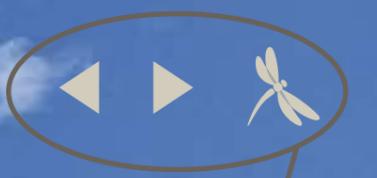




City of Darwin
ANNUAL REPORT 2016/17

FRONT COVER: Mindil Beach by Nathan Lewis
INSIDE COVER: Vestey's Beach by Elizabeth Szegedi



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THE DRAGONFLY WILL BRING YOU
BACK TO CONTENTS PAGE



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

ACKNOWLEDGEMENT

City of Darwin acknowledges the Larrakia people as the Traditional Owners of all the land and waters of the Greater Darwin region. To the Larrakia, Darwin is known as Garramilla. The original language of the Larrakia is Gulumirgin (pronounced Goo-loo-midgin).

Often referred to as 'Saltwater People', the Larrakia lived, loved, birthed, hunted and survived a life on pristine coastal and inland areas. Established 'song lines' connecting Larrakia people to Country penetrate throughout their land and sea allowing stories and histories to be told and retold for future generations.

The Larrakia culture and identity is rich and vibrant. Larrakia are proud of their culture and history and work hard to maintain their links to Country and ancestors.



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TO HEAD TO OUR WEBSITE

About the ANNUAL REPORT

*City of Darwin Council
is proud to present the
City of Darwin Annual
Report for 2016/17.*

This report outlines the City of Darwin's performance over the 2016/17 financial 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 for the future to ensure we remain on track to deliver on our year 2020 vision.

The Annual Report is Council's primary tool for reporting to our community and stakeholders on the diverse range of services delivered on an annual and daily basis. It is a vital part of our overall governance framework and commitment to transparency and accountability.

Our community and stakeholders include; Darwin residents and ratepayers, local business owners, potential investors, community groups, government agencies, funding bodies and current and future staff.

In accordance with the *Local Government Act*, Council must present an Annual Report to the Minister by 15 November each year. The Annual Report must include a copy of 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.

Our Annual Report objectives are to:

- Communicate our vision and strategic direction to the community
- Report on our performance in delivering the *Evolving Darwin Towards 2020 Strategic Plan* and 2016/17 Municipal Plan
- Instill 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
- Market Council as an employer of choice for future staff
- Meet statutory obligations under the *Local Government Act* and *Local Government Accounting Regulations*.

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Vision & GOALS



Through its leadership City of Darwin is committed to evolving with a united purpose to achieve the Council’s vision for the future.

East Point Reserve



Financial SNAPSHOT

The following is a snapshot of the financial results for 2016/17. For more detail refer to the Financial Management Overview and Annual Financial Statements found on pages 36 and 200.

\$1.0 Billion total assets

Including roads, buildings, parks and community assets

\$107.4M revenue

63% of revenue received from rates, 9% from grants and subsidies and 18% for user charges

\$109.8M expenses

45% materials and contracts, 29% employee costs, 27% depreciation costs

\$31.4M capital expenditure

Bicentennial Park Play Space, significant progress on the Parap Pool Redevelopment Project, Solar PV projects, playground shade structures, Shoal Bay Waste Management Facility

103.5% of annual expenditure within budget

Service SNAPSHOT

In responding to the community needs, City of Darwin provides numerous services, projects and programs. The following is a snapshot of where Council spent its money in 2016/17.

\$16.0 Million waste management

Provided domestic and commercial waste services and the Shoal Bay Waste Management Facility

\$15.5M maintaining parks and reserves

\$7.5M roads maintenance

\$3.71M Library services

\$1.6M recreation and leisure activities

\$772K community development projects and services

\$567K Climate Change and Environment initiatives and programs

\$582K Community events program

Messages from the LORD MAYORS



I'm pleased to be given the opportunity to provide an opening message in City of Darwin's Annual Report for 2016/17. During the year I'm proud to report that City of Darwin Elected Members and staff continued to focus on working collaboratively with our community and stakeholders to deliver many exciting and progressive initiatives, key infrastructure and programs for the benefit of Darwin.

2016/17 marks the last full financial year of the 21st Council of the City of Darwin with the next local government election scheduled to take place in August 2017.

This Annual Report provides an opportunity to reflect on our achievements during the term in delivering on Council's vision for a tropical liveable city that creates opportunity and choice for our community.

21st Council achievements include:

- Developed and launched the Darwin Safer City Project and secured funding to implement a two (2) year public activation program, Faces in Spaces
- Significant progress on the Parap

Pool Redevelopment project with completion scheduled for December 2017

- Delivered the Darwin Digital Hub aimed at providing digital literacy programs to the community
- Engaged with Darwin's youth in activities such as Midnight Basketball and the Youth Advisory Committee
- Adopted the Darwin City Centre Master Plan and delivered projects including Tamarind Park and the Bicentennial Play Space
- Major road reconstructions including the Lee Point Road Duplication Project, Cavenagh Street, The Esplanade Redevelopment and Knuckey Streets
- Concept, design and delivery of the Nightcliff Café
- Adoption of a city wide playground shading project
- Solar PV program with the implementation of solar power generation system at Casuarina Library, which covers 50% of daily electricity usage by the Library
- Adoption and implementation of the Council's Coastal Erosion Management Plan including upgrades to Nightcliff Foreshore and construction of sea walls in Nightcliff
- 75th Anniversary of the Bombing of Darwin Day Commemorative Service
- New City of Darwin website and open data portal

Challenges

During the year, Council acknowledged the importance of the external environment on how it plans for the future. In the lead up to 2016/17 Darwin experienced limited population growth with an estimated population growth of less than 1%. Population growth

impacts on future rates income and as a result Council adopted a reduced rate increase in 2016/17 of 2.75%

We also had the challenge of conducting business with two (2) less Elected Members during the year following the resignations of Alderman Kate Worden and Alderman Allan Mitchell. As the next general election was scheduled to be held within a 12 month period Council resolved to not conduct a by-election to fill the vacant positions.

2017/18 is shaping up to be a busy and exciting year. The Northern Territory local government general elections took place in August 2017, with a new Lord Mayor elected.

I would like to take this opportunity to thank my fellow Elected Members for working with me to develop our tropical, liveable city for the Darwin community and wish them well. I also convey my congratulations to those elected at the August 2017 local government elections.

Finally, I would like to thank the Chief Executive Officer and Council staff and our key stakeholders for their continued commitment and dedication to our city. I would also like to especially thank our many wonderful volunteers for their assistance in delivering Council projects and events throughout the year.

I have been proud to have represented the City for the 21st Council of the City of Darwin.

Katrina Fong Lim
FORMER LORD MAYOR



This annual report provides me with an opportunity to recognize the good work undertaken by the 21st Council of the City of Darwin and outline some directions for the future.

The 21st Council commenced and delivered some exciting projects in 2016/17.

During the year, Council invested over \$4.4M in Parap Pool Redevelopment Project. Matched funding from the Australian Government and \$5M from the Northern Territory Government brings the total cost of this project to over \$15M. The project will deliver a Federation Internationale De Natation (FINA) compliant facility with a 50m competition pool, 25m multi-purpose pool and a range of community elements aimed at improving the training, leisure and recreation needs of the Darwin community and northern Australia region.

February 2017 saw the commemoration of the 75th anniversary of Bombing of Darwin Day. Veterans, civilians, their families and the community participated to ensure the legacy of this important part of Darwin's history continues through the generations.

In 2016/17, City of Darwin undertook design work in preparation for the Cavenagh and Bennett Street intersection upgrade. The project, funded with \$1M from the Northern Territory Strategic Local Roads Grants Program will improve road

safety and reduce traffic congestion in the city centre. The project is scheduled to commence in November 2017.

Major improvements continued at the Shoal Bay Waste Management Facility to improve the environmental management of the site and included the construction of two new leachate storage basins and an additional lined cell.

Projects contributing to the continued reduction of Council's carbon footprint included the completion of two new photo voltaic systems (solar panels) at the Nightcliff and Casuarina Pools.

Playgrounds across the city became more sun safe for our children and families as Council continued to implement the Playground Shade Program. A total of 50 playgrounds have now been shaded including playgrounds at Rapid Creek Park, Muirhead Park, Duke Street Park, Nightcliff Foreshore and Bagot Oval to name a few.

In line with the City of Darwin Digital Strategy, adopted in 2016, Council's website was upgraded. This aims to provide Council with improved communication and information sharing tools regarding services delivered to the community and the projects we undertake. In addition, in June 2017, Council adopted an Open Data Policy. The policy outlines the principles that will guide the development of Council's Open Data Portal in 2017/18.

The Midnight Basketball Tournament was delivered again 2016/17. The innovative social inclusion program which has run over two (2) years combines sport and education into a fun and disciplined program aimed to link around 60 at-risk young people and the general community into a Saturday night basketball competition. City of Darwin was awarded the prestigious Northern Territory Human Rights Award, the 'Fitzgerald Youth Award' for this program.

Our ongoing services such as libraries, waste management, building maintenance, regulatory services, road and pathway construction, parks and reserves, recreation services, and community development, to name a few, continued to provide quality services and opportunities for our community.

Towards 2020

In 2017/18 we will continue to deliver programs and projects that ensure we progressively achieve our vision for a tropical, liveable city that creates opportunity and choice for our community.

A \$21.6M capital works program will establish the foundations for the 22nd Council in progressing the vision of Darwin.

\$1.8M has been allocated towards Dinah Beach Road to provide an essential link in Council's broader road network linking the Stuart Highway with Tiger Brennan Drive

A pilot of the new Leachate Treatment System at the Shoal Bay Waste Management Facility will cost \$1.0M. The pilot will ensure Council is able to implement a system in the longer term that provides value for money, ongoing environmental sustainability and is a best practice model for leachate treatment in tropical Australia

In addition, our focus will be on ensuring that we demonstrate strong leadership as a Council and working collaboratively with the Chief Executive Officer and staff to make Darwin a better place to live. Council will work to bring the CBD back to life through the City Centre Revitalisation Project and strengthening relationships with the Australia Government and Northern Territory Government.

The first few months have seen much hard work in progressing reviews of key community issues. We will ensure the outcomes of those reviews focus on efficient service delivery and best value for the people of Darwin. I look forward to working with my fellow Elected Members, the Chief Executive Officer and staff for a better Darwin.

Kon Vatskalis
LORD MAYOR



Message from the CHIEF EXECUTIVE OFFICER



I am proud to present the 2016/17 Annual Report for the City of Darwin. City of Darwin delivers outstanding results for its ratepayers and the broader community of our city.

2016/17 proved to be another busy and productive year for Council and this report demonstrates our achievements and accounts for our performance during the year.

What can be garnered from this report is the passion that our people and community have for the environment, economy, culture and diversity that makes Darwin a tropical, liveable city that creates opportunity and choice for our community.

Achievements

To deliver quality services to the community, in 2016/17 more than \$3.7M was spent on library services, \$3.1M on roads, \$15.5 on parks and reserves, \$1.7M on pathways, \$2.2M on recreational and leisure activities, and over \$1.3M delivered through sponsorships, grants and operating subsidies. Council continued to maintain and develop the \$1.0B of community assets and infrastructure.

We delivered a \$31.4M capital works program, including \$8.0M towards the construction of the Parap Pool Redevelopment Project and over \$7.7M on the Shoal Bay Waste Management Facility including the construction of Cell 5.

We delivered a \$31.4M capital works program, including the \$3.6M Esplanade reconstruction and over \$4M in environmental management works at the Shoal Bay Waste Management facility.

Of utmost success in 2016/17 was the continued delivery of Darwin City Centre Master Plan projects with the completion of the \$1.0M Bicentennial Park Play Space. In addition, the Northern Territory Government committed to Barneson Boulevard demonstrating a whole of government commitment to the delivering on the plan and longer term vision for the City. Master Plan projects will remain a focus on Council's capital works plan for years to come.

Council's recognition as an open, transparent and accountable public entity was again recognised in 2016/17 by the Australasian Reporting Awards. The City of Darwin 2015/16 Annual Report won a gold award for the fourth year in a row, reflective of the dedication to continuously improving our planning and performance framework and processes.

Community Engagement

Engaging and consulting with our community has remained a key focus for Council during 2016/17. As outlined on page 54, during the year Council conducted around 40 engagement activities. Level 1 engagement (inform)

activities included informing the community of new policy positions or project phases. Level 2 engagement (consult) included robust engagement on projects such as the Bicentennial Park Play Space and Parap Pool Redevelopment Project, playground upgrades and a variety of capital works projects.

Having a shared view with our community on Council's engagement roles and responsibilities continues to be a challenge. In 2016/17, we adopted a revised Community Engagement Policy, including our approach to social media in order to seek new or improved ways of creating open and honest conversations with our community.

Culture Development

Our 349 employees are our most valued asset. Attracting and retaining a diverse and capable staff is essential to the continuing delivery of our quality programs and services. In 2016/17 City of Darwin continued its organisational leadership and culture development program with a focus on the organisation becoming a high performing capital city valued by its community. Significant achievement with this program was the organisation restructure which commenced in early 2017 with full implementation effective 1 July 2017. I look forward to continuing

this program in 2017/18 in order to ensure we are the highest performing workforce we can be, focussing on value delivery for our community.

Financial Performance

City of Darwin prepares a rolling Long Term Financial Plan (LTFP) covering a period of ten years. The key objective of the LTFP is to achieve financial sustainability in the medium to long term whilst achieving Council's strategic objectives. I am very pleased that our audited financial statements show we are successfully achieving this objective despite a deficit of \$2.5M

Looking Ahead

2017/18 will see one of Council's largest capital projects come to fruition. The \$15.4M Parap Pool redevelopment project commenced on 26 September 2016 and will be a facility for recreational and leisure use, catering for all members of the community and swimmers of all abilities. The new facility will be FINA compliant and therefore our city will be on the national map for swimming competitions, training and events.

The next Local Government election was held in August 2017. Work commenced throughout the year to ensure that the administration is prepared for the election.

I continue to look forward to the years ahead and the challenges we will embrace in order to make Darwin a tropical, liveable city that creates opportunity and choice for our community.

I would like to congratulate and thank City of Darwin staff for their continued hard work serving the Darwin community. I would also like to thank the many volunteers for their support and dedication during the past year.

In closing I would like to personally thank the Lord Mayor and Elected Members for the support they have provided me with leading the organisation over the last 12 months.

Brendan Dowd
CHIEF EXECUTIVE OFFICER



Our City HISTORY

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

On 9 September 1839, HMS Beagle sailed into Darwin Harbour during its surveying of the area. John Clements Wickham named the region "Port Darwin" in honour of their former shipmate Charles Darwin, who had sailed with them on the ship's previous voyage.

While Darwin is a modern city it has a lot of history, one that has endured hardships on its way to becoming the cosmopolitan city of today. On the 19 February 1942 Darwin was bombed by Japanese air raids, bringing war home to a country previously untouched by foreign conflict. Many people were killed and injured in the first and then 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 2017 will mark 43 years since Cyclone Tracy devastated the city on Christmas day 1974. Cyclone Tracy had a profound impact on the Darwin community with more than 70 percent of Darwin's homes destroyed or suffered severe damage, all public services (communications, power, water and sewerage) were severed, 41,000 people were left homeless, 35,362 people (of the 47,000 total population of Darwin) were evacuated from Darwin and tragically 66 lives were lost.

Having been almost entirely rebuilt twice due to these significant events Darwin is structurally one of Australia's youngest built capital cities.

112km² land area

Includes parklands, reserves and several beaches across 41 suburbs



84,468 population ¹

708 more than the previous year

34 years median age

Greater Darwin 33, Northern Territory 32, Australia 38



7.4% Indigenous population

Greater Darwin 8.7%, Northern Territory 25.5%, Australia 2.8%



\$2,133 median weekly household income

Greater Darwin \$2,145, Northern Territory \$1,915, Australia \$1,431



\$499 median weekly mortgage repayment

Greater Darwin \$516, Northern Territory \$493, Australia \$409

\$429 median weekly rent

Greater Darwin \$431, Northern Territory \$321, Australia \$339



43% of households renting

Greater Darwin 40%, Northern Territory 43%, Australia 29%



¹ 2016 Estimated Residential Population, Australian Bureau of Statistics (3218)



City PROFILE

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 trade with Asia that will drive Australia's future.

Darwin is primarily a residential, commercial and military area. The city is home to several defence areas, including Berrimah, Larrakeyah Barracks, RAAF Base Darwin and the RAAF Bombing and Gunnery Range.

The population of the Darwin municipality represents over one-third of the entire population of the Northern Territory. In the context of Greater Darwin, the population (145,916) represents over 59% of the entire Northern Territory population.



Darwin City Centre

26% of households with a mortgage

Greater Darwin 31%, Northern Territory 25%, Australia 32%



32% population born overseas

Greater Darwin 26%, Northern Territory 20%, Australia 26%



27% language other than English

Greater Darwin 20%, Northern Territory 30%, Australia 21%

6% of people attend university

Greater Darwin 5%, Northern Territory 4%, Australia 5%



61,608 local jobs

as at 30 June 2016. Public Administration and Safety is the largest employer, generating 13,587 local jobs



6,749 local businesses

19.7% of local businesses are in the construction industry

\$9.6 billion gross regional product (GRP)

as at 30 June 2016, a growth of 4.3% on the previous year

32.0 average maximum temperature

23.2 average minimum temperature

1719.8mm rainfall annually (median)

Average 77 days of rain





IMAGE 01
Festival Park



IMAGE 02
Parap Pool upgrade

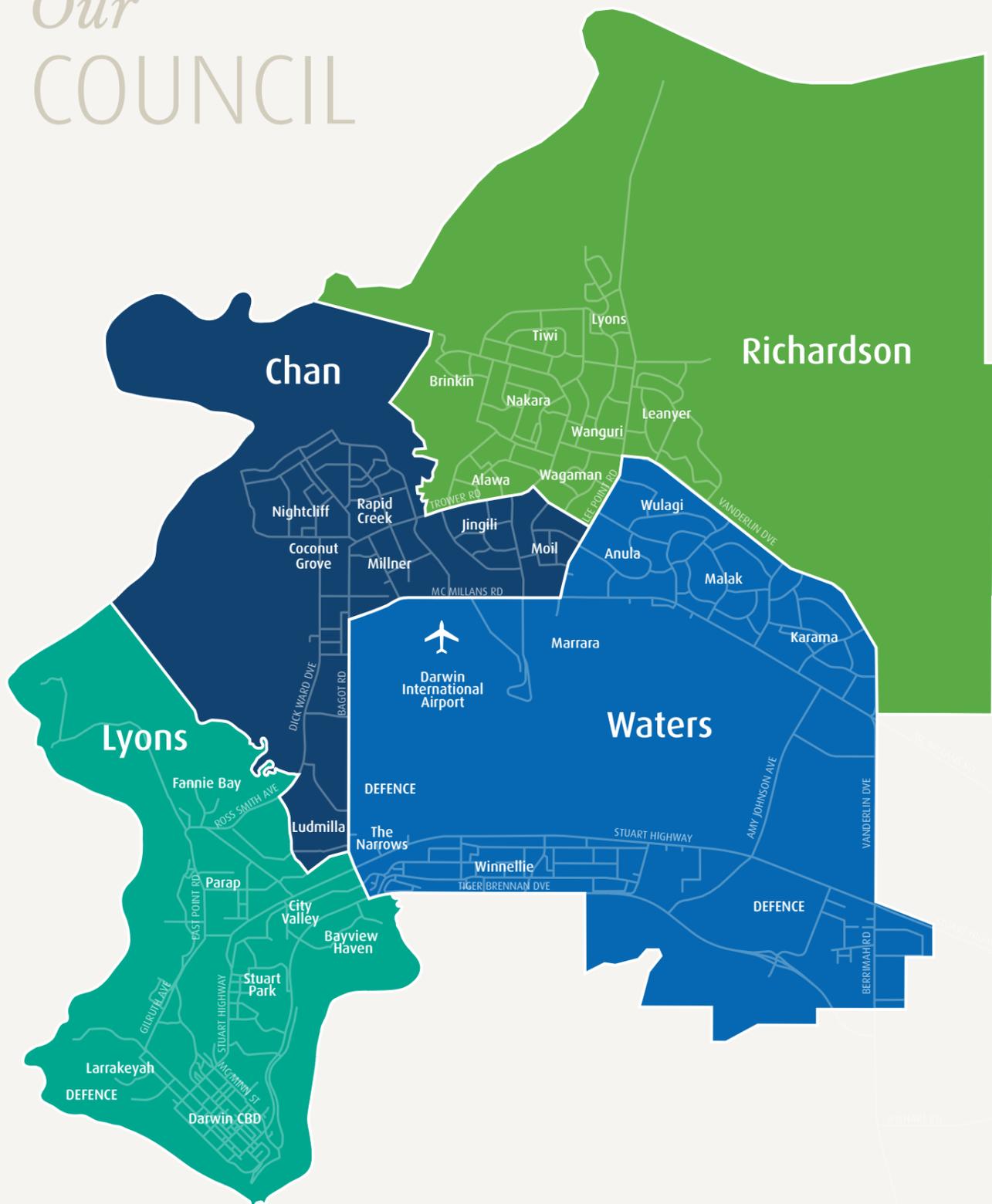


IMAGE 03
Darwin City Boutique Markets





Our COUNCIL



Our ELECTED MEMBERS



*Lord Mayor,
Katrina
Fong Lim*

Katrina was born in 1961 in Darwin; the fourth daughter of respected local couple Alec and Norma Fong Lim. Alec was a businessman who eventually became a very popular Lord Mayor in the 1980s. Katrina completed primary and secondary education in Darwin, matriculating from Darwin High School in 1979. She was an AFS Exchange Student to the USA for the 1978/79 school year.

Katrina worked for 13 years with the Commonwealth Public Service undertaking a variety of jobs for a range of Departments. She then left the Public Service to work in the not for profit (NFP) sector. Katrina has worked in the NFP sector for 20 years including at the YWCA, Crafts Council, NT Centenary of Federation and the Australia Day Council NT.

Katrina completed both a Bachelor of Business with a double major in Marketing and Human Resource Management and Master of Professional Accounting from the University of Southern Queensland by external studies. Her professional memberships include; Member of the Institute of Public Accountants, Fellow of the Australian Institute of Management, Graduate of Australian Institute of Company Directors and a Member of Business and Professional Women.

Katrina is currently a Patron of many Darwin organisations including

Arafura Dragon Boat Paddlers Club, Darwin Dog Obedience Club, Nightcliff Sports Club, Mindil Aces Football Club, and Vice Patron of the Royal Agricultural Society of the NT Inc.

Katrina's community memberships include the National Heart Foundation NT, Chung Wah Society NT and the Australia China Friendship Society.

She has also operated a small business initially delivering Financial Management Training to builders through the Master Builders Association NT. Katrina lives with her husband Tony Waite in Nightcliff.

2016/17 Representation on Committee

- Administrative Review
- Bombing of Darwin and Military History (Chair)
- Chief Executive Officer's Annual Performance Appraisal
- Community & Cultural Services
- Corporate & Economic Development
- Council of Capital Cities Lord Mayors (CCCLM)
- Environment & Infrastructure
- Northern Australia Capital City Committee (NACCC)
- Top End Regional Organisation of Councils (TOPROC)
- Town Planning



Alderman Kate Worden

Initially a migrant from the UK (1981) with her family into South Australia, Kate has spent more time living in the Territory than anywhere else.

Kate has lived in the Chan Ward for more than 15 years and was also lucky enough to live for a short period in Arnhem Land. She also spent two years in Katherine in the late 1980s.

Kate has four children, Tarrise, Sarrita, Alekna and Russell and two very

active grand-daughters who both live in New Zealand. Kate's eldest daughters are both well-known young contemporary Indigenous artists, Russell works in IT in Adelaide, and Alekna attends Nightcliff Middle School, loves animé and is an enthusiastic music student and budding singer.

Kate's partner of more than 24 years Wayne, is a local small business operator, specialising in painting and decorating. Following a fall at work late in 2014, Wayne was forced to retire from playing and coaching AFL after more than 30 years.

During the day, Kate works as a Director of Client Relations with the NT Department of Housing. When not at work, or undertaking the business of Council, Kate can be found in her local library, on her balcony with a good book, posting up on Facebook or Twitter, playing netball, or attending local community events.

Kate co-founded the Waratah Netball Club in 1998 and was President for 13 years. Kate has been a national representative netball coach, a past member of the

Chan Ward

Jingili and Wanguri School Councils and President of the Pints Football Club.

Kate is a board member of Neighbourhood Watch NT and Life Education, Treasurer for the Australian Local Government Women's Association NT, volunteers for the Seabreeze Festival and Chairs Council's Community and Cultural Services Committee and Arts and Cultural Development Advisory Committee.

Kate has a Bachelor in Indigenous Affairs and has successfully completed the ANZSOG/ANU Excellence in Local Government Leadership Program. She has worked as an Advisor to Government, and has a strong background in Sports Administration.

Kate resigned from Council on 1 August 2016 to contest the 2016 Northern Territory Government Legislative Assembly Election. Kate was elected and is the current Member for Sanderson.

2016/17 Representation on Committee

- Corporate & Economic Development
- Town Planning

Chan Ward

Council to support - we all know the huge benefit of the tourist dollar.

With Bob's sporting background he is all about working together to get results and knows that we can continue to kick goals to remain a winning team for the Top End.

2016/17 Representation on Committee

- Development Consent Authority (DCA)
- Dili Sister City Advisory
- Environment & Infrastructure
- Local Government Association of the NT, Vice President Municipal Member (LGANT)
- NT Ministerial Advisory Council on Multicultural Affairs (LGANT Rep)
- NT Water Safety Advisory (LGANT Rep)
- Town Planning

Bob was involved with AFL in the NT for over 13 years having performed many roles including coach, umpire and administrator. Bob retired as the Chair of AFLNT in 2015/16.

Bob has taken that level of commitment to the Council and over the years he has focused on taking care of the things that affect us every day like our roads, playgrounds and our recycling scheme. He has particularly enjoyed being involved in upgrading parks and gardens in the Chan Ward and across the Darwin Municipality.

There have been many issues that Bob has been proud to have made a difference in and he will continue to actively pursue these in the interests of residents. Bob treats everyone as equal in our community and will always remain available and active for anyone who needs assistance in the Chan Ward and beyond.

Another area Bob is passionate about is tourism. Tourism is possibly the most important industry for Bob and



Alderman Bob Elix

Bob has always been passionate about contributing to the community, which was initially realised through the sporting world. Sports have been a major part of Bob's life and it is through his involvement in sport that he came to realise the importance of having your say and actually doing something, not just saying something.



Alderman Robin Knox

Robin arrived in Darwin in 1979. Since then she has raised her family, had a varied professional career and been involved with numerous community activities in Darwin.

Robin was first elected to Council in 2010. Her vision for Darwin is for a very liveable, sustainable city with lots of green space to support our relaxed outdoor tropical lifestyle. She believes in creating a caring community that supports everyone. She is passionate

about good planning and appropriate development for the hot humid tropics.

Robin is best known for her work in sustainability and was the COOLmob Program Manager. She has also been a health researcher for the Fred Hollows Foundation, has established the 'women's ranger program' for the Northern Land Council and conducted park management research for the Centre for Indigenous Natural and Cultural Resource Management. Prior to that she was a display designer for the NT Museum and Art Galleries and has also run her own graphic design business.

Sport and social activity has always been a big part of her life. She coordinated community projects such as the Fringe Festival and Walk Against Want, has been a voluntary refugee settlement support coordinator, served on school council, and is currently an active member of the Bicycle Network NT. For relaxation, Robin enjoys gardening and bushwalking and sailing.

Robin has lived and worked in England and Botswana, where she

Chan Ward

established a museum and cultural centre and helped found Botswana's first Women Against Rape program.

Robin has a Certificate in Business Management, a Masters of Development Management and is a Graduate of the Institute of Australian Company Directors.

2016/17 Representation on Committee

- Access and Inclusion Advisory (Alternate)
- Administrative Review (Chair)
- Ambon Sister City Advisory
- Anchorage Sister City Advisory
- Arts & Cultural Development Advisory (Chair)
- Community & Cultural Services (Chair)
- Council of the Ageing NT Board (Council Rep)
- Partnership Group - Coastal & Marine Management Strategy (LGANT Rep)
- Risk Management & Audit (Alternate)
- Town Planning
- Youth Advisory (Alternate)

Lyons Ward

As our city grows and population density increases, developing green space and enhancing the "urban forest" will become ever more important. Simon wants to see Council do more to encourage walking and cycling and believes more community participation in Council decision making is critical to improve the services Council provides.

2016/17 Representation on Committee

- Access and Inclusion Advisory
- Community & Cultural Services
- NT Library Community Reference Group (LGANT Rep)
- Top End Regional Organisation of Councils (TOPROC)
- Town Planning (Chair)
- Vibrant CBD Subcommittee

Education Department and in 2003 moved to Darwin to establish his own book publishing business, Niblock Publishing.

Simon has a Bachelor of Computing (Monash), post graduate qualifications in editing and publishing (RMIT) and has worked in the book publishing industry since 1994. Simon is married with two young boys.

He is a member of Council's Environment and Infrastructure Committee and Chairs the Town Planning Committee. Outside Council he is Chair of the Nightcliff Primary School Council, a member of the Larrakeyah Primary School Council and also a member of the Australian Institute of Company Directors.

Interested in sustainability, mobility and better urban development and planning, he cycles, walks, catches the bus and drives a Wolseley.



Alderman Simon Niblock

Simon arrived in tropical East Arnhem Land from a very wintery Melbourne in 1998 - he's never looked back.

He landed on Elcho Island to publish bi-lingual teaching resources for the NT



Alderman
George Lambrinidis

George is proud to be a born and bred Territorian living in Wagaman where he grew up. George is a lecturer at Charles Darwin University (CDU) and has been involved in community work for many years. George is a strong supporter of our local university and is involved in a number of committees at CDU.

George finds great personal satisfaction in helping others to learn. The knowledge and experience he gained as a researcher has been valuable in his role teaching Bioscience. George has been the Theme Leader of the Tertiary Enabling Program at CDU since 2006 and has also been the Acting Head of School for the School of Academic Language and Learning. George is planning to undertake a PhD in Education in order to further develop his knowledge and skills in helping students to succeed in their studies at university.

George is very interested in creating a safer community and was the Chair of the Wagaman Residents Committee (WRC) which formed in 1999 to address antisocial behaviour in the area. The committee received recognition with a National Crime Prevention Award in 2004 for their efforts to reduce crime and violence and make the suburb a safer place to live.

Football, or soccer as some people call it, is George's passion. He was a founding member of Nakara Soccer Club in 2001. George still enjoys putting on the boots to have a run; however, his greatest joy now is being able to help develop and coach the juniors for University Azzurri Football Club.

Richardson Ward

In 2007 George joined the Kalymnos Sister City Committee and was the Chair from 2008 to 2010. Within this role he helped to implement projects to share the culture and history between the cities. George believes the sharing of cultures is important for a multicultural city and now continues to contribute to this committee as Alderman representing the City of Darwin. George is also a member of the Youth Advisory Group who meet regularly to discuss issues affecting young people in our municipality.

George is keen to contribute to the future growth of our beautiful city. In particular he would like to see the rejuvenation and improvement of our parks and gardens and better facilities for our community and sporting groups. George would also like to see Darwin grow into a safe and accessible city, which is accessible to all members of our community.

2016/17 Representation on Committee

- Corporate & Economic Development
- Haikou Sister City Advisory
- Kalymnos Sister City Advisory
- Northern Australia Capital City Committee (NACCC)
- Town Planning
- Youth Advisory

Waters Ward



Alderman
Allan Mitchell

Born in Brisbane in 1947, Allan came to the NT in 1971 to join the NT Police for a 'couple of years', fully intending to return to Papua New Guinea where he had been for two years previously.

Thirty-one years later and having served throughout the Territory and a year with the United Nations (UN) Peacekeeping Force in Cyprus, he retired in 2002.

In 2004, Allan was elected to his first term as an Alderman for the Waters Ward. He has subsequently been re-elected in 2008 and again in 2012.

He has lived in Anula since 1988 and has no plans to move.

Allan enjoys outdoor recreation such as walking, hiking and camping. He has travelled extensively both in Australia and overseas.

He is an independent qualified tour guide, working mainly in the cruise ship industry when ships are visiting Darwin.

Allan Mitchell resigned from Council on 16 August 2016.

2016/17 Representation on Committee

- Community & Cultural Services
- Territory Remembers
- Town Planning



Alderman
Justine Glover

Justine was elected to Council and took office on 11 November 2014. She is a Registered Nurse and is currently working as an Executive Officer at Royal Darwin Hospital.

Justine has lived in Darwin since 1995 and is devoted to this wonderful city because of its diversity, tropical lifestyle, friendly people and endless opportunities.

Justine strongly believes in the importance of the work of local government and its ability to really connect with the people and effect positive change. She is committed to listening to the community and is available to make sure people's voices are heard and to ensure that everyone can have input into Council decisions.

Justine is particularly interested in promoting safer, active, accessible and connected communities and is committed to supporting Council efforts to make the city a tropical, liveable city that creates opportunity and choice for everyone.

She lives with her husband Guy, a local primary school teacher and they

Waters Ward

have both dedicated their efforts to supporting the local community. Justine volunteers regularly with St Vincent de Paul and has been Chair of KidSafe NT. She has twin daughters.

Justine is a Graduate of the Australian Institute of Company Directors (GAICD) and has a Diploma of Management and a Masters of International Management.

2016/17 Representation on Committee

- Community & Cultural Services
- Development Consent Authority (Alternate)
- Haikou Sister City Advisory
- Town Planning

Waters Ward



Alderman
Gary Haslett

When Gary first came to Darwin in 1966 as a baby, his mother was adamant she was only staying for three years - they all still live here today.

Gary Haslett attended Rapid Creek Primary, Nightcliff Primary and after Cyclone Tracy NiMiRa Primary (for one year Nightcliff, Millner and Rapid

Creek schools were combined). Later Gary Haslett attended Nightcliff High School and Northern Territory University (now Charles Darwin University).

In 1982 Gary started his working life at Channel Eight (now Channel 9). In the 1990s he worked for ABC TV here in Darwin. His roles included directing local ABC news, 7.30 Report, Stateline NT and Australia Television News (ATV) - broadcast both nationally and internationally nightly. Gary received a silver medal at the prestigious New York Festival for his efforts directing ATV News.

Gary's qualifications include Bachelor of Business (Public Administration, Management), Diploma Screen Media and Certificate IVs in Training and Assessment and Work Health and Safety. He holds community memberships with the Australian American Association (NT), Royal Commonwealth Society (NT), Australian Japanese Association (NT) and Australian Indonesian Business Council.

2016/17 Representation on Committee

- Ambon Sister City Advisory
- Bombing of Darwin and Military History Advisory
- Chief Executive Officer's Annual Performance Appraisal
- Corporate & Economic Development (Chair)
- Dili Sister City Advisory
- Local Government Association of the Northern Territory (LGANT)
- Neighbourhood Watch NT (LGANT Rep)
- Risk Management & Audit
- Tourism Top End
- Town Planning

A year in DARWIN

July 2016

- Royal Darwin Show
- 2016/17 Community Grants Announced
- Freedom of Entry Parade – HMAS Darwin

August 2016

- Darwin Festival
- Seniors Month
- Science Week
- Disability Awareness Festival

September 2016

- Annual Pre-Cyclone Clean Up
- Official Opening of Robyn Lesley Park
- Mitchell Street Mile
- Parap Pool Redevelopment Project successful tenderer announced
- Midnight Basketball team selected to represent Darwin in the National Tournament
- Bicentennial Park Play Space designs revealed
- Winners of Young Territory Author Awards announced
- City of Darwin's Youth Strategy 2016-2021 launched

October 2016

- Ride to Work Day
- Children's Week Celebrations
- Garage Sale Trail
- City of Darwin hosted the first CBD activation summit
- King of Street youth skating competition
- Shared Zone opened on The Esplanade/Smith Street intersection
- Pirates, Potter and Pokémon Scavenger Hunt
- Pop-Up Art Exhibit 'Locals Who Love Birds'
- National Bird Week

November 2016

- National Recycling Week
- Mall and Raintree Park declared permanently smoke free
- Five new taxi zones installed on Peel Street

December 2016

- Christmas in Darwin Program
- 'Share the Paths' bicycle education campaign launched

January 2017

- Australia Day Celebrations
- Citizen, Young Citizen and Community Event of the Year announced

February 2017

- 75th Anniversary of the Bombing of Darwin Day Commemorative Service
- Partnership with Northern Territory Football League for the Bombing of Darwin Day Round
- Mindil Pop Up Market in the Mall

March 2017

- Earth Hour
- Neighbour Day
- Harmony Day
- International Women's Day Walk and Celebration
- Second stage of Coastal Erosion works commence in Nightcliff

April 2017

- Couch surfing for Youth Homelessness
- National Youth Week
- Dishing Up Darwin youth cooking competition

May 2017

- Nightcliff Seabreeze Festival
- 2017/18 Draft Municipal Plan Released
- City of Darwin hosts a delegation of 28 representatives from Timor-Leste
- Library and Information Week
- National Reconciliation Week
- New Website launched

June 2017

- New Kerbside Waste and Recycling Provider announced
- Fourth Midnight Basketball Tournament Grand Final
- Bicentennial Park Play Space completed and official opening
- Coloured feature LED lighting installed in Civic Park
- City of Darwin celebrates 60th jubilee year
- 2017/18 annual budget adopted



City Infrastructure AND FACILITIES



4.63km of roads

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

35,024 rateable properties
an increase of approximately 0.9% on the previous year or an additional 324 rateable properties

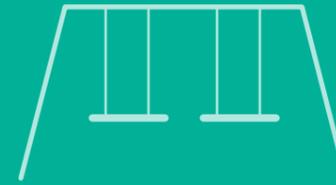
3 swimming pools
Parap Pool redevelopment project commenced 2016/17

9 parks with exercise stations
19 items across 9 parks

646ha of green space
includes 201 parks



198 play items in 122 parks
Bicentennial Playground completed



349 Council staff
on average 1 staff per 242 residents ¹

583.4km of path
470.88km of footpaths, 17.64km of paths in parks, 16.98km of walkways, 77.95km of shared paths



3 community centres
plus, 7 child care centres, 1 art gallery / space

4 libraries
located in the City and at Casuarina, Karama and Nightcliff

351km of stormwater drainage
based on 2015/16 results.

34 public amenities facilities
7 exeloos plus 27 public toilets

20,894 driveways

8 tennis courts
one Skate Park and one Velodrome



¹ Calculation based on ABS Estimated Residential Population 2016

Evolving Darwin TOWARDS 2020 STRATEGIC PLAN

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

Achieving our goals each year ensures that we are continuing to work towards achieving our long term vision of a *tropical, liveable city that creates opportunity and choice for our community*. We will continue to monitor our goal progress through to 2020 to ensure we remain on track to achieve our vision. Goal progress is measured as an overall rate of performance of the measures of success for each goal. A more detailed report of our performance can be found from page 78 in this report.

GOAL	2012/13 RESULT	2013/14 RESULT	2014/15 RESULT	2015/16 RESULT	2016/17 RESULT
Goal 1 – Collaborative, Inclusive and Connected Community	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Goal 2 – Vibrant, Flexible and Tropical Lifestyle	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Goal 3 – Environmentally Sustainable City	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Goal 4 – Historic and Culturally Rich City	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■
Goal 5 – Effective and Responsible Governance	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■



IMAGE 04
De La Plage, Casuarina Coastal Reserve

2016/17 HIGHLIGHTS

GOAL

Collaborative, Inclusive and Connected Community



Mindil Beach

- Provided more than \$100,000 support to community projects and events delivered by community groups and organisations
- Continued support for families and seniors with the Fun Bus Program, Fun in the Parks and Seniors month
- Continued delivery of Council's federal funded public activation program Faces in Spaces
- Recognition with the Fitzgerald Award for a successful second year of Midnight Basketball
- The three (3) week long Disability Awareness Festival provided a variety of events and activities across the municipality
- Off Leash dog park opened at Breezes Muirhead, in Darwin's northern suburbs
- City of Darwin's focus on online communication has resulted in an increase in "hits" to Council's website with a total of 500,069 hits to Council's website during the year
- The Draft Dog and Cat Management Strategy was completed for engagement with the community
- Additional Wi-Fi commissioned for public spaces including Civic Park and at the Bicentennial Park Play space
- Adopted the City of Darwin Open Data Policy and commenced the development of Council's Open Data Portal

Looking Towards 2020

- Continued support and community capacity building through the annual community grants program, in-kind support, partnerships and facilitation with community groups and organisations
- Refocusing Council's inclusion events from standalone events to embed inclusion principles into Council's year round event and community development programs
- Continue to improve Council's Open Data Portal through collection and reporting across Council

GOAL 2

Vibrant, Flexible and Tropical Lifestyle

Darwin Sunset

- Continued delivery of the Darwin City Centre Master Plan with the completion of the Bicentennial Park Play Space and Federal Government and Northern Territory Government commitment to the Barneson Boulevard Project
- Commenced and significantly progressed the construction of the Parap Pool Redevelopment Project
- Completed the Civic Park Amenities project
- An additional 20 playgrounds shaded as part of Council's six (6) year plan to shade all playgrounds in the municipality
- Continued implementation of key strategies including CBD Parking Strategy to provide further improvements to parking availability in the city and City of Darwin Bike Plan to improve accessibility across the City. During the year 15 minutes free parking was introduced at key locations in the city centre
- Delivered a \$1.8M footpath and shared path program across the municipality
- Design works completed and community engagement undertaken for the Cavenagh and Bennet Street intersection upgrade
- Invested in CBD activation projects including Boutique Markets
- Partnered with the Northern Territory Government and Charles Darwin University to secure a Federal Government City Deal

Looking Towards 2020

- Completion of the Parap Pool Redevelopment Project with opening scheduled January 2018 and continue advocacy with peak bodies to secure an ongoing events program for the facility
- Continued delivery of key projects including playground shade, footpaths, shared paths and local roads
- Delivery of key projects that activate the Darwin City Centre and improve overall economic development across the municipality
- Construction of a quiet space at the Casaurina Library, funded by the Northern Territory Government

GOAL 3

Environmentally Sustainable City

Nightcliff Pool (image courtesy of Country Solar NT)

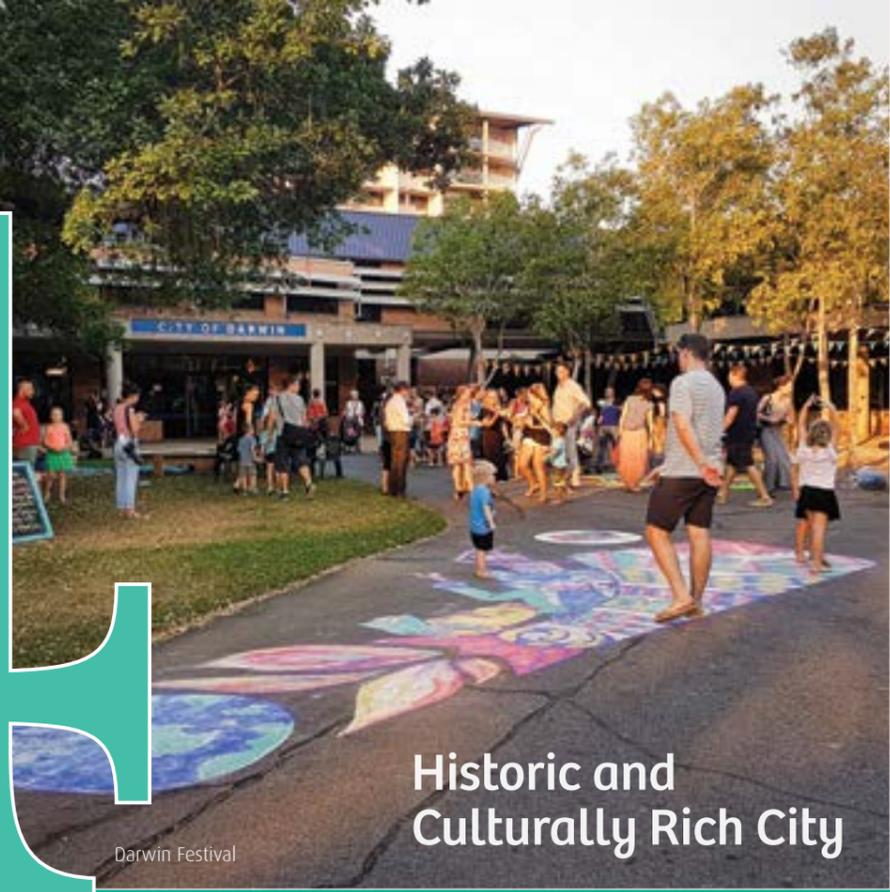
- Provided more than \$50,000 support to community based Climate Change & Environment projects delivered by community groups and organisations
- Annual pre cyclone clean up conducted
- Continued development of the City of Darwin Waste Management Strategy and policy
- Delivery of the East Point Biodiversity Management Plan actions
- Energy efficiency projects to Council buildings to further reduce Council's carbon emissions
- Delivered the City of Darwin National Garage Sale Trail event for the second year running
- Community events such as Ride2Work day and Tree Planting were well supported
- Constructed two leachate storage basins at Shoal Bay Waste Management Facility
- Design completed and tendered for Cell 5 of the landfill at Shoal Bay Waste Management Facility
- Implementation of actions arising from the Coastal Erosion Management Plan to mitigate the effects of coastal erosion

Looking Towards 2020

- Waste Management Strategy due to be completed in 2017/18 to provide a long term plan for managing and reducing waste services, activities and disposal of waste within the municipality
- Delivery of a Leachate Treatment Management System pilot project at the Shoal Bay Waste Management Facility
- Energy efficiency projects to Council buildings to further reduce Council's carbon emissions
- Continued implementation of the East Point Biodiversity Management Plan

GOAL

4



Historic and Culturally Rich City

Darwin Festival

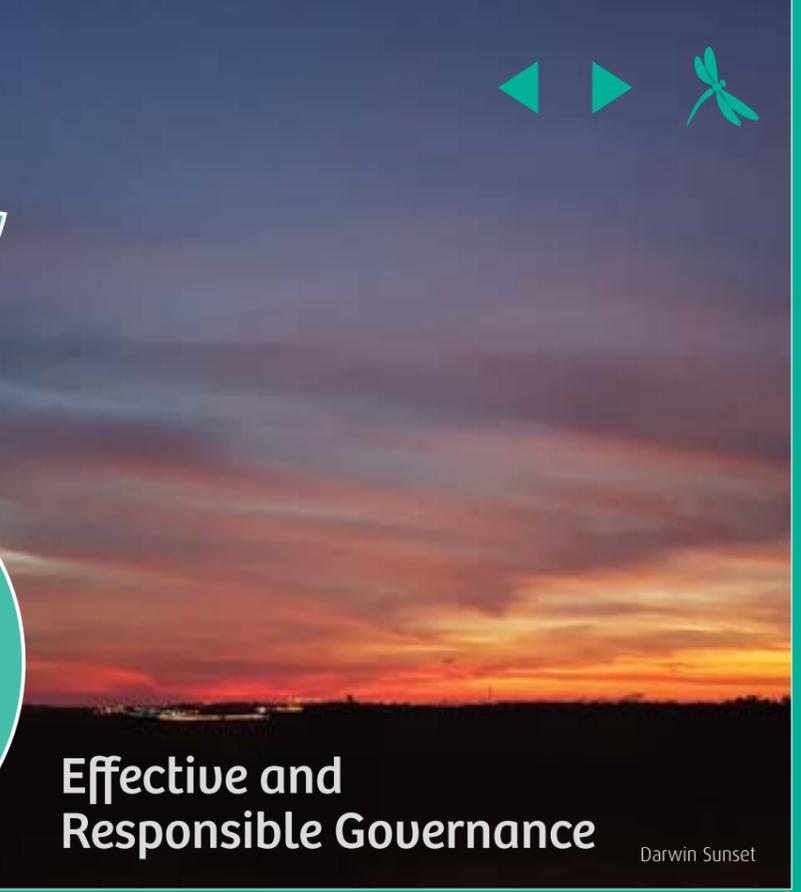
- Delivery of a program of events for the commemoration of the 75th anniversary of Bombing of Darwin Day
- Freedom of Entry exercised by crew of HMAS Darwin and North West Mobile Force (Norforce) in July and August 2016, respectively
- Commissioned public artwork valued at \$200,000 for the Parap Pool Redevelopment Project
- Over 1,000 new citizenships for people new to the City of Darwin
- Preparation for the celebration of City of Darwin's 60th birthday in July 2017
- Delivery of the Sister City Program, further cementing Darwin's international relations
- Delivered a 9 day capacity building inbound exchange program with colleagues from 12 of the 13 local governments across Timor-Leste

Looking Towards 2020

- *Continue to deliver of City of Darwin Arts Plan 2015-2020*
- *Continued delivery of Darwin's historic Bombing of Darwin day event*
- *Undertake a review of the Sister City Program*
- *Deliver major capital works at the Darwin Entertainment Centre with the replacement of air-conditioning at a cost of more than \$6M.*

GOAL

5



Effective and Responsible Governance

Darwin Sunset

- Organisational culture program delivered key projects including organisation structure change. A full outline is provided on page 181
- 1st Runner Up in the national LG Pro Management Challenge
- Implemented changes to Local Government Act and conducted By-Elections for the Lyons Ward
- Almost 40 consultations conducted with activities across a range of Council projects, 10 more consultations than the previous year
- Over 90% of contracts awarded to locally owned and/or operated businesses
- Gold recognition by the Australasian Reporting Awards for the City of Darwin 2015/16 Annual Report
- Chair of the Council of Capital City Lord Mayors in 2016
- Launched a new City of Darwin website
- Prepared for the 2017 local government elections

Looking Towards 2020

- *Preparing for the 2017 local government elections*
- *Building on current advocacy relationships with Federal and Territory Governments and other stakeholders to secure a City Deal*
- *Undertake a review of and develop a new Strategic Plan for the City of Darwin*

Finance OVERVIEW

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

During the 2016/17 year the Council managed a total income of over \$107 million to provide a wide range of services and facilities to the community.

