.

Libraries partnered with the Australian Red Cross throughout the year to deliver a series of Digital Springboard presentations which focused on how to write a cover letter, build a CV, spreadsheets for beginners, presentation skills and starting up your own business – all free courses to help improve work skills.

This year the annual Young Territory Author Awards attracted 168 entries from all over the Territory including Darwin, Palmerston, Katherine, Alice Springs and Litchfield. The overall winner was Tigerlilly Clements with her book "Anathema" and Berry Springs Primary School was awarded the school prize.



458,000
loans



10,800
e-book loans



450,000
visits to libraries



37,000
people participated in programs and events



34,300
library members



LIBRARIES STAFF



Increased sport, recreation and leisure activities

Sports Field and Oval Usage

City of Darwin maintains 17 ovals across the municipality that the community utilises for a variety of sports and sporting events, primarily split into two seasons. Cricket, Rugby League, and Soccer are all major users of Council's ovals in the Dry Season; AFL is the primary sport during the Wet Season, along with some soccer training continuing through their off-season.

The ovals are also used for informal recreation, school sports carnivals, school holiday sports clinics and community events.

Swimming Pools

Council's three public swimming pools at Casuarina, Nightcliff and Parap provide facilities for the recreation, health and wellbeing of the community.

This was the first full year of YMCA NT managing all three Council pools. They introduced new learn-to-swim programs, mum and bubs classes, aqua fitness classes and pool parties.

Pools continue to offer Royal Life Saving programs and in 2018/19 were regularly utilised for school swimming carnivals, swim club training and competitions.

Council provided free entry at all pools on Australia Day.

Parap Pool hosted over 12 swimming meets and carnivals during the 2018/19 financial year including major events such as the NT Open and Aged Championships (March 2019) and Arafura Games (April 2019). The re-developed FINA-compliant facility allowed athletes to clock official times and qualify for national level competitions.

Planning is underway for a number of major events over the next two years at Parap Pool:

- In 2021 the Arafura Games is expected to be held again and will utilise Council venues
- In 2021 the Masters Swimming Australia National Championships are expecting nearly 500 competitors and will be held at Parap Swimming Pool.

In the 2018/19 year, patronage across the three pools returned to mirror the peak attained prior to the closure of Parap Pool and numbers continue to rise with the growth of activities and events on offer.

Attendance Statistics for the past five years

	PARAP	CASUARINA	NIGHTCLIFF	TOTAL	
2014/15	79,539	85,721	68,773	234,033	
2015/16	74,343	78,253	97,125	249,721	
2016/17	11,099	107,242	108,063	226,404	*Parap Pool closed 26/09/16
					*Parap Pool opened 02/01/2018; Reporting changed with new contractor Jan 2018
2017/18	44,960	77,987	96,646	219,593	
2018/19	106,169	64,628	77,986	248,783	

Table 20 Attendance Statistics for the past five years



Annual Pool Attendance at all venues, for the past five years

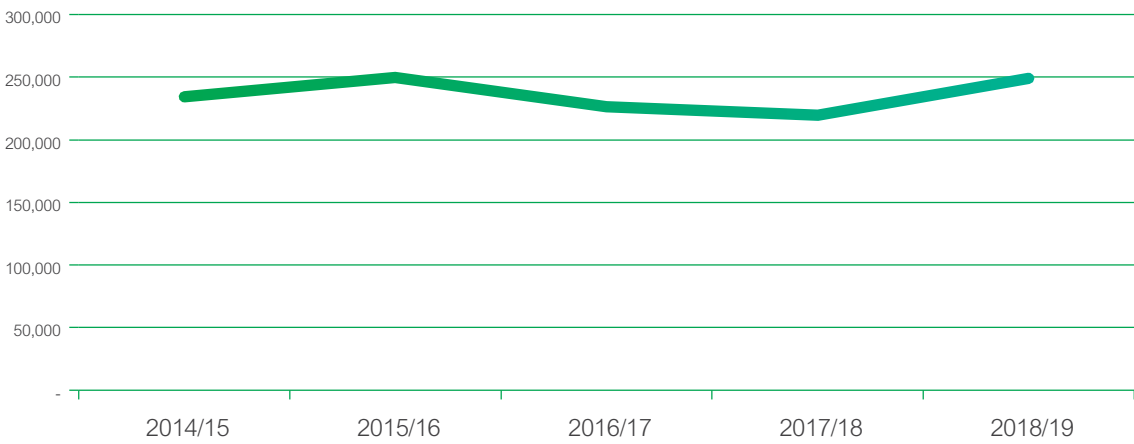


Figure 11 5-year swimming pool attendance trends across the three venues

Annual Pool Attendance at each venue, for the past five years

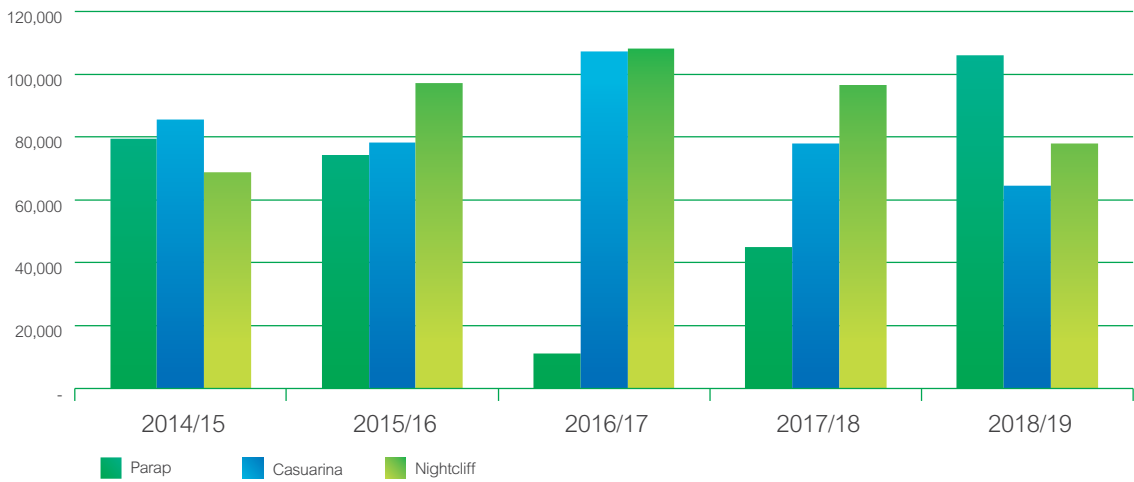


Figure 12 5-year swimming pool attendance per pool (Notes: *Parap Pool closed for redevelopment 26/09/16-02/01/18; ** Nightcliff Pool closed for pump house redevelopment for 11 weeks Sept-Dec 2014)

City of Darwin continued to work proactively with local sporting organisations through 2018/19 to progress key infrastructure projects. Some examples include:

Urban Oval Lighting Project

Lighting at sports ovals was a key project delivered in 2018/19 as part of the City of Darwin's Sports Field Plan 2016-2026. This year detailed design was completed based on community consultation for lighting at Gardens Oval, Bagot Park and Nightcliff Oval. Following liaison with AFL NT, NT Cricket, the Nightcliff Sports Club and the Football Federation NT, tenders were also invited for construction of the lights at Gardens Oval 1, Nightcliff Oval and Bagot Oval.

Darwin Velodrome Redevelopment Project

During the year community consultation was undertaken in regards to redevelopment of the Darwin Velodrome precinct. This included discussions with various interested stakeholders including the Darwin Cycling Club, Triathlon NT, Friends of Bagot Park, Football Federation NT and the Mindil Aces Football Club.

Commuter and Recreational Bike Counts

Council again participated in 'Super Tuesday' and 'Super Sunday' in 2018. The events are undertaken twice yearly and include visual user surveys of the municipality's cycling and shared path network, coordinated by Bicycle Network nationally. The counts assist in providing information to evaluate existing programs and networks, and inform the planning and development of future infrastructure.

This is the eighth year of City of Darwin's involvement in 'Super Tuesday' which observes and records rider numbers and movements at key intersections and important commuter routes in the morning peak on the first Tuesday of September each year, between 6:30am and 8:30am. The event is Australia's largest visual bike count.

On 'Super Tuesday' 2018, 3,309 riders were counted at 51 survey points across the Darwin municipality. Female riders represented 31% of bicycle commuters counted, above the national average of 24%.

The busiest sites in Darwin on 'Super Tuesday' 2018 were:

Rapid Creek Path Bridge	196
Casuarina Foreshore Path (near RDH and CDU)	149
Casuarina Dr and Nightcliff Rd intersection (Nightcliff Pool)	132
Goyder Rd and Gilruth Ave/East Point Rd intersection	122
Stuart Hwy intersection with Stokes St and Parap Rd	116
Stuart Hwy and Westralia St intersection	104
Stuart Hwy/Daly St and McMinn St intersection (Daly St bridge)	99
Gregory St and East Point Rd intersection	91
Trower Rd and Rapid Creek Rd intersection	89
Stuart Hwy and Ross Smith Ave intersection	89
Daly St and Mitchell St intersection	89

Table 21 Super Tuesday Bike Count 2018

The 'Super Sunday' Recreational Count is a visual count of recreational cycling, walking, running, dog-walking, and other path usage. Super Sunday was held on 11 November 2018 around Australia, and this was the sixth year City of Darwin participated.

In total, 3,411 cyclists, walkers, runners, dogs and others were observed at the seven count sites in the four hours from 7am to 11am. The number of users increased by 41% compared to the same seven sites surveyed in 2017 (2,418 trips).

Healthy Darwin

Council's Healthy Darwin program continued in 2018/19, with 26 exercise programs offered in partnership with local exercise providers over the 12 month period, this was an increase on the previous year. Seven workshops and two adult learn-to-swim programs were run, all either low-cost or free. Total attendance for the weekly exercise groups was 2,892, an increase on the previous year's figure of 2,770.

Complementary to this was Council's collaboration with the Heart Foundation to expand the Move for Heart program. The expansion offered a new eight week yoga and pilates program, bringing together two local providers to help promote healthy lifestyles and encourage social connections. Healthy Darwin also provided support for a FREEPS event as part of the annual Nightcliff Seabreeze Festival and for Seniors month activities. Additionally, the Healthy Darwin Smoothie Bike was used at 32 community events across the year – promoting physical activity and healthy eating in a unique way. By subsidising these programs Council reinforces it's commitment to providing free or low cost activities for Darwin residents and encouraging improved health and wellbeing.



Staff Profile
CLAIRE DANDIE,
RECREATION SERVICES OFFICER

"I love the diversity of my role – dealing with lots of staff across Council, different organisations and individuals. I work with an amazing team and learn constantly from them."

Claire has been with City of Darwin for over 11 years.

Claire has a diverse role managing bookings for Council's sporting ovals, managing the Healthy Darwin Program, reporting on Council's three swimming pools and overseeing minor capital improvements to the facilities. She also liaises with a range of organisations in regards to health and recreational events that City of Darwin either runs or participates in.



Case Study – Chrisp Street Tennis Courts

In 2018/19 a significant infrastructure upgrade valued at \$453,000 was completed in Rapid Creek at the Chrisp Street Tennis Courts redevelopment. With the objective of increasing the range of recreational opportunities at the facility, scope included:

- Refurbishment of the existing tennis courts and surrounding fence
- Disused court area next to the oval transformed into a multi-use sports court for informal basketball and other court games
- Installation of picnic shelter with spectator seating to improve facility amenity

- Landscaping improvement including additional trees, irrigated grass, water bubbler and bikeracks.

The project was jointly funded by City of Darwin, Northern Territory Government and Tennis Australia and resulted in an improved recreational asset open to the whole community. The facility will help encourage people to follow a pathway into tennis and encourage greater recreational activity in the local community.



CHRISP STREET TENNIS COURTS

Economic growth supported

The adoption of the 2018/19 Municipal Plan, incorporating the budget sees Council making significant investments in our local economy into the future.

The plan aims to put Darwin ratepayers, businesses, tourists and investors at the heart of Council business. As a result, in 2018/19 Council increased rates by 3%. The rate increase was a sustainable decision that when coupled with organisation savings, ensured the cost of services and projects in the current year will not impact future generations.

Buy Local

Council aims to procure locally. Basic economic modelling suggests that a \$1 million repair and maintenance contract awarded locally would deliver an additional \$500,000 investment to the city and approximately seven additional jobs. All of Cyclone Marcus response and recovery activities were procured locally. Costs to date are estimated to be more than \$15 million resulting in an additional local economic input of \$7 million and 120 jobs.

Economic Lighting

In an Australian first, City of Darwin commenced implementation a new technology platform that will control and manage Council's public lighting network. The new technology is expected to deliver maintenance savings, energy efficiencies, improved and dynamic lighting levels and asset management capabilities through smart control systems. Savings for approximately 10,000 street and public lights are estimated at \$1 million per annum.

Public lighting faults will be automated through the control system ensuring outages are quickly captured and resolved, rather than relying on the community and time consuming maintenance reports.

Darwin Street Food Program

Council supported local Street Food vendors by launching a Street Food Map for Darwin. The online map enables people to quickly and easily identify the location of their favourite food truck in Darwin. Food vans are a vital part of the city's street food program which aims to activate and add vibrancy to key areas. Darwin is well known for food vans offering great food in iconic locations such as Nightcliff and the city centre.

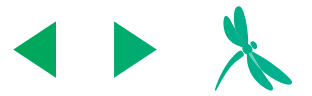
Parking and PayStay

During the 2018/19 financial year, usage of City of Darwin's mobile PayStay App increased by 44%. The PayStay pay by phone parking system was introduced in January 2018 and enables users to pay only for the parking time they use. During the year the App was upgraded to include a map feature, allowing users to search for a parking space that suits their needs, before they make their journey.

Parking fees were put on hold for the second year in a row in recognition of the slowdown of the economic activity in the city centre.

Supporting Development

During the year, Council resolved to reduce outdoor dining fees by up to 60% and removed the requirements for car parking shortfalls. The reduction in fees and charges extends through to the 2019/20 financial year. Other fees that will remain unchanged in 2018/19 included swimming pool admission and animal registrations. All other fees increased by CPI of 1% as the basis of the increase and rounding to the nearest multiple of \$5.





INTERNATIONAL RELATIONS SISTER CITY - HAIKOU, CHINA

International Partnerships

Throughout the 2018/19 year, City of Darwin continued to foster relationships with a number of international partners to facilitate future economic development opportunities. In addition to focusing on the Sister City of Haikou, visits were undertaken to Guangzhou and Shenzhen. To pursue opportunities related to smart city technology, economic development, education and strategic investment and international tourism attraction, a six day itinerary was developed. Some key outcomes of the visit included:

- Four TV crew delegations visiting Darwin to promote it as a business and holiday destination
- Meetings to facilitate joint research and degree agreements between Guangzhou University and Charles Darwin University

- Interest in establishing Sister School arrangements between Darwin and Shenzhen and Haikou High Schools.

While in China, City of Darwin presented at the Shenzhen Smart City Forum in May 2019, with other presenters including the UK, Korea, Israel, Portugal, Poland, Singapore and Russia. The opportunity enabled City of Darwin to share learnings from the *Switching on Darwin* project and also gave staff the chance to learn from other smart city experiences.

Towards a Smarter Future

In 2019/20 Council will:

- Complete the Oval Lighting Project as part of the Sports Field Plan 2016-2026
- Collaborate with Swimming Australia to plan for a number of upcoming national and international swimming events to be held at Parap Pool
- Upgrade Kahlin Oval cricket nets
- Liaise with peak sporting bodies as part of the Sports Field Plan 2016-2026 in regards to potential facility upgrades
- Develop a Playground and Recreation Asset Strategy
- Develop a Casuarina Pool Master Plan
- Install Nightcliff Exercise Stations based on consultation undertaken in 2018/19
- Finish the Chrisp Street Tennis project by construction a new ablution block onsite
- Deliver Lakeside Drive Stage 2 under the Australian Government Roads to Recovery Program, valued at approximately \$3 million
- Produce Asset Management Guidelines to support the new Asset Management Plans and create internal efficiencies and the opportunity for more strategic, long-term planning
- Construct new stormwater drainage at Jingili Water Gardens
- Design a new pedestrian crossing at East Point Road/Lampe Street, funded under the Australian Government Blackspot Program
- Complete design works for a new access road and shared paths at Holy Family School, Karama
- Complete design works for a pedestrian crossing at the Smith and Bennett Streets intersection
- Consult and upgrade of Jingili Water Gardens playground
- Develop and construct a new leachate management system at Shoal Bay Waste Management Facility
- Commence construction on a new weighbridge entrance at Shoal Bay Waste Management Facility
- Appoint a new operations contractor at Shoal Bay Waste Management Facility
- Deliver a \$1.4 million streetscape beautification program to improve amenity
- Undertake ongoing maintenance across Darwin's open spaces, parks, sports grounds and laneways
- Undertake routine maintenance such as pothole patching, cleaning and graffiti removal
- Continue to clean up untidy allotments as part of the CBD beautification
- Implement the Library Strategy which has three key directions: an integrated, efficient library service; engaging target audiences and designing the future through user experience
- Promote Darwin as a destination to live and visit and attract more people from international markets to visit and spend money in the city.



GOAL 3

Environmentally Sustainable City



GARDENS FOR WILDLIFE PROGRAM

Council's carbon footprint reduced

City of Darwin strives to set the example and reduce Council's carbon footprint and increase staff awareness of climate change, sustainability and environmental protection.

This year, a number of initiatives were focused internally to foster behaviour change. These included:

Darwin Harbour Clean Up

Staff from City of Darwin participated in this annual activity to clean up Darwin's foreshore areas and raise awareness of the natural areas of Darwin being impacted by waste. Over 500 people across Darwin participated and the operations team provided vehicles and free disposal of the collected waste.

Implementing our Energy Strategy and Solar PV

In 2018, Council endorsed the City of Darwin Energy Strategy, with a commitment to zero net emissions from energy by 2030. As part of this commitment, Council signed up to the Cities Power Partnership, Australia's largest local government climate network made up of 70 councils from across the country, representing more than eight million Australians.

Implementation of the Energy Strategy will result in projects in 2019/20 including continued upgrades to street lighting and a large-scale solar farm at Shoal Bay. In 2018/19 Solar PV installations at the Civic Centre were completed. Council's investment in photo voltaic systems on Council buildings has resulted in cost savings of \$156,612 in 2018/19. Cost savings are outlined in table 22.

SITE	SYSTEM SIZE	ELECTRICITY GENERATED	ANNUAL SAVINGS
Casuarina Library	99kw	125.89 MWh	\$39,378
Ops Centre	100kw	132.67MWh	\$40,678
Nightcliff Pool	58kw	** irregular for the entire year**	0
Casuarina Pool	59kw	83.17 MWh	\$22,456.91
Civic Centre	175kW	200.55 MWh	\$54,100
Total 2018/19	491kw	542.28	\$156,612.91

Table 22 2018/19 Solar PV installations

Plastic Free July – Bees Wax Wraps and Pasta Straws



To support Council's plastic free policy implementation, July 2018 was promoted internally as plastic free July to promote the creation and use of reusable items. A workshop on how to make bees wax wraps was held internally to encourage staff to move away from single use plastic.

Also in July 2018, staff were provided with pasta straws to encourage them to think about their reliance on plastic and to promote behaviour change.



Darwin community's carbon footprint reduced

In October 2018, City of Darwin participated in and promoted the national Ride2Work Day, encouraging people to use alternative means of transport that are environmentally friendly and contribute to a healthy lifestyle. 91 riders were involved this year.

City of Darwin worked with ClimateWatch in 2018/19 to include the East Point Science trail as a scientific data collection trail. The trail allows Darwin locals to join other Australians to become citizen scientists, collecting and recording data that will help shape the country's scientific response to climate change. The program is based around a free application that includes a map, species guides, and the ability to record sightings of significant flora and fauna. The App is associated with the national database Atlas of Living Australia (ALA). ALA is a depository of scientific data that is freely accessible to the community and to researchers. This data will assist with ongoing monitoring of native species' adaptation to climate change and other local factors.

In the 2018/19 year Council's Climate Change and Environment Team engaged with the community in various forms to promote the protection of the environment, awareness of climate change and sustainability. This included facilitation of, or participation in, the following events:

- The Jingili Primary School Science Expo – looking at heat mitigation and temperature monitoring (300 participants)
- A Bat Night at East Point Reserve including a question and answer session (100 participants)
- Climate Change Challenge held online through City of Darwin's Engage Darwin webpage, promoting awareness of climate change and its impacts (254 students, 4 schools engaged)
- The Aussie Backyard Bird Count encouraging people to record bird species that live in Darwin to (307 individual observers and 4 schools registered)
- Sustainable Christmas workshops to promote sustainable Christmas wrapping using bees wax wraps, fabric wrapping and bag making (19 attended).



RIDE2WORK DAY



BAT NIGHT

Conserve and protect the Darwin environment

In 2018/19 a range of activities were delivered by Council to conserve and protect our environment.

Tree Planting and East Point Reserve

Council continued a focus throughout the year on tree planting. Around 240 people participated in five planting days held across the municipality which resulted in 300 new trees being planted and a revegetation day was also held at East Point which saw 2,500 trees planted. The work at East Point stemmed from a review of the area's Biodiversity Plan which included a focus on more tree planting and expansion of the plan to include the eastern woodland area. The plan aims to maintain and improve the biodiversity of the reserve, while minimising threats and working productively with external stakeholders. The new plan identified the need for ongoing biodiversity assessments within the East Point Reserve, including quarterly wallaby counts. Currently, surveys have concluded that the wallaby population is stable at approximately 200 wallabies.

Gardens for Wildlife

Council continued the Gardens for Wildlife Program which offers residents a biodiversity assessment of their own yard by Council staff and recommendations on how they can better attract wildlife. The uptake of this continued to grow and in the first four months of the program through to June 2019, over 140 households signed up. Schools around Darwin also participated in the Gardens for Wildlife Program, taking a pledge to transform their school grounds into a rich ecosystem for local wildlife.

Recorded Native Species at Registered Properties

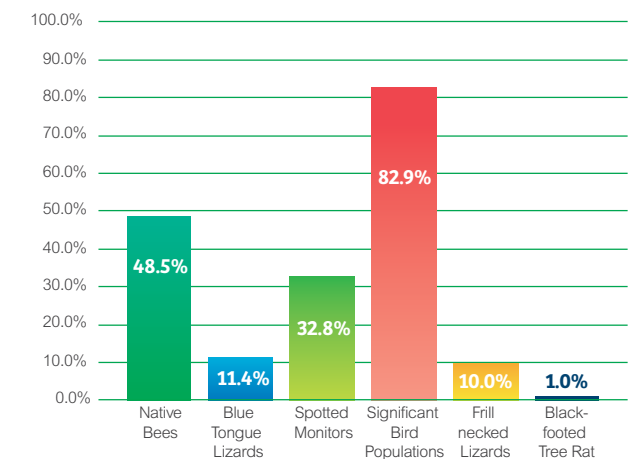


Figure 13 Native Fauna Species recorded in the Gardens for Wildlife Program

Water Monitoring

Council undertakes regular water sampling at several locations across the municipality for both environmental and public health reasons. To ensure council program and procedures adequately align to Northern Territory and National guidelines a review of Council's water sampling program was undertaken in December 2018. The review resulted in updated criteria for water assessment and bringing water sampling in-house.



