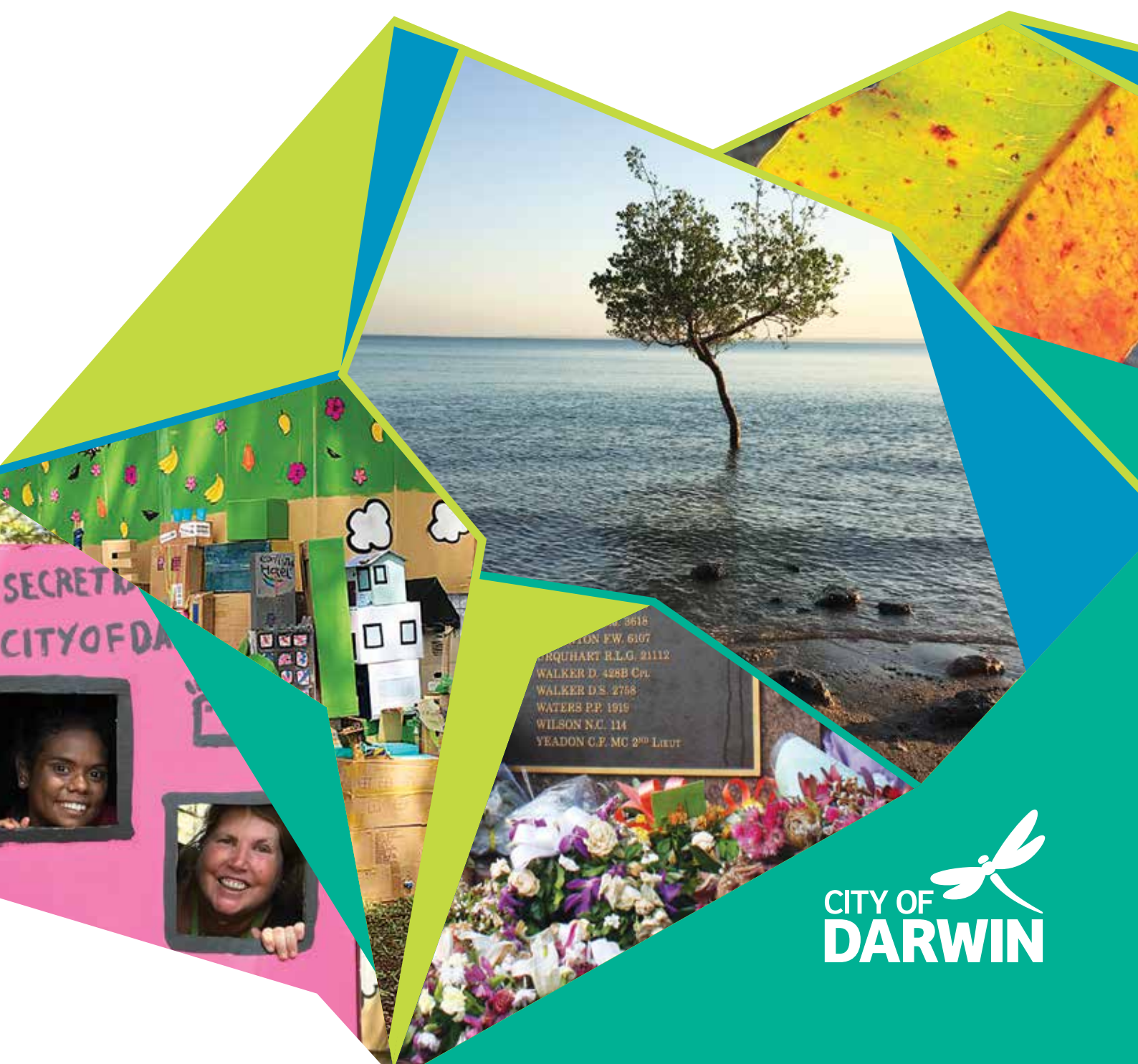




# ANNUAL REPORT 2017/18







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

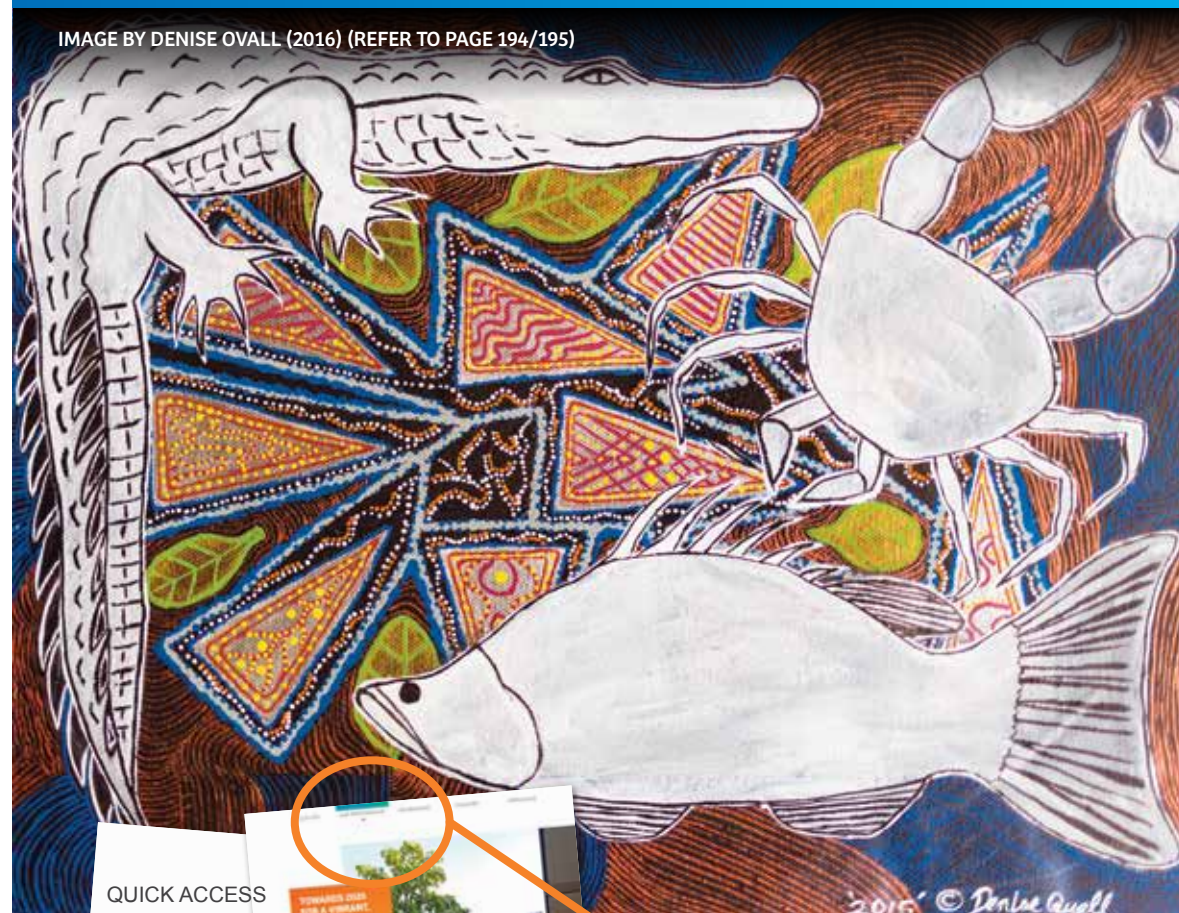
## ACKNOWLEDGEMENT OF COUNTRY

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 Gulumirrgin (pronounced Goo-loo-midgin).

Often referred to as Saltwater People, the Larrakia lived on pristine coastal land. They established Song Lines that connected Larrakia people to Country, allowing stories and history to be told and retold for future generations.

Larrakia people are proud of their rich and vibrant culture, and work hard to maintain their links to Country and ancestors.

IMAGE BY DENISE OVALL (2016) (REFER TO PAGE 194/195)



QUICK ACCESS  
TO OUR  
SOCIAL MEDIA  
PAGES

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

CITY OF  
DARWIN

CLICK ON  
CITY OF  
DARWIN  
LOGO  
TO HEAD  
TO OUR  
WEBSITE

OUR CITY

OUR PERFORMANCE

GOVERNANCE

FINANCES

APPENDICES

## WELCOME TO THE CITY OF DARWIN ANNUAL REPORT FOR 2017/18

City of Darwin is proud to present the **City of Darwin Annual Report for 2017/18**. This report outlines City of Darwin's performance over the year against the goals and outcomes of the *Evolving Darwin Towards 2020 Strategic Plan, Annual Municipal Plan and budget*. It also provides an insight into our aspirations for the future to ensure we remain on track to deliver on our 2020 vision.

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

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

In addition to meeting our legislative obligations, the objectives with this report are to:

- Communicate our vision and strategic direction to the community.
- Instil community confidence in our ability to show strong leadership and deliver on our promises.

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

The annual report is divided into five sections:

1. **Our City** provides a statistical profile of City of Darwin, the Lord Mayor and Chief Executive Officer Messages, Elected Members and highlights.
2. **Our Performance** outlines the achievements and opportunities regarding the five goals in the strategic plan.
3. **Governance** provides an overview of the democratic and corporate governance arrangements for the leadership and management of Council.
4. **Finances** presents a summary of financial information and the Audited Financial Statements for the 2017/18 financial year.
5. **Appendices** include an annual Municipal Plan Performance Report of actions and key performance indicators, Annual Report compliance with the *Local Government Act* and regulations, and other indexes.



# TABLE OF CONTENTS

Acknowledgment of Country	2	<b>1.9 Emergency Management</b>	<b>30</b>
Welcome to the City of Darwin Annual Report for 2017/18	3	Cyclone Marcus – Saturday, 17 March 2018	30
<b>OUR CITY</b>	<b>6</b>	Tree Replanting	33
		Pre-cyclone Clean Up	33
<b>1.1 City Profile</b>	<b>6</b>	<b>OUR PERFORMANCE</b>	<b>34</b>
		Vision and Goals	34
<b>1.2 City of Darwin Annual Report 2017/18 Highlights</b>	<b>13</b>	<b>Goal 1 – Collaborative, Inclusive and Connected Community</b>	<b>36</b>
		Community inclusion supported	36
<b>1.3 Finance Highlights</b>	<b>14</b>	Desirable places and open spaces for people	41
		Connected community through technology	44
<b>1.4 Evolving Darwin Towards 2020 Strategic Plan Report Card</b>	<b>15</b>	Improved relations with all levels of government and significant stakeholders	46
Goal 1 – Collaborative, Inclusive and Connected Community	15	Towards 2020 for a Collaborative, Inclusive and Connected Community	47
Goal 2 – Vibrant, Flexible and Tropical Lifestyle	16	<b>Goal 2 – Vibrant, Flexible and Tropical Lifestyle</b>	<b>48</b>
Goal 3 – Environmentally Sustainable City	17	Improved access and connectivity	48
Goal 4 – Historic and Culturally Rich City	18	A sense of place and community	49
Goal 5 – Effective and Responsible Governance	19	Increased sport, recreation and leisure experiences	52
<b>1.5 Lord Mayor's Report</b>	<b>20</b>	Economic growth supported	56
		Towards 2020 for a Vibrant, Flexible and Tropical City	57
<b>1.6 Chief Executive Officer's Report</b>	<b>23</b>		
<b>1.7 Our Elected Members</b>	<b>26</b>		
<b>1.8 A Year in Darwin</b>	<b>28</b>		

<b>Goal 3 – Environmentally Sustainable City</b>	<b>58</b>	<b>3.2 Corporate Governance</b>	<b>96</b>
Council's carbon footprint reduced	58	Our organisation	96
Darwin community's carbon footprint reduced	59	Looking forward	97
Conserve and protect the Darwin environment	61	Our people	98
Towards 2020 for an Environmentally Sustainable City	63	Planning and performance management	102
		Risk management and audit	103
		Procurement and local support	105
		Our commitment to transparency	109
<b>Goal 4 – Historic and Culturally Rich City</b>	<b>64</b>	<b>FINANCES</b>	<b>110</b>
Recognised key activities and events	64	<b>4.1 Community Financial Report</b>	<b>110</b>
Community life rich in creativity	68		
Towards 2020 for a Historic and Culturally Rich City	71	<b>4.2 Financial Key Performance Indicators</b>	<b>114</b>
<b>Goal 5 – Effective and Responsible Governance</b>	<b>72</b>	<b>4.3 Audited Financial Statements</b>	<b>116</b>
Quality services	72	CEO Statement	119
Quality people	74	Independent Auditor's Report	164
Good governance	76	<b>APPENDICES</b>	<b>166</b>
Effective leadership and advocacy	78		
Responsible financial and asset management	80	<b>5.1 2017/18 Municipal Plan Performance</b>	<b>166</b>
Towards 2020 for Effective and Responsible Governance	81	Municipal Plan Action Reporting	167
<b>GOVERNANCE</b>	<b>82</b>	Municipal Plan KPI Reporting	181
<b>3.1 Democratic Governance</b>	<b>83</b>	<b>5.2 Legislative Compliance</b>	<b>189</b>
Role of Council	83		
Council Meetings and Committees	84	<b>5.3 Index of Key Words</b>	<b>190</b>
Elected Member Meeting Attendance	90		
Elected Member Allowances	91	<b>5.4 Index of Figures</b>	<b>193</b>
		Index of Tables	193
		Acknowledgement of Images	194





DARWIN SUNSET

# 1.0 OUR CITY

## 1.1 CITY PROFILE

### HISTORY OF DARWIN

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

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

Darwin is a modern city but has a lot of history, including enduring hardship on its way to becoming the cosmopolitan community of today. On 19 February 1942, Darwin was bombed in Japanese air raids, bringing war home to a country

previously untouched by foreign conflict. Many people were killed and injured in the first and subsequent attacks on northern Australia over a 21-month period. City of Darwin commemorates the Bombing of Darwin 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 – 66 people were killed, more than 70% of Darwin's homes destroyed or severely damaged, all public services (communications, power, water and sewerage) severed, 41,000 people left homeless, and 35,362 people, of the 47,000 total population of Darwin, evacuated.