The financial statements present a summary of financial results for 2016/17.

Full details of Council's Audited Financial Statements are available from pages 200, all budget figures are in accordance with the originally adopted Municipal Plan.

2016/17 Budget Results

Budget: \$9.4 million surplus

Result: \$2.5 million deficit

(Net income including capital revenue)

Major variances to budget:

- Fair value adjustments are unbudgeted and a decrement for waste assets (\$4M) affected the result. This is a non-cash item not impacting on Council's cash.
- Timing of capital grant income for Parap Pool Upgrade. Budget included \$5M from NTG received in the prior financial year and was held in the Unexpended Grants reserve; \$2.2M from Commonwealth will be received in 2017/18 in line with finalisation of project
- Depreciation expense approximately \$2M higher than budget as a result of the revaluation of buildings in 2015/16 and first time recognition of waste remediation asset valued at \$18.6M resulted in unbudgeted depreciation expense for the year of \$1.02M

Council has achieved the development of a whole of life plan for the waste landfill site at Shoal Bay. The 2016/17 Statements reflect first year recognition of future rehabilitation and remediation provisions. A review of the existing waste assets required a fair value adjustment to reflect the remaining useful life. Additional interest and depreciation expenses have been generated and reflected in Council's expenses (this will be an ongoing element in the Statements).

Other Comprehensive Income

The \$174M decrease results from:

- Revaluation of Infrastructure Assets (Roads & Pathways \$150.5M, Stormwater drainage \$2.8M and Other Infrastructure \$9M). The decrement is mainly due to the removal of residual values from the roads and car parking assets
- Waste remediation asset \$11.8M reflects the 1st year recognition of the asset

Looking ahead

Council's financial position and results place it in a good position to sustainably meet obligations to current and future generations.

Northern Territory Government will transfer full responsibility for street lighting to Council as from 1 January 2018 and this is likely to further impact on resources as Council will need to provide additional funds for repairs and maintenance and replacing old infrastructure.

Continuing improvement of financial and asset management planning processes during 2017/18.

Further transitional increases of waste remediation liabilities and increases in depreciation and interest expense are expected following initial 1st recognition in this reporting period (2016/17).

Slower economic growth impacting on Council's resources

Income

Budget: \$111.4 million

Result: \$107.4 million

The result was lower than budget due to:

- Timing of grants (Parap Pool upgrade). This has been partially offset by unbudgeted additional grants including street lighting operating maintenance and repairs and early release of Financial Assistance Grants
- Reduction in parking enforcement income
- Waste income across weighbridge lower due to reduced activity (this is offset by reduction in expenses)

Expenses

Budget: \$102.0 million

Result: \$109.8 million

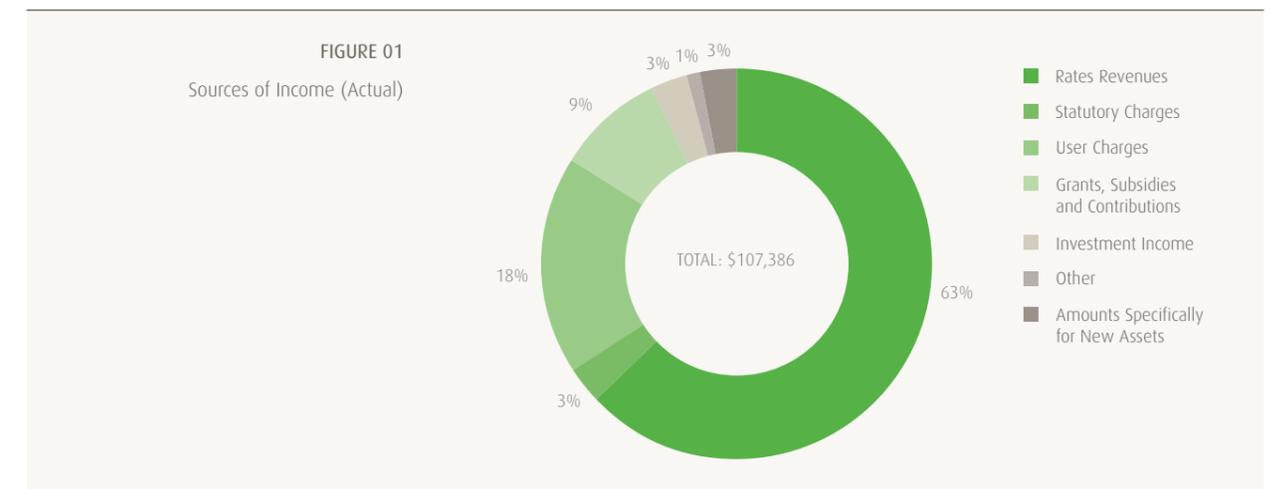
The result was higher than budget due to:

- Unbudgeted fair value adjustments for waste assets (\$4M)
- Street lighting repairs and maintenance expense – offset by grant income received
- Depreciation expense increase due to waste remediation and building revaluation at end of 2015/16

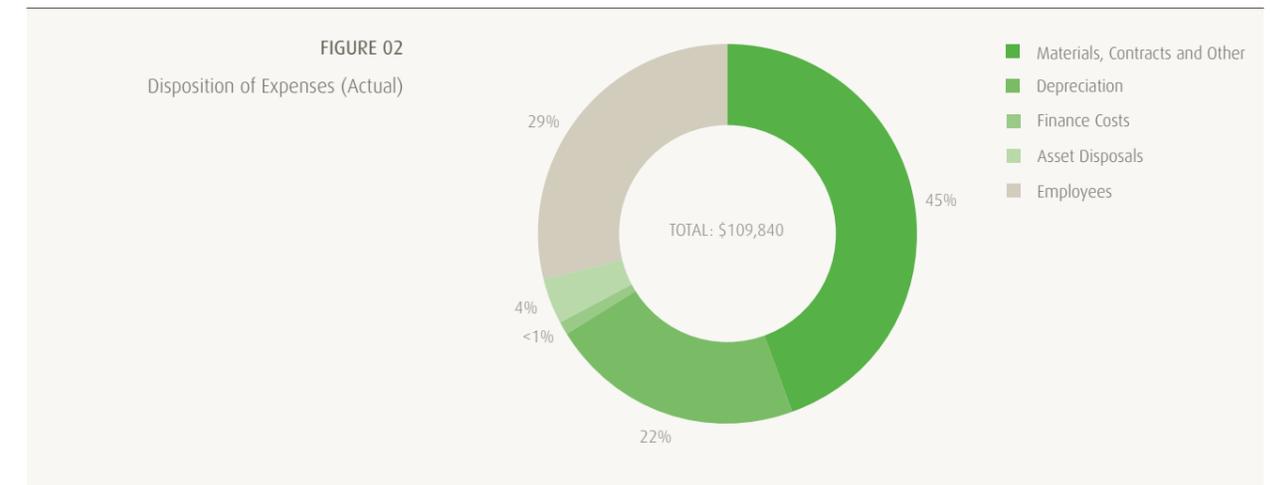


How does the result compare with previous years?

NET RESULT (AFTER CAPITAL REVENUE)			
2016/17	2015/16	2014/15	2013/14
-\$2.5M	\$16.7M	\$11.8M	\$8.8M



INCOME - 4 YEAR TREND			
2016/17	2015/16	2014/15	2013/14
\$107.4M	\$118.5M	\$110.3M	\$101.1M



EXPENSES - 4 YEAR TREND			
2016/17	2015/16	2014/15	2013/14
\$109.8M	\$101.8M	\$98.6M	\$92.3M



Financial sustainability indicators

Each year the Council tracks its performance against 8 key financial sustainability performance measures over a five year period. As outlined below, for 2016/17 the Council has met or exceeded targets in all but one indicator (Operating Surplus ratio is highlighted orange and is slightly outside preferred range).

COUNCIL INDICATORS		TARGET	2016/17	2015/16	2014/15	2013/14	2012/13
1	% of Rate Debtors Outstanding	<5%	3.0%	2.6%	2.2%	1.9%	2.2%
This indicator is designed to measure Council's effectiveness in recovering debts legally owed to it.							
2	Debt Servicing Ratio	<5%	0.5%	0.5%	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.							
3	Liquidity Ratio - Unrestricted	>1.00:1	1.65:1	2.81:1	3.02:1	2.28:1	2.25:1
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) Comparatives have been updated to reflect basis of calculations.							
4	Rates Ratio	60%-70%	63.8%	64.1%	63.2%	64.7%	65.3%
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	Break-even	(\$1.6M)	(\$2.9M)	(\$3.7M)	(\$1.5M)	\$2.1M
This indicator is designed to provide information on the result of ordinary operations. Trend analysis may enable Council to determine if the current level of services can be sustained into the future.							
6	Operating Surplus before Depreciation	> Break-even	\$22.7M	\$18.3M	\$18.9M	\$14.9M	\$16.8M
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	>50%	60.2%	77.5%	31.0%	32.2%	70.2%
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	% of Annual Expenditure within Budget	95%-105%	103.5%	98.9%	102.8%	103.1%	98.1%
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 01: Financial Sustainability Indicators 2016/17

Service results

The following table presents, for each program, actual results (statement of income) against original municipal plan budgets:

Services (\$'000) for the year ended 30 June 2017	Actual Income	Actual Expenses	Actual Net Result	Budget Net Result	\$ Variance Fav (-Unfav)	% Variance Fav (-Unfav)	Var Note
Chief Executive Officer Section	66	4,324	-4,258	-4,282	24	1%	
Office of the Chief Executive	3	751	-748	-768	20	3%	
Climate Change	51	567	-515	-496	-19	-4%	
Communications & Marketing	0	886	-886	-839	-47	-6%	
Governance	0	1,517	-1,517	-1,531	14	1%	
Organisational Development	0	247	-247	-302	55	18%	
Strategy & Outcomes	12	356	-344	-347	2	1%	
Community & Cultural Services	6,077	14,731	-8,654	-9,156	502	5%	
General Manager Community & Cultural	572	514	58	-536	594	111%	1
Community Development	5	772	-767	-923	156	17%	2
Community Engagement	38	148	-110	0	-110	-1000%	3
Customer Services	100	663	-563	-503	-60	-12%	
Darwin Entertainment Centre	0	747	-747	-902	155	17%	4
Darwin Safer City	150	724	-574	-542	-32	-6%	
Family & Children	173	350	-177	-195	18	9%	
Libraries	1,670	3,707	-2,037	-2,155	118	5%	
Major Community Events	102	582	-480	-425	-55	-13%	
Recreation & Leisure	613	1,628	-1,015	-1,077	62	6%	
Regulatory & Animal Management	2,621	4,246	-1,625	-1,236	-389	-31%	5
Sister Cities	6	157	-151	-168	18	10%	
Youth Services	26	493	-466	-493	27	5%	
Corporate services	7,327	15,933	-8,606	-8,394	-212	-3%	
Business Services	0	287	-287	-290	3	1%	
Contract Administration	0	167	-167	-161	-6	-4%	
Employee Overheads (net)	56	127	-71	-117	46	39%	
Employee Relations	115	1,635	-1,520	-1,485	-35	-2%	
Finance Management	570	3,276	-2,706	-2,424	-283	-12%	6
General Manager Corporate Services	2	625	-623	-657	33	5%	
Information Technology	77	2,602	-2,525	-2,684	159	6%	
Off and On Street Parking	5,041	5,212	-171	-48	-123	-254%	7
Property Management	1,466	187	1,279	1,332	-53	-4%	
Records & Information Management	0	700	-700	-668	-31	5%	
Risk Management	0	1,114	-1,114	-1,191	77	6%	
Infrastructure	24,749	51,810	-27,061	-27,541	480	1.7%	
Asset Management	0	493	-493	-437	-56	-13%	
Building Services	0	4,231	-4,231	-4,234	3	0%	
Design, Planning & Projects	8	2,131	-2,123	-1,826	-296	-16%	8
Development	300	367	-66	33	-100	-300%	9
Fleet Management (net of internal charges/hire)	61	-1,762	1,823	1,809	14	1%	
General Manager Infrastructure	0	527	-527	-592	65	11%	
Mosquito Control	138	230	-91	-137	46	34%	
Operations	0	1,142	-1,142	-1,058	-84	-8%	
Parks & Reserves	214	15,525	-15,312	-15,284	-27	-0.2%	
Pathways	0	1,672	-1,672	-919	-753	-82%	10
Roads Maintenance	4,821	7,525	-2,704	-4,817	2,113	44%	11
Stormwater Drainage	0	690	-690	-639	-51	-8%	
Cleaning Services	0	3,072	-3,072	-3,263	191	6%	
Waste Management	19,207	15,967	3,240	3,825	-585	-15%	12
Other	69,167	23,042	46,125	58,771	-12,646	21.5%	
Corporate costs charged to other accounts	0	-5,607	5,607	5,607	0	0%	
General Revenues (rates, interest, federal asstce)	65,909	83	65,825	64,998	828	1%	
Grants & Contributions for Capital Purposes	3,259	0	3,259	10,564	-7,305	-69%	13
Asset disposal & FV adjustments	0	4,214	-4,214	0	-4,214	-1000%	14
Depreciation	0	24,351	-24,351	-22,397	-1,954	-9%	
NET OPERATING RESULT	107,386	109,840	-2,454	9,398			

TABLE 02: Service Program Results 2016/17



Notes on variances (where exceed + -10% and \$100,000)		
1 Receipt of Safe Communities grant monies; to be expended in 17/18	7 Reduction in On Street parking income (Zone A) in addition to an increase in bank charges expenditure	12 Weighbridge income not achieved due to less tonnage at Weighbridge (partially offset by lower operational expenses).
2 Savings across Community Development programs from vacancies throughout the year	8 Continuation of projects carried from 15/16 (traffic & engineering studies), in addition overspent in salaries (budget realigned from other infrastructure programs)	13 Decrease is due to timing of receipt of large capital works grants (partially received in 15/16) with balance of grants to be received in 17/18 for Parap Pool and Cavenagh/Bennet St works. Offset by additional income from contributed cash and assets and grant monies not budgeted for (Safer Streets).
3 Community Engagement program transferred from Chief Executive Officer Section	9 Reduction in development income which includes road reserve permits & licences, subdivision plan approvals and recoverable works income (with a reduction in recoverable works expense)	14 Loss on disposal of assets & fair value adjustment was not budgeted; infrastructure and plant. Waste assets revalued based on remaining airspace capacity in conjunction with initial first year recognition of Waste remediation accounting
4 Darwin Entertainment Centre operational savings in insurance and maintenance expenses.	10 Increase in repairs & maintenance on pathways in 16/17 - realigned from roads maintenance program	
5 Reduction in infringement income - majority relating to CBD infringements and public places income.	11 Increase in income from early release of 17/18 FAA 1st & 2nd Qtr roads grant. Savings in roads maintenance expenditure, with some of the savings redirected to other infrastructure programs including Pathways.	
6 Valuer General valuation fees recognised in 16/17 (accrual recognition will result in correlating one off savings in 17/18). In addition overspent in salaries, temporary labour and bank charges.		

Capital expenditure

Budget: \$41.5 million

Result: \$31.4 million

Excludes developer contributed assets of \$0.4 million and Waste remediation and rehabilitation assets \$18.6 million (these are non cash).

Overall \$10.1 million less than original budget was spent mainly due to carry forward for incomplete projects into 2017/18.

Notable projects that have been completed during the year include:

- Bicentennial Park Play space
- Lighting improvements including Civic Park
- Solar PV projects
- Civic Park Amenities
- Sunset Park Sea Wall
- Playground shade structures

Reserves

Externally Restricted: \$31.5M (15/16 \$33.1M)

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.

Decrease in Legally Restricted Reserves:

Notable factors are:

- Grants received in prior years have been spent

Other Reserves: \$29.5M (15/16 \$32.6M)

Other reserves support the long term financial plan and asset management. They include funds for Asset Replacement & Refurbishment, Disaster Contingency, Fleet Replacement, Off & On Street Carparking and Street Lighting reserves.

Decrease in Other Reserves:

Notable factors are:

- Off & On Street Carparking decrease due to internal loan to Waste Management in addition decline in enforcement income and expenditure on parking meter upgrade
- Asset Replacement & Refurbishment decrease in line with budgeted capital expenditures including Parap Pool upgrade, CBD masterplan and Bicentennial Park Play space
- Plant Replacement reserve decrease due to internal loan to Waste Management

CAPITAL EXPENDITURE - 4 YEAR TREND

2016/17	2015/16	2014/15	2013/14
\$31.4M	\$26.7M	\$23.1M	\$16.6M

Governance FRAMEWORK

The *Local Government Act* establishes the framework within which Council operates and outlines the principal role, functions and objectives of Council. City of Darwin is one of five municipal councils in the Northern Territory. Operating under the Northern Territory *Local Government Act*, it is charged with the open, responsive and accountable governance of its council area.

In summary, the Act outlines that the Council's role is to:

- act as a representative, informed and responsible decision-maker in the interests of its constituency;
- develop a strong and cohesive social life for its residents and allocate resources in a fair, socially inclusive and sustainable way;
- provide and coordinate public facilities and services;
- encourage and develop initiatives for improving quality of life;
- represent the interests of its area to the wider community; and
- exercise and perform the powers and functions of local government assigned to the council under this Act and other Acts.

City of Darwin's Governance Framework depicts the legislative, procedural and regulatory environment Council operates within in order to ensure its practices are open and transparent and meet compliance obligations with the Local Government Act and other legislation and standards. In short, it is about doing the right things and doing them

right. Effective application of the Governance Framework enables Council to demonstrate that it:

- makes decisions in the interests of stakeholders
- behaves as a good corporate citizen should
- meets legal and ethical compliance obligations

Our Governance Framework is driven by a clear vision and culture and consists of four key principles:

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

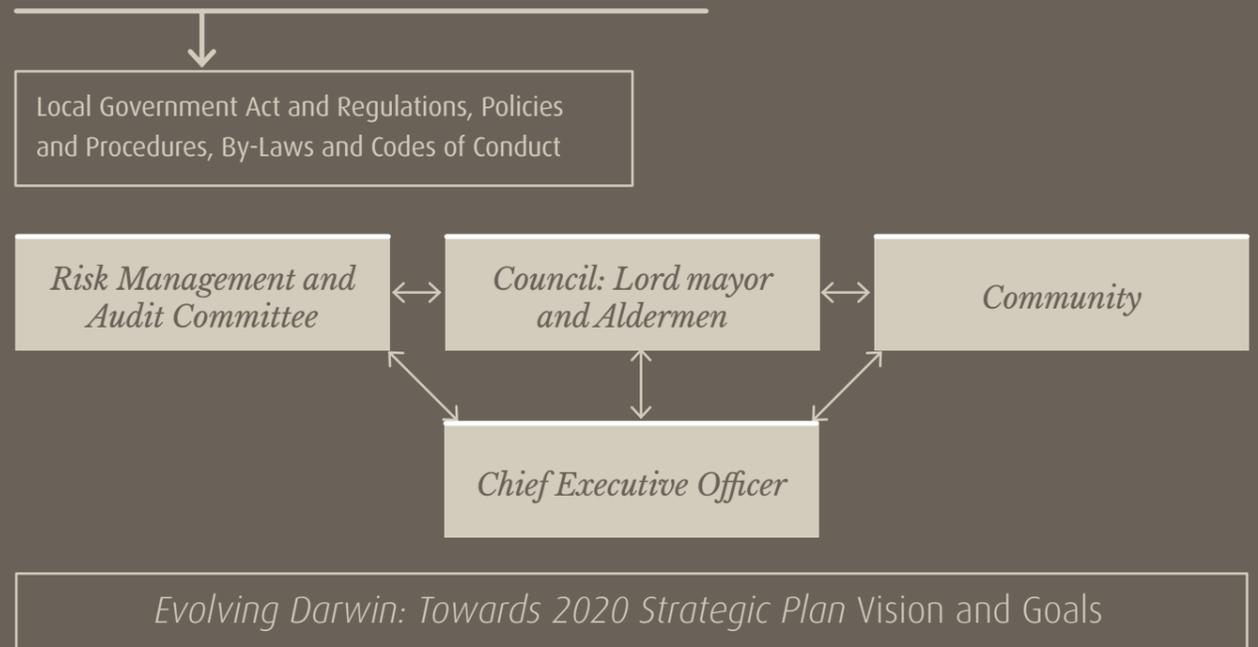
These principles are delivered through open and transparent democratic and corporate governance functions as outlined in the following pages.

For the purposes of this annual report governance will be reported in two distinct sections Council Governance and Corporate Governance.

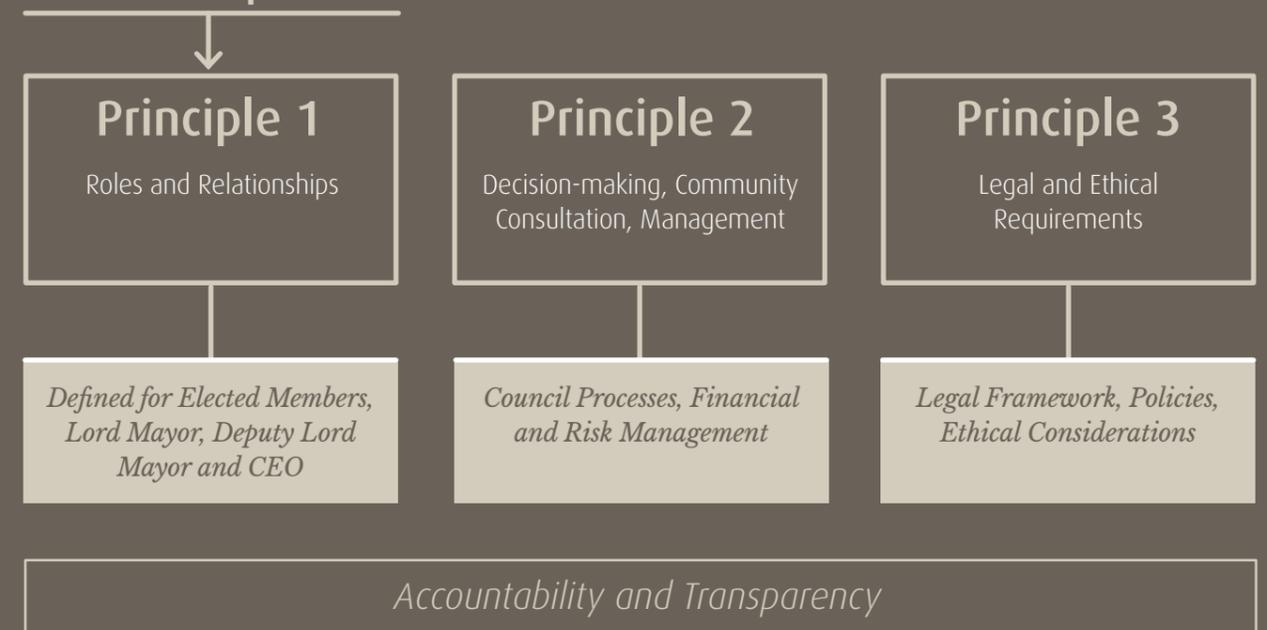
Council Governance refers to the legislative framework within which Council operates including meeting structure and elected members.

The Corporate Governance section details the framework and procedural elements such as structure, staff, risk and audit that ensure governance responsibilities are being managed efficiently and effectively.

Compliance Requirements



Governance Principles





Council GOVERNANCE

The Lord Mayor and Elected Members are elected by the community to represent the current and future interests of the community. At City of Darwin, the Lord Mayor and Elected Members perform their role through participation in Council meetings, policy development, setting strategic directions, decision making and community engagement activities.

Section 35 of the *Local Government Act* states that their role is:

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

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; however, the Northern Territory Government has extended the next local government election date from March 2016 to August 2017. The Elected Members are the governing body of Council.

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 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, terms of reference and meeting procedures. Policy 043 was reviewed during the year and a revised policy adopted in May 2017.

In 2016/17 the following seven (7) Executive Committees and nine (9) Advisory Committees were appointed to govern Council operations and provide advice on key functional areas of the business.

Ensuring the City of Darwin maintains an important advocacy role on behalf of the community is achieved through key representation on a wide range of external committees and local boards. Representation is outlined below.

EXECUTIVE COMMITTEES	OUTSIDE COMMITTEES WITH CITY OF DARWIN APPOINTED REPRESENTATION
Administrative Review	Council of Capital Cities Lord Mayors (CCCLM)
Chief Executive Officer's Performance Evaluation	Council of the Ageing NT Board of Management (COTA)
Community & Cultural Services	Development Consent Authority (DCA)
Corporate & Economic Development	Local Government Association of the Northern Territory Executive Office (LGANT)
Environment & Infrastructure	Northern Australia Capital City Committee (NACCC)
Risk Management & Audit	Territory Remembers Committee
Town Planning	Top End Regional Organisation of Councils (TOPROC)
ADVISORY COMMITTEES	Tourism Top End
Access and Inclusion	CITY OF DARWIN REPRESENTATIVES APPOINTED BY LOCAL GOVERNMENT ASSOCIATION OF THE NORTHERN TERRITORY (LGANT)
Ambon Sister City	Animal Welfare Advisory Committee
Anchorage Sister City	Code of Conduct Disciplinary Committee
Arts and Cultural Development	Local Government Waste Advisory Board
Bombing of Darwin and Military History	Neighbourhood Watch (NT) Committee
Dili Sister City	NT Library Community Reference Group
Haikou Sister City	NT Ministerial Advisory Council on Multicultural Affairs
Kalymnos Sister City	NT Water Safety Advisory Committee
Youth Advisory Committee	Remote Active Living Project Working Group

TABLE 03: Executive, Advisory and Outside Committees

Effective July 2017, Council's Executive Committee structure was amended to better align with the new organisational structure as follows:

- Community & Cultural Services Committee changed to City Life Committee
- Corporate & Economic Development Committee changed to City Performance Committee
- Environment & Infrastructure Committee changed to City Operations Committee
- A new City Futures Committee was established
- Town Planning Committee was disbanded

Decision MAKING

A meeting of Council or Committee must be open to the public. However, the public may be excluded while business of a kind classified by the Local Government (Administration) Regulations as confidential business is being considered.

Prior to 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.

City of Darwin conducts live webcasting of the open section of Ordinary Council meetings to enable greater community access and involvement in Council Meetings. Webcasting of meetings provides the opportunity for the community to view proceedings without the need to attend and also raises community awareness of the decision making process in Council.

The Council and Committee Business Papers (Agendas, Open Section Reports) are made available at Council's four (4) public libraries and the Civic Centre the Friday before each meeting. They are also available in the public gallery at each Council meeting.

The community is able to submit public questions to Council. All public questions must be received in writing by 12:00 noon the day prior to Ordinary Council meetings and the Chief Executive Officer will provide a verbal response at the meeting. The written response will be included in the minutes of the meeting.

Copies of the minutes are made available within 10 business days after the dates of the meeting to which they relate. They are made available to the public on the Council's website or at the Civic Centre. Minutes marked as 'unconfirmed' indicate that the Minutes are complete, but will not be confirmed as a correct record of that meeting until the following Council/Committee meeting adopts them and will be updated on Council's website as confirmed at that time.

The number of decisions recorded by Council in 2016/17 was 477.

Council demonstrates its commitment to being an open and transparent local government and operating in the best interests of the community by making decisions in an open forum. In 2016/17, 86% of Council decisions were made in open.

It must be noted that there will always be matters that must be considered in confidence. The *Local Government Act* and Regulations provide a number of reasons why decisions may be kept confidential. For example, a decision involving personal circumstances of a resident or ratepayer or commercial in-confidence and trade secret information. Council conducts an assessment every six months to determine if decisions made in confidence should be retained in confidence. Often, where a matter has concluded or further action has taken place, Council resolves to make the decision open. At 30 June 2016/17, City of Darwin retained 3.1% of decisions in confidence. Decisions retained in confidence generally relate to matters that contain personal details of an individual or commercial privilege.

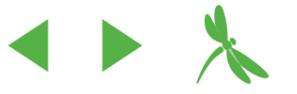


FIGURE 03
Annual Number of Council Decisions

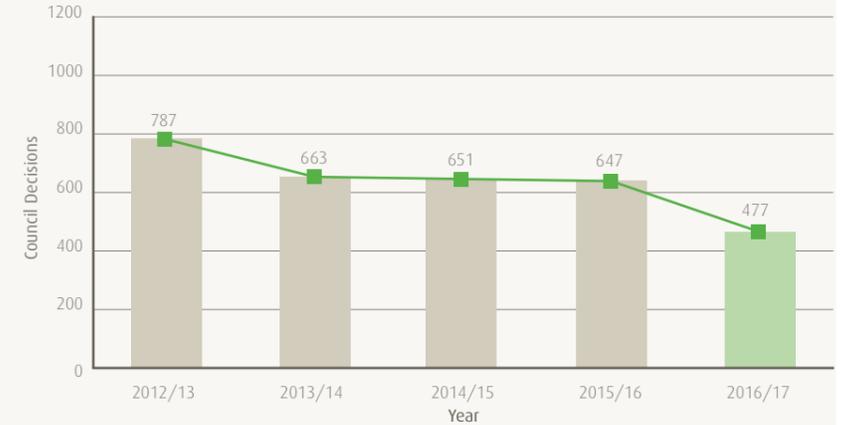
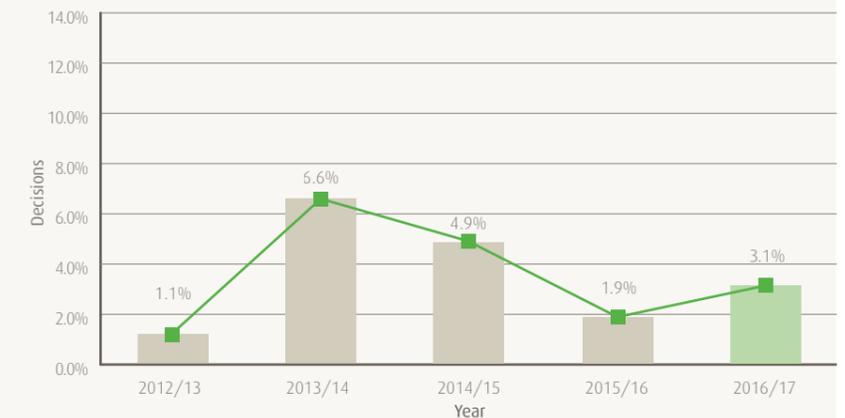


FIGURE 04
Annual percentage of Open Council Decisions



FIGURE 05
Annual percentage of decisions retained in confidence





2016/17 MEETING ATTENDANCE

Ordinary Council Meetings¹

ELECTED MEMBER	ORDINARY MEETINGS
Lord Mayor, Katrina Fong Lim	18
Alderman Bob Elix	20
Alderman Justine Glover	19
Alderman Gary Haslett	21
Alderman Robin Knox	18
Alderman Garry Lambert	15
Alderman George Lambrinidis	19
Alderman Allan Mitchell ²	1
Alderman Simon Niblock	19
Alderman Mick Palmer	20
Alderman Rebecca Want de Rowe	19
Alderman Kate Worden ³	1
Alderman Emma Young	17
Total Number of Ordinary Council Meetings held in 2016/17	21

TABLE 04: Elected Member Meeting Attendance at Ordinary Meetings 2016/17

¹ Attendance by telecommunications in accordance with Policy 043 – Meetings, Meeting Procedures and Committees and is recorded as attended the meeting.

² Alderman Allan Mitchell resigned from Council on 16 August 2016. Council determined not to fill the vacant position in Waters Ward (Decision No. 21\4796)

³ Alderman Kate Worden resigned from Council on 1 August 2016 as she was elected to the Northern Territory Government. Council determined not to fill the vacant position in Chan Ward (Decision No. 21\4796)

Elected Member ALLOWANCES

Pursuant to section 71 of the *Local Government Act*, a member of the Council is entitled to be paid an allowance that is set at a fixed rate, subject to the guidelines issued by the Minister.

The *Local Government Act* also provides for differential allowances for the principal member (i.e. Lord Mayor) and the deputy principal member (i.e. Deputy Lord Mayor).

At City of Darwin, the Deputy Lord Mayor position is filled on a rotational basis with each Elected Member fulfilling a four-month term over the life of the Council. Due to the Northern Territory Government extending the local government election date from March 2016 to August 2017 each Alderman has fulfilled an extra six (6) weeks as Deputy Lord Mayor from March 2016.

Extra meeting allowances are paid in accordance with Council Policy and Ministerial Guidelines. Extra meetings

include Council Executive Committee and Advisory Group meetings and representation on external organisation's such as the Local Government Association of the Northern Territory (LGANT).

Pursuant to sections 3 and 9 of the *Local Government Act* Guidelines, the principal member (i.e. Lord Mayor), the deputy principal member (i.e. Deputy Lord Mayor) and acting principal members are not entitled to claim an additional paid meeting allowance.

Elected Members are provided with an allowance for Information Technology and Communications in accordance with *Policy 062 Elected Members Information Technology Support Policy*. The allowance (excluding capital purchases) is paid as part of elected member's normal monthly payment and outlined on page 46.

Professional Development for Elected Members

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.

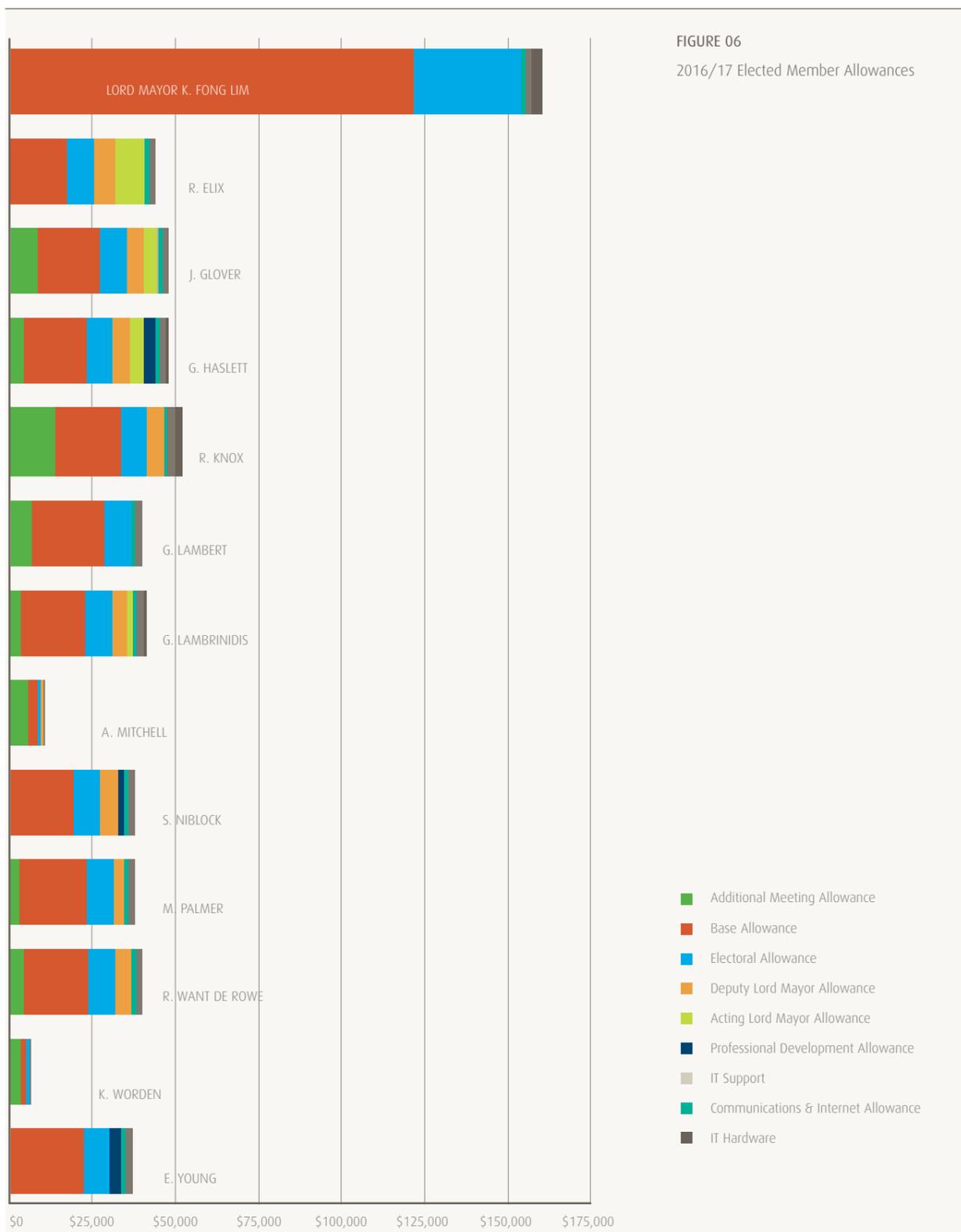
In 2016/17, Elected Members could access an amount of up to \$3,653.68 which included all associated costs such as travel, conference fees, meals and accommodation.

ACTIVITY / CONFERENCE	VENUE	ELECTED MEMBER
Australian Institute of Company Directors Course	Darwin	Aldermen Young and Haslett
Australian Institute of Company Directors – Course Materials	Darwin	Alderman Glover
Street Design Masterclass – Making Great and Sustainable Places	Darwin	Alderman Niblock
Cycling and Mobility Conference	Velo-City, Netherlands	Alderman Niblock

TABLE 05: Elected Members Professional Development 2016/17



Electoral REVIEW



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

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

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

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

- Whilst there was a slight imbalance in elector representation across the four wards, it was not considered to be excessive, nor extraordinary, and is likely to improve with anticipated growth during the next term of Council.

- There was no identified need or disadvantage to amending or abolishing the current ward structure, number of elected members, Council name, ward names or current local government boundary.

As a result, Council resolved at its Ordinary Meeting held on 16 September 2014 to retain the existing constitutional arrangements as per the 21st Council as follows:

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

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

By-Elections

Aldermen Worden and Mitchel resigned from Council in August 2016. In accordance with the *Local Government Act* Council is to determine whether it fills casual vacancies within 18 months of the next general election. Any such determination must be made in accordance with Council Policy.

In September 2016, Council resolved to not call a by-election for casual vacancies in the Chan and Waters Ward as the next general election was scheduled to take place in August 2017, less than 12 months away.

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 2016/17, 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 & Audit Committee who 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 2016/17 financial statements with no matters of a significant nature brought to the attention of the committee by the auditor.

Risk Management & Audit Committee

The Risk Management & Audit Committee is an executive committee of Council. Its role is to assist Council to 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 three (3) times during the year and approved the implementation of the 2016/17 Internal Audit program. Internal audits undertaken and considered by the Committee were:

- Information Technology logical & physical security
- Management of By-law fines and infringements
- Investment Performance

The 2016/17 Risk Management & Audit Committee members and meeting attendance are outlined below.

The Committee is supported by the Chief Executive Officer and senior Council Officers who have standing invitations to attend meetings.

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 & Audit Committee actively monitors the implementation of internal audit recommendations.

In addition to new reports received in 2016/17, a number of outstanding recommendations were implemented. These included issues arising from the previous year audits of:

- fraud management arrangements
- asset management
- strategic performance
- WHS Management Systems
- contractor safety management

Results of Council's internal audit program inform the annual review of Council 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.

MEMBER	MEETINGS ATTENDED
Mr Iain Summers (Chair) <i>B. Comm Grad Dip Mngt Psych, FCA, FCPA, FAIM, FAICD</i>	3
Mr Craig Spencer <i>MBA, Grad Dip Risk Management</i>	3
Alderman Gary Haslett (Chair of Corporate & Economic Development Committee)	3
Alderman Mick Palmer	2
Alderman Rebecca Want de Rowe	1
Alderman Bob Elix	1

TABLE 06: Risk Management & Audit Committee Members and Meeting Attendance 2016/17





Community Engagement AND PARTICIPATION

City of Darwin delivers an annual community engagement and participation program.

Community engagement is about involving people in the decisions that affect their lives. It provides Council with access to more sources of information, points of view and potential solutions, and it increases the likelihood that City of Darwin decisions are reflective of broader community needs and aspirations. City of Darwin is committed to open, transparent and responsive community engagement to better inform planning, decision making, policy development and service delivery.

In 2016/17 Council reviewed the Community Engagement Policy. Prior to review, Council engaged with the

community and stakeholders at three levels; Inform, Consult and Participate. In support of contemporary practice and better clarity for the community on what engagement means, Council amended its consultation framework. In May 2017, the following four (4) levels of engagement were endorsed:

Inform Discuss
Consult Involve

Council's revised policy is available on its website at www.darwin.nt.gov.au.

The following community engagement projects were delivered in 2016/17

PROJECT	CONSULTATION LEVEL	PROJECT TIMING
Harwood Park lights	L2 Consult	July 16
Alcohol consumption areas - time restrictions	L2 Consult	July 16
Vesteys Reserve	L2 Consult	August 16
Anula Regional Playground upgrade	L2 Consult	September 16
Black Spot funding - Rapid Creek and Nightcliff	L1 Inform/ L2 Consult	September 16
East Point Road: future verge use	L2 Consult / L3 Participate	September 16
Intersection upgrade at Smith St/Esplanade	L1 Inform/ L2 Consult	September 16
Parap Pool redevelopment	L2 Consult completed L1 Inform as project is constructed	December 17
Public toilet at Civic Park	L1 Inform	September 16
Dripstone Rd parking options	L2 Consult	October 16
Building Elements over Council Owned Space Policy	L2 Consult	October 16
Policy No. 041 Land Use Planning	L2 Consult	November 15
Bradshaw Terrace bollards	L1 Inform	November 15
Peel Street taxi rank	L1 Inform	December 16

PROJECT	CONSULTATION LEVEL	PROJECT TIMING
Playground upgrades - Sunset Park	L2 Consult	December 15
Mosquito program	L1 Inform	December 15
Walkway 81 closing times	L2 Consult	March 17
Footpath Policy	L2 Consult	March 17
Nightcliff Foreshore erosion & stormwater drainage	L1 Inform	March 17
Playground upgrade Maslin Park	L2 Consult	March 17
Nightcliff Jetty car park	L2 Consult	April 17
Community Engagement Policy	L2 Consult	May 17
Moil Crescent safety concerns	L3 Participate	May 17
Civic Park lights	L1 Inform	May 17
2017/18 Municipal Plan	L2 Consult	June 2016
Dog and Cat Management Strategy	L2 Consult	June 17
Gardens Oval lights	L3 Participate	June 17
Gardens Road parking	L2 Consult	June 17
Community Play Space construction	L2 Consult completed L1 Inform as project is constructed	June 17
Shared Path upgrade Dick Ward Drive	L1 Inform	June 17
Lee Point Road & Jabiru Street road works	L1 Inform	June 17
Playground upgrade Dwyer Park	L2 Consult	June 17
Playground upgrade - Airlie Park Brinkin	L2 Consult	June 17
Playground upgrade - Armstrong Park Leanyer	L2 Consult	June 17
Playground upgrade - Brian Chong Park, Woolner	L2 Consult	June 17
Playground upgrade - Ken Waters Memorial Park, Fannie Bay	L2 Consult	June 17
Playground upgrade - Freycinet Park	L2 Consult	June 17
Playground upgrade - Borella Park Jingili	L2 Consult	June 17
Playground shade	L1/2 Inform/Consult	Ongoing
Ongoing Capital & Civil works i.e. footpath program, tree pruning	L1 / 2 Inform/consult	Ongoing

TABLE 07: 2016/17 Community Engagement

Corporate GOVERNANCE

Organisation Structure

In accordance with Part 9.1 of the *Local Government Act*, Council appoints the Chief Executive Officer to:

- Implement and inform the community about Council's policies, plans and decisions
- Manage the day to day operations of Council including staff and responding to community enquiries
- Ensure the Council is provided with the information and advice necessary to carry out its functions
- Properly manage and maintain Council's assets and resources
- Ensure that proper standards of financial management and controls over expenditure are implemented
- Ensure that financial and other records are properly made and maintained

The Chief Executive Officer, together with three General Managers and an Executive Manager formed the Executive Leadership Team (ELT) to lead the organisation and implement the strategic direction and decisions of Council.

ELT is supported by the Senior Managers Group (SMG) which has been structured to facilitate the efficient and effective delivery of services to the community by

aligning strategic program profiles with organisational departments and sections.

Council's organisational structure continues to adapt to the need for efficient and effective practices and the changing environment within which local government operates.

The organisational chart on page 53 depicts the structure as at 30 June 2017.

The structure at that time consisted of four (4) Departments; Corporate Services, Community & Cultural Services, Infrastructure, and Office of the CEO. Each Department is led by a General/ Executive Manager who reports to the Chief Executive Officer (CEO). The CEO is directly accountable to the Council elected by the community.

On 1 July 2017 a new organisational structure was implemented to better guide staff to achieve its organisational vision; Darwin: a high performing capital city valued by its community. The new structure consists of five (5) key departments; Office of the Chief Executive, City Life, City Operations, City Futures and City Performance. Some changes occurred in the lead up to 1 July with all remaining changes to take effect from that time.