WATER MONITORING

Case Study 3 – Single Use Plastic Ban

As of 1 January 2019, Council banned single use plastics from all events held on Council land, including markets and food vans. The key objective is to reduce the amount of single use plastic used and protect Darwin's unique environment. Single use plastics include disposable cups, cutlery, plates and bowls, takeaway containers, straws and balloons.

To support the introduction of the ban, a 'Plastic Wise' campaign focused on market stall holders and the broader community. This involved face-to-face engagement at the markets and a digital campaign.

The ban includes City of Darwin exploring innovative alternatives to single use plastics at Council events and helium balloon releases from Council land and in Council buildings. Viable alternatives coupled with a ban on specific single use plastic items will help the city move towards a plastic free future.

A plan will be developed to detail the phasing out of single use plastics from all events supported by council, including those held on Council land and in Council buildings by the end of 2019.

City of Darwin will make no new purchases of single use plastic items until the current stock levels are depleted and will explore viable alternatives.

The benefits of phasing out single use plastics include reducing the amount of plastics being disposed to landfill or ending up as litter, reducing the impacts on the environment and human health, educating the community to shift away from single use plastic and supporting retailers already utilising alternatives. More information on this Council initiative is available at: www.darwin.nt.gov.au/plasticwise

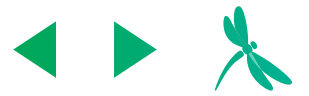
The initiative has been well received to date and all of the Darwin-based food markets held on Council land amended their permit conditions voluntarily to reflect the change. The campaign has resulted in almost all stall owners on Council land making the switch from single use plastics, with a recent audit showing a significant drop in single use plastics such as straws.

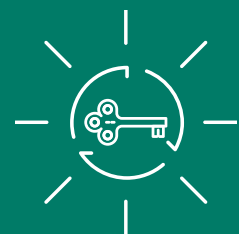
MARKETS

Towards a Smarter Future

In 2019/20 Council will:

- Focus on reducing greenhouse emissions as part of responding to the declared Climate Emergency. This will involve a Climate Emergency Round Table event to be held in December 2019 and a review of City of Darwin's Climate Change Action Plan
- Incorporate environmental and climate change issues in the Council's Operational Environmental Management Plan
- Review Council's Green Fleet, Green IT and Environment Policies
- Continue to deliver the Gardens for Wildlife Program
- Implement a new Schools Tree Planting Program which will involve 14 Darwin schools and combine re-planting with education
- Deliver Tree Planting Programs, with 4,000 trees expected to be planted
- Develop and implement a Greening Darwin Strategy
- Install recycled plastic bollards at four community sports grounds to replace ageing pine bollards
- Develop and implement a plan to phase out single use plastic at events supported by City of Darwin and continue to implement the Single Use Plastic Ban at City of Darwin events and on council-owned land.





GOAL 4

**Historic and
Culturally
Rich City**



AMBON NIGHT

Recognised key activities and events

City of Darwin is committed to promoting the region and supporting activities and events that encourage a vibrant community culture and community interaction. City of Darwin has a renewed focus on enhancing the services provided to support event organisers holding events on Council land.

The parks and reserves within the Darwin municipality are one of our community's greatest assets and provide beautiful open spaces in which to stage diverse events. There are approximately 180 events held in Council's outdoor venues each year, some of these include Darwin Festival, Bass in the Grass, Boutique Markets, Beer Can Regatta and Graze Festival.

In January 2019, a dedicated position was established to coordinate the logistics for events held on Council land. This position has been established to ensure a high level of service to event organisers and safe delivery of events for the community. The events team has reviewed the current permit application processes and commenced development of a new application pack to roll out in late 2019, to ensure a streamlined approach for event organisers.

City of Darwin delivers its own annual events program to promote and support activities that celebrate cultural diversity, local history and Darwin's military background. Annual event highlights for 2018/19 are outlined below.

Expanded Christmas Program

This year saw City of Darwin deliver an expanded Christmas program featuring additional events held across the municipality. In addition to the annual tree lighting and Carols by Candlelight, a number of new events featured including:

- A family fun fair held in Karama on 8 December included face painting, school choirs singing Christmas songs and guests from the Territory Wildlife Park

- A Casuarina Pool Christmas Party held on 16 December including inflatable water games, face painting and a free sausage sizzle
- The Nightcliff Foreshore Tropical Christmas Bike Ride which encouraged riders to form a procession along the foreshore with their bikes decorated with 'Christmas bling' and finish up at Nightcliff Pool where the community celebrated with swimming and a jumping castle.

Additionally, Christmas street light banners were put up at over 110 sites.



CAROLS BY CANDLELIGHT 2018

77th Anniversary of Bombing of Darwin

The Bombing of Darwin Commemorative program is recognised as City of Darwin's major annual event. The program, held in Bicentennial Park, commenced on 18 February 2019 with a plaque unveiled honouring two RAAF squadrons (2 and 3 Hudson bomber squadrons) involved in the Bombing of Darwin. A number of veterans attended the event from interstate, including Flight Lieutenant Brian Winspear, aged 99.

Veterans were also honoured at the commemorative service held at The Cenotaph on 19 February, which attracted more than 2,500 people, including many from the Darwin community.

Council's third event in the program was focused on an interactive display held at the Royal Flying Doctor tourist facility. Red Bull Air Race Master Class Pilot, Matt Hall attended the event. Mr Hall is a third-generation pilot and has flown more than 6,000 hours in various types of aircrafts. He was on hand to meet the community as part of the 77th anniversary commemorations.



77TH ANNIVERSARY OF BOMBING OF DARWIN

Royal Darwin Show - 26 – 28 July 2018

City of Darwin continued its support and involvement with the Royal Darwin Show launching a new stand in the Foskey Pavilion which allowed for better engagement with the public and included information reflecting Council services and initiatives.

A program of events was developed to showcase the services and programs offered by Council to the community. Additionally, sponsorship was provided directly to the Royal Darwin Show Society for the Saturday night fireworks display.

Over the three days of the Show over 50,000 members of the public attended. Staff estimates indicate approximately 2,000 attended the Council stand over these three days. Of the three days, the highest attendance day was the Friday which directly reflects general Show patronage figures. The site was resourced and attended by six regular Council staff, three members of the Chief Officers' Group and four Elected Members, including the Lord Mayor.



ROYAL DARWIN SHOW



77TH ANNIVERSARY OF BOMBING OF DARWIN

Brass in the Park Series

The Brass in the Park series was introduced in 2019 to showcase the Darwin City Brass Band. A program of free events was rolled out at the Amphitheatre, Jingili Water Gardens, Yanyula Park and Wanguri Park which featured the brass band playing a one hour show and community members bringing along their chairs, rugs and picnics to enjoy this twilight series. The series was well patronised and anecdotal feedback was very positive.

Armistice Day, Sunday 11 November 2018

City of Darwin supported the 100 year anniversary of the end of World War I by providing staff, venue and amenities at the Darwin Cenotaph for a commemorative service.



BRASS IN THE PARK WITH DARWIN CITY BRASS BAND, YANYULA PARK



CITIZENSHIP CEREMONY



CITIZENSHIP CEREMONY

2019 Australia Day Flag Raising and Citizenship Ceremony

The 2019 Australia Day Flag Raising and Citizenship Ceremony was held at the Darwin Convention Centre and included an address by Lord Mayor Kon Vatskalis, raising of the Australian flag by the military, a citizenship ceremony and the presentation of Australia Day Awards and Student Citizen Awards.

AUSTRALIA DAY AWARD WINNERS 2019

Community Event of the Year	Nepalese Association of the NT – 10th Anniversary and Nepal Festival including Nepali New Year
Young Citizen of the Year	Jane Alia
Citizen of the Year	Sue Shearer

Table 23 Australia Day Award Winners 2019

Anzac Day 2019

Over 3,000 people attended the 2018 Anzac Day Dawn Service and 1,000 past and present Australian Defence personnel participated in the march through the city. City of Darwin staff were engaged to ensure the safety of the community and to provide event management support to the RSL.

Community life rich in creativity

Public Art

Throughout the year, City of Darwin worked to deliver 11 arts projects ranging from public art, to Children's Week activities to busking. To better facilitate public art and city activation, a Public Art Asset Management Plan was developed and Council's policy and guidelines for busking were reviewed and amended.

The Art to Street project leveraged available Building Better Regions funding through the Australian Government and included mentoring seven local artists to develop their public art capability to produce murals in West Lane, Mindil Beach Sound Shell, Walkway 81 in Wagaman, Casuarina Library and the Nightcliff Sea Wall.

For the first time a Lightbox Art Platform was developed which included a key installation by artist Aly De Groot. Using technology, artworks were installed to display at night, with a film and digital soundtrack to complement the artwork. The installations were at Nightcliff Pool, Chinatown Carpark and The Mall – and will continue to rotate on a six- monthly basis.

Throughout the year, programs were well received by the arts and broader community and anecdotal evidence suggests many events expanded their reach to both a national and international audience. There is an interest from the community in establishing permanent locations for some activities. Council continued to deliver arts in new and innovative ways and worked to integrate arts activity into the broader CBD activation.



ARTIST TAYLOR SMITH



ARTIST ALY DE GROOT

International Relations and Sister Cities

City of Darwin continues to participate in the Sister City Program, with agreements in place with Kalymnos in Greece, Anchorage in Alaska, Ambon in Indonesia, Haikou in China, Milikapiti in the Northern Territory and Dili in Timor-Leste. Throughout the year, a number of key events were undertaken to support maintaining these important relationships. These included:

- City of Darwin participated in the Greek Glenti in June 2019 and created Kafeneio, designed in the image of a Greek café which proved popular with attendees
- City of Darwin hosted a TV crew from Haikou in June 2019 who filmed episodes of a series focused on education, industry and the Chinese community in Darwin. This is a part of recognising the upcoming 30 year anniversary of the Sister City agreement between Darwin and Haikou
- Ambon Night was celebrated by City of Darwin and featured a delegation of 33 people from Ambon joining over 50 local community members to celebrate the ongoing relationship between Darwin and Ambon

- City of Darwin supported the travel of two students and one teacher from Ambon to participate in an exchange with Haileybury Randall School in Darwin during August 2018. Students and a teacher from Haileybury will complete the exchange by travelling to Ambon in early 2020
- Four employees of Juventude ba Dezenvolvimentu Nasional (JDN) in Dili completed a three day study tour in Darwin which involved 11 sessions over three days with Darwin not-for-profit organisations and businesses in the areas of business, tourism, health and waste management.

In 2018/19, City of Darwin signed a Memorandum of Understanding (MOU) with Yuexiu District of Guangzhou to work closely on cultural, smart city, economic, education and tourism exchanges. Additionally, Yuexiu District and Haikou Sister City established the first working group with City of Darwin to work towards achieving the aims of the sister city agreement.



AMBON NIGHT 30 YEAR ANNIVERSARY

Case Study – 10th Anniversary International Women's Day Walk

The 10th Anniversary of the International Women's Day walk was held on 9 March 2019 in the Darwin CBD. Over 1,000 people joined the celebrations to shine a spotlight on gender equality and to celebrate women in our community. The theme for this year's event was 'More Powerful Together' which aligned with the national UN Women's Committee chosen theme.

City of Darwin participated in the event, as a sponsor and lead organiser in partnership with the United Nations Association of Australia and the NT Office of Gender Equity and Diversity. Participants commenced the walk at Civic Park and made their way via Cavenagh, Knuckey and Smith Streets to finish up back at Civic Park for further celebrations.



INTERNATIONAL
WOMENS DAY
MARCH 2019

Towards a Smarter Future

In 2019/20 Council will:

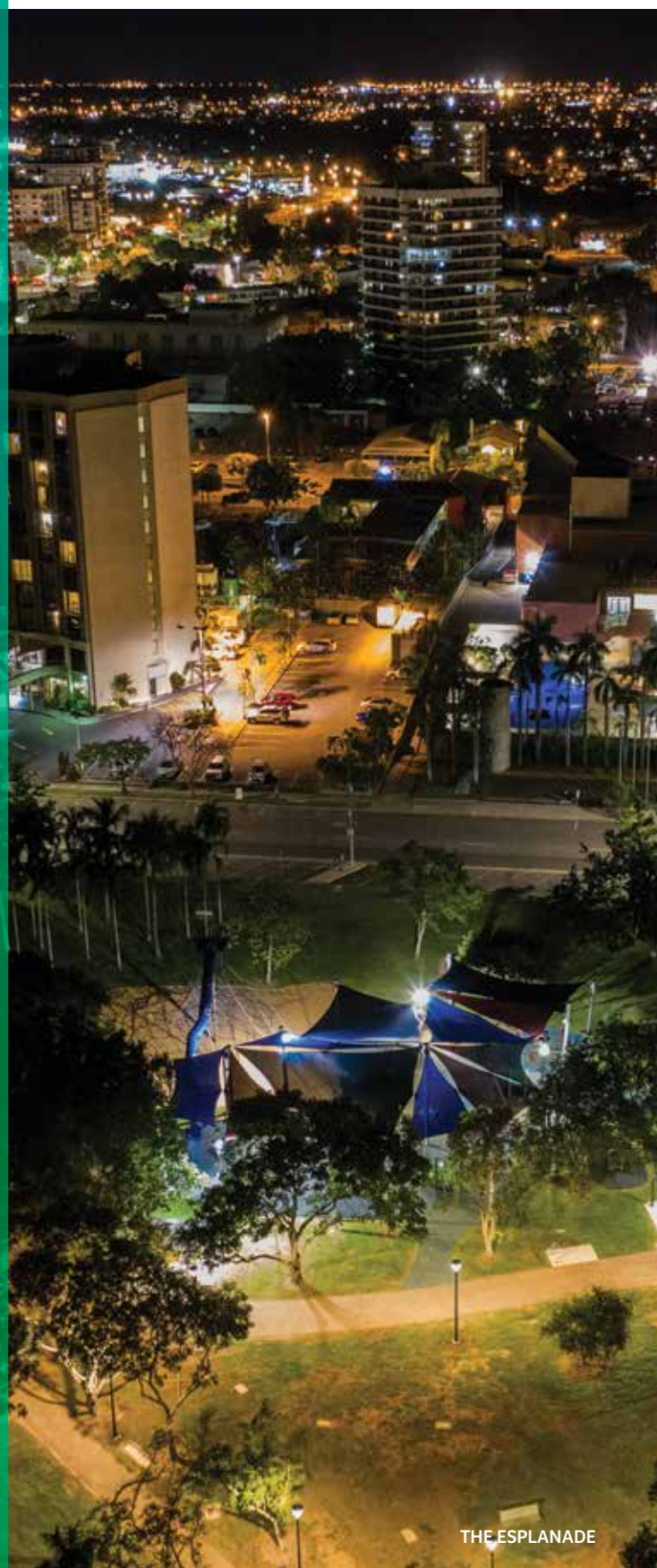
- Commit \$300,000 to public art including a sound art piece installation in Bicentennial Park. This aligns with the focus on CBD activation and beautification being jointly delivered by Council and the Northern Territory Government.
- Develop a Cultural Plan
- Deliver Thrive Public Art projects
- Continue to celebrate Darwin's rich cultural and military history by delivering and supporting a range of public events
- Participate in targeted activities and meetings under the International Relations Program
- Facilitate a direct flight route between Darwin and Sister City Haikou
- Expand and maintain the City of Darwin International Friendship network
- Celebrate the 30th Anniversary of the Sister City relationship with Haikou.





GOALS

Effective and Responsible Governance



THE ESPLANADE



City of Darwin's governance practices, policies and structures aim to place public value at the centre of everything we do.

Activities include strategic planning and performance management, long-term financial and asset management planning, risk management, audit, legislative compliance and procurement. This

is achieved by managing the city responsibly, with an efficient and effective organisational structure and staff. The following pages provide an overview of City of Darwin's key governance activities.

Strategy and performance

City of Darwin's strategy and performance framework below outlines how we plan for the future. Central to our framework is our Strategic Plan which articulates the vision and strategic directions for the City of Darwin. This year brings to a close over seven years of implementing the *Evolving Darwin Towards 2020 Strategic Plan* and introduces the *Darwin 2030 – City for People. City of Colour Strategic Plan*. A report on achievements against the *Evolving Darwin Towards 2020 Strategic Plan* can be found on pages 36 and 37 of this report.

Council works to a structured strategic planning framework to ensure there is both community and corporate accountability within the organisation. The Annual Report, along with Municipal Plan and Strategic Plan, set the direction for City of Darwin, outline annual reporting of KPIs, communicate the organisational vision and ensure legislative compliance. For staff, this framework provides the context for their day-to-day work and for the community it provides transparency over City of Darwin's function and performance.



Darwin 2030 – City for People. City of Colour.

This year Council introduced a new strategic plan, Darwin 2030 – *City for People. City of Colour*. City for People recognises Darwin as the most culturally diverse and inclusive city in Australia and City of Colour recognises the vibrant event season and significant landscape across the Darwin municipality. The plan is the result of extensive consultation with the community and targeted stakeholder engagement and brings together a vision for the next decade.

The plan focuses on establishing Darwin's reputation as a well-planned city that offers all the amenities and services any capital city should provide. The aim is to have Darwin known as vibrant, creative, innovative, connected, healthy and environmentally responsible. Darwin's suburbs will be green, shaded and full of colour and our public spaces will be connected and celebrate Darwin's residents and our rich multicultural and historical heritage.

City of Darwin recognises that this plan is broad reaching and Council may not have the lead on all

activities it includes however, it is our commitment to work in collaboration with other stakeholders and the whole community, over the next 10 years.

Customer Satisfaction Survey

In 2018/19 City of Darwin reviewed the approach to external customer satisfaction surveys and embarked on a new model using Place Score. Previously, the annual customer satisfaction survey was utilised to assess the community's perception and level of satisfaction with City of Darwin's services. In future, the focus will shift to sourcing data with a solid evidence base over the next 10 years, in order to demonstrate City of Darwin's impact on the community, and to inform future planning. This is a longer term assessment approach and will mean that survey results are aligned with Council's new vision and strategic directions. Survey results will also provide a foundation for Council to utilise community feedback as input into assessing and selecting projects that will best enable Council to deliver what the community wants.

Government relations and advocacy

As the only capital city in Northern Australia, it is imperative that City of Darwin demonstrates leadership and advocacy in the Northern Territory and nationally. Council does this through its representation on external committees and by seeking strategic opportunities for external funding. Participation with external committees included the Council of Capital City Lord Mayors (CCCLM), Northern Australia Capital City Committee (NACCC) and Top End Regional Organisation of Councils (TOPROC). The key activities of CCCLM are to input into the Federal Government's Smart Cities and City Deals programs, contribute to national policy priorities for economic development, infrastructure, climate action and city resilience, and facilitate political and stakeholder engagement activities with Federal Members.

Council works with the Chief Minister of the Northern Territory through the NACCC to enhance the attraction, productivity, resilience and liveability of Darwin. Primary objectives of the committee in 2018/19 are revitalisation of the City Centre and progressing the City Deal with the Federal Government. Further information on the Darwin City Deal can be found on page 86 of this report.

As secretariat to TOPROC, City of Darwin facilitated the committee's review of its Strategic Plan. TOPROC, which represents more than 57% of the Northern Territory's population, is a valuable forum for collaboration on regional issues and provides a collective voice for Top End councils. TOPROC councils include Belyuen Community Government Council, City of Palmerston, Coomalie Community Government Council, Litchfield Council and Wagait Shire Council.

20 by 20 reforms – Property Council NT

In May 2019, Property Council NT released their 20 by 20 Reform Paper, a suite of small and practical revitalisation reforms and initiatives targeted for delivery by mid-2020. The reforms are aimed at activating and revitalising the Darwin City Centre and have been chosen for the ability of the Northern Territory Government, Council and industry to effect tangible and rapid change.

Of the 21 initiatives developed by the Property Council NT, Council directly supports 11, gives in-principle support to 7 and takes a neutral position on 1 initiative. One of the initiatives is supported in part and only 1 initiative is not supported by Council. Council did not support this initiative as it was seeking changes to land classifications as set by the Northern Territory Government.

Legislative review

A solid foundation to build Council's Advocacy platform was established in 2018/19 with responses to key legislative changes including the Cemeteries and Burials Bill, Local Government Bill and Liquor Reform.

As secretariat to TOPOC, City of Darwin also coordinated a joint response to the Department of Local Government, Housing and Community Development on the proposed amendments to the *Local Government Act*. Council also attended targeted stakeholder engagements sessions with the department on this matter.



CITY OF DARWIN COUNCIL CHAMBERS

Our strategic role

Critical to the development of Council's future directions is the identification of Council's role in the community. Council fulfils a number of important roles in being responsive to the needs, interests and aspirations of the community. Council's role in delivering the actions in the strategic plan can be as provider, a funder, a regulator, a partner, a facilitator, or an advocate. Council will ensure that it considers the role it plays in city wide projects and with various stakeholders.



Provider

Directly delivering services



Funder

Funding other organisations to deliver services



Regulator

Regulating some public activities through legislation (for example by-laws relating to animal management, litter etc.)



Partner

Forming partnerships and strategic alliances with other parties in the interests of the community



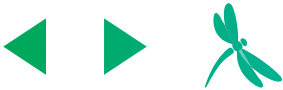
Facilitator

Assisting others to be involved in activities by bringing groups and interested parties together



Advocate

Promoting the interests of the community to others (decision makers and influencers)



External funding

Securing external funding is an important function of City of Darwin and a key outcome of effective advocacy. Boosting Council's annual budget with external funds provides an opportunity for Council to fast-track key projects and deliver on community expectations while keeping rates increases to a minimum. External funding includes government operational funding, donations to Council, grants and partnered funding. Funding secured in 2018/19 is outlined in the following table.

PROJECT TITLE	CITY OF DARWIN PROGRAM	FUNDING AGENCY	FUNDING
Public Library Funding	Library Services	Northern Territory Government, Department of Arts and Museums	\$1,485,188
Fun Bus Program	Families and Children's	Northern Territory Government, Department of Children and Families	\$103,666
Financial Assistance Grants (FAGs) - Roads	Infrastructure Maintenance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,967,917
Financial Assistance Grants (FAGs) - General Purpose	Finance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,856,149
Mosquito Control	Stormwater Drainage Maintenance	Northern Territory Government, Department of Health	\$218,775
Annually Recurring Grants and Operating Subsidies			\$5,631,695



PROJECT TITLE	CITY OF DARWIN PROGRAM	FUNDING AGENCY	FUNDING
Cyclone Marcus - NDRRA		Department of Local Government, Housing and Community Development	\$4,070,053
Pet Friendly Park	Animal Education	Mars Pet Care Australia	\$3,000
Launch Night Series	Youth Services	Health Network of Northern Territory	\$20,000
FUN BUS 30 Years Celebration	Families and Children's	Northern Territory Government, Department Children and Families	\$2,000
Young Territory Author Awards	Library Services	City of Palmerston	\$1,000
Safe Routes to School Assessment	Design	Northern Territory Government, Department of Education	\$12,750
Switching on Darwin, Smart Cities Project	Smart Cities	Austalian Government Department of Industry, Innovation and Science, Smart Cities and Regions Program	\$4,091,313
Urban and Regional Oval Lights Program	Recreation and Leisure	Northern Territory Government, Department of Tourism and Culture	\$4,550,000
Bombing of Darwin Day Commemoration	Recreation and Leisure	Northern Territory Government, Department of Chief Minister	\$35,000
National Court Rebate	Recreation and Leisure	Tennis Australia	\$20,000
Black Spot - Lee Point Rd & Union Tce Intersection	Capital Works	Northern Territory Government, Department of Infrastructure, Planning and Logistics	\$287,254
Small Projects	Capital Works	Northern Territory Government, Department of Infrastructure, Planning and Logistics	\$1,000,000
Energy Efficiency and Sustainability	Waste Management	Northern Territory Government, Department of Housing and Community Development	\$145,916
Projects and Programs from Grant Applications / Partnered Funding			\$14,238,286
Total Externally Funded Programs and Projects			\$19,869,981

Table 24 External Funding Received 2018/19



COUCH SURFING



BOLLARD REPLACEMENT



STREET HEAT - SKATE COMPETITION

Community engagement and participation

City of Darwin delivers an annual engagement and participation program.