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



## LOCAL GOVERNMENT IN DARWIN

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

In 1939, the Commonwealth established the Darwin Town Management Board, which was made up of three Commonwealth Government officers and a Citizens' Advisory Committee. The Management Board ceased when Darwin was bombed during World War II and a new Town Management Board was formed after Darwin was returned to civilian control following the war.

In September 1953, the Local Government Bill was introduced into the NT Legislative Council. Its progress was delayed by extended debate and an election. The Bill was finally passed in November 1954 and the Local Government Ordinance was given assent in November 1955, providing for Darwin Municipal Council.

On 1 July 1957, voters elected for the first time a mayor – Lucius "Bill" Richardson – and 12 councillors for Darwin City Council.

In May 1975, Darwin's first female Mayor, Dr Ella Stack was elected. She played a prominent role in the Darwin Reconstruction Committee following Cyclone Tracy.

After the 2012 local government election, Darwin City Council was renamed City of Darwin.

City representation today is made up of a Lord Mayor and 12 Aldermen across four wards. Further information on the wards and elected members can be found from pages 26 in this report.





## DARWIN SKYLINE

## DARWIN'S 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 the trade with Asia that will drive Australia's future.

Darwin is primarily a residential, commercial and military city. It is home to several Defence bases, including the Berrimah naval base, Larrakeyah Barracks and RAAF Base Darwin.

City of Darwin covers 112km<sup>2</sup> and has a population of 84,346<sup>1</sup>, about one-third of the population of the Northern Territory. Despite a slight decline in the Estimated Residential Population for 2017, Greater Darwin's population of 148,884 continues to represent more than 59% of the Northern Territory population.

More information about our people and the city's economy are outlined on the following pages.

## DEMOGRAPHIC

### POPULATION

# 84,346

ERP, 2017

Declined by 977 from the previous year.

### MEDIAN AGE

# 34

 (0%)

Greater Darwin	33	◀▶
Northern Territory	32	▲
Australia	38	▲

### OVERSEAS BORN

# 32%

 (5%)

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

### COUPLES WITH CHILDREN

# 27%

 (1%)

Greater Darwin	30%	▲
Northern Territory	28%	▼
Australia	30%	◀▶

### OLDER COUPLES WITHOUT CHILDREN

# 5%

 (0.8%)

Greater Darwin	4%	▲
Northern Territory	4%	▲
Australia	10%	▲

### MEDIUM AND HIGH DENSITY HOUSING

# 47%

 (2.4%)

Greater Darwin	36%	▲
Northern Territory	30%	▲
Australia	27%	▲

### LONE PERSON HOUSEHOLDS

# 20%

 (-0.3%)

Greater Darwin	18%	◀▶
Northern Territory	18%	◀▶
Australia	23%	◀▶

### HOMELESS PERSONS ESTIMATED 2016<sup>3</sup>

# 1,367

### PUBLIC TRANSPORT TO WORK

# 7%

 (2.5%)

Greater Darwin	8%	▲
Northern Territory	6%	▲
Australia	11%	▲

### PARTICIPATION RATE (POPULATION IN LABOUR FORCE)

# 69%

 (0.5%)

Greater Darwin	68%	◀▶
Northern Territory	62%	▼
Australia	60%	▼

### SEIFA INDEX OF DISADVANTAGE 2016<sup>2</sup>

# 1,041

Greater Darwin	1044	▲
Northern Territory	938	▲
Australia	1002	▲

### ABORIGINAL AND TORRES STRAIT ISLANDER POPULATION

# 7.4%

 (-1.1%)

Greater Darwin	8.7%	▼
Northern Territory	25.5%	▼
Australia	2.8%	◀▶

◀▶ No significant change since previous Census (less than +/-0.5%)

▲ Increased since previous Census

▼ Decreased since previous Census

<sup>1</sup> 2017 Estimated Residential Population, Australian Bureau of Statistics (3218)

<sup>2</sup> SEIFA index of disadvantage measures social-economic disadvantage based on a range of Census characteristics, including income, educational attainment, unemployment and occupation type. A higher score on the index means a lower level of disadvantage. A low score on the index means a higher level of disadvantage. The SEIFA index for the City of Darwin is consistent with the national score, but this varies greatly across suburbs. Refer to <https://profile.id.com.au/darwin/seifa-disadvantage-small-area?SeifaKey=40004>

<sup>3</sup> Source: ABS, 2049.0 Estimating Homelessness, 2016





# ECONOMY



GROSS REGIONAL  
PRODUCT (GRP)

\$8.42 B

NIEIR 2017

LOCAL  
BUSINESSES

7,133

ABS 2017

LOCAL JOBS

61,681

NIEIR 2017

EMPLOYED RESIDENTS

55,406

NIEIR 2017

MEDIAN HOUSE PRICE

\$554,643

HOMETRACK  
Housing Valuation System

MEDIAN HOUSE RENTAL

\$550

PER WEEK  
HOMETRACK  
Housing Valuation System

BUILDING APPROVALS

\$307M

ABS 2018  
Reference ABS Catalogue  
8731.0

EXPORTS  
INTERNATIONAL

\$849M

NIEIR 2016

EXPORTS  
DOMESTIC

\$4,271M

NIEIR 2016

LARGEST  
INDUSTRY

Public Administration  
and Safety

NIEIR 2017

# FEATURES OF DARWIN



452km

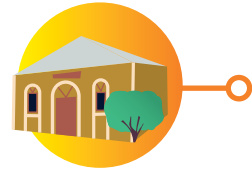
of roads



17

sporting grounds  
and ovals

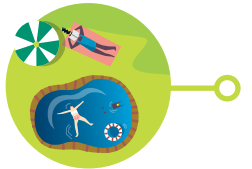
owned and maintained by Council,  
plus Alawa Oval leased to Charles  
Darwin University



35,358

rateable properties

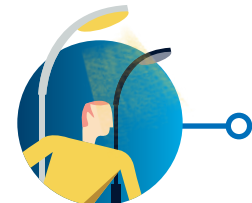
an increase of 1.09% on the previous year  
or an additional 334 rateable properties



3

swimming  
pool facilities

Parap Pool redevelopment was  
completed in 2017/18 and officially  
opened on 26 January 2018



9,510

street and public lights

Street lights handed over from Power and Water  
Corporation on 1 January 2018



9

parks with  
exercise stations

19 items across 9 parks



21,959

driveways

increase on previous year is a result of improved  
data management



35

public amenities  
facilities

7 exelooos, plus 28 public toilets



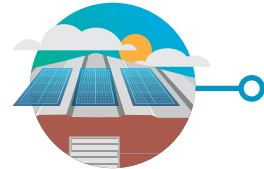
**646ha**

of green space  
*includes 201 parks*



**8**

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



**315kW**

rooftop solar  
*Saving around \$130K annually*



**3**

community  
centres  
*plus 7 child care centres*



**584.53km**

of path  
*486.83km of footpaths, 16.98km of walkways,  
80.71km of shared paths*



**4**

libraries  
*City, Casuarina, Karama  
and Nightcliff*



**407.73km**

of stormwater  
*367.39km stormwater pipe, 19.85km open lined drain,  
20.49km open unlined drain*



**191**

play items  
in 122 parks  
*Bicentennial playground  
completed*

## 1.2 CITY OF DARWIN ANNUAL REPORT 2017/18 HIGHLIGHTS



**\$26.3M**

Delivering Major Projects



**\$130K**

Community Grants



**\$16.5M**

Waste Management  
*(including Shoal Bay - number of collections etc)*



**\$414K**

Darwin Safer City



**\$589K**

Community Events



**\$24.1M**

Grants Income  
(Capital and Operating)



**1.9%**

adopted rate  
increase in 2017/18



**\$519K**

Environmental Management



**\$16.1M**

Parks and Reserves



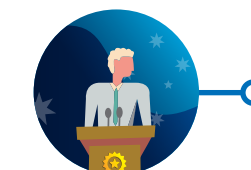
**\$5.2M**

Roads and footpath  
maintenance



**\$520K**

Economic Development



**\$2.4M**

Governance



Switching on  
Darwin project  
commenced



Parap Pool  
Redevelopment  
completed



2017 Local  
Government  
Elections held





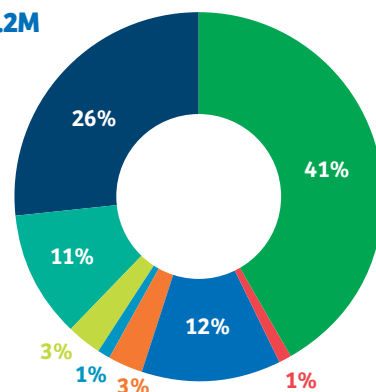
## 1.3 FINANCE HIGHLIGHTS

In 2017/18 City of Darwin received \$168.2 million in income. Almost half of this was from rates.

Expenses to deliver a range of local government functions totalled \$93.2 million. The diagram below, demonstrates for every \$100 of rates, how that was expended on the local government functions.

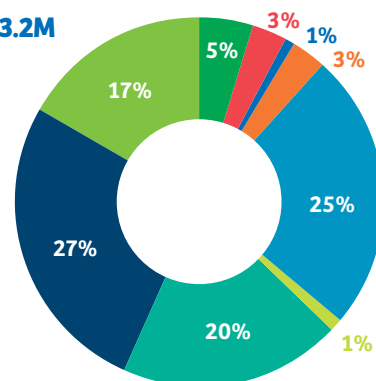
### 2017/18 INCOME \$ 168.2M

- Rates Revenues
- Statutory Charges
- User Charges
- Grants, Subsidies and Contributions
- Investment Income
- Other Income
- Amounts Received Specifically for New or Upgraded Assets
- Contributed Assets

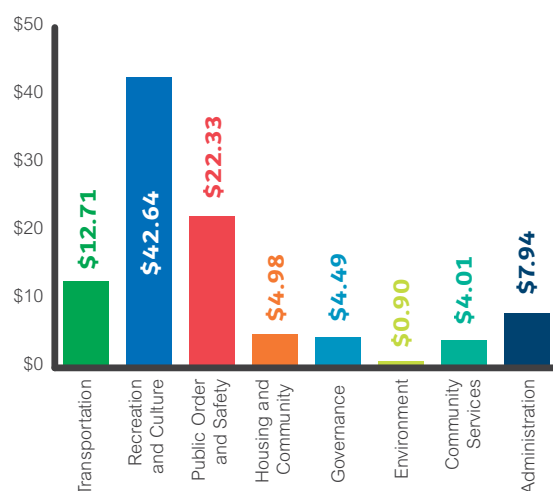


### 2017/18 EXPENSES \$ 93.2M

- Administration
- Community Services
- Environment
- Governance
- Housing & Community
- Other Economic Affairs
- Public Order & Safety
- Recreation & Culture
- Transportation



### WHERE DOES EVERY \$100 OF RATES GET SPENT?



#### Transportation

Urban Roads, bridges, footpaths, parking areas, street lighting, other.

#### Recreation and Culture

Public libraries, community events, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens, other sport and recreation.

#### Public Order and Safety

Animal Control, enforcement of local government regulations and emergency services.

#### Housing and Community

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, and other community amenities.

#### Governance

Costs relating to 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 administrative costs.

#### Environment

Programs and activities that promote and advocate for the preservation and best practice management of the natural environment.

#### Community Services

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, aboriginal services, other community services, and education.

#### Administration

Costs not otherwise attributed to other functions or activities.

## 1.4 EVOLVING DARWIN TOWARDS 2020 STRATEGIC PLAN REPORT CARD

### Collaborative, Inclusive and Connected Community

Refer page 36 for more details.

On Track Monitor Off Track

# GOAL 1

INDICATOR	UNIT	TARGET	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2017/18 RESULT
Number of community groups or organisations supported (e.g. in-kind, advocacy, facilitation, financial)								On Track
	#	100	115	104	152	126	126	
Rates income provided back to the community via community grants or sponsorships per annum								On Track
	%	4.5	3.26	3.5	2.0	2.25	2.20 <sup>4</sup>	
Total "hits" per year to Council's website								On Track
	#	300,000	402,476	437,020	470,943	500,069	936,820	
Total number of online payments made via Council's e-services								On Track
	#	14,500	24,708	23,435	24,227	24,380	21,492	

<sup>4</sup> 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 1.9% for the 2017/18 financial year.





## Vibrant, Flexible and Tropical Lifestyle

Refer page 48 for more details.