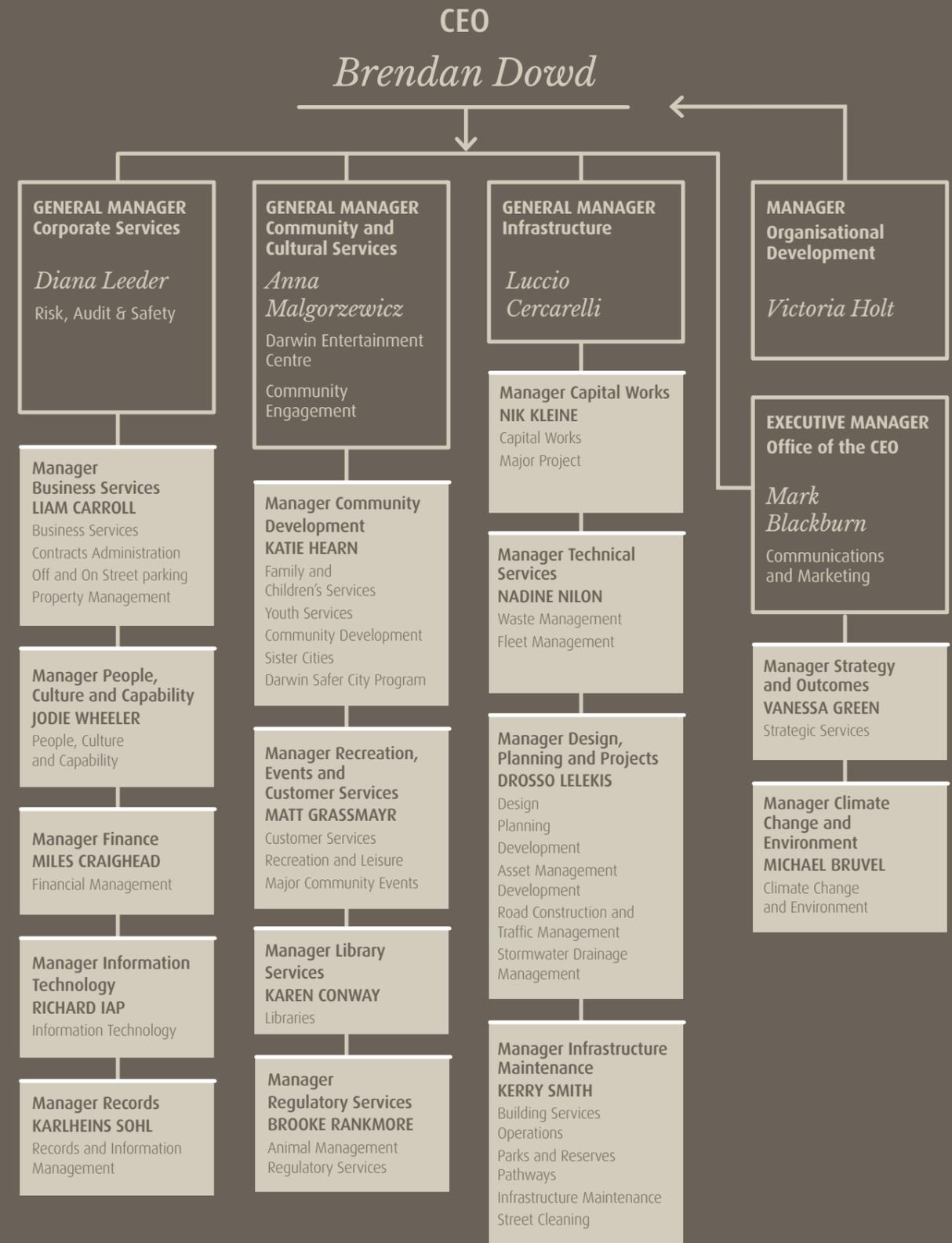


FIGURE 07: City of Darwin Organisational Structure as at 30 June 2017

Executive LEADERSHIP TEAM



Brendan Dowd
Chief Executive Officer

OVER 30 YEARS' LOCAL GOVERNMENT EXPERIENCE	
YEARS OF COD SERVICE	2001 - 2017
Budgeted Full time equivalent employees	349.48
Qualifications	<ul style="list-style-type: none"> • Bachelor of Engineering (Civil) • Graduate Diploma in Municipal Engineering • Master of Business Administration • Company Directors Diploma • Harvard University Senior Executives in State and Local Government Program • Senior Executive Program, Melbourne Business School – University of Melbourne • Excellence in Local Government Leadership Program - Australian and New Zealand School of Government • Australian Institute of Management – Fellow • Institution of Engineers Australia – Fellow
Responsibilities	Leading and managing the organisation, organisational performance and other responsibilities as set out in section 101 of the <i>Local Government Act</i> . Council's Organisational Development program reports directly to the Chief Executive Officer.



Anna Malgorzewicz
General Manager,
Community and Cultural Services

25 YEARS' ARTS ADMINISTRATION EXPERIENCE INCLUDING 7 YEARS' LOCAL GOVERNMENT EXPERIENCE	
YEARS OF COD SERVICE	2013 - 2017
Budgeted Full time equivalent employees	63.24
Qualifications	<ul style="list-style-type: none"> • Bachelor of Arts • Graduate Diploma Museum Studies • Graduate Diploma Library Studies • Museum Leadership Program, MLI The Getty and Gordon Darling Foundation • Senior Management Program, Monash Mt Eliza Business School
Responsibilities	<ul style="list-style-type: none"> • Community Development • Community Engagement and Participation (effective January 2017) • Customer Services • Darwin Entertainment Centre (effective January 2017) • Darwin Safer City • Family and Children's Services • Libraries • Major Community Events • Recreation and Leisure • Regulatory Services (effective April 2017) • Sister Cities • Youth Services



Diana Leeder
General Manager,
Corporate Services

OVER 30 YEARS' LOCAL GOVERNMENT EXPERIENCE	
YEARS OF COD SERVICE	2013 - 2017
Budgeted Full time equivalent employees	97.23
Qualifications	<ul style="list-style-type: none"> • Bachelor of Arts • Master of Letters • Doctor of Philosophy • Company Directors Diploma • Graduate Diploma in Urban and Regional Planning • Associate Australian Library and Information Association
Responsibilities	<ul style="list-style-type: none"> • Business Services • Contracts Administration • Darwin Entertainment Centre (until January 2017) • People, Culture and Capability • Financial Management • Information Technology • Off and On Street Car Parking • Property Management • Records & Information Management • Regulatory Services (until January 2017) • Risk, Audit and Safety



Luccio Cercarelli
General Manager,
Infrastructure

OVER 25 YEARS' LOCAL GOVERNMENT EXPERIENCE	
YEARS OF COD SERVICE	2008 - 2017
Budgeted Full time equivalent employees	173.26
Qualifications	<ul style="list-style-type: none"> Executive Masters of Business Administration Bachelor of Business Associate Diploma Engineering (Civil) Diploma in Local Government Administration
Responsibilities	<ul style="list-style-type: none"> Asset Management Building Services Design Development Fleet Services Infrastructure Projects Operations Parks and Reserves Pathways Planning Road Construction & Traffic Management Road Maintenance Stormwater Drainage Maintenance Stormwater Drainage Management Street Cleaning Urban Enhancement Waste Management



Mark Blackburn
Executive Manager,
Office of the Chief Executive

OVER 18 YEARS' LOCAL GOVERNMENT EXPERIENCE MARK RETIRED ON 30 JUNE 2017	
YEARS OF COD SERVICE	2010 - 2017
Budgeted Full time equivalent employees	15.75
Qualifications	<ul style="list-style-type: none"> Bachelor Applied Science Graduate Diploma in Business Administration Graduate of the Australian Institute of Company Directors
Responsibilities	<ul style="list-style-type: none"> Climate Change and Environment Community Engagement and Participation (until January 2017) Communications and Marketing Executive Support Governance Strategic Services

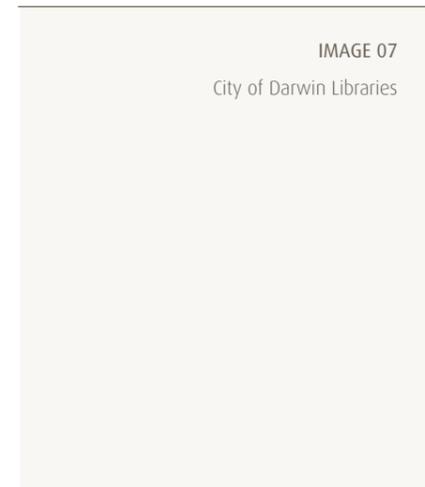


IMAGE 07
City of Darwin Libraries

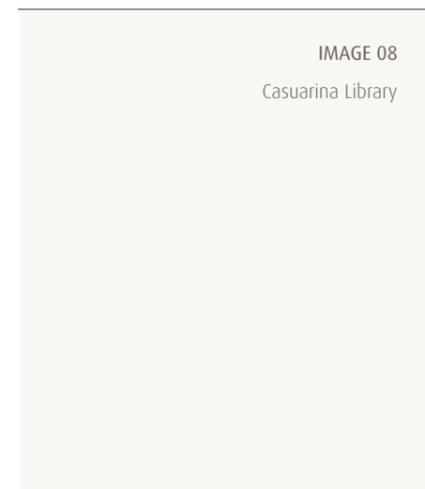


IMAGE 08
Casuarina Library

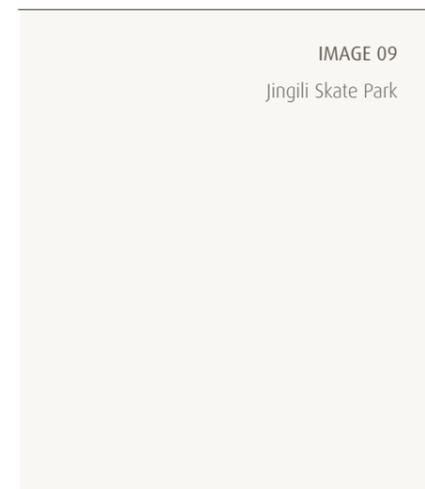


IMAGE 09
Jingili Skate Park



Our PEOPLE

City of Darwin is one of Darwin's most diverse workforces providing opportunities for people with a variety of skills and experience.

Entry level opportunities exist for school and tertiary leavers with our Traineeship and Graduate programs. Professional opportunities are available in fields such as engineering, accounting, project management, social planning, town planning, compliance and regulatory, information technology, communications, marketing, human resources, administrative support and a variety of trades, technical and specialist roles such as environmental management and horticulture.

Each year, through its annual municipal plan and budget process, Council approves the staffing establishment. This includes permanent full time, part time, casual, temporary and contract positions. In 2016/17 the approved establishment was 349.48 full time equivalent positions. Full time equivalent positions does not directly relate to the number of people employed by Council and takes into account job share, casual and part time staff.

City of Darwin strives to maintain gender equity at all times and is proud of its 2016/17 results. As at 30 June 2017, there were 42% female full time equivalent staff and 58% males.

85% of Council staff are permanent full time employees. Council's permanent part time and casual / contract employees allow us to remain flexible and responsive to the needs of the Darwin Community and in particular the changing economies between our Wet and Dry seasons. Council workforce consists of 5% permanent part-time staff and 10% casual/contract staff.

The average age of staff reduced slightly in 2016/17 from 44.9 years of age in 2015/16 to 44.46 years of age. Whilst this is up slightly from 44.4 years of age in 2014/15 it remains lower than the average age of staff in 2013/14 of 45.8 years of age.

FIGURE 08
Full time equivalent staff by gender

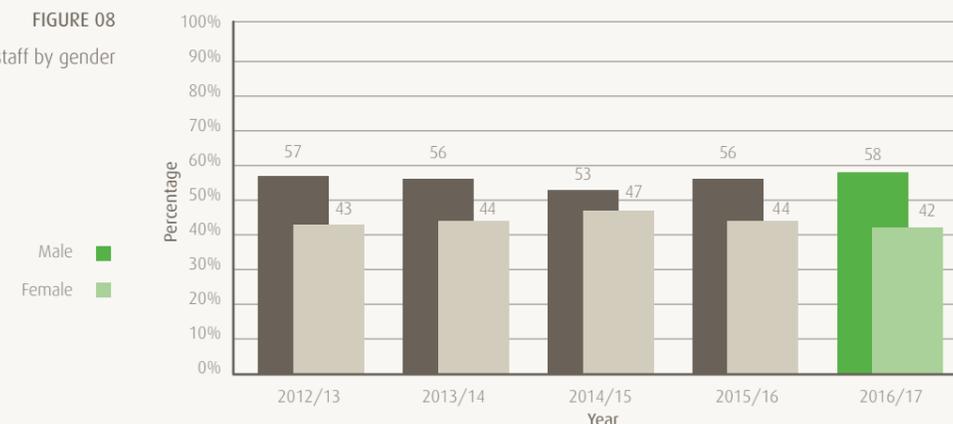


FIGURE 09
Staff by Employment Type 2016/17

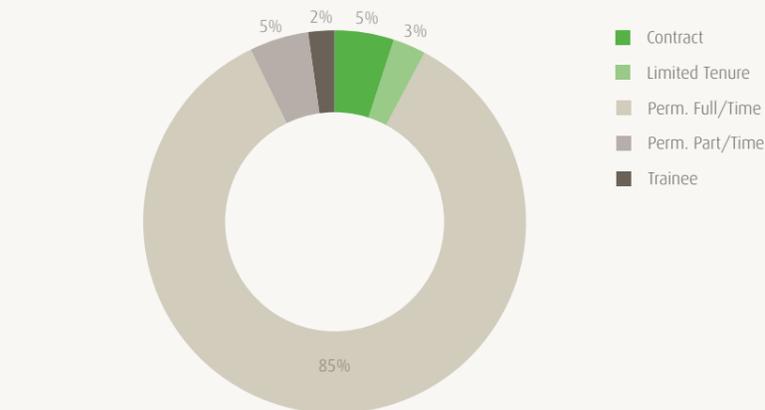
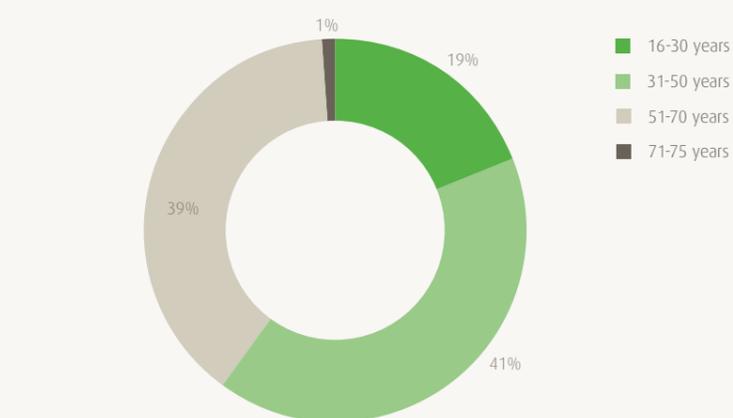


FIGURE 10
Staff Age Profile 2016/17



* Council employed one staff member aged over 75 years of age at 30 June 2017

Staff Development AND TRAINING

City of Darwin's training and development program focusses on strategies to attract and retain quality staff and build the skills and capacity of our people so that they continue to improve the way in which we work to deliver services to our community.

Council's training and development program provides staff with access to a variety of options to assist in gaining new skills and knowledge, to improve performance, individual career development and to meet Council and staff Workplace Health & Safety obligations and other legislation.

Training and development programs include:

- Graduate Program
- Traineeship Program
- Leadership Development
- Mandatory Training Program (including Induction and Workplace Health & Safety)
- Professional Development
- Conferences and seminars

The average net dollar value per staff member paid to external training

providers in 2016/17 was \$599 and the average hours spent in training was 32.27 hours for each member of staff.

External training accounted for 56% of the training with 44% being nationally recognised Vocational Education Training or Higher Education. In-house training accounted for 44% of all training.

In terms of departmental breakdown of training delivered, 58% of training was received by Council's Infrastructure Department, 15% by Community & Cultural Services, 22% by Corporate Services and the remaining 5% being attributed to the Office of the Chief Executive staff.

Mandatory training to meet position requirements accounted for 68% of overall training costs, whilst professional development accounted for 32% of training costs provided to staff.

IMAGE 10

Lee Point Beach
Photo by Janet du Boir



FIGURE 11
Training Activities 2016/17

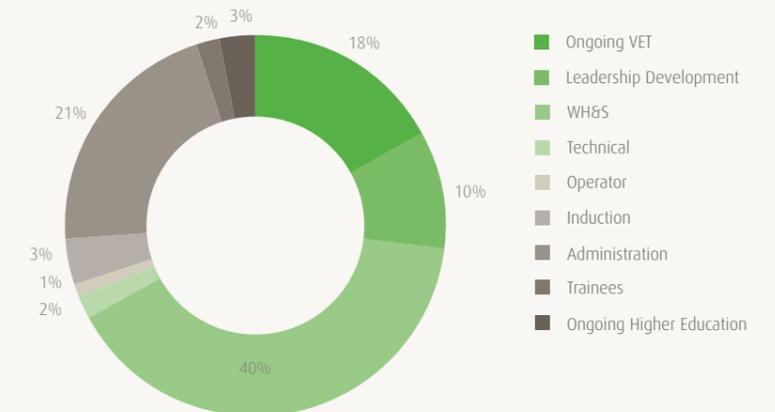


FIGURE 12
Training by Department 2016/17

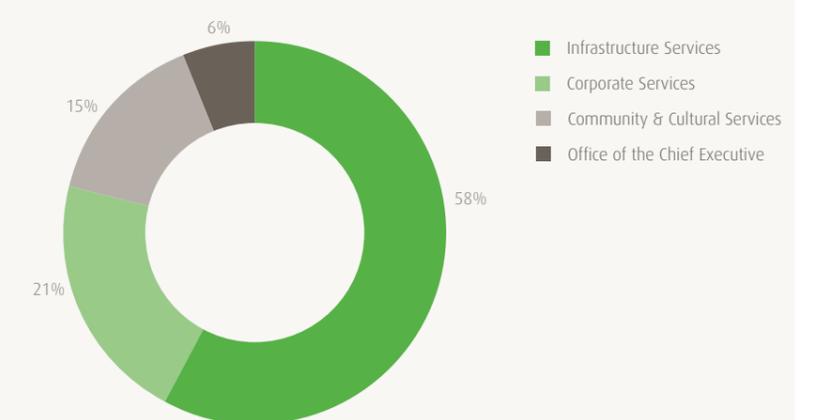
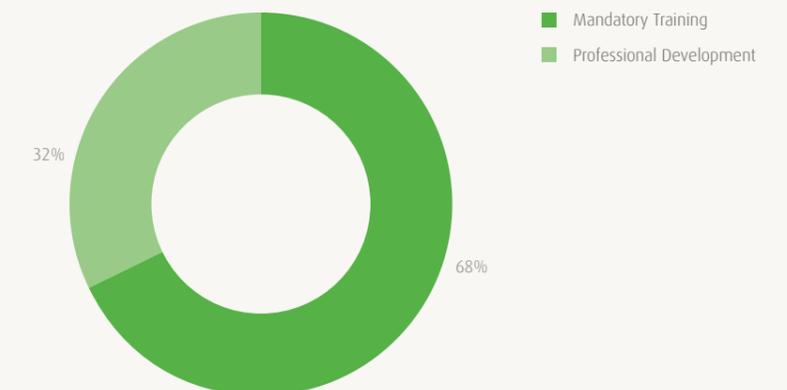


FIGURE 13
Training Type 2016/17



Workplace Health & SAFETY

Council continued to develop and enhance its Workplace Health & Safety Management System throughout the course of the year in line with its goals set down in its workplace health and safety policy commitment.

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 & Safety (WHS) policy document that defines management obligations and commitment.

The WHS management system is modelled on the applicable Australian Standard AS/NZS 4801 and during the year the system was subject to a comprehensive review with the objective of transitioning the system to compliance with the proposed international standard ISO 45001.

A comprehensive library of over 170 safe operating procedures provides instruction in safe work practices and use of machinery and equipment.

Council uses a program of job safety and environment analysis plans to identify and mitigate risks at individual worksites and this program was expanded to include safe work methodology statements to manage risks associated with generic work practices.

Council has developed a WHS risk assessment to guide the development and implementation of WHS standards and operating procedures and to regulate safe work audits across the work place.

Audits of all Council workplaces were undertaken during the reporting period. A number of minor matters were identified and rectified. No matters of significance were identified.

All information relating to WHS is made available to staff through Council's internal systems. Health and Safety representatives have been appointed to worksites based on the WHS risk assessments and a mandatory induction program for all new staff provides an introduction to Council's safety regime.

Council's WHS Committee meets monthly. Its representatives are drawn from various workgroups across Council. Appointment of representatives is based on individual risk profiles of Council's workgroups. All committee representatives are provided with health and safety representative training as approved by the regulator, NT WorkSafe.

Council has a strong culture of incident reporting, whether or not injury is sustained. Incident reporting statistics are analysed monthly in order to proactively identify problematic 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. There has been a continuing trend of increased reports of abuse of Council staff for the 2016/17 year, particularly with Regulatory Services staff.

As a result of proactive management of safety systems there has been a reduction of lost time incidents as a percentage of reported incidents down from 44.4% in 2009/10 to 7.6% in 2016/17.

An analysis of the severity of injuries during the year showed that 89% of injuries were rated as insignificant or low impact with no lost time resulting.

During 2016/17 a total of 119 incidents were reported, of which 16 resulted in Workers Compensation Claims, 9 being lost time injuries and 7 claims for medical expenses only.

The actual number of days lost due to injuries during the year was 252.8 days. Of these, 179 days were lost to three (3) staff with long term injury management issues. It is important to note that some days lost were as a result of injuries sustained in previous years and the actual lost time occurred during the 2016/17 financial year.



FIGURE 14
Injury Types 2016/17

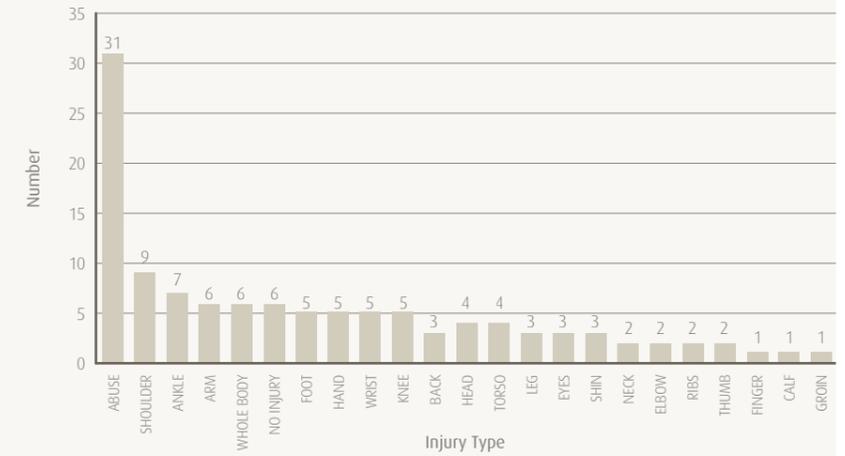
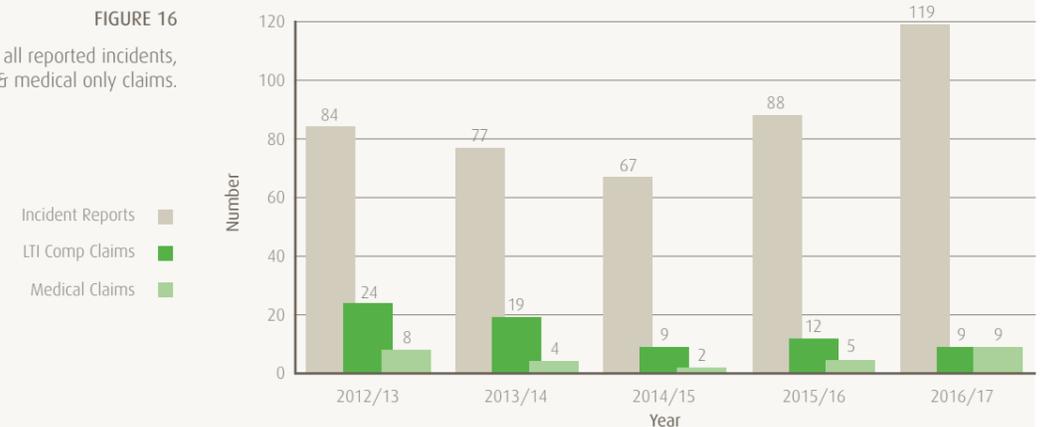


FIGURE 15
% LTI against ALL INCIDENTS (with trendline)



FIGURE 16
Annual figures - all reported incidents, LTI claims & medical only claims.



Risk MANAGEMENT

Council continued to enhance its risk management framework throughout the year with the review of risks and controls through the control self-assessment process and the annual review of Council's strategic and operational risk assessments. Reviewing Council's controls on a regular basis ensures a robust system of continuous review and improvement.

The operational risk assessments and control self-assessment program are designed to complement each other with a view to continuous improvement of the framework.

Operational risk assessments were reviewed during the year to re-align with the new organisational structure for Council implemented from 1 July 2017.

Council's risk management framework is based on the requirements of the International standard for risk management, ISO 31000:2009. The framework comprises the following:

- A strategic risk assessment, based on Council's strategic plan, *Evolving Darwin: Towards 2020*
 - Operational risk assessments, based on the organisational structure and business outputs of Council's four operational departments
 - A risk based internal audit program, based on outcomes identified in the strategic and operational risk assessments
 - A risk based control self-assessment program, supplementing the internal audit program and using outcomes identified in the operational risk assessments
- A workplace health and safety management system, comprising WHS policy, work standards and a library of safe operating procedures
 - A business continuity management program covering all of Council's identified essential functions
 - An emergency control organisation to oversee the control of fire and other emergencies



IMAGE 11
Yoga at East Point



IMAGE 12
Anzac Day Parade 2017



IMAGE 13
Parap Pool Redevelopment

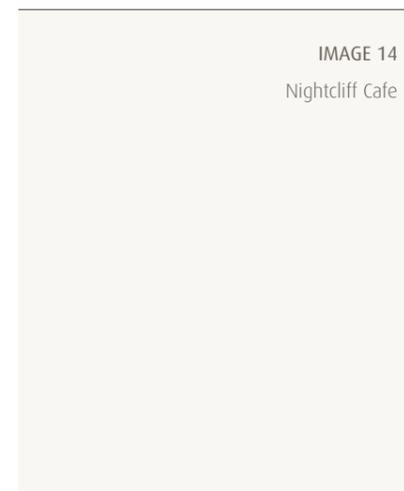


IMAGE 14
Nightcliff Cafe



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 2016/17 the City of Darwin administered 79 contracts to the total value of approximately \$50 million, an increase of 8% from the previous financial year. Overall, the number of contracts administered during the year increased by 6%, this is on top of a 4% increase the previous year.

The number of contracts undertaken by local business has increased by four (4). Contract's undertaken by companies with

interstate headquarters and a local office/branch increased by two (2). Contracts undertaken by interstate companies with no local presence remained at seven (7), this represents less than 10% of all Contracts. Refer figures 15, 16 and 17.

\$ VALUE OF CONTRACTS	NO. OF CONTRACTS	SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
Up to \$100,000	26	Supply and Installation of 250 KVA Generator and 30 KVA UPS For Operations Centre	Server Room Specialists	L
		Maintenance of Generator and UPS for Civic Centre	Server Room Specialists	L
		Design & Tender Documentation for Upgrade of the Bennett / Cavenagh St Intersection	Cardno NT	L
		Design and Construction of Playground Shade Structures	Aerosail	L
		Provision of Painting Services	Akron Group	L
		Design and Construction of Nightcliff Foreshore Café	Ray Laurence Construction	L
		Nightcliff Stormwater Study	Byrne Consultants	L
		Supply of Hot Mix Asphalt	Asphalt Company Australia	L
		Provision of Road Shoulder Maintenance and Plant Hire	Mousellis & Sons	L
		Provision of Security Services	Wilson Security	LI
		Provision of a Temporary Labour Services	Randstad	LI
		Supply and Delivery of Seven New Dual Cab 2x4 Well Body Utilities	Kerrys Automotive Group	L
		Provision of Auditing Services	Merit	LI

\$ VALUE OF CONTRACTS	NO. OF CONTRACTS	SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
		Design and Construction of Playground Shade Structures	Jongs Upholstery	L
		Design and Construction of Playground Shade Structures – Package 2	Aerosail	L
		Design and Construction of Playground Shade Structures – Package 2	Timber and Steel Constructions	L
		Nightcliff Road-Progress Drive Intersection -	GHD	LI
		Investigation, Concept Designs and Cost Estimates Asphalt Supply	Fulton Hogan	L
		Grounds Maintenance Lyons Muirhead and Lee Point Road	Naturecall Environmental	LI
		Development of a new CoD Website	Captovate	L
		Supply And Installation of Xmas Decorations for Darwin CBD	The Exhibitionist	L
		Service of Street and Park Litter Bins	Rural Rubbish Removals	L
		Provision of Sweeping Services	Akron Group	L
\$100,000 to \$250,000	22	Chilled Water Pipe Replacement West Lane	Mobile Electrics	L
		Provision of Travel Services	Mariner Travel	I
		Provision of Plumbing Services	Approved Plumbing Services	L
		Shoal Bay Water Monitoring	EcOz	L
		Event Infrastructure for Bombing of Darwin Day	Dreamedia	L
		Supply and Delivery of Ready Mixed Concrete	HSS NT	L
		Provision of Plumbing Services	Darwin and District Plumbing	L
		Carparking Cash Collection and Associated Services	Wilson	LI
		Provision of a Temporary Labour Services	Corestaff	LI
		Hire and Operation of Elevated Work Platform	Mabindi	L
		Provision of Security Services	Southern Cross Protection	LI
		Design and Construction of Photovoltaic Systems at Nightcliff and Casuarina Pools	Country Solar NT	L
		Line Marking Services	Asphalt Company Australia	L
		Provision of Sweeping Services	Industrial Power Sweeping Services	L
		Design and Construction of Playground Shade Structures	Aerosail	L
		Building Repairs and Maintenance	MIM Investments NT	L
		Design and Construction of Play Equipment Facilities and Shade Provision at Anula Regional	NT Shade & Canvas	L



\$ VALUE OF CONTRACTS	NO. OF CONTRACTS	SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
		Provision of Painting Services	M&G Painters And Partners	L
		Grounds Maintenance Lyons Muirhead and Lee Point Road	Programmed	LI
		Design, Documentation and Construction of a Public Toilet Facility, Civic Park Darwin	Purablue	I
		CCTV Inspections	Renoflo	LI
\$250,000 to \$500,000	15	Sunset Park Sea Wall	Akron	L
		Design and Construction of Playground Shade Structures	Central Industries	I
		Tree Planting	Remote Area Tree Services	L
		Building Repairs and Maintenance	Akron Group	L
		Supply of Electricity to City of Darwin Civic Centre	Qenergy	I
		Provision of Plumbing Services	P & K Plumbing	L
		Leachate Treatment System Pilot Trial Design	Water and Carbon Group	I
		Parap Leisure and Sports Centre - Stage 1	Liquidblu	I
		Design and Construction of Playground Shade Structures	NT Shade & Canvas	L
		Line Marking Services	Top End Line Markers	L
		Provision Of Litter Bin Collection Service	Akron Group	L
		Provision of Debt Collection Services	Territory Debt Collectors	L
		Provision of a Temporary Labour Services	Synaco	LI
		Resource and Recovery at Shoal Bay	NT Recycling Solutions	L
		Maintenance of Parking Machines in Darwin CBD	APARC	LI
\$500,000 to \$1,000,000	8	Bicentennial Park Play Space	Urban Play	I
		Smith Street Intersection Treatment	Mark Cundall Earthmoving	L

\$ VALUE OF CONTRACTS	NO. OF CONTRACTS	SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
		Provision of a Cleaning Service - 2015/057 as of 01/11/2015	Ezko Property Services	LI
		Construction of Nightcliff Seawall & Stormwater Outlets	Tomazos Group	L
		Provision of Arboricultural Services	Remote Area Tree Services	L
		Spray Seal and Minor Asphalt Works	Asphalt Company Australia	L
		Provision of Arboricultural Services	Arafura Tree Services	L
		Asphalt Overlay and Replacement Program	Asphalt Company Australia	L
\$1,000,000 to \$2,500,000	3	Management of Swimming Pools	Dempsey Consolidated	L
		Provision of a Temporary Labour Services	Hays Specialist Recruitment	LI
		Municipal Mowing	Programmed	LI
\$2,500,000 to \$5,000,000	2	Minor Civil Works	Vrahos Constructions	L
		Collection of Domestic Garbage and Recyclables For Darwin City Council	CLEANAWAY	LI
Over \$5,000,000	3	Construction of Stage 5 Waste Containment Cells	Territoria Civil	LI
		Operation of Shoal Bay Waste Disposal Site	Territoria Civil	LI
		Parap Pool Redevelopment	Sunbuild	L

L – Company with Local Headquarters

LI – Local Branch with Interstate Headquarters

I – Interstate Company

TABLE 08: Register of Contracts 2016/17



IMAGE 15
Italian Festival, June 2017



IMAGE 16
Spinway Bike Hire at Foreshore Cafe



IMAGE 17
Bicentennial Park Play Space

FIGURE 17
Number of contracts awarded by ownership

I – Interstate Company
LI – Local Branch with Interstate Headquarters
L – Company with Local Headquarters

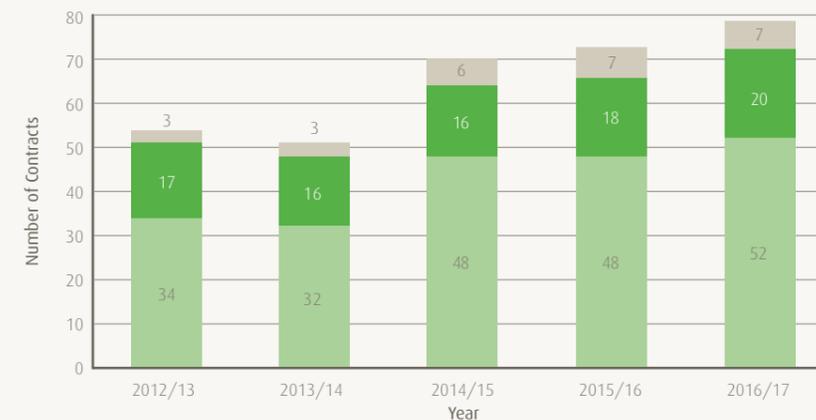


FIGURE 18
Number of contracts awarded by location

Interstate Staffed
Locally Staffed

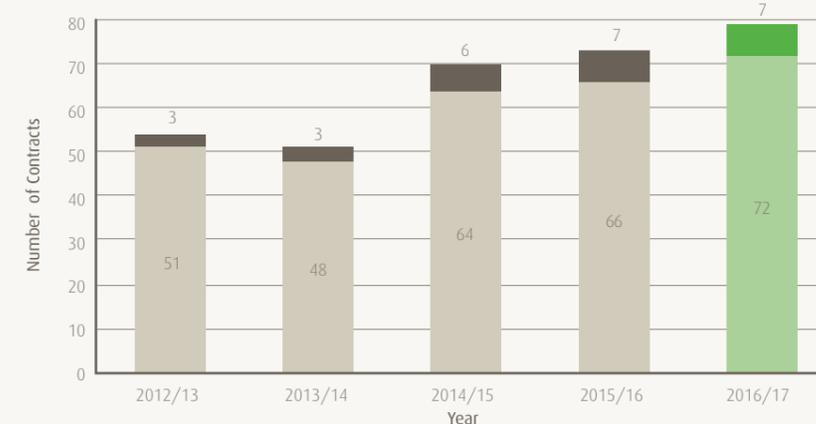
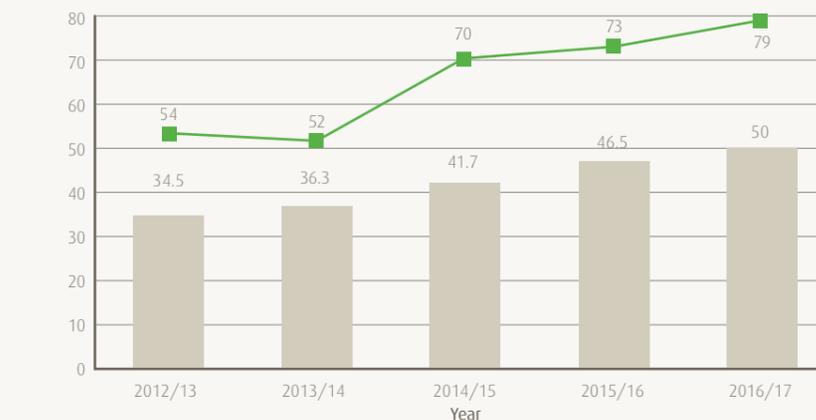


FIGURE 19
Total contracts (number and value) awarded

Total Contract Value (\$M)
Total Contracts Awarded



Integrated Planning, Performance AND REPORTING FRAMEWORK (IPPR)

City of Darwin's integrated planning framework (refer page 77) outlines how we plan for the future. Central to our planning framework is the development and ongoing review of the *Evolving Darwin Towards 2020 Strategic Plan*. The Strategic Plan articulates the vision, mission and goals for the City of Darwin.

The conclusion of the 2016/17 financial year represents five years since the last review of the *Evolving Darwin Towards 2020 Strategic Plan*. To ensure the vision and goals for Darwin remain relevant and future oriented a full review of the plan will take place following the August 2017 local government elections.

The Strategic Plan provides the basis for our annual municipal plan and budget. The municipal plan outlines the program profiles and associated budget allocated to delivering core services and projects to the Darwin community. This Annual Report provides an assessment of Council's performance in implementing the Strategic Plan and 2016/17 municipal plan and budget.

The Strategic and Municipal Plans outline measures of success that will be utilised in order for Council to monitor its performance. These measures form the basis of City of Darwin's strategic performance framework and results are presented throughout this report. Over the past couple of years, Council

has been maturing in its data collection and performance reporting. As a result, measures of success for each Strategic Plan goal year can be reported for the last five (5) years. Measures of success for each Municipal Plan Program Profile are reported for the 2016/17 financial year. Where possible all other data contained within the report is reported over the last five (5) year period.

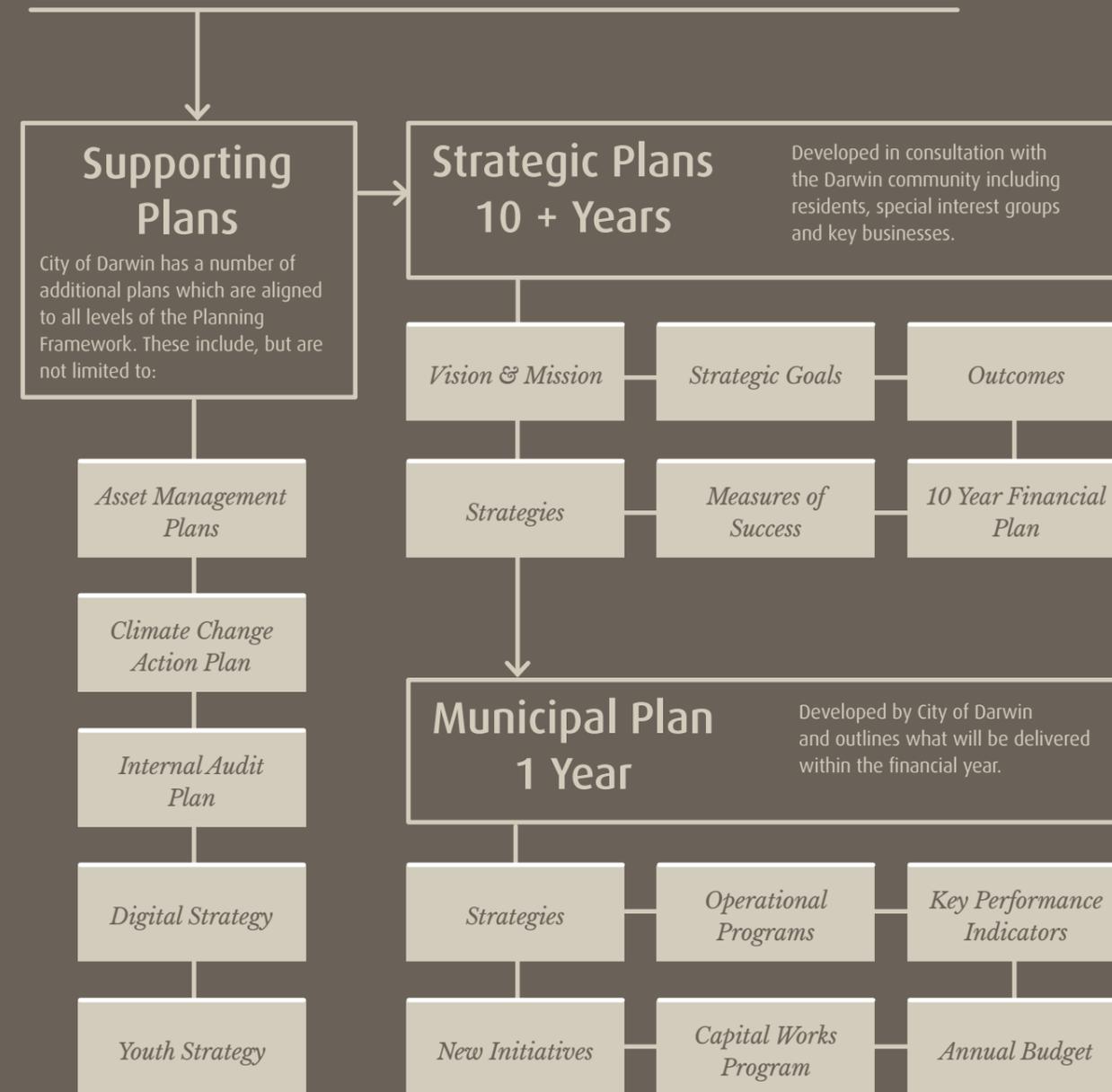
Within this report a 'traffic light' colour coding system has been adopted for the action and key performance indicator (KPI) results. City of Darwin's definitions of the traffic light system are detailed in the following table. Further detail is provided within the report where an action or KPI does not achieve green.

>90% on track or better	■ ■ ■ ■
<90% and >70% marginal variance	■ ■ ■ ■
<70% off track or requires attention	■ ■ ■ ■

The Financial Statements, provided from page 180, set out the financial performance, financial position and cash flows of City of Darwin for the 2016/17 financial year.



City of Darwin Planning Framework



Reporting our PERFORMANCE

Our performance is reported against each Goal in the following ways:

1. Evolving Darwin Towards 2020 Strategic Plan measures of success
2. Action progress of major initiatives and annual service programs funded in the annual budget

3. Results of the key performance indicators prescribed for each service program

Annual community satisfaction results are an important element of Council's overall performance management framework and can be found throughout the report.



Darwin Raintree

GOAL

Collaborative, Inclusive and Connected Community.

Council encourages social inclusion, enabling individuals to stay connected through activities that support and promote community harmony and build community capacity.

Measures of SUCCESS

This table represents the measures of success which evaluate progress towards achieving Goal 1 outlined in the Evolving Darwin Towards 2020 Strategic Plan.

INDICATOR	UNIT	TARGET	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2016/17 RESULT
Number of community groups or organisations supported (e.g. in-kind, advocacy, facilitation, financial)	#	100	129	115	104	152	126	■ ■ ■
Rates income provided back to the community via community grants or sponsorships per annum	%	4.5	3.12	3.26	3.5	2.0	2.25 ¹	■ ■ ■
Total 'hits' per year to Council's website	#	300,000	340,399	402,476	437,020	470,943	500,069	■ ■ ■
Total number of on-line payments made via Council's e-services	#	14,500	16,092	24,708	23,435	24,227	24,380	■ ■ ■
Goal 1 - Overall Performance	%	100	105	123	120	168	153	■ ■ ■

¹ This result does not include in-kind support services provided back to the community, the result is within an acceptable variance as Council reduced its general rates increase to 2.75% for the 2016/17 financial year.



Casuarina Swimming Pool
Photo by Karen Messenger, Library Officer



OUTCOME

1.1

Community inclusion supported

The strategies that City of Darwin plans to deliver on in order to achieve a city where community inclusion is supported are:

Strategy 1.1.1
Develop and support programs, services and facilities, and provide information that promotes community spirit, engagement, cohesion and safety

Strategy 1.1.2
Develop equitable and accessible community participation opportunities

Strategy 1.1.3
Improve access for people of all ages and abilities

Strategy 1.1.4
Connect with, support and recognise volunteers

Strategy 1.1.5
Create employment opportunities within the Council that reflect the diversity of the Darwin Community

Strategy 1.1.6
Create employment opportunities within the Council for disadvantaged members of the Darwin community

Action Performance

10 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Support, partner and deliver activities and events which 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 Disability 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	
Develop contemporary policy and procedures that guide implementation of the Darwin Safer City Program	Darwin Safer City	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Number of community groups or organisations provided with council support (e.g. community grants, fun and games, face painting, Gig Gear, staging)	Community Development	#	>55	68	
Level of community satisfaction with community services provided by City of Darwin	Community Development	#	3.5	3.5	
Number of retailers/residents engaged with by Safer City Service	Darwin Safer City	#	120	126	
Number of service bridging referrals made for vulnerable people	Darwin Safer City	#	800	1,773	

Achievements AND PROGRESS

Council provides equitable access to services for all people and abilities in our Community.

City of Darwin's Community Access Plan 2012-2017 demonstrates how Council enacts the national *Disability Discrimination Act 1992* and details Council's actions to ensure equal opportunities for people with disability.

In addition, Council provides a range of services to people across the whole of the city's demographic including vulnerable people. Council's community grants program encourages broad participation and inclusion by funding not-for-profit organisations to deliver projects, activities and/or events that directly benefit and promote Darwin.

Community inclusion achievements in 2016/17 included:

- Renaming of the Disability Advisory Committee to the Access and Inclusion Advisory Committee (AIAC) ensuring a much broader scope of inclusion. The Committee continued to bring the voices of people with disability to decision making on services and infrastructure projects across the city.
- Partnering with disability organisations and the Northern Territory Government to deliver the three (3) week-long 2016 Disability Awareness Festival. The festival aimed to increase awareness of the abilities of people with disabilities and increase recognition of their contributions and aspirations. A range of activities included a Festival Launch and movie night at Jingili Water Gardens, Family Fun Day at Lake Alexander and a Business Engagement Breakfast at the Hilton Hotel.
- Refocusing disability awareness from a once a year festival model to a whole calendar year of advocacy for access and inclusion with events occurring throughout the year, in line with existing mainstream events.

- In August 2016, City of Darwin supported seniors with 27 free events and activities delivered across the city as part of Seniors Month. Events to acknowledge and celebrate the contributions of our seniors included digital literacy, art workshops, physical activity and a movie at the Deckchair Cinema.
- City of Darwin supported Council of the Ageing (COTA) to deliver a Seniors Expo at the Museum and Art Gallery of the Northern Territory (MAGNT). The expo provided an opportunity for seniors to find out more about a range of services and programs on offer from a variety of organisations.
- Approximately 500 people attended Darwin's International Women's Day celebrations in March 2017. The celebrations included a walk, mini expo of information stalls, performances and speeches. The event, which celebrates the economic, political and social achievements of women, past, present and future, was delivered in partnership with the United Nations Association of Australia (Northern Territory) and Office of Women's Policy, Northern Territory Government.
- Council's Community Grants Program supported projects across a range of areas including; arts and culture, community safety, recreation and community development. In 2016/17 Council attracted 56 applications seeking funding for community projects. Council funded 19 community initiatives and projects totaling \$99,334. Council's community grants program continues to be a valuable source of income for community organisations with the number and value of applications increasing each year. A complete list of recipients in 2016/17 community grants can be found on page 88-89 of this report.