The program involves the community in decisions that may impact on their lives and provides Council with a range of information, perspectives and potential solutions related to specific topics or projects under consideration. It also increases the likelihood of council decisions being representative of the community and demonstrates the commitment to be open, transparent and responsive to the Darwin community. As at June 2019, there were 1,140 people registered for Engage Darwin. Council's Engage Darwin platform provides an online mechanism to communicate and manage community engagement projects and is linked to Council's website.

In 2018/19, 17 key engagement projects were delivered.

PROJECT	CONSULTATION LEVEL	TIMING
Cavenagh / Bennett St intersection upgrade	Inform and Discuss	November 2017 – November 2018
Tree Re-establishment Advisory Committee	Involve	July – November 2018
TRAC Consultation on tree species	Consult	October 2018
Switching on Darwin	Inform/Consult	July 2018 – May 2019
Walkway 104	Consult	July 2018
Lakeside Drive Upgrade	Inform and Discuss	July 2018 – February 2019
Compliance and Enforcement Policy	Inform / Consult	September 2018
Signs Code Review	Consult	September 2018
Alawa / Wulagi traffic calming works	Consult	Mid November 2018
Waste Management Strategy	Consult	November / December 2018
Children's Recycled Art Exhibition	Consult	November / December 2018
Nightcliff Exercise Stations	Consult	February 2019
#smartdarwin	Consult	February 2019
Velodrome Precinct Proposal	Consult	March – May 2019
Trower Rd - pedestrian Connectivity Improvements	Consult / Inform	May 2019
Municipal Plan	Consult	May 2019
Strategic Plan	Consult	May 2019

Table 25 2018/19 Key engagement projects

Quality services

Service Improvements

City of Darwin continued to focus on improving the customer experience by using technology to streamline processes and seeking opportunities to deliver quality services to our community. During 2018/19, key changes made to enhance customer experience included moving City of Darwin's switchboard to the Customer Experience Team and the logistics support for community events shifting from the customer service area to the Engagement and Events team, freeing up staff to manage broader community enquiries.

Council's Customer Experience team provide front of house customer service and respond to enquiries relating to equipment, banner sites, parks and ovals, community centre bookings, process payments and manage permits for the street food and light banner programs. In the 2018/19 year, the Customer Experience team managed 63 street food van vendor permits across 18 designated locations.

Communication, Marketing and Media

Communication and marketing strategies have been critical in 2018/19 in building community trust and confidence, and providing an avenue for the community to be informed during events such as Cyclone Marcus. Strategies included pre-cyclone communications, essential media, and distribution of public information during and immediately after the event. Council is continuing to inform the community of recovery efforts and has achieved a great response via social media, media releases and updates to Council's website. The public responded well to social media as a communication tool during a disaster-management event.

Each year Council puts in place a strategy and plan to manage communications for annual programs and one-off events and projects, including behaviour change programs. During the 2018/19 financial year City of Darwin increased its number

of Facebook followers by over 30% from 10,476 (1 July 2018) to 13,629 (30 June 2019). The annual Community Satisfaction Survey conducted in August 2018 showed social media is the primary and preferred method of finding information about Council. Results further demonstrate that the community is using social media as a way to lodge a service request with Council with a 7% increase in the number of customers contacting Council via social media.

Council continued improving the functionality and mobile friendliness of the website during the year. Website hits increased from 936,820 to 942,633 in 2018/19. Internally, Council continues to upgrade its intranet site Barry as the primary tool for internal communications.

Online tools and social media challenge Council's communication strategies. Constantly changing Facebook algorithms have resulted in increased costs to Council from boosting posts to ensure they reach the desired targets. Reputation risk is more public with social media than via other communication mediums as the risk is immediate. The type of preferred content is changing with a growing interest in video. Council has responded to this changing environment and released on average one video per month during 2018/19. Council's youtube channel can be found here.

Publicly Available Statistics

City of Darwin provides a statistical profile for external use. The statistical profile provides information about our population characteristics, community diversity, population trends and economic profile. It is a valuable community resource used by many sporting organisations, not-for-profit organisations and Council to support external funding applications. The profile is available at <https://www.darwin.nt.gov.au/live/welcome-to-darwin/community-profile>





Staff Profile

ANTHONY JONES, CUSTOMER
EXPERIENCE OFFICER



“The people I work with are definitely the highlight of my job. It’s also handy to work for Council as I’m relatively new to Darwin and it gives me a chance to find out what’s happening across the city.”

Anthony joined the team in July 2018, having previously undertaken some temporary work with City of Darwin’s Ranger Team.

Anthony’s role involves answering the switchboard, managing general enquiries, processing payments and issuing permits for customers. Another special talent he shares is leading the singing of the Australian National Anthem at Council’s citizenship ceremonies.

Information and Communications Technology

In 2018/19 Council awarded more than \$1 million across three Information and Communications Technology (ICT) tenders to three local businesses. The tenders were in response to a review that revealed opportunities to improve service and device management and update ageing hardware. The three tenders include contracts for printers, PCs and laptops and an integrated telephone system. Investment in technology will help to improve delivery of services to the community, enhance productivity; provide greater mobility and flexibility to staff and customers and deliver wide spread cost efficiencies. A total of 25 submissions were received with the three contracts being awarded to local business.

Responsible financial and asset management

Sustainable financial and asset management practices are critical elements of City of Darwin’s strategic planning and performance and corporate governance frameworks. The *Local Government Act* requires Council to develop a long-term financial plan (LTFP) covering four years, but City of Darwin prepares a LTFP covering 10 years on an annual basis 2018 to 2028. In late 2019, City of Darwin will undertake a strategic review of its LTFP. The review will respond to a new Strategic Plan and improvements in Council’s asset management practices. City of Darwin LTFP is a key document that helps Council improve the long term management of infrastructure and community resources.

The LTFP outlines projected rates increases of 3.05% per annum for the next 10 years. The rates increase in 2018/19 was set at 3.0%.

In 2018/19, City of Darwin was the custodian of more than \$1 billion of community assets and infrastructure, such as swimming pools, buildings and land, roads, stormwater drainage systems, paths, and parks and reserves. Council revised its Asset Management Policy during the year. The policy sets the framework for managing assets and a project to expedite the development of Asset Management Plans was implemented. Asset Management Plans for defined asset classes were finalised in early 2019 and a continuous improvement plan is being put in place to ensure asset data remains current.

Our commitment to transparency

Complaints

City of Darwin’s Complaints Handling and Review of Decisions Policy establishes the framework for handling complaints received about the behaviour of individuals or the performance of Council. A complaint may relate to an Elected Member, a Council employee, volunteer worker or Council contractor. In addition, members of the public may make complaints directly to the Ombudsman, Department of Local Government, Housing and Community Development, under public interest disclosure legislation or to the newly established Independent Commissioner Against Corruption (ICAC).

In 2018/19, 10 complaints were received by Council from the Ombudsman. There were no matters received from ICAC or the Department of Local Government, Housing and Community Development.

Access to Information/ Freedom of Information

City of Darwin processes Freedom of Information requests in accordance with the *Information Act*. In 2018/19, a total of 12 applications were received, 4 fewer than the previous year.

Three applications were to access personal information and nine to access government information.

Applications under the Information Act

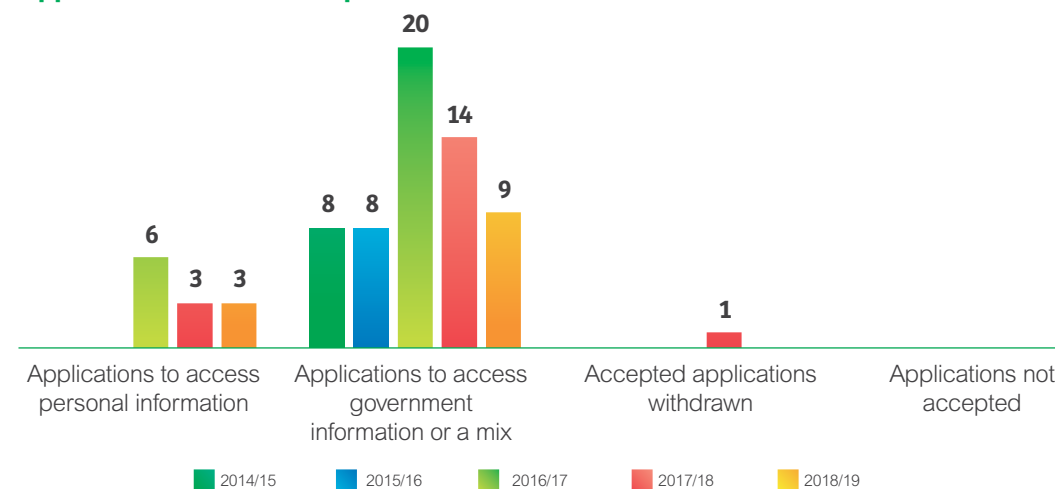


Figure 14 Applications under the Information Act



The International Standard ISO31000:2018 was revised during the year. Council's Risk Management Framework was updated in 2018/19 to comply with the new standard.

Implementation of Council's Risk Management Framework did not progress in 2018/19 due to Cyclone Marcus, organisational structure change and the implementation of a new Strategic Plan. In 2019/20 Council has prioritised a review of Council's Enterprise Wide Risk Management Framework and Strategic and Operational Risk Assessments.

A key focus area in 2019/20 will be to integrate risk management with strategy and performance. Identified risk strategies must be planned for and budgeted. Once completed these actions must be referred back to the risk management processes to re-evaluate risk. This cyclic process will be embedded in Council by June 2020.

For the past 12 months, Council has been developing an online system to help in managing the Control Self-Assessment Program. System testing has occurred through the year and it is anticipated that the system will be live during the 2019/20 financial year.

City Insurance

City of Darwin insures against a variety of risks, including property (industrial special risk (ISR)), public liability, professional indemnity and workplace health and safety. As a result of Cyclone Marcus in March 2018, Council has made its first significant claim against the ISR policy in more than a decade. Council's insurer, TIO, has responded to Cyclone Marcus with the following support:

- \$2 million towards the cost of removing debris from streets and parks to make the city safe for people to move around
- \$2 million towards additional costs that Council incurred as a result of 'make safe' works
- \$250,000 towards the cost of revegetation.

Cyclone recovery works and repairs to damaged infrastructure are now finalised. Works that TIO responded to include the replacement of six playgrounds destroyed by the cyclone and repairs to infrastructure, such as footpaths on Council verges and in parks and green belts. Council are working with TIO to finalise the financial aspects of the claim which is anticipated by the end of 2019.



CYCLONE MARCUS

Audit

City of Darwin's Governance Framework outlines the requirements for Council to ensure it meets its internal and external accountability responsibilities as prescribed by the *Local Government Act* and Local Government (Accounting) Regulations.

External Audit

In 2018/19, Council's auditor, Merit Partners, was appointed to audit the financial statements and report to Council on the results of that audit. In particular, the auditor is required to report on any material irregularity in the Council's accounting practices or the management of Council's financial affairs identified in the course of the audit.

The results of the annual external audit process are presented to the City of Darwin Risk Management and Audit Committee on 29 October 2019. The role of the Risk Management and Audit Committee is to review and recommend to the Council's Chief Executive Officer the suitability of the annual financial statements for certification and inclusion in the annual report.

Council has received an unqualified audit of its 2018/19 financial statements with no matters of a significant nature brought to the attention of the committee by the auditor.

Risk Management and Audit Committee

The Risk Management and Audit Committee's role is to help Council achieve best practice in corporate governance by monitoring the effectiveness of Council's risk management and internal control framework, its internal audit program, legal and regulatory compliance, and accountability responsibilities across Council operations.

The committee met five times during the 2018/19 financial year and provided oversight of the internal audit program. Internal Audits included:

- Audit of Major Facilities Hazards
- Internal audit review of project management processes
- Council building security review 2018/19

- Probity review and update on the status of Procurement & Contract Administration Review.

The 2018/19 Risk Management and Audit Committee members and meeting attendance is outlined below.

MEMBER	MEETINGS ATTENDED
Mr Iain Summers (Chair) <i>B. Comm Grad Dip Mngt Psych, FCA, FCPA, FAIM, FAICD</i>	5
Mr Craig Spencer <i>MBA, Grad Dip Risk Management</i>	5
Alderman Jimmy Bouhoris (Chair of the City Performance Committee)	5
Alderman Justine Glover (Member of the City Performance Committee)	4
Alderman Simon Niblock (Alternate Member)	1

Table 26 Risk Management & Audit Committee Members and Meeting Attendance 2018/19

The committee is supported by the Chief Executive Officer and senior Council officers.

Internal Audit

Council's annual internal audit program is informed by the outcomes of its strategic and operational risk assessment processes and supports independence in the review of Council's operational systems and internal control processes. Council contracts external providers to conduct audits in the accordance with the approved annual internal audit program.

The Risk Management and Audit Committee monitors the implementation of internal audit recommendations. Results of Council's internal audit program inform the annual review of Council's strategic and operational risk assessments and internal system of control self-assessment.

The cyclic process of reviewing and updating within the broader risk management framework results in a continuous improvement approach to good governance across Council. It places an increased focus on internal control as a key accountability mechanism to minimise Council's exposure to risk in accordance with its strategic objectives.

Procurement and local support

City of Darwin's Purchasing Policy outlines the principles for Council's purchasing arrangements, which include providing opportunities for local business. This supports economic growth and sustainability of our city and region.

During 2018/19, the City of Darwin administered 60 contracts to the total value of about \$58.7 million, an increase of 16% from the previous financial year. Overall, the number of contracts administered during the year decreased by 9%.

A full list of contracts administered by Council in 2018/19 is provided in the table below.

SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
BETWEEN \$10,000 AND \$100,000		
Smart City Project Consultancy Services	Smarter Technology Solutions Pty Ltd	Interstate Company
Repairs and Maintenance of Air Conditioning Equipment in Various Buildings	Service Air	Local Company
Supply and Installation of Christmas Decorations For Darwin City Centre	Dreamedia	Local Company
Study: Infrastructure Upgrades to the Gardens Amphitheatre	Dean Hassal Consulting	Interstate Company
KPPM Strategy Pty Ltd (Kristine Peters)	Kristine Peters Project Management	Interstate Company
Review of Constitutional Arrangements (Electoral Review)	C L Rowe & Associates	Interstate Company
BETWEEN \$100,000 AND \$250,000		
Maintenance of City of Darwin Website	Captovate Pty Ltd	Local Company
Design and Construction of Playground Shade Structures – Package 5	Aerosail	Local Company
CCTV Inspections	Renoflo	Local Company
Lee Point Road and Jabiru Street Intersection	Hi-Spec Civil	Local Company
Line Marking Services	Top End Line Markers	Local Company
Provision of a Temporary Labour Services	Corestaff	Local Branch



SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
Car Parking cash collection and associated services	Wilson	Local Branch
Malak lighting upgrade	RACE	Local Company
Repairs and maintenance of air conditioning equipment in various buildings	Mobile Electrics	Local Company
Asphalt supply	Fulton Hogan	Local Branch
Maintenance of street and public lighting	Top End Race	Local Company
Hire and operation of elevated work platform	Mabindi	Local Company
Provision of security services	Wilson Security	Local Branch
Provision of a temporary labour services	Randstad	Local Branch
Car Parking cash collection and associated services	Wilson Security	Local Branch
Provision of event audio visual	Dreamedia Events Pty Ltd	Local Branch
Panel contract provision of plumbing services	Akron Group - Plumbing	Local Company
BETWEEN \$250,000 AND \$500,000		
Grounds maintenance Lyons Muirhead and Lee Point Road	Naturecall Enviromental	Local Branch
Grounds maintenance Lyons Muirhead and Lee point road	Programmed	Local Branch
Design and construction of playground shade structures – package 5	NT Shade and Canvas	Local Company
Design and construction of playground shade structures	NT Shade & Canvas	Local Company
Provision of a temporary labour services	Synaco	Local Branch
Provision of litter bin collection service	Akron - Litter Bins	Local Company
Resource and recovery at shoal bay	NT Recycling Solutions Pty Ltd	Local Company
Management of swimming pools	YMCA	Local Branch
Maintenance of parking machines in Darwin CBD	APARC Part B	Local Branch

SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
Panel contract provision of plumbing services	Pipeline Renovations T/A Renoflo	Local Company
Panel contract provision of plumbing services	Symonite T/A Tap & Drain Doctor	Local Company
Design & re-construct sports courts at Chrisp Street oval	The Mining Pty Ltd	Local Company
BETWEEN \$500,000 AND \$1 MILLION		
Provision of a temporary labour services	Hays Specialist Recruitment D	Local Branch
Asphalt overlay & replacement program minor and major	Asphalt Company Australia 058	Local Company
Provision of sweeping services	AKRON-Sweeping	Local Company
Construction of stage 5 waste containment cells	Territoria Civil	Local Company
Provision of temporary labour services	Chandler Mcleod	Local Company
Provision of cleaning services	Sterling Group NT Pty Ltd	Local Company
Provision of debt collection services	Territory Debt Collectors	Local Company
Replacement & maintenance of on/off street parking machines	Asut. Parking & Control (APARC)	Interstate Company
Asphalt overlay, replacement, spray seal and minor works program	Fulton Hogan Industries P/L	Local Company
Design & construct leachate disposal system: SBWMF	The Carbon and Water Group	Interstate Company
Panel contract provision of pavement marking services	Arafura Traffic Control	Local Company
Panel contract provision of pavement marking services	Top End Line Marking Pty Ltd	Local Company
BETWEEN \$1 MILLION AND \$5 MILLION		
Provision of arboricultural services	Paradise Landscaping	Local Company
Collection of domestic garbage & recyclables for Darwin City Council	JJ Richards and Sons	Local Branch
Bennett/Cavenagh Street intersection upgrade	Hi-Spec Civil	Local Company



SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
Provision of arboricultural services	Remote Area Tree Services - Arboricultural	Local Company
Leachate treatment system pilot trial design	Water and Carbon Group	Interstate Company
Spray seal and minor asphalt works	Asphalt Company Australia 048	Local Company
Provision of arboricultural services	Active Tree Services	Local Company
Municipal mowing	Programmed	Local Branch
Supply & service contract for public lighting controls and system	Telensa Systems Pty Ltd	Interstate Company
OVER \$5 MILLION		
Darwin Entertainment Centre - air conditioner upgrade	FRM Refrigeration	Local Company
Parap Pool redevelopment	Sunbuild	Local Company
Operation of Shoal Bay waste disposal site	Territoria Civil - Shoal Bay	Local Company
SBWMF Const. of Stage 6 waste containment cell	DTA Contractors Pty Ltd	Local Company

Table 27 Contracts administered by Council in 2018/19



CYCLONE MARCUS PLAYGROUND REPLACEMENT

Case Study – Waste Management Consultation

In late 2018, City of Darwin undertook to develop a Waste Management Strategy to encourage the community to adopt a culture of reduce, re-use and recycle. Consultation was undertaken to gather feedback to guide more sustainable waste collection and disposal methods over the next 10 years.

The consultation targeted Darwin residents, ratepayers, businesses and other stakeholders and included an online advertising campaign via City of Darwin's Facebook page, two online surveys, stakeholder briefings and information stalls held at various Darwin markets and events as well as letters, emails and information on our Engage Darwin platform. Over 100 key stakeholders participated in a briefing session and 30 written submissions were received by Council.

The key message arising from consultation was that recycling and reducing waste is an important priority to both residents and businesses. Participants also indicated that they felt more could be done by Council to improve waste management practices in Darwin.

Consultation gathered feedback on a number of options including how many rubbish collections there should be each week and how green waste could be collected.

The strongest message through consultation was that there is an appetite for change in the way waste is managed in Darwin.



WASTE MANAGEMENT CONSULTATION

Towards a Smarter Future

In 2019/20, Council will:

- Promote and implement the Darwin 2030 – *City for People. City of Colour.* Strategic Plan
- Develop and implement departmental business plans
- Enhance Council's Performance Management and Reporting Framework with quarterly reporting and annual reporting
- Revise Council's Enterprise Wide Risk Management Framework and facilitate the strategic and operational risk assessments
- Redevelop and implement Council's software solution for performance management CAMMS Strategy
- Continue to develop the OpenGov Platform with real time budget performance reporting
- Develop and deliver a strategic framework for seeking external funding opportunities
- Develop a pipeline of strategic projects and priorities for Council
- Finalise City of Darwin's Governance Framework and develop an implementation plan
- Prepare for the implementation of a new *Local Government Act*
- Deliver the City of Darwin Constitutional Review with community input
- Support the Department of Local Government, Housing and Community Development Legislative Compliance Audit
- Significantly progress the organisational review of Council policies
- Implement the City of Darwin staff values CARES including bi-annual staff awards
- Implement the Customer Experience Strategy
- Finalise the Place Score external customer survey and implement a framework for strategic project assessment and selection
- Implement an internal communications strategy with supporting tools and templates across Council
- Finalise and implement a toolkit for Community Engagement
- Improve management of community events on Council land through cutting of red tape, stakeholder engagement and community support
- Continue a focus on working 'smarter' including restructuring teams such as the Operational Centre to create more efficient service delivery
- Extend City of Darwin's focus to including attracting visitors to the city and promoting Darwin as a destination to live and work
- Transition City of Darwin's switchboard to a new system, allowing improved data collection and reporting
- Continue the IT Transformation Project and deliver projects to upgrade Council hardware and software.



FINANCIALS



NIGHTCLIFF POOL

Finance overview

Council’s Financial Statements were completed within the statutory timeframe and the audit report was unqualified.

Recovery works resulting from Cyclone Marcus continued into the 2018/19 year, causing some delays with other programmed works. The highlight was the completion of the \$10 million Smart City project which was made possible with significant grant funding from the Federal Government, \$5 million, and Northern Territory Government, \$2.5 million. There also continued to be recovery work carried out from Cyclone Marcus. This work did mean there was an impact on the delivery of other projects.

From a financial perspective, Council ended the year with a net deficit of just under \$4 million. This result is well ahead of the budgeted position of deficit of \$9.2 million. The reason for the budgeted deficit is Council does not fund depreciation, rather it funds the capital improvements of its assets. At \$30.8 million Depreciation is a significant non-cash charge in Councils financial accounts. Other factors contributing to the improved position include; receipt of \$4 million of Natural Relief from Disaster

funds from the government, receipt of a \$1 million grant for urban enhancement infrastructure, higher investment returns, savings in operating costs and materials and unanticipated Cyclone repair works.

In summary total income is up on the previous year by \$2.2 million to \$107.7 million, and total expenditure is \$119.9 million, down on the 2017/18 year of \$123.6 million.