# GOAL 2

INDICATOR	UNIT	TARGET	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2017/18 RESULT
Average community satisfaction rate across all Council's community services								
	#	3.5	3.5	3.9	3.4	3.4	3.5	
Average community satisfaction rate across all Council's infrastructure services								
	#	3.5	3.7	3.7	3.6	3.4	3.4	
Council contracts awarded to locally-owned and/or operated businesses								
	%	70	90	93	90	91	92	
Darwin community satisfied with their quality of life in Darwin								
	%	85	83	84	73	70	65	
Total occupancy rates at Council's community centres								
	%	80	91	100	95	90	90	



## Environmentally Sustainable City

Refer page 58 for more details.

# GOAL 3

INDICATOR	UNIT	TARGET	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2017/18 RESULT
New urban trees planted 1,200 by 2016 <sup>5</sup>								
	#	>300	480	432	455	486	-	
Revegetation trees planted by June 2016								
	#	>1,800	1,222	969	2,500	2,500	-	
Reduction in domestic waste collection by June 2016 (tonnes per service)								
	T	0.66	0.68	0.62	0.67	0.83 <sup>6</sup>	0.70	
Reduction in greenhouse gas emission from Council operations (tonnes Co2-e) by June 2016 (E2)								
	%	>15	5.80	7.10	14.50	14.5	21.6	

<sup>5</sup> The KPI to plant 1,200 trees by June 2016 was achieved.

<sup>6</sup> A significant review of property data was undertaken in 2016/17. The number of properties accessing a waste service declined due to removal of duplicate property records.





## Historic and Culturally Rich City

Refer page 64 for more details.

# GOAL 4

INDICATOR	UNIT	TARGET	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2017/18 RESULT
Percentage of community that have attended special events and festivals (e.g. Bombing of Darwin) in the past 12 months								!
	%	50	45	51	43	36	38	
Community satisfaction rate with the arts and cultural activities within the Darwin municipality								✓
	#	3.5	3.7	3.7	3.5	3.4	3.4	



## Effective and Responsible Governance

Refer page 72 for more details.

# GOAL 5

INDICATOR	UNIT	TARGET	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2017/18 RESULT
Asset sustainability ratio								✓
	%	>50	32.2	31.0	77.5	60.2	52.1	
Break even (or greater) operating surplus/deficit								✓
	\$M	1	14.9	18.9	18.3	22.7	12.4	
Community satisfaction rating that Council consults with the community sufficiently								X
	%	70	61	59	51	16	17	
Debt servicing ratio								✓
	%	<5.00	0.40	0.50	0.50	0.50	0.40	
Internal annual staff turnover rate								✓
	%	<20	18.0	11.8	13.2	9.4	20	
Internal audit recommendations implemented within specified timeframes <sup>7</sup>								N/A
	%	90	N/A	N/A	N/A	N/A	N/A	
Liquidity ratio								✓
	#	>1.00:1	1.06	1.01	1.01	1.65:1	1.99:1	
Overall satisfaction with City of Darwin								!
	%	70	70	63	59	50	53	
Rate debtors outstanding								✓
	%	<5.00	1.9	2.2	2.6	3.0	4.9	
Rates ratio								!
	%	65	64.2	63.2	64.1	63.8	56.0	

<sup>7</sup> Measure of success amended to the percentage of Council's annual internal audit plan delivered





## 1.5 LORD MAYOR'S REPORT

**It has been a very challenging but exciting time since becoming City of Darwin's Lord Mayor in September last year.**

A number of events have tested my resolve and that of the 13 newly elected Aldermen who are here to represent the Darwin community. This included the recruitment of a new Chief Executive Officer and a new Executive Leadership Team following the loss of several key people from the organisation and Darwin also experiencing much devastation to vegetation and council assets from Cyclone Marcus, resulting in a large recovery effort.

These challenges have given City of Darwin a renewed focus on its vision to enhance Darwin as a tropical, liveable city that creates opportunity and choice for our community.

Council is continuing to build strong and collaborative relationships with our key stakeholders such as the Australian Government, Northern Territory Government (NTG), and Charles Darwin University (CDU). It is great to see the groundwork coming to fruition on areas where we are working in partnership with these important stakeholders such as Smart Cities, Switching on Darwin and the Darwin City Deal.

Switching on Darwin is about using the latest smart technologies to improve the liveability of our city. The \$10 million joint project between the Australian Government, NTG and City of Darwin. Roll out of the project commenced towards the end of 2017/18, with the installation of energy efficient LED smart street lights on Mitchell Street between Peel Street and Knuckey Street. This is the first of approximately 500 to be installed in the city centre. These lights allow smart controllers to be trialled before rolling out efficient street lighting across the municipality. Additional elements of the project to be rolled out in the future include

extending free WiFi to key tourist and shopping areas, smart parking sensors to indicate parking vacancies and reduce congestion and emissions, expansion of CCTV and video analytics, sensors for vehicle and pedestrian movement analysis, microclimate monitoring systems and a smart city platform which allows all the smart technologies to interact and respond to each other.

The Darwin City Deal initiative is a joint project between NTG, City of Darwin and Charles Darwin University. It's a 10-year plan for the Darwin city centre that sets a long term and sustainable vision for the future. Council and NTG are keen to get on with the delivering the City Deal and are working hard with the new Australian Government areas to make this happen as soon as possible.

The City Deal will drive investment and make life better for residents, visitors and businesses. It sets out how Darwin's City Centre could be transformed into a cooler, more pedestrian-friendly place, creating a vibrant economic hub, linking the Waterfront to Cullen Bay through to the heart of the city and reflecting the rich heritage and stories of the people of Darwin. NTG have already commenced the cooling and greening of Darwin's CBD with shade structures and underground parking. The deal also includes a CDU campus in the heart of the city centre.

The City of Darwin Digital Strategy was launched to explore the way in which we explore, review and adopt technology. As part of the strategy and to help increase transparency and become a smarter city, Council launched its Open Data Hub. The Open Data Hub, located on Council's website operates as a public platform that holds a diverse range of

datasets and applications maintained by Council. The purpose of open data allows information to be freely available for everyone to use without restrictions from copyright, patents or licensing. The delivery of the Open Data Hub was a first for Government in the Northern Territory and it ensures that City of Darwin continues to lead the way with other Councils and organisations across Australia and internationally.

Council continues to provide sponsorship for events and is a supporter of the Darwin Festival, City of Darwin Teddy Bear's Picnic and the Sea Breeze Festival as well as a whole range of other community events throughout Darwin.

A new purpose built Fun Bus was unveiled during Children's Week celebrations in October. The Fun Bus is a mobile playgroup that travels around Darwin throughout the year operating primarily in our parks and open spaces. The bus attracted over 12,000 children between the ages of 0 to 5 and parents and carers since it's unveiling.

City of Darwin's Youth Program continues to provide genuine opportunities for young people to get involved in community events and development programs such as Sounds@Sunset and Youth Skate Development.

A new Access and Inclusion Plan was developed to ensure that Council delivers projects each year to improve access for all abilities to Council buildings and infrastructure. In 2017/18 access projects included the Amphitheatre Wheel Chair Lift and disability access to the Anula amenities building.

In a first for the City, NTG, CDU and Council came together to host a City Open Day on Saturday 28 October 2017. This was a fantastic event to showcase the great things about our City.

Christmas was brought back to the CBD with a new Christmas Tree, Santa's Village in Anthony Plaza including Santa Clause, a Christmas trail, boutique markets, Vox Crox Choir performance and partnered with Darwin City Waterfront Retailers Association for the inaugural Darwin Shop Window Competition.

Outdoor dining fees were reduced so that local businesses have more opportunity to expand onto the streetscape, improving the dining experience for customers.

The \$15.4 million redeveloped Parap Pool was officially opened by the Northern Territory Chief Minister, the Hon Michael Gunner MLA in January. Australian Olympic gold medallist Leisel Jones was also poolside to encourage members of the community to reconnect with their love of swimming. This investment into the Parap Pool ensured that it became Darwin's first FINA compliant 50 metre and 25 metre pools and puts Darwin on the map to host national swimming competitions.

City of Darwin commemorated the 76th anniversary of the Bombing of Darwin on 19 February 1942. Thousands of servicemen, ex-servicemen, locals and visitors were in attendance. This is always a day we remember that moment when our country, its people and its character became a casualty of war. We remember those who bravely defended, those who were evacuated and those who lost their lives.

PayStay was introduced as a new alternative way of paying for parking that is simple, easy and a more convenient way to pay for parking. This has proved very successful with a take up of around 29% in the first six months. Users can easily download the PayStay app onto a smartphone and register for an account. There is no more need to dig around for loose change and no more trekking from your car to a parking machine for a pay-and-display ticket. Even if you don't have a smartphone, people can still register online.

It was very exciting to see Council Meetings being taken out of the Civic Centre and into the suburbs for the first time, with the first being held in Casuarina Library and another at Karama Library. This is to give people the opportunity to meet Council face-to-face in their own backyard. This will be extended to other suburbs during 2018/19.

In the first couple of days after Cyclone Marcus affected Darwin, 630 jobs had been logged including 105 that were deemed high priority. Fallen trees, damaged play equipment, blocked roads and green waste everywhere. There were over 200 ground and operation crews working every day at the height of cyclone response including staff, contractors, the Australian Defence Forces and Correctional Services. Council is very grateful for the assistance we received by everyone in the clean-up efforts.



There has been 400 kilometres of verges cleared including the removal of 800 trees. Over 10,000 trees fell on council land and open spaces and approximately 7,000 tonnes of cyclone green waste and stumps were cleared in the two months post cyclone and passed through the Shoal Bay Waste Management facility. A total of 21 playgrounds were damaged during the cyclone with six playgrounds requiring complete replacement of play equipment.

The total cost of the cyclone response and recovery to City of Darwin is estimated to be approximately \$15 million. Council is looking to recover as much of the costs as possible through its insurance and the Australian Government National Disaster Relief and Recovery Arrangements.

Upgrades to the 'Pit Stop Playground' in The Mall were completed in March consisting of new equipment and a larger area of rubberised soft fall. A huge fan and a chilled water bubbler to keep everyone cool and hydrated were also installed. This area is a regular spot to drop by and have some fun when parents and carers have their children in town.

To ensure that Council guides socially responsible pet ownership and compliance with the By-Laws for Animal Management, Council adopted the new Dog and Cat Management Strategy 2018-2022 in April. For this to be successful requires active cooperation from the community, particularly pet owners and their representative groups. During the next financial year, Council will commence a whole of community education program to promote responsible pet ownership and advise the legal requirements associated with the strategy.

Work commenced towards developing a community based strategic plan with a vision for Darwin in 2030. The Vision 2030-Living Darwin plan will guide City of Darwin's services, programs and projects for the next ten years. Feedback from the community has been received and the plan is currently being developed.

After a lengthy recruitment process, Scott Waters was appointed the new CEO for City of Darwin and commenced on 4 June 2018. Scott won the appointment on merit from a strong field of twenty

applicants. His financial experience was a key reason Council chose him. He came with fantastic ideas and is the ideal candidate to take our city to a new level.

One of Scott's first tasks was to review the structure of the organisation and commence the recruitment process for a new Executive Leadership Team that will help in delivering City of Darwin's Change Management Plan over the next two to three years. The organisational restructure will be completed in the first half of the 2018/19 financial year when all of the new Executive Leadership Team will be in place.

Council's decision to proceed with the installation of lights at the Garden City Oval did not go ahead without much debate. There was resistance from some community members but support was received from NTG, Cricket Australia and other sporting organisations, alongside technical information that guided Council's decision to go ahead with the proposal with conditions. Once installed, the lights will be of great benefit to the sporting community.

With the new CEO now firmly with his feet under the table, the new Executive Leadership Team coming together and the new organisational structure being embedded, 2018/19 is shaping up to be a huge cultural change at City of Darwin.

This is a positive step towards our continued commitment to making Darwin a great city.

I would like to thank my fellow Elected Members for their dedication, hard work and support in working with me in moving Council forward, and I would like to thank the CEO, council staff and our contractors and service providers for their continued commitment as well as our many volunteers who provided valuable assistance throughout the year.

**Kon Vatskalis**  
LORD MAYOR

## 1.6 CHIEF EXECUTIVE OFFICER'S REPORT

**The 2017/18 financial year has been a challenging one for City of Darwin.**



The Northern Territory Local Government General Elections in August 2017 was the start of a new era with a new Lord Mayor and 12 newly elected Aldermen. Lord Mayor Kon Vatskalis was sworn in at the first Ordinary Council Meeting of the 22nd Council of the City of Darwin in September 2017.

Within the reporting period, long-serving CEO, Brendan Dowd, retired in March 2018 and Council commenced a national recruitment campaign to fill the role of Chief Executive Officer.

I am pleased to say that I was successful in attaining the position of CEO for City of Darwin, commencing in the role on 4 June 2018.

Despite this time of unprecedented change at Council, the Lord Mayor, Aldermen and Council staff have continued to fulfil their obligations to our ratepayers by delivering Council's programs, initiatives, events and services throughout the year. So, it is with great pleasure that I present the City of Darwin Annual Report 2017/18.

City of Darwin's major achievement for the year was the official opening of the \$15.4 million redevelopment of the Parap Pool in January 2018. Construction commenced in September 2016 after many years of planning and community engagement. Around 500 people attended the family fun day, with everyone keen to have a look at the new facility. The 50 and 25 metre FINA (Federation Internationale de Natation) compliant pools now allow the facility to host national swimming competitions and we are looking forward to these happening in the future.