IMAGE 18
Fun Bus at the Botanic Gardens



IMAGE 19
Nightcliff Seabreeze Festival



- Council has a range of unique games and equipment for community events in Darwin for not-for-profit organisations and community groups for non-commercial events. The equipment provides options to bolster community groups and organisations in their quest to provide affordable and accessible events for the community. The Fun and Games Program supported 30 community events and seven (7) Council events during 2016/17.
- Fun Bus Program provided children's activities for five (5) community events; Darwin Festival Teddy Bears' Picnic, Welcome to Darwin Expo organised by Defence Community Organisation,

FREEPS at the Sea Breeze Festival, Darwin Italian Festival and Ludmilla Primary School 50 year celebration.

- Fun in the Parks provided children's activities for the following five (5) community events, Disability Awareness Festival, Darwin City & Waterfront Retailers Association Easter Hunt, Darwin City Boutique Market, Bringing them Home and National Sorry Day and Anula Family Event. Fun in the Parks also provided art and craft activities at nine (9) Council community events.
- Council supported the provision and coordination of accessible community facilities. Council's subsidies and

contributions towards its community facilities allow important community services to conduct activities and build their own capacity within the community. City of Darwin has three community centres, located at Malak, Nightcliff and Lyons. The centres support a diversity of social, recreation, cultural and leisure activities to benefit community. Nightcliff Community Centre provided office space for nine (9) not-for-profit community groups and the Lyons Community Centre provided office space for one (1) not-for-profit community group.

- Council owns seven (7) facilities that support community-based



IMAGE 20
Mural, Austin Lane Darwin City



IMAGE 21
Bicentennial Park Play Space

childcare centre. The Childcare Centres are overseen and run by volunteer community based management committees. Council supports each centre with building maintenance, project management of major capital works, and network meetings with Centre Directors to facilitate capacity building, including the development of robust governance and peer networking.

- Council's commitment to inclusion is evident with the Darwin Safer City Program. The program focusses on reducing alcohol related harms impacting on community life, creating strong health, connected and inclusive communities. In year two (2) of a three (3) year community development program achievements included:
 - Continued delivery of Faces In Spaces, City of Darwin's public space activation program. Funded by the Commonwealth Government, Faces In Spaces is a project that aims to encourage inclusion, community connectedness and increase participation in community life for people of all ages, cultures and means. It works with low income, underrepresented and vulnerable population groups to create genuine community participation opportunities and help the project come to life. Activities aim to increase the vibrancy and connectivity of Darwin while bringing public spaces to life. See www.facesinspaces.com.au
 - Consolidation of strong working partnerships between agencies and the Assertive Outreach Team delivering services directly to vulnerable people in public spaces. St Vincent de Paul, Centrelink, Saltbush mob, CatholicCare NT, Danila Dilba, Salvation Army and Larrakia Nation all work collaboratively to provide a timely and seamless service to vulnerable people in need.

- Provision of informed evidence based input into liquor license applications, demonstrating Council commitment to advocating for alcohol supply reduction.
- Continued coordination of the Public Places Services Collaboration Group ensuring effective service coordination and responses. Information sharing between services with a role in reducing alcohol harms and making our community safer is fundamental to the work of the group. Chaired by senior NT Police and supported by the Darwin Safer City Program, diverse membership included:
 - Public Housing Safety
 - Larrakia Nation Outreach Services
 - Mission Australia
 - St Vincent de Paul
 - Australian Hotels Association
 - Licensing NT
 - Centrelink
 - Saltbush Mob
 - Power and Water
 - Northern Territory Government (Transport, Business, Lands, Planning & Environment, Health and Police)
 - City of Darwin (Regulatory Services, Parks & Reserves, Safer City Team)

Key achievements for the group in 2016/17 included:

- Establishment of the Darwin Inner City Packaged Liquor Accord.
- Streamlining of Power & Water processes to prioritise and repair lighting in hotspot locations.
- Support to the Airport Hotel to address anti-social activity.
- Strengthened working relationships.
- Council's Assertive Outreach team engages with vulnerable people in public spaces who find themselves homeless and/or struggling with alcohol issues. Assertive Outreach

works in partnership with a number of service providers to offer better access to a range of supports and services such as; health services, accommodation, return to country, income support and alcohol programs.

- This year has seen improved service collaboration between Salt Bush Mob, Catholicare NT, Danila Dilba, St Vincent de Paul, Salvation Army, Larrakia Nation and Centrelink who work alongside the Assertive Outreach Team in the field, delivering services to people when they need it, increasing the potential for positive intervention.
- The Safer Community Support Service works with local businesses and community members to build their capacity in managing community safety issues. The program is underpinned by crime reduction principles and draws upon Crime Prevention Through Environmental Design (CPTED) and community engagement activities. The service has developed strong working relationships with NT Police and other agencies, creating effective collaborative strategies that assist in minimising the impact of negative behaviours on amenity of the Darwin municipality.
- In 2016/17 there were 200 Partner agency collaborations and 309 businesses or community members supported to address community safety and anti-social behaviour issues; and 314 retailer/business engagements.

City of Darwin Community Grants Program 2016/17

GRANT RECIPIENT	GRANT PROGRAM	INITIATIVE	AMOUNT
St Vincent de Paul Society NT	Community	The proposed project has two components: a cooking skills program for housing tenants and service delivery improvements for volunteers and members.	\$4,254.00
Satu Bulan Theatre Company	Community	The family-friendly production will represent a collaboration of Darwin and Indonesian artists utilising shadow puppetry, movement, music, video and text to tell this story of a young Indonesian boy who travels to Australia.	\$6,150.00
SIDS and Kids NT	Community	Training members of the community with an introduction to talking to and supporting people in grief and through loss.	\$9,500.00
Conservation Volunteers Australia	Community	The project would engage local and international volunteer groups in fortnightly beach clean-ups at strategic beach sites around the city of Darwin over a 24 week period.	\$9,000.00
Eco Science NT Pty Ltd	Community	The aim of this project is give people of all ages the opportunity to discover Darwin's amazing mangroves by offering a series of free guided Mangrove Walks.	\$10,000.00
Africa Australia Friendship Association	Community	Grassroots Football. The aim of this project is to provide an opportunity for Darwin residents to achieve an active lifestyle, this is especially pertinent to people from a culturally and linguistically diverse background.	\$2,680.00
Touch Football NT	Community	Touch Football NT would like to hold a community family touch football day, where all members of public are invited to register a mixed team of up to 10 participants ranging in age group from 8 years.	\$1,000.00
Darwin Lions Inc	Community	Beer Can Regatta. Funding requested to purchase 10 kayaks and paddles to be used during the event. Project aim is to give the community of Darwin and surrounds, a family fun day.	\$2,450
Music NT	Community	The Music NT Intune workshop series aims to provide key music industry development training for musicians in the Northern Territory.	\$5,000
CatholicCare NT	Community	Christmas for Kids 2016. The purpose of the grant is to help fund the Christmas for Kids Family Fun Day. This annual event is free and aims to provide happy Christmas memories for families.	\$8,500
PARKRUN Inc	Community	Start up and establishment of a Parkrun Event in the Northern Suburbs of Darwin. To set up and establish a free, weekly, timed 5km run in the Northern Suburbs area.	\$5,000
Darwin Roller Girls	Community	Rollerskating lessons for children. This project will expand roller sports by creating a program that includes ages not currently covered in the league.	\$2,500
Life Without Barriers	Community	Mind, Body & Soul, aims to provide an exercise and general wellbeing program to elderly people in the Darwin municipality. The program will facilitate a weekly exercise group run by a personal trainer with the aim to improve strength and functional movement, eye and hand coordination, memory, joint mobility and arthritis prevention.	\$5,000
Alongside PTSD Partner Support Inc	Community	To run fortnightly outreach groups across Darwin to help partners and families connect with people who understand frontline lifestyle challenges – from shift work and overtime through to relocations, mental health difficulties and Post Traumatic Stress Disorder (PTSD).	\$4,400
Alzheimer's Australia NT Inc	Community	The Good Sports! Celebrating Diversity in Ageing lunch will be held in Dementia Awareness Month (September 2016) to bring together members of Darwin's seniors community for a free event which includes dancing, entertainment and refreshments.	\$2,150

GRANT RECIPIENT	GRANT PROGRAM	INITIATIVE	AMOUNT
Child Australia	Community	The Bagot Youth Committee requires camping resources to have the ability to leave Bagot and connect with the land/people and culture outside of our own community.	\$5,000
Darwin Film Society	Community	The Capricornia Film Awards is a new initiative as part of the 2016 Darwin International Film Festival (DIFF). The Awards are dedicated to showcasing the best film, television and video productions being created in the Northern Territory.	\$5,000
Cancer Council Northern Territory	Community	Improving the experience of Relay for Life – Darwin. The aim of this project is to engage as many teams and community members as possible. Teams participate in a relay-style walk or run, challenging each other to stay on the track overnight.	\$5,000
Neighbourhood Watch NT Inc	Community (Out of round)	Ima Safety House Birthday Fund 2017. This event will have free activities such as: Jumping Castle and Rock Climbing Wall, Disco Tent, Fairy Face Painting, Arts and Craft, appearance from 'Ima Safety House' throughout the event and a ceremonial cutting of the birthday cake.	\$2,000
Nepalese Association of Northern Territory Inc	Community (Out of round)	The New Year Musical Cultural Program Night is on Saturday 15 April 2017 and will include some popular guest artists from Nepal and other states. There will be singing, dancing and children's entertainment. A Nepalese Association of Northern Territory musical band will provide music to the locals of Darwin. There will also be typical Nepalese food and beverage stalls during the program.	\$4,750
Total Community Grants			\$99,334

TABLE 09: Community Grants 2016/17



IMAGE 22
International Women's Day Parade



27 free events for seniors

500 people attended International Women's Day celebrations

56 community grant applications were received

19 community grants were awarded totaling \$99,334

Fun and games program supported

37 community and council events

Fun bus supported

5 community events (additional to Council's ongoing program)

Fun in the parks supported

14 community and council events

10 not-for-profit community groups

were supported with office space at Nightcliff and Lyons community centres

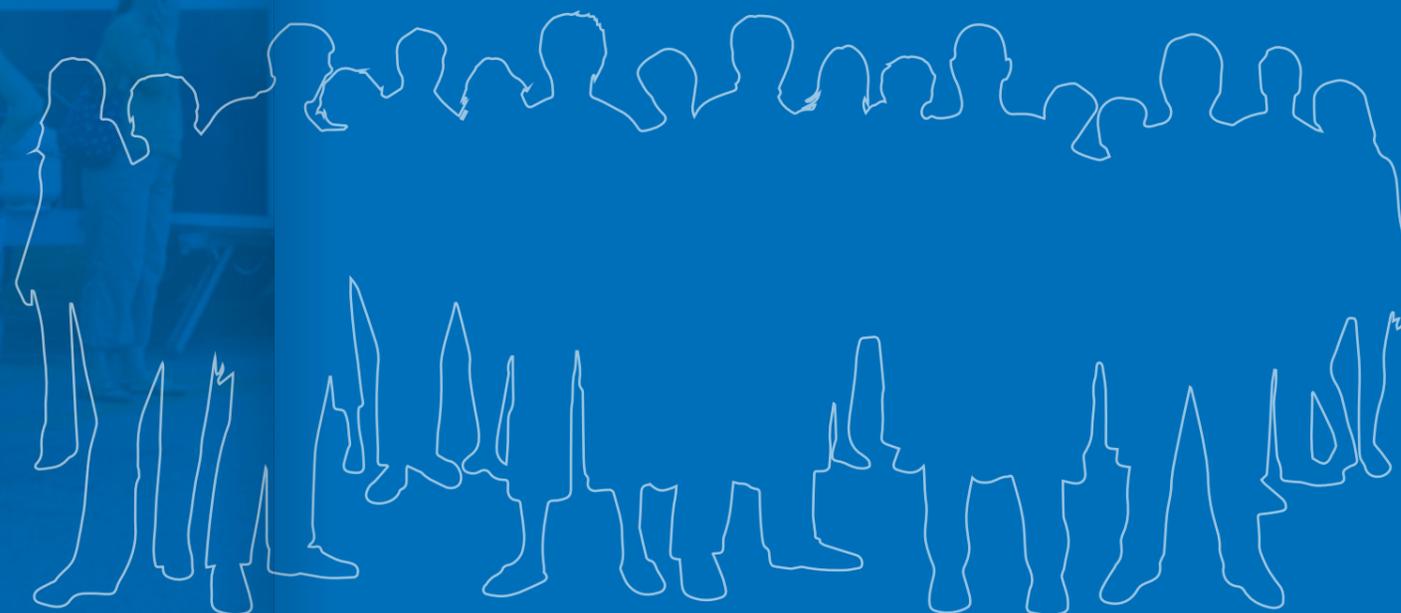
7 childcare centres were maintained

226 outreach service days and 103 joint service days with partner agencies

414 instances of client advocacy facilitated by Council

1,698 Safer City program clients were assisted with access to transport, medical care, income support, emergency/material aid, ID and Return to Country services

119 Safer City program clients presented with intoxication and 993 clients with chronic alcohol dependency



OUTCOME

1.2

Desirable places and open spaces for people

The strategies that City of Darwin plans to deliver on in order to achieve a city with desirable places and open spaces for people are:

Strategy 1.2.1
Enhance places and open spaces

Strategy 1.2.2
Provide secure and clean public places and open spaces

Strategy 1.2.3
Ensure accessibility and connectivity of spaces

Strategy 1.2.4
Provide for diversity of uses and experiences in public places and open spaces

Strategy 1.2.5
Participate and partner in activities that contribute to a safer Darwin

Action Performance

8 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Manage and maintain compliance with Council's Off and On-street parking control program	Regulatory Services	
Conduct routine patrols of public areas to ensure public facilities, parks and beaches are being used for lawful purposes	Regulatory Services	
Conduct enforcement activities to ensure compliance with Australian Road Rules, NT Traffic Regulations and Council By-Laws	Regulatory Services	
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 community about socially responsible pet ownership and By-Laws for animal management	Regulatory Services	
Provide an after-hours emergency call-out service for attacking or dangerous dogs	Regulatory Services	
Undertake public places cleaning including path, street sweeping and litter collection services to maintain public amenities	Civic Works	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Community perception of safety in parks, reserves and public open spaces	Regulatory Services	%	>60	86 ¹	
Availability of vacant car parks in on-street parking	Regulatory Services	%	>20	N/A ²	
Community satisfaction with dog and cat control education programs	Regulatory Services	#	3.3	3.1	
Number of dogs registered within the City of Darwin	Regulatory Services	#	10,000	9,584	
Number of cats registered within the City of Darwin	Regulatory Services	#	1,500	1,303 ³	
Community satisfaction rating with the standard of litter collection from public areas	Civil Works	#	>4	3.2	

¹ Council no longer asks this question in its annual Community Satisfaction Survey. The question asked is if members of the public feel safer during the day or night time. 86% of respondents indicated they felt safe during the day and 48% of respondents felt safe during the night.

² There is no accurate data source available for this KPI. The KPI has been removed from future Municipal Plans.

³ The number of cat registrations in 2016/17 increased from 1,087 in the previous year and remains within an acceptable range.

Achievements AND PROGRESS

City of Darwin's Regulatory Services program contributes to making the municipality a more desirable place in which to live and conduct business. Council also undertakes a public place cleaning program which targets paths, street sweeping and litter collection services to maintain public amenity.

2016/17 achievements demonstrating that the municipality has desirable places and open spaces included:

- Daily regulation of parking practices within the CBD locality provided motorists with equal opportunity to parking spaces and ensured an unobstructed continuous flow of traffic. City of Darwin is responsible for monitoring behaviour in accordance with the Northern Territory Traffic Regulations and the Australian Road Rules with regards to parking. The CBD precinct is governed by pay and display parking signs requiring the purchase of a 'pay and display' ticket when parking a vehicle. A total of 25,453 on-street parking penalty notices were issued in the CBD during 2016/17.
- Routine regulatory patrols of The Mall to monitor activities such as the use of skateboards, bicycles, skates and the walking of dogs within The Mall. Council also monitors activities undertaken by performing artists in The Mall area and ensures each performer has the appropriate permit.
- Providing a suburban patrol program aimed to respond to reported and observed illegal parking or breaches of Council's By-Laws in the municipality.
- Delivery of regulatory services relating to By-Law offences such as untidy allotments, abandoned vehicles and illegal camping. Activity included:
 - Receiving over 2,325 complaints relating to various By-Law offences such as untidy allotments.
 - Attending to 1,074 vehicles reported as abandoned within the municipality. Council is authorised to remove and impound vehicles from a public place that may be considered abandoned, parked illegally or dangerously under Part 5 of the NT Traffic Regulations 2014.
- Issuing 3,662 infringements parking and By-Law breaches by regulatory services suburbs program.
- Delivering the public places program which aims to minimise as much as possible breaches of By-Law 103, in particular persons camping/sleeping in public places, the obstruction of public facilities and litter. Working in conjunction with the NT Police, Larrakia Community, H.E.A.I and the Assertive Outreach Team, Council Rangers aim to help reduce the instances of anti-social behaviour. Anti-social behaviour hotspots included Mindil Beach, East Point Reserve, Nightcliff Foreshore and the CBD Esplanade where camping, the consumption of alcohol and/or anti-social behaviour is apparent on a daily basis.
- Effective animal management across the municipality contributes to creating a desirable place to live. At 30 June 2017 there were 9,584 dogs and 1,303 cats registered with the City of Darwin.
- During 2016/17, Council, with the assistance of the Animal Management Advisory Committee developed a Draft Dog and Cat Management Strategy. The Strategy will be finalised in the second half of 2017 and will provide the framework for the Animal Management Team.
- Budget allocations of over \$2.9 M annually to maintain clean local streets, public areas and amenities throughout the municipality. Council conducts street sweeping through the city centre and pressure cleans The Mall daily. Public amenities in the suburbs are cleaned daily, whilst Council's public Exeloo toilets are cleaned three times per day.



9,584 registered dogs & 1,303 registered cats



828 dogs
were processed at the animal pound

311 animal complaints
received regarding barking

259 dog attacks
reported and investigated

720 reports received
of dogs at large

934 infringements
were issued
for By-Law offences involving dogs and cats



OUTCOME

1.3

Connected community through technology

The strategies that City of Darwin plans to deliver on in order to achieve a connected community through technology is:

Strategy 1.3.1
Develop and promote information and communication technology capabilities to service and inform the community

Action Performance

1 key action across the program profiles has been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Implement a Digital Strategy for the City of Darwin	Information Technology	<div style="width: 25%; background-color: green;"></div>

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Percentage of service desk requests closed against open requests during a period.	Information Technology	%	97.5	98.75	<div style="width: 100%; background-color: green;"></div>

IMAGE 23
The Lighthouse, Festival Park
Photo by Donna Arcilla



Achievements AND PROGRESS

The City of Darwin Digital Strategy provides a framework that governs the way in which we explore, review and adopt technology to help deliver on our strategic vision of a tropical, liveable city.

It outlines a balanced approach to ensuring the needs of our community are met, accountability goals are achieved and we enable the digital economy to be leveraged for Darwin based businesses and community organisations.

The Digital Strategy is end user focused with an overarching framework, which will guide Council's development and implementation of IT and Digital Transformation projects both externally and internally. The Strategy will help gather the pockets of innovations that already currently exist in Council and ensure that there is a holistic and inclusive approach to technology implementation.

The Strategy is principles based and outlines three (3) key pillars to ensure that the adoption and implementation of new technology is both considered and measured with specific end goals a priority.

The three pillars; Open and Innovative Governance; A Connected Community; and The Digital Economy are outlined within the full strategy which is available on Council's website at www.darwin.nt.gov.au

In 2016/17 additional free Wi-Fi areas were commissioned for public spaces. Sites included Civic Park and the new play space on the Esplanade. The improved connectivity in public and open spaces will activate the areas and extend the reach of access to Council's digital services.

Internally, major improvements were completed to Council's internal information technology network systems. These projects included upgrade and improvements to servers, network hardware and software. Other IT projects completed also included a new organisational IT system structure and the addition of more mobile based applications for Council staff, reflecting the changes to Council's internal transformation work. These projects are part of Council's IT Asset replacement plan and in line with Council's Digital Strategy pillars and broader objectives for customer service.

IMAGE 24

De La Plage, Casuarina Coastal Reserve
Photo by Penny Hart



IMAGE 25

The Foreshore Cafe, Nightcliff Foreshore
Photo by Nathan Lewis



IMAGE 26

Territory Day Celebrations, Mindil Beach
Photo by Kirsten Strickland



OUTCOME

1.4

Improved relations with all levels of government and significant stakeholders

The strategies that City of Darwin plans to deliver on in order to achieve improved relations with all levels of government and significant stakeholders are:

Strategy 1.4.1
Actively engage with all levels of government to coordinate efficiencies and develop opportunities

Strategy 1.4.2
Play an active role in strategic and statutory planning processes

Strategy 1.4.3
Actively engage with non-government organisations and significant stakeholders

Action Performance

5 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2015/16 RESULT
Review and comment on all Northern Territory Development Consent Authority matters, in keeping with statutory and strategic requirements and community needs	Planning	■ ■ ■ ■
Participate in working groups with the Northern Territory Government to implement strategic planning initiatives	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	Planning	■ ■ ■ ■
Develop and manage Developer Contribution Plans for infrastructure upgrading works such as road works, stormwater drainage and social infrastructure	Planning	■ ■ ■ ■
Develop high level planning strategies	Planning	■ ■ ■ ■

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Number of development applications received	Planning	#	>250	238	■ ■ ■ ■



IMAGE 27
Book reading at Casuarina Library

Achievements AND PROGRESS

In the Northern Territory, the Northern Territory Government has retained responsibility for administering strategic land use planning and statutory planning processes.

In all states of Australia, local government, as the closest level of government to the community, fulfils this function. As such it is critical that City of Darwin has effective stakeholder engagement and influence in order to advocate for the best interests of the city and community now and in the future.

Achievements in 2016/17 included:

- Provision of high level responses for a number of Northern Territory Planning Scheme Amendments including:
 - Berrimah Farm rezoning and amendments to the Berrimah Farm Planning Principles and Area Plan
 - Amending the NT Planning Scheme by including the Berrimah North Planning Principles and Area Plan.
 - Northern Territory Planning Commission – Review of Dual Occupancy in Zone SD
 - Review of Darwin Esplanade Building Height Limitations
- Working with the Northern Territory Government on Project Control Groups for The Darwin Mid Suburbs Area Plans; including detailed land use planning for the suburbs of Ludmilla, Nightcliff, Coconut Grove, Rapid Creek and Millner.
- Lodging planning applications over the following City of Darwin land:
 - Variations to the staging plan for Parap pool
 - Conservation rezoning application for Section 5249 (35) Henry Wrigley Drive and Section 4295 (216) McMillans Road, Marrara; proposed rezoning of two parcels of land adjoining Rapid Creek.

- Undertaking strategic planning work in relation to:
 - Preliminary Draft Major Development Plan - Air Traffic Control
 - Northern Territory Airports Pty Ltd - Darwin International Airport 2017 Master Plan - Exposure Draft
 - City of Darwin Policy No. 041 Land Use Planning - General
 - City of Darwin Policy No. 038 Backpacker Hostel Accommodation & Policy No. 039 Bed and Breakfast
- Providing written responses to 238 development applications in 2016/17, including NT Planning Scheme Amendments referred to Council by the Northern Territory Government. Council undertook technical assessments on all the applications. Issues addressed included infrastructure and amenity requirements, planning assessments, traffic studies and waste management facilities.
- During the year, Council continued to partner with a variety of stakeholders such as the Top End Regional Organisation of Councils (TOPROC) to investigate options and advocate for the identification and securing of land for future Regional Waste Management and Regional Emergency Waste Management facilities.

- City of Darwin is committed to developing Darwin as a sustainable, prosperous and liveable city, an outcome which is best achieved through constructive relationships and partnerships between all levels of government, stakeholders and the community. Many partnerships are formed across Council for the purpose of information sharing, project and program delivery, service efficiencies and capacity building. Delivery of the Parap Pool Redevelopment Project in 2016/17 is evidence of such partnerships with project partners across the whole of Council, Federal and Northern Territory Governments. A key partnership which progressed during the year was with the

Northern Territory Government working collaboratively to seek Federal Government commitment to a City Deal. It is expected that a formal City Deal agreement will be put in place during 2017/18.

- City of Darwin's participation on external committees also contributes to achieving positive relations with other levels of government. Three (3) Committees which are pertinent to this are; Council of Capital City Lord Mayors (CCCLM), Northern Australia Capital City Committee (NACCC) and Top End Regional Organisation of Councils (TOPROC).

IMAGE 28
Rapid Creek Markets
Photo by Heather Docker



GOAL 2

Vibrant, Flexible and Tropical Lifestyle

Our community values its lifestyle and Council provides services and infrastructure that support people to live, work and play.

Measures of SUCCESS

This table represents the measures of success which evaluate progress towards achieving Goal 2 outlined in the Evolving Darwin Towards 2020 Strategic Plan.

INDICATOR	UNIT	TARGET	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2016/17 RESULT
Average community satisfaction rate across all Council's community services	#	3.5	3.6	3.5	3.9	3.4	3.4	
Average community satisfaction rate across all Council's infrastructure services	#	3.5	3.7	3.7	3.7	3.6	3.4	
Council contracts awarded to locally owned and/or operated businesses	%	70	72	90	93	90	91	
Darwin community that are satisfied with their quality of life in Darwin	%	85	86	83	84	73	70	
Total occupancy rates at Council's community centres	%	80	85	91	100	95	90	
Goal 2 - Overall Performance	%	100	104	110	115	107	104	



Daly Street
Photo by Kirsten Strickland, Ranger



OUTCOME

2.1

Improved access and connectivity

The strategies that City of Darwin plans to deliver on in order to achieve a city where access and connectivity is improved are:

Strategy 2.1.1
Improve the pathway and cycle networks and encourage cycling and walking

Strategy 2.1.2
Advocate for improved transport options

Strategy 2.1.3
Manage the road network to meet community needs

Strategy 2.1.4
Provide parking facilities to meet community needs

Strategy 2.1.5
Enhance access and use of neighbourhood spaces and hubs

Action Performance

13 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Manage and maintain Council's road network	Civil Works	
Manage and maintain line marking and signage to all roads	Civil Works	
Manage and maintain Council's stormwater drainage infrastructure and network	Civil Works	
Undertake mosquito control spraying in stormwater drainage infrastructure in the municipality as required	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, pavements 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 ¹	Design	
Undertake traffic management investigations and formulate responses	Design	
Undertake stormwater drainage studies and identify future upgrading works required ²	Design	
Provide documentation for the technical aspects of construction	Design	
Manage the operation and planning for City of Darwin Off and On-street car parking facilities ³	Off and On Street Car Parking	
Develop and implement Council's pricing strategy for Off and On-street car parking facilities	Off and On Street Car Parking	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Community satisfaction rating with the standard of road maintenance	Civil Works	#	>4	3.4	
Community satisfaction rating with the standard of stormwater drainage	Civil Works	#	>4	3.7	
Community satisfaction rating with the standard of footpaths/shared paths	Civil Works	#	>4	3.3	
Percentage of annual design program completed	Design	%	100	85	
Total revenue generated by off-street car parks	Off and On-Street Parking	\$	2.5M	2.7M	
Total revenue generated by on-street car parks	Off and On Street Parking	\$	2.5M	2.3M	

¹ The design of Council's Roads to Recovery Project – Dinah Beach Road was not completed. Additional design work was required to ensure project scope remains within project budget.

² The Nightcliff Drainage Study is underway, expected completion September 2017

Achievements AND PROGRESS

Improved access and connectivity throughout the municipality is achieved through key infrastructure, transport and cycle networks that meet community need.

In 2016/17 achievements included:

- Completing upgrades at two (2) intersections along Ryland Road, Rossiter Road and Clarke Crescent to improve safety for all road users. Construction was completed in 2016 with the project funded by the Australian Government Black Spot Funding program and included:
 - A raised road surface platform including new pedestrian refuge islands, kerb alignment and new kerbing and line marking will be installed at the intersection of Ryland and Rossiter Roads.
 - A roundabout including a 'mountable' roundabout with sloping edges, new pedestrian refuge islands and pedestrian paths was installed at the intersection of Ryland Road and Clarke Crescent.
- Continued implementation of the Darwin Bike Plan with studies undertaken to identify safety improvements for the shared paths along Ross Smith Avenue, Fannie Bay in the vicinity of Dick Ward Drive / Progress Drive intersection, Nightcliff. In addition, a section of the shared path along Dick Ward Drive, Coconut Grove was resurfaced.
- Construction and refurbishment of a total of \$1.1M of shared paths and pathways. Footpath reconstructions in the Darwin CBD, Parap, Fannie Bay, Stuart Park, Bayview, Nightcliff, Nakara, Berrimah and Karama.
- Refurbishing a section of shared path between Orchard Road and Osterman Street along Dickward Drive to the value of \$173,994.
- Delivery of Council's \$180,000 driveway replacement program including driveways located at Progress Drive and Koolama and Wescombe Streets.
- Delivering Council's design program for capital works program including the Black Spot, Local Area Traffic Management and Roads to Recovery funding programs. In 2016/17 design projects included:
 - Nakara Primary School - Safe Routes to School assessment
 - Holy Family Catholic School - Safe Routes to School assessment
 - Lee Point Road and Jabiru Street Intersection upgrade
 - Moil Crescent Bend upgrade
 - Cavenagh Street / Bennett Street intersection upgrade
 - Improvements at Smith Street / Daly Street intersection
- Maintaining Council's 452km long road network to best meet the comfort, safety and aesthetic needs of all road users and the community as a whole. Works included minor and major safety and traffic improvements, upgraded street lighting, road resurfacing, major rehabilitation works and from time to time major new road developments. In 2016/17 City of Darwin allocated over \$4.7M to road construction and traffic management programs including:
 - Disability access
 - Traffic signal upgrades and safety
 - Kerb replacement
 - Road resurfacing and reconstruction

387 potholes
were repaired

367 lineal metres
of kerb and gutter were replaced

567 road and directional
signage was replaced or repaired

170 side entry pits
were replaced

58+ tonnes of litter
and foliage
were removed from 244 walkways

112.3 tonnes of litter
were collected from roadsides and public spaces

574 hectares of parks
and reserves were maintained



- Providing maintenance works to Council infrastructure including roads, parks and public amenity. Maintenance is in addition to planned capital works and is based on routine, programmed and reactive maintenance tasks to ensure Council's parks and reserves, road and path network, stormwater drainage network and buildings are provided in a safe, clean and serviceable condition to meet the needs and expectations of the Darwin community. An overview of the maintenance program works in 2016/17 is provided in the infographic above.

- Providing Off and On street parking aimed at improving access to the Darwin CBD. In 2016/17 total Off and On street car parking revenue was \$5,040,445 up \$95,618 (1.9%) on the previous year. A total of 1,686 on-street car parking bays were provided across Zones A, B & C in the CBD and a total of 2,155 off-street parking bays were provided throughout the CBD.
- On-street parking generated revenue of \$2,296,504. Revenue is down \$64,013 (2.7%) compared to last financial year, however, it should be noted

- that the total number of on-street parking bays in Zone A, B and C was reduced by 94 bays during the year.
- Off-street parking generated revenue of \$2,743,941. Revenue is up \$92,125 (3.5%) compared to last financial year.
- The increase in off-street parking can be attributed to an increase in revenue at West Lane Car Park due to bays being utilised by a neighbouring residential building.



OUTCOME

2.2

A sense of place and community

The strategies that City of Darwin plans to deliver to create a sense of place and community in Darwin are:

Strategy 2.2.1
Develop a vibrant and active central business district

Strategy 2.2.2
Develop vibrant suburban centres of activity

Strategy 2.2.3
Improve the landscaping, streetscape, infrastructure and natural environment

Action Performance

16 key actions across to program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Manage and deliver building maintenance services for Council's building assets	Building Services	
Maintain compliance with all Building Regulations for Council owned buildings	Building Services	
Conduct Council's building inspection program	Building Services	
Manage the removal of graffiti from Council owned buildings and provide graffiti removal services to the Northern Territory government	Building Services	
Manage the delivery of Council's annual capital works program	Capital Works	
Oversee, supervise and provide project management services and advice across Council for all capital works	Capital Works	
Develop and annually review Council's capital works program and budget	Capital Works	
Implement projects from the Darwin City Centre Master Plan and Darwin Bike Plan	Capital Works	
Develop and maintain Developer Contribution Plans in accordance with the NT Planning Act	Development	
Develop and 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	
Maintain Council's parks, 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 plan and maintain trees in urban forests	Parks and Reserves	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Council maintains annual compliance with Fire Protection Regulations	Building Services	%	100	100	
Annual capital expenditure within approved budget	Capital Works	%	95	90	
Works permits processed within 10 working days	Development	%	>90	100	
Community satisfaction rating with the standard of maintenance of parks	Parks and Reserves	#	>4	3.6	
Community satisfaction rating with the standard of recreational and leisure services such as sports ovals	Parks and Reserves	#	>4	3.7	

2016/17 MAJOR PROJECTS

In addition to ongoing service delivery Council plans to deliver a major projects program. Major projects generally span across a number of financial years and are critical to the success of the *Evolving Darwin Towards 2020 Strategic Plan* and other plans such as the *Darwin City Centre Master Plan*, *Climate Change Action Plan* and *Coastal Erosion Management Plan*.

During the year, Council commenced, progressed or completed the following projects. Whilst construction did not commence on projects such as the Darwin Entertainment Centre Air Conditioning Project, Velodrome Project or Bennet / Cavenagh Street Upgrade, much design work and extensive community and stakeholder engagement has been undertaken.

Parap Pool Redevelopment

During 2015, City of Darwin was awarded funding of \$4.48M under the Federal Government's National Stronger Regions Fund to redevelop the Parap Pool with Council to match the grant funding. In April 2016 the Northern Territory Government committed \$5M towards the project, bringing the total project funding to \$13.96M.

The redevelopment project, spanning three financial years, aims to deliver a multipurpose aquatic facility aimed at improving the competition, leisure and recreation needs of the broader Darwin Community and northern Australia region. Planning and design work was undertaken during 2015/16 at a cost of around \$500,000.

Construction commenced in September 2016 and includes a 50 metre FINA (Federation Internationale de Natation) compliant pool, a 25 metre multi-purpose program pool, large shade structure covering the majority of the pools, new pool buildings

including amenities, management office, kiosk, plant rooms, storage and swimming club rooms. Completion is scheduled for December 2017.

A more detailed project report will be provided in the 2017/18 City of Darwin Annual Report.

Improvements to Shoal Bay Waste Management Facility

\$9.8M was allocated in Council's 2016/17 budget for continued development the Shoal Bay Waste Management Facility. Two major projects undertaken through the year included the construction of a new waste cell and leachate treatment system. Planning was also undertaken for capping of completed landfill areas and improvements to the site access and egress. Continued investment in the development of Shoal Bay Waste Management Facility ensures future growth is catered for and ongoing environmental management of the site as the city and region continues to grow.

Key elements delivered in 2016/17 included:

- Two (2) new leachate storage basins with a combined capacity of 30 mega litres. These basins will be used to safely store leachate collected at the site while a pilot leachate treatment program is carried out.
- Completion of an extensive two-part tender process culminating in Council's decision to undertake a pilot trial for leachate treatment in 2017/18. The trial is expected to help shape the design and operation of a full-scale system for the future and is based on leading edge research to create simulated engineered wetlands that uses biological processes to treat leachate.
- Near completion of construction of Cell 5, the next stage of the

landfill. Cell 5 is expected to be opened and receiving putrescible waste in early September 2017.

- Continued development of a Waste Management Strategy that will, among other strategies, provide a waste diversion target, or direction, for Council to implement across the Darwin Region.

Darwin Entertainment Centre Air Conditioning Replacement

The Darwin Entertainment Centre is served by two separate air conditioning units which are respectively thirty and twenty years old. They are both nearing the end of their operating life and have experienced major problems in recent years. A total of \$6.1M has been allocated for the upgrade and replacement of the current air conditioning systems which is scheduled to take place in 2017/18. The air conditioning replacement project supports the renewal of capital at the Darwin Entertainment Centre to ensure the ongoing operation of this important cultural and social facility for the Darwin community.

Cavenagh and Bennett Street Intersection Upgrade

City of Darwin was successful in receiving grant funding of \$1M through the Northern Territory Government Strategic Local Roads program to upgrade the Cavenagh and Bennett Street intersection. During 2016/17 Council project design and community engagement was complete. Since the conclusion of the financial year Council has closed its tender process and construction is due to commence in 2017/18.

This important intersection provides a link to the city centre from Tiger Brennan Drive and currently it constricts traffic flow during peak commuter periods. The Cavenagh Street and Bennet Street

IMAGE 29
Parap Pool Redevelopment Project



IMAGE 30
Young Territory Author Awards Darwin Entertainment Centre



IMAGE 31
Shoal Bay Waste Management Facility - Cell 5





IMAGE 32
Lee Point Beach
Photo by Penny Hart



IMAGE 33
Bicentennial Park Play Space



IMAGE 34
East Point Tree Planting Day

Intersection upgrade aims to increase road safety and reduce traffic congestion in the CBD. The project will deliver:

- Provision of a new dedicated left turn lane from Bennett Street into Cavenagh Street (McMinn Street end)
- Modifications to the existing lane layouts and signals phasing to facilitate safer and more efficient movement of traffic
- Upgrading the existing street lights in the vicinity to LED lighting
- New shade structures on the four corners of the intersection which are in line with cooling the city design principles outlined in the Darwin City Centre Master Plan

Playground Shade Project

Council's six (6) year playground shading project continued in 2016/17 with funds of \$940k allocated to deliver shade structures to 20 playgrounds. Artificial shade is provided to enhance the existing natural shade at playgrounds throughout the municipality.

2016/17 was the second year of the program with 20 playgrounds shaded previously in 2015/16. To date more than 50 Council's playgrounds have been shaded. The shading of playgrounds enables the community to enjoy our open spaces and tropical outdoor lifestyle comfortably and safely.

Solar Panel Project

An investment of \$300k was made in 2016/17 to further solar photovoltaic (PV) installations on Council buildings. Installations were completed at Nightcliff and Casuarina swimming pools during the year. Investing in solar PV systems is saving around 130 tonnes of CO₂ per site each year – the same as planting more than 800 trees each year. This investment into renewable energy combined with other energy efficiency works helps cushion the impact of rising electricity costs, with most solar PV systems paying themselves off within four years. Further information on Council carbon emissions and energy usage can be found on page 142 of this report.

Coastal Erosion

Council continued its ongoing commitment to mitigating the impacts of coastal erosion with funds of \$852K to continue implementation of the Coastal Erosion Management Plan. Works in 2016/17 included the redirection of stormwater outlet pipes to the bottom of the cliffs at four locations along the Nightcliff coastline. The City of Darwin Coastal Erosion Management Plan ensures Council maintains a focus on risk prioritisation, prevention and restoration in responding to coastal erosion issues affecting areas under its control and management. The Plan is intended to mitigate coastal erosion issues along the Darwin coastline; provide protection of nationally significant military heritage; and with the added benefit of managing legacy asbestos issues for the overall benefit of the community.

Darwin City Activation

Darwin city centre is the heart of the municipality with a variety of retail businesses, restaurants, services and entertainment options. Council allocated \$100K in 2016/17 to activate the city centre. Activities put in place throughout the year to ensure it is a vibrant, thriving location that supports local business by attracting both locals and tourists included the establishment of a regular program of Boutique Markets and a complete ban on smoking in The Mall.

Council has also strengthened its working partnership with the Northern Territory Government and Charles Darwin University through a commitment to progressing a City Deal with the Australian Government. The Australian Government has committed to establishing a City Deal for each capital city in line with its national Smart Cities Plan.

Tree Management Program

Council's tree management program was boosted with \$500K additional funding to review existing tree management practices in response to the recommendation from the Northern Territory Coroner. As a result Council has put in place appropriate measures to ensure identified trees are assessed and all trees maintained for community safety.

Darwin Velodrome Upgrade

The Northern Territory Government announced funding of \$1.5M in 2015 to the City of Darwin to upgrade the Darwin Velodrome. Council has continued to work towards velodrome upgrades throughout the year and has undertaken significant consultation with velodrome users and stakeholders to inform the scope of upgrades. The aim of upgrades is to modernise the facility and bring its specification in line with the requirements of local and national competition standards, therefore allowing better use of the facility for competitive cyclists and the general public. This project will continue in 2017/18.

Darwin City Centre Master Plan

The Darwin City Centre Master Plan was adopted by Council on 26 May 2015 and depicts a shared vision for the city for the next 20 years. It provides a roadmap to unlock the city's potential and guide its growth with the aim that the delivery of the projects contained in the plan will improve the liveability, productivity and sustainability of Darwin.

Projects delivered during the 2016/17 financial year included the Bicentennial Park Playspace \$1M and the implementation of the shared zone at the Smith St/Esplanade Intersection to improve pedestrian connectivity. City of Darwin is committed to the implementation of the Darwin City Centre Master Plan to ensure the development of a prosperous, sustainable and liveable city.

Bicentennial Park Play Space

The Bicentennial Park Play Space was completed in 2016/17 and opened in June 2017, in time for the city's mid-year school holiday break. The play space creates a family activity area that supports the increasing city residential population as well as visitors. The innovative play space is designed for kids of all ages and includes a 10-metre high customised net with sky cabin, water play activities and a variety of activities to run, swing, spin, slide and climb.

Achievements AND PROGRESS

In addition to Council's major infrastructure projects a number of key infrastructure programs such as stormwater, development, building services and parks and reserves contribute to creating a sense of place and community within the municipality.

Progress and achievements noted throughout 2016/17 included:

- Commencing a stormwater drainage study for the suburb of Nighcliff. The suburb has seen considerable change and re-development in recent years with many allotments being rezoned to allow higher densities of development. Coupled with ageing infrastructure this continues to put strain on existing drainage networks in the area. The study will be completed in the first quarter of 2017/18.
- Undertaking design works for a number of stormwater management projects with a view to including them on a 3 to 5 year upgrade program.
- Working with developers to ensure construction or development of infrastructure that falls within, or impacts directly on, Council assets as a result of development applications is developed to provide the best outcome for the community and to sustain growth across the Darwin Municipality. In 2016/17, major developments impacting Council included:
 - Muirhead Subdivision – development of a residential subdivision
 - Berrimah Business Park Subdivision – development of a light industrial / commercial precinct along Stuart Highway
 - 44 Woods Street – a large residential/commercial tower
 - 29 Daly Street – 11 Storey Building
 - 87 Woods Street – 2 Storey revitalisation
 - 8 Shepherd Street – 9 Storey Building
 - 12 Harvey Street – large residential building with commercial ground floor

- 16 Harvey Street - large residential building with commercial ground floor
- Ensuring, as part of developments, that all documentation is reviewed and approved by Council and any proposals for the development of new stormwater, roads and landscape infrastructure to be handed over to Council as part of new subdivisions are reviewed and approved prior to, during and at the conclusion of construction.
- Undertaking repairs and maintenance (including graffiti removal) across Council's 120 buildings and structures. Council owned building facilities include but not limited to:
 - Civic Centre and Operations Centre
 - Public Libraries at Casuarina, Civic Centre, Nightcliff and Karama
 - Commercial buildings including Darwin Entertainment Centre, Amphitheatre, Time Out Gym, Pee Wee's Restaurant, Doctor's Gully, Animal Shelter and United Petroleum Petrol Station in Daly Street
 - Multi-storey car parks at West Lane with 11 commercial tenancies and China Town with one commercial office tenancy
 - Community halls including tenancies at Nightcliff, Lyons, Malak and Parap
 - Aquatic facilities at Nightcliff, Casuarina and Parap
 - Weighbridge and Resource Recovery Centre
 - Sporting pavilions and clubhouses at The Gardens, the Velodrome, Bagot, Kahlin, and Malak Ovals
 - Childcare Centres at Casuarina, Karama, Malak, Mitchell Street, Nightcliff, Malak and Stuart Park

- Toilet facilities throughout the municipality
- Heritage sites including Gun Turret at East Point and Chinaman's Walk
- Boardwalks at East Point, Vestey's Lake and Doctor's Gully
- Maintaining parks across the municipality including weed control, pruning, refuse collection, basic irrigation and tree maintenance. The Darwin municipality is divided into three precinct teams; CBD, Central and Northern consisting of 197 lots of road reserves and parks. Each park servicing ranges between weekly to daily depending on their profile.
- Council has a specific team called the Urban Forestry Management (UFM) who manage the trees in playgrounds, road reserves, verges and reserves. The team assesses and undertakes remedial works to ensure Council trees are healthy and the risk of limb failure is reduced. Furthermore, the

team manages the Tree Risk Register, which articulates areas that have high pedestrian flow on a quarterly basis. With an ageing tree estate, tree removals are inevitable. In 2016/17 a tree succession plan established 528 Urban trees and 3000 revegetation trees within the municipality.

- Ensuring sustainable water and irrigation practices were put in place at parks and reserves across the City. Improvements were in line with Council's Water Efficiency Plan and included specialised works such as installations, wiring, controllers and pump installations, continued management and improvement of Council's telemetric system, data recording water meters and the conversion of manual watering to automated reticulation systems. In total 21 new reticulation systems were installed across the municipality.

- Providing specialised turf maintenance to Council 17 sporting ovals to ensure that the surface meets the requirements of a broad range of sporting and recreational activities. A soil chemistry analysis is undertaken so that the most efficient blend of fertiliser is applied to the ovals.
- Managing the contract for grass mowing throughout the municipality. This is a large contract and scheduling and quality control needs to be consistent according to the aspect and seasonal requirements.



IMAGE 35
Fishing at Cullen Bay
Photo by Sheree Jeeves

OUTCOME

2.3

Increased sport, recreation and leisure experiences

The strategies that City of Darwin plans to deliver on in order to achieve a city where sport, recreation and leisure experiences are increased are:

Strategy 2.3.1
Enhance library and information services

Strategy 2.3.2
Position Darwin as a host centre for local, national and international sport and other events

Strategy 2.3.3
Promote and host family-oriented activities

Strategy 2.3.4
Enhance services for youth

Strategy 2.3.5
Enhance and improve services and facilities which encourage healthy lifestyle choices

Action Performance

21 key actions across to program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2015/16 RESULT
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	
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 and at Casuarina, Nightcliff and Karama	Libraries	
Provide engaging educational and recreational programs for children, young people and families	Libraries	
Provide services and programs which 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	Recreation and Leisure	
Manage recreation and leisure facilities, including Council swimming pools and ovals	Recreation and Leisure	
Provide support and guidance to local sport and recreation associations and clubs	Recreation and Leisure	
Develop and implement the Youth Strategy for 2016-2021	Youth Services	
Coordinate and facilitate Council's Youth Advisory Group	Youth Services	
Deliver LAUNCH recreation and leisure program	Youth Services	
Support, partner and deliver community events for young people by young people including delivery of a major event	Youth Services	
Ensure youth friendly projects, services and processes across Council	Youth Services	
Provide the Gig Gear and Stage Kit for community use	Youth Services	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Total annual Fun Bus attendance	Family and Children's Services	#	6,500	16,673	■ ■ ■ ■
Total annual Fun in the Parks attendance	Family and Children's Services	#	1,000	4,294 (last years figures)	■ ■ ■ ■
Number of school civic visits per year	Family and Children's Services	#	6	7	■ ■ ■ ■
Community satisfaction rating with library services	Libraries	#	4.2	4.1	■ ■ ■ ■
Number of annual library visits	Libraries	#	>500,000	500,619	■ ■ ■ ■
Number of items loaned annually	Libraries	#	>400,000	401,966	■ ■ ■ ■
Community satisfaction with Council swimming pools	Recreation, Leisure and Events	%	>70	52 ¹	■ ■ ■ ■
Community satisfaction with recreation and leisure services	Recreation, Leisure and Events	%	>70	55 ²	■ ■ ■ ■
Number of LAUNCH pop-up events per annum	Youth Services	#	4	33	■ ■ ■ ■
Percentage of 2016/17 planned actions achieved in Youth Strategy 2016-2021	Youth Services	%	85	85	■ ■ ■ ■
Number of advisory consultations provided by the Youth Advisory Group	Youth Services	#	4	62	■ ■ ■ ■

¹ During Council's annual Community Satisfaction Survey, respondents rated public swimming pools moderately at 3.7, down by 0.2 from 3.9 in the previous year.