Investments and Cash totalled \$111.2 million at the end of the year, being mainly supported by Councils Reserves.

Council’s net assets are on par with the previous year at \$1.03 billion.

The financial statements present a summary of financial results for 2018/19.

(Full details of Council’s audited Financial Statements are available within this Annual Report, all budget figures are in accordance with the originally adopted Municipal Plan.)

How does the Operating result compare with previous years?

NET RESULT (AFTER CAPITAL REVENUE)				
2018/19	2017/18	2016/17	2015/16	2014/15
-\$3.9M	\$39.89M	-\$2.5M	\$16.7M	\$11.8M

Table 28 How does the Operating result compare with previous years?



2018/19 Operating Results

Budget: \$9.2 million deficit

Result: \$3.9 million deficit

(Net income including capital revenue)

There are a number of key contributing factors that have led to the operating position;

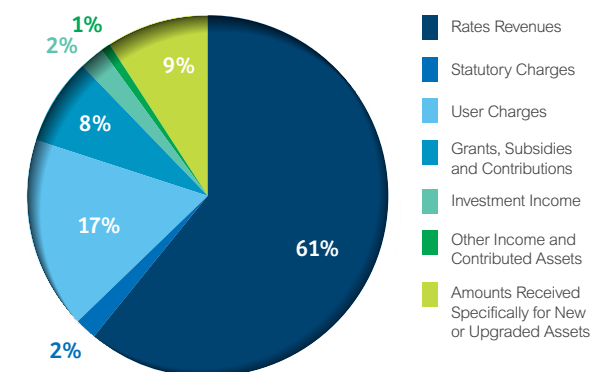
- The receipt of Cyclone recovery grants, the advanced receipt of the Financial Assistance Grants along with proposed capital project grants at the very end of the year, from the Northern Territory Government, saw a surge of Councils funds late in the year
- Investments and Cash on hand totalled \$111.1 million at 30 June 2019. The nature of much of these funds means they are held in named reserves for specific purposes, and not all available for general use. Reserves totalled \$78.58 million at year end
- Unbudgeted Cyclone recovery and repair works saw an increase in the Materials and Contractors expenses, yet this was still well down on the previous years costs
- Waste Management. The lower than anticipated income received was more than off-set by the lower than operating costs, excluding the charges of unwinding Councils remediation and rehabilitation liability of the Waste site
- Interest earned from investments and rates arrears was up just over \$1 million on budget. This is a reflection of Councils reserve funds which buffered the continuing drop in interest rates
- Parking Income. City car parking was down \$144,000 on budget. The free parking scheme over the Christmas period, along with the downturn in activity being the main contributing factors
- Regulatory Services. Adjusted pricing providing local business support, and economic downturn has resulted in significant reduction in infringement income. Animal Registration fees and Public Places infringements were also lower than budget expectations
- Depreciation and Impairment. Whilst depreciation is not funded by Council, it is recorded as an expense in the Statement of Comprehensive Income, thereby impacting the net operating position. The depreciation and impairment expense has risen by \$356,000 to \$30.8 million

this year. This is a result of significant asset additions recognised including Public Lighting, Parap Pool and Waste infrastructure

- The capital works programme was again impacted by on-going Cyclone repair works and total \$28 million. Projects that had substantially commenced are carried forward to the 2019/20 year

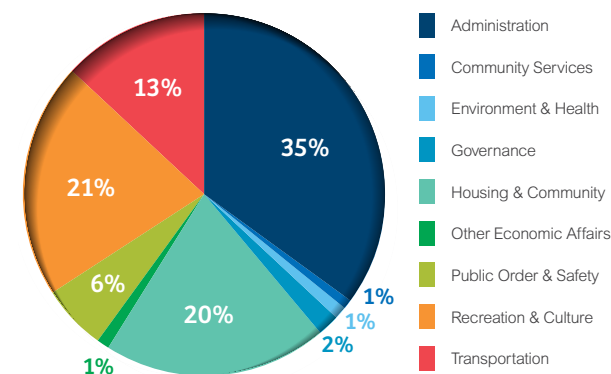
INCOME - 4 YEAR TREND

2018/19	2017/18	2016/17	2015/16
\$118.2M	\$168.2M	\$107.3M	\$118.5M



EXPENSES - 4 YEAR TREND

2018/19	2017/18	2016/17	2015/16
\$122.1M	\$128.3M	\$109.8M	\$101.8M



Capital Expenditure

Budget: \$36.7 million

Result: \$24.6 million

Notable projects that have been completed during the year include:

- Smart Cities \$9.2 million (includes Smart Lighting, Parking and Environmental Sensors, CCTV, WIFI, Wayfinding Kiosks, Mall Audio and Data Platforms)
- Cavenagh/Bennett St Intersection Upgrade \$2.1 million
- Stage 1 Lakeside Drive Reconstruction \$1.2 million
- Footpath Upgrades \$638,000 (Sabine Road and Parer Drive upgraded to cycle path).
- Street lighting upgrade and Smart Control System installation \$667,000 (Project still ongoing but 1,769 lights have been upgraded so far)
- Solar Power installation – Civic Centre \$341,000.

CAPITAL EXPENDITURE - 4 YEAR TREND

2018/19	2017/18	2016/17	2015/16
\$28.0M	\$26.3M	\$31.4M	\$26.7M

Reserves

Externally Restricted: \$51.2 million (2018 \$46.6 million)

These reserves are subject to legal restrictions in relation to their use and include developer contributions, car parking shortfall rate, unexpended specific purpose grants and waste charges etc.

Increase in Legally Restricted Reserves:

Notable factors are:

- Increase in Waste Management reserve

Other Reserves: \$27.4 million (2018 \$22.2 million)

Other reserves support the long term financial plan and asset management. They include funds for Asset Replacement & Refurbishment, Disaster Contingency, Fleet Replacement, On & Off Street Car Parking and Street Lighting reserves. Increase/Decrease in Other Reserves:

Notable factors are:

- Increase in carry forward reserve.
- Increase in asset replacement & refurbishment reserve.
- Decrease in street lighting reserve.
- Plant & Vehicle Replacement reserve increase due to delay in capital purchases and savings in operational program.



Financial key performance indicators

Each year Council tracks its performance against eight key financial sustainability performance measures over a five year period. As outlined below, for 2018/19 Council has met or exceeded targets in most indicators.

Financial Sustainability Indicators

COUNCIL INDICATORS

1 Percentage of Rate Debtors Outstanding

% of Rate Debtors Outstanding	Target	2018/19	2017/18	2016/17	2015/16	2014/15
Rates outstanding 30 June current year		\$3.3M	\$2.0M	\$2.0M	\$1.7M	\$1.4M
Rates & annual charges income		\$72.0M	\$69.3M	\$67.4M	\$64.7M	\$62.3M
Rates outstanding 30 June previous year		\$2.0M	\$2.0M	\$1.7M	\$1.4M	\$1.2M
	<5%	4.5%	2.9%	3.0%	2.6%	2.2%

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

2 Debt Servicing Ratio

Debt Servicing Ratio	Target	2018/19	2017/18	2016/17	2015/16	2014/15
Finance costs		\$0.3M	\$0.2M	\$0.2M	\$0.2M	\$0.3M
Principal repaid		\$0.4M	\$0.2M	\$0.2M	\$0.2M	\$0.2M
Operating income (excl capital income)		\$107.7M	\$105.6M	\$104.0M	\$98.1M	\$94.8M
	<5%	0.7%	0.4%	0.5%	0.5%	0.5%

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

COUNCIL INDICATORS

3 Liquidity Ratio

Liquidity Ratio - Unrestricted	Target	2018/19	2017/18	2016/17	2015/16	2014/15
Current assets		\$124.0M	\$92.5M	\$84.7M	\$85.4M	\$81.4M
Current liabilities		\$43.9M	\$23.1M	\$32.2M	\$18.6M	\$19.2M
Cash backed reserves (restricted cash)		\$51.2M	\$46.6M	\$31.5M	\$33.1M	\$23.4M
	>1.00:1	1.66:1	1.99:1	1.65:1	2.81:1	3.02:1

This indicator is designed to measure whether Council has the ability to pay its debts as they fall due and is expressed as a factor of one. The ratio is calculated as (Current Assets minus Externally Restricted Reserves)/ (Current Liabilities).

4 Rates Ratio

Rates Ratio	Target	2018/19	2017/18	2016/17	2015/16	2014/15
Rates & annual charges income		\$72.0M	\$69.3M	\$67.4M	\$64.7M	\$62.3M
Operating expenses		\$119.9M	\$123.6M	\$105.6M	\$101.0M	\$98.6M
	60%-70%	60.1%	56.0%	63.8%	64.1%	63.2%

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

5 Operating Surplus

Operating Surplus/(Deficit)	Target	2018/19	2017/18	2016/17	2015/16	2014/15
Operating income (excl capital income)		\$107.7M	\$105.6M	\$104.0M	\$98.1M	\$94.8M
Operating expenses		\$119.9M	\$123.6M	\$105.6M	\$101.0M	\$98.6M
	Break-even	(\$12.2M)	(\$18.1M)	(\$1.6M)	(\$2.9M)	(\$3.7M)



COUNCIL INDICATORS

6 Operating Surplus before Depreciation

Operating Surplus before Depreciation	Target	2018/19	2017/18	2016/17	2015/16	2014/15
Operating income (excl capital income)		\$107.7M	\$105.6M	\$104.0M	\$98.1M	\$94.8M
Operating expenses (excl depreciation)		\$89.1M	\$93.2M	\$81.3M	\$79.9M	\$76.0M
	> Break-even	\$18.6M	\$12.4M	\$22.7M	\$18.3M	\$18.9M

This indicator is designed to provide information on the result of ordinary operations before depreciation, which is a non cash expense. Excluding depreciation gives the amount of operating income over and above operating expenses that is available to fund capital expenditure.

7 Asset Sustainability Ratio

Asset Sustainability Ratio	Target	2018/19	2017/18	2016/17	2015/16	2014/15
Capital renewal expenditure		\$15.8M	\$15.9M	\$14.7M	\$16.4M	\$7.0M
Depreciation expense		\$30.5M	\$30.4M	\$24.4M	\$21.1M	\$22.6M
	>50%	51.7%	52.1%	60.2%	77.5%	31.0%

This indicator is designed to indicate the extent to which Council is renewing its assets. A ratio of 100% or more indicates that Council spends at least the amount of depreciation each year on renewing assets.

8 % Annual Expenditure within Budget

% of Annual Expenditure within Budget	Target	2018/19	2017/18	2016/17	2015/16	2014/15
Operating expenses		\$119.9M	\$123.6M	\$105.6M	\$101.0M	\$98.6M
Original budget		\$115.6M	\$106.1M	\$102.0M	\$102.1M	\$95.9M
Indicator	95%-105%	103.7%	116.5%	103.5%	98.9%	102.8%

This indicator is designed to measure how effective Council's budgeting practices are by measuring how close actual expenditures incurred were to original budget.

Table 29 Financial Key Performance Indicators



City of Darwin

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2019

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



City of Darwin

General Purpose Financial Statements
for the year ended 30 June 2019

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City of Darwin

General Purpose Financial Statements
for the year ended 30 June 2019

Chief Executive Officer's Statement

I, Scott Waters, the Chief Executive Officer of City of Darwin, hereby certify to the best of my knowledge, information and belief, that the Annual Financial Statements:

- have been drawn up in accordance with the applicable Australian Accounting Standards, the *Local Government Act 2008* and the *Local Government (Accounting) Regulations 2008* so as to present fairly the financial position of the Council and the results for the year ended 30 June 2019; and
- are in accordance with the accounting and other records of Council.



Scott Waters
CHIEF EXECUTIVE OFFICER

Date: 29 October 2019

City of Darwin

General Purpose Financial Statements for the year ended 30 June 2019

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across Northern Territory are required to present a set of audited Financial Statements to their Council and Community.

About the Certification of Financial Statements

The Financial Statements must be certified by the Chief Executive Officer as "presenting a true & fair view" of the Council's financial results for the year and ensuring both responsibility for and ownership of the Financial Statements across Council.

What you will find in the Statements

The Financial Statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2019.

The format of the Financial Statements complies with both the accounting and reporting requirements of Australian Accounting Standards.

The Financial Statements incorporate 4 "primary" financial statements:

1. A Statement of Comprehensive Income

A summary of Council's financial performance for the year, listing all income & expenses.

2. A Statement of Financial Position

A 30 June snapshot of Council's financial position including its assets & liabilities.

3. A Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

4. A Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the 4 Primary Financial Statements.

About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialize in Local Government).

In Northern Territory, the Auditor provides an audit report, with an opinion on whether the Financial Statements present fairly the Council's financial performance and position.

Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) Councillors, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, and Financiers including Banks and other Financial Institutions.

Deficit Budgeting

The Council budgets for a deficit as it does not fund depreciation; rather it funds capital purchases and any loan funding.

This is in accordance with the Local Government (Accounting) Regulations 2008 Part 6 which defines a deficit as:

'A Deficit occurs if overall expenditure for a financial year (disregarding depreciation) exceeds income. Transfers into, and out of, specific reserves are to be taken into account.'

City of Darwin

Statement of Comprehensive Income for the year ended 30 June 2019

\$ '000	Notes	2019	2018
Income			
Rates Revenues	2a	72,016	69,259
Statutory Charges	2b	2,219	2,349
User Charges	2c	19,700	20,060
Grants, Subsidies and Contributions	2g	9,775	5,735
Investment Income	2d	2,940	2,489
Reimbursements	2e	553	553
Other Income	2f	536	5,118
Total Income		107,739	105,563
Expenses			
Employee Costs	3a	32,069	31,097
Materials, Contracts & Other Expenses	3b	56,134	61,298
Depreciation, Amortisation & Impairment	3c	30,778	30,422
Finance Costs	3d	915	801
Total Expenses		119,896	123,618
Operating Surplus / (Deficit)		(12,157)	(18,055)
Asset Disposal & Fair Value Adjustments	4	(2,224)	(4,721)
Amounts Received Specifically for New or Upgraded Assets	2g	10,131	18,556
Physical Resources Received Free of Charge	2i	315	44,109
Net Surplus / (Deficit) ¹		(3,935)	39,889
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I,PP&E	9a	-	3,091
Total Other Comprehensive Income		-	3,091
Total Comprehensive Income		(3,935)	42,980

¹ Transferred to Statement of Changes in Equity



City of Darwin

Statement of Financial Position
as at 30 June 2019

\$ '000	Notes	2019	2018
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	20,814	4,871
Trade & Other Receivables	5b	12,535	8,942
Other Financial Assets	5c	90,424	78,572
Inventories	5d	185	92
Total Current Assets		123,958	92,477
Non-Current Assets			
Infrastructure, Property, Plant & Equipment	7a	984,012	1,000,070
Total Non-Current Assets		984,012	1,000,070
TOTAL ASSETS		1,107,970	1,092,547
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	36,663	15,379
Borrowings	8b	699	423
Provisions	8c	6,584	7,290
Total Current Liabilities		43,946	23,092
Non-Current Liabilities			
Borrowings	8b	6,924	4,624
Provisions	8c	25,296	29,092
Total Non-Current Liabilities		32,220	33,716
TOTAL LIABILITIES		76,166	56,808
Net Assets		1,031,804	1,035,739
EQUITY			
Accumulated Surplus		352,673	366,318
Asset Revaluation Reserves	9a	600,552	600,552
Other Reserves	9b	78,579	68,869
Total Council Equity		1,031,804	1,035,739

City of Darwin

Statement of Changes in Equity
for the year ended 30 June 2019

\$ '000	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2019					
Balance at the end of previous reporting period		366,318	600,552	68,869	1,035,739
a. Net Surplus / (Deficit) for Year		(3,935)	-	-	(3,935)
Total Comprehensive Income		(3,935)	-	-	(3,935)
b. Transfers between Reserves		(9,710)	-	9,710	-
Balance at the end of period		352,673	600,552	78,579	1,031,804
2018					
Balance at the end of previous reporting period		334,348	597,461	60,950	992,759
Restated Opening Balance		334,348	597,461	60,950	992,759
a. Net Surplus / (Deficit) for Year		39,889	-	-	39,889
b. Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	3,091	-	3,091
Other Comprehensive Income		-	3,091	-	3,091
Total Comprehensive Income		39,889	3,091	-	42,980
c. Transfers between Reserves		(7,919)	-	7,919	-
Balance at the end of period		366,318	600,552	68,869	1,035,739



City of Darwin

Statement of Cash Flows
for the year ended 30 June 2019

\$ '000	Notes	2019	2018
Cash Flows from Operating Activities			
Receipts			
Operating Receipts		120,998	112,513
Investment Receipts		3,101	3,170
Payments			
Operating Payments to Suppliers and Employees		(84,387)	(100,606)
Finance Payments		(277)	(214)
Net Cash provided by (or used in) Operating Activities	11b	39,435	14,863
Cash Flows from Investing Activities			
Receipts			
Nil			
Amounts Received Specifically for New/Upgraded Assets		10,131	18,556
Sale of Replaced Assets		297	564
Payments			
Nil			
Expenditure on Renewal/Replacement of Assets		(16,145)	(15,857)
Expenditure on New/Upgraded Assets		(8,489)	(10,432)
Net Purchase of Investment Securities		(11,852)	(7,758)
Net Cash provided by (or used in) Investing Activities		(26,058)	(14,927)
Cash Flows from Financing Activities			
Receipts			
Proceeds from Borrowings		2,999	2,000
Payments			
Repayments of Borrowings		(423)	(240)
Repayment of Bonds & Deposits		(10)	-
Net Cash provided by (or used in) Financing Activities		2,566	1,760
Net Increase (Decrease) in Cash Held		15,943	1,696
plus: Cash & Cash Equivalents at beginning of period		4,871	3,175
Cash & Cash Equivalents at end of period	11	20,814	4,871
Additional Information:			
plus: Investments on hand - end of year	5c	90,424	78,572
Total Cash, Cash Equivalents & Investments		111,238	83,443

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

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n/a - not applicable





City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations, the requirements of the Local Government Act, the Local Government (Accounting) Regulations and other relevant Northern Territory legislation.

The financial report was authorised for issue on 29 October 2019.

1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared on a going concern basis in accordance with the historical cost convention. All amounts are stated in Australian Dollars.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

The City of Darwin ("the Council") is incorporated under the NT Local Government Act and has its principal place of business at Harry Chan Avenue, Darwin. These financial statements include the Council's direct operations and all entities through which Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

Other entities in which Council has an interest but does not control are reported in Note 18.

Trust monies and property held by Council but subject to the control of other persons have been excluded from these reports.

3 Income Recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Council obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

Rates and levies

Rates are recognised at the commencement of rating period. Rates overpaid at the end of reporting period are classified as current liability.

Grants and subsidies

Grants, subsidies, contributions and donations that are non-reciprocal in nature, including in advance Financial Assistant Grants, are recognised as revenue in the year in which Council obtains control over them. An equivalent amount is placed in a reserve until the funds are expended.

Where grants, are received that are reciprocal in nature, revenue is recognised as the various performance obligations under the funding agreement are fulfilled.

Non-cash contributions

Non-cash contributions with a value in excess of the recognition thresholds as stated in Note 1 – 6.2 are recognised as revenue and as non-current assets. Non-cash contributions below the thresholds are recorded as revenue and expenses.

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies (continued)

Physical assets contributed to Council by developers in the form of road works, stormwater and park equipment are recognised as revenue when the development becomes "on maintenance" (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. All non-cash contributions are recognised at the fair value of the contribution received on the date of acquisition.

Cash contributions

Developers also pay infrastructure charges for the construction of assets, such as roads and stormwater drainage. These infrastructure charges are not within the scope of AASB Interpretation 18 because there is no performance obligation associated with them. Consequently, the infrastructure charges are recognised as income when received.

Rental income

Rental revenue from investment and other property is recognised as income on a periodic straight line basis over the lease term.

Interest and dividends

Interest received from term deposits is accrued over the term of the investment. No dividends were received during the reporting period.

Sales revenue

Sale of goods is recognised when the significant risks and rewards of ownership are transferred to the buyer, generally when the customer has taken undisputed delivery of the goods.

Fees and Charges

Fees and charges are recognised upon unconditional entitlement to the funds. Generally this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the Local Government Act 2008. Other receivables are generally unsecured. All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

5 Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential.

5.1 Real Estate Assets Developments

Land acquired by Council with the intention of reselling it (with or without further development) is classified as inventory. This land is valued at the lower of cost and net realisable value. As an inventory item, this land held for resale is treated as a current asset. Proceeds from the sale of this land will be recognised as sales revenue on the signing of a valid unconditional contract of sale. There is no such land held by Council at balance date.

5.2 Other Real Estate Held for Resale

Properties not acquired for development, but which Council has decided to sell as surplus to requirements, are recognised at the carrying value at the time of that decision.

Certain properties, auctioned for non-payment of rates in accordance with the Local Government Act but which failed to meet the reserve set by Council and are available for sale by private treaty, are recorded at the lower of the unpaid rates and charges at the time of auction or the reserve set by Council. Holding costs in relation to these properties are recognised as an expense when incurred. There is no such land held by Council at balance date.

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies (continued)

6 Infrastructure, Property, Plant & Equipment**6.1 Initial Recognition**

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction and direct labour on the project.

6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Capitalisation thresholds applied during the year are: Items of infrastructure, property, plant and equipment with a total value of less than \$5,000 are treated as an expense in the year of acquisition. All other items of infrastructure, property, plant and equipment are capitalised.

Where homogenous items are purchased with each individual item less than the threshold (\$5,000) consideration is given to capitalisation based on materiality and practicality.

6.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every 4 years. An exception is the valuation of land under roads which is carried out internally every 4 years.

Any revaluation increment arising on the revaluation of an assets is credited to the appropriate class of the asset revaluation reserve, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation reserve of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 7.

6.4 Depreciation of Non-Current Assets

Other than land and waste remediation assets, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Land is not depreciated as it has an unlimited useful life.

Waste remediation assets are depreciated based on the rate of utilisation of airspace of landfill cells in

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies (continued)

proportion to total available airspace at the beginning of the reporting period.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council. Where the Council receives additional information regarding the estimated service potential and useful life of an asset, and deems it to have a material effect on the useful life as specified by the asset class below, the Council may apply a revised useful life. Care should be used in interpreting financial information based on these estimates.

The classes and useful lives of property, plant and equipment recognised by the Council are:

Plant & Equipment	
- Plant & Machinery	2 to 20 years
- Other Equipment	5 to 50 years
- Computer Equipment	2 to 5 years
Other Assets	
- Other Structures	3 to 100 years
- Office Furniture	5 to 20 years
Parks & Reserves	
- Park Furniture & Structures	5 to 50 years
Buildings	
- Buildings : Car Park Facilities	50 years
- Buildings : Other	10 to 75 years
- Other Structures : Swimming Pools	50 to 75 years
Stormwater Drainage	
- Pipes & Pits	60 to 80 years
- Open Lined Drains	60 to 80 years
- Subsoil Drainage	80 years
Transport	
- Sealed Roads - Formation	120 years
- Sealed Roads - Pavement	80/25 years

- Sealed Roads - Surface	7 to 40 years
- Kerb & Channels	80 years
- Roundabouts	80 years

Pathways	
- Driveways	12 to 60 years
- Pathways	12 to 60 years

Other Infrastructure Assets	
- Traffic Signals	30 years
- Car Parks - Formation	120 years
- Car Parks - Pavement	80/25 years
- Car Parks - Surface	15 to 40 years
- Public lighting	20 to 40 years

Waste Management & Remediation	
- Waste Management Infrastructure	3 to 30 years
- Waste Remediation	airspace consumption

As of 1 July 2018, waste management infrastructure depreciation has been changed from airspace consumption to a straight-line basis over the useful life. The Council believes this is a more accurate estimate of the expected pattern of consumption of the service potential of the assets. As this is a change in an accounting estimate, the changes have been recognised prospectively for the year ended 30 June 2019 and future periods.