City of Darwin hosted the Northern Territory Swimming Championships at the newly developed Parap Pool in February 2018, where over 350

swimmers participated in the event supported by friends and family. This was a fantastic occasion that showcased these brand new facilities.

Other sporting upgrades include the installation of synthetic turf on concrete wickets located at Tiwi, Wanguri and Wulagi Ovals, and coaches boxes with permanent shade, multi-tiered mini grandstands and purpose-built workbenches for coach's needs installed at Nightcliff Oval. Parap Tennis Courts were re-surfaced and fencing replaced during the year at a cost of around \$140,000. This project was funded by Council with assistance from Tennis Australia's Court Rebate Scheme.

Council allocated more than \$600,000 to reactivate our CBD with a range of arts, recreation, entertainment, tourism, business and technology projects and initiatives. A new 'Pit Stop' playground in The Mall was delivered, with strong support given to the Darwin City and Waterfront Retailers Association to introduce the 'Darwin City Boutique Markets' and partnering with the Northern Territory Government to bring amazing artworks on display to our building walls at the inaugural Darwin Street Art Festival in September 2017 - just some examples of activation projects.

We continued with our six year playground shading project, which is now in its third year. \$940,000 was allocated to deliver 18 playgrounds in 2017/18. More than 60 playgrounds across the municipality have been shaded through this project. The shading enables members of the community to enjoy our playgrounds and open spaces more comfortably.





In 2017/18 Council invested over \$15 million to the maintenance of our green spaces in parks, reserves, foreshores and sporting grounds to undertake tree management, irrigation and general maintenance. Unfortunately, due to Cyclone Marcus causing wide-spread damage in March 2018, this maintenance program was greatly impacted as Council undertook cyclone recovery efforts.

Our City of Darwin libraries continue to be popular and highly used with 464,153 visits across the four locations. Almost 30,000 library members borrowed a total of 438,221 items from our collection. Several new programs were added to our library services including TechZone, Robotics Club and Be Connected group computer classes. In June 2018, City of Darwin Libraries launched its first Little Free Library. The Little Free Library by the Sea was unveiled on the Nightcliff Foreshore in support of the Little Free Libraries global phenomenon.

Weekend parking fees were put on hold in 2017/18 in recognition of the slowdown of the economic activity in the city centre and this is set to continue in 2018/19. We introduced a fantastic new app 'PayStay' as another way to pay for parking in the CBD. This has been really successful with a take up of around 26% of people parking in the city using this method to pay for their parking.

During the year, Council administered an incredible 118 commercial and non-commercial leases, licences, outdoor dining requests and agreements.

Council continues to provide waste management services to the Darwin community with 128,385 general waste bin collections and 106,573 recycling bin collections in 2017/18. The Shoal Bay Waste Management facility processed 11,170 tonnes of general household waste, 3,293,198 tonnes of recycling and 25,856 cubic metres of green waste. In the first two months Post Cyclone Marcus, 7,000 tonnes of green waste passed through the facility, 5,000 more tonnes than the same period the previous year.

\$1 million was spent on undertaking research and a trial for leachate treatment at Shoal Bay. Leachate is the liquid that is formed from the disposal of household waste into our landfill area.

The trial was very successful and we are currently putting a business case together for the design, construction and operation of a full-scale leachate treatment facility in the future.

The tender for the contract to manage the recycle shop at the Shoal Bay Waste Management Facility was advertised in 2017/18 and the successful tenderer was not-for-profit organisation Helping People Achieve (HPA).

Council continues to provide support for events and activities and this year were proud to honour *HMAS Darwin* the Exercising of Freedom of Entry Parade before the ship was decommissioned in December 2017. We also supported the Royal Darwin Show, brought Christmas back to life in the CBD, held Australia Day celebrations, welcomed many new Citizens through our Citizenship ceremonies, hosted the Bombing of Darwin 76th Anniversary Commemorative Program, celebrated the Commonwealth Games Queen's Baton Relay that reached Darwin in March and supported the city's annual Anzac Day Dawn Service and Parade.

Our first public art commission was completed by artist Jill Chism in November and was integrated as part of the Parap Pool redevelopment, where the artwork is on display. A new public art program called CITYLIFE Platform was launched in February. This enables our outdoor spaces to be transformed into open air galleries with local artwork being displayed in lightboxes in Smith Street Mall, Chinatown Carpark and Nightcliff Pool. Two highly successful and popular exhibitions have already taken place, Northern Lights and Glamorama Futurama.

The Darwin Entertainment Centre celebrated its 30th anniversary this year and to ensure this facility continues to give enjoyment to its patrons into the future, a \$7.1 million upgrade was completed with new air conditioning, house lighting and fire alarm systems.

The future presents many opportunities and change for City of Darwin in the way that we do business and improve our delivery of services for our ratepayers.

A new Executive Leadership Team is being formed that will focus on our organisational culture and change management to ensure that we deliver high levels of public value and service delivery.

Our Smart Cities Switching on Darwin and Street Lighting Projects are changing the technological landscape of the City. These projects will see significant capital investment during the next financial year delivering long-term savings and significant reductions in carbon emissions across the municipality.

The Darwin City Deal is closer to becoming a reality. This ten year plan involves all three tiers of government and Charles Darwin University. It includes initiatives to cool and green the city centre and stimulate the city centre economy with a modern university campus in the heart of the city. The plan is addressing Darwin's unique challenges and is on the right track to putting our city on the path to economic prosperity and sustainable growth. City of Darwin has never worked so closely and effectively with Government and the rewards will be delivered to our community as the relationship grows stronger.

With this summary of all the work that has been undertaken throughout 2017/18 and I would like to thank City of Darwin for their ongoing work.

I would personally like to thank the Lord Mayor, Elected Members and Council Staff for the support they have provided me since becoming CEO and for their incredible resolve in stepping up to the plate and delivering for their community in times of unprecedented change, uncertainty and destruction. I look forward to taking City of Darwin on our improvement journey as a truly high performing capital city.

**Scott Waters**  
CHIEF EXECUTIVE OFFICER



## 1.7 OUR ELECTED MEMBER PROFILES

Elected Members of the 21st Council of City of Darwin concluded their term of office on 25 August 2017. Local Government elections were held on Saturday, 26 August 2017, and the polls were declared on 4 September 2017. Elected Members of the 22nd Council of City of Darwin were officially sworn in at the Council inauguration ceremony on Tuesday, 5 September 2017.

### CHAN WARD



**ALDERMAN**  
**Robin Knox**

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



**ALDERMAN**  
**Peter Pangquee**

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



**ALDERMAN**  
**Emma Young**

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

### LYONS WARD



**ALDERMAN**  
**Sherry Cullen**

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



**ALDERMAN**  
**Simon Niblock**

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



**ALDERMAN**  
**Mick Palmer**

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

### RICHARDSON WARD



**ALDERMAN**  
**Jimmy Bouhoris**

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



**ALDERMAN**  
**George Lambrinidis**

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



**ALDERMAN**  
**Rebecca Want de Rowe**

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

### WATERS WARD



**ALDERMAN**  
**Andrew Arthur**

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



**ALDERMAN**  
**Justine Glover**

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



**ALDERMAN**  
**Gary Haslett**

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

### 21ST COUNCIL OF CITY OF DARWIN

The dedication and hard work of outgoing elected members of the 21st Council of City of Darwin is acknowledged.

**Lord Mayor Katrina Fong Lim**  
Served one term from 2012 to 2017

**Alderman Bob Elix**  
Served eight terms from 1984 to 2017

**Alderman Garry Lambert**  
Served four terms from 2000 to 2017

**Alderman Allan Mitchell**  
Served three terms from 2004 to 2017





## 1.8 A YEAR IN DARWIN

### JULY 2017

Royal Darwin Show  
Community Grants announced  
Freedom of Entry parade – *HMAS Darwin*  
Open Data Hub launched

### AUGUST 2017

Darwin Festival  
Seniors Month  
Science Week  
Young Territory Author Awards ceremony  
Street Heat 2 skate event  
Pets in the Park community event  
Mangrove Boardwalk Tour held at East Point Reserve

### SEPTEMBER 2017

**Inauguration of the 22nd City of Darwin Council**  
Annual Pre-Cyclone Clean Up  
Disability Awareness Festival  
Lakeside Drive Precinct Master Plan consultation  
Rainbow Crossing installed Knuckey Street/Smith Street Mall  
Community Planting Day Peace Park Leanyer  
Mitchell Street Mile  
Secret Life of the Atlas Moth event held with project partners

### OCTOBER 2017

City Open Day with City of Darwin, Northern Territory Government and Charles Darwin University  
Ride to Work Day  
Children's Week celebrations  
Secret Kids Business event  
National Bird Week / Australian Backyard Bird Count  
Darwin Street Art Festival

### NOVEMBER 2017

Council reduces outdoor dining fees  
National Recycling Week  
Switching on Darwin funding announced  
East Point Reserve Community Tree Planting Day

### DECEMBER 2017

New waste contractor starts  
Christmas in Darwin program  
SPUN storytelling event for Council's jubilee

### JANUARY 2018

Australia Day celebrations  
Citizen, Young Citizen and Community Event of the Year announced  
PayStay introduced  
Parap Pool redevelopment official opening  
Consultation for lights at Bagot and Nightcliff ovals

### FEBRUARY 2018

76th Anniversary of the Bombing of Darwin Day commemorative service  
Council gets five new mobile CCTV units for Darwin  
New libraries Be Connected program launch  
Launch of Gardens for Wildlife school program

### MARCH 2018

Queen's Baton Relay and celebrations for Commonwealth Games  
International Women's Day walk and celebration  
Cyclone Marcus Saturday 17 March  
Harmony Day  
Mall playground refurbished

### APRIL 2018

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

### MAY 2018

Pedal to Produce market tours program launch  
Council backs Tree Reestablishment Advisory Committee  
Nightcliff Seabreeze Festival  
Second annual Bat Night held at East Point Reserve  
2018/19 Draft Municipal Plan released  
Library and Information Week  
National Reconciliation Week  
City of Darwin Energy Strategy endorsed with a commitment to Zero Net Emissions from Energy by 2030

### JUNE 2018

New CEO Scott Waters commenced  
Helping People Achieve join with Council to run the Recycle Shop  
Launch of Little Free Library by the Sea  
City Platform's third exhibition, *Glamorama Futurama*, launch  
Climate Change Challenge  
World Environment Day Public Forum – Going Plastic Free





## 1.9 EMERGENCY MANAGEMENT

### CYCLONE MARCUS – Saturday, 17 March 2018

**Category 2 Cyclone Marcus passed over Darwin on Saturday, 17 March 2018, with sustained winds near the centre of 95km/h and wind gusts to 130km/h as it moved southwest.**

It was the most destructive storm to hit Darwin since Cyclone Tracy caused devastation on Christmas Day of 1974.

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

About 430 powerlines were downed by falling trees and powerful winds, causing more than 26,000 homes across the Greater Darwin region to lose power. Damaged pipes prompted the Department of Health and Power and Water Corporation to issue a boil water alert. Many of those without power accessed Council's

library facilities as a way to remain in contact with family and seek refuge from increased temperatures following the cyclone. Territory Families also set up Cyclone Relief Centres for critical community support services at Casuarina and the city libraries.

More than 400 kilometres of street verges were cleared, including the removal of 800 damaged trees. Over 10,000 trees fell on Council land and open spaces, and about 7,000 tonnes of cyclone green waste and stumps were received at the Shoal Bay Waste Management Facility – 5,000 tonnes more than the same period last year.

Twenty one playgrounds across Council's 212 parks were damaged during the cyclone.

City of Darwin received more than 2,600 jobs reporting damage or for assistance. The northern suburbs were the worst affected areas, in particular Anula, Wulagi, Malak and Karama.

The total cost of the cyclone at the time of preparing the Annual Report was estimated at over \$15 million. Council will recover much of this through insurance with TIO and the Australian Government Natural Disaster Relief and Recovery Arrangements Fund.

CYCLONE MARCUS, 17 MARCH 2018



CYCLONE MARCUS, 17 MARCH 2018







CYCLONE MARCUS, 17 MARCH 2018



## TREE REPLANTING

City of Darwin established a Tree Re-establishment Advisory Committee in May 2018. The panel of experts included nominated representatives from peak body organisations and interested community members. The committee will deliberate on what tree species to replant, what not to replant, and where and how to properly care for the trees to re-establish a cyclone-resilient tree population.

Council also agreed to fund a \$160,000 survey of trees planted in close proximity to property and power lines. The survey will include the remaining trees on Council land that have the potential to impact private property in the future.

The outcomes of the Tree Re-establishment Advisory Committee and survey of trees will be presented to Council in late 2018.

## PRE-CYCLONE CLEAN UP

The annual Council Pre-Cyclone Clean Up was conducted across the city during August and September 2017. 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 582.5 tonnes of waste across the municipality. This was an increase from 488.3 tonnes in 2016. 30% (173 tonnes) of waste collected was diverted from the landfill for recycling, an increase from 36% (177.9 tonnes) in 2016.

### TREE REPLANTING







DARWIN COMMUNITY EVENT

# 2.0 OUR PERFORMANCE

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

## VISION AND GOALS

### Vision

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

### Mission

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



Collaborative, Inclusive and Connected Community

GOAL 1



Vibrant, Flexible and Tropical Lifestyle

GOAL 2



Environmentally Sustainable City

GOAL 3



Historic and Culturally Rich City

GOAL 4



Effective and Responsible Governance

GOAL 5

## VALUES

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

Service Council will strive to achieve excellence, quality and pride-of-service to the community using common sense, compassion and courtesy.