² During Council's annual Community Satisfaction Survey, respondents rated recreation and leisure services moderately at 3.7, down by 0.2 from 3.9 in the previous year.



Casuarina Pool

Achievements AND PROGRESS

Increased sport, recreation and leisure programs such as libraries, children and family and lifestyle programs contributes to a vibrant, flexible and tropical lifestyle by offering diversity, choice and inclusion.

City of Darwin Libraries are welcoming public spaces that encourage social inclusion and provide access to services and information to promote and support the recreational and lifelong learning needs of our community.

Four libraries, located at Casuarina, City, Nightcliff and Karama, provide a range of services and programs. With over half a million visits to our libraries in the past year and over 401,000 loans our services are highly valued. This does not include the increasing number of users who are accessing a range of library services online. 2016/17 Library achievements included:

- Enhancing the customer experience by working with the Northern Territory Government as it moves public libraries to a new management system. The system aims to provide a more seamless uniform service delivery to improve the overall experience of library users across the municipality.
- Undertaking a customer experience survey across all sites to gain insight into the users' experience and provided recommendations to further develop the service.
- Improving accessibility to libraries through improved online platforms, enabling community members, wherever they may be, to access our resources. The libraries offer access to a wide range of e-books and e-audiobooks using providers, Borrow Box and Overdrive. The growth of E-book collections continues with approximately 20,000 items borrowed last year. Online resources continue to be popular with customers and include academic databases, health and wellness information, English language programs such as IELTS, online magazines and children's resources such as Busy Things.

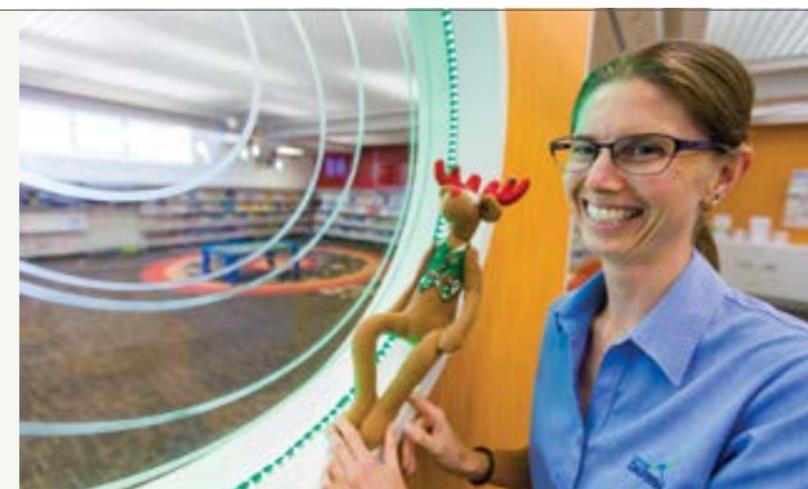
- Providing access to computers and mobile technologies as an essential library service for both members and non-members. Approximately 40,000 hours of library computer access was recorded in the last year. The libraries offer 38 public access computers, 40 laptops and a range of mobile tablets for its members. Nightcliff library also offers access to a 3D printer.
- Increasing daily Wi-Fi data downloads from 500 MB to 1 GB in response to customer needs. There were 73,350 wireless sessions accessed in the libraries last year.
- Making the Casuarina Library meeting room, a well-used accessible meeting space valued by the community, available for hire for both non-profit and private/commercial organisations. The meeting room is available 7 days a week.
- Exploring ways in which to engage with the communities where they live. The selection of both print and online resources continues to be determined by customer needs. A strong focus of STEM (Science, Technology, Engineering and Mathematics) activities is driving programming, especially for young people. The innovative use of library spaces to meet the needs of a diverse range of users is also a priority. Providing quiet spaces as well as group spaces that are modern and comfortable and meet the emerging technological needs of its users will ensure that City of Darwin Libraries remain valuable and essential community spaces. City of Darwin was successful in obtaining a Northern Territory Governance grant for the value of \$132,000 to construct quiet rooms at the Casuarina Library.

Library Services and Programs

Close on 30,000 community members, from babies to seniors, attended 848 library events during the year highlighting the importance of libraries as vibrant and engaging community spaces. Regular programs included:

Story time sessions, Babes and Books, Babes and Rhymes	These sessions offer parents and carers of young children an opportunity to foster a love of reading while developing their children's literacy skills in a socially engaging space.
School holiday programs	Our programs continue to book out with 70 free activities offered during the school holidays in the past year. The Summer Reading Club continues to attract children with a selection of great incentives and prizes on offer each year.
Code Club	This year-long afterschool program engages 9-12 year olds to play with and learn emerging programming technologies. Five sessions are offered every week across the libraries.
Get that Job	Young people have the opportunity to be involved in workshops throughout the year. The past year's program included learning first aid, NT driver education, becoming a DJ and app making.
Monsoon Cinema Film Club	An eclectic selection of films are shown for free throughout the year at Casuarina Library.
Books on Wheels	Libraries provide an outreach service for members who cannot visit the library in person. 722 visits were made last year.
Book clubs	Our adult book clubs remain popular with five clubs operating each month.
Senior Sessions	A new program for senior members of the community commenced in February. A choice of activities are offered across the libraries each month including technology help, health information sessions, craft pursuits and movie afternoons.
Author Talks	In partnership with the Bookshop, CBCA (NT) and NT Writers Centre, City of Darwin Libraries host a number of author talks each year.

IMAGE 36
Casuarina Library





2016/17 LIBRARY SERVICE EVENTS

July 2016

Exploring STEM was the theme of the very successful Libraries school holiday program. Activities included creating awesome digital installations, exploring cool chemistry while making slime and tinkering with toys to explore scientific concepts such as movement, matter and electricity.

City of Darwin Libraries award winning young people's program, 'Get that Job' provided free skill development workshops in Senior First Aid and Drive Safe NT.

Digi Pop Up Festival which included an interactive 'Robotics and Lego' session as well as a 'Pokemon Know' event.

Each year, City of Darwin Libraries celebrate Water Safety Week in their story time sessions. Royal Lifesaving mascot, Boof the Barra helps young children and their families learn about safety near our natural waterways and swimming pools.

Illustrator Sally Heinrich explored the basics of picture book design, storyboarding, composition and character development in a very popular session for our library users.

August 2016

City of Darwin put together another great program of activities for Seniors' month this year, aptly themed 'Healthy mind, healthy body'. Events at City of Darwin Libraries included a grandparent's and children's story time, painting with watercolour sessions, classic film screenings as well as hosted The Biggest Book Club. Introduction to social media sessions were also popular.

Science Week activities in the Libraries included story time sessions which integrated songs and stories with hands-on experiments including tornadoes in a jar, magnet play, paper cup phones, extenda-balls and iPad microscopes. The annual star gazing event continues to be very popular with participants taking a telescopic tour of Jupiter, Venus and major constellations.

Book Week was celebrated in the libraries with children attending story times dressing up as their favourite story book characters. Local author, Leonie Norrington was a special guest.

The annual Young Territory Author Awards celebrating Territory's young writers was held at the Darwin Entertainment Centre. 154 young people submitted entries from all over the Territory. Seven year old Alice Cotter won the individual prize and Palmerston Christian School won the class award.

September 2016

Libraries hosted the live streaming of the Festival of Dangerous Ideas from the Sydney Opera House with participants actively engaged in the discussions through the forum.

As part of the National Year of Digital Inclusion initiative, City of Darwin Libraries hosted two events for the Darwin Go

October 2016

Library staff partnered with Council's Climate Change and Environment to facilitate a school holiday program focused on 'Backyard Birds' and linked to the annual Aussie Backyard Bird Count.

As part of the Territory Remembers program, initiated by the Department of Arts and Museums, Libraries held a special storytime to increase awareness of the NT's involvement in WWII, recognise the contribution of Indigenous Australians to the war effort and preserve and share the NT's rich military history.

During Anti-Poverty Week, Libraries hosted a St Vincent de Paul Society NT event called Snapshots of Poverty to create awareness of poverty in Darwin's community. Libraries also collected non-perishable food items for vulnerable and disadvantaged community members. The items were donated to Foodbank NT for distribution.

Lovers of crime fiction attended an author talk by writer Andrew Patterson.

November 2016

City Library hosted a Calligraphy exhibition sponsored by the Confucius Institute, Charles Darwin University. This project was in partnership with the Sister Cities program with Haikou, China. The exhibition provided an opportunity to practise writing Chinese characters as well as view the extraordinary artworks.

A very enthusiastic group attend the Libraries' fantasy quiz night, 'Fantastic Beasts and where to find them'.

For International Games Day, Casuarina Library hosted a 'Mario Kart' challenge. New board games were also available for families to use as well as many of the newly introduced STEM based games.

December 2016

The spirit of Christmas entered City of Darwin Libraries with a post box for letters to Santa. The four libraries receive more than 130 letters from children, who all received a reply from Santa Claus.

The Star Wars Quiz Night which coincided with the release of the movie, *Rogue One*, was a huge hit with local fans. Storm troopers, an array of Darth Vaders, wookiees and several Princess Leias attended the event.

January 2017

Superheroes and Villains was the theme of the libraries' summer holiday program. The libraries were overrun with little superheroes attending several story times sessions, dastardly performances created by Corrugated Iron Youth Arts and Toon World cartooning workshops.

Northern Territory Police presented informative cyber safety sessions to interested community members, particularly parents of young people who were keen to learn how to engage family members to use the internet in a safe manner.

February 2017

Library Lovers Day is celebrated across Australia. At City of Darwin Libraries, our valued members enjoyed delicious morning teas to thank them for their continued wonderful support.

Senior Sessions is a newly established monthly program across the four libraries. The first sessions included a Digital Scrapbooking workshop, Giant Games to play, Boost your Brain Power and a movie afternoon.

A new weekly program, Babes 'n' Rhymes, commenced at Karama Library. This program explores rhymes, songs and finger play to nurture pre-literacy, language and social skills.

March 2017

As part of International Women's Day, the Libraries screened the movie *Suffragette* which was enjoyed by all those in attendance.

April 2017

Beads and Beasties was a hands-on creative school holiday program for primary school children.

May 2017

National Library and Information Week is celebrated across Australia in May each year. The highlight of the week was City of Darwin libraries inaugural Open Day at Casuarina Library. Nearly 1000 visitors took part in activities such as conversations with international author Agustinus Wibowo, craft creations in the Maker Space, exploring 3D printing and other STEM activities in the Tech Zone, workroom tours and competitions.

Many of Darwin's young children and their parents attended National Simultaneous Storytime sessions in each library to listen to the book *The Cow Tripped over the Moon* by Tony Wilson.

Renowned Australian swimming coach and water safety activist Laurie Lawrence presented a water safety session to parents and their children at the City Library.

Children's author Johanna Bell held writing workshops to help children develop stories for the Young Territory author Awards.

28 delegates from Timor-Leste attended a tour of the City Library and a presentation of the array of e-resources available to our users. The tour was part of a broader exchange of ideas and knowledge with Timor-Leste and the City of Darwin.

Live streaming of sessions of the NT Writers Festival were broadcast to audiences at the City Library. The Sydney Writers Festival was also live streamed and featured authors included Andy Griffiths Lauren Child, Benjamin Law, Annabel Crabb and Leigh Sales.

Thread and Yarns, a fortnightly evening craft and conversation session commenced at Casuarina Library.

Nightcliff Library participated in the Seabreeze Festival by hosting a 'maritime' storytime where the Territory Wildlife Park brought along a baby crocodile and turtle much to the delight of the children.

June 2017

Karama Library, in partnership with *Save our Children*, held their first PopUp Playgroup at the Karama Shopping Centre to a large and appreciative audience.

30,000 community members,
from babies to seniors, attended 848 library events

4 libraries across the municipality

Over $\frac{1}{2}$ a million library visits

38 public access computers,

40 laptops and a number of mobile tablets available for use

73,350 wireless sessions

accessed in the libraries

40,000+ hours of library computer access provided

20,000+ e-books items borrowed

400,000+ items loaned

16,673 children and their parents/carers attended the Fun Bus program



Other Achievements and progress included:

- Operating the City of Darwin Fun Bus five (5) mornings a week for 46 weeks a year, between February and December. The Fun Bus is located in parks and reserves during the dry season and indoor venues during the wet season. In 2016/17 a total of 16,673 children and their parents/carers attended the Fun Bus program. The Fun Bus delivers high quality mobile playgroup services for children 0 to 5 years, their parents and carers and provides a safe, supportive and friendly environment for young children to experience rewarding play activities and to learn through play.
- Supporting children with disabilities through the purchase of additional Fun Bus play equipment with funding from the Northern Territory Government. The new resources were launched during Disability Week in September 2016 with the assistance of the Down Syndrome Association of the Northern Territory interacting with the families and signing during the story and music time. This project has enhanced Council's relationship with the Association and provided an opportunity for a young person to volunteer at the Fun Bus once a week.
- Council's Fun Bus program hosting a variety of special events and activities throughout 2016/17 supporting a vibrant community life. Special celebratory activities include Harmony Day, National Families Week, National Reconciliation Week, NAIDOC Week and National Children's Week.
- Providing the Fun in the Parks program, free school holiday activities for primary school aged children held at various ovals and parks throughout the municipality. The program operates three mornings a week during school holidays with a diverse range of activities on offer. In 2016/17 1,894 children and 741 parent/carers attended the Fun in the Parks school holiday program.
- The Fun in the Parks program providing art and craft activities and face painting at Council's community events including

- the Darwin Royal Show, Anchorage Sister City's Halloween Family event, National Children's Week, Christmas in the Mall, International Women's Day and FREEPS at the Sea Breeze Festival.
- Hosting a diverse range of events as part of National Children's Week in October 2016. National Children's Week is an annual event celebrated throughout Australia during the fourth week in October and provides opportunities for children to enjoy their childhood, try new experiences and to demonstrate their talents, skills and abilities through a diverse range of activities. City of Darwin's Lord Mayor officially opened Council's inaugural Celebrating Childhood Art Exhibition on Saturday 24 October. Over 130 pieces of children's art were exhibited in Council's Community Art Space. Families were welcomed with live music from Jazmin Tomsen and entertained by Lindy Loo. Libraries provided story time and library mascots Paige and Dewey.
- Collaborating with Early Childhood Australia - NT Branch, Territory Childcare Group and National Association for Prevention of Child Abuse and Neglect (NAPCAN) to host two (2) key Children's Family Fun Events during National Children's Week:
 - Family Fun Morning was held on Wednesday 28 October at the Jingili Water Gardens for children 0-5 years and their families. The event attracted approximately 800 people over the morning and was a terrific display of sector collaboration to provide a free event for families. Approximately 26 organisations attended with additional activities, along with a number of paid entertainment providers.
 - Treasure Hunt was held on Sunday 1 November at East Point for children 0 -12 years and their families. Charlie King and Hector the Road Safety Cat opened the bike and walk treasure hunt. Families followed their treasure map to find prizes, prior to participating in supplementary activities of Fun in the Park, waterslide, sausage sizzle and making their own fruit smoothie.

- Facilitating 'School Civic Visits' for primary school and middle school students to assist teachers to meet their curriculum requirements in the area of Governance. Various Council staff attend as 'guest speakers' to meet a specific class requirement.
- Holding a civic session at Wagaman Primary School in August 2016 for Year 3/4 students. Middle school students attended a civic visit with special guest speaker the Lord Mayor in December 2016.
- Also during August, NT Professional Associations held a professional learning day at Darwin Middle School for teachers. City of Darwin provided 100 bags with information on Council and the civic visits.
- Targeting safe travel to school with the Darwin Safe and Active Routes to School program. The program, an active road safety program that focuses on travel to and from school is an initiative designed to reduce children's involvement in road accidents and increase children's physical activity. The toolkit has been developed to enable schools and their community to be the drivers of change. In order to test the efficacy and provide a case study of the model, the Parap Primary School was nominated as the pilot school. City of Darwin and GTA Consultants worked with the school to develop their own action plan using the Toolkit.
- Delivering a suite of 'youth defined and youth designed' events and programs through the LAUNCH participation program as well as additional youth engagement projects to increase community connectivity, participation and engagement opportunities for the young people of Darwin.
- Continuing to support the youth services traineeship program, an annual program that provides one young person with real work and tertiary learning opportunities. This program further enables authentic peer to peer youth engagement to take place in developing youth program design.
- Continuing the Midnight Basketball Tournaments. In October 2016, Council formed a steering committee and

partnered with Midnight Basketball Australia, Northern Territory Police and Darwin Basketball Association, to deliver the first program of this kind locally. The tournaments were effective in creating a safe, affordable and positive environment for over 100 at-risk youth on a Saturday evenings that have been identified as peak times for disengagement and anti-social behaviour. The program incorporates a hot nutritious meal, employability workshops, music, basketball and a bus ride home each Saturday. Due to the strong participation of volunteers and many at-risk young people, the program has received acclaimed feedback from all segments of the community which resulted in the funding of an NT Midnight Basketball Team to attend the National Tournament in Sydney in October 2016. The program was awarded the prestigious NT Human Rights Award, the Fitzgerald Youth Award.

- Through monthly attendance of the Darwin Working with Youth Network as well as membership on Karama and Malak steering committees, Council continues to forge strong relationships with community sector partners and other levels of government to improve connectivity opportunities for many young people living in the Darwin Municipality.
- Supporting Council's Youth Advisory Group (YAG) which continues to be a vehicle for young people to be active in Council and community projects and processes. YAG members demonstrate community leadership and were an active voice for local young people on a range of projects and issues. Over the past 12 months, membership has been comprised of 10 active members and continues to generate interest and new memberships each month.
- Three (3) Youth Advisory Group members were nominated for Northern Territory young achiever awards and one YAG member was the winner of a key Community Service award, partly for her outstanding work with Council's Youth Advisory Group.

- Partnering with the Dili Sister City program to deliver a key YAG project the annual Quiz4Dili event. The fundraiser was well supported with all funds raised delivered to Action for Change Foundation, a non-profit organisation created by Timorese youth in Dili who work to reduce impacts of poverty and unemployment on their youth community.
- Engaging with youth (City of Darwin Youth Services Team and Youth Advisory Group) to deliver a suite of Youth Week 2017 activities. Over 500 young people were engaged in music, recreation, workshops and event training. The flagship event for the week culminated in a music and skate afternoon held at Jingili Water Gardens, where over 600 young people attended to enjoy an afternoon of local bands, performance and skate competitions.
- The following events were led and supported by Council's Youth Services Team during Youth Week 2017
 - Battle of the School Bands
 - Good Vibes Youth Festival
 - Jingili Skate Competition
 - Youth Homelessness Matters Day Couch Surfing Event
- Delivering a school holiday program for young people. In 2016/17 young people had the opportunity to access the following:
 - AFL Clinics at TIO Stadium
 - Skate Competitions at Jingili Skate Park (linked into National ranking system)
 - Get that Job Face Painting and Senior First Aid for Young people
 - Hip Hop Dance classes at the SHAK targeting young people in the care system
- Engaging stakeholders in special events at the Jingili Skate Park; Wednesday Skate Nights at Jingili - Music, Mates and Motivation and a school holiday Skate Program which included skill building clinics with world champion pro skater Renton Millar. Each competition held attracted over 200 young people and their peers, with close engagement with the Australian Skateboarding

Federation and competition results are now recorded on the national ranking system enabling pathways for local Darwin youth to compete interstate on the national level.

- Providing recreation, health and wellbeing facilities with three (3) public swimming pools at Casuarina, Nightcliff and Parap. Parap Pool closed in September 2016 for redevelopment with arrangements put in place to support users and stakeholders at Casuarina and Nightcliff Pools. A range of activities can be enjoyed at Council pools from casual lap swimming and informal recreation to club training and swimming competitions. User groups offer learn-to-swim programs, aqua fitness classes and Royal Life Saving programs and pool parties. In addition, local schools utilise Council pools for school swimming carnivals.
- Overall, annual pool attendance declined 9% from the previous year's historical peak, primarily due to the closure of Parap Pool for redevelopment. However, over the last five years, attendance has risen at Council's swimming pools, from 203,753 patrons in 2012/13 to 226,404 in 2016/17. This is an overall increase of 10% since 2012/13, even with the closure of Parap Pool for nine (9) months of the last year.
- Nightcliff pool attendance rose by 11.25% over the previous year. Casuarina's attendance soared 37% compared to 2015/16 when there was a short closure for upgrades in May-June 2016 to prepare for Parap's closure, see figure 20.
- Darwin's year-round tropical climate provides opportunity for Council and stakeholders to host many events at its swimming pools. An overview of swimming pool events in 2016/17 is provided below. In addition, free entry was provided at all pools on Australia Day 2017.
- Casuarina Pool
 - City of Darwin Youth Team Pool Parties - 02, 09, 16 and 23 July 2016
 - Essington School Carnival - 09 September 2016
 - Combined Schools Sports Carnival - 15-22 September 2016

IMAGE 37
Casuarina Library



FIGURE 21
5-year swimming pool
(total attendance trends)

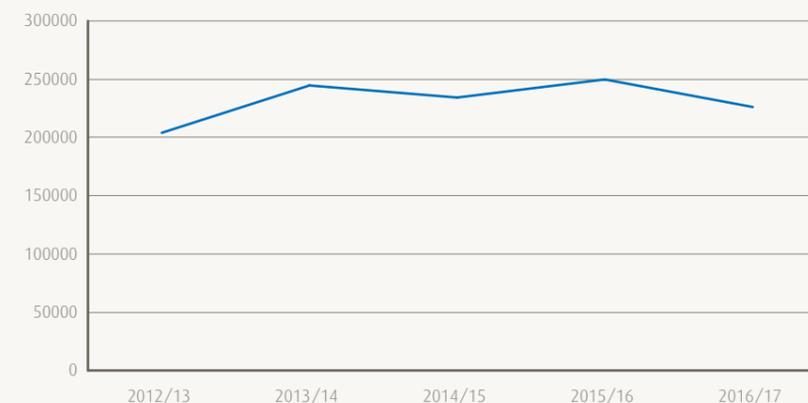
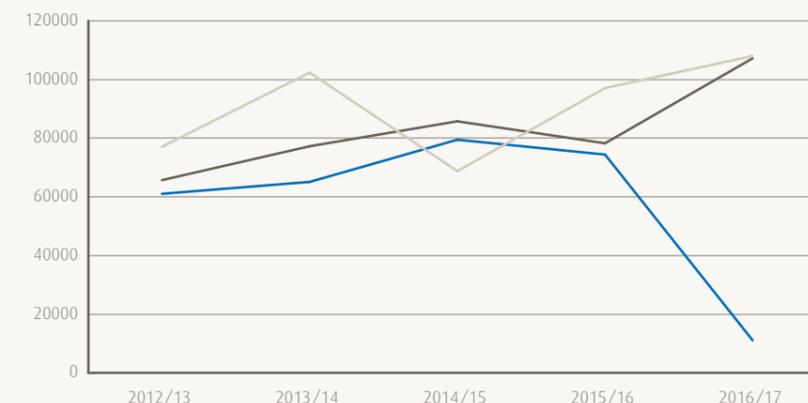


FIGURE 22
5-year swimming pool
(attendance per pool)

(Notes: *Parap Pool closed for redevelopment 26 Sept 2016 ongoing; ** Nightcliff Pool closed for pump house redevelopment for 11 weeks Sept-Dec 2014)



- Casuarina Storm Metroll Mini Meets – 01 and 22 October 2016
- Essington School Carnival – 04 November 2016
- Casuarina Storm Metroll Mini Meet – 05 November 2016
- Anula School Carnival – 11 November 2016
- St Paul’s School Carnival – 02 December 2016
- Casuarina Storm Invitational Meet – 03-04 December 2016
- City of Darwin Christmas Water Fun Afternoon – 18 December 2016
- Casuarina Storm Metroll Mini Meet – 11 March 2017
- Dripstone School Carnival – 16 March 2017
- Vorgee NT Open and Age Championships – 24-27 March 2017
- Aussie Masters Swim Meet – 01-02 April 2017
- Casuarina Storm Club Night – 07 April 2017
- Good Shepherd Lutheran College School Carnival – 21 April 2017
- Darwin Swim Club Invitational Meet – 22 April 2017
- St John’s Pool Party – 03 June 2017
- Wanguri Electorate Family Fun Day – 24 June 2017
- Nightcliff Pool
 - Darwin Pride Pool Party – 25 September 2016
 - Darwin Triathlon Club’s ‘Splash and Dash’ – 10 December 2016
 - City of Darwin’s FREEPS event for Seabreeze Festival – 06 May 2017
 - City to Surf Fun Run Finish – 04 June 2017
- Parap Pool
 - Parap Pool Celebration Party – 10 July 2016
- Maintaining 17 ovals across the municipality that the community utilises for a variety of sports and sporting events, primarily split into two

- seasons. Cricket, Gaelic Football, Rugby League, Soccer and Softball are all major users of Council’s ovals in the Dry Season; AFL is the predominant sport during the Wet Season, along with some soccer and Gaelic football training continuing during their off-season. The ovals are also used for informal recreation, school sports carnivals, community events and fundraising activities such as Cancer Council NT’s Relay for Life, 15-17 September 2016.
- Council endorsing the Sports Field Plan 2016-2026 to provide the framework to guide the future use, development and management of sporting fields. The Plan outlines strategies and actions grouped under four key themes – Management, Use, Infrastructure, and Policy and Planning.
- Consulting with the peak sporting bodies, sporting clubs and stakeholders to progress and complete a number of projects as part of the Sports Field Plan. These projects were either funded by Council, or jointly funded through grants awarded to clubs from the Department of Sport and Recreation. Contributions were also made by peak sporting bodies and the sporting clubs.
- During 2016/17, Council completed a number of upgrades at City of Darwin ovals which included:
 - Gardens Oval - installation of rail-mounted cricket sightscreens

- at both ends of the ground and new access gates improving ease of movement of the portable soccer goals in and out of storage
- Fannie Bay Oval - A goal storage compound was installed for portable Gaelic football training goals so they can be moved directly Off and On the field and a three tiered mini-grandstand and water bubbler was installed at the oval for improved spectator comfort.
- Nakara Oval -Council reconfigured the existing oval layout from a single soccer field to provide sleeved goal posts for 3 senior and 2 junior fields. This will allow greater flexibility of use for both seniors and juniors at the oval.
- Nightcliff Oval - the cricket training net facility was demolished and replaced with a 5 lane synthetic grass practice area with retractable lane netting
- Jingili Oval – the installation of new sleeved soccer goal posts (Dry Season) for senior and junior training
- Working with Bicycle Network NT to participate in national bicycle counts (visual user surveys) of the municipality’s cycling and shared path network, Super Tuesday and Super Sunday. The counts assist in providing information to evaluate existing programs and networks,

and inform the planning and development of future infrastructure.

- Super Tuesday focusses on cyclists and commuter cycling, and is Australia’s largest visual bike count. City of Darwin has participated in Super Tuesday since 2011. The count 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. On Super Tuesday 2016, 3,252 riders were counted at 50 survey points across the Darwin municipality. Female riders represented 33% of bicycle commuters counted which was above the national average of 26% and the Northern Territory average of 32%.
- 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 13 November 2016 around Australia, and this was the fourth

year it was conducted in the NT. 2,249 cyclists, walkers, runners, dogs and others were observed at the seven count sites in the four hours from 7am to 11am. This was a 7% decrease compared to the same sites surveyed the previous year. The ten busiest sites in Darwin are outlined in table 8.

- Delivering the City of Darwin Healthy Darwin program, aimed at linking Darwin residents to a broad range of affordable healthy lifestyle activities. During 2016/17 over 300 new registrations were received with 935 residents now registered in the program. The Healthy Darwin Facebook page continued a steady growth in popularity and has received over 1,500 Likes. Healthy Darwin partnered with local exercise providers to deliver 24 different weekly exercise programs, 7 workshops, an introduction to Triathlon program and 2 adult learn-to-swim courses. All activities were low-cost or free for participants. The weekly exercise programs catered for all ages and ability levels and provided

a broad range of opportunities to be active on various days of the week throughout the municipality. The workshops were aimed at building new skills in leading healthy lifestyles and helping people to manage their own health. The workshops included cooking and gardening, market tours and cycling with confidence.

- Promoting a range of health and wellbeing activities in collaboration with community organisations, exercise providers and Northern Territory Government Departments. The Healthy Darwin program also acts as the local area coordinator for Heart Foundation walking groups across the municipality.
- Supporting five (5) healthy lifestyle community events during the year including a FREEPS event for the Nightcliff Seabreeze Festival, 2 Midnight Basketball tournaments, a Triathlon NT Nano event and the Touch for Heart Corporate Challenge. These events promote healthy lifestyles and encourage social connections.

SITE DESCRIPTION	RIDERS
Rapid Creek Bridge	173
Casuarina Foreshore Path (near CDU and RDH)	136
Trower Rd and Rapid Creek Rd intersection	130
Progress Dr and Dick Ward Dr roundabout	118
Stuart Hwy, Parap Rd and Stokes St intersection	110
Daly St, Cavenagh St and Gardens Rd intersection	101
Goyder Rd, Gilruth Ave and East Point Rd intersection	98
Stuart Hwy, Stuart Hwy Path, McMinn St and Daly St intersection	97
Dick Ward Dr and East Point Rd intersection	95
Dick Ward Dr and Ross Smith Ave intersection	94

TABLE 10: Super Sunday recreational count 2016/17

IMAGE 38

Casuarina Pool



226,404 attended Council swimming pools

17 ovals
(4 with pavilions or clubhouses, three with turf cricket wickets and training nets)

3 public swimming pool venues
(Casuarina, Nightcliff, Parap)

5 outdoor exercise equipment locations

Nightcliff Foreshore (7 stations), East Point Reserve (2 stations), Anula and Karama (1 station each), Bicentennial Park Play Space (1 station)



1 skate park **1** cycling velodrome

3,252 riders participated in Super Tuesday activities

2,249 cyclists, walkers, runners, dogs and others were observed during the annual Super Sunday Count



33% of Darwin bicycle commuters were female riders

4 basketball half-courts
(Casuarina Pool, Malak, Ludmilla, Fannie Bay)

3 public tennis courts
(Parap – 3 courts, Rapid Creek – 3 courts, Nightcliff – 2 courts)

IMAGE 39
Bike riding along Nightcliff Foreshore



IMAGE 40
Nightcliff Foreshore shared paths



IMAGE 41
Darwin City Boutique Markets



OUTCOME

2.4

Economic growth supported

The strategies that City of Darwin plans to deliver on in order to support Darwin's economic growth are:

Strategy 2.4.1

Deliver, advocate for, and partner in infrastructure and services that support Darwin's economic growth

Action Performance

8 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2015/16 RESULT
Provide business advisory services to Council on matters including investment property, business proposals and the use of Council property for commercial activities	Business Services	
Advise Council on Darwin's business, economic and tourist development and compliance in accordance with adopted policy	Business Services	
Award contracts through transparent process of advertisement and assessment	Business Services	
Administer and monitor contracts to minimise risk to Council	Business Services	
Negotiate the strategic purchase and disposal of land and property for Council	Business Services	
Manage security services to protect Council owned property	Business Services	
Negotiate and administer leases and agreements for Council's properties	Business Services	
Issue licences and permits for activities undertaken on Council land/property and liaise with community market organisers	Business Services	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Percentage of Council contract's awarded to locally-owned and/or operated businesses	Business Services	%	>70	91	
Occupancy rate of Council's buildings	Business Services	%	>80	95.5	
Number of leases, licences, permits and agreements managed	Business Services	#	120	118	
Number of community market permits managed	Business Services	#	4	4	

Achievements AND PROGRESS

Economic growth is a critical element for Council to assess when developing programs and budgets that it will deliver each year. For the past two (2) years, City of Darwin has commissioned an independent review of the Darwin Economy.

The *Local Government Act* requires that Council's annual Municipal Plan must contain an assessment of the social and economic impacts of its rating strategy. An independent assessment of the impact of rating strategies on the 2017/18 Municipal Plan and Budget was commissioned during the year. The 2017/18 rates increase has been set at 1.9% (general rates).

The social and economic impact of rates assessment was informed by a number of economic and socio-economic indicators relating to the economy, employment, income and wealth, advantage and disadvantage.

Both reports can be found on Council's website, refer to publications. Key findings of the reports are summarised below:

- Economic conditions in Darwin continue to moderate following a sustained period of above average growth. Despite economic growth in Darwin strengthening from 3.3% in 2014/15 to 4.3% in 2015/16, it is still below the 10 year average of 5.3%. Economic growth for the City of Darwin is following a similar path to the Northern Territory Economy
- The Northern Territory Economy is forecast to strengthen from 1.9% in 2016/17 to 3.2% in 2017/18 (Deloitte Access Economics) and it is likely that Darwin will follow
- In December 2016, Darwin's unemployment rate was 3.43% and remains well below the national unemployment level of 5.7%.

- Wage growth remains low and is likely to impact household consumption growth and therefore employment in the short term
- Future employment growth is likely to remain low due to a number of significant projects such as Ichthys LNG project which is nearing completion of the construction phase and will move to production phase during 2017/18.
- Despite the domestic tourism market remaining strong, there has been a large decline in international tourism visitation in the last year. This highlights the volatile nature of tourism in the Northern Territory. Tourism plays an important role in creating new employment opportunities in Darwin.
- Non-residential building approvals will continue to impact employment in the 2017/18 year as a result of approvals increasing by 44.8% over the last year. This indicates that there will be a number of non-residential projects that will support the construction sector of the short term with ongoing employment through to around 2020.
- It concludes that in light of weaker than normal economic conditions for Darwin, it is prudent that Council minimises the general rate increase so that the impact on the community is low.
- In 2016/17, Council administered 11820 commercial and non-commercial leases, licenses, outdoor dining (both licensed and unlicensed), and agreements. Council's freehold properties that are administered are broadly

categorised and broken down, but not limited to, as follows:

- CBD car parks, West Lane with 11 commercial tenancies and China Town with one tenancy
- Commercial leases including Foreshore Restaurant Café, Time Out Gym, Pee Wee's Restaurant, Doctor's Gully, Gardens Park Golf Course and United Petroleum Petrol Station in Daly Street

- Libraries at Casuarina, Nightcliff and Karama
- Community properties such as the child care centres at Casuarina, Karama, Malak, Mitchell Street, Nightcliff, Malak and Stuart Park
- Multi zone properties at East Point
- Recreation properties, sporting pavilions and clubhouses at The Gardens, Velodrome, Bagot, Kahlin, and Malak Ovals

- Community markets at Mindil Beach, Parap, Nightcliff, Rapid Creek and Malak.
- General Industry, Operation Centre, storm easement
- Public open space, public parks

IMAGE 42

Parap Pool upgrade



IMAGE 43

Nightcliff Beach
Photo by Donna Arcilla



GOAL 3

Environmentally Sustainable City

Council leads and advocates for the sustainability and protection of our environment and lifestyle.

Measures of SUCCESS

This table represents the measures of success which evaluate progress towards achieving Goal 3 outlined in the Evolving Darwin Towards 2020 Strategic Plan.

INDICATOR	UNIT	TARGET	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2016/17 RESULT
New urban trees planted by June 2016	#	>1,200	513	480	432	455	502	
Revegetation trees planted by June 2016	#	>1,800	750	1,222	969	2,500	1,800	
Reduction in domestic waste collection by June 2016 (tonnes per service)	T	0.66	0.69	0.68	0.62	0.67	0.83 ¹	
Reduction in greenhouse gas emission from Council operations (tonnes Co2-e) by June 2016 (E2)	%	>15	N/A	5.80	7.10	14.50	14.50	
Goal 3 - Overall Performance	%	100	215	150	155	158	99	

¹ In 2016/17 a significant review of property data was undertaken. The number of properties accessing a waste service declined due to removal of duplicate property records.



Doctors Gully Boardwalk
Photo by David Burrow, Town Planner



OUTCOME

3.1

Council's carbon footprint reduced

The strategies that City of Darwin plans to deliver on in order to deliver key activities and events that are recognised by the community are:

Strategy 3.1.1
Reduce Council's greenhouse gas emissions

Strategy 3.1.2
Reduce Council's energy consumption

Strategy 3.1.3
Reduce Council's waste production

Strategy 3.1.4
Reduce Council's water consumption

Action Performance

1 key action across the program profiles has been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Coordinate the improvement of the environmental performance of Council's operations	Climate Change and Environment	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Reduction in greenhouse gas emissions from Council operations by June 2016	Climate Change and Environment	tCO2-e	15% reduction by 2016	14.5	
Electricity generated through renewable energy	Climate Change and Environment	%	5	10	
Operational environment incidents reported internally	Climate Change and Environment	# incidents	0	2	

IMAGE 44
Gardens Road
Photo by Donna Arcilla





Achievements AND PROGRESS

City of Darwin's Climate Change Action Plan 2011-2020 (CCAP) is Council's principal environmental plan that outlines a suite of actions to be undertaken by Council.

It provides a measurable environmental response by Council and the Darwin Community relating to climate change, water, land, air quality, biodiversity, recycling and waste and energy.

Reviewed in 2015, the outcomes of the CCAP are:

1. Energy consumption is reduced
2. Water consumption is reduced
3. Waste is reduced
4. Biodiversity is maintained across Darwin
5. Erosion on council land is managed
6. The built environment supports sustainable lifestyles

Key achievements in 2016/17 included:

- In 2016 City of Darwin reached its emissions reduction targets. New targets have yet to be set however emissions reductions continue to be made, as demonstrated below.
 - In 2016/17, City of Darwin recorded greenhouse gas emissions of 3557.0 tCO₂-e, which represents an overall reduction of 15.5% on 2008/09 emissions of 4211.0 tCO₂-e².
 - In 2016/17, City of Darwin recorded an annual energy consumption of 14,385 GJ, a reduction of 19% on 2008/09 levels of 17581GJ.

- Installation of a leachate pumping system at the Shoal Bay Waste Management Facility has increased electricity consumption at that site significantly, and is also impacting on total greenhouse gas emissions.
- Reducing Council's carbon footprint is further evidenced by the following achievements:
 - Continued investment in photo voltaic systems, with \$300,000 being committed in 2016/17 to install rooftop solar panels at the Nightcliff and Casuarina Pools. These systems deliver 59kWp and 58 kWp to these sites respectively.
 - During the year, City of Darwin continued to implement an action plan for ongoing water efficiency.

FIGURE 23
Greenhouse gas emissions (Blue=Actual; Brown = Adopted target 15% reduction based on 2008/09)



FIGURE 24
Greenhouse Gas Emissions Percentage Change

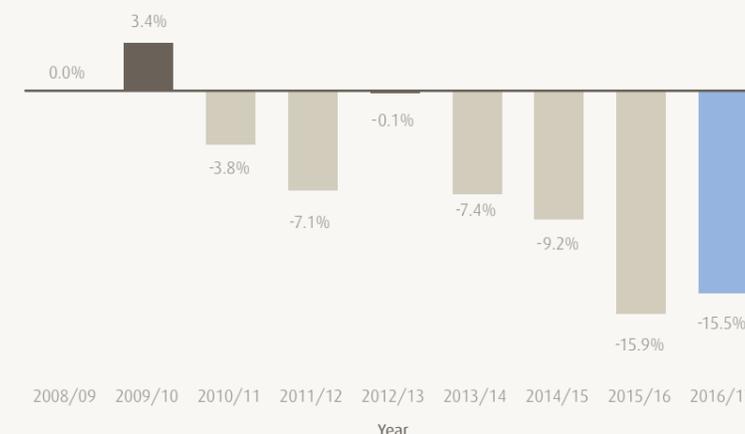


FIGURE 25
Annual Energy Totals



¹ As data is continuously updated, electricity consumption (and therefore emissions calculations) from previous years may alter. Each year the best possible data is used, which means that figures may differ between annual reports.

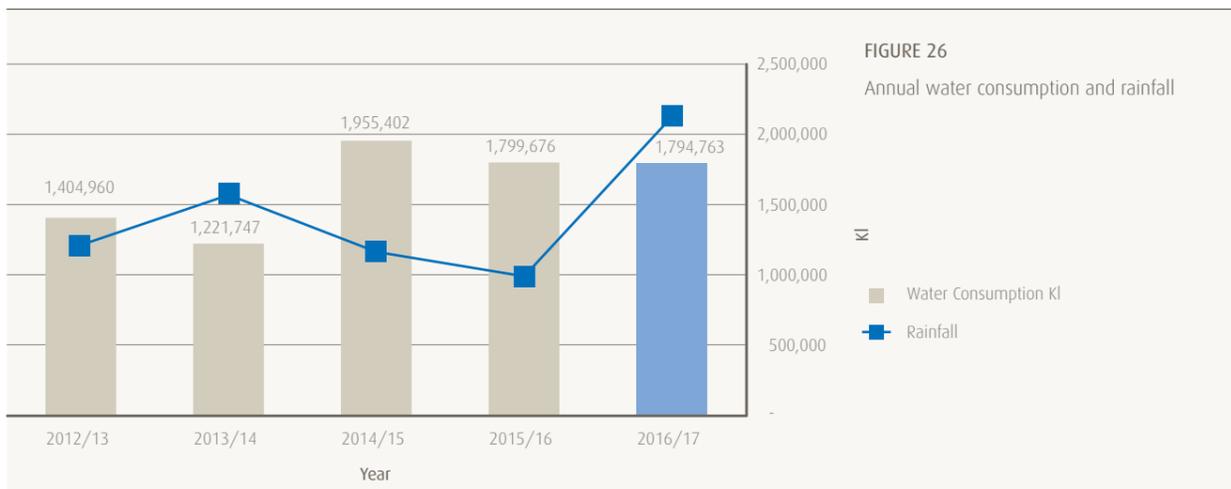


IMAGE 45
Tree Planting Day at East Point

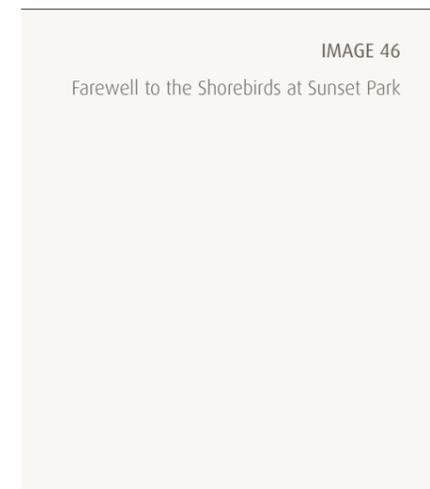


IMAGE 46
Farewell to the Shorebirds at Sunset Park

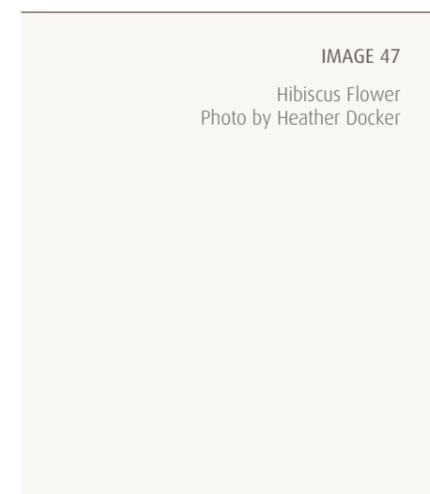


IMAGE 47
Hibiscus Flower
Photo by Heather Docker

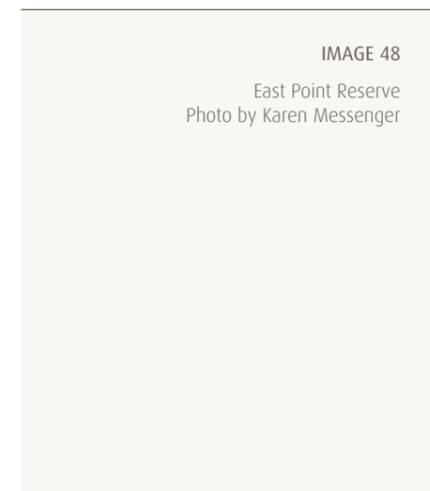


IMAGE 48
East Point Reserve
Photo by Karen Messenger

OUTCOME

3.2

Darwin community's carbon footprint reduced

The strategies that City of Darwin plans to deliver on in order to reduce the community's carbon footprint are:

Strategy 3.2.1

Increased community understanding of climate change and environment issues and mitigation and adaption actions

Strategy 3.2.3

Lobby governments, developers and industry to undertake sustainable projects and behaviours

Strategy 3.2.2

Increase awareness through encouraging the use of waste management options, including recycling across Darwin

Action Performance

8 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Manage and implement the City of Darwin Climate Change Policy and Action Plan 2011-2020	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	
Advocate to the Northern Territory Government and comment on Development Applications to foster environmentally sustainable development	Climate Change and Environment	
Plan for and 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	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Percentage of community satisfied with the wheelie bin collection service	Waste Management	%	90	78	
Total volume of waste disposal to landfill per Darwin household (collection and transfer station)	Waste Management	Trend	Decreasing	28,725 tonnes ¹	

¹ All kerbside collected waste and waste to transfer station (excludes commercial waste, recycling and green waste)



Achievements AND PROGRESS

Council, through its Climate Change and Environment team, run a number of events and programs throughout the year. These aim to foster improved environmental practices in the community, including reducing carbon footprint

- City of Darwin's principal youth environmental engagement activity is the Climate Change Challenge. In its 6th year 6 teams from Darwin middle schools competed in a series of climate change and environmental challenges to come out on top as Climate Change Champions. This year Sanderson Middle School took out the grand prize over Round 1 winner: Henbury School. Round 2 winner was Sanderson Middle School and Round 3 winner was Essington School. 35 students and over 30 family, friends and teachers attended the event.
- The Jingili Primary School science expo is a day of science themed stalls. Over 200 students from years one (1) to seven (7) spent 5-10mins at the expo this year. Smoothie bikes were used to educate the students about renewable energy, reducing their reliance on energy and making them realise how much energy it takes to provide electricity to power everyday items.
- Presented at the Kids Teaching Kids day at Dripstone High school. This event is based around older students teaching younger students about a range of environmental topics. Over 200 students were informed about Council activities including biodiversity, coastal erosion and reducing our impact on the environment.
- Two speakers presented on the impact of solar power and biofuel technology on remote communities. Over 60 representatives from a wide range of industry, community and government organisations attended this event.
- City of Darwin joined the National Garage Sale Trail event for the second year running. The national campaign promotes garage sales in the community to reduce waste going to landfill and build community

resilience. City of Darwin supported community members and local groups to hold stalls by providing resources and general advertising support.

- The inaugural 'Bat Night' was held on 23 May 2017. The purpose of the event was to give the people of Darwin a free and informative talk about bats in the Darwin region and the importance they have. The event was presented by Dr Damien Milne, the leading expert in Bats in the Darwin region. Over 70 people who attended the event received a great deal of relevant information regarding bats and their role in the Darwin ecology.
- City of Darwin joined with Aussie Backyard Bird Count to encourage the local community to participate in a bird counting initiative during Bird Week. 19,818 individual birds were observed and recorded during the week by 276 observers, this is a threefold increase from the previous year. The most commonly sighted bird was the Rainbow Lorikeet, closely followed by the Magpie Goose; a repeat of the previous year's results. The numbers recorded suggest that Darwin still has a healthy bird population, especially when compared to other capital cities. Bird Week finished off by the unveiling of shorebird signage at Nightcliff foreshore with a Welcome to the Waders event that 70 community members attended.
- The 2016 Ride2Work day was successful with over 200 cyclists in attendance. The addition of stalls held by the Australian Physiotherapists Association and Pedals NT made for a more informative event for attendees. City of Darwin worked with local businesses to provide free breakfast to participants as they reached the city centre.