6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.





City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies (continued)

6.6 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 "Borrowing Costs". The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

7 Investment property

As at 30 June 2019 Council has not classified any assets as Investment Properties.

8 Payables

8.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

8.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

9 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables".

All borrowing costs are expensed in the period in which they are incurred.

No borrowing costs have been capitalised on qualifying assets for the year ended 30 June 2019.

Council has not received any interest free loans.

10 Employee Benefits

10.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Sick leave

Liabilities for non vesting sick leave are recognised as expense at the time when the leave is taken and measured at the rates paid or payable, and accordingly no liability has been recognised in these reports.

10.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme and other schemes as chosen by employees.

The superannuation expense for the reporting period is the amount of the contribution the Council makes to the superannuation plan which provides benefits to its employees.

11 Provisions for Reinstatement, Restoration and Rehabilitation

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation and rehabilitation of disturbed areas. Where these can be reliably estimated, close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs and are carried at the net present value of estimated future costs.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies (continued)

Rehabilitation and closure costs have been recognised for the Shoal Bay Waste Management Facility. Leachate disposal at closure is excluded from the provision as reliable estimates and environmental requirements are currently under review. The provision will be reviewed annually and adjustments disclosed in Note 8(c).

The net present value of the estimated future costs is calculated up to the expected closure date of the facility.

12 Leases

Lease arrangements have been accounted for in accordance with Australian Accounting Standard AASB 117.

In respect of finance leases, where Council substantially carries all of the risks incident to ownership, the leased items are initially recognised as assets and liabilities equal in amount to the present value of the minimum lease payments. The assets are disclosed within the appropriate asset class and are amortised to expense over the period during which the Council is expected to benefit from the use of the leased assets. Lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

In respect of operating leases, where the lessor substantially retains all of the risks and benefits incident to ownership of the leased items, lease payments are charged to expense over the lease term.

13 Construction Contracts

Construction works undertaken by Council for third parties are not material.

14 Equity Accounted Council Businesses

Council does not operate any businesses required to be equity accounted.

15 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

16 New accounting standards and UIG interpretations

In the current year, Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

City of Darwin has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

AASB 9 Financial Instruments commenced from 1 July 2018 and replaces all previous versions of AASB 9. AASB 9 introduces new classification and measurement models for financial assets. A financial asset shall be measured at amortised cost, if it is held within a business model whose objective is to hold assets in order to collect contractual cash flows, which arise on specified dates and solely principal and interest. All other financial instrument assets are to be classified and measured at fair value through profit or loss unless the entity makes an irrevocable election on initial recognition to present gains and losses on equity instruments (that are not held-for trading) in other comprehensive income ('OCI'). For financial liabilities, the standard requires the portion of the change in fair value that relates to the entity's own credit risk to be presented in OCI (unless it would create an accounting mismatch).



City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies (continued)

There has been no material impact upon adoption of this standard as the classification and recognition of the Council's financial assets and liabilities has not changed.

New impairment requirements use an 'expected credit loss' ('ECL') model to recognise an allowance. Impairment will be measured under a 12-month ECL method unless the credit risk on a financial instrument has increased significantly since initial recognition in which case the lifetime ECL method is adopted. The standard introduces additional new disclosures. There have been no changes to impairment losses following the adoption of AASB 9.

Other than the new disclosure requirements, the application had no material impact on the Council's financial report.

17 Future accounting standards and UIG interpretations

Some Australian Accounting Standards and Interpretations have been issued but are not yet effective. Those standards have not been applied in these financial statements. Council will implement them when they are effective.

The standards that are expected to have a material impact upon Council's future financial statements are:

Effective for annual reporting periods beginning on or after 1 January 2019

- AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of Not-for-Profit Entities and AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities.

AASB 1058 clarifies and simplifies the income recognition requirements that apply to not-to-profit (NFP) entities, in conjunction with AASB 15, and AASB 2016-8. These Standards supersede the majority of income recognition requirements relating to public sector NFP entities, previously in AASB 1004 Contributions. Identifiable impacts at the date of this report are:

Some grants received by the Council will be recognised as a liability, and subsequently recognised progressively as revenue as the

Council satisfies its performance obligations under the grant. At present, such grants are recognised as revenue upfront.

Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled. Council receives several grants from the Federal Government and Northern Territory Government for which there are no sufficiently specific performance obligations these are expected to continue being recognised as revenue upfront assuming no change to the current grant arrangements.

Depending on the respective contractual terms, the new requirements of AASB 15 may potentially result in a change to the timing of revenue from sales of the Council's goods and services such that some revenue may need to be deferred to a later reporting period to the extent that the Council has received payment but has not met its associated performance obligations (such amounts would be reported as a liability in the meantime).

Prepaid rates will not be recognised as revenue until the relevant rating period starts. Until that time these receipts will be recognised as a liability (unearned revenue). There will be no impact upon the recognition of other fees and charges.

Based on Council's assessment, if Council had adopted the new standards in the current financial year it would have had the following impacts:

- Revenue decrease of \$6,264,478 due to deferral of grant funding (based on the facts available to Council at the date of assessment).

- There would be an equal reduction in the reported equity as the reduced revenue will require an increase in recognition of contract liabilities, and statutory receivables.

- Net result would be lower on initial application as a result of decreased revenue. A range of new disclosures will also be required by the new standards in respect of the council's revenue.

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies (continued)

Transition method

The Council intends to apply AASB 15, AASB 1058 and AASB 2016-8 initially on 1 July 2019, using the modified retrospective approach. The recognition and measurement principles of the standards will be retrospectively applied for the current year and prior year comparatives as though the standards had always applied, consistent with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.

The Council intends to apply the practical expedients available for the full retrospective method. Where revenue has been recognised in full under AASB 1004, prior to 1 July 2019, but where AASB 1058 would have required income to be recognised beyond that date, no adjustment is required. Further, Council is not required to restate income for completed contracts that start and complete within a financial year. This means where income under AASB 1004 was recognised in the comparative financial year (i.e. 2018/19), these also do not require restatement.

- AASB 16 Leases, which will commence from 1 July 2019, requires that the right of use conveyed by leasing contracts - except leases with a maximum term of 12 months and leases for non-material amounts - be recognised as a form of Infrastructure, Property, Plant and Equipment, and that the lease liability be disclosed as a liability. At 30 June 2019, Council's non-cancellable operating lease commitments amount to \$1,200,648. Of this, approximately \$80,654 of low-value leases will be recognised as expense in profit or loss on a straight-line basis. A preliminary assessment estimates that the Council will recognise the right-of-use assets and lease liabilities of approximately \$1,119,994.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these illustrative statements.

The standards that are not expected to have a material impact upon Council's future financial statements are:

Effective for annual reporting periods beginning on or after 1 January 2019

- AASB 1059 Service Concession Arrangements: Grantors
- AASB 1059 Service Concession Arrangements: Grantors (Appendix D)
- AASB 2017-1 Amendments to Australian Accounting Standards - Transfers of Investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments
- AASB 2017-4 Amendments to Australian Accounting Standards - Uncertainty over Income Tax Treatments
- AASB 2017-6 Amendments to Australian Accounting Standards - Prepayment Features with Negative Compensation
- AASB 2017-7 Amendments to Australian Accounting Standards - Long-term Interests in Associates and Joint Ventures
- AASB 2018-1 Amendments to Australian Accounting Standards - Annual Improvements 2015-2017 Cycle
- AASB 2018-2 Amendments to Australian Accounting Standards - Plan Amendment, Curtailment or Settlement
- AASB 2018-3 Amendments to Australian Accounting Standards - Reduced Disclosure Requirements
- AASB 2018-4 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Public Sector Licensors
- AASB 2018-5 Amendments to Australian Accounting Standards - Deferral of AASB 1059

Effective for annual reporting periods beginning on or after 1 January 2021

- AASB 17 Insurance Contracts
- AASB 17 Insurance Contracts (Appendix D)

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 1. Summary of Significant Accounting Policies (continued)

18 Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

19 Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 2. Income

\$ '000	Notes	2019	2018
(a). Rates Revenues			
General Rates			
General Rates		63,368	61,005
Total General Rates		63,368	61,005
Other Rates (Including Service Charges)			
Domestic Waste Management		7,632	7,254
Parking - Special Rates		1,016	1,000
Total Other Rates		8,648	8,254
Total Rates Revenues		72,016	69,259
(b). Statutory Charges			
Planning and Building Regulations		7	91
Animal Registration Fees & Fines		612	558
Parking Fines		1,082	1,189
Licences and Permit Fees		507	486
Fines and Penalties - Other		11	25
Total Statutory Charges		2,219	2,349
(c). User Charges			
Parking Fees		4,505	4,760
Community Centres		150	130
Cemeteries		74	43
Property Lease		1,317	1,310
Sundry Sales		120	134
Waste Disposal Tipping Fees		13,424	13,281
Swimming Pool Fees		-	293
Other Fees and Charges		110	109
Total User Charges		19,700	20,060
(d). Investment Income			
Interest on Investments		2,323	1,978
Interest from Overdue Rates and Charges		617	511
Total Investment Income		2,940	2,489

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 2. Income (continued)

\$ '000	Notes	2019	2018
(e). Reimbursements			
Private Works		4	-
Insurance & Other Recoupments		119	47
Legal Fees Recovery - Rates and Charges		378	456
Other		52	50
Total Reimbursements		553	553
(f). Other Income			
Insurance & Other Recoupments - Infrastructure, IPP&E		-	4,506
Other		536	612
Total Other Income		536	5,118
(g). Grants, Subsidies, Contributions			
Revenue Specifically for New or Upgraded Assets			
Developer Contributions - Carparking Shortfall		11	11
Developer Contributions - Other		-	133
Developer Contributions - Stormwater		-	9
Darwin Entertainment Centre		-	2,000
Mosquito Control		-	83
Recreation Facilities & Other Infrastructure		4,596	4,010
Smart Cities Infrastructure		4,091	3,409
Urban Enhancement Infrastructure		1,000	6,000
Environmental & Clean Energy Infrastructure		146	-
Transport (including Roads and Pathways Funding)		287	2,901
Total Amounts Received Specifically for New or Upgraded Assets		10,131	18,556
Operating Grants, Subsidies and Contributions			
Federal Assistance Act - General Component		1,856	1,754
Federal Assistance Act - Road Component		1,968	1,870
Heritage & Cultural		35	42
Library		1,486	1,506
Mosquito Control		219	82
NDRRA (National Disaster Recovery)		4,070	-
Transport (including Roads and Pathways Funding)		-	302
Other		141	179
Total Revenue for Operating Grants, Subsidies and Contributions		9,775	5,735
Total Grants, Subsidies, Contributions		19,906	24,291

The functions to which these grants relate are shown in Note 12.



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 2. Income (continued)

\$ '000	Notes	2019	2018
(g). Grants, Subsidies, Contributions (continued)			
(i) Sources of grants			
Commonwealth Government		7,915	11,338
State Government		11,911	12,762
Other		80	191
Total		19,906	24,291
(h). Conditions over Grants & Contributions			
Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:			
Unexpended at the close of the previous reporting period		29,142	17,447
<i>Less:</i>			
<i>Expended during the current period from revenues recognised in previous reporting periods</i>			
Developer Contributions for Infrastructure		-	(88)
Specific Purpose Unexpended Grants		(6,476)	(1,004)
Subtotal		(6,476)	(1,092)
<i>Plus:</i>			
<i>Amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions</i>			
Developer Contributions for Infrastructure		407	529
Specific Purpose Unexpended Grants		5,858	12,258
Subtotal		6,265	12,787
Unexpended at the close of this reporting period		28,931	29,142
Net increase (decrease) in assets subject to conditions in the current reporting period			
		(211)	11,695
(i). Physical Resources Received Free of Charge			
Infrastructure		315	44,109
Total Physical Resources Received Free of Charge		315	44,109

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 3. Expenses

\$ '000	Notes	2019	2018
(a). Employee Costs			
Salaries and Wages		28,579	27,654
Superannuation	17	2,697	2,702
Workers' Compensation Insurance		778	568
Fringe Benefit Tax (FBT)		151	181
Other		141	227
Less: Capitalised and Distributed Costs		(277)	(235)
Total Operating Employee Costs		32,069	31,097
Total Number of Employees (full time equivalent at end of reporting period)		336	314
(b). Materials, Contracts and Other Expenses			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		56	80
Other Review Services		130	80
Bad and Doubtful Debts		407	225
Elected Members		633	633
Election Expenses		-	207
Operating Leases		46	63
Subtotal - Prescribed Expenses		1,272	1,288
(ii) Other Materials, Contracts and Expenses			
Advertising and Marketing		390	398
Bank Charges		288	311
Contractors and Consultancy Costs		27,417	33,917
Darwin Entertainment Centre		580	580
Donations, Contributions and Assistance		849	769
Fuel and Registration		539	532
Insurance (excl.Workers Comp'n)		1,310	857
Legal		661	701
Postage		119	125
Power		2,528	2,567
Printing and Stationery		372	391
Professional Services		1,142	1,443
Raw Materials & Consumables		12,760	12,256
Subscriptions and Registrations		289	313
Telephone and Communications		570	522
Travel and Training		701	393
Water and Effluent		4,124	3,738
Other Materials and Services		223	197
Subtotal - Other Material, Contracts & Expenses		54,862	60,010
Total Materials, Contracts and Other Expenses		56,134	61,298

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 3. Expenses (continued)

\$ '000	Notes	2019	2018
(c). Depreciation, Amortisation and Impairment			
(i) Depreciation and Amortisation			
Buildings		3,573	3,482
Infrastructure			
- Transport		9,563	-
- Pathways		2,612	-
- Stormwater Drainage		4,344	4,322
- Roads & Pathways		-	11,478
- Public Lighting		2,174	1,057
- Other Infrastructure		-	624
Waste Management and Remediation			
- Waste Management Infrastructure		3,368	2,941
- Waste Remediation		297	1,669
Plant & Equipment		2,358	1,840
Parks & Reserves Infrastructure		1,575	-
Other Assets		914	2,790
Subtotal		30,778	30,203
(ii) Impairment			
Other Assets		-	219
Subtotal		-	219
Total Depreciation, Amortisation and Impairment		30,778	30,422
(d). Finance Costs			
Interest on Loans		302	220
Unwinding of Present Value Discounts		613	581
Total Finance Costs		915	801

Note 4. Asset Disposal & Fair Value Adjustments

Infrastructure, Property, Plant & Equipment

(i) Assets Renewed or Directly Replaced

Proceeds from Disposal	297	564
Less: Carrying Amount of Assets Sold	(1,190)	(786)
Gain (Loss) on Disposal	(893)	(222)

Fair Value Adjustments

Remeasurement Adjustment/Revaluation Decrements Expensed	(1,331)	(4,499)
Total Fair Value Adjustments	(1,331)	(4,499)
Net Gain (Loss) on Disposal or Revaluation of Assets	(2,224)	(4,721)



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 5. Current Assets

\$ '000	Notes	2019	2018
(a). Cash & Cash Equivalents			
Cash on Hand at Bank		20,814	4,871
Total Cash & Cash Equivalents		20,814	4,871
(b). Trade & Other Receivables			
Rateable Revenue and Charges		3,610	2,568
Accrued Revenues		-	13
Debtors - General		3,989	4,549
Govt. Grants, Subsidies, Contributions and Donations		3,236	471
GST Recoupment		1,530	925
Prepayments		200	265
Interest on Investments		417	607
Interest and Extra Charges		892	716
Subtotal		13,874	10,114
Less: Expected Credit Losses		(1,339)	(1,172)
Total Trade & Other Receivables		12,535	8,942
(c). Other Financial Assets (Investments)			
Term Deposits		90,424	78,572
Total Other Financial Assets (Investments)		90,424	78,572
Amounts included in other financial assets that are not expected to be received within 12 months of reporting date are disclosed in Note 13.			
(d). Inventories			
Stores & Materials		185	92
Total Inventories		185	92

Note 6. Non-Current Assets

Nil

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 7a (i). Infrastructure, Property, Plant & Equipment

		as at 30/6/2018						Asset Movements during the Reporting Period							as at 30/6/2019									
		Fair Value Level	At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value	Asset Additions		WDV of Asset Disposals	Depreciation Expense (Note 3c)	Impairment Loss (recognised in P/L) (Note 3c)	WIP Transfers	Adjustments & Transfers	Revaluation Decrements to P&L (Note 4)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value			
								New / Upgrade	Renewals															
\$ '000																								
Capital Work in Progress																								
Land - Under Roads	3		52,705				12,395	-	-	-	-	-	(1,872)	-	-	-	52,705				-	10,522	52,705	
Land and Improvements	2		336,082				336,082	-	-	-	-	-	-	-	-	-	336,082				-	336,082	336,082	
Buildings	3		133,714				76,754	713	608		(3,573)	-	-	(7,237)	-	-	122,938	1,321	56,995		-	67,264	67,264	
Infrastructure																								
- Transport								3,102	1,442	(617)	(9,563)	-	-	-	-	-	430,666	4,544	258,348		-	176,862	176,862	
- Pathways								711	1,027	(215)	(2,612)	-	-	-	-	-	116,338	1,738	49,284		-	68,792	68,792	
- Stormwater Drainage	3		345,842				161,547	262	63	(4)	(4,344)	-	-	-	-	-	345,834	325	188,634		-	157,525	157,525	
- Roads & Pathways	3		519,931				237,239	282,692		-	-	-	-	(237,239)	-	-	86,807				-	-	-	-
- Public Lighting	3		86,807				42,346	265	4,084	(2,174)	-	-	-	-	-	-	86,807	4,349	46,635		-	44,521	44,521	
- Other Infrastructure	3		29,160				14,866	-	-	-	-	-	-	(14,866)	-	-	-	-	-		-	-	-	-
Waste Management and Remediation																								
- Waste Management Infrastructure	3		22,432				11,367	-	-	(3,368)	-	-	-	559	-	-	23,092		14,533		-	8,559	8,559	
- Waste Remediation	3		11,216				8,527	-	-	(297)	-	-	-	(5,136)	(1,331)	-	4,749		2,986		-	1,763	1,763	
Plant & Equipment								1,412	6,133	(354)	(2,358)	-	-	1,227	-	-	38,451	14,043	24,408		-	24,408	24,408	
Parks & Reserves Infrastructure								1,730	822	(1)	(1,575)	-	-	16,387	-	-	32,182	14,819	17,363		-	17,363	17,363	
Other Assets							27,894	295	1,582	(914)	-	-	-	(11,210)	-	-	26,057	8,192	219		219	17,646	17,646	
Total Infrastructure, Property, Plant & Equipment			1,537,889	88,120	625,720	219	1,000,070	8,490	15,761	(1,191)	(30,778)	-	(1,872)	(5,136)	(1,331)	-	1,519,211	119,489	654,469	219	984,012	984,012	984,012	
Comparatives			1,413,014	96,058	555,747	-	953,325	59,005	15,857	(786)	(30,203)	(219)	-	-	-	3,091	1,537,889	88,120	625,720	219	1,000,070	1,000,070	1,000,070	

Note 7a (ii). Investment Property

Nil



City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2019

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property

\$ '000

Valuation of Assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7a for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on Valuations

Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

City of Darwin

Notes to and forming part of the Financial Statements for the year ended 30 June 2019

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

\$ '000

Valuation of Assets (continued)

Other Information

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, current replacement cost is taken to be the fair value.

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use in relation to Local Government

Fair Value Measurement

The requirements of AASB 13 Fair Value Measurement have been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

Capital Works in Progress

- **Basis of valuation:** Original cost

Land & Land Improvements

- **Basis of valuation:** Market Value

- **Date of valuation:** 30 June 2016.

- **Valuer:** Certified Practising Valuers (AAPI), representing Assetval Pty Ltd.

- **Critical assumptions:**

The valuation of the land assets was based on the current market value of the land were it to be acquired on the open market for the current use, giving consideration to the existing zoning. This involved the analysis of all known relevant land sales, including englobo land sales, and extrapolating those derived values throughout the City of Darwin, making appropriate adjustments for increased values due to size, zoning, location and amenity. During this process every effort was made to ensure the relativities of the rates per square metre adopted between the different uses and locations were sound.

- **Results:** A decrement in land valuation of \$58.3M

Land Under Roads

- **Basis of valuation:** Market value

- **Date of valuation:** 30 June 2018.

- **Valuer:** Internal assessment

- **Critical assumptions:**

This valuation is based on guidelines published by State Governments within Australia and the average market value of land within the municipality. Land under roads involves the entire road reservation and will include land under the road surface, verge, curbs, channels, nature/median strips and footpaths. The average market value is adjusted to recognise the englobo nature of land under roads and allowance for access & carriage way rights. Council considers that a reduction of 95% of the average market value is appropriate to reflect fair value in use. Although the valuation is based on underlying market values the broad range of assumptions used mean that the inputs are considered to be level 3.

- **Results:** The fair value of land under roads initially recognised by City of Darwin at 30 June 2014 was \$51.5M.



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

\$ '000

Valuation of Assets (continued)

Buildings & Other Structures

- **Basis of valuation:** Written down current replacement cost
- **Date of valuation:** 30 June 2016.
- **Valuer:** Certified Practising Valuers (AAPI), representing Assetval Pty Ltd.
- **Critical assumptions:**

The valuation of the buildings assets was based on the Depreciated Replacement Cost model as the building assets are considered to be assets of a community service nature, for which there is no active liquid market. The depreciation rates adopted have regard to the age of the building, refurbishment history and the general appearance at the date of inspection.

- **Results:** An increment in building valuation of \$6.0M

Infrastructure

- **Basis of valuation:** Written down current replacement cost
- **Date of valuation:** 30 June 2017.
- **Valuer:** AssetVal Pty Ltd and Council inputs

- Critical assumptions:

The approach estimated the replacement costs for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on the square metres or similar capacity could be supported from market evidence (level 2) other inputs (such as estimates of pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. Therefore these assets were classified as having been valued using level 3 valuation inputs.

The observable market evidence used to support the unit rates included evidence from actual construction contracts, comparison to rates adopted by reference councils and against industry construction cost guides.

During the year there were a number of new projects completed where the actual cost was recorded and the impact of depreciation at year end was negligible. While these could be classified as valued at level 2 given the low proportion of the total portfolio that these represented and the likelihood that in future valuations they would most likely be valued at level 3 the policy adopted is that all road network infrastructure assets are deemed to be valued at level 3.