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





## 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.

# GOAL 1



### COMMUNITY INCLUSION SUPPORTED

During 2017/18, City of Darwin commenced a full review of the Community Access Plan 2012-2017. The Community Access Plan demonstrates Council's compliance with the Commonwealth *Disability Discrimination Act 1992* and promotes equal opportunity and access for all people, irrespective of ability.

The plan is instrumental in guiding Council's services and projects to ensure equitable and dignified access to services, communications, employments and public spaces and facilities.

Key stakeholder engagement with community members, community service providers, the City of Darwin Access and Inclusion Advisory Committee and Council staff has informed work on a new Community Access and Inclusion Plan, which will be finalised in 2018.

In 2017/18, Council launched a fortnightly Vibrant Communities e-newsletter, which provides information on community events and projects. It has been well received by key stakeholders.

City of Darwin hosted its annual Christmas Hamper Food Drive, which supports one of the largest food relief organisations in the Northern Territory, Foodbank, in October 2017. Foodbank provides nutritious meals to community members in need, particularly at Christmas. The event coincides with Anti-Poverty Week and resulted in more than 100kg of food being donated.

October also marked the launch of the Northern Territory's first Share the Dignity Vending Machine. The Share the Dignity #Pinkbox vending machine dispenses free sanitary items to vulnerable women and is in the City Library accessible toilet facilities.

The Annual Darwin International Women's Day (IWD) event was held in March 2018 and attracted more than 500 people. Celebrations included a march around the city centre, children's activities and performances. IWD celebrates the economic, political and social achievements of women, and is delivered in partnership with the United Nations Association of Australia (Northern Territory) and Northern Territory Government Officer of Gender Equity and Diversity.

City of Darwin welcomed a new purpose-built Fun Bus in 2017. It was unveiled during National Children's Week celebrations and was

the feature of the #secretkidsbusiness event. National Children's Week celebrates the right of children to enjoy childhood and is an opportunity to celebrate children's talents, skills and abilities. #secretkidsbusiness was a creative event where more than 150 children and families and 40 community organisations worked together to create a cardboard city of Darwin. Over 200 structures made up the cardboard city in Darwin's Civic Park. Activities included chill out zones, Coffee with a Cop, an Indigenous smoking ceremony, stilt walking, face painting, cardboard cinema, jumping castle, basket weaving, sand art, dot painting, entertainment activities and more arts and crafts. More than 400 people attended the event.

Council's Fun Bus is a mobile playgroup travelling around the municipality. The playgroup attracted more than 12,000 children (0-5 years) and parents/carers throughout the year and operates primarily in parks. In February 2018, the Fun Bus program provided sessions to families with young children evacuated from the Daly River community of Nauiyu because of flooding. Participation from the Bagot Community increased during the year because of initiatives to foster inclusive communities.

Corrugated Iron Youth partnered with City of Darwin in June 2018 to celebrate the 21st anniversary of the refurbishment of the Nightcliff Community Centre, which houses community organisations, and has a meeting room and performance space. The evening event recognised all the past and present tenants, and celebrated the positive influence the community centre has had on the greater Darwin community. Corrugated Iron Youth Arts provided amazing performances throughout the evening. There was a history wall, lantern parade and children activities. A tree mural with the names of all past and present tenants was installed in the foyer commemorating 21 years of the centre.

City of Darwin's Youth Program provides genuine opportunities for young people to take part in community events and development. The Youth Program LAUNCH is exclusively delivered by young people for young people. Together with the Youth Advisory Committee, the LAUNCH youth events team plan, host and deliver a variety of programs and events each year. Key activities in 2017/18 included the LAUNCH night series, LAUNCH media, SOUNDS@SUNSET and Youth Skate Development.





The LAUNCH night series is a late-night social inclusion basketball program for people aged 12 to 17. The new series replaced the Midnight Basketball events held in previous years. The program had 127 young people and 40 volunteers registered to take part over seven weeks. On average, 60 players attended each Saturday night with 25 volunteers helping out each week. Two thirds of the players identified as Aboriginal or Torres Strait Islander.

Delivery of the event was not without challenge. Reduced external funding, venue size and transport resulted in the event being moved from the Darwin Basketball Stadium at Marrara to the Casuarina Senior College.

LAUNCH media is a social media training program aimed at building positive representation of young people. Youth are involved in workshops and mentored to cover social media related to LAUNCH youth events and other community events.

The Youth Skate Development program supports positive engagement with users of Council's skate park at Jingili. New events for 2017/18 included an International Women's Day skate event aimed at young women and Park Skating 101, a school holiday program.

SOUNDS@SUNSET was a new event for 2017/18 aimed at activating public spaces. The events provide free family friendly entertainment for all ages along the Nightcliff foreshore. SOUNDS@SUNSET was produced by five young people as part of their skills development for a future in the events industry. More than 30 young people have been involved in the delivery of the events, which included roles in graphic design, sound operation, photography, social media, site décor and on-stage performance. The alcohol and drug-free event attracted broader community interest with 150–250 members of the community attending each event.



## CITY OF DARWIN COMMUNITY GRANTS PROGRAM 2017/18

**City of Darwin supported local community organisations with funding as part of the annual Community Grants Program. \$150,000 is allocated each year for community grants and community environment grants.**

The program supports not-for-profit organisations to undertake projects, activities or events that directly benefit the Darwin community and promote Darwin as a vibrant and liveable city.

SmartyGrants, an online application system, was launched as part of the 2017/18 Community Grants Program.

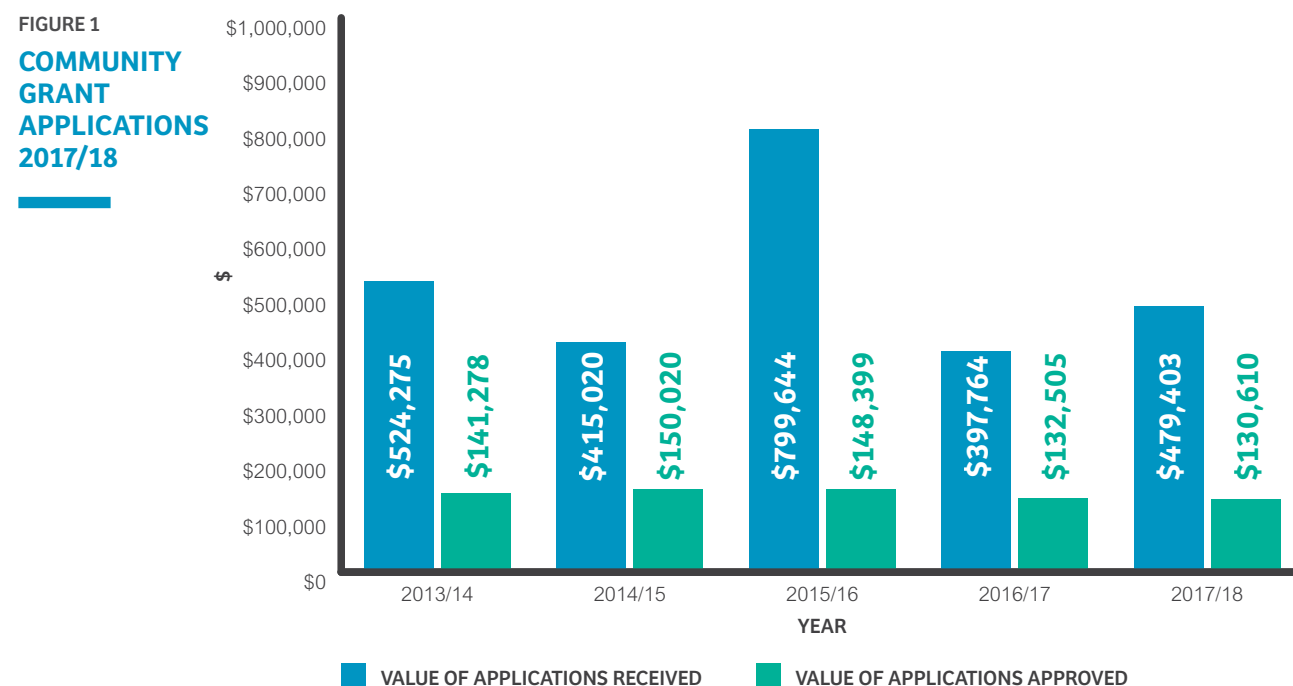
GRANT RECIPIENT	GRANT PROGRAM	INITIATIVE	AMOUNT
Darwin Community Arts Inc	Community	Arts in the Markets – Program for Kids @ Malak Marketplace.	\$5,400
Crime Stoppers NT	Community	Crime Prevention for Darwin Businesses.	\$5,000
St John Ambulance Australia (NT) Inc	Community	St John NT Volunteers iPad Kit-Out.	\$5,000
NT Writers' Centre Inc	Community	Community Publishing Forum.	\$8,000
Darwin Visual Arts Association Inc	Community	The Business of Being an Artist.	\$10,000
Northern Territory Mental Health Coalition	Community	Mental Health Week 2017.	\$5,700
Balai Indonesia Inc	Community	Pesona Indonesia 2017.	\$5,000
EHE Rare Cancer Foundation Australia Ltd	Community	10,000 Steps Challenge	\$5,600
NT Stolen Generations Aboriginal Corporation	Community	NTSGAC 20th Anniversary Festival	\$5,000
Deaf Children Australia	Community	Darwin Auslan Auskick program	\$4,500
Total Recreation NT	Community	FREDI Fitness Project (Fitness, Recreation, Exercise, Diet and Inclusion)	\$5,000
Darwin Men's Shed	Community	New Men's Shed Opportunities.	\$6,000
Mental Illness Fellowship of Australia NT	Community	MI Social Connection support group for carers	\$8,700
Orange Sky Australia	Community	Darwin Mobile Hybrid Laundry/Shower Van	\$5,000
Conservation Volunteers	Community	City of Darwin Green Gym Pilot Program	\$4,600
Sanderson Alliance	Community	Connected and Caring Community Arts Project	\$4,000





GRANT RECIPIENT	GRANT PROGRAM	INITIATIVE	AMOUNT
Clubhouse Territory Incorporated	Community	The Clubhouse Project	\$5,130
Catholic Care NT	Community	Harmony Day	\$2,000
Community Grants			\$99,630
Ludmilla Creek Landcare	Environment	Creek to Sea Managing our Catchment	\$10,000
Lakeside Drive Community Garden	Environment	Education program and workshops	\$8,000
Australian Trust for Conservation Volunteers	Environment	Darwin beach clean ups	\$6,680
CoolMob/ECNT	Environment	Reinvigorating COOLmob	\$3,500
Paws Darwin	Environment	Give adopted cats and cat bells, and provide community education on responsible cat ownership	\$2,250
GULP/Foodcare NT	Environment	Eat My Words – Tales from a Tropical Cook	\$550
Community Environment Grants			\$30,980
TOTAL COMMUNITY GRANTS PROGRAM 2017/18			\$130,610

TABLE 1 COMMUNITY GRANTS 2017/18



## DESIRABLE PLACES AND OPEN SPACES FOR PEOPLE

Council delivers programs aimed at ensuring public places and open spaces are safe and attractive to visit and conduct business. Council's regulatory role and services that maintain public amenity contribute to this.

January 2018 saw the introduction of a pay-by-phone app, PayStay, to allow more convenient parking in the city centre. PayStay provides an additional option for paid parking and is a key Council investment in transforming Darwin into a smarter city. Initiatives such as PayStay, and daily regulation of parking practices, are designed to provide motorists with equal opportunity to parking spaces, and ensure an unobstructed and continuous flow of traffic. Regulation parking is conducted in accordance with Council by-laws, Northern Territory Traffic Regulations and the Australian Road Rules.

In 2017/18, 17,041 on-street parking penalty notices were issued, compared with 25,453 in the same period in 2016/17. 11,681 penalty notices were issued for failure to display a notice, 1,118 were issued due to a safety or access breach and 4,242 for overstaying paid parking.

The Mall area is central to Council's activation program. Routine patrols of The Mall to deter prohibited activities, such as the use of skateboards, bicycles, skates and the walking of dogs, and to verify that performing artists are complying with permit conditions, are conducted to help to create a safe and desirable place for people. More than 200 permits were issued to performers for The Mall during 2017/18.

LORD MAYOR, KON VATSKALIS







## COMMUNITY ENGAGEMENT

Council's regulatory services program extends across the municipality to respond to reported and observed illegal parking or breaches of Council's by-laws, including offences such as untidy allotments, abandoned vehicles and illegal camping. In 2017/18, Council received more than 200 complaints about untidy allotments and over 30 about anti-social behaviour.

Working with the NT Police, Larrakia Community, H.E.A.L and the Assertive Outreach Team, Council rangers aim to help reduce the instances of anti-social behaviour. Anti-social behaviour hotspots include Mindil Beach, East Point Reserve, Nightcliff foreshore, the CBD and Esplanade, where camping, the consumption of alcohol and/or anti-social behaviour is apparent daily.