- City of Darwin staff worked alongside 150 school students to plant 1,000 trees at East Point Reserve as part of its community tree planting day. Students from Years 1 - 10 participated. Tree plantings included host species for the locally extinct Atlas Moth as part of the broader plan to reintroduce the species to the area.
- Upgrade works to the Shoal Bay Waste Management Facility to improve operations. The Shoal Bay Waste Management Facility services the Darwin region providing safe and environmentally friendly disposal of domestic and commercial waste. The Facility provides a transfer station and mulching operations for use by domestic users, landfill for commercial users, recycling collection with sales facility and a landfill gas processing plant. Site progress in 2016/17 is outlined below.
 - The unique nature of the Shoal Bay Waste Management site, tropical zone and location has required a fit-for-purpose solution to address the treatment of leachate. After an extensive twelve month expression of interest phase with two shortlisted proponents, The Water and Carbon Group were appointed to conduct a pilot trial simulating engineered wetlands that use biological processes to treat leachate. In 2017/18 Council has allocated \$1M towards this leading edge research for leachate treatment at the Shoal Bay Waste Management Facility. It is expected that the pilot trial will help to shape the design and operation of the full-scale system that will be used in the future.
 - The construction of Cell 5, the next stage of the landfill, is nearing

completion and will be opened for receiving putrescible waste in early September 2017. The location of Cell 5 is to the immediate south of the current landfill. The new cell has been designed to ensure the latest environmental and stormwater management processes are in place.

- The new cell and future upgrades are part of the development of a site masterplan for the Shoal Bay Waste Management Facility. The site is forecast to remain operational until 2034 and the masterplan will be the roadmap for future upgrades and activities at the site - maximising the use of the area and incorporating the opportunity for new technological advancements in the future.
- A key component of the masterplan includes redesigning the site entrance and construction of a new weighbridge.
- In 2016/17, Council continued the development of a Waste Management Strategy. The Strategy will provide a waste diversion target, or direction, for Council to implement across the Darwin Region. It will also develop a suitable action plan to achieve the desired result of reduction in both waste generation and waste to landfill. Council will accomplish this by working with the community. The final outcome will be two documents; City of Darwin Waste Management Policy Framework and City of Darwin Waste Management Strategy and Implementation Plan. Research into demographics, planning and the Darwin waste profile as well as an initial workshop and site inspections have been completed. The policy development and guideline principles are currently underway.
- The annual Council Pre-Cyclone Clean Up was conducted across the city during August and September

2016. 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 488 tonnes of waste across the municipality. 36% (177 tonnes) of waste collected was diverted from the landfill for recycling, an increase from 24% (170 tonnes) in 2015.
- The total weight of whitegoods collected was 12.36 tonnes which equates to approximately 350 fridges, freezers and air conditioners. These items were separated and degassed at the Shoal Bay Waste Management Facility. The scrap metal and whitegoods combined weight totalled 162 tonnes which was sent for recycling.
- City of Darwin offers both a residential waste and recycling collection service through its contractor, Transpacific Cleanaway. City of Darwin residents are also provided with free disposal of domestic quantities of household waste at the transfer station via Shoal Bay Access Tags. Figure 27 represents the breakdown of these processes for the 2016/17 financial year.

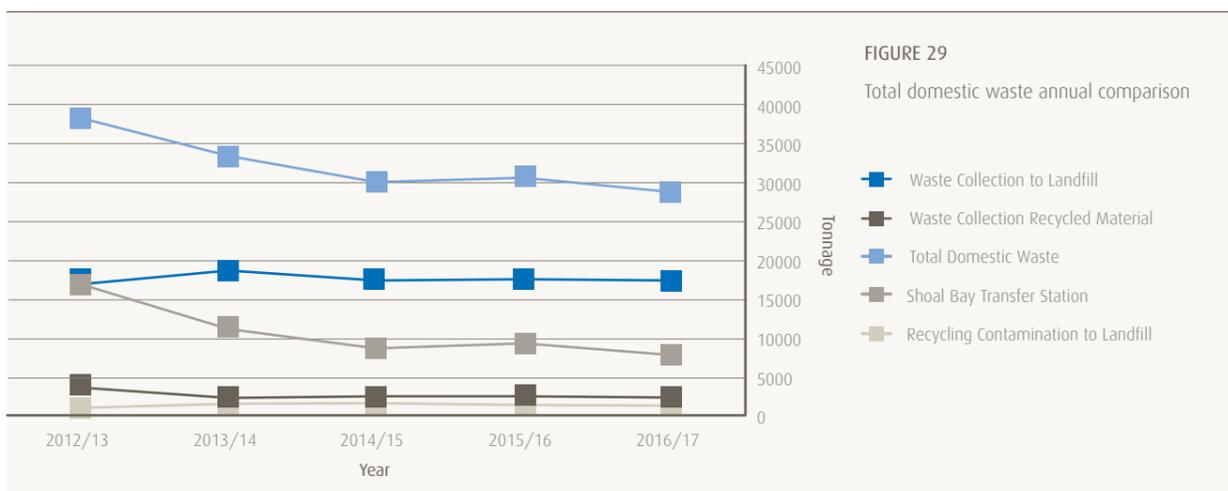
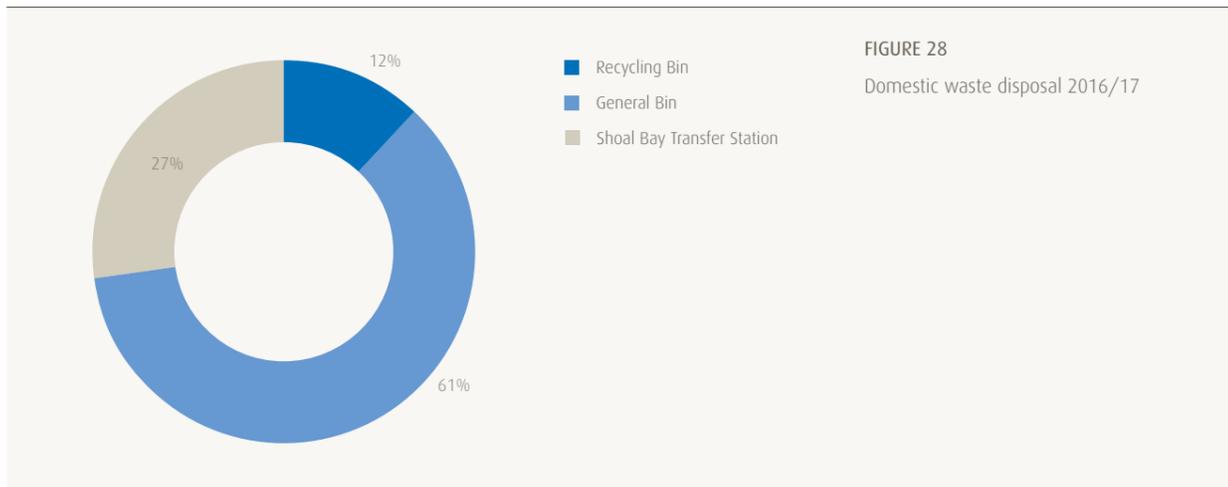


IMAGE 49
Jingili Water Gardens

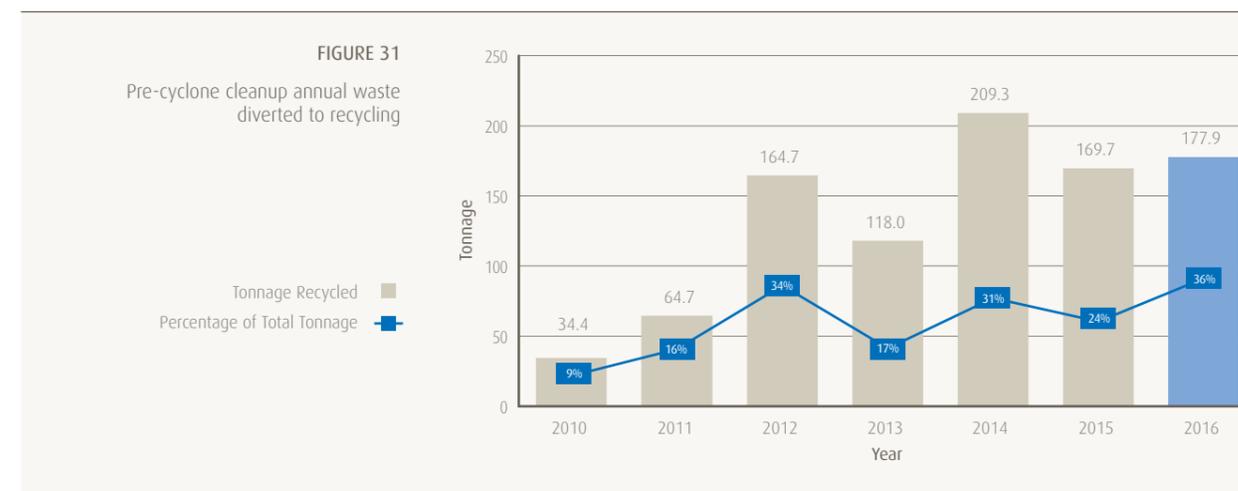
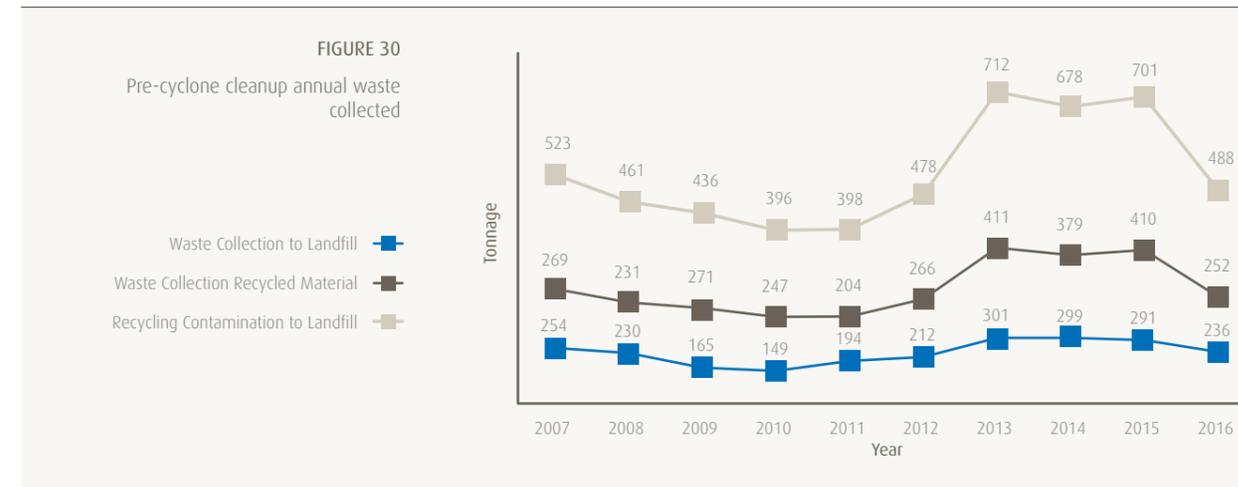


IMAGE 50
Darwin sunset
Photo by Penny Hart



Community Climate Change and Environment Grant Program

City of Darwin's Community Grants Program provides financial assistance towards events and projects that directly benefit the Darwin community and have a focus on environmental sustainability. In 2016/17 Council allocated \$50,000 for community based climate change and environment projects. 12 applications were received, with nine of the applications being approved for funding totalling \$50,516.

ORGANISATION	PROJECT TITLE	GRANT AMOUNT
Girl Guides NT	Monkani Guide Hall Sustainable & Friendly Garden	\$3,480
Australian Trust for Conservation Volunteers	Darwin Urban Cane Toad Survey	\$10,000
Nightcliff Arts, Music & Culture Inc	Nightcliff Seabreeze Festival - Elimination of Plastic bottles program, Guided Walks & the Inaugural Green Pavilion	\$7,000
Oz Green - Global Rivers Environmental Education Network (Aust) Inc	Youth Leading the World - Darwin, educating & empowering the next generation of environmental youth leaders through training and conference	\$7,500
Wildcare Inc	Living with' Brochures - Professionally printed brochures on how to live with/or what to do if brochures on our native wildlife	\$3,581
National Trust of Australia NT	Audit House - The Giese Legacy sustainable tropical garden	\$1,375
Ark Aid Inc	Wildlife in our Backyard Courses	\$4,000
Darwin Wildlife Sanctuary (DWS)	Wildlife in Gardens Program - community based project to engage with the community to protect & conserve native wildlife living within urban areas of Darwin.	\$6,080
Australian Youth Climate Coalition (AYCC)	Darwin Seed Mob - Indigenous Youth Climate Network training and forum.	\$7,500
Total Community Climate Change and Environment Grants 2016/17		\$50,516.00

TABLE 11: Community Climate Change & Environment Grants 2016/17



IMAGE 51
Jingili Water Gardens

150 school students
planted **1,000**
trees at East Point Reserve

70+ people attended
'Bat Night'

488 tonnes of waste
collected across the municipality during cyclone clean up with 177 tonnes diverted from landfill for recycling

28,725 tonnes of domestic waste
received at Shoal Bay Waste Management Facility (kerbside and domestic waste directly to Shoal Bay)

150+ staff, contractors and
volunteers contractors and volunteers participated in cyclone clean-up

200 students
were informed about Council activities including biodiversity, coastal erosion and reducing our impact on the environment

19,818 individual birds
were observed and recorded during Aussie Backyard Bird Count week by 276 observers

Over **200** cyclists
participated in the 2016 Ride2Work day



OUTCOME

3.3

Conserve and protect the Darwin Environment

The strategies that City of Darwin plans to deliver on in order to reduce the community's carbon footprint are:

Strategy 3.3.1
Advocate for the conservation of natural systems

Strategy 3.3.2
Increase biodiversity richness and abundance across Darwin

Strategy 3.3.3
Increase community understanding of environmental issues

Action Performance

3 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Monitor stormwater and waterway water quality	Climate Change and Environment	
Manage and implement the East Point Reserve Biodiversity 5 year plan (2014-2018)	Climate Change and Environment	
Manage Council's strategies for biodiversity and conservation management	Climate Change and Environment	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Community satisfaction with Council's priority for leading and advocating for the sustainability and protection of our environment and lifestyle	Climate Change and Environment	%	60	47	

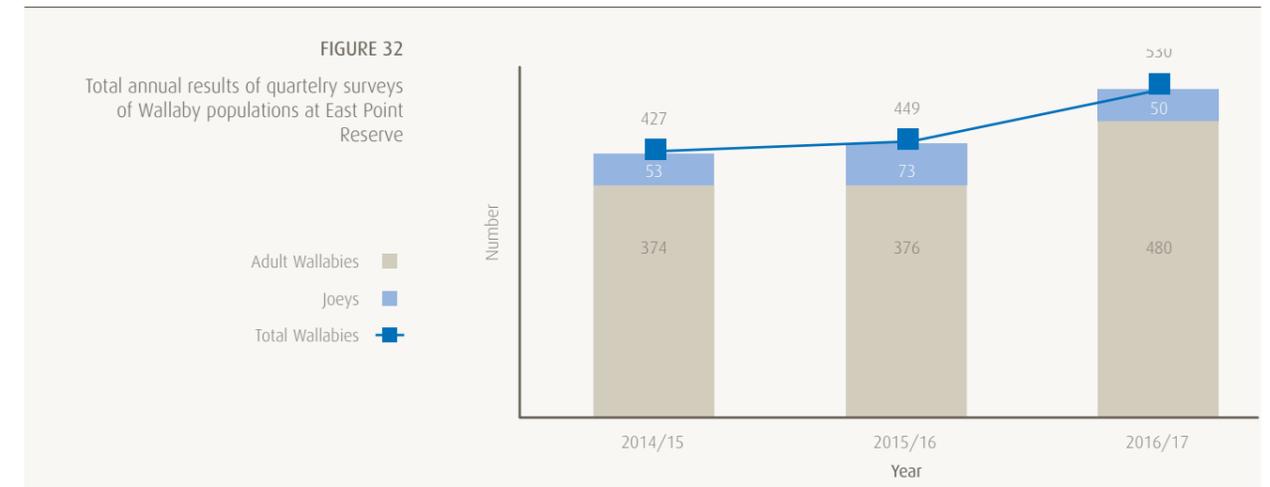


IMAGE 52
Tree planting at East Point

Achievements AND PROGRESS

Council strives for continuous improvement and this is driving a number of general activities relating to the Climate Change Action Plan and environmental systems.

- City of Darwin is committed to the tropical lifestyle enjoyed by its community and in 2015/16 an assessment of all green spaces across the municipality was undertaken. Green spaces were assessed for the capacity to deliver community benefit and biodiversity benefit and this data was collated to help prioritise these areas. Council manages over 1,000 individual green spaces, however many of these spaces are relatively small (less than 1ha). Larger green spaces constitute the majority of total green space in the municipality and provide the best biodiversity potential. These larger green spaces and the linkages they create for both flora and fauna increase the biological potential for much of City of Darwin's green space. This report will be used to determine future management actions for green spaces across the municipality in the years to come.
- Several key projects from the East Point Biodiversity Management Plan progressed significantly during 2016/17. Routine tasks such as weed management and tree pruning continue to enhance the monsoon rainforest of the Reserve and wallaby surveys are conducted quarterly over the dry season to monitor the population. This has proved effective with the largest number of wallabies recorded in June 2017. A total of 222 wallabies were recorded, suggesting the population remains stable.
- Construction of the Osprey nesting platform was completed and is currently being monitored for bird nesting activity with expected nesting early 2018.
- Charles Darwin University student Vidushi Sarvanandar conducted research on seed establishment in coastal rainforests for rehabilitation outcomes. Vidushi has provided some early research findings regarding the planting of pioneer species to enhance natural seed recruitment.
- As part of the East Point Biodiversity Plan a fauna assessment was conducted at East Point Reserve. City of Darwin engaged the Northern Territory Government Flora and Fauna Division to undertake the fauna assessment and also extended the process to include a baseline survey of the Nightcliff foreshore. Initial results have identified several new and relative rare species such as the Rufous Owl and the Northern Blossom Bat at East Point Reserve.
- The George Brown Memorial Scholarship provides financial support to students enrolled in an environmental course at Charles Darwin University and to honour George's contribution to environmental awareness in Darwin. This year's recipient undertook vocational employment with Council late in the year, working on Bird Week events and promotion.



Environmental Incidents

City of Darwin responded to two (2) reported environmental incidents in 2016/17.

In response to a community concern of illegal dumping at Lakeside Drive in Alawa, the Northern Territory Environmental Protection Authority (NTEPA) undertook an investigation and issued an order to City of Darwin. The investigation revealed that the source of illegal dumping could not be determined, however City of Darwin undertook to clean up the site in good faith and as a service to the community. The NTEPA order is closed. Ongoing treatment of illegal dumping at Lakeside Drive in Alawa continues to address the issue in this area and improve the amenity and condition of the site. Council removed dumped concrete and other rubbish along

mangrove edge of rapid Creek. Access to the site has been restricted to reduce the likelihood of this occurring again.

In April 2017 a resident reported to Council and the NTEPA that oil had escaped from a City of Darwin vehicle. A Council Call Out Officer attended and assessed the site. The report advised that soil had been placed over the spill, the soil was cleaned up and removed and it was determined that the site had been managed in accordance with the risk of the level of spillage.

Reporting of incidents that affect Council operations but not caused by Council included the reporting of a restaurant for oil spill over footpaths to the NTEPA and Council. This matter was resolved between the NTEPA and the restaurant owner.

GOAL

4

Historic and Culturally Rich City

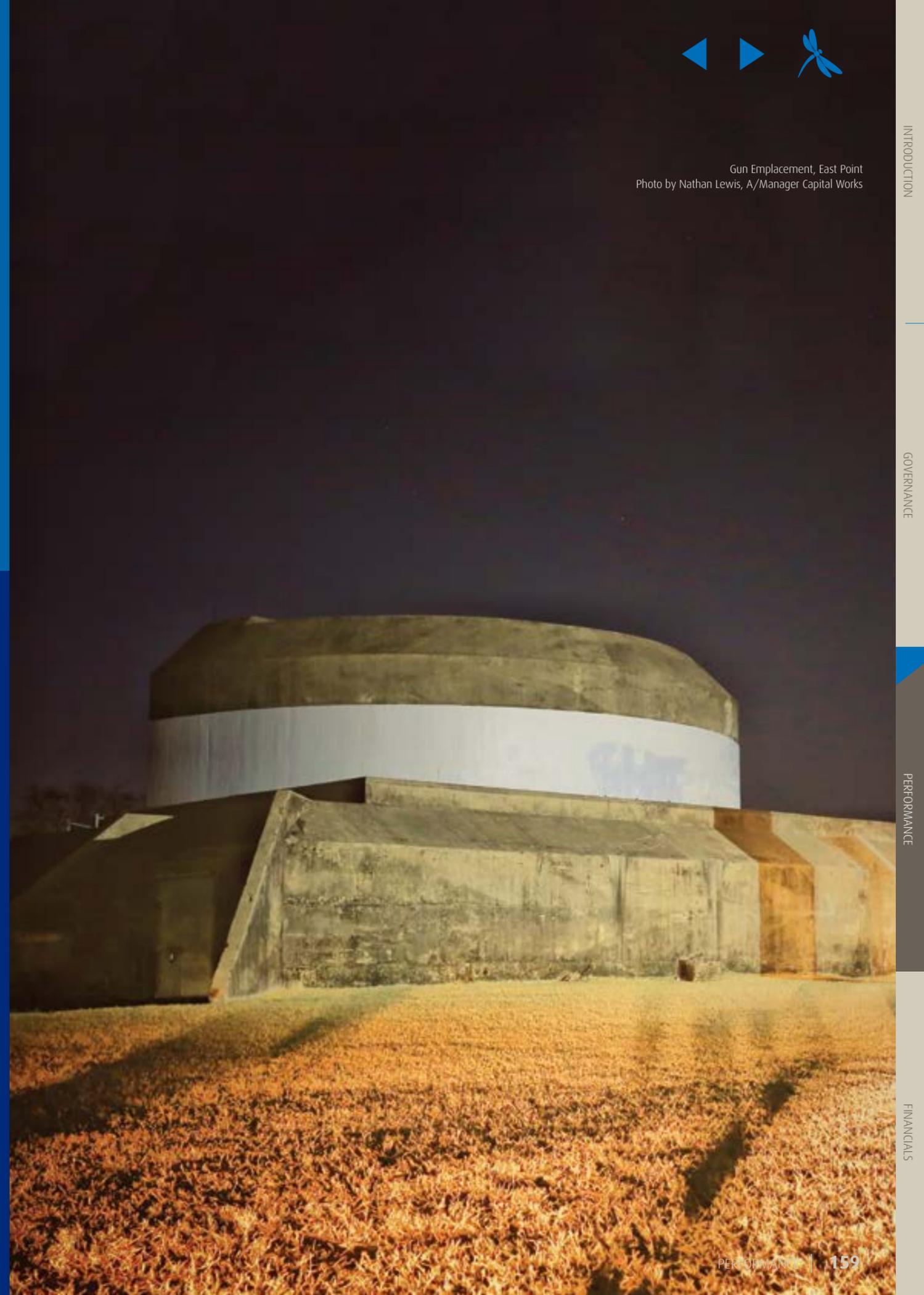
Darwin is recognised as a welcoming and culturally rich and diverse city.

Measures of SUCCESS

This table represents the measures of success which evaluate progress towards achieving Goal 4 outlined in the Evolving Darwin Towards 2020 Strategic Plan.

INDICATOR	UNIT	TARGET	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2016/17 RESULT
Percentage of community that have attended special events and festivals (e.g. Bombing of Darwin) in the past 12 months	%	50	50	45	51	43	36	■ ■ ■ 1
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	■ ■ ■
Goal 4 - Overall Performance	%	100	106	100	104	97	90	■ ■ ■

¹ Attendance at special events and festivals is currently measured by Council's community satisfaction survey and does not give a true indication of event performance. Based on attendance figures at the 75th Anniversary of Bombing of Darwin Day commemorations Council have assessed performance of this indicator as 'on target'.



OUTCOME

4.1

Recognised key activities and events

The strategies that City of Darwin plans to deliver on in order to deliver key activities and events that are recognised by the community are:

Strategy 4.1.1
Promote and support activities that celebrate our indigenous culture, local history and cultural diversity

Strategy 4.1.2
Promote Darwin's war time, military and aviation history

Strategy 4.1.3
Promote Darwin as a tourist destination

Action Performance

1 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Deliver City of Darwin annual major community events program	Recreation, Leisure and Events	<div style="width: 25%; background-color: green; height: 10px;"></div>

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Percentage of community satisfied with community events delivered by the City of Darwin	Recreation, Leisure and Events	%	>50	49	<div style="width: 20%; background-color: green; height: 10px;"></div>
Annual attendance at community events	Recreation, Leisure and Events	%	>50	36	<div style="width: 10%; background-color: orange; height: 10px;"></div>

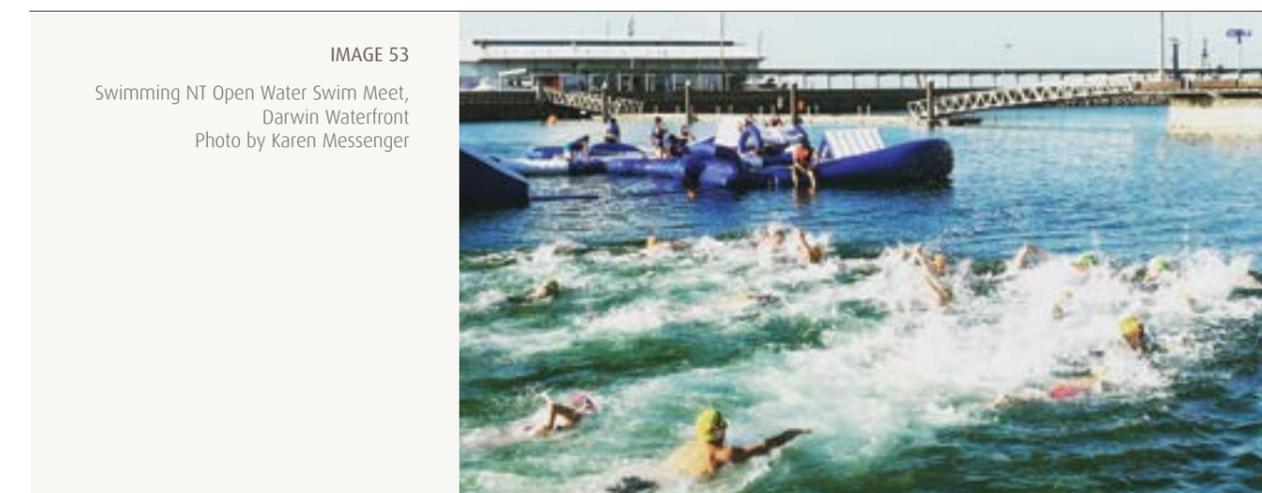


IMAGE 53
Swimming NT Open Water Swim Meet,
Darwin Waterfront
Photo by Karen Messenger

Achievements AND PROGRESS

The City of Darwin annual events program promotes and supports activities that celebrate our Indigenous culture, local history, military background and cultural diversity.

Below is a summary of key achievements for the annual events program in 2016/17:

- In 2016, City of Darwin continued its support and involvement with the Royal Darwin Show via a three-day program and exhibition. The show was held from 21-23 July 2016. A large marquee was erected which included information displays for various departments and teams within Council. Tables and chairs were provided for public to relax in the shade. The annual Seniors Morning tea was held on the Thursday morning and well attended by seniors in the Darwin community.
- The City of Darwin was transformed into a ceremonial military frontline on 7 July 2016 at 10:00am, as an historical Exercising the Freedom of Entry Parade took place on the city streets. Officers and Crew from HMAS Darwin paraded through the city; in attendance were the Lord Mayor, the Administrator of the Northern Territory, Elected Members and the general public.
- North West Mobile Force, more commonly known as Norforce, exercised the Right of Freedom of Entry into the City on 13 August 2016 to mark the units 35th Birthday Year. Norforce was originally granted freedom of entry to the City of Darwin on the 3rd of July 1982.
- Throughout December 2016, City of Darwin celebrated Christmas with city centre decorations, Santa in The Mall and children's activities. The Christmas tree was located at the Bennett St end of The Mall. Decorations and lighting adorned The Mall and Christmas street light banners were on display throughout the city centre and surrounding suburbs. Council's Fun in the Parks team held activities undercover in The Mall to coincide with Christmas.
- City of Darwin, supported by the Defence Force Northern Command and the Australian Army Band Darwin, hosted a Flag-Raising, Citizenship and Awards Ceremony at the Darwin Convention Centre on Australia Day 2017. 67 people received their citizenship with an overall attendance of 250 guests. The event featured Rob Palmer, the Australia Day Ambassador, as a guest speaker and the Australian Army Band Darwin performed a medley of songs. During the event the Lord Mayor presented the Australia Day Local Government Awards for Citizen and Young Citizen of the Year, Darwin Community Event of the Year and Student Citizen Awards. Winners are detailed below.
- City of Darwin supported the RSL clubs with traffic management and liaising with the Australian Defence Forces for

Bombing of Darwin Day: A National Day of Observance, 75th Anniversary 19 February 2017

A national day of observance, Bombing of Darwin Day 75th Anniversary was a successful major community event with positive feedback from veterans, the local, national and international media and the general public.

City of Darwin was delighted to have 30 surviving veterans and over 200 direct descendants attend this year's commemorative service and associated activities, which included a Darwin Harbour Cruise, visit to attend the ecumenical service at the Adelaide River War Memorial Ecumenical Service, morning tea and lunch at Robertson Barracks and Bombing of Darwin Day round of NTFL with a function held for veterans and direct descendants.

Over 7,000 people and dignitaries from several countries, including Japan, gathered at Darwin Cenotaph as Prime Minister Malcolm Turnbull thanked those who played a role in World War II.

"Today, we pay tribute to those who died, to those who survived and fought on, to those who lost mates and family," Mr Turnbull told the crowd. "We are honoured, all of us, the leaders of the nation, of the Territory, of the city, all of us honoured to be in the company of you."

A re-enactment was held to give the audience a sense of what it was like in Darwin in 1942 during the Japanese air raids. City of Darwin gratefully acknowledges the financial and in-kind support provided by the Northern Territory Government for this event.

their 2017 Anzac Day ceremonies. The commemorative service was held at dawn at the Cenotaph with veterans, dignitaries and the public laying wreaths in memory of those lost. The Anzac Day march was held in the city following the service with thousands of spectators attending the event.

- City of Darwin holds Citizenship Ceremonies throughout the year to officially welcome our nation's newest citizens. In 2016/17 City of Darwin officially welcomed 1,092 new citizens. An overview of who our new citizens are is provided in table 10
- Council's signature event, a national day of observance, Bombing of Darwin Day 75th Anniversary was held on 19 February 2017. The event

was supported with \$100,000 in grant funding from the Northern Territory Government and included a commemorative service. Other activities included a Darwin Harbour Cruise, visit to attend the ecumenical service at the Adelaide River War Memorial Ecumenical Service, morning tea and lunch at Robertson Barracks and Bombing of Darwin Day round of NTFL with a function held for veterans and direct descendants. More information on the Bombing of Darwin Day 75th Anniversary event can be found on the following page.

**Australia Day Award
Winners 2017**

Darwin Citizen of the Year
Peter Poole

Darwin Young Citizen of the Year
Philadelphia Hughes

Community Event of the Year
Malak Marketplace

Student Citizen Awards
Students from 12 schools across the greater Darwin region received awards.

Citizenship Ceremonies

MONTH	NUMBER OF ADULTS	DEPENDENTS	TOTAL	NUMBER OF COUNTRIES
July	30	9	39	14
August	31	6	37	12
September 07	104	17	121	29
September 23	5	0	5	3
October	94	20	114	28
November	91	21	112	27
December	49	21	70	17
January	59	8	67	25
February	22	3	25	9
March	238	57	295	43
April	30	3	33	13
May 12	5	0	5	2
May 15	30	8	38	13
May 26	4	1	5	4
May 29	41	9	50	15
June 9	6	0	6	5
June 15	5	0	5	5
June 16	4	0	4	3
June 26	52	9	61	19
Total Conferees	900	192	1,092	

TABLE 12: 2016/17 Citizenships



Over 2,000

people attended the 2017 Anzac Day commemorative dawn service

30 surviving veterans

and over 200 direct descendants attended the Bombing of Darwin Day 75th Anniversary commemorative event

Over 7,000 people and dignitaries

from several countries, including Japan, gathered at Darwin Cenotaph for the Bombing of Darwin Day 75th Anniversary commemorative event

250 families per day

visited Santa's Cave located in Anthony Plaza in the lead up to Christmas 2016

60,000+ members of the public

attended the Royal Darwin Show over 3 days

20 Council Officers

resourced the City of Darwin marquee at the Royal Darwin Show

537 new citizens welcomed

to the City of Darwin at Citizenship ceremonies throughout 2016/17

OUTCOME

4.2

Community life rich in creativity

The strategies that City of Darwin plans to deliver on in order to deliver key activities and events that are recognised by the community are:

Strategy 4.2.1
Encourage the growth and development of the arts

Strategy 4.2.2
Embrace national and international relationships

Action Performance

12 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Oversee the management of 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	
Facilitate and support activities that build capacity, skills and the professional development of artists	Arts and Cultural Development	
Manage and implement the Darwin Public Art Pilot Plan	Arts and Cultural Development	
Manage the City of Darwin Sister City Program	Sister Cities	
Develop and implement action plans for each Sister City	Sister Cities	
Coordinate and facilitate Council's Sister City Community Committees, events and activities	Sister Cities	
Develop and deliver youth and other exchanges	Sister Cities	
Promote community involvement in the Sister Cities program through contemporary and innovative programs and activities	Sister Cities	
Strengthen and enhance current and emerging international relationships that benefit the broader Darwin community	Sister Cities	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Level of community satisfaction with Arts and Cultural Activities	Arts and Cultural Development	#	3.5	3.4	
Annual expenditure for the Darwin Entertainment Centre within approved budget	Darwin Entertainment Centre	%	100	85	
Number of Sister City events or activities held	Sister Cities	#	4	8	

Achievements AND PROGRESS

The City of Darwin is well recognised for its diverse culture and creative community and individuals. Council's strategic arts and cultural framework, the Arts Plan 2015 - 2020 provides a foundation for growth and recognises the importance of arts and culture in making a significant contribution to a quality life for all in the community.

City of Darwin is well recognised for its diverse culture and creative community and individuals. Council's strategic arts and cultural framework, the Arts Plan 2015 - 2020 provides a foundation for growth and recognises the importance of arts and culture in making a significant contribution to a quality life for all in the community.

The Four (4) themes guide actions that support the growth and quality of diverse arts and cultural experiences in the city. Increased involvement of the community in arts and culture provides strategic opportunities to strengthen and develop the arts and cultural sector in the municipality of Darwin. Council's arts program is also guided by advice from the City of Darwin Arts and Cultural Development Advisory Committee (ACDAC).

As a member of the National Local Government Cultural Forum (NLGCF), a partnership between the Cultural Development Network (CDN), the Australia Council for the Arts and the Australian Local Government Association (ALGA), Council has contributed to a national framework to establish base line data sets for measuring arts and culture within the city. Information and knowledge gained from the capture of these data sets is designed to better understand local government's contribution to Australia's cultural life and arts experiences and has the potential to better inform future planning and integration of planning and activity across the three tiers of government and peak arts bodies.

The City of Darwin is often referred to as the Gateway to Asia. Establishing global Sister City relationships and

international relations with our neighbours is of utmost importance to fostering a culturally rich city.

International Relations continues to be strengthened through Council's representation on the Northern Territory's International Engagement Coordination Group, Chaired by the Department of the Chief Minister. The group provides an important avenue for the coordination of international engagement activities across government and will allow for the informed planning of activities by all agencies relating to engagement with the Asian region and other international markets.

Each year, City of Darwin's six (6) Sister Cities promote international understanding through education, cultural exchanges and community development activities that benefit the broader Darwin community.

Key achievements and progress includes:

- The first public art commission as part of the Public Art Pilot Plan is Integrated Art for the Parap Pool Redevelopment Project. The art commission aims to provide a dynamic and engaging artwork that both interacts and provides a counterpoint to the architecture of the new building. The commission was won by artist Jill Chism with work scheduled to be completed by November 2017.
- Local artist Andy Ewing was awarded the Peer Review prize and will be the inaugural artist participating in the *City Life Platforms* program
- Subsequent to a report from an external consultant regarding creative spaces in Darwin, the development of a *City Centre Open Space Toolkit*

IMAGE 54

Intertwined East Point
Photo by Elizabeth Szegedi



IMAGE 55

Nightcliff Jetty
Photo by Heather Docker



IMAGE 56

Italian Festival



to enhance the social, cultural and economic vibrancy of Darwin began in 16/17. The *City Centre Open Space Toolkit* will support creative spaces and art and cultural activity in City of Darwin's premier open spaces in the city centre. Release is scheduled for August 2017.

- In 2016/17, work commenced on the development of an Arts Bulletin for distribution to the arts and cultural sector and the wider community. The mailing list will consist of people who sign up for enews on the City of Darwin website, peak arts and cultural organisations in Darwin and artists whose details are already known to Council.
- Work was undertaken in the latter half of 2016/17 to develop a Darwin Artist Register and research and development of the Poster Pillars to host a free space for promotions in the City of Darwin municipality.
- Early in 2017 the Exhibition Wall, which is a free space at the Civic Centre for artists and community to use to host an exhibition and/or event, was revitalised.
- 2017 saw the ignition of the Fuel Up Professional Development Program which is designed to build capacity and skills of local artists. Initiating in 2017 with outcomes extending into 2018, Fuel Up included:

- A workshop hosted by Jill Chism (Parapool Public Artist) to ten *Pitch your Tent* artists took place over one day in June 2017. *Pitch your Tent* was an installation project that took place at the Darwin Fringe Festival Opening Night on Saturday 7 July 2017. Between 200 and 300 people engaged with the *Pitch Your Tent* installation.
- A one on one public art mentorship between public artist Jill Chism and award winner, local artist, Andy Ewing.
- Arts Law Advice Clinics and Workshop Program scheduled to take place on 1 and 2 September 2017.
- A series of professional development and hands on skills building workshops are also in development for delivery in 2017/18.
- Looking forward, 2017/18 will see the fabrication, installation and launch of *City Life Platforms*. An Expression of Interest process will be distributed for Darwin artists only. In addition, scoping and development of the third pilot program, Stand Alone Art will commence in 2017/18.
- Council's Sister Cities program aims to foster and develop international relationships with Sister Cities and promote international understanding

through education, cultural exchanges and community development activities that benefit the broader Darwin community. During 2016/17 Council undertook a formal review of its Sister City program in partnership with its community committee volunteers. As a result, a determination to elevate the program to a more strategic level in a bid to better leverage future economic and development opportunities was made.

- City of Darwin Sister City Committees work with their international counterparts to deliver a number of cultural and educative activities. In 2016/17 the Sister City Committees met regularly to plan for key projects throughout the year. Key Sister City activities delivered during the year included:
 - Council and the Dili Sister City Committee commissioning a symbolic gift to mark the Declaration of Decentralisation. A locally sourced artisan hand crafted a wooden gavel made from local Ironwood as a commemorative gesture to Dili.
 - The signing of a Memorandum of Understanding between the City of Darwin and the Municipality of Kalymnos in July 2016. The Memorandum of Understanding enshrined the respective commitment of both organisations

for the English Language Scholarship for the period 2016 -2018. The scholarship program promotes the cooperation and advancement of the longstanding Sister City and cultural ties between the citizens of Darwin and Kalymnos through English Language Scholarships for young people in Kalymnos. The Kalymnian Brotherhood and the local Greek Consul support this important initiative by financially donating to the English Language Scholarship program.

- The Kalymnos Sister City Committee also proudly participated in the 2017 Greek Glenti with an interactive informational stall.
- The Haikou Sister City Committee engaged artist Naina Sen to undertake phase one of a Digital Art Pilot Project that brings to the screen life in Haikou.
- All Sister City Advisory Committees participated in a Harmony Day celebration in March 2017 that included a screening of the ColorFest Film Festival and the celebration of cultural diversity with Darwin's first Walk Together initiative.
- Implementation of the #Humans of Darwin Photo Competition

aimed to promote Darwin's unique lifestyle on social media platforms such as Facebook and Instagram. Over 120 entries were received.

- City of Darwin and the Northern Territory Government provide funding and support to the Darwin Entertainment Centre, further contributing to a community life rich in creativity. The Darwin Entertainment Centre houses two theatres, one of which has seating capacity for more than 1,000 people. There is also an Exhibition Gallery and

Rehearsal Room. The Centre plays host to many performances, major national and international acts as well as local artists, local Eisteddfod competitions and school concerts. In 2016/17 Council allocated around \$4M to replace the Centre's air conditioning and the NTG provided a further \$2M. Further information on progress with this project can be found on page 112 of this report. The project is scheduled for completion in the 2017/18 financial year.

CITY OF DARWIN HAS BEEN AN ACTIVE SISTER CITY PARTICIPANT FOR OVER 30 YEARS AND HAS ESTABLISHED RELATIONSHIPS WITH:

Kalymnos, Greece: Signing 23 April 1982 in Darwin
Anchorage, Alaska: Signing 28 July 1982 in Darwin, 23 September 1982 in Anchorage
Ambon, Indonesia: Signing 28 October 1988 in Ambon, 21 July 1989 in Darwin
Haikou, China: Signing 5 September 1990 in Darwin
Milikapiti, Australia: Signing 5 July 1999 in Darwin
Dili, Timor-Leste: Signing 18 September 2003 in Darwin

Capacity Building Inbound Exchange

In May 2017, after many years in the making, City of Darwin and the Dili Sister City Committee were enthusiastic hosts to an inbound delegation of 28 colleagues from 12 of the 13 local government district areas across Timor-Leste for a basic capacity building program. The initiative was delivered by Council's Infrastructure, Community & Cultural Services and People, Culture and Capability staff in partnership with some key stakeholders including Power and Water and Keep Australia Beautiful.

The delegation was of 9 days duration and funded by the Government of Timor-Leste. The primary purpose of the visit was to support our nearest neighbour in learning about parks care and maintenance, waste management, recycling, storm water drains and waste water, plastic waste and community education messaging.

The exchange strengthened the already close and enduring person to person ties between Timor Leste and Darwin and provided a wonderfully rich cross cultural experience for all involved.

IMAGE 57

Timor-Leste Delegation



GOAL

5

Effective and Responsible Governance

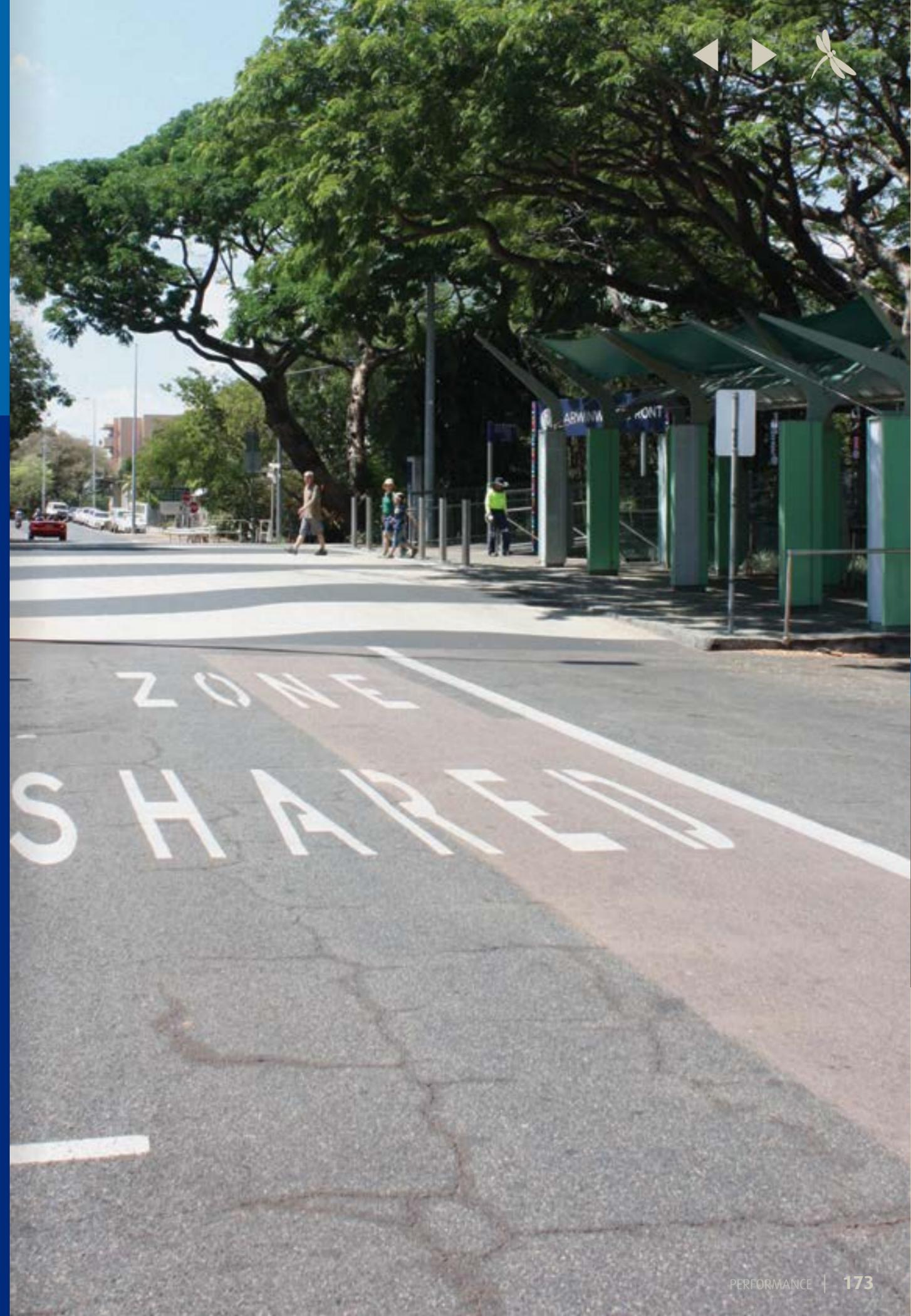
Council ensures its business is conducted in a transparent, accountable, sustainable and efficient way.

Measures of SUCCESS

This table represents the measures of success which evaluate progress towards achieving Goal 5 outlined in the Evolving Darwin Towards 2020 Strategic Plan.