The main level 3 inputs used are derived and evaluated as follows:

Asset Condition – The nature of road network infrastructure is that there are a very large number of assets which comprise the network and as a result it is not physically possible to inspect every asset for the purposes of completing a valuation. As a consequence reliance is placed on the accuracy of data held in the asset management system and its associated internal controls. This includes regular planned inspections and updates to the system following maintenance activities and renewal treatments. Likewise, especially for storm water network infrastructure, a large portion of the portfolio is located underground and may only be inspected on an irregular basis.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 7b. Valuation of Infrastructure, Property, Plant & Equipment & Investment Property (continued)

\$ '000

Valuation of Assets (continued)

Infrastructure (continued)

To provide assurance over the accuracy of this information and taking into account the cost-benefit of undertaking physical inspections the valuation relies upon a sampling approach where the data held in the system is verified by a physical inspection. While the sampling approach, combined with internal controls associated with the asset management system, provides a high level of comfort over the condition data held in the asset management system it does not provide a guarantee that all the data is correct and the condition as recorded is valid as at the date of valuation.

Relationship between asset consumption rating scale and the level of consumed service potential – Under the cost approach the estimated cost to replace the asset is calculated and then adjusted to take account of accumulated depreciation. In order to achieve this, the Valuer determines an asset consumption rating scale for each asset type based on the inter-relationship between a range of factors. These factors and their relationship to the fair value require professional judgment and include asset condition, legal and commercial obsolescence and the determination of key depreciation related assumptions such as residual value, useful life and pattern of consumption of the future economic benefit. The consumption rating scales were based initially on the past experience of the valuation firm and industry guides and were then updated to take into account the experience and understanding of Council's own engineers, asset management and finance staff. The results of the valuation were further evaluated by confirmation against Council's own understanding of the assets and the level of remaining service potential.

- Results:

The revaluation of Infrastructure assets resulted in a decrement in Roads & Pathways of \$150.5M, Stormwater Drainage of \$2.8M and Other Infrastructure Assets of \$24.8M at 30 June 2017.

- Initial recognition of Public Lighting:

Public lighting infrastructure assets transferred to Council from the Power and Water Corporation on 01 January 2018 have been recognised at their written down replacement cost which represents fair value. The valuation was undertaken by Next Energy Lighting Pty Limited and included Council's existing public lighting assets. Council's existing public lighting assets have been reclassified from Other Assets to Infrastructure - Public Lighting at the revalued amount resulting in an increase in value of \$2M.

Waste Management and Remediation

- **Basis of valuation:** Fair Value

Plant & Equipment

- **Basis of valuation:** Original cost

Parks & Reserves Infrastructure

- **Basis of valuation:** Original cost

Other Assets

- **Basis of valuation:** Original cost



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 8. Liabilities

\$ '000	Notes	2019	2019	2018	2018
		Current	Non Current	Current	Non Current
(a). Trade and Other Payables					
Creditors and Accruals		19,003	-	11,152	-
Payments Received in Advance		14,692	-	1,446	-
Accrued Expenses - Employee Entitlements		606	-	566	-
Accrued Expenses - Finance Costs		57	-	32	-
Deposits, Retentions & Bonds		136	-	146	-
Rates Over Paid		2,169	-	2,037	-
Total Trade and Other Payables		36,663	-	15,379	-

(b). Borrowings

Loans	699	6,924	423	4,624
Total Borrowings	699	6,924	423	4,624

All interest bearing liabilities are secured over the future revenues of the Council

(c). Provisions

Employee Entitlements (including oncosts)	6,584	1,188	7,290	462
Post Closure Site Rehabilitation	-	9,739	-	14,170
Cell Capping - Stage 2	-	2,081	-	2,089
Cell Capping - Stage 3/4	-	10,084	-	8,497
Cell Capping - Stage 5	-	2,204	-	3,874
Total Provisions	6,584	25,296	7,290	29,092

Landfill Rehabilitation Provision

Council has measured and recognised remediation provisions for Shoal Bay Waste Management Facility post closure and cell capping liabilities. The provision is in accordance with AASB 137 - Provisions, Contingent Liabilities and Contingent Assets. The provision has been calculated by determining a best estimate of the current cost to rehabilitate the landfill site that can be reliably measured. Initial recognition includes post closure estimates and cell capping estimates. The estimates are indexed by 2.1% (5 year forward estimate) and discounted at the 2018 ten year bond rate of 2.61% to arrive at the Net Present Value (NPV) of the liability. This will be revisited in 2020 when the rate has stabilised for a period of time.

Movements in Provisions

	Post Closure Site Rehabilitation	Cell Capping - Stage 2	Cell Capping - Stage 3/4	Cell Capping - Stage 5
Opening Balance	14,170	2,089	8,497	3,874
Add Unwinding of Present Value Discounts	247	53	256	56
Add (Less) Remeasurement Adjustments	(4,678)	(61)	1,331	(1,726)

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 9. Reserves

\$ '000	1/7/2018	Increments (Decrements)	Transfers	Impairments	30/6/2019
(a). Asset Revaluation Reserve					
Land - Under Roads	1,046	-	-	-	1,046
Land and Improvements	300,558	-	-	-	300,558
Buildings	36,079	-	(2,968)	-	33,111
Infrastructure					
- Transport	-	-	57,064	-	57,064
- Pathways	-	-	103,723	-	103,723
- Stormwater Drainage	99,600	-	-	-	99,600
- Roads & Pathways	160,787	-	(160,787)	-	-
- Public Lighting	2,045	-	-	-	2,045
Other Assets	437	-	2,968	-	3,405
Total Asset Revaluation Reserve	600,552	-	-	-	600,552
Comparatives	597,461	3,091	-	-	600,552

\$ '000	1/7/2018	Transfers from (-to) operations	Transfers from (-to) capital	Other Movements	30/6/2019
(b). Other Reserves					
Externally Restricted					
CBD Carparking Shortfall - Developer Contributions	12,596	347	-	-	12,943
CBD Carparking Shortfall - Rate Levy	13,066	1,388	(1,248)	-	13,206
DEC Air Conditioning Replacement	60	36	-	-	96
Highway/Commercial Carparking Shortfall	49	1	-	-	50
Market Site Development	390	51	-	-	441
Other Carparking Shortfall	360	10	-	-	370
Developer Contributions	1,828	49	-	-	1,877
Waste Management	3,976	5,516	(955)	-	8,537
Specific Purpose Unexpended Grants	14,309	(114)	(505)	-	13,690
Total Externally Restricted Reserves	46,634	7,284	(2,708)	-	51,210
Comparatives	31,492	4,508	10,634	-	46,634



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 9. Reserves (continued)

\$ '000	1/7/2018	Transfers from (-to) operations	Transfers from (-to) capital	Other Movements	30/6/2019
(b). Other Reserves (continued)					
Internally Restricted					
Asset Replacement & Refurbishment	4,071	4,312	(1,568)	-	6,815
Carry Forward Works	4,000	99	3,173	-	7,272
DEC Asset Replacement & Refurbishment	133	-	(30)	-	103
Disaster Contingency	1,035	-	-	-	1,035
Election Expense	33	99	-	-	132
Environmental	324	(3)	(204)	-	117
IT Strategy	434	(257)	-	-	177
Nightcliff Community Hall	39	14	-	-	53
Off & On Street Parking	4,920	253	(27)	-	5,146
Plant & Vehicle Replacement	4,024	2,177	(1,089)	-	5,112
Public Art	291	-	116	-	407
Street Lighting	2,750	(972)	(778)	-	1,000
Tree Risk Management	181	(181)	-	-	-
Total Internally Restricted Reserves	22,235	5,541	(407)	-	27,369
Comparatives	29,458	2,536	(9,759)	-	22,235
Total Other Reserves	68,869	12,825	(3,115)	-	78,579
Comparatives	60,950	7,044	875	-	68,869

PURPOSES OF RESERVES

Asset Revaluation Reserves

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non current assets (less any subsequent impairment losses, where applicable).

Externally Restricted Reserves

Externally restricted reserves are restricted cash held in accordance with external legal requirements.

The use of these reserves must comply with legal requirements.

Carparking Shortfall-Developer Contributions (includes Highway/Commercial & Other Carparking Shortfall)

These reserves hold contributions from property developers to be used to fund future car parking infrastructure in line with the developer contribution plans.

CBD Carparking Shortfall - Rate Levy

This reserve holds income generated from parking special rates to be used for the provision, operation and maintenance of land, facilities and improvements for or in connection with the parking of vehicles in the central business district.

DEC Air Conditioning Replacement

This reserve holds funds to be used for the future replacement or upgrade of the air conditioning system.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 9. Reserves (continued)

\$ '000

(b). Other Reserves (continued)

Market Site Development

This reserve holds lease income from Mindil, Nightcliff, Parap and Malak markets to provide for future upgrades of market sites.

Developer Contributions (other than car parking)

These reserves hold contributions from developers to be used to fund future road and stormwater drainage construction.

Waste Management

This reserve holds funds to be used for the future development and rehabilitation of the Shoal Bay Waste Disposal site or alternative waste disposal methods.

Specific Purpose Unexpended Grants

This reserve holds unspent non reciprocal grants and contributions received subject to specific expenditure requirements. The funds are held in reserve until expended in accordance with the grant or contribution conditions.

Internally Restricted Reserves

All other reserves are generally identified by Council resolution or operational requirements for funds set aside for the future replacement or renewal of major assets or for unanticipated major expenditure such as a natural disaster. These reserves are not subject to external legal restrictions and if required, can be utilised by the Council for other purposes.

Asset Replacement & Refurbishment

This reserve holds funds for the future rehabilitation of major assets and the allocation and utilisation of surplus fund in accordance with Council policy no. 66.

Carry Forward Works

This reserve holds funds relating to projects that have not been completed in the current financial year but have been identified to be completed in a future period.

DEC Asset Replacement & Refurbishment

This reserve holds funds to pay for the future replacement or upgrade of assets at the Darwin Entertainment Centre.

Disaster Contingency

This reserve holds funds to provide for possible insurance and other expenses associated with responding to a natural disaster as well as designated disaster response and recovery projects.

Election Expense

This reserve holds funds to provide for the costs associated with holding the next Council election.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 9. Reserves (continued)

\$ '000

(b). Other Reserves (continued)

Environmental

This reserve holds funds for future environmental projects relating to Council's Environmental Management Plan and other associated plans.

IT Strategy

This reserve has been created for staged computer replacements and upgrades and other associated IT strategic programs.

Nightcliff Community Hall

This reserve holds lease income from Nightcliff Community Hall to provide for future upgrades of the facility.

Off & On Street Parking

Holds funds from on and off street car parking operations to provide for future development of car parking.

Plant & Vehicle Replacement

This reserve holds funds to meet the cost of replacement of plant and vehicles.

Public Art

This reserve holds funds to provide for future public art projects.

Street Lighting

This reserve holds funds to assist transition the capital and maintenance street lighting expenditure resulting from the transfer of ownership of public lighting assets to Council.

Tree Risk Management

Council has transferred funds to this reserve to cover the initial costs of tree risk management following the Coroners report on a fatality on Council leasehold land.

Note 10. Assets Subject to Restrictions

\$ '000

Notes

2019

2018

The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

Cash & Financial Assets

Externally restricted cash	51,210	46,634
Internally restricted cash	27,369	22,235
Total Cash & Financial Assets	78,579	68,869

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 11. Reconciliation to Statement of Cash Flows

\$ '000

Notes

2019

2018

(a). Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:

Total Cash & Equivalent Assets	5a	20,814	4,871
Balances per Statement of Cash Flows		20,814	4,871

(b). Reconciliation of Change in Net Assets to Cash
from Operating Activities

Net Surplus/(Deficit)	(3,935)	39,889
Non-Cash Items in Income Statements		
Depreciation, Amortisation & Impairment	30,778	30,422
Fair Value Adjustments	1,331	4,499
Premiums & Discounts Recognised & Unwound	613	581
Non-Cash Asset Acquisitions	(315)	(44,109)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)	(10,131)	(18,556)
Net (Gain) Loss on Disposals	893	222
WIP Written Off	2,573	-
	21,807	12,948

Add (Less): Changes in Net Current Assets

Net (Increase)/Decrease in Trade & Other Receivables	(3,594)	1,656
Net (Increase)/Decrease in Inventories	(93)	18
Net Increase/(Decrease) in Trade & Other Payables	21,295	815
Net Increase/(Decrease) in Unpaid Employee Benefits	20	(574)

Net Cash provided by (or used in) operations	39,435	14,863
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(c). Non-Cash Financing and Investing Activities

Acquisition of assets by means of:

- Physical Resources Received Free of Charge	2i	315	44,109
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Amounts recognised in Income Statement	315	44,109
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Total Non-Cash Financing & Investing Activities	315	44,109
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(d). Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Bank Overdrafts	500	500
Corporate Credit Cards	200	200
Cash Advance Facilities	55	55

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.



Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 12a. Functions

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).											
	INCOME			EXPENSES			OPERATING SURPLUS (DEFICIT)			GRANTS INCLUDED IN INCOME*		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)
	Budget 2019	Actual 2019	Actual 2018	Budget 2019	Actual 2019	Actual 2018	Budget 2019	Actual 2019	Actual 2018	Actual 2019	Actual 2018	
\$ '000												
Governance	11	10	58	2,252	3,045	2,433	(2,241)	(3,035)	(2,375)	-	-	-
Administration	625	787	783	38,186	42,792	35,421	(37,561)	(42,005)	(34,638)	-	-	417,980
Public Order & Safety	1,885	5,904	6,428	4,223	7,019	18,243	(2,338)	(1,115)	(11,815)	4,070	-	792
Health	222	219	165	304	188	78	(82)	31	87	219	165	-
Environment	51	50	53	593	561	526	(542)	(511)	(473)	-	-	-
Community Services & Education	251	290	1,166	1,907	1,761	2,382	(1,656)	(1,471)	(1,216)	20	919	142
Housing & Community Amenities	26,958	26,035	21,221	25,189	24,012	28,254	1,769	2,023	(7,033)	4,237	142	184,319
Recreation & Culture	1,956	6,479	8,307	26,346	26,115	24,865	(24,390)	(19,636)	(16,558)	6,200	7,724	43,838
Transport & Communication	7,980	9,975	64,233	15,832	15,799	15,603	(7,852)	(5,824)	48,630	3,593	57,693	445,476
Economic Affairs	1,455	1,472	1,526	789	828	534	666	644	992	-	-	-
General Purpose Income [^]	65,012	66,964	64,288	-	-	-	65,012	66,964	64,288	1,856	1,754	-
Total Functions/Activities	106,406	118,185	168,228	115,621	122,120	128,339	(9,215)	(3,935)	39,889	20,195	68,400	1,107,970
												1,092,547

[^] Includes: Rates & Annual Charges (incl. Ex-Gratia), untied General Purpose Grants, unrestricted interest and investment income⁺ Includes Physical Resources Received Free of Charge^{*} Budget is the adopted revised budget as at 30 June 2019. The revised budget includes variations up to and including 3rd Quarter Variations and Carry Forwards from the previous year.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 12b. Components of Functions

\$ '000

The activities relating to Council functions are as follows:

GOVERNANCE

Costs relating to the Council's role as a component of democratic government, including elections, members fees and expenses, subscriptions to local authority associations, meetings of Council and policy making committees, area representation and public disclosure and compliance, together with related administration costs.

ADMINISTRATION

Costs not otherwise attributed to other functions or activities.

PUBLIC ORDER AND SAFETY

Animal control, enforcement of local government regulations and emergency services.

HEALTH

Administration and inspection, food control, insect/vermin control, noxious plants, other.

ENVIRONMENT

Programs and activities that promote and advocate for the preservation and best practice management of the natural environment.

COMMUNITY SERVICES AND EDUCATION

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, aboriginal services, other community services, education.

HOUSING AND COMMUNITY AMENITIES

Housing, town planning, domestic waste management services, other waste management services, street cleaning, other sanitation and garbage, urban stormwater drainage, environmental protection, public cemeteries, public conveniences, other community amenities.

RECREATION AND CULTURE

Public libraries, community centres, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens, other sport and recreation.

TRANSPORT AND COMMUNICATION

Urban roads, bridges, footpaths, parking areas, street lighting, other.

ECONOMIC AFFAIRS

Tourism and area promotion, industrial development promotion, other business undertakings.

GENERAL PURPOSE INCOME

Income not otherwise attributed to other functions or activities includes rates and annual charges, untied General Purpose grants and unrestricted interest and investment income.





City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 12b. Components of Functions (continued)

\$ '000

This Note sets out the details of MATERIAL VARIATIONS between Council's Revised Budget and its Actual Results for the year as per the Income Statement. The Revised Budget is as at 30 June 2019 which is up to and including 3rd Quarter Variations and Carry Forwards from previous year.

Note that for Variations* of Budget to Actual :

Material Variations represent those variances that amount to **10%** or more of the revised budgeted figure and or are significant in value.

F = Favourable Budget Variation, **U** = Unfavourable Budget Variation

	2019	2019	2019			
\$ '000	Revised Budget	Actual	-----Variance*-----			

Budget Variations relating to Council's Operating Result by Functions include:

Income	\$'000's	\$'000's	\$'000's	%	F/U	Ref
Governance	11	10	(1)	-9%	U	
Administration	625	787	162	26%	F	1
Public Order & Safety	1,885	5,904	4,019	213%	F	2
Health	222	219	(3)	-1%	U	
Environment	51	50	(1)	-2%	U	
Community Services & Education	251	290	39	16%	F	3
Housing & Community Amenities	26,958	26,035	(923)	-3%	U	4
Recreation & Culture	1,956	6,479	4,523	231%	F	5
Transport & Communication	7,980	9,975	1,995	25%	F	6
Economic Affairs	1,455	1,472	17	1%	F	
General Purpose Income	65,012	66,964	1,952	3%	F	7
	106,406	118,185	11,779			

Ref Reasons for Variations Include

- 1 Higher than anticipated budget for legal fees and recovery income.
- 2 National Disaster Relief and Recovery Arrangement grant monies received for Cyclone Marcus event.
- 3 Increase in Community centres income received.
- 4 Lower than anticipated income from Waste Management facilities.
- 5 Capital grant received for Urban Lights program, budget anticipated for in 2019/20.
- 6 Unbudgeted capital grant received for urban enhancement \$1M and early receipt of 2019/20 Financial Assistance Roads grant \$1M.
- 7 Early receipt of 2019/20 Financial Assistance General grant \$926k; interest income higher than anticipated; increase in late penalty income.

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 12b. Components of Functions (continued)

\$ '000

	2019	2019	2019			
	Revised Budget	Actual	-----Variance*-----			
Expenses	\$'000's	\$'000's	\$'000's	%	F/U	Ref
Governance	2,252	3,045	(793)	-35%	U	1
Administration	38,186	42,792	(4,606)	-12%	U	2
Public Order & Safety	4,223	7,019	(2,796)	-66%	U	3
Health	304	188	116	38%	F	4
Environment	593	561	32	5%	F	
Community Services & Education	1,907	1,761	146	8%	F	5
Housing & Community Amenities	25,189	24,012	1,177	5%	F	6
Recreation & Culture	26,346	26,115	231	1%	F	7
Transport & Communication	15,832	15,799	33	0%	F	
Economic Affairs	789	828	(39)	-5%	U	
	115,621	122,120	(6,499)			

Ref Reasons for Variations Include

- 1 Expenditure greater than budget due to project consultancy costs and employee entitlement payments.
- 2 Variance is largely due to asset disposals and work undertaken to clear outstanding works in progress. In addition increases in insurance premiums and increased costs in the employment relations and recruitment function.
- 3 Continuing expenditure related to Emergency Cyclone Marcus event.
- 4 Mosquito control underspent due to delays in the program.
- 5 Savings in operational expenses in Safer Darwin and Youth Services mainly due to staff vacancies during the year
- 6 Lower than expected expenditure in Waste Management facility in line with decrease in income. In addition Smart Cities realignment of capital expenses to operational.
- 7 Savings in recreational facilities maintenance budgets; and community and youth activities programs.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 13. Financial Instruments

\$ '000

Recognised Financial Instruments

Initial Recognition and Measurement

Financial assets and financial liabilities are recognised when the Council becomes a party to the contractual provisions of the instrument. For financial assets, this is the date that the Council commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs except where the instrument is classified "at fair value through profit or loss", in which case transaction costs are expensed to profit or loss immediately. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Trade receivables are initially measured at the transaction price if the trade receivables do not contain a significant financing component.

Subsequent Measurement

Financial assets are subsequently measured at:

- amortised cost
- fair value through Other Comprehensive Income; or
- fair value through Statement of Comprehensive Income

Financial liabilities are subsequently measured at:

- amortised cost; or
- fair value through Statement of Comprehensive Income

Derecognition Impairment

Financial assets are derecognised when the contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred. Financial liabilities are derecognised when the related obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in Statement of Comprehensive Income.



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 13. Financial Instruments (continued)

\$ '000

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Carried at lower of cost and net realisable value; Interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 1.90% and 2.82% (2018: 2.53% and 2.82%). Short term deposits have an average maturity of 171 days and an average interest rate of 2.44% (2018: 233 days and 2.67%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables

Rates & Associated Charges

(including legals & penalties for late payment)

Note: These receivables do not meet the definition of "financial instruments" and have been excluded from the following disclosures.

Accounting Policy:

Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 18% (2018: 18%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables

Fees & Other Charges

Accounting Policy:

Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & Conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying Amount:

Approximates fair value (after deduction of any allowance).



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 13. Financial Instruments (continued)

\$ '000

Recognised Financial Instruments

Receivables

Other Levels of Government

Accounting Policy:

Carried at nominal value.

Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

Carrying Amount:

Approximates fair value.

Liabilities

Creditors and Accruals

Accounting Policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms & Conditions:

Liabilities are normally settled on 30 day terms.

Carrying Amount:

Approximates fair value.

Liabilities

Interest Bearing Borrowings

Accounting Policy:

Carried at the principal amounts. Interest is charged as an expense as it accrues.

Terms & Conditions:

Secured over future revenues, borrowings are repayable twice yearly; interest is charged at fixed rates between 3.935% and 6.62% (2018: 3.935% and 6.62%).

Carrying Amount:

Approximates fair value.

Liabilities

Finance Leases

Accounting Policy:

Accounted for in accordance with AASB 117.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
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2019

Financial Assets

Cash & Equivalents	20,814	-	-	20,814	20,814
Receivables	8,533	-	-	8,533	7,510
Other Financial Assets	90,424	-	-	90,424	90,424
Total Financial Assets	119,771	-	-	119,771	118,748

Financial Liabilities

Payables	21,971	-	-	21,971	21,971
Current Borrowings	699	-	-	699	699
Non-Current Borrowings	-	3,164	3,760	6,924	6,924
Total Financial Liabilities	22,670	3,164	3,760	29,594	29,594

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
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2018

Financial Assets

Cash & Equivalents	4,871	-	-	4,871	4,871
Receivables	6,356	-	-	6,356	5,477
Other Financial Assets	78,572	-	-	78,572	78,572
Total Financial Assets	89,799	-	-	89,799	88,920

Financial Liabilities

Payables	13,933	-	-	13,933	13,933
Current Borrowings	423	-	-	423	423
Non-Current Borrowings	-	1,952	2,672	4,624	4,624
Total Financial Liabilities	14,356	1,952	2,672	18,980	18,980

The following interest rates were applicable to Council's Borrowings at balance date:

	30 June 2019		30 June 2018	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	5.28%	7,623	5.85%	5,047
		7,623		5,047

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.



City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 13. Financial Instruments (continued)

\$ '000

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any allowance for doubtful debts. All Council investments are made in accordance with Council's Investing policy and Ministerial guidelines.

Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Ageing of past due receivables and the amount of any impairment is disclosed in the following table:

\$ '000	Notes	2019	2018
<u>Receivables</u>			
0 to 30 days overdue		5,354	3,602
31 to 90 days overdue		332	432
Greater than 90 days overdue		1,823	1,443
Impaired		1,024	879
Total		8,533	6,356

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor **currency risk** apply.

Liquidity Risk is the risk that Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

City of Darwin

Notes to and forming part of the Financial Statements

for the year ended 30 June 2019

Note 14. Commitments for Expenditure

\$ '000

Notes

2019

2018

(a). Capital Commitments

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Infrastructure	11,810	2,694
Plant & Equipment	44	-
Waste Management Services	718	-
	12,572	2,694

These expenditures are payable:

Not later than one year	6,178	2,694
Later than one year and not later than 5 years	6,394	-
	12,572	2,694

(b). Other Expenditure Commitments

Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

Audit Services	-	52
Waste Management Services	52,356	21,105
Other Debt Collection	849	-
Other Maintenance Contracts	2,994	4,319
Recreation	2,278	4,666
Electricity	-	811
Security Services	420	-
Other	199	140
	59,096	31,093

These expenditures are payable:

Not later than one year	14,342	13,136
Later than one year and not later than 5 years	40,099	14,198
Later than 5 years	4,655	3,759
	59,096	31,093

(c). Finance Lease Commitments

Council has no Finance Leases.

Note 15. Financial Indicators

Refer to "Finance Overview" in Annual Report.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 16. Operating Leases

\$ '000	2019	2018
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Leases Providing Revenue to the Council

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.

Leases commitments under all non-cancellable lease agreements, including those relating to Investment Property, are as follows:

Not later than one year	1,088	1,127
Later than one year and not later than 5 years	1,843	2,402
Later than 5 years	1,456	1,638
	4,387	5,167

Lease Payment Commitments of Council

Council has entered into non-cancellable operating leases for various items of property, plant and equipment.

Commitments under non-cancellable operating leases that have not been recognised in the financial statements are as follows:

Not later than one year	346	275
Later than one year and not later than 5 years	722	128
Later than 5 years	132	387
	1,200	790

Note 17. Superannuation

Council makes contributions to superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (9.50% in 2018/19; 9.50% in 2017/18). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 18. Interests in Other Entities

\$ '000

Council has no interest in any Equity Accounted Businesses such as Joint Ventures, Associates & Joint Operations.

Note 19. Non-Current Assets Held for Sale & Discontinued Operations

Council does not have any Non-Current Assets Held for Sale or any Discontinued Operations.

Note 20. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. REHABILITATION OF LANDFILL SITES

Council operates a land fill site at Shoal Bay giving rise to an obligation to rehabilitate the site in the future. Post closure and cell capping costs have been recognised as a liability and are disclosed in Note 8(c). The treatment of leachate liability has been excluded from the provision as environmental requirements and processes are under review and the liability cannot be reliably estimated.

2. OTHER CONTINGENT LIABILITIES

Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services. It is not practical to estimate the potential liability at this stage.

Council believes that it is appropriately covered for claims through its insurance coverage and does not expect any material liabilities to eventuate.

Note 21. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2019, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Certification of Financial Statements as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 29/10/19.

Council is unaware of any material or significant "non adjusting events" that should be disclosed.



City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 22. Related Party Transactions

\$ '000	2019	2018
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Key Management Personnel

The related parties of the Council include:

- the key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the Council directly and;
- spouses, children and dependants who are close family members of the KMP and;
- any entities controlled or jointly controlled by KMP or controlled or jointly controlled by their close family members

Transactions with Key Management Personnel

The Key Management Personnel of the Council include the Elected Members, CEO and certain prescribed officers under section 112 of the *Local Government Act 1999*. In all, 19 persons were paid the following total compensation:

(i) Total remuneration and allowances paid to Key Management Personnel during the year comprises:

Short-Term Employee Benefits	1,226	1,269
Termination Benefits	-	105
Elected Members Allowances	677	655
Total	1,903	2,029

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

(ii) Loans to Responsible Persons:

No loans have been made, guaranteed or secured by the Council to KMP during the reporting year.

(iii) Other Transactions:

Other than the amount paid as taxpayers or residents (e.g. rates, swimming pool entry fees, etc.) no other transactions have been made with KMP during the year.

(iv) Outstanding Amounts:

There are no outstanding amounts receivable or payable to/from the Council's KMP. Amounts less than \$1,000 have not been disclosed.

City of Darwin

Notes to and forming part of the Financial Statements
for the year ended 30 June 2019

Note 23. Equity - Retained Earnings and Revaluation Reserves Adjustments

\$ '000	2019	2018
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(a). Correction of Error/s relating to a Previous Reporting Period

Council made no correction of errors during the current reporting period.

(b). Voluntary Changes in Accounting Policies

Council made no voluntary changes in any accounting policies during the year.

(c). Changes in Accounting Standards

There were no changes in accounting standards that affected prior year balances during the year.

Note 24. Trust Funds

Trust Funds Held for Outside Parties

Security Deposits and Other	472	586
Darwin Waterfront Corporation	6	1
TOTAL TRUST FUNDS	478	587





Independent audit report to the Chief Executive Officer of City of Darwin

Opinion

We have audited the accompanying general purpose financial report of City of Darwin ("the Council"), which comprises the statement of financial position as at 30 June 2019, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the Chief Executive Officer's Statement.

In our opinion, the financial report of the City of Darwin is in accordance with the *Northern Territory Local Government Act*, including:

- (a) giving a true and fair view of the financial position of the City of Darwin as at 30 June 2019 and of the Council's performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Local Government (Accounting) Regulations*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

We are independent of the Council in accordance with the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the 'Code') that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Responsibility of the Chief Executive Officer and Those Charged with Governance for the Financial Report

The Chief Executive Officer of the Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Northern Territory Local Government Act* and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Chief Executive Officer either intends to liquidate the Council or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer.
- Conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive Officer and those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Merit Partners

Merit Partners

MunLi Chee
Director

DARWIN

29 October 2019



APPENDICES AND REFERENCES



SOUNDS@SUNSET, NIGHTCLIFF FORESHORE

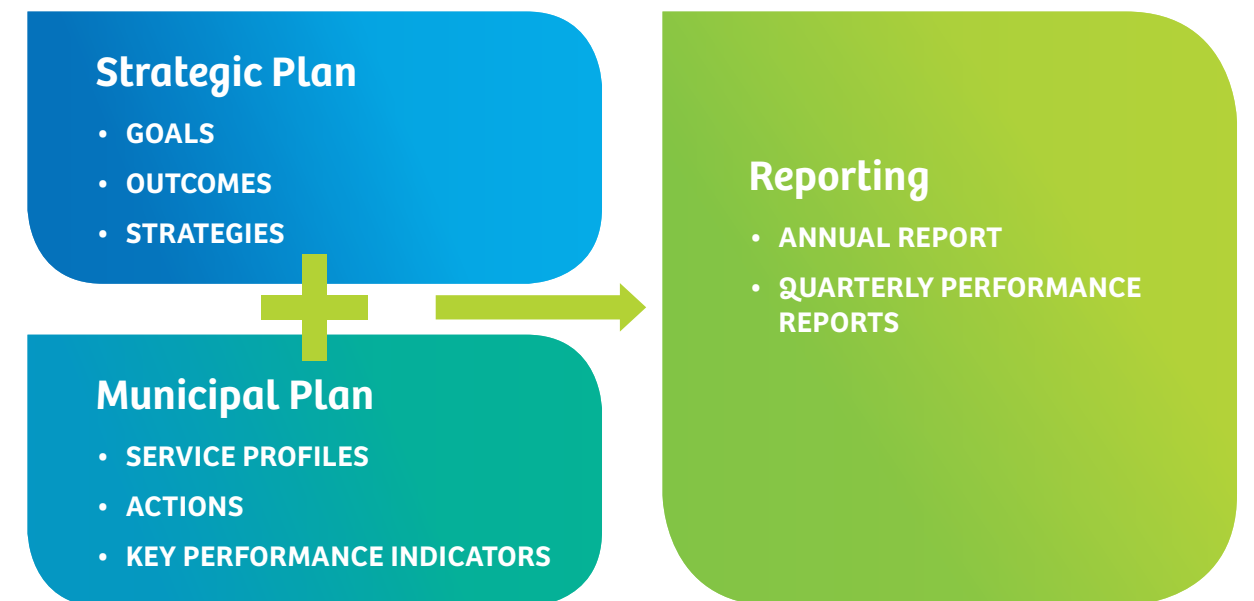


Appendix A – 2018/19 Municipal Plan performance

Progress against the *Evolving Darwin Towards 2020 Strategic Plan* is assessed through the annual municipal plan actions and key performance indicators.

Reporting on our success in delivering planned actions and key performance indicator results is outlined on the following pages.

The performance indicator legend can be found below.



ACTION LEGEND



On Track:
Action completed as planned



Monitor:
Action progress did not achieve desired result



Off Track:
Action was incomplete, cancelled or did not achieve desired result

KEY PERFORMANCE INDICATOR LEGEND



On Track:
Action completed as planned



Monitor:
Action progress did not achieve desired result



Off Track:
Action was incomplete, cancelled or did not achieve desired result

Municipal Plan Action Reporting

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Outcome 1.1 – Community inclusion supported		
Support, partner and deliver activities and events that benefit people with disability and seniors	Community Development	
Monitor the implementation of the City of Darwin Community Access Plan 2012-2017	Community Development	
Coordinate the Access & Inclusion Advisory Committee to ensure equity of access to Council procedures, services and facilities	Community Development	
Manage and implement the City of Darwin annual Community Grants Program	Community Development	
Deliver the City of Darwin Assertive Outreach Program to vulnerable members of the community	Darwin Safer City	
Manage and deliver the Safer City Support Services to retailers and residents	Darwin Safer City	
Broker partnerships that foster a safer community	Darwin Safer City	
Implement the Safer Vibrant Darwin Plan in partnership with stakeholders	Darwin Safer City	
Support and undertake advocacy to reduce adverse impacts of public intoxication on community life	Darwin Safer City	
Deliver policy and procedures that guide implementation of the Darwin Safer City Program	Darwin Safer City	
Outcome 1.2 Desirable places and open spaces for people		
Manage and maintain compliance with Council's On and Off-Street Parking Control Program	Regulatory Services	
Conduct routine patrols of public areas to ensure public facilities, parks and beaches are clean and safe	Regulatory Services	
Ensure compliance with Australian Road Rules, NT Traffic Regulations and Council by-laws	Regulatory Services	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Monitor and report instances of illegal alcohol consumption and associated activities to the appropriate authorities	Regulatory Services	
Manage and implement Council's animal management program	Regulatory Services	
Educate the community about their obligations in maintaining public safety and amenity under the by-laws	Regulatory Services	
Provide an after-hours emergency call-out service for dangerous dogs	Regulatory Services	
Undertake public places cleaning, including path, streetsweeping and litter collection services to maintain public amenities	Civil Works	
Outcome 1.3 Connected community through technology		
Implement the City of Darwin Digital Strategy	Information Technology	
Outcome 1.4 Improved relations with all levels of government and significant stakeholders		
Review and comment on all Northern Territory Development Consent Authority matters, in keeping with statutory and strategic requirements and community needs	City Planning	
Participate in working groups with the Northern Territory Government to implement strategic planning initiatives	City Planning	
Undertake land use planning to develop strategic plans and policy to influence the Northern Territory Governments Land Use Plans and Northern Territory Planning Scheme	City Planning	
Develop and manage developer contribution plans for infrastructure upgrading works, such as road works, stormwater drainage and social infrastructure	City Planning	
Undertake city wide social planning	City Planning	
Outcome 2.1 Improved access and connectivity		
Manage and maintain Council's road network	Civil Works	
Manage and maintain line marking and signage to all roads	Civil Works	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Manage and maintain Council's stormwater drainage infrastructure and network	Civil Works	
Construct, reconstruct and maintain footpaths, driveways, walkways and shared paths	Civil Works	
Undertake design for Council's annual capital works program including roads and stormwater design	Design	
Conduct urban traffic analysis and design of traffic management schemes	Design	
Coordinate design for Council's Roads to Recovery and Blackspot federal funding programs	Design	
Undertake traffic management investigations and formulate responses	Design	
Undertake stormwater drainage studies and identify future upgrading works required	Design	
Provide documentation for the technical aspects of construction	Design	
Deliver Council's reseal and traffic signals programs	Design	
Manage the operation and planning for City of Darwin on and off-street car parking facilities	City Parking	
Develop and implement Council's pricing strategy for on and off-street car parking facilities	City Parking	
Outcome 2.2 A sense of place and community		
Manage and deliver building maintenance services for Council's building assets	City Operations Maintenance	
Manage the removal of graffiti from Council-owned buildings	City Operations Maintenance	
Manage the delivery of Council's annual capital works program	Capital Works & Projects	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Provide project management services and advice across Council for all capital works projects	Capital Works & Projects	
Develop and annually review Council's capital works program and budget	Capital Works & Projects	
Develop and maintain developer contribution plans in accordance with the NT Planning Act	Development	
Develop, maintain and implement subdivision, redevelopment and minor development guidelines, standards, policies and procedures	Development	
Certify Final Approval Certificate and Northern Territory Planning Authority permit conditions	Development	
Investigate and provide technical advice on private and public civil works within Council property	Development	
Implement Council's street lighting replacement program	Street Lighting	
Maintain street lights across the municipality	Street Lighting	
Maintain Council's parks (including playgrounds), reserves, foreshores and sporting fields	Parks and Reserves	
Manage and maintain cemeteries including the installation of memorials and headstones and conduct interments	Parks and Reserves	
Maintain irrigation systems and deliver sustainable irrigation practices for Council's open spaces	Parks and Reserves	
Work with government, other organisations and community members to plant and maintain trees in urban forests	Parks and Reserves	
Outcome 2.3 Increased sport, recreation and leisure experiences		
Support, partner and deliver community events for families and children, including Children's Week	Family and Children's Services	
Manage the tenancy, lease renewals and stakeholder engagement for Council's community centres and child care centres	Family and Children's Services	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Deliver the Fun Bus program	Family and Children's Services	
Develop and conduct the Fun in the Parks school holiday program	Family and Children's Services	
Facilitate civic visits for school groups	Family and Children's Services	
Provide fun and games equipment for community access/use	Family and Children's Services	
Manage public libraries in the City, Casuarina, Nightcliff and Karama	Libraries	
Provide engaging educational and recreational programs for children, young people and families	Libraries	
Provide services and programs that satisfy the recreational and lifelong learning needs of the community	Libraries	
Provide access to information in a variety of formats including digital	Libraries	
Manage and maintain library collections	Libraries	
Provide safe welcoming community spaces	Libraries	
Develop and deliver community healthy lifestyle and recreation programs	Leisure and Events	
Manage recreation and leisure facilities, including Council swimming pools and sporting ovals	Leisure and Events	
Provide support and guidance to local sport and recreation associations and clubs	Leisure and Events	
Develop and implement the Youth Strategy for 2016-2021	Youth Services	
Coordinate and facilitate Council's Youth Advisory Committee	Youth Services	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Deliver LAUNCH recreation and leisure program	Youth Services	
Support, partner and deliver community events for young people by young people, including delivery of an annual major event	Youth Services	
Ensure youth-friendly opportunities, services and processes across Council	Youth Services	
Outcome 2.4 Economic growth supported		
Provide business advisory services to Council on matters such as investment property, business proposals and the use of Council property for commercial activities	Economic Development and Tourism	
Advise Council on Darwin's business, economic and tourist development and compliance in accordance with adopted policy	Economic Development and Tourism	
Negotiate the strategic purchase and disposal of land and property for Council	Economic Development and Tourism	
Implement the CBD Revitalisation Plan	Economic Development and Tourism	
Strengthen and enhance present and emerging international relationships that benefit the broader Darwin community, including Council's International Relations Program	Economic Development and Tourism	
Outcome 3.1 Council's carbon footprint reduced		
Coordinate the improvement of the environmental performance of Council's operations	Climate Change and Environment	
Outcome 3.2 Darwin community's carbon footprint reduced		
Manage and implement the City of Darwin Climate Change Policy and Action Plan 2011-2020 and associated plans	Climate Change and Environment	
Foster environmentally sustainable behaviour in the Darwin community	Climate Change and Environment	
Manage Council's response regarding legislation, government policy and land use strategy as it affects environmental management and climate change outcomes	Climate Change and Environment	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Advocate to the Northern Territory Government and comment on development applications to foster environmentally sustainable development	Climate Change and Environment	
Manage effective and efficient waste collection and recycling services striving towards waste minimisation and avoidance, and maximising resource recovery	Waste Management	
Develop and deliver education programs to the community and schools regarding waste minimisation and recycling	Waste Management	
Manage the Shoal Bay Waste Management Facility	Waste Management	
Plan effectively for Council's long-term waste and recycling services	Waste Management	
Outcome 3.3 Conserve and protect the Darwin Environment		
Monitor stormwater and waterway water quality	Climate Change and Environment	
Manage and implement the East Point Reserve biodiversity five-year plan (2014-2018)	Climate Change and Environment	
Manage Council's strategies for biodiversity and conservation management and environmental performance	Climate Change and Environment	
Outcome 4.1 Recognised key activities and events		
Deliver City of Darwin's annual major community events program	Leisure and Events	
Outcome 4.2 Community life rich in creativity		
Provide operational funding to Darwin Entertainment Centre	Darwin Entertainment Centre	
Plan for and manage the renewal of capital at the Darwin Entertainment Centre to ensure a safe and functional facility	Darwin Entertainment Centre	
Facilitate and support activities that promote public art and arts and cultural development	Arts and Cultural Development	
Manage and implement the City of Darwin Arts Plan 2015-2020	Arts and Cultural Development	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Facilitate and support activities that build capacity, skills and the professional development of artists	Art and Cultural Development	
Manage and implement the Darwin Public Art Pilot Plan	Arts and Cultural Development	
Outcome 5.1 Quality service		
Provide customer services and reception for the City of Darwin	Customer Experience	
Provide services for processing Council payments	Customer Experience	
Provide services for the use of Council facilities and the issue of related permits	Customer Experience	
Provide support to community organisations to deliver community-based events	Customer Experience	
Deliver the <i>Switching on Darwin</i> project	Smart Cities	
Develop Council's policy position / strategy for embedding smart city principles and practices across the whole of the Municipality	Smart Cities	
Work with the broader community to foster an environment to develop community applications that improve living in Darwin	Smart Cities	
Manage and implement Council's asset management strategy for computer hardware and software assets	Information Technology	
Deliver, maintain and support software applications and information systems to ensure the Council works effectively	Information Technology	
Manage Council's data security requirements, including data back-ups, data redundancy and high availability	Information Technology	
Outcome 5.2 Quality people		
Develop and implement a whole-of-Council workforce planning strategy including recruitment and selection, employee performance	People & Culture	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Manage effective employment processes in accordance with Council's Enterprise Agreement	People & Culture	
Manage industrial relations matters and implement solutions	People & Culture	
Develop and implement an organisation wide culture change program including a framework to build leadership capacity across Council	People & Culture	
Coach and support leaders, management and staff to assist in identifying and implementing initiatives that program positive culture change	People & Culture	
Provide recommendations to embed the organisational vision, values and expected behaviours such as Corporate Induction, Recruitment and Selection, policies and procedures	People & Culture	
Manage the City of Darwin Workforce Wellbeing Committee	People & Culture	
Develop and implement Council wide employee training and development opportunities including Corporate Induction and the graduate and traineeship program	People & Culture	
Implement and manage Council's Workplace Health and Safety Management System	Risk, Audit and Safety	
Outcome 5.3 Good governance		
Manage Council's compliance with statutory obligations for Council meetings, including by-laws	Governance	
Administer Council meetings and activities	Governance	
Manage and provide high-level executive support to the Office of the Lord Mayor and Chief Executive Officer and provide administrative support to Elected Members	Governance	
Develop and implement Elected Member, Chief Executive Officer and staff communication mediums	Governance	
Develop, manage and implement Council's Service Review Program	Strategy and Outcomes	
Manage Council's statistical profiles and analysis	Strategy and Outcomes	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Manage and implement Council's Performance Management Framework, including regular public reporting of performance against Council's Strategic and Municipal Plans and the Annual Report	Strategy and Outcomes	
Manage Council's Legislative Compliance Program and Policy Framework	Strategy and Outcomes	
Manage and implement Council's Strategic Planning Framework, including the development of Council's Strategic and Annual Plans	Strategy and Outcomes	
Coordinate the delivery of Council's community engagement program	Community Engagement and Participation	
Manage Council's online engagement platform	Community Engagement and Participation	
Plan for and undertake community engagement for Council activities	Community Engagement and Participation	
Embed and support the practice of community engagement through training and development, provision of advice and resources development	Community Engagement and Participation	
Develop and manage Council's social media platforms and websites	Communications and Marketing	
Manage and implement Council's Communications Strategy and develop an annual Communications Plan	Communications and Marketing	
Manage Council's reputation through effective media management strategies, public relations and marketing	Communications and Marketing	
Manage marketing and promotion of Council's brand, including sponsorship arrangements	Communications and Marketing	
Manage and implement a Council-wide Corporate Risk Management Framework, including strategic and operational risk assessments	Risk, Audit and Safety	
Develop, implement and manage Council's Control Self-Assessment Program	Risk, Audit and Safety	
Implement and manage Council's Internal Audit program	Risk, Audit and Safety	
Develop and maintain Council's Business Continuity Management Systems	Risk, Audit and Safety	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Develop and maintain Council's Emergency Response Plans	Risk, Audit and Safety	
Manage and provide administration for the City of Darwin Operations Centre	City Operations Maintenance	
Maintain business continuity plans to ensure Council's resilience to business interruption and disaster events	City Operations Maintenance	
Coordinate Council's Emergency Response Plan, including the Cyclone Plan	City Operations Maintenance	
Continually implement, review and improve records management services, policies and processes	Records and Information Management	
Administer and maintain Council's record-keeping system	Records and Information Management	
Manage Council's requests and compliance relating to Freedom of Information	Records and Information Management	
Provide staff training and development to ensure they are equipped to meet their record-keeping responsibilities	Records and Information Management	
Outcome 5.4 Effective Leadership and Advocacy		
Provide strategic and operational leadership to Council and the community	Chief Executive Officer, General Managers and Executive Manager	
Lead implementation of Council plans, policy and decisions	Chief Executive Officer, General Managers and Executive Manager	
Actively take part in the Executive Leadership Team to monitor and resolve organisation-wide and community issues	Chief Executive Officer, General Managers and Executive Manager	
Attendance at Council and Committee meetings	Chief Executive Officer, General Managers and Executive Manager	
Provide high-level support and coordination of Council's role on Council of Capital City Lord Mayors, Northern Australia Capital City Committee and Top End Regional Organisation of Council's	Governance	
Develop and implement a strategic approach to seeking external grants and Council recognition through awards	Strategy and Outcomes	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2018/19 RESULT
Outcome 5.5 Responsible financial and asset management		
Manage Council's revenue functions, including generation of Council's rates revenue	Financial Management	
Develop and implement a financially sustainable long-term financial plan, annual budget and quarterly budget reviews	Financial Management	
Manage and deliver on Council's annual statutory and financial reporting obligations	Financial Management	
Manage and provide advice on Council's borrowing and investments in accordance with adopted policy	Financial Management	
Develop and implement sound asset accounting practices	Financial Management	
Manage and monitor Council's payables processes in accordance with Council's procurement framework and payroll	Financial Management	
Develop and implement a Corporate Asset Management Strategy and asset management plans for infrastructure assets	Asset Management	
Maintain and update Council's register for infrastructure assets	Asset Management	
Develop Council's annual infrastructure renewal and replacement program and monitor implementation	Asset Management	
Undertake cyclic condition assessments of infrastructure assets	Asset Management	
Manage Council's heavy and light fleet	Fleet Management	
Purchase and dispose of vehicles and plant in accordance with replacement programs	Fleet Management	
Monitor fleet condition and level of usage	Fleet Management	
Provide preventative maintenance, repair and modifications to Council's fleet, ensuring compliance with safety regulations	Fleet Management	

Table 30 Municipal Plan Performance – Actions 2018/19

Municipal Plan KPI Reporting

2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Outcome 1.1 – Community inclusion supported						
Number of community groups or organisations provided with council support (e.g. community grants, fun and games, face painting, Gig Gear, staging)	Community Development	Internal Manual Data Collection	#	>55	115	
Level of community satisfaction with community services provided by City of Darwin	Community Development	Annual Community Satisfaction Survey	#	3.5	3.3	
Number of retailers/residents engaged with by Safer City Service	Darwin Safer City	Internal Manual Data Collection	#	120	166	
Number of service bridging referrals made for vulnerable people	Darwin Safer City	Internal Manual Data Collection	#	800	461 ¹⁰	
Outcome 1.2 – Desirable places and open spaces for people						
Community perception of safety in parks, reserves and public open spaces	Regulatory Services	Annual Community Satisfaction Survey	%	>60	31	
Community satisfaction with dog and cat control education programs	Regulatory Services	Annual Community Satisfaction Survey	#	3.3	3.2	
Number of City of Darwin/NTG policy interactions in relation to anti-social behaviour in public places annually	Regulatory Services	Internal Manual Data Collection	Trend	No change		

¹⁰ Data methodology amended in 2018/19 to only collect Assertive Outreach data whereby the interaction results in a referral to a partner Agency and no longer includes total daily interactions. Referrals were also down due to increased funding provided to Larrakia Nation who increased their mobile services.