In April 2018, Council adopted the Dog and Cat Management Strategy 2018–2022, which has been developed from a comprehensive deliberative process that included consideration by the Animal Management Advisory Committee, research and review, a program of community and stakeholder consultation and Elected Member workshops. The Dog and Cat Management

Strategy will form the basis of Council's animal management program. Council will focus on providing a proactive service to the community founded on education and awareness, and seek innovative technologies and tools to help with enforcement, compliance and improvements to the regulation of animal ownership.

Council investigated 2,099 animal management complaints during the year, including 640 animal pick-ups, 772 animals at large, 223 dog attacks and 464 dog barking complaints. Council also attended 30 barking and three animal behaviour consultations in 2017/18.

A large-scale marketing campaign aimed at promoting animal registrations and responsible pet management was delivered across the municipality. Animal registers were reviewed throughout the year to follow up unregistered animals.

Eleven organisations took part with Council in an animal management registration and micro-chipping event. Sixty nine animals were registered and 66 microchipped. Education topics through the year included health and worming, and a town camp

desexing education day in partnership with Animal Management in Rural and Remote Indigenous Communities. Patrols of Casuarina Beach were undertaken in partnership with Northern Territory Parks and Wildlife to educate the community on changes to the off-lead policy for the area.

More than \$2.78 million was allocated to maintain clean streets, public areas and amenities in 2017/18. Council conducts street sweeping through the city centre and pressure cleans The Mall daily. Public amenities in the suburbs are cleaned daily, while Council's public Exeloo toilets are cleaned three times per day.

The Australian Government's Safer Communities Fund jointly funded City of Darwin and City of Palmerston \$635,000 to buy five new high-definition mobile CCTV units, which will be deployed by Northern Territory Police across both municipalities to address crime and anti-social behaviour, and protect organisations that may face security risks. The units will help the Public Places Services Collaboration Group to reduce alcohol harm in the community and add to the measures already in place to create safer and vibrant spaces.

The Darwin Safer City Program outlines Council's actions for creating a vibrant, inclusive, thriving community where visitors and residents feel safe, welcome and engaged. The Safer Vibrant Darwin Plan 2016-2019 sets out the priorities that form the roadmap for the broader program. The program focusses on reducing alcohol-related harm impacting on community life, creating strong health, connected and inclusive communities.

Council provided support to the Darwin Inner City Packaged Liquor Accord and the Darwin Northern Suburb Liquor Accord during 2017/18. In addition, Council responds to all liquor licence applications in the municipality and advocates at local, state and federal level where appropriate on harm-reduction measures, such as supply reduction.

Council's Assertive Outreach team engages with vulnerable people in public spaces who find themselves homeless and/or struggling with alcohol issues. It worked in partnership with five 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. The number of field engagements with vulnerable people in 2017/18 was 2,382.

Darwin Safer City Program staff engage with retailers and residents to offer help and hear any complaints about Council-owned facilities, liquor licensing, antisocial behaviour and vulnerable people in public places. We are often the conduit between retailers and residents and other sections of City of Darwin, such as City Operations; for example, with regards to infrastructure/lighting requests in public places. We work collaboratively with other service providers, such as non-government organisations and NT Police, to address issues, contribute to a safer, vibrant Darwin and advocate for the public interest in regards to harm-reduction principles in relation to alcohol use in the Darwin community. More than 115 retailers and residents were engaged in 2017/18.





# CONNECTED COMMUNITY THROUGH TECHNOLOGY

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. 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.

It has been an exciting year for City of Darwin's digital platforms with the release of Council's Open Data Policy and Open Data Hub. In November 2017, Council was successful in being awarded \$5 million from the Australian Government Smart Cities and Regions Fund for the Switching on Darwin Project. The Northern Territory Government has contributed \$2.5 million to the project with City of Darwin also contributing \$2.5 million. The \$10 million project will be completed by May 2019.

City of Darwin's Open Data Policy was adopted in June 2017 and outlines the principles for Council's Open Data Hub, a public platform for exploring and downloading open data, discovering and building apps, and engaging to solve important local issues. The Open Data Hub has been highly successful with 12,179 views for information on a range of data freely available to the public.

The 36 data sets available to view and download include data relating to walkways, parks, street lighting and parking. The most popular open data item viewed is Parking in the CBD with almost 6,800 visitors to the page over the 12 months, followed by Council's Electoral Wards with nearly 3,500 and Transportation, which includes roads, paths and carparks, at almost 2,500. On average, the Open Data Hub receives 33 views per day.

There are six apps provided via the Open Data Hub. Apps are a simple way to access to information and tools about our community. The six apps are:

<b>Parks and Facilities:</b>	Used to find parks or facilities with particular attributes, such as playgrounds, wifi access or sports fields
<b>Stormwater Utilities:</b>	Providing information on the drainage network across the municipality, including drainage pits, outlets, underground stormwater pipes and lined and unlined drains
<b>Transport</b>	Providing information about transport infrastructure maintained by City of Darwin, including roads, car parks, footpaths, traffic lights, shared paths and walkways
<b>Street Food</b>	Used to locate street food vendors, their times of operation and links to social media
<b>Parking</b>	Used to explore parking spaces and meters in the City Centre. Data includes on-street parking spaces, car parks, parking zones and applicable fees
<b>East Point Interactive Science Trail</b>	An interactive story map that helps educate and inform the community about the unique qualities Darwin's East Point Reserve

City of Darwin sponsored GovHack NT for the first time in 2017/18. The annual competition, which attracts technology developers and innovators nationwide, provides opportunities to use government data to help solve problems with technology and create better societies.

## COMMUNITY ENGAGEMENT



## SWITCHING ON DARWIN

Switching on Darwin, a \$10 million joint project funded by the Australian Government, Northern Territory Government and City of Darwin, will deliver cutting-edge technology to position Darwin as a leader in smart cities and innovation.

In November 2017, City of Darwin was awarded a \$5 million Australian Government technology grant to "switch on" the city. Darwin's Smart Technology Project was announced as one of 52 successful projects totalling \$27.7 million under round one of the Australian Government's inaugural Smart Cities and Suburbs Program. The project is supported by \$2.5 million from the Northern Territory Government and \$2.5 million from Council.

Switching on Darwin will help improve community safety, deliver better services and innovative and smarter

planning, and public space activation by using a variety of technologies. Central to the project is the delivery of a multilayered data centre, which that will literally switch on the city.

Assistant Minister for Cities and Digital Transformation Angus Taylor joined NT Senator and Minister for Indigenous Affairs Nigel Scullion, the NT's Deputy Chief Minister Nicole Manison, NT Assistant Minister for a Vibrant CBD Paul Kirby and the Lord Mayor of Darwin, Kon Vatskalis, to announce the project.

The project will support the aim of the Darwin City Deal to create a more vibrant and liveable city, and revitalise the city centre. It is well underway, including the installation of free public access wi-fi in Civic Park and the installation of energy-efficient LED smart street lights on Mitchell Street.

The project will be complete in May 2019.





## IMPROVED RELATIONS WITH ALL LEVELS OF GOVERNMENT AND SIGNIFICANT STAKEHOLDERS

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 to advocate for the best interests of the City and community.

In 2017/18, City of Darwin provided detailed comments for proposed Northern Territory Planning Scheme amendments, including:

- A proposal to introduce controls on the establishment and operation of helicopter landing sites in certain zones.
- A concurrent application to amend the Northern Territory Planning Scheme Specific Use Zone No. 42 (SD42) for Part Section 4262 – Hundred of Bagot 74 Amy Johnson Avenue, Berrimah, and a subdivision to create 11 lots PA2017/0178.

Comments were also provided on Stage 1 of the proposed Northern Territory Planning Reforms: Planning System Reform: Review, Reframe, Renew

Over the past 12 months, the City of Darwin has also collaborated with the Northern Territory Government on Project Control Groups for:

- The Central Darwin Area Plan, including detailed land use planning for the suburbs of Darwin City Centre and surrounding suburbs.
- Darwin CBD car parking study.

Work was also undertaken on the following:

- Bike Plan: Implementation Plan.
- City of Darwin Policy No. 02 – Car Parking Contribution Plan (non-CBD).
- City of Darwin Policy No. 03 Car Parking – General.
- Commenced the review of Policy NO. 042 – Outdoor Advertising Signs code.

In addition, Council provided written responses to 163 development applications 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.

City of Darwin is committed to developing Darwin as a sustainable, prosperous and liveable city, an outcome 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 in 2017 is evidence of successful partnerships with project partners across the whole of Council, and Commonwealth and Northern Territory governments. The announcement of Smart Cities funding by all three levels of government is evidence of successful partnerships for Darwin's future.

## TOWARDS 2020 FOR A COLLABORATIVE, INCLUSIVE AND CONNECTED COMMUNITY

### In 2018/19 Council will:

- Deliver the Switching on Darwin project and develop strategies to manage the data centre and data use for the future.
- Continue to implement the Dog and Cat Management Strategy and seek new technologies to help compliance with the strategy.
- Progress the development of a new parking strategy.
- Continue development and promotion of the City of Darwin Open Data Hub, including support for GovHack.
- Finalise and implement the new Community Access and Inclusion Plan.
- Grow the LAUNCH night series and increase community support of the program.
- Facilitate greater collaboration with local stakeholders in community services programs.



DARWIN COMMUNITY EVENT





## Vibrant, Flexible and Tropical Lifestyle

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

# GOAL 2



### IMPROVED ACCESS AND CONNECTIVITY

City of Darwin's infrastructure, transport and cycle networks help to improve access and connectivity throughout the municipality.

Council maintains a 452km road network to best meet the comfort, safety and aesthetic needs of all road users and the community as a whole. Each year, maintenance works include minor and major safety and traffic improvements, upgraded street lighting, road resurfacing, major rehabilitation works and, from time to time, major new road developments.

Local Area Traffic Management projects to move people and vehicles safely and freely totalled \$265,000 in 2017/18. Traffic management and calming measures for Anula and Wulagi schools, and upgrades to intersections at Lee Point Road and Union Terrace and Jessop Crescent intersections were completed.

A total of \$1.6 million was spent on road resurfacing and rehabilitation projects in 2017/18. Minor works were undertaken at more than 30 locations throughout the municipality, including Progress Drive, Trower Road and

Holtze Street. Reconstruction of footpaths at more than 15 locations cost about \$400,000. A further \$150,000 was spent on replacing driveways in conjunction with construction works. Reconstruction and rehabilitation works are a critical part of Council's long-term asset management strategy.

More than \$1.3 million was spent on improving stormwater networks at Benison Road, Nightcliff, in 2017/18. Maintaining stormwater networks ensures a holistic approach to infrastructure connectivity across the municipality.

Council's Access and Inclusion Plan (refer page 36 for more details) ensures Council delivers projects each year to improve access for all abilities to Council buildings and infrastructure. In 2017/18, access projects included the Amphitheatre wheelchair lift and disability access to the Anula amenities building.

Maintenance works to Council infrastructure, which include roads, parks and public amenity, 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.

### A SENSE OF PLACE AND COMMUNITY

Each year, Council plans to deliver major projects that help build a sustainable, vibrant and active city. These projects generally span 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 2017/18, Council commenced, progressed or completed the following projects.

#### Parap Pool Redevelopment

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

The redevelopment project was completed in 2017/18. Parap Pool is a multipurpose aquatic facility aimed at improving the competition, leisure

and recreational needs of the broader Darwin community and northern Australia region.

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.

City of Darwin's first piece of integrated public art, *Under the Surface*, is a key feature at the entry to the new facility.

The official opening was held on 26 January as part of Australia Day celebrations and was conducted by Lord Mayor Kon Vatskalis, Chief Minister Michael Gunner and Senator Nigel Scullion. It was attended by Northern Territory-born Olympic Gold medallist Leisel Jones. About 500 people attended the family day and enjoyed a pool inflatable, Fun Bus activities for kids, giveaways and a talk by artist Jill Chism, designer of the integrated art work.

The project delivers on stage one of the Parap Pool Masterplan, which provides a long-term vision for the site. Future stages will see the inclusion of major community elements, such as a play pool.





## Vibrant Darwin – CBD Activation

Council has allocated more than \$600,000 to CBD activation. A range of arts, recreation, entertainment, tourism, business and technology projects and initiatives have been implemented to activate places throughout the city centre.

In 2017/18, City of Darwin updated the “pit-stop” playground in The Mall. The playground features new equipment and a larger rubberised soft fall. A new fan has been installed to help keep the area cooler. The playground design was influenced by the more than 200 people who took part in community consultation. The community provided clear feedback on the age group using the playground and why. Parents and carers referred to the playground as a pit-stop for children aged 0-5 years when they were in the Mall.

Council has supported the Darwin City and Waterfront Retailers Association with a new market attraction in the Mall during the year. The Darwin City Boutique Market is a vibrant event that runs the first Friday of each month during the dry season. More than 40 stalls provide market food, craft stalls and more. The event coincides with late night shopping in the Mall and provides a range of entertainment and activities for families.

In October 2017, City of Darwin partnered with the Northern Territory Government to bring a vibrant

Street Art Festival to Darwin. The festival saw eight murals painted by high-profile interstate and local artists onto blank building and other walls in the Darwin CBD. The event will look to double in size in 2018.

Other CBD activation projects included upgrades to the power supply at Bicentennial Park to enable more events and mobile food vans, and the hosting of a TechStars Start Up Weekend in November 2017. TechStars was held at the Darwin Innovation Hub and provided start-up businesses with access to technical support and advice to help them get their business ideas off the ground.