INDICATOR	UNIT	TARGET	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2016/17 RESULT
Asset sustainability ratio	%	50	70.2	32.2	31.0	77.5	60.2	
Operating surplus before depreciation	\$M	>Break even	16.8M	14.9	18.9	18.3	(\$22.7M)	
Community satisfaction rating that Council consults with the community sufficiently	%	70	76	61	59	51	16	
Debt servicing ratio	%	<5.00	0.50	0.50	0.50	0.50	0.50	
Internal annual staff turnover rate	%	<20	16.1	18.0	11.8	13.2	9.4	
Internal audit recommendations implemented within specified timeframes ¹	%	90	N/A	N/A	N/A	N/A	75	
Liquidity ratio	#	>1.00:1	2.25:1	2.28:1	3.02:1	2.81:1	1.65:1	
Overall satisfaction with City of Darwin	%	70	71	70	63	59	50	
Rate debtors outstanding	%	<5.00	2.2	1.9	2.2	2.6	3.0	
Rates ratio	%	65	65.3	64.7	63.2	64.1	63.8	
Goal 5 - Overall Performance	%	100	100	150	112	283	111	

¹ Measure of success amended to the percentage of Council's annual internal audit plan delivered



OUTCOME

5.1

Quality service

The strategies that City of Darwin plans to deliver on in order to provide quality service to the community are:

Strategy 5.1.1
Provide quality service outcomes by ensuring that Council's processes and systems are effective and efficient

Strategy 5.1.2
Encourage innovation and continuous improvement

Strategy 5.1.3
Research, implement and support technology and communication systems to deliver services more efficiently

Action Performance

7 key actions across to program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Provide customer services and reception for the City of Darwin	Customer Services	
Provide services for processing Council payments	Customer Services	
Provide services for the use of Council facilities and the issue of related permits	Customer Services	
Provide support to community organisations to deliver community based events	Customer Services	
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	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Community satisfaction rating with quality of front counter customer service	Customer Service	%	90	85	
Community satisfaction with contact made with Council	Customer Service	%	70	59	
Percentage of service desk requests closed against open requests during a period	Information Technology	%	97.50	98.75	

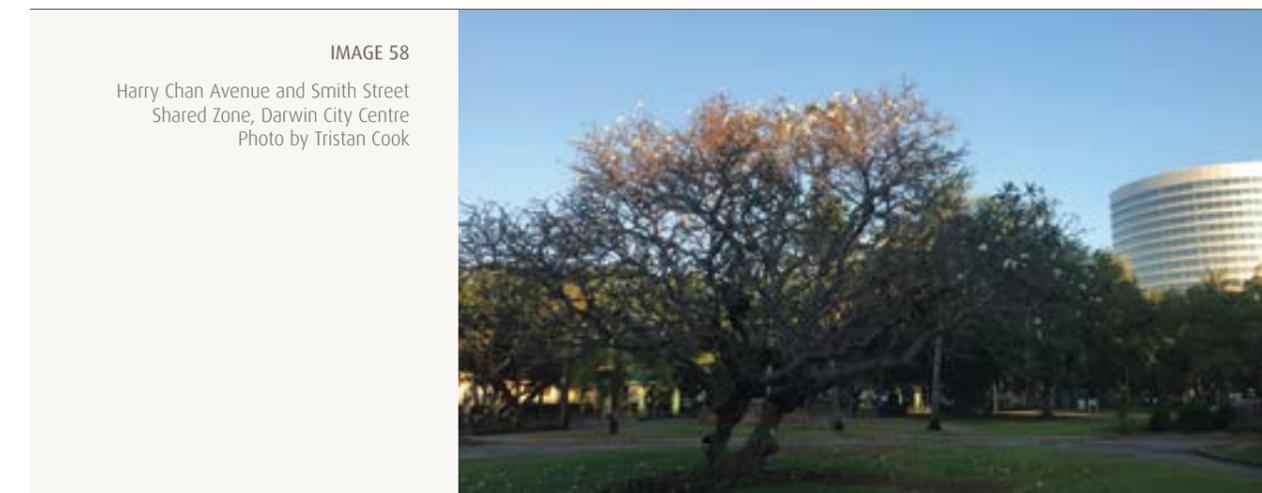


IMAGE 58
Harry Chan Avenue and Smith Street
Shared Zone, Darwin City Centre
Photo by Tristan Cook

Achievements AND PROGRESS

City of Darwin strives to deliver quality in all facets of service delivery.

Council's Customer Service Charter outlines our commitment to our customers and sets out the standards of service our customers can expect. The Charter describes the guiding principles we use to guide the way in which Council and staff interact with residents, visitors, and community and business stakeholders (table below).

Council responds to a variety of customer enquires including parks, roads maintenance, booking community facilities, permits such as for street food, and processes payments including animal registrations and rates.

The Civic Centre front counter service also provides guidance to community organisations coordinating events on Council controlled land.

During 2016/17, Council commenced a holistic review of Customer Service. Internally, staff have implemented initiatives to deliver a better customer experience. A long term Customer Service Strategy and a review of the City of Darwin Customer Charter will take place in 2017/18.

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 and be accessible to the community

Responsibility

Council will act responsibly and with integrity in the interest of the community

Equity

Council will treat the community in an equitable manner

Awards Received

Throughout 2016/17 Council was successful in the award categories listed in the table below.

AWARD	STATUS ACHIEVED	PROGRAM OR PROJECT AWARDED
Heart Foundation Local Government Awards	Winner	Darwin Bike Path / Healthy Darwin
Australasian Reporting Awards	Gold Status	City of Darwin Annual Report – 2015/16
Planning Institute Australia (PIA) NT Awards for Planning Excellence – Community Engagement and Planning	Commendation	Safer Vibrant Darwin Plan
Australian Library and Information Association (ALIA) Bess Thomas Award for Library Services for Young People	Winner	Youth Services
Australian Library and Information Association (ALIA) NT Recognition Award	Winner	Library Services
Northern Territory Human Rights Award, the 'Fitzgerald Youth Award'	Winner	Midnight Basketball

TABLE 13: Awards received by Council 2016/17

National Annual Report Gold Award
4 years running

40,202 receipt transactions

1,794 Customer enquiries
relating to Council facilities received

558 permits
to use Council facilities issued

17,151 payments receipted
at the Civic Centre Front Counter

OUTCOME

5.2

Quality people

The strategies that City of Darwin plans to deliver on in order to ensure it employs quality people to deliver programs and services to the community are:

Strategy 5.2.1

Attract, develop and retain a skilled workforce that is flexible and adaptable

Strategy 5.2.2

Foster an engaged, healthy workplace culture focussed on value delivery

Action Performance

10 key actions across two (3) program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Develop and implement a whole of Council Workforce Planning Strategy	Employee Relations	
Develop, negotiate and implement Council's Enterprise Agreement	Employee Relations	
Manage industrial relations matters and implement solutions	Employee Relations	
Develop and implement employee performance framework	Employee Relations	
Deliver graduate and traineeship opportunities	Employee Relations	
Develop and implement a framework to build leadership capacity across Council	Employee Relations	
Manage the City of Darwin Workforce Wellbeing Committee	Employee Relations	
Manage effective employment processes	Employee Relations	
Develop and implement Council wide employee training and development opportunities	Employee Relations	
Facilitate and deliver the organisational leadership and culture development program	Office of GM Corporate Services ¹	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Annual staff turnover rate	Employee Relations	%	<20	9.4	
Percentage of male staff	Employee Relations	%	50	58 ²	
Percentage of female staff	Employee Relations	%	50	42 ³	

¹ The organisational change program reported to the Chief Executive Officer throughout 2016/17

² Council's gender equity ratio remains within acceptable ranges. Council strongly supports gender equity and monitors this indicator on an ongoing basis

³ As per footnote 2.



Achievements AND PROGRESS

Ensuring Council has quality and effective people in place is paramount to delivering the Council and organisational strategic directions.

2016/17 has seen strong foundations put in place to support our people through organisational transformation and foster an effective culture. Tangible and concrete activities and projects are building greater accountability and ownership across all levels of Council with a focus on improving service delivery, enhancing customer satisfaction and becoming a more effective organisation.

Council's Employee Relations Program ensures a range of activities are implemented to support developing quality people. A robust industrial framework, training and development, leadership, employee wellbeing and a range of employee support programs work collaboratively to enhance both the quality of our people and our workplace.

Key achievements and progress in 2016/17 is outlined below:

- Council adopted a five (5) pillar effective organisations model¹ as a framework for organisational change. Initiatives to augment the 5 key areas in 2016/17 are outlined in table 12
- Council staff accessed a range of training and development opportunities gaining new skills and knowledge to improve performance, career development and meet workplace and other legislative requirements. Further detail is provided on pages 64 to 65 of this report.
- The LGPRO Management Challenge Team, Tropical Troupe came second in the Northern Territory Division regional challenge event held in Alice Springs.
- 10 employees making up the City of Darwin Workforce Wellbeing Committee delivered activities and programs aimed to improve the health

and wellbeing of our workforce. Activities that focused on health and wellbeing, prevention, education and work life balance included:

- Making fruit available in the workplace between April and November
- Loo Down information page series providing health and lifestyle tips each month
- 'Surviving Christmas' breakfasts distributing show bags packed with tips on how to survive Christmas financially, healthily and emotionally
- Step It Up challenge program of events aimed at making staff more active
- Information session by the Black Dog Institute on workplace Mental Health and Wellbeing 'Mental Health in the Workplace is Everybody's Business'
- Enabling staff to access external counselling services for any situation that impacted on their personal or working life. Staff access to counselling services decreased in 2016/17 to 94 sessions, down from 130 sessions the previous year. Counselling services provided covered all aspects of counselling: vocational, interpersonal difficulties, occupational health, individual problems, addictive behaviours and family and relationship problems.
- Staff received a 3.5% wage increase in September 2016 which represented the third and final year of the current Certified Agreement. Negotiations for a new Certified Agreement commenced in April 2017. Employee benefits provided by City of Darwin to employees in addition to salary and

- superannuation include six weeks' annual leave, 15 days' personal leave, salary packaging and flexible working hours (where business needs permit).
- City of Darwin values its reputation as an employer of choice and provides of range of employee benefits such as reimbursement of public transport costs and parking costs for carpooling, free pool access and discounted gym memberships. These are in addition to the Council's Certified Agreement.
- Council adopts a number of employee related policies and procedures each year which support the implementation of the Certified Agreement.
- Staff turnover decreased from 13.2% to 10.9% in 2016/17. The decrease can be attributed to a decline in staff moving interstate for family reasons and staff taking other opportunities for career progression.
- Figure 31 demonstrates that on average, staff used 14.8 days' personal leave in 2016/17. This represents 99.2% of their allowable personal leave in accordance with the Certified Agreement and is the highest usage rate for over five (5) years. Personal leave consists of sick leave, family leave and carers leave.

- In 2016/17 there were two industrial matters referred to Fair Work Australia. Both matters were resolved through mediation.
- Looking forward, Council will facilitate a second Organisational Cultural Inventory (OCI) survey in October 2017. The survey questionnaire is designed to receive feedback from staff on the elements of leadership, systems and processes that drive change. The results of the data from this survey will enable the organisation to measure its progress against the results from the first survey undertaken in 2014.

EFFECTIVENESS PILLAR	KEY INITIATIVES DELIVERED IN 2016/17
Leadership	<ul style="list-style-type: none"> • Establishment of a clear organisational Vision, Values and Set of Behaviours "a high performing capital city valued by the community" to enhance the Strategic Vision and goals of the Council • Design and delivery of a customised "Leadership Essentials" program aimed at mid-level leaders and emerging leaders across the business
Decision Making and Structure	<ul style="list-style-type: none"> • Organisational restructure and redesign which included renaming of divisions and creation of a new division to enable Council to embrace contemporary and best practice philosophies and drive towards the achievement of the organisations objectives • Realignment of the Senior Management Group in the decision making process
People	<ul style="list-style-type: none"> • Development of a set of Organisational KPIs (key performance indicators) to measure the Organisational progress and success • Capability assessment of current talent within the business to ensure appropriate level of skill and competency to support the business requirements now and in the future • Overview of all People processes and practices
Work Processes and Systems	<ul style="list-style-type: none"> • Review of organisational systems and processes including information technology • Renewal of the Customer Service Charter and broader Customer Experience to provide a smoother streamlined and efficient approach to service delivery
Culture	<ul style="list-style-type: none"> • Embedding vision, values and behaviours into relevant documents and processes across the business including recruitment, corporate induction, training and development programs, constructive conversations, performance management and employee development • Ongoing activities and programs to promote constructive, achievement oriented thinking and behaviour and the implementation of ideas for the purpose of improvement and change • Ongoing implementation of the broader Organisational Culture Change and Communications/Engagement Strategy

TABLE 14: Organisational culture program achievements 2016/17

¹ Framework developed by Bain & Company and adapted by Bridgespan

25.29 hours staff spent in training (on average)

10.9% staff turnover rate

68% of all training was mandatory

2 staff industrial matters

42% of all training was delivered in-house

\$529 External training cost per staff member

94 external counselling sessions accessed by staff

349.4 FTE (full time equivalent) positions

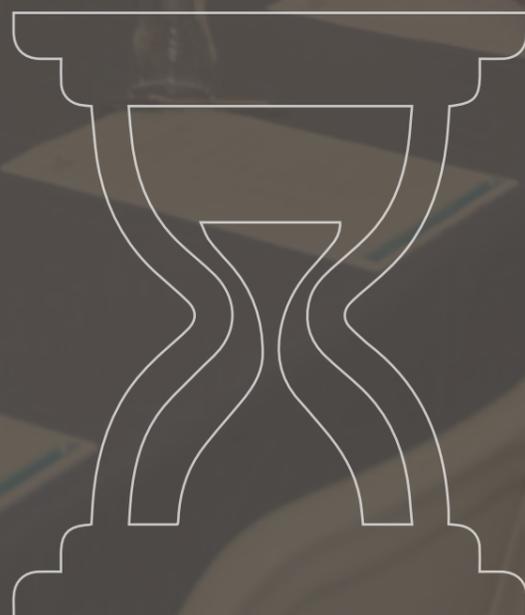


FIGURE 33
Personal leave taken by staff 2016/17

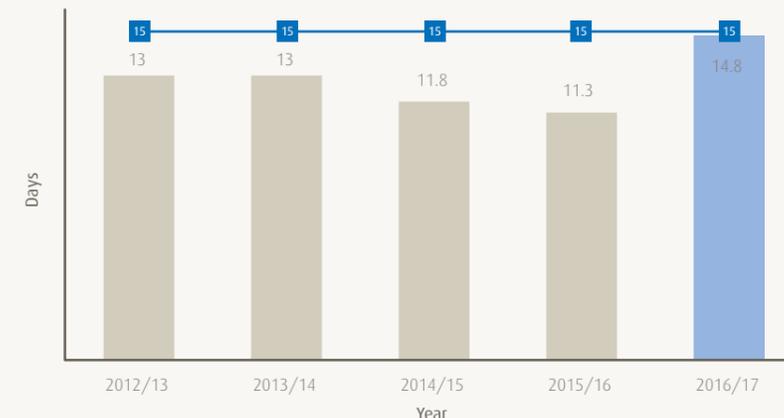


FIGURE 34
Staff industrial disputes

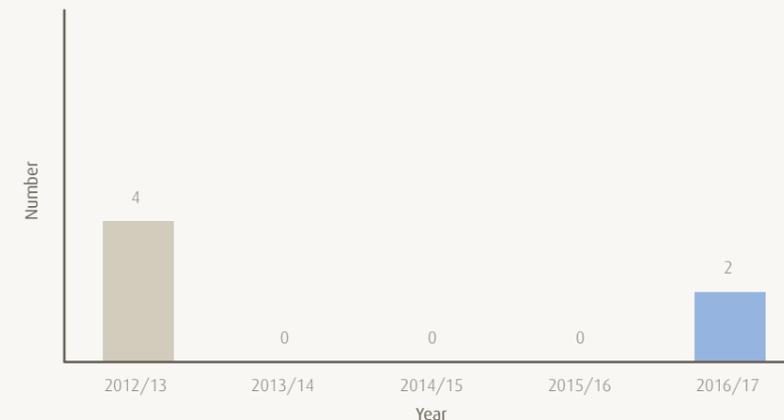


IMAGE 59
City of Darwin Libraries





IMAGE 60
Leadership development training



IMAGE 61
Parking, Harry Chan Ave
Photo by Kirsten Strickland



IMAGE 62
Tree of Knowledge at the Civic Centre
Photo by Nathan Lewis

LGPRO Management CHALLENGE

The Challenge

For the past 18 years, City of Darwin has participated in the Local Government Professionals (LGPro) Australasian Management Challenge (formerly Local Government Managers Association Management Challenge). Traditionally the challenge involves competing against Northern Territory Councils and if won, nationally.

The 2017 LGPro Management Challenge Northern Territory Division regional challenge event was held in Alice Springs. City of Darwin's team Tropical Troupe came second. The team acquitted themselves well against their NT colleagues winning the pre-challenge task and the performance evaluation on the day but the overall winner was Alice Springs Town Council.

City of Darwin's team undertook pre-challenge activities to help them understand each other's strengths and develop strategies for the challenge day. The theme this year was community engagement – seeking community feedback around service provision.

The team members for 2017 came from across Council, including Development Services, Recreation, Records Management, Libraries,

Communications & Marketing, Urban Forestry Management and Capital Works.

The LGPro Management Challenge has been running for more than 20 years and is seen as a sophisticated development program designed to deliver personal, team and organisational professional development.

Designed to typify management in the local government environment, key skills developed during the Challenge included the ability to:

- Think strategically and make connections between the council vision and council operation
- Lead improvement and influence others to have a positive impact
- Communicate and build trust by sharing thoughts and understanding others
- Negotiate constructively and collaborate to achieve outcomes that met the needs of all parties
- Analyse information and apply critical thinking skills to resolving matters
- Decide with confidence and accurately consider all aspects of any situation
- Engage others to create a community of happy citizens



OUTCOME

5.3

Good governance

The strategies that City of Darwin plans to deliver on in order to ensure it practices and demonstrates good governance are:

Strategy 5.3.1

Demonstrate good corporate practice and ethical behaviour

Strategy 5.3.2

Display contemporary leadership and management practices

Strategy 5.3.3

Understand and manage Council's risk exposure

Strategy 5.3.4

Encourage community participation by engaging, communicating and working in partnership with the community

Strategy 5.3.5

Increase community awareness of the role and achievements of Council

Action Performance

24 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Implement the City of Darwin Governance Framework	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	Governance	
Provide administrative support to Elected Members	Governance	
Develop and implement Elected Member, Chief Executive Officer and staff communication mediums	Governance	
Manage Council's statistical profiles and analysis	Strategic Services	
Develop and implement Council's Performance Management Framework including regular public reporting of performance against Council's Strategic and Municipal Plans	Strategic Services	
Manage Council's Legislative Compliance Program and Policy Framework	Strategic Services	
Develop and coordinate the delivery of a whole of Council community engagement program	Communications and Engagement	
Develop and manage Council's social media platforms and websites	Communications and Engagement	
Manage and implement Council's Communications Strategy and develop an annual Communications Plan	Communications and Engagement	
Manage Council's reputation through effective media management strategies, public relations and marketing	Communications and Engagement	
Manage marketing and promotion of Council's brand including sponsorship arrangements	Communications and Engagement	
Manage and implement a Council Wide Corporate Risk Management Framework including Strategic and Operational Risk Assessments	Risk, Audit and Safety	
Implement and manage Council's Workplace Health and Safety Management System (WHSMS)	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	
Develop and maintain Council's Emergency Response Plans	Risk, Audit and Safety	
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 (FOI)	Records and Information Management	
Provide staff training and development to ensure they are equipped to meet their records keeping responsibilities	Records and Information Management	



Achievements AND PROGRESS

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Overall community satisfaction with the City of Darwin	Governance	%	>70	50	
Percentage of Council decisions actioned	Governance	%	>90	N/A ⁶	
Community satisfaction that Council's vision and goals are clear and communicated to the Darwin municipality	Strategic Services	%	65		
Percentage of current term policy review complete in 2016/17	Strategic Services	%	100	90.36	
Percentage of community who find out about Council matters via Council's website	Communications and Engagement	%	>20	14	
Percentage of community satisfied that Council consults with the community sufficiently	Communications and Engagement	%	>70	16	
Number of website 'hits' per annum	Communications and Engagement	#	>300,000	500,069	
Increase in the number of followers on Facebook	Communications and Engagement	%	30	41.9	
Number of media releases with positive media coverage	Communications and Engagement	%	>80	88.5	
Percentage of Operational Risk Assessments reviewed annually and adopted by the Risk Management & Audit Committee	Risk, Audit and Safety	%	100	100	
Percentage of Council's annual Internal Audit Plan delivered	Risk, Audit and Safety	%	100	75	
Percentage of the Control Self-Assessment actions reviewed annually	Risk, Audit and Safety	%	100	100	
Workplace Health and Safety Management System Policy and Standards reviewed annually	Risk, Audit and Safety	%	100	100	
Percentage of reported Workplace Health and Safety incidents that become lost time claims	Risk, Audit and Safety	%	< last year	7.6	
Resolve 40% of Records and Information Management items on the Risk Management Register	Record and Information Management	%	40	N/A	
Percentage of Freedom of Information requests responded to within required timeframes	Record and Information Management	%	100	100	

¹ Current systems do not facilitate an accurate record of decisions being actioned / completed.

² Council's systems did not support the collection of data to report on this KPI. The KPI has been removed from the 2017/18 Municipal Plan

City of Darwin's Governance Framework outlines the regulatory and administrative framework within which the Council operates.

Council's governance is driven by a clear vision and culture and consists of four key principles which provide the basis for understanding how Council governs and interacts with the community.

Key achievements and progress of governance activities in 2016/17 included:

- Addressing amendments to the *Local Government Act* and other legislation with the introduction and/or amendment of key policies including the Caretaker Policy, Related Party Disclosure Policy and Meetings Policy
- Facilitating the adoption of Council's annual budget and Municipal Plan for 2017/18 and Annual Report and Financial Statements 2016/17, in accordance with legislation.
- Delivery of quarterly performance reports against the Strategic Plan and Municipal Plan for the whole of 2016/17 and as a result reduced the time taken to report performance with the removal of departmental text based reports.
- Facilitation of the City of Darwin annual community satisfaction survey which assists in providing Council with insight into the perceptions of our community and level of satisfaction with Council's performance. Satisfaction is assessed against Council's performance achieving its vision and goals outlined in the *Evolving Darwin Towards 2020 Strategic Plan* and delivery of day to

day services and programs outlined in annual municipal plans. In 2015, 700 residents were surveyed. The results of the survey enable Council to better plan and allocate resources to match community priorities and benchmark its performance against other local governments.

- Completing 90.3% of policy reviews within the term of Council. Outstanding policy reviews had either commenced prior to the end of the financial year or were deferred for consideration by Council after the local government elections in late 2017.
- Responding to 20 information access requests in 2016/17 in accordance with the Information Act NT noting that 18 applications were finalised in the financial year.
- Upgrading Council's records keeping system 'CI Anywhere' and continued improvement of processes for capturing data and statistics relating to customer action requests.
- Delivery of training and information session to staff regarding handling of private information, records management and archive standards with almost a third of Council's staff attending Freedom of Information and privacy training in early 2017. In addition, Council's Records Management Policy was reviewed and endorsed by the Executive Leadership Team.

TABLE 15

Applications under the Information Act 2016/17

APPLICATIONS UNDER THE INFORMATION ACT	2016/17
Applications outstanding at the start of the year	0
Applications to access personal information	6
Applications to access Government Information or mix	20
Accepted applications withdrawn	0
Unaccepted applications	0
Accepted applications finalised	18
Open Applications at end of year	2

OUTCOME

5.4

Effective Leadership and Advocacy

The strategies that City of Darwin plans to deliver on in order to ensure it is effective in leadership and advocacy practices are:

Strategy 5.4.1
Exhibit leadership on community issues

Strategy 5.4.2
Advocate on behalf of the community

Action Performance

6 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
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 participate 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 Northern Australia Capital City Committee (NACCC), Top End Regional Organisation of Councils (TOPROC) and Council of Capital City Lord Mayors (CCCLM)	Strategic Services	
Develop and implement a strategic approach to seeking external grants and Council recognition through awards	Strategic Services	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Office of General Managers expenditure budget within approved budget	Office of General Managers	%	100	101.5	
Number of successful grant funding applications	Strategic Services	%	>60	77	

Achievements AND PROGRESS

Exhibiting leadership on community issues and advocating on behalf of the community is founded on the effective working relationship between Council and the Executive Leadership Team (ELT).

The ELT provides high level strategic and operational leadership attendance at Council meetings, providing high level general and policy advice to Elected Members, effectively managing resources and working collaboratively to resolve organisation wide matters and community issues. ELT enables Council to make effective decisions and plan sustainably for the future through the development and recommending of Council reports, strategic planning documents and policy.

Throughout 2016/17, Council's Executive Leadership Team managed expenditure in line with Council's overall adopted budget.

As the only Capital City in Northern Australia it is imperative that City of Darwin demonstrates leadership and advocacy both within the Northern Territory and nationally. Council does this through its representation on external committees and seeking strategic opportunities for external funding.

Key leadership and advocacy achievements in 2016/17 included:

- Participating on and supporting the strategic objectives of the Council of Capital City Lord Mayors (CCCLM), Northern Australia Capital City Committee (NACCC) and Top End Regional Organisation of Councils (TOPROC).
- CCCLM provides national leadership for the effective co-ordination and representation of the special interests of the Capital Cities of the Australian States and Territories, especially in their relations with other spheres of government. The strategic priorities for CCCLM are securing ongoing

Federal Government engagement, partnerships, alliances and investment in capital cities as well as securing Federal Government investment in nation building infrastructure in capital cities and encouraging smart growth in urban Australia.

- Each calendar year the responsibility for Chair of CCCLM rotates among the Capital Cities. City of Darwin was Chair of CCCLM for 2016 and hosted the Annual General Meeting of the Committee in October 2016. In addition, City of Darwin contributed to a number of CCCLM initiatives throughout the year which included:
 - Input into the Federal Government's Smart Cities and City Deals programs
 - Contributing to national policy priorities for Economic Development, Infrastructure, Climate Action and City Resilience.
 - Participation in a variety of political and stakeholder engagement activities which included political meetings with the leaders of the major political parties including the Prime Minister, the Cities Summit, Future Earth Workshop and Smart Cities Forum with the City of Boston and Microsoft
 - Representation on the National Local Government Drug and Alcohol Advisory Committee, National Data Working Group (NLGDAAC)
- Working together with the Chief Minister of the Northern Territory through the NACCC to enhance the attraction, productivity, resilience and liveability of Darwin. Key initiatives of the NACCC in 2016/17 included:

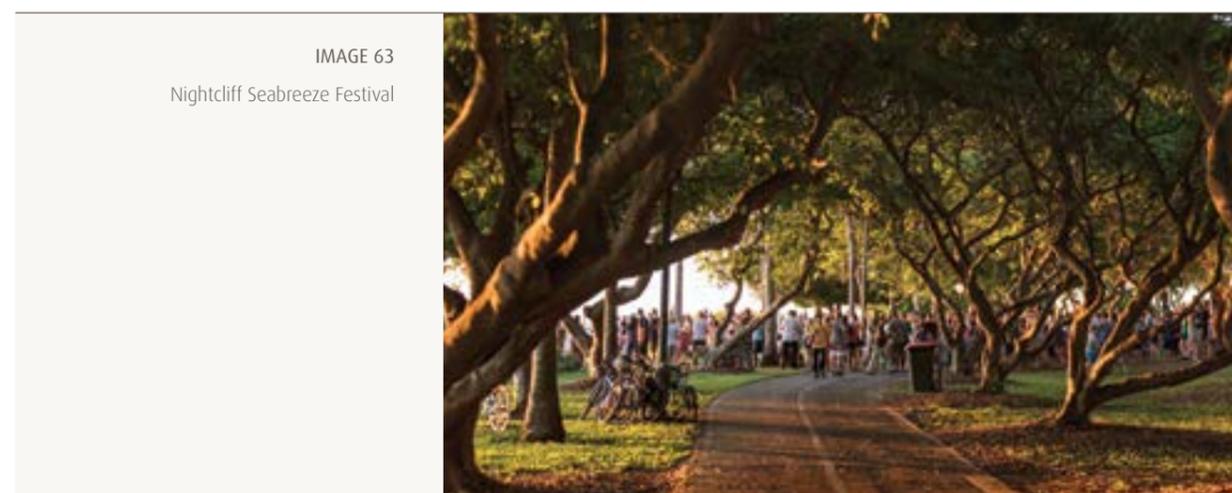
- Attending the first NACCC meeting with the new Government following the Northern Territory Government Elections in February 2017
- Establishing a Vibrant CBD Sub-Committee focusing on CBD revitalisation
- Working with the Northern Territory Government to progress a City Deal with the Federal Government
- City of Darwin together with Belyuen Community Government Council, City of Palmerston, Coomalie Community Government Council, Litchfield Council and Wagait Shire Council forming the Top End Regional Organisation of Councils. TOPROC represents over 57% of the Northern Territory's population and is a valuable forum for collaboration on regional issues and provides a collective voice for Top End councils.
- Key TOPROC initiatives in 2016/17 included:
 - Development of advocacy papers

in accordance with the TOPROC Regional Development Plan for Land Use, Unincorporated Land, Northern Australia Infrastructure Funding and Regional and Emergency Waste Management Facilities. The advocacy papers were key support tools for political advocacy in the lead up to the Northern Territory election.

- Securing external funding which 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 or deliver additional projects and programs aligned to the achievement of City of Darwin's *Evolving Darwin, Towards 2020 Strategic Plan*. External funding includes ongoing government operational funding, donations to Council, grants and partnered funding.
- Funding received in 2016/17 returned to historical levels. 2014/15 and 2015/16 reflected the influences

of the political environment with marked increase in both the external funding available to Council and the funding secured by Council. Council was awarded funding for 7 projects throughout the year. Full details including operational funding is outlined in table 14.

Maintaining and extending our external funding opportunities remains high priority, as it enables Council to deliver on community need whilst keeping rate increases to a minimum.



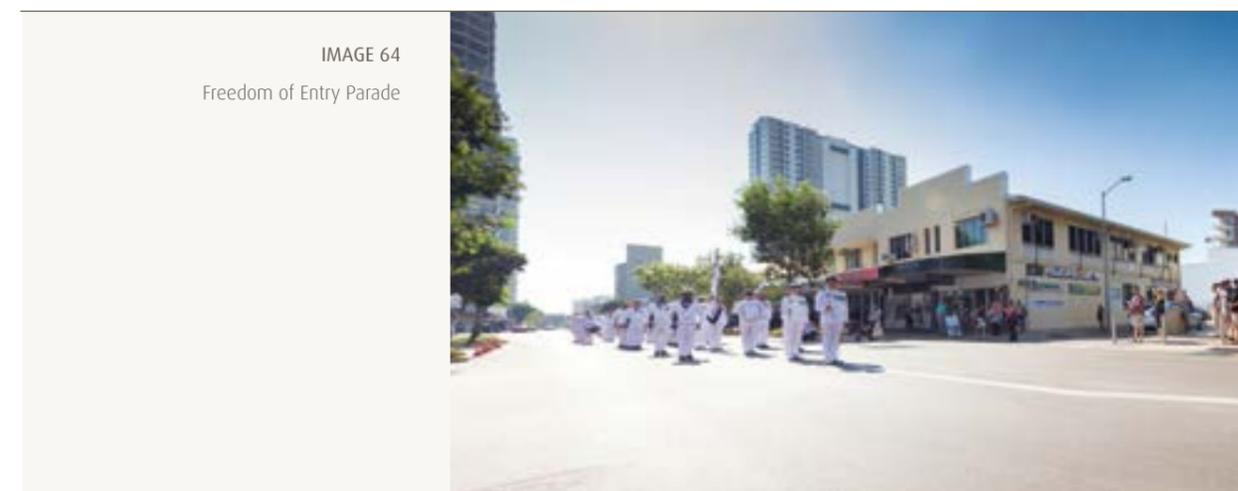
⁷ Not including annual recurring grants and operating subsidies

PROJECT TITLE	PROJECT DESCRIPTION	CITY OF DARWIN PROGRAM	FUNDING AGENCY	FUNDING \$
Public Library Funding	Funding to support the provision of public library services.	Library Services	Northern Territory Government, Department of Arts and Museums	\$1,477,200
Fun Bus Program	Fun Bus is a mobile playgroup that provides play-based early childhood activities for children under 5 years and their parents/carers in a number of locations around Darwin	Families and Children's	Northern Territory Government, Department of Children and Families	\$56,579
Financial Assistance Grants (FAGs) - Roads	Funding to support the delivery of road works throughout City of Darwin	Infrastructure Maintenance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,752,269
Financial Assistance Grants (FAGs) - General Purpose	Funding to support the general operations of Council	Finance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,689,000
Mosquito Control	Funding to support the control of mosquitos and public health within the Municipality	Stormwater Drainage Maintenance	Northern Territory Government, Department of Health	\$218,775
Annually Recurring Grants and Operating Subsidies				\$5,193,823
Installation of Lights at Malak	Funding to install lights at Malak Shopping Centre	Capital Works	Safer Streets Program, Australian Government Attorney General's Department	\$200,000
Intersection of Lee Point Road and Jabiru Street (Black Spot Funding)	Provide a dedicated right turn lane and improve sightlines by modifying existing landscaping	Capital Works	Black Spot Program, Australian Government Department of Infrastructure and Regional Development, administered via Northern Territory Department of Infrastructure and Transport	\$196,000
Silent Rooms with study booths at the Casuarina Library	Funding to build silent rooms with study booths at the Casuarina Library	Libraries		\$132,653
National Youth Week Grant 2017 - 'Get That Job - Dream Big Become a DJ' Activity	As part of National Youth Week, engage Young Territorians through a series of alcohol and drug free activities and events for youth development and leadership	Youth Services	National Youth Week – Youth Engagement Grant, Northern Territory Government Department of Chief Minister, Office of Youth Affairs	\$2,000
Bombing of Darwin 2017 Anniversary Commemoration	Bombing of Darwin Day 2017 Anniversary Commemorations events	Recreation, Leisure and Events	Department of Chief Minister, Northern Territory Government	\$100,000

PROJECT TITLE	PROJECT DESCRIPTION	CITY OF DARWIN PROGRAM	FUNDING AGENCY	FUNDING \$
Let's Take the Next Steps Project	Indigenous students who participate in an existing Young Indigenous Leadership Program call IMPACT will be taking part in a workshop on the 18-19 May, 2017 which will focus on the concept of Reconciliation Week's theme of 'Let's take the next step'	Community Development	Reconciliation Week Grant Program, Australian Government Department of Prime Minister & Cabinet Under the Indigenous Advancement Strategy	\$5,000
Mobile CCTV Units for NT Police	Joint funding with City of Palmerston to fund five (5) mobile CCTV Unites for NT Police	Darwin Safer City	Safer Communities Fund, Australian Government Department of Industry, Innovation and Science	\$571,500
Art Classes in the Library for Seniors Month	Senior's Month Grant - Art Classes in the Libraries. Art classes with local artists and across the Darwin area libraries.	Libraries	Seniors Month Grant, Northern Territory Government Territory Families, Office of Senior Territorians	\$1,000
Projects and Programs from Grant Applications/Partnered Funding				\$1,208,153
Total Externally Funded Programs and Projects				\$6,401,976

TABLE 16: External Funding Received 2016/17

Table 16 does not directly reflect the amounts reported in the financial statements. This table reflects funding applications approved (including funds received and not received) during the financial year. The financial statements reflect only funds received during the financial year.





OUTCOME

5.5

Responsible financial and asset management

The strategies that City of Darwin plans to deliver on in order to ensure its planning and operations are based on a sustainable financial and asset management strategy are:

Strategy 5.5.1

Manage Council's business based on a sustainable financial and asset management strategy

Action Performance

16 key actions across the program profiles have been delivered. In 2016/17 action performance is as follows:

ACTION	PROGRAM PROFILE	2016/17 RESULT
Management of Council's revenue functions including generation of Council's rates and charges	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 procurement framework and payroll	Financial Management	
Develop and implement a Corporate Asset Management Strategy and asset management plans for defined asset classes: Roads, Pathways, Stormwater, Parks and Buildings	Asset Management	
Develop, implement and maintain a corporate asset register	Asset Management	
Develop and manage the implementation of Council's annual asset renewal and replacement program	Asset Management	
Undertake cyclic condition assessments, collection and maintenance of asset information, predictive modelling and forward works planning for City of Darwin assets	Asset Management	
Award contracts through a transparent process of advertisement and assessment	Business Services	
Administer and monitor contracts to minimise risk to Council	Business Services	
Manage Council's heavy and light fleet	Fleet Management	
Purchase and dispose of vehicles and plant resources	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	

Key Performance Indicators

2016/17 MUNICIPAL PLAN INDICATOR	PROGRAM PROFILE	UNIT	2016/17 TARGET	2016/17 ACTUAL	2016/17 RESULT
Condition surveys undertaken in accordance with Corporate Asset Management Plan	Asset Management	%	100	100	■ ■ ■ ■
Percentage of rate debtors outstanding	Financial Management	%	<5	3	■ ■ ■ ■
Financial statements meet statutory and audit requirements	Financial Management	%	100	100	■ ■ ■ ■
Budgeting and Long Term Financial Plan meets statutory requirements	Financial Management	%	100	100	■ ■ ■ ■
Investments comply with policy and statutory requirements and are reported monthly	Financial Management	%	100	100	■ ■ ■ ■
Percentage of Council's contracts awarded to locally owned and/or operated businesses	Business Services	%	>70	91	■ ■ ■ ■
Vehicles available for use ⁸	Fleet Management	%	100	N/A	■ ■ ■ ■

Achievements AND PROGRESS

Sustainable financial and asset management practices are critical elements of City of Darwin Strategic Planning and Performance and Corporate Governance Frameworks.

The *Local Government Act* requires Council to develop a Long Term Financial Plan (LTFP) that covers a four-year period; however, City of Darwin prepares a LTFP covering a period of ten years on an annual basis. The 2016 to 2026 LTFP was adopted in September 2016.

City of Darwin LTFP is a key document that assists the Council with improving its management of infrastructure and community resources. It links directly to Council's Strategic Plan and sets the framework to provide cost effective services within available resources for the duration of the plan.

The LTFP outlines projected rates increases of 3.0% per annum for the next 10 years. The rates increase in 2016/17 was set at 2.75%. During the year Council continued to identify efficiencies in order to further reduce the rates increase. The increase for 2017/18 was set at 1.9%.

In 2016/17 City of Darwin was the custodian of over \$1.2B of community assets and infrastructure such as pools, buildings and land, roads, stormwater drainage systems, paths, parks and reserves, plus many more.

These assets deliver important services to our community and a key issue facing all local governments throughout Australia is the ongoing management of ageing assets. City of Darwin has continued to focus on sound asset management principles with the adoption of an updated Asset Management Policy.

Council will continue to review and update its Asset Management Plans, and Strategy, in 2017/18. Council's Asset Management Strategy places a significant emphasis on costs associated with replacing and refurbishing existing infrastructure and in addition, plans for a range of new capital expenditure to meet the needs of our rapidly growing population.



IMAGE 65
Civic Centre, City
Photo by Penny Hart

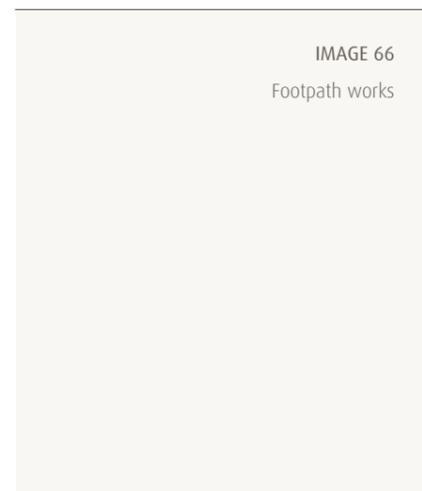


IMAGE 66
Footpath works



⁸ Vehicles available for use data not available. KPI will be removed from the 2017/18 Municipal Plan

City of Darwin

GENERAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2017

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



General Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2017

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City of Darwin

General Purpose Financial Statements
for the year ended 30 June 2017

Chief Executive Officer's Statement

The attached General Purpose Financial Statements have been prepared in accordance with:

- (i) The Local Government Act, and
- (ii) The Local Government (Accounting) Regulations, and
- (iii) The Australian Accounting Standards and professional pronouncements.

To the best of my knowledge, information and belief, these Financial Statements

- (i) Are in accordance with Council's accounting and other records, and
- (ii) Have been properly drawn up in accordance with the applicable Accounting Standards, the Act and the Regulations so as to present fairly the financial position of the Council and the results for the financial year.



Brendan Dowd
CHIEF EXECUTIVE OFFICER

Date: 27 October 2017



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 2017.

The format of the Financial Statements complies with 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 Balance Sheet

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 auditors (that generally specialise 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) Elected Members, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, the Local Government Association of Northern Territory, the NT Local Government Grants Commission, and Financiers including Banks and other Financial Institutions.

MORE INFORMATION...

Management discussion and analysis for the financial year ended 30 June 2017 is provided separately within the City of Darwin Annual Report 2016/17.



Statement of Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2017

\$ '000	Notes	2017	2016
INCOME			
Rates Revenues	2a	67,428	64,707
Statutory Charges	2b	3,136	4,009
User Charges	2c	19,690	19,715
Grants, Subsidies and Contributions	2g	9,945	5,679
Investment Income	2d	2,688	2,707
Reimbursements	2e	499	500
Other Income	2f	600	811
Total Income		103,986	98,128
EXPENSES			
Employee Costs	3a	31,499	29,628
Materials, Contracts & Other Expenses	3b	49,064	50,091
Depreciation, Amortisation & Impairment	3c	24,351	21,133
Finance Costs	3d	712	242
Total Expenses		105,626	101,094
OPERATING SURPLUS / (DEFICIT)			
Asset Disposal & Fair Value Adjustments	4	(4,214)	(672)
Amounts Received Specifically for New or Upgraded Assets	2g	2,970	12,811
Physical Resources Received Free of Charge	2i	430	7,568
NET SURPLUS / (DEFICIT) ¹		(2,454)	16,741
Other Comprehensive Income			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Reserve - I,PP&E	9a	(174,209)	(52,308)
Total Other Comprehensive Income/(Loss)		(174,209)	(52,308)
TOTAL COMPREHENSIVE INCOME/(LOSS)		(176,663)	(35,567)

¹ Transferred to Equity Statement

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.

Statement of Financial Position

AS AT 30 JUNE 2017

\$ '000	Notes	2017	2016
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	3,175	3,290
Trade & Other Receivables	5b	10,598	7,249
Other Financial Assets	5c	70,814	74,471
Inventories	5d	110	131
Non-Current Assets Held for Sale	19	-	211
Total Current Assets		84,697	85,352
Non-Current Assets			
Infrastructure, Property, Plant & Equipment	7a	953,325	1,106,436
Total Non-Current Assets		953,325	1,106,436
TOTAL ASSETS		1,038,022	1,191,788
LIABILITIES			
Current Liabilities			
Trade & Other Payables	8a	14,695	11,444
Borrowings	8b	241	226
Provisions	8c	17,256	6,909
Total Current Liabilities		32,192	18,579
Non-Current Liabilities			
Borrowings	8b	3,046	3,287
Provisions	8c	10,025	500
Total Non-Current Liabilities		13,071	3,787
TOTAL LIABILITIES		45,263	22,366
NET ASSETS		992,759	1,169,422
EQUITY			
Accumulated Surplus		334,348	332,013
Asset Revaluation Reserves	9a	597,461	771,670
Other Reserves	9b	60,950	65,739
TOTAL COUNCIL EQUITY		992,759	1,169,422

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.



Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2017

\$ '000	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2017					
Balance at the end of previous reporting period		332,013	771,670	65,739	1,169,422
a. Net Surplus / (Deficit) for Year		(2,454)	-	-	(2,454)
b. Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(174,209)	-	(174,209)
Other Comprehensive Income/(Loss)		-	(174,209)	-	(174,209)
Total Comprehensive Income/(Loss)		(2,454)	(174,209)	-	(176,663)
c. Transfers between Reserves		4,789	-	(4,789)	-
Balance at the end of period		334,348	597,461	60,950	992,759
2016					
Balance at the end of previous reporting period		320,058	823,978	60,953	1,204,989
a. Net Surplus / (Deficit) for Year		16,741	-	-	16,741
b. Other Comprehensive Income					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(52,308)	-	(52,308)
Other Comprehensive Income/(Loss)		-	(52,308)	-	(52,308)
Total Comprehensive Income/(Loss)		16,741	(52,308)	-	(35,567)
c. Transfers between Reserves		(4,786)	-	4,786	-
Balance at the end of period		332,013	771,670	65,739	1,169,422

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2017

\$ '000	Notes	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating Receipts		105,019	103,241
Investment Receipts		2,645	2,527
<u>Payments</u>			
Operating Payments to Suppliers and Employees		(83,531)	(88,354)
Finance Payments		(228)	(244)
Net Cash provided by (or used in) Operating Activities	11b	23,905	17,170
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Amounts Received Specifically for New/Upgraded Assets		2,970	12,811
Sale of Replaced Assets		931	510
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets		(14,668)	(16,391)
Expenditure on New/Upgraded Assets		(16,684)	(10,313)
Net Receipt/(Purchase) of Investment Securities		3,657	(4,281)
Net Cash provided by (or used in) Investing Activities		(23,794)	(17,664)
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Nil			
<u>Payments</u>			
Repayments of Borrowings		(226)	(211)
Net Cash provided by (or used in) Financing Activities		(226)	(211)
Net Increase (Decrease) in Cash Held		(115)	(705)
plus: Cash & Cash Equivalents at beginning of period	11	3,290	3,995
CASH & CASH EQUIVALENTS AT END OF PERIOD	11	3,175	3,290
Additional Information:			
plus: Investments on hand - end of year	5c	70,814	74,471
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS		73,989	77,761

The above statement should be read in conjunction with the accompanying Notes and Significant Accounting Policies.

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n/a - not applicable



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 and relevant Northern Territory legislation.

The financial report was authorised for issue on 27 October 2017.

1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

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 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 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.

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.

Note 1. Summary of Significant Accounting Policies (continued)

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. Other receivables are generally unsecured and do not bear interest.

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.

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

Land and improvements, land under roads, buildings, major plant and all infrastructure assets are measured on the revaluation basis, at fair value, in accordance with AASB 116 Property, Plant & Equipment. Other assets, plant and equipment and work in progress are measured at cost.

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 3 years. An exception is the valuation of land under roads which is carried out internally every 3 years.

Any revaluation increment arising on the revaluation of an asset 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

Note 1. Summary of Significant Accounting Policies (continued)

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 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, 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	
- Street & Park Furniture/Equipment	5 to 50 years
- Other Structures	3 to 100 years
- Office Furniture	5 to 20 years
Buildings	
- Buildings : Car Park Facilities	50 years
- Buildings : Other	15 to 60 years
- Other Structures : Swimming Pools	50 to 75 years
Stormwater Drainage	
- Pipes & Pits	60 years
- Open Lined Drains	60 to 80 years
- Subsoil Drainage	80 years
Roads & Pathways	
- Sealed Roads - Formation	120 years
- Sealed Roads - Pavement	80/25 years

- Sealed Roads - Surface	12 to 40 years
- Kerb & Channels	80 years
- Roundabouts	80 years
- Driveways	12 to 60 years
- Pathways	12 to 60 years

Other Infrastructure Assets

- Traffic Signals	30 years
- Car Parks - Formation	120
- Car Parks - Pavement	80/25 years
- Car Parks - Surface	15 to 40 years
- Waste Remediation	airspace consumption

6.5 Impairment

Each non-current physical and intangible asset and group of assets is assessed for indicators of impairment annually. If an indicator of possible impairment exists, the Council determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

An impairment loss is recognised as an expense in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available and recognised in Other Comprehensive Income.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation surplus increase.

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 PROPERTIES

As at 30 June 2017 Council has not classified any assets as Investment Properties.

Note 1. Summary of Significant Accounting Policies (continued)

8 PAYABLES

8.1 Goods & Services

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price net of applicable discounts other than contingent discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

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 2017.