2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Number of Regulatory Services community education and engagement activities undertaken	Regulatory Services	Internal Manual Data Collection	#	20	14	
Percentage of animals reunited with their registered owner	Regulatory Services	Internal Manual Data Collection	%	85	74	
Community satisfaction rating with the standard of litter collection from public areas	Civil Works	Annual Community Satisfaction Survey	#	>4	3.4	
Outcome 1.3 Connected community through technology						
Percentage of service desk requests closed against open requests	Information Technology	Service Desk Software Database	%	100	95	
Outcome 1.4 Improved relations with all levels of government and significant stakeholders						
Number of development applications received	Planning	Register of development applications received as maintained by Planning Services	#	>250	141	
Outcome 2.1 Improved access and connectivity						
Community satisfaction rating with the standard of road maintenance	Civil Works	Annual Community Satisfaction Survey	#	>4	3.3	
Community satisfaction rating with the standard of storm water drainage	Civil Works	Annual Community Satisfaction Survey	#	>4	3.8	
Community satisfaction rating with the standard of footpaths/shared paths	Civil Works	Annual Community Satisfaction Survey	#	>4	3.2	
Annual Design Program expenditure within budget	Design	Authority	%	100	95	



2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Total revenue generated by off-street car parks	City Parking	Authority	\$	2.5M	2.55M	
Total revenue generated by on-street car parks	City Parking	Authority	\$	2.6M	1.95M	
Outcome 2.2 A sense of place and community						
Annual Capital Works Program expenditure within budget	Capital Works & Projects	Authority	%	95	74	
Works permits processed within 10 working days	Development	Internal Manual Data Collection	%	>90	100	
Community satisfaction rating with the standard of maintenance of parks	Parks and Reserves	Annual Community Satisfaction Survey	#	>4	3.7	
Community satisfaction rating with the standard of recreational and leisure services such as sports ovals	Parks and Reserves	Annual Community Satisfaction Survey	#	>4	3.7	
Annual Street Lighting capital program expenditure within approved budget	Street Lighting	Authority	%	100	53	
Outcome 2.3 Increased sport, recreation and leisure experiences						
Total annual Fun Bus attendance	Family and Children's Services	Internal Manual Data Collection	#	6,500	17,123	
Total annual Fun in the Parks attendance	Family and Children's Services	Internal Manual Data Collection	#	1,000	1,701	
Number of school civic visits per year	Family and Children's Services	Internal Manual Data Collection	#	6	7	
Community satisfaction rating with library services	Libraries	Annual Community Satisfaction Survey	#	4.2	4.1	

2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Number of library visits per annum	Libraries	People Counters at each library	#	>500,000	450,000	
Number of items loaned per annum	Libraries	Library Management System	#	>300,000	458,000	
Community satisfaction with Council swimming pools	Leisure and Events	Annual Community Satisfaction Survey	%	>70	69	
Community satisfaction with recreation and leisure services	Leisure and Events	Annual Community Satisfaction Survey	%	>70	54	
Number of LAUNCH pop-up events per annum	Youth Services	Internal Manual Data Collection	#	4	10	
Percentage of 2018/19 planned actions achieved in Youth Strategy 2016-2021	Youth Services	Internal Manual Data Collection	%	85	85	
Number of advisory consultations provided by the Youth Advisory Group	Youth Services	Internal Manual Data Collection	#	4	6	
Outcome 2.4 Economic growth supported						
Occupancy rate of Council's commercially leased buildings	Economic Development & Tourism	Register of occupancy of Council's buildings maintained by Economic Development & Tourism	%	>80	85	
Outcome 3.1 Council's carbon footprint reduced						
Reduction in volume of greenhouse gas emissions from Council operations	Climate Change & Environment	Annual Greenhouse Gas Inventory (conducted by Planet Footprint)	tCO2-e	15% reduction	21.6	



2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Electricity generated through renewable energy	Climate Change & Environment	Annual Greenhouse Gas Inventory (conducted by Planet Footprint)	%	5	10	
Operational environment incidents reported internally	Climate Change & Environment	Register of environmental incidents maintained by Climate Change & Environment	# incidents	0	0	
Outcome 3.2 Darwin community's carbon footprint reduced						
Percentage of community satisfied with the wheelie bin collection service	Waste Management	Annual Community Satisfaction Survey	%	90	73	
Total volume of waste disposal to landfill per Darwin household (collection and transfer station)	Waste Management	Mandalay System	Trend	Decreasing	0.24	
Outcome 3.3 Conserve and protect the Darwin Environment						
Community satisfaction with Council's priority for leading and advocating for the sustainability and protection of our environment and lifestyle	Climate Change & Environment	Annual Community Satisfaction Survey	%	60	55	
Outcome 4.1 Recognised key activities and events						
Percentage of community satisfied with community events delivered by the City of Darwin	Leisure and Events	Annual Community Satisfaction Survey	%	>50	48	
Outcome 4.2 Community life rich in creativity						
Level of community satisfaction with Arts and Cultural Activities	Arts and Cultural Development	Annual Community Satisfaction Survey	#	3.5	3.4	



2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Number of arts/ artists facilitated and supported	Arts and Cultural Development	Internal Manual Data Collection	#	2 art activities 10 artists	3 art activities 17 artists	
Annual expenditure for the Darwin Entertainment Centre within approved budget	Darwin Entertainment Cent	Authority	%	100	85	
Outcome 5.1 Quality service						
Community satisfaction rating with quality of front counter customer service	Customer Experience	Annual Community Satisfaction Survey	%	90	58	
Community satisfaction with contact made with Council	Customer Experience	Annual Community Satisfaction Survey	%	70	56	
Switching on Darwin project completed by 29 May 2019	Smart Cities	Internal Manual Data Collection	%	100	100	
Development of a Smart City Policy / Strategy by June 2019	Smart Cities	Internal Manual Data Collection	%	100	100	
Outcome 5.2 Quality people						
Annual staff turnover rate	People & Culture	Authority / People and Culture	%	<20	20	
Percentage of male staff	People & Culture	Authority	%	50	55	
Percentage of female staff	People & Culture	Authority	%	50	45	
Number of workshops delivered across Council to support capacity building and change management	People & Culture	Internal Manual Data Collection	#	6	0	

2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Number of activities delivered supporting implementation of culture, in particular the Organisation Vision, Values and expected behaviours	People & Culture	Internal Manual Data Collection	#	6	0	
Outcome 5.3 Good governance						
Overall community satisfaction with the City of Darwin	Governance	Annual Community Satisfaction Survey	%	>70	53	
Percentage of Council decisions actioned	Governance	Internal Manual Data Collection	%	>90	99.2	
Community satisfaction that Council's vision and goals are clear and communicated to the Darwin municipality	Strategy & Outcomes	Annual Community Satisfaction Survey	%	65	18	
Percentage of 22nd Council term policy review complete in 2018/19	Strategy & Outcomes	Internal Manual Data Collection	%	25	20	
Percentage of community who find out about Council matters via Council's website	Communications and Marketing	Annual Community Satisfaction Survey	%	>20	10	
Number of website hits per annum	Communications and Marketing	Drupal Website Data	#	>450,000	942,633	
Increase in the number of followers on Facebook	Communications and Marketing	Facebook Analytics	%	30	30.1	
Number of media releases with positive media coverage	Communications and Marketing	Internal Manual Data Collection	%	>80	100	
Percentage of community satisfied that Council consults with the community sufficiently	Engagement and Participation	Annual Community Satisfaction Survey	%	>60	17	



2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Number of community engagement activities undertaken annually	Engagement and Participation	Engage Darwin	#	>25	17	
Number of people registered for Council's engagement program	Engagement and Participation	Engage Darwin	#	>100	1,140	
Percentage of operational risk assessments reviewed annually and adopted by the Risk Management & Audit Committee	Risk, Audit and Safety	Internal Manual Data Collection	%	100	0	
Percentage of Council's annual Internal Audit Plan delivered	Risk, Audit and Safety	Internal Manual Data Collection	%	100	75	
Percentage of the control self-assessment actions reviewed annually	Risk, Audit and Safety	Internal Manual Data Collection	%	100	0	
Workplace Health and Safety Management System Policy and Standards reviewed annually	Risk, Audit and Safety	Internal Manual Data Collection	%	100	0	
Percentage of reported workplace health and safety incidents that become lost time claims	Risk, Audit and Safety	Internal Manual Data Collection	%	< last year	Decreasing Trend	
Annual simulation of a cyclone event	City Operations Maintenance	Internal Manual Data Collection	%	100	100	
Percentage of Freedom of Information requests responded to within required timeframes	Record and Information Management	Internal Manual Data Collection	%	100	100	

2018/19 MUNICIPAL PLAN INDICATOR	SERVICE PROGRAM	DATA SOURCE	UNIT	2018/19 TARGET	2018/19 RESULT	
Outcome 5.4 Effective Leadership and Advocacy						
Quarterly Performance Reports delivered annually	Strategy & Outcomes	Interplan	#	4	0	
Outcome 5.5 Responsible financial and asset management						
Percentage of rate debtors outstanding	Financial Management	Authority	%	<5	4.5	
Financial statements meet statutory and audit requirements	Financial Management	Internal Manual Data Collection	%	100	100	
Budgeting and Long-Term Financial Plan meets statutory requirements	Financial Management	Internal Manual Data Collection	%	100	100	
Investments comply with policy and statutory requirements and are reported monthly	Financial Management	Internal Manual Data Collection	%	100	100	
Annual Fleet Program capital expenditure within budget	Fleet Management	Authority	%	90	55	
Condition surveys undertaken in accordance with Corporate Asset Management Plan	Asset Management	Internal Manual Data Collection	%	100	100	
Percentage of buildings compliant with fire protection regulations	City Operations Maintenance	Internal Manual Data Collection	%	100	100	

Table 31 Municipal Plan Performance – KPIs 2018/19

Appendix B – Legislative compliance

Section 199 of the *Local Government Act 2008* and Section 33 of the Local Government (Accounting) Regulations require Council to report to the Minister on its work during the 2018/19 financial year, on or before 15 November 2019. Once the report has been delivered to the Minister, City of Darwin will publish the report on Council's website and makes copies of the report available at the Civic Centre, Harry Chan Avenue Darwin and Libraries located at the Civic Centre, Casuarina, Nightcliff and Karama.

The City of Darwin Annual Report complies with legislation as outlined in table 32 below.

LEGISLATIVE REQUIREMENT		PAGE
Local Government Act 2008		
131(2)(a)	Revenue and Expenditure	137
131(2)(b)	Assets and Liabilities	137
131(3)	Annual Financial Statement (conforming to accounting standards and other legislative requirements)	137
132(a and b)	Financial Statement audited no later than 15 November 2019	137
199 (2)	Audited Financial Statements	137
199 (3)	Performance Report against the Municipal Plan	189
Local Government (Accounting) Regulations 2008		
15(1)(a)	Compliance to Accounting Standards	137
15(2)(a)	Details of rates levied	137
15(2)(b)	Grants and Subsidies received	137
15(2)(c)	Reserves	137
15(2)(d)	Nature and purpose of each function in accordance with the ABS Local Government Purpose classification (assets, income and expenditure)	137
15(2)(e)	Budget versus actual comparison (assets, income and expenditure) by function	137
15(3)	Financial year comparison and previous year comparison (income and expenditure)	137
16	CEO certification of financial statements	139

Table 32 Annual Report Legislative Compliance



Appendix C –Australasian Reporting Awards (ARA) (www.arawards.com.au, 2019)

City of Darwin has been submitting its Annual Report to the Australasian Reporting Awards (ARA) since 2010 in the General Award – Public Sector Category.



ARA has been assessing the standards of annual reports across both public and private sectors since 1950. It is not a competition, but a benchmarking tool against which organisations’ Annual Reports are assessed. Depending on the extent to which the criteria is met, organisations are awarded a Gold, Silver or Bronze Award, or no award. ARA criteria is based on world best practice and categorised as General Awards (public and private sector), Sustainability Reporting Awards and Special Awards for Excellence in Governance, Communication, Work Health and Safety, Online and Integrated reporting. The ARA awards are open to organisations in Australia, New Zealand and the Asia-Pacific Region and beyond.

City of Darwin is celebrating six consecutive years of Gold Awards and aims to maintain this standard into the future. Our award history is outlined below.

2010 - No Award 2011 - No Award



ARA Criteria

There are six criteria that Council must meet to demonstrate achievement of the ARA criteria. City of Darwin’s ability to demonstrate achievement of the ARA criteria is outlined in the table below.

1.
Overview of the organisation, its context and objectives

2.
Review of operations or activities with a focus on progress toward achieving objectives

3.
Coverage of the organisation's governance approach, and its effectiveness

4.
Coverage of the organisation's human resources management approach and effectiveness

5.
Details and analysis of financial performance and financial statements

6.
Presentation and navigation

ARA CRITERIA	PAGE
1. Organisational context and objectives	
1.1 Objectives / purpose of the report	6
1.2 Year in review (Lord Mayor and Chief Executive Officer)	10-13, 26-27
1.3 Council history and profile	28-33
1.4 Vision, Mission, Purpose, Values	5,64-65
1.5 Objectives and key strategies	64-129
1.6 Overview of 2018/19	16-21
1.6 (a) Summary progress towards achievement of objectives and outcomes, including highlights and challenges	34-39
1.6 (b) Important outlook issues for next year / the future	64-129
1.7 Events that impacted	22-25, 36-39, 64-129
1.8 Performance Measures and indicators, financial indicators min two years and percentage changes (must have clear statements explaining performance)	18-21, 35-39, 134



ARA CRITERIA	PAGE
2. Review of operations or activities with a focus on progress towards achieving objectives	
2.1 Analysis of financial and non-financial results, including concise financial report	18-21, 130-187
2.2 Council's operating environment, including strategic risk and how it changes over time	123
2.3 Sustainability – discussion of social, economic and environmental impacts of operations and actions to improve performance	64-129
2.4 Details of significant continuous improvement, organisational transformation or quality management / standards adopted, external reporting frameworks used including comment on financial and non-financial benefits or outcomes achieved.	55-57, 119
2.5 Key issues for research and development and technology and innovation	N/A
2.6 Impact of significant changes to government policies	111-114
2.7 Discussion of social, economic and environmental impacts of operations, and actions taken to improve performance	64-129
2.8 Disclosure of allied organisations including subsidiaries, other related entities, formal partnerships and joint ventures	112
2.9 Strategic outlook for the organisation, including internal and external factors expected to impact products, services, results, stakeholders in the next reporting period and the future	40-41, 111-114
2.10 Stakeholder/shareholder information and engagement, including description of key stakeholders, stakeholder engagement strategies and significant changes	118
2.11 Comment on significant media coverage of the entity, including the top issues attracting the most coverage, the organisation's view of the coverage and any impacts or changes as a result of the coverage.	119
2.12 A summary of key information and performance for each division or major service or location and outlook for the future	64-129, 179-210
3. Review of operations or activities with a focus on progress towards achieving objectives	
3.1 An overview of the governance framework, policy and practices, including committee structures, audit committee membership and summary of findings for the year, codes of ethics/conduct, risk management, disclosure of governance performance, including a statement as to any breaches and/or corruption	42-57, 110-129
3.2 The legal form of incorporation/legislative basis for the organisation including key statutes under which the organisation operates e.g. company laws, environmental laws, fundraising laws, special tax concessions, etc.	6, 201
3.3 The Board of Directors/governing body - including photos, experience, qualifications, terms of appointment, and commentary on board diversity and development	14-15, 43-54
3.4 Senior executives - including individual or collective photos of executives, their experience, responsibilities and qualifications and key changes in roles or personnel during the year	55-57

ARA CRITERIA	PAGE
3.5 Measurement and disclosure of all forms of remuneration and benefits to members of the governing body and senior executives of the entity as well as related parties	52-54
3.6 The organisation or corporate structure	55-57
3.7 Approach to and activities undertaken for developing, monitoring and reviewing corporate strategy and culture	64-129, 179-210
3.8 Results or progress commentary addressing investigations into the governance or conduct of the entity	121-122
3.9 Privacy practices and data handling, including applicable legislation, the number and type of breaches and corrective actions taken	121-122
3.10 Project governance for major projects, including comment on frameworks used, applicable standards and internal/external oversight	111-114
3.11 Approach to human rights and how the organisation identifies, prevents, mitigates and redresses adverse human rights impacts.	5
4. Coverage of the organisation's Human Resources management approach and effectiveness	
4.1 Key HRM strategies implemented by the entity (diversity and inclusion, productivity, recruitment and retention, bullying and harassment, continuous employee training and development) and comment as to their effectiveness	58-63
4.2 Workforce statistics (covering permanent/temporary/ casual and contracted staff) including headcount, EFT, diversity data, remuneration by level/classification/gender, explanation of significant changes in data	59
4.3 Extent of fulfilment of legal obligations including equal employment opportunity, wages and superannuation, and national employment standards/awards/enterprise agreements as applicable	58-63
4.4 Workplace health and safety (WHS) governance arrangements and performance, including comprehensive injury and illness data, disclosure of most significant and frequently occurring hazards and approach used to manage the hazards and comment on the effectiveness of those approaches	62
4.5 Volunteers, including the number, their contribution, impact and strategies to engage and recognise them.	N/A ¹¹
5. Details and analysis of financial performance and financial statements	
5.1 A balance sheet	139
5.2 A statement of financial position as at the end of the period	139
5.3 A statement of profit or loss and other comprehensive income for the period	139
5.4 A statement of changes in equity for the period	139
5.5 A statement of cash flows for the period	139

¹¹ Date relating to volunteers is not coordinated across Council. Library Services, Community Services, International Relations are all services that access community volunteers.



ARA CRITERIA

PAGE

5.6 Notes, cross referencing the statements and comprising significant accounting policies and other explanatory information, conforming with Accounting Standards appropriate to International Financial Reporting Standards or Australian or New Zealand equivalents	145
5.7 Signed statements from the governing body and key executives	139
5.8 A signed auditors report, as applicable	186-187
5.9 Statistical summaries including key financial performance indicators and ratios, with explanations, covering at least five (5) years, where possible.	134-136
6. Presentation, communication and navigation	
6.1 A table of contents and an index	7
6.2 A table of definitions and/or a glossary of terms	218-219
6.3 Design features that help readers engage with and understand the report (regardless of whether the report is submitted in hardcopy/PDF/HTML) such as graphics, charts, font size, white space and identifiable sections	All
6.4 The locations of major activities - include maps (where appropriate), physical addresses, full contact information including telephone, email and social media	All
6.5 A calendar of major events	26-27
6.6 General conformance to the ARA Submission Guide	All
6.7 How to obtain the report or further information through alternative and accessible means	Website
6.8 Effective navigation and presentation if the report is entered in PDF or HTML formats: PDF Clickable contents and index. Clickable internal cross referencing, external links referenced in report. URL link to PDF/flip book is correct or publication is easy to find on the organisation's website. The size of the file allows fast downloading. PDF/flip book is cross/multi browser compatible	All

Table 33 ARA Criteria

Appendix D –Index of tables, graphs and figures

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Acronyms

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
AFL	Australian Football League	LFTP	Long Term Financial Plan
AFL NT	Australian Football League Northern Territory	LGPro	Local Government Professionals Organisation
ALA	Atlas of Living Australia	LGSCN	Local Government Safer Cities Network
CBD	Central Business District	NAIDOC	National Aborigines and Islanders Day Observance Committee
CEO	Chief Executive Officer	NT Government	Northern Territory Government
CoD	City of Darwin	MOU	Memorandum of Understanding
CDU	Charles Darwin University	PCBU	Person Conducting a Business or Undertaking (reference included in Work, Health and Safety Act)
CSIRO	Commonwealth Scientific and Industrial Research Organisation	RAP	Reconciliation Action Plan
CV	Curriculum Vitae	Rd	Road
DIPL	Department of Infrastructure, Planning and Logistics	RDH	Royal Darwin Hospital
EYLF	Early Years Learning Framework	St	Street
FINA	Federation Internationale (International Swimming Organisation)	STEAM	Science, Technology, Engineering, Arts and Maths
HRM	Human Resource Management	TIO	Territory Insurance Office
Hwy	Highway	TRAC	Tree Re-establishment Advisory Committee
ICAC	Independent Commissioner Against Corruption	VET	Vocational Education and Training
ICT	Information and Communications Technology	WHS	Work, Health and Safety
ISR	Industrial Specialist Risk	YMCA NT	Young Men's Christian Association, Northern Territory
IT	Information Technology		
LED	Light Emitting Diode		

Glossary

A	Aboriginal.....70,173	K	Key Performance Indicator (KPI).....6,38,134,136,189
Access and Inclusion.....47,67		L	Larrakia.....4,30,82,202
Alderman.....14-15,45-54,123		LAUNCH.....26-27,73-74,78,205	
Animal Management.....27,76,114,191		Local Government Act.....6,43-45,52,54,113,120,123,129,146-147,184,186,211	
Arts and Cultural Development.....47,63,196-197,206-207		M	Mission.....64
B	Biodiversity.....35,99,196	N	Northern Territory Government.....10,13,23,72,75,79,82,85-86,92,109,111,113,115-116,131-132,152,191,196,218
Bombing of Darwin.....27,30,37-38,47,104,116		P	Playground.....23,27,36-37,67,75,82,85,95,122,124-125,193
C	CBD Parking.....35-36,76	Professional Development.....52,54,63,197	
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