## Cavenagh and Bennett Street Intersection Upgrade

City of Darwin received a \$1 million grant through the Northern Territory Government’s Strategic Local Roads program to upgrade the Cavenagh and Bennett Street intersection. Council project design and community engagement was completed during 2016/17.

The intersection is an important link to the city centre from Tiger Brennan Drive. Upgrades included the addition of a new dedicated left turn lane from Bennett Street into Cavenagh Street and modifications to lane layouts and signal

phasing to make the movement of traffic in the city centre safer and more efficient.

Intersection works were completed in 2017/18 with work continuing in 2018/19 to complete the installation of new shade structures on each corner of the intersection. The shade structures are in line with the cooling the city design principles outlined in the Darwin City Centre Master Plan and will enhance additional cooling projects that will commence on Cavenagh Street in 2018/19.

## Darwin Velodrome Upgrade

The Northern Territory Government announced funding of \$1.5 million in 2015 to City of Darwin to upgrade the Darwin Velodrome. Council has continued to work towards the upgrade throughout the year and has undertaken significant consultation with velodrome users and stakeholders to inform the scope of the work. The aim of the upgrade is to modernise the velodrome and bring its specifications in line with the requirements of local and national competition standards, which will improve the facility for competitive cyclists and the general public. In June 2018, the Northern Territory Government allocated a further \$1 million towards this project.

## Playground Shade Project

Council’s six-year playground shading project continued in 2017/18 with \$940,000 allocated to deliver shade structures to 18 playgrounds. Artificial shade enhances natural shade at playgrounds.

This was the third year of the program, which has resulted in more than 60 playgrounds now shaded. The shading of playgrounds enables the community to enjoy our open spaces and tropical outdoor lifestyle comfortably and safely.

Council’s insurance is responding to the widespread shade damage that occurred during Cyclone Marcus.



CITY OF DARWIN STAFF

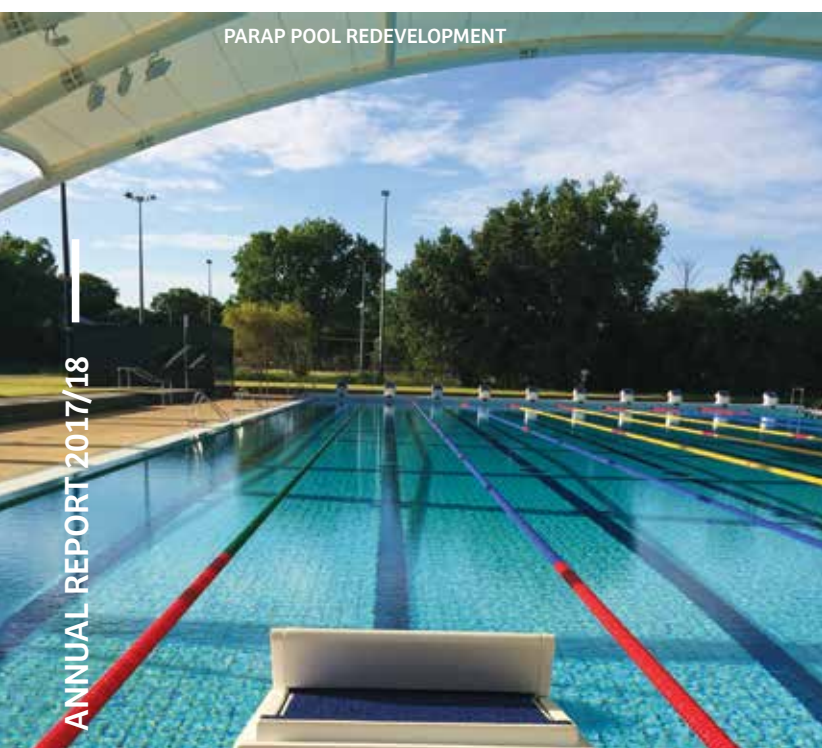
Green spaces dispersed across the municipality contribute to Darwin’s sense of place and a large part of the community’s tropical lifestyle. The 646ha of green space includes 201 parks, 191 of which contain play items and playgrounds and nine have exercise stations.

In 2017/18, Council invested more than \$15 million in maintaining green spaces in parks, reserves, foreshores and sporting fields. A hierarchy based on regional, neighbourhood and suburban parks guides the maintenance program of each park in relation to tree management, irrigation and general maintenance. Council’s parks and reserve maintenance program was greatly impacted by the damage caused by Cyclone Marcus in March 2018.

Re-establishing Council green spaces and parks back to their pre-cyclone state remains a priority for 2018/19. Future tree re-planting programs will be guided by the outcomes of the Tree Re-Planting Advisory Committee as outlined on page 33 of this report.



DARWIN  
COMMUNITY  
EVENT



PARAP POOL REDEVELOPMENT







## INCREASED SPORT, RECREATION AND LEISURE EXPERIENCES

City of Darwin delivers a range of sport, recreation and leisure experiences as part of its commitment to providing a tropical lifestyle offering choice and opportunity.

The Parap Pool redevelopment outlined on page 49 was the largest and most significant social infrastructure project delivered by City of Darwin for some years. The facility provides a venue for Territory swimmers to clock official times and qualify for national competitions at home. It also puts Darwin on the national map for swimming competitions, training and events, already hosting swimmers from interstate and providing an economic boost to the Territory.

The Northern Territory swimming championships were held at Parap Pool in February 2018. More than 350 swimmers took part and were accompanied by family members and spectators, resulting in an important economic boost to the local economy.

Twelve swimmers and staff, including a number of Australian Olympic competitors, took part in the South Australian Sports Institute Swim Team Training Camp at Parap in May 2018.

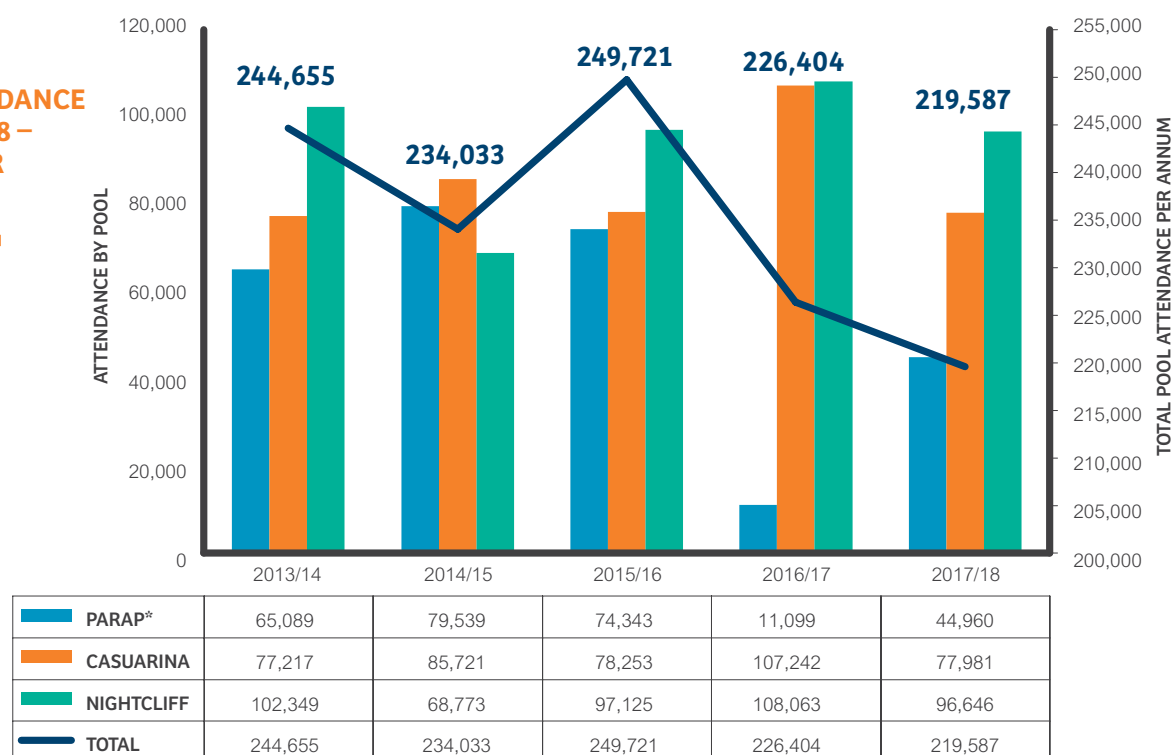
Accessibility and universal access has been a priority with this project, and we look forward to future stages of the development, which will deliver a graded access play pool to the community.

Council's pools management contract concluded in December 2017 and a tender process was held to appoint a new contractor. YMCA of the Northern Territory commenced management of all three Council pools on 2 January 2018. We worked closely with incoming and outgoing pools management contractors, pool stakeholders and general public to ensure a smooth transition into the new management arrangements at all three pools.

Pool attendance in 2017/18 declined 3% from the previous year. Attendance has declined a total of 12% over the past two years from the peak of nearly 250,000 attendees in 2015/16. The decline is primarily due to the closure of Parap Pool for redevelopment.

The five-year trends, as outlined in Figure 2 below, demonstrate attendance at each pool as impacted by the Parap Pool closure. Casuarina Pool was directly impacted by the closure with attendances soaring by 37% in 2016/17 and dropping by 27% in 2017/18.

FIGURE 2  
POOL  
ATTENDANCE  
2017/18 –  
5-YEAR  
TREND



The City of Darwin Sports Field Plan 2016-2026 guides the future use, development and management of sporting fields and ovals within the municipality. In 2017/18, synthetic turf was installed on concrete cricket wickets at Tiwi, Wanguri and Wulagi ovals, alleviating the need for mats and improving safety and convenience. Upgrades to Nightcliff Oval included the installation of coaches boxes, permanent shade on the boundary fence, concrete pads, multi-tiered mini-grandstands and specially manufactured workbenches for coaches needs. The cricket net at Gardens Oval was upgraded. The project included the installation of a full synthetic surface to provide a consistent and predictable bounce, which is critical for junior development and safety. The training nets also feature retractable netting to allow for a variety of uses. A new gate in the boundary fence was installed at Nightcliff Oval to ensure easy access for emergency services and pedestrians on and off the oval.

These projects were jointly funded by Council, the Northern Territory Government and/or contributions from peak sporting bodies and sporting clubs.

In March 2018, Cyclone Marcus caused damage to the new cricket sightscreens at Gardens Oval. Council's insurer has responded to this damage and the sightscreens were repaired and replaced in June 2018.

As part of Council's Court renewal program, the Parap tennis courts were resurfaced and fencing replaced during the year. The project was funded by Council with a contribution from Tennis Australia's Court Rebate Scheme.

Council continued to liaise with sporting organisations to progress infrastructure projects that support sport and recreation. As part of the broader engagement on the Gardens Oval and Bagot Oval lighting projects, Council engaged with AFL NT, NT Cricket and Football Federation NT. In addition, Council has worked closely with the Nightcliff Sports Club on the proposal to light Nightcliff Oval. Engagement has been held with the Darwin Cyclone Club and Triathlon NT in regards to upgrades of the Velodrome.

Council also supported Bicycle Network's Super Tuesday Commuter Bike Count and Super Sunday recreational count of shared path users.

Both counts provide useful data to Council that can help in planning cycle path upgrades and behaviour change campaigns.

Super Tuesday counters at the 49 Darwin sites recorded a total of 3,123 cycle trips during the two-hour survey. 30% of cyclists counted in Darwin were female, higher than the national average of 22%.

The busiest site was the intersection of the Rapid Creek Path Bridge and Foreshore Path with an average of 82 trips per hour.

Super Sunday recreational count records cyclists and walkers at seven locations, including the City, East Point, Nightcliff/Rapid Creek foreshore, Yanyula Park and Robyn Leslie Park.

The 2017 count recorded a total of 2,418 trips, an 8% increase in the previous year. 48% of users of Council's shared paths are walkers.