Council has not received any interest free loans.

10 EMPLOYEE BENEFITS

10.1 Salaries, Wages & Compensated Absences

Liabilities are recognised for employee benefits such as wages and salaries, annual leave and long service leave in respect of services provided by the employees up to the reporting date. Liabilities for employee benefits are assessed at each reporting date 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 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 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

11.1 Provisions for Reinstatement, Restoration and Rehabilitation

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.

11.2 Provision for Waste Remediation

This year Council has recognised rehabilitation and closure costs for Shoal Bay Waste Management Facility now that reliable estimates are available. Leachate disposal at closure is excluded from the provision as reliable estimates and environmental requirements are currently under review. The provision for remediation will be reviewed annually and reflected in the provision. The provision is disclosed in Note 8c.

12 LEASES

Council's arrangements as a lessee are not material. Obligations and payments are expensed as they fall due.

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.

Note 1. Summary of Significant Accounting Policies (continued)

15 GST IMPLICATIONS

The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

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.

This year Council has applied AASB 124 Related Party Disclosures for the first time. As a result Council has disclosed more information about related parties and transactions with those related parties. This information is presented in Note 22.

Other amended Australian Accounting Standards and Interpretations which were issued at the date of authorisation of the financial report, but have future commencement dates are not likely to have a material impact on the financial statements.

As at the date of authorisation of the financial statements, the standards and interpretations listed below were in issue but not yet effective.

Effective for annual reporting periods beginning on or after 1 January 2017

- AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15
- AASB 2015-8 Amendments to Australian Accounting Standards – Effective Date of AASB 15
- AASB 2016-1 Amendments to Australian Accounting Standards – Recognition of Deferred Tax Assets for Unrealised Losses [AASB 112]
- AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107
- AASB 2016-4 Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities

- AASB 2016-7 Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities

Effective for annual reporting periods beginning on or after 13 February 2017

- AASB 2017-2 Amendments to Australian Accounting Standards – Further Annual Improvements 2014- 16 Cycle

Effective for annual reporting periods beginning on or after 13 December 2017

- AASB 2017-1 Amendments to Australian Accounting Standards – Transfers of Investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments

Effective for annual reporting periods beginning on or after 1 January 2018

- AASB 9 Financial Instruments (December 2009)
- AASB 15 Revenue from Contracts with Customers
- AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)
- AASB 2014-1 Amendments to Australian Accounting Standards (Part E)
- AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) AASB 1057 Application of Australian Accounting Standards
- AASB 2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15
- AASB 2016-5 Amendments to Australian Accounting Standards – Classification and Measurement of Share-based Payment Transactions
- AASB 2016-6 Amendments to Australian Accounting Standards – Applying AASB 9 Financial Instruments with AASB 4 Insurance Contracts

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

- AASB 16 Leases
- AASB 16 Leases (Appendix D)
- AASB 2016-8 Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities
- AASB 1058 Income of Not-for-Profit Entities

17 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.

18 DISCLAIMER

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



Note 2. Income

\$ '000	Notes	2017	2016
(a). RATES REVENUES			
General Rates			
General Rates		59,632	57,336
Total General Rates		59,632	57,336
Other Rates (Including Service Charges)			
Domestic Waste Management		6,762	6,342
Parking - Special Rates		1,034	1,029
Total Other Rates		7,796	7,371
Total Rates Revenues		67,428	64,707
(b). STATUTORY CHARGES			
Planning and Building Regulations		92	179
Animal Registration Fees & Fines		687	942
Parking Fines		1,781	2,039
Licences and Permit Fees		523	736
Fines and Penalties - Other		53	113
Total Statutory Charges		3,136	4,009
(c). USER CHARGES			
Parking Fees		5,038	5,015
Community Centres		116	126
Cemetries		82	52
Property Lease		1,258	1,241
Sundry Sales		122	121
Waste Disposal Tipping Fees		12,436	12,433
Swimming Pool Fees		521	612
Other Fees and Charges		117	115
Total User Charges		19,690	19,715



Note 2. Income (continued)

\$ '000	Notes	2017	2016
(d). INVESTMENT INCOME			
Interest on Investments		2,219	2,346
Interest from Overdue Rates and Charges		469	361
Total Investment Income		2,688	2,707
(e). REIMBURSEMENTS			
Private Works		10	15
Insurance & Other Recoupments		106	116
Legal Fees Recovery - Rates and Charges		338	369
Other		45	-
Total Reimbursements		499	500
(f). OTHER INCOME			
Other		600	811
Total Other Income		600	811
(g). GRANTS, SUBSIDIES, CONTRIBUTIONS			
Revenue Specifically for New or Upgraded Assets			
Developer Contributions - Carparking Shortfall		46	24
Developer Contributions - Other		132	1,737
Developer Contributions - Stormwater		(1)	149
Darwin Entertainment Centre		-	28
Mosquito Control		81	81
Library		133	-
Recreation Facilities & Other Infrastructure		2,250	6,635
Transport (including Roads & Bridges and Paths Funding)		329	4,157
Total Amounts Received Specifically for New or Upgraded Assets		2,970	12,811
Operating Grants, Subsidies and Contributions			
Federal Assistance Act - General Component		2,560	1,744
Federal Assistance Act - Road Component		2,658	1,778
Environmental Protection		-	10
Heritage & Cultural		257	45
Library		1,477	1,479
Mosquito Control		138	138
Planning		3	149
Transport (including Roads & Bridges and Paths Funding)		2,163	-
Other		689	336
Total Revenue for Operating Grants, Subsidies and Contributions		9,945	5,679
Total Grants, Subsidies, Contributions		12,915	18,490

Note 2. Income (continued)

\$ '000	Notes	2017	2016
The functions to which these grants relate are shown in Note 12.			
(i) Sources of grants			
Commonwealth Government		2,968	3,999
State Government		9,700	12,481
Other		247	2,010
Total		12,915	18,490
(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		22,040	13,699
<i>Less:</i>			
<i>Expended during the current period from revenues recognised in previous reporting periods</i>			
Developer Contributions for Infrastructure		(237)	(859)
Specific Purpose Unexpended Grants		(5,950)	(330)
Subtotal		(6,187)	(1,189)
<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		571	2,142
Specific Purpose Unexpended Grants		1,023	7,388
Subtotal		1,594	9,530
Unexpended at the close of this reporting period		17,447	22,040
Net increase (decrease) in assets subject to conditions in the current reporting period		(4,593)	8,341
(i). PHYSICAL RESOURCES RECEIVED FREE OF CHARGE			
Infrastructure		430	7,568
Total Physical Resources Received Free of Charge		430	7,568



Note 3. Expenses

\$ '000	Notes	2017	2016
(a). EMPLOYEE COSTS			
Salaries and Wages		28,343	26,651
Superannuation	17	2,743	2,545
Workers' Compensation Insurance		527	355
Fringe Benefit Tax (FBT)		238	195
Other		39	46
Less: Capitalised and Distributed Costs		(391)	(164)
Total Operating Employee Costs		31,499	29,628
Total Number of Employees		330	316
<i>(Full time equivalent at end of reporting period based on Australian Public Service Commission methodology)</i>			
(b). MATERIALS, CONTRACTS AND OTHER EXPENSES			
(i) Prescribed Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		58	53
- Other Services		59	64
Bad and Doubtful Debts		373	761
Refunds of Carbon Tax Collected		-	2,363
Elected Members		576	627
Election Expenses		203	76
Operating Leases		97	96
Subtotal - Prescribed Expenses		1,366	4,040
(ii) Other Materials, Contracts and Expenses			
Advertising and Marketing		414	346
Bank Charges		352	354
Contractors and Consultancy Costs		22,470	23,015
Darwin Entertainment Centre		580	580
Donations, Contributions and Assistance		742	672
Fuel and Registration		487	498
Insurance (excl. Workers Comp'n)		818	791
Legal		684	681
Postage		139	112
Power		2,387	2,721
Printing and Stationery		425	409
Professional Services		1,603	1,466
Raw Materials & Consumables		11,932	9,338
Subscriptions and Registrations		256	214
Telephone and Communications		446	572
Travel and Training		417	541
Water and Effluent		3,316	3,553
Other Materials and Services		230	188
Subtotal - Other Material, Contracts & Expenses		47,698	46,051
Total Materials, Contracts and Other Expenses		49,064	50,091



Note 3. Expenses (continued)

\$ '000	Notes	2017	2016
(c). DEPRECIATION, AMORTISATION AND IMPAIRMENT			
(i) Depreciation and Amortisation			
Buildings		3,332	2,306
Infrastructure			
- Stormwater Drainage		4,115	4,069
- Roads & Pathways		10,632	10,319
- Other Infrastructure		2,176	761
Plant & Equipment		1,559	1,476
Other Assets		2,537	2,202
Subtotal		24,351	21,133
(ii) Impairment			
Nil			
Total Depreciation, Amortisation and Impairment		24,351	21,133
(d). FINANCE COSTS			
Interest on Loans		227	242
Unwinding of Present Value Discounts		485	-
Total Finance Costs		712	242

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	Notes	2017	2016
INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT			
(i) Assets Renewed or Directly Replaced			
Proceeds from Disposal		931	510
Less: Carrying Amount of Assets Sold		(1,176)	(1,182)
Gain (Loss) on Disposal		(245)	(672)
FAIR VALUE ADJUSTMENTS			
Revaluation Decrements		(3,969)	-
Total Fair Value Adjustments		(3,969)	-
Net Gain (Loss) on Disposal or Revaluation of Assets		(4,214)	(672)

Note 5. Current Assets

\$ '000	Notes	2017	2016
(a). CASH & CASH EQUIVALENTS			
Cash on Hand at Bank		3,175	3,290
Total Cash & Cash Equivalents		3,175	3,290
(b). TRADE & OTHER RECEIVABLES			
Rateable Revenue and Charges		2,310	1,956
Accrued Revenues		381	136
Debtors - General		4,112	4,714
Govt. Grants, Subsidies, Contributions and Donations		2,242	76
GST Recoupment		1,091	140
Prepayments		368	209
Interest on Investments		691	693
Interest and Extra Charges		597	552
Subtotal		11,792	8,476
Less: Allowance for Doubtful Debts		(1,194)	(1,227)
Total Trade & Other Receivables		10,598	7,249
(c). OTHER FINANCIAL ASSETS (INVESTMENTS)			
Term Deposits		70,814	74,471
Total Other Financial Assets (Investments)		70,814	74,471
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		110	131
Total Inventories		110	131

Note 6. Non-Current Assets

\$ '000	Notes	2017	2016
Nil			

Note 7a. Infrastructure, Property, Plant & Equipment

	as at 30/6/2017										
	Carrying Value	Acc. Dep'n	At Cost	At Fair Value	Revaluation Decrements to Equity (ARR) (Note 9)	Revaluation Decrements to P&L (Note 4)	Tfrs from/(to) "Held for Sale" category	Adjustments & Transfers	Depreciation Expense (Note 3c)	WDV of Asset Disposals	Asset Additions
\$ '000	28,552	-	28,552	-	-	-	-	-	-	-	1,524
Capital Work in Progress	51,659	-	-	51,659	-	-	-	-	-	-	-
Land - Under Roads	336,082	-	-	336,082	-	-	-	-	-	-	-
Land and Improvements	66,977	-	-	66,977	-	-	-	(3,332)	-	2,347	-
Buildings	160,793	-	-	160,793	(2,835)	-	-	(4,115)	-	3,118	-
Infrastructure	243,775	-	-	243,775	(150,522)	-	-	(10,632)	(37)	13,384	-
- Stormwater Drainage	25,790	-	-	25,790	(20,852)	(3,969)	-	(2,176)	(42)	18,837	-
- Roads & Pathways	10,106	-	-	10,106	-	-	211	(1,559)	(1,088)	3,616	-
- Other Infrastructure ¹	29,591	-	-	29,591	-	-	-	(2,537)	(9)	7,557	-
Plant & Equipment	953,325	555,747	96,058	1,413,014	(174,209)	(3,969)	211	(24,351)	(1,176)	50,383	
Other Assets	1,106,436	388,766	99,221	1,395,981	(52,308)	-	(211)	(21,133)	(1,182)	34,272	
Total Infrastructure, Property, Plant & Equipment											
Comparatives											

¹Other Infrastructure includes Waste Management Infrastructure Assets.

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

Land is based on fair value hierarchy level 2 valuation inputs.

The values 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 land subject to restrictions (including land under roads) on use or disposal are based on fair value hierarchy level 3 valuation inputs. They 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.

Buildings, Roads & Pathways, Stormwater Drainage and Other Infrastructure Assets are based on fair value hierarchy level 3 valuation inputs

- 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 Council, 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.

Other Information

Upon revaluation, the revalued 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 replacement cost and 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.

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

\$ '000

VALUATION OF ASSETS (CONTINUED)

Transition to AASB 13 - 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 & 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 as at 30 June 2016.

Land Under Roads

- **Basis of valuation:** Market value
- **Date of valuation:** 30 June 2014.
- **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. 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. The fair value of land under roads at 30 June 2017 is not deemed to be significantly different to the fair value currently recognised in the Statement of Financial Position as at 30 June 2017.

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 as at 30 June 2016.



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

\$ '000

VALUATION OF ASSETS (CONTINUED)

Infrastructure

- **Basis of valuation:** Written down current replacement cost
- **Date of valuation:** 30 June 2017.
- **Valuer:** AssetVal Pty Ltd (draft report) and internal assessment
- **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.

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.

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

\$ '000	
VALUATION OF ASSETS (CONTINUED)	
Plant & Equipment	
- Basis of valuation: Original cost	
Other Assets	
- Basis of valuation: Original cost	

Note 8. Liabilities

\$ '000	Notes	2017 Current	2017 Non Current	2016 Current	2016 Non Current
(a). TRADE AND OTHER PAYABLES					
Creditors and Accruals		11,148	-	7,338	-
Payments Received in Advance		715	-	980	-
Accrued Expenses - Employee Entitlements		697	-	557	-
Accrued Expenses - Finance Costs		26	-	27	-
Deposits, Retentions & Bonds		148	-	167	-
Rates Over Paid		1,961	-	2,375	-
Total Trade and Other Payables		14,695	-	11,444	-
(b). BORROWINGS					
Loans		241	3,046	226	3,287
Total Borrowings		241	3,046	226	3,287
<i>All interest bearing liabilities are secured over the future revenues of the Council</i>					
(c). PROVISIONS					
Employee Entitlements (including oncosts)		7,716	479	6,909	500
Post Closure Site Rehabilitation		-	7,578	-	-
Cell Capping - Stage 2		-	1,968	-	-
Cell Capping - Stage 3/4		9,540	-	-	-
Total Provisions		17,256	10,025	6,909	500

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 1.4% (5 year forward estimate) and discounted at the ten year bond rate of 2.61% to arrive at the Net Present Value (NPV) of the liability.



Note 9. Reserves

\$ '000	1/7/2016	Increments (Decrements)	Transfers	Impairments	30/6/2017
(a). ASSET REVALUATION RESERVE					
Land and Improvements	300,558	-	-	-	300,558
Buildings Infrastructure	36,079	-	-	-	36,079
- Stormwater Drainage	102,435	(2,835)	-	-	99,600
- Roads & Pathways	311,309	(150,522)	-	-	160,787
- Other Infrastructure	20,852	(20,852)	-	-	-
Other Assets	437	-	-	-	437
Total Asset Revaluation Reserve	771,670	(174,209)	-	-	597,461
Comparatives	823,978	(52,308)	-	-	771,670

\$ '000	1/7/2016	Transfers from (-to) operations	Transfers from (-to) capital	Other Movements	30/6/2017
(b). OTHER RESERVES					
Externally Restricted					
CBD Carparking Shortfall-Developer Contribution	11,886	381	-	-	12,267
CBD Carparking Shortfall - Rate Levy	10,385	1,354	-	-	11,739
DEC Air Conditioning Replacement	396	36	-	-	432
Highway/Commercial Carparking Shortfall	46	2	-	-	48
Market Site Development	282	54	-	-	336
Other Carparking Shortfall	361	10	(19)	-	352
Developer Contributions	1,763	180	(218)	-	1,725
Waste Management	-	3,016	(1,478)	-	1,538
Specific Purpose Unexpended Grants	7,982	396	(5,323)	-	3,055
Total Externally Restricted	33,101	5,429	(7,038)	-	31,492
Comparatives 2015/16	23,354	4,265	5,482	-	33,101

Note 9. Reserves (continued)

\$ '000	1/7/2016	Transfers from (-to) operations	Transfers from (-to) capital	Other Movements	30/6/2017
(b). OTHER RESERVES (CONTINUED)					
Internally Restricted					
Asset Replacement & Refurbishment	6,792	388	(2,535)	-	4,645
Carry Forward Works	5,488	2,017	3,202	-	10,707
Darwin General Cemetery	12	-	(8)	-	4
DEC Asset Replacement & Refurbishment	133	-	-	-	133
Disaster Contingency	1,036	-	-	-	1,036
Election Expense	279	(134)	-	-	145
Environmental	646	(14)	(160)	-	472
IT Strategy	457	-	(23)	-	434
Nightcliff Community Hall	13	13	-	-	26
Off & On Street Parking	9,753	679	(5,078)	-	5,354
Plant & Vehicle Replacement	4,003	1,823	(3,348)	-	2,478
Public Art	485	-	(104)	-	381
Street Lighting	3,262	50	-	-	3,312
Tree Risk Management	100	231	-	-	331
Watering	179	-	(179)	-	-
Total Internally Restricted	32,638	5,053	(8,233)	-	29,458
Comparatives 2015/16	37,599	3,395	(8,356)	-	32,638
Total Other Reserves	65,739	10,482	(15,271)	-	60,950
Comparatives 2015/16	60,953	7,660	(2,874)	-	65,739

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.

Note 9. Reserves (continued)

\$ '000
(b). OTHER RESERVES (CONTINUED)
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.
Market Site Development
This reserve holds lease income from Mindil, Nightcliff and Parap 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 funds 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.
Darwin General Cemetery
This reserve holds funds to be used for projects relating to the cemetery.
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.

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 Off and On 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.
Purchase of Land
This reserve held funds for a specific land purchase. This reserve is no longer required and has been transferred to the Asset Replacement & Refurbishment Reserve.
Sale of Land
This reserve held funds from the sale of road reserve which have been transferred to the Asset Replacement & Refurbishment Reserve.
Street Lighting
This reserve has been created to transition the expected introduction of a street lighting capital/depreciation charge by NT Government.
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.
Watering
This reserve holds funds to provide for future costs associated with irrigating Council's parks and gardens and water efficiency projects.



Note 10. Assets Subject to Restrictions

\$ '000	Notes	2017	2016
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. Internally restricted reserves are created by resolution of Council for internal purposes.			
Cash & Financial Assets			
Externally restricted cash	9 (b)	31,492	33,101
Internally restricted cash	9 (b)	29,458	32,638
Total Assets Subject to Externally Imposed Restrictions		60,950	65,739

Note 11. Reconciliation to Statement of Cash Flows

\$ '000	Notes	2017	2016
(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	5 (c)	3,175	3,290
Balances per Statement of Cash Flows		3,175	3,290

Note 11. Reconciliation to Statement of Cash Flows (continued)

\$ '000	Notes	2017	2016
(b). RECONCILIATION OF CHANGE IN NET ASSETS TO CASH FROM OPERATING ACTIVITIES			
Net Surplus/(Deficit)		(2,454)	16,741
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		24,351	21,133
Fair Value Adjustments		3,969	-
Premiums & Discounts Recognised & Unwound		485	-
Non-Cash Asset Acquisitions		(430)	(7,568)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)		(2,970)	(12,811)
Net (Gain) Loss on Disposals		245	672
		23,196	18,167
Add (Less): Changes in Net Current Assets			
Net (Increase)/Decrease in Receivables		(3,316)	(118)
Change in Allowances for Under-Recovery of Receivables		33	21
Net (Increase)/Decrease in Inventories		21	(15)
Net (Increase)/Decrease in Other Current Assets		(66)	(42)
Net Increase/(Decrease) in Trade & Other Payables		3,251	(1,070)
Net Increase/(Decrease) in Unpaid Employee Benefits		786	227
Net Cash provided by (or used in) operations		23,905	17,170
(c). NON-CASH FINANCING AND INVESTING ACTIVITIES			
Acquisition of assets by means of:			
- Physical Resources Received Free of Charge	2i	430	7,568
Amounts recognised in Income Statement		430	7,568
Total Non-Cash Financing & Investing Activities		430	7,568
(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.



Note 12a. Functions

Functions/Activities	INCOME		EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS & CONTRIBUTIONS INCLUDED IN INCOME		TOTAL ASSETS HELD (CURRENT & NON-CURRENT)	
	Revised Budget 2017	Actual 2017	Actual 2017	Actual 2016	Actual 2017	Actual 2016	Actual 2017	Actual 2016	Actual 2017	Actual 2016
Governance	56	53	2,419	2,148	(2,366)	(2,075)	38	-	-	-
Administration	660	804	29,669	25,093	(28,865)	(24,168)	-	103	496,592	493,705
Public Order & Safety	3,268	2,621	5,258	5,420	(2,637)	(2,210)	-	-	939	896
Health	84	219	230	99	(11)	120	219	219	-	-
Environment	50	51	581	607	(530)	(554)	-	3	-	-
Community Services & Education	381	397	2,141	1,963	(1,744)	(1,503)	175	173	-	-
Housing & Community Amenities	20,715	19,891	27,969	27,485	(8,078)	(6,136)	123	1,885	176,935	172,337
Recreation & Culture	6,901	5,399	23,949	24,373	(18,550)	(15,184)	4,593	8,235	45,688	42,911
Transport & Communication	9,171	12,574	17,136	14,214	(4,562)	6,436	5,629	13,686	317,868	481,939
Economic Affairs	1,586	1,548	488	364	1,060	1,195	9	10	-	-
General Purpose Income [^]	63,002	63,829	-	-	63,829	60,820	2,559	1,744	-	-
Total Functions/Activities	105,874	107,386	109,840	101,766	(2,454)	16,741	13,345	26,058	1,038,022	1,191,788

Income, Expenses and Assets have been directly attributed to the following Functions / Activities.

[^] Includes: Rates & Annual Charges (incl. Ex-Gratia), united General Purpose Grants, unrestricted interest and investment income

1. Includes: Capital income and contributions

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.



Note 12c. Functions Material Budget Variations

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 2017 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.

F = Favourable Budget Variation, U = Unfavourable Budget Variation

\$ '000	2017 Revised Budget	2017 Actual	2017 Variance*			
BUDGET VARIATIONS RELATING TO COUNCIL'S OPERATING RESULT BY FUNCTIONS INCLUDE:						
Income	\$'000's	\$'000's	\$'000's	%	F/U	Ref
Governance	56	53	(3)	-5%	U	
Administration	660	804	144	22%	F	1
Public Order & Safety	3,268	2,621	(647)	-20%	U	2
Health	84	219	135	161%	F	3
Environment	50	51	1	2%	F	
Community Services & Education	381	397	16	4%	F	
Housing & Community Amenities	20,715	19,891	(824)	-4%	U	
Recreation & Culture	6,901	5,399	(1,502)	-22%	U	4
Transport & Communication	9,171	12,574	3,403	37%	F	5
Economic Affairs	1,586	1,548	(38)	-2%	U	
General Purpose Income	63,002	63,829	827	1%	F	
	105,874	107,386	1,512			

Ref Reasons for Variations Include

1. Additional income from legal fees recovery (offset by corresponding expense) and maternity leave income received from Federal Government.
2. Infringement income below budget, primarily for CBD and public places. Animal registration income also below anticipated budget.
3. Mosquito control grant received which was not budgeted for.
4. Timing of Parap pool grant (will be received in 17/18), offset by unbudgeted grants received for Safer Communities and Library silent room.
5. Grants and contributions not budgeted: Street lighting, early release of roads FAA grant for 2017/18 Qtr. 1&2 and contributed assets.

Note 12c. Functions Material Budget Variations (continued)

\$ '000	2017		2017 Variance*			
	Revised Budget	Actual				
Expenses	\$'000's	\$'000's	\$'000's	%	F/U	Ref
Governance	2,477	2,419	58	2%	F	
Administration	27,636	29,669	(2,033)	-7%	U	
Public Order & Safety	5,477	5,258	219	4%	F	
Health	137	230	(93)	-68%	U	1
Environment	570	581	(11)	-2%	U	
Community Services & Education	2,328	2,141	187	8%	F	
Housing & Community Amenities	24,594	27,969	(3,375)	-14%	U	2
Recreation & Culture	24,323	23,949	374	2%	F	
Transport & Communication	15,656	17,136	(1,480)	-9%	U	
Economic Affairs	495	488	7	1%	F	
General Purpose Income	-	-	-	0%	F	
	103,693	109,840	(6,147)			

Ref Reasons for Variations Include

1. Mosquito control expenditure in line with grant income.
2. Loss recognised on Waste assets with review of remediation and rehabilitation provisions. Offset by reduction in Weighbridge costs correlating with reduction in income.

Note 13. Financial Instruments

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 2.49% and 2.80% (2016: 2.82% and 3.32%). Short term deposits have an average maturity of 245 days and an average interest rate of 2.68% (2016: 119 days and 3.04%).

The Council may be exposed to credit risk through its investments held with financial institutions.

Council's investment policy complies with NTG requirements and outlines limits that assist to mitigate the risk.

Carrying Amount:

Approximates fair value due to the short term to maturity.

Note 13. Financial Instruments (continued)

\$ '000

Recognised Financial Instruments

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

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:

Secured over the subject land, arrears attract interest of 18%. (2016: 18%). 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).

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).

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.

Note 13. Financial Instruments (continued)

\$ '000	
Recognised Financial Instruments	
Liabilities	Accounting Policy:
Creditors and Accruals	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	Accounting Policy:
Interest Bearing Borrowings	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 rate of 6.62%.
	Carrying Amount:
	Approximates fair value.
Liabilities	Accounting Policy:
Finance Leases	Accounted for in accordance with AASB 117.



Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2017					
Financial Assets					
Cash & Equivalents	3,175	-	-	3,175	3,175
Receivables	8,023	-	-	8,023	7,097
Other Financial Assets	70,814	-	-	70,814	70,814
Total Financial Assets	82,012	-	-	82,012	81,086
Financial Liabilities					
Payables	13,980	-	-	13,980	13,980
Current Borrowings	241	-	-	241	241
Non-Current Borrowings	-	1,137	1,909	3,046	3,046
Total Financial Liabilities	14,221	1,137	1,909	17,267	17,267

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2016					
Financial Assets					
Cash & Equivalents	3,290	-	-	3,290	3,290
Receivables	6,171	-	-	6,171	5,186
Other Financial Assets	74,471	-	-	74,471	74,471
Total Financial Assets	83,932	-	-	83,932	82,947
Financial Liabilities					
Payables	10,464	-	-	10,464	10,464
Current Borrowings	455	-	-	455	226
Non-Current Borrowings	-	2,274	2,274	4,548	3,287
Total Financial Liabilities	10,919	2,274	2,274	15,467	13,977

The following interest rates were applicable to Council's Borrowings at balance date:

	30 June 2017		30 June 2016	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	6.62%	3,287	6.62%	3,513
		3,287		3,513

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.

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	2017	2016
Receivables			
0 to 30 days overdue		5,614	3,534
31 to 90 days overdue		46	365
Greater than 90 days overdue		1,437	1,287
Impaired		926	985
Total		8,023	6,171

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. Council is exposed to liquidity risk through its trading in the normal course of business and borrowings for capital works from financial institutions when applicable and in line with Council's Borrowing Policy. Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows.

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.



Note 14. Commitments for Expenditure

\$ '000

Notes

2017

2016

(a). CAPITAL COMMITMENTS

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Buildings	2,100	177
Infrastructure	1,438	7,215
	3,538	7,392

These expenditures are payable:

Not later than one year	3,538	6,884
Later than one year and not later than 5 years	-	508
Later than 5 years	-	-
	3,538	7,392

(b). OTHER EXPENDITURE COMMITMENTS

Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

Waste Management Services	20,441	43,299
Other Maintenance Contracts	7,462	3,374
Recreation	513	660
Electricity	-	339
Security Services	1,240	491
Other	292	-
	29,948	48,163

These expenditures are payable:

Not later than one year	13,894	18,422
Later than one year and not later than 5 years	16,054	29,741
Later than 5 years	-	-
	29,948	48,163

(c). FINANCE LEASE COMMITMENTS

Council has no Finance Leases.

Note 15. Financial Indicators

Refer to "Finance Overview" in Annual Report.

Note 16. Operating Leases

\$ '000	2017	2016
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.		
(i) Investment Property		
Council has not classified any Land or Buildings as "Investment Property".		
Leases commitments under all non-cancellable lease agreements, are as follows:		
Not later than one year	1,171	850
Later than one year and not later than 5 years	2,821	2,213
Later than 5 years	1,356	1,260
	5,348	4,323
(ii) Lease Payment Commitments of Council		
Council has entered into non-cancellable operating leases for various items of computer and other 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	384	377
Later than one year and not later than 5 years	311	585
Later than 5 years	21	44
	716	1,006

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 2016/17; 9.50% in 2015/16). 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.



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

\$ '000	2017	2016
(i). Non Current Assets & Disposal Group Assets		
- Plant & Equipment (Fleet)	-	211
Total Non Current Assets & Disposal Group Assets	-	211

Details of Assets & Disposal Groups

Plant & Equipment (Fleet) assets held for sale were either under a conditional agreement expected to be unconditional during the first half of 2016/17 or held by Auctioneers for imminent sale.

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 are considered relevant to the users of the financial report.

1. BANK GUARANTEES

Council has provided no guarantees that may result in a liability.

2. LEGAL PROCEEDINGS AND DISPUTES

Council is involved in an ongoing contractual dispute regarding a requirement for a tenant to carry out works. The matter is going to appeal. Based on legal advice, the Council does not expect the outcome of this dispute to have a material effect on the Council's financial position.

Council has been named as a co-defendant in a legal matter. The total quantum is not expected to have a material effect on the Council's financial position.

In Council's opinion, disclosure of any further information in relation to the above two matter would be prejudicial to the interests of the Council.

3. 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. In 2016/17 Council engaged an external consultant to estimate the post closure costs and capping of waste cells; these have been recognised for the first time as a liability and are disclosed in Note 8(c). The treatment of the leachate ponds liability has been excluded from the provision as environmental requirements and processes are under review and the liability cannot be reliably estimated.

4. 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

Council is unaware of any material or significant "non adjusting events" that should be disclosed.



Note 22. Related Party Transactions

\$ '000	2017
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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

Key Management Personnel of the Council include the Elected Members, CEO and certain prescribed officers under section 112 of the Local Government Act. In all, 18 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	1,361
Elected Member Allowances	591
Total	1,952

Amounts paid as direct reimbursement of expenses incurred on behalf of the Council have not been included above.

(ii) Retirement Benefits paid to Key Management Personnel during the year comprises:

No retirement benefits have been made by the Council to KMP during the reporting year.

(iii) Loans to Responsible Persons:

No loans have been made, guaranteed or secured by the Council to KMP during the reporting year.

(iv) 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.

(v) Outstanding Amounts:

As at 30 June 2017, other than amounts in relation to remuneration and allowances, there were no outstanding amounts receivable or payable to the Council's KMP. Amounts individually less than \$1,000 have not been disclosed.



Notes to and forming part of the Financial Statements
FOR THE YEAR ENDED 30 JUNE 2017

**Note 23. Equity - Retained Earnings
and Revaluation Reserves Adjustments**

\$ '000

(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

\$ '000

	2017	2016
TRUST FUNDS HELD FOR OUTSIDE PARTIES		
Security Deposits and Other	588	615
Darwin Waterfront Corporation	4	2
TOTAL TRUST FUNDS	592	617



Independent Auditor's Report to the Lord Mayor and Aldermen of the City of Darwin

Opinion

We have audited the financial statements of The City of Darwin (the "Council"), which comprises the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Chief Executive Officer's Statement.

In our opinion, the accompanying financial report of the City of Darwin is in accordance with the *Northern Territory Local Government Act*, including:

- (i) giving a true and fair view of the Council's financial position as at 30 June 2017 and of its financial performance for the year then ended; and
- (ii) that the financial records kept by the Council are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards.

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.

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 related 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 has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

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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 this financial report.

As part of an audit in accordance with the 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 the 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
27 October 2017



Nightcliff Seabreeze Festival

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STRATEGIC PLAN MEASURES OF SUCCESS

STRATEGIC PLAN MEASURES OF SUCCESS						
STRATEGIC GOAL	KPI	UNIT OF MEASURE	2016/17 TARGET	SOURCE	COD / EXTERNAL	Page
Goal 1 - Collaborative, Inclusive and Connected Community	> 100 community groups supported (e.g. in-kind, advocacy, facilitation, financial) per annum	#	100	In-kind support register kept on G Drive/Corporate Documentation/In Kind Support Register	Internal	p80
	> 4.5% of rates income provided back to the community via community grants or sponsorships per annum	%	4.5	Authority	Internal	p80
	> 14,500 of on-line payments made via Council's e-services	#	14,500	Authority	Internal	p80
	> 300,000 hits per year to Council's website	#	300,000	Website analytics	Internal	p80
Goal 2 - Vibrant, Flexible and Tropical Lifestyle	> 85% of the Darwin community are satisfied with the quality of life in Darwin	%	85	Community Satisfaction Survey	External	p104
	> 3.5 (out of 5) average community satisfaction rate across all Council's community services	#	3.5	Community Satisfaction Survey	External	p104
	> 3.5 (out of 5) average community satisfaction rate across all Council's infrastructure services	#	3.5	Community Satisfaction Survey	External	p104
	> 80% occupancy rates at Council's community centres	%	80	Register of occupancy maintained by Community Services	Internal	p104
	> 70% of Council's contracts area awarded to locally-owned and operated businesses	%	70	Register of contracts maintained by Business Services	Internal	p104
	Goal 3 - Environmentally Sustainable City	> 5% reduction in greenhouse gas emissions from Council operations (tonnes CO2-e) by June 2016	%	5	City of Darwin Annual Greenhouse Gas Inventory (conducted by Planet Footprint)	External
> 5% reduction in domestic waste collection by June 2016 (tonnes per service)		%	5	Mandalay Waste Management System	Internal	p138
> 1,200 new urban trees planted by June 2016		#	1200	Register of trees planted maintained by Parks Services	Internal	p138
> 1,800 re-vegetation trees planted by June 2016		#	1800	Register of trees planted maintained by Parks Services	Internal	p138
> 50% of the community who have attended special events and festivals sponsored by Council annually		%	50	Community Satisfaction Survey	External	p138



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STRATEGIC GOAL	KPI	UNIT OF MEASURE	2016/17 TARGET	SOURCE	COD / EXTERNAL	Page
Goal 4 - Historic and Culturally Rich City	> 3.5 (out of 5) community satisfaction rate with the arts and cultural activities within the Darwin municipality	#	3.5	Community Satisfaction Survey	External	p158
	> 70% overall satisfaction with the City of Darwin	%	70	Community Satisfaction Survey	External	p158
Goal 5 - Effective and Responsible Governance	> 70% community agreement that Council consults with the community sufficiently	%	70	Community Satisfaction Survey	External	p172
	> 90% of internal audit recommendations implemented within specified timeframes	%	90	Data currently not able to be collected	Internal	p172
	< 20% internal annual staff turnover rate	%	20	Register maintained by People, Culture and Capability	Internal	p172
	60% - 70% rates ratio	%	60	Data extracted from Authority	Internal	p172
	> 50% asset sustainability ratio	%	50	Data extracted from Authority	Internal	p172
	< 5% of rate debtors outstanding	%	5	Data extracted from Authority	Internal	p172
	< 5% debt servicing ratio	%	5	Data extracted from Authority	Internal	p172
	Liquidity ratio	RATIO	1	Data extracted from Authority	Internal	p172
Break even (or greater) operating surplus / (deficit) (before depreciation)	\$	0	Data extracted from Authority	Internal	p172	

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MUNICIPAL PLAN KEY PERFORMANCE INDICATORS

MUNICIPAL PLAN KEY PERFORMANCE INDICATORS						
PROGRAM PROFILE	KPI	UNIT OF MEASURE	2016/17 TARGET	SOURCE	COD / EXTERNAL	Page
Arts and Cultural Development	Level of community satisfaction with Arts and Cultural activities	#	3.5	Community Satisfaction Survey	External	p167
Community Development	Number of community groups or organisations provided with council support.(e.g. community grants, fun and games, face painting, Gig Gear, staging)	#	>55	In-kind support register kept on G Drive/Corporate Documentation/In Kind Support Register	Internal	p83
	Level of community satisfaction with community services provided by the City of Darwin	#	3.5	Community Satisfaction Survey	External	p83
Customer Services	Level of community satisfaction with the quality of front counter customer service	%	90	Community Satisfaction Survey	External	p175
	Level of community satisfaction with contact made with Council	%	70	Community Satisfaction Survey	External	p175
Darwin Safer City	Number of retailers/residents engaged with by Safer City Service	#	120	Excel spreadsheet maintained by Darwin Safer City staff	Internal	p83
	Number of service bridging referrals made for vulnerable people	#	800	Excel spreadsheet maintained by Darwin Safer City staff	Internal	p83
Family and Children's Services	Total annual Fun Bus attendance	#	6500	Attendance register maintained by Family and Children's Services Coordinator	Internal	p120
	Total annual Fun in the Parks attendance	#	1000	Attendance register maintained by Family and Children's Services Coordinator	Internal	p120
	Number of school civic visits per year	#	6	Booking records kept by Family and Children's Services Coordinator (email with booking details)	Internal	p120
Libraries	Community satisfaction rating with library services	#	4.2	Community Satisfaction Survey	External	p120
	Number of annual library visits	#	>500,000	Data from entry software system	Internal	p120
	Number of items loaned annually	#	>400,000	Data from software system for loans	Internal	p120
Office of GM Community and Cultural Services	Annual departmental expenditure within approved budget	%	100	Authority/Bis	Internal	p191
Recreation, Leisure and Events	Community satisfaction with Council swimming pools	%	>70	Community Satisfaction Survey	External	p120
	Community satisfaction with recreational and leisure services	%	>70	Community Satisfaction Survey	External	p120
	Percentage of community satisfied with community events delivered by the City of Darwin	%	>50	Community Satisfaction Survey	External	p161
	Annual attendance at community events	%	>50	Community Satisfaction Survey	External	p161
Sister Cities	Number of Sister City events or activities held	#	4	Records kept by Cultural Partnerships Officer (running sheet for each event)	Internal	p167



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PROGRAM PROFILE	KPI	UNIT OF MEASURE	2016/17 TARGET	SOURCE	COD / EXTERNAL	Page	
Youth Services	Number of LAUNCH pop-up events per annum	#	4	Records kept by Youth Officer (running sheet or flyer for events)	Internal	p120	
	Percentage of 2016/2017 planned actions achieved in Youth Strategy 2016-2021	%	85	Progress of action plan maintained by Youth Services	Internal	p120	
	Number of advisory consultations provided by the Youth Advisory Group	#	4	Youth Advisory Group minutes	Internal	p120	
Business Services	Percentage of Council's contracts awarded to locally owned and/or operated businesses	%	>70	Contracts spreadsheet maintained by Contracts Administrator	Internal	p198	
	Occupancy rates of Council's buildings	%	>80	Register of occupancy of Council's buildings maintained by Business Services	Internal	p135	
	Number of leases, licences, permits and agreements managed	#	120	Register of leases, licences, permits and agreements maintained by Business Services	Internal	p135	
	Number of community market permits managed	#	4	Register of Market Permits maintained by Business Services	Internal	p135	
Darwin Entertainment Centre	Annual expenditure within approved budget	%	100	Authority/Bis	Internal	p167	
Employee Relations	Internal annual staff turnover rate	%	<20	Register maintained by People, Culture and Capability	Internal	p179	
	Percentage of male staff	%	50	Authority	Internal	p179	
	percentage of female staff	%	50	Authority	Internal	p179	
Financial Management	Percentage of rate debtors outstanding	%	<5	Authority	Internal	p198	
	Financial statements meet statutory and audit requirements	%	100	Annual audit process - unqualified audit	Internal	p198	
	Budgeting and Long Term Financial Plan meets statutory requirements	%	100	Council Minutes adoption of plans and budgets	Internal	p198	
	Investments comply with policy and statutory requirements and are reported monthly	%	100	Council Minutes, Investment Policy	Internal	p198	
	Fleet Management	Vehicles available for use	%	100	Vehicles available for use data not available. KPI will be removed from the 2017/18 Municipal Plan	Internal	p198
	Information Technology	Percentage of service desk requests closed against open requests during a period	%	97.5	Service desk software system produces data report	Internal	p97, 175
Office of GM Corporate Services	Annual departmental expenditure within approved budget	%	100	Authority/Bis	Internal	p191	
Off and On Street Parking	Total revenue generated by off-street car parks	\$	2.5M	Authority report	Internal	p107	
	Total revenue generated by on-street car parks	\$	2.6M	Authority report	Internal	p107	
Records and Information Management	Resolve 40% of Records and Information Management items on the Risk Management Register	%	40	Risk Management Register for RMU	Internal	p188	
	Percentage of Freedom of Information requests responded to within required timeframes	%	100	Summary report of all FOI's within the period, their timeframes and outcomes. Report will be registered in Ci Anywhere	Internal	p188	

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MUNICIPAL PLAN KEY PERFORMANCE INDICATORS

MUNICIPAL PLAN KEY PERFORMANCE INDICATORS						
PROGRAM PROFILE	KPI	UNIT OF MEASURE	2016/17 TARGET	SOURCE	COD / EXTERNAL	Page
Regulatory Services	Community perception of safety in parks, reserves and public open spaces	%	>60	Community Satisfaction Survey	External	p93
	Availability of vacant car parks in on-street parking	%	>20	Authority (calculation based on total income available vs total income received)	Internal	p93
	Community satisfaction with dog and cat control and education programs	#	3.3	Community Satisfaction Survey	External	p93
	Number of dogs registered within the City of Darwin	#	10,000	Authority	Internal	p93
	Number of cats registered within the City of Darwin	#	1,500	Authority	Internal	p93
Risk, Audit and Safety	Percentage of Operational Risk Assessments reviewed annually and adopted by the Risk Management & Audit Committee	%	100	Risk Management & Audit Committee Minutes	Internal	p188
	Percentage of Council's annual Internal Audit Plan delivered	%	100	Risk Management & Audit Committee Minutes	Internal	p188
	Percentage of the Control Self-Assessment actions reviewed annually	%	100	Risk Management & Audit Committee Minutes	Internal	p188
	Workplace Health and Safety Management System Policy and Standards reviewed annually	%	100	Executive Leadership Team Minutes	Internal	p188
	Percentage of reported Workplace Health and Safety incidents that become lost time claims	%	<last year	Incident Reporting maintained by Risk, Audit & Safety	Internal	p188
Asset Management	Condition surveys undertaken in accordance with Corporate Asset Management Plan	%	100	Register maintained by Technical Services	Internal	p198
Building Services	Council maintains annual compliance with Fire Protection regulations	%	100	Annual fire inspection program	Internal	p111
Capital Works	Annual capital expenditure within approved budget	%	95	Authority	Internal	p111
Civil Works	Community satisfaction rating with the standard of road maintenance	#	>4	Community Satisfaction Survey	External	p107
	Community satisfaction rating with the standard of storm water drainage	#	>4	Community Satisfaction Survey	External	p107
	Community satisfaction rating with the standard of litter collection from public areas	#	>4	Community Satisfaction Survey	External	p93
	Community satisfaction rating with the standard of footpaths/shared paths	#	>4	Community Satisfaction Survey	External	p107
Design	Percentage of annual design program completed	%	100	Authority	Internal	p107
Development	Works permits processed within 10 working days	%	>90	Register of completed permits maintained by Technical Services	Internal	p111
Office of GM Infrastructure	Annual departmental expenditure within approved budget	%	100	Authority/Bis	Internal	p191



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MUNICIPAL PLAN KEY PERFORMANCE INDICATORS

MUNICIPAL PLAN KEY PERFORMANCE INDICATORS						
PROGRAM PROFILE	KPI	UNIT OF MEASURE	2016/17 TARGET	SOURCE	COD / EXTERNAL	Page
Parks and Reserves	Community satisfaction rating with the standard of maintenance of parks	#	>4	Community Satisfaction Survey	External	p111
	Community satisfaction rating with the standard of recreational and leisure services such as sports oval	#	>4	Community Satisfaction Survey	External	p111
Planning	Number of planning applications received	#	>250	Register of development applications received maintained by Planning Services	Internal	p101
Waste Management	Percentage of community satisfied with the wheelie bin collection service	%	90	Community Satisfaction Survey	External	p147
	Total volume of waste disposal to landfill per Darwin household (collection and transfer station)	TREND	Decreasing	Mandalay Waste Management System	Internal	p147
Climate Change and Environment	Community satisfaction with Council's priority for leading and advocating for the sustainability and protection of our environment and lifestyle	%	60	Community Satisfaction Survey	External	p155
	Reduction of volume of Council's greenhouse emissions from Council operations	%	15	City of Darwin Annual Greenhouse Gas Inventory (conducted by Planet Footprint)	Internal	p141
	Electricity generated through renewable energy	%	5	City of Darwin Annual Greenhouse Gas Inventory (conducted by Planet Footprint)	Internal	p141
	Operational environment incidents reported internally	#	0	Register of environmental incidents reported internally maintained by Climate Change & Environment	Internal	p141
Communications and Engagement	Percentage of community who find out about Council matters via Council's website	%	>20	Community Satisfaction Survey	External	p188
	Percentage of community satisfied that Council consults with the community sufficiently	%	>60	Community Satisfaction Survey	External	p188
	Number of website 'hits' per annum	#	>300,000	Website analytics	Internal	p188
	Increase in the number of followers on Facebook	%	30	Facebook analytics	Internal	p188
	Number of media releases with positive media coverage	%	>80	Spreadsheet maintained by Communications & Marketing	Internal	p188
Governance	Overall community satisfaction with the City of Darwin	%	>70	Community Satisfaction Survey	External	p188
	Percentage of Council Decisions actioned	#	>90	Data currently not able to be collected accurately	Internal	p188
Strategic Services	Number of successful grant funding applications	%	>60	Register of grant applications maintained by Strategy & Outcomes	Internal	p191
	Community satisfaction that Council's vision and goals are clear and communicated to the Darwin municipality	%	65	Community Satisfaction Survey	External	p188
	Percentage of current term policy review complete in 2016/17	%	100	Register of policies maintained by Strategy & Outcomes	Internal	p188



ACKNOWLEDGEMENT OF IMAGES

As noted in this report, City of Darwin has been putting in place initiatives to improve organisational culture. Additionally, Council continues to look for opportunities to continually engage and embed our vision, mission and goals across the organisation.

This year, City of Darwin facilitated an internal photo competition seeking images for Council's Annual Report. Staff were invited to supply images that best reflected the vision and five (5) goals outlined in our Evolving Darwin Towards 2020 Strategic Plan.

An independent panel was convened to assess entries and the top six images are featured in this Annual Report. The image which best depicts Council's Vision: A tropical, liveable city that creates opportunity and choice for our community is featured on the front cover. The other images are featured at the introduction to each goal as outlined below.

Vision – Front Cover, Mindil Beach by Nathan Lewis, A/Manager Capital Works

Goal 1 - Page 77, Casuarina Swimming Pool, by Karen Messenger, Library Officer

Goal 2 - Page 101, Daly Street by Kirsten Strickland, Ranger

Goal 3 - Page 135, East Point Reserve Rainforest Boardwalk, by David Burrow, Town Planner

Goal 4 - Page 155, Gun Emplacement by Nathan Lewis, A/Manager Capital Works



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