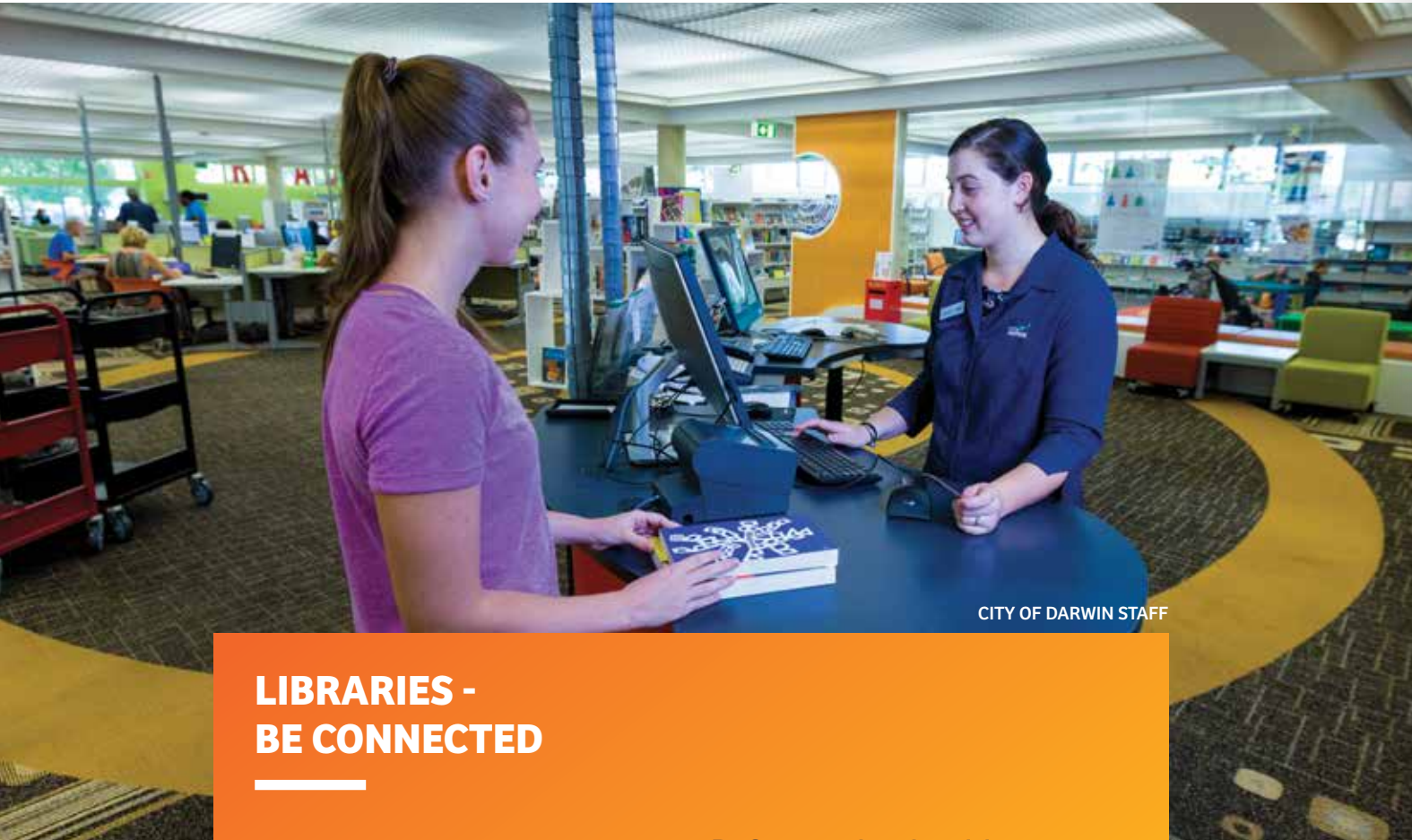
The intersection of Rapid Creek Path Bridge and Foreshore Path was also the busiest for Super Sunday with an average of 160 trips per hour.

The City of Darwin Healthy Darwin program delivered a year-round program of low-cost or free activities, offering a broad range of opportunities for residents to be active and learn valuable new skills to lead a healthy lifestyle. During 2017/18, there were 22 different weekly exercise programs, five workshops and two learn-to-swim programs tailored to suit the wet and dry seasons. Registrations for Healthy Darwin's mailing list increased to 1,191 people during the year and more than 1,692 people now follow the program's Facebook page.

Cyclone Marcus delayed start of the dry season 2018 program due to inaccessibility of a number of parks, but all scheduled activities had commenced by mid-May.

In 2017/18, the program introduced a six-week modified sport segment, aimed at providing a supportive environment to try a new activity. Activities included learning to play golf, cardio tennis, hockey sixers and coastal cruising roller skating. This new activity stream will be reviewed, along with the existing subsidised activity classes, over the 2018/19 wet season to ensure the activities continue to meet community needs.





CITY OF DARWIN STAFF

## LIBRARIES - BE CONNECTED

In February, City of Darwin Libraries teamed up with Be Connected, an Australian Government initiative to support people over the age of 50 to thrive in a digital world. The program aims to help older Australians realise the value of being connected online and provide access to appropriate training and support in a safe and familiar environment.

The program operates across Australia to enable and empower older people through local one-on-one and small group learning sessions, supported by digital mentors and underpinned by a learning portal, which includes a range of free courses and resources to help improve skills.

More than 60 people took advantage of the program City of Darwin libraries offered, including one-on-one help from a digital mentor and 16 group classes covering topics such as getting to know your smartphone or tablet, shopping online and social media explained.

### Be Connected testimonials:

*"This program has been a lifesaver"*

*"Very happy, would like to keep learning and interested"*

*"Extremely informative, certainly learnt a lot today. Sam is a very good, patient teacher"*

*"Great informative session, very easy to follow great answers that were directed at a learner to fully understand. No buzz words, nothing I found was hard"*

*"Thank you for helping me find information in my language"*

*"Very helpful, shows me where to look for more help"*

*"It's good, very easy to follow"*

*"Thoroughly enjoyable and learnt a lot – thank you"*

*"Great class – always need these. GREAT class 4 OLDER OZZIES. Thanks muchly ALL"*

*"Enjoyable, easy to follow instructions"*

In 2017/18, City of Darwin libraries had 464,153 visits across the four locations, and the nearly 30,000 library members borrowed a total of 438,221 items from the collection.

More than 130 new items were added to the library collection each week, and 27% of the 90,000+ item collection has been published in the past five years.

City of Darwin libraries members now have access to more than 10,000 e-books from our online collections and the number of e-books borrowed during the year rose 52% from the previous year to 13,127.

Library visitors used our services to print 260,714 pages and we recorded nearly 80,000 free wi-fi sessions, which were accessed on personal devices or laptops and tablets borrowed for use in the library.

Several new programs were added to regular library activities, including TechZone, Robotics Club and Be Connected group computer classes. There has been a 16% increase in overall event attendance, with 36,619 people attending library events throughout the year.

In response to community feedback that it can be difficult to find a quiet area in a busy public library, funding was secured through the Northern Territory Government's Department of Housing and Community Development Special Purpose Grant to build a dedicated quiet space at Casuarina Library. The Library Quiet Space, which opened in April, seats 25 people, has easy access to power and internet, and accessible room with adjustable desk. It provides immeasurable benefits to library users and community members who are studying, working or just want a peaceful place to read.

City of Darwin libraries source e-books from two different suppliers: Bolinda and Overdrive. Bolinda is a shared resource with the other public libraries throughout the Northern Territory and jointly funded, whereas Overdrive is funded and managed by City of Darwin. The past year has seen considerable growth in both in the number of e-books available and borrowed through Overdrive. The purchase of 500 titles by popular Australian authors, including Liane Moriarty, Matthew Reilly, Jane Harper and Tony Park, has been well received. More e-books by popular international authors, including David Baldacci, Jeffrey Archer, Hakan Nesser and Iris Johannsen, are also available. The "suggest an item" option is well used.

There has been a 52% rise in e-book loans compared with the previous year. The number of e-books available has increased by 61%, providing customers with a much wider range of content and authors. Registered users also increased by 18%.

Casuarina Library opened their doors for a Family Fun Day on 20 May 2018. The event was a feature of Library and Information Week 2018 at which the library showcased its programs and spaces that the community can access. During the event, the community enjoyed Story Times, built Lego creations, had fun with STEAM activities, played with the tech toys, and voted in the KROC (Kids Reading Oz Choice) Awards. It is estimated that more than 1,500 people attended the event over four hours, 52 new members joined libraries and more than 110 people took part in a scavenger hunt. Territory FM broadcast live from the event.

This year's Young Territory Author competition and awards, hosted by City of Darwin, attracted more than 180 entries from 324 authors from across the Northern Territory. This was the 27th year of the event with the number of entries and participants growing each year with entries from Palmerston, Litchfield, Wagait Shire, Nhulunbuy, the Alice Springs region and Katherine. The awards aim to provide an avenue through which young Territory authors can share their writing and have their work recognised as pieces of literary worth.

Eighteen-year-old Jessica Phelan from Katherine has won \$500 for her book, *The Guardian*. Nightcliff Primary School took out the \$500 school prize for their book, *Paper Pandemonium*, by class 5/6 Moore students.

With so many worthy entrants of the top prize, Jessica's books stood out from the rest as the judges thought the book was ready to be published.

In June 2018, City of Darwin libraries launched its first Little Free Library. The Little Free Library by the Sea was unveiled on the Nightcliff Foreshore in support of the Little Free Libraries global phenomenon. The Little Free Library is available to all members of the community to take a book or add a book in the spirit of reading and community. The project was initiated by a local 11-year-old boy, Peter Susanto, who had seen little libraries when travelling interstate. In recognition of Peter's idea, his poem *Home* is featured on the house-shaped Little Library.





## ECONOMIC GROWTH SUPPORTED

Council endorsed initiatives in 2017/18 that will contribute to stabilising Darwin's economy. As part of the 2018/19 budget, Council put a freeze on parking fees. Three scenarios were considered: a zero increase, CPI increase of 1% or CPI plus 5% as outlined in the long-term parking strategy. Parking fees were put on hold for the second year in a row in recognition of the slowdown of the economic activity in the city centre.

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

In 2017/18, Council administered 11,820 commercial and non-commercial leases, licences, outdoor dining (both licensed and unlicensed), and agreements. As at 30 June 2018, Council did not have any properties available for lease. Premises at China Town Car Park and West Lane Arcade

were being used for pop up-businesses to support city centre activation and economic growth.

Council's freehold properties include:

- CBD car parks, West Lane with 11 commercial tenancies and China Town with one tenancy.
- Commercial leases, including Foreshore Restaurant Café, Darwin Entertainment Centre, Time Out Gym, Pee Wees Restaurant, Doctor's Gully, Gardens Park Golf Course and United Petroleum service 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 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.

## DARWIN CITY DEAL

During 2017/18, the Commonwealth and Northern Territory Governments signed a Memorandum of Understanding to work together to develop a City Deal.

City Deals are a collaborative process between all three tiers of government to develop policies and investments that create future-ready cities.

The Darwin City Deal is a 10-year initiative in planning, which will address Darwin's unique challenges and put our city on the path to economic prosperity and sustainable growth.

Challenges affecting Darwin relate to low population and a high level of commercial vacancies, which in turn are impacting local business. Urban heat impacts on the liveability and walkability of the city and being able to attract a skilled workforce impacts Darwin's economic performance.

Actions to address these challenges include initiatives to cool and green the city centre and stimulating the city centre economy with a modern university campus.

Cavenagh Street has been identified as one of Darwin's hottest locations. The construction of a shade structure is underway and will see the installation of new trees and green walls to cool and green the city.

Work has commenced on the development of an underground car park in what will be known as the State Square precinct. Moving existing car parking underground will create more space for landscaping, walkways and relaxation/social areas. The car park will have a dual function as a cyclone shelter for the city.

The Northern Territory Government is continuing to work with the Commonwealth to finalise the details of the City Deal in 2018/19.

## TOWARDS 2020 FOR A VIBRANT, FLEXIBLE AND TROPICAL CITY

In 2018/19 Council will:

- Work collaboratively with the Northern Territory Government to formalise the Darwin City Deal.
- Implement City of Darwin's Street Lighting Project to deliver new LED luminaries and smart controls for more than 9000 street and public lighting assets across the municipality.
- Deliver the Urban Oval Lights project to implement lighting at Bagot, Nightcliff and Gardens ovals.
- Deliver the Lakeside Drive rehabilitation project.
- Facilitate the continued replacement and upgrade to playground and playground shade.
- Develop an Economic Development Plan for City of Darwin.



COOLING THE CITY PROJECT





## Environmentally Sustainable City

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

# GOAL 3



### COUNCIL'S CARBON FOOTPRINT REDUCED

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

- Open up unused Council-managed land for renewable energy – for example, landfills and road reserves.
- Roll out energy-efficient street lighting across the municipality.
- Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
- Ensure that the practices of local government contractors and financing are aligned with Council goals relating to renewable energy, energy efficiency and sustainable transport.
- Encourage sustainable transport use – public transport walking and cycling – through Council transport planning and design.

Implementation of the Energy Strategy may result in projects such as upgrades to street lighting, a large-scale solar farm at Shoal Bay, hybrid vehicles and rooftop PV at the Civic Centre. Rooftop PV at the Civic Centre will be installed in the 2018/19 financial year.

Council's investment in initiatives such as the photo voltaic systems at Nightcliff and Casuarina Pools and Casuarina Library continues to deliver cost savings. In 2017/18, Council saved \$130,000 as a result of rooftop solar across the municipality.

The *Evolving Darwin Towards 2020 Strategic Plan* set a target for Council to achieve a 15% reduction in carbon emissions by 2016/17 (based on 2008/09 emissions of 3,579tCO<sub>2</sub>-e). This target was achieved. Council continues to monitor emissions and in 2017/18 recorded greenhouse gas emissions of 3,867.8tCO<sub>2</sub>-e.

This represents an overall reduction of only 8.2% based on 2008/09 emissions. This increase in emissions (compared with recent years) is attributed to an increase in electricity consumption from the reconstructed Parap Pool and the installation of pneumatic pumps for leachate treatment.

### DARWIN COMMUNITY'S CARBON FOOTPRINT REDUCED

Council has a pivotal role in educating the community about climate change and managing our environment in a responsible way. In 2018/19, Council will propose to ban all single-use plastic items from all Council-run events and from all markets in the Council area. An implementation plan will be put in place to ensure the ban comes into effect from 1 January 2019.

Each year Council facilitates events that educate and inform the community.

This was the second year that Bat Night was held. More than 70 people heard guest speaker Dr Damian Milne talk about bats in the Darwin region and their importance. This event further demonstrates Council's success with online technologies as a means of communicating. It was advertised via Facebook at no cost and reached more than 5,000 people.

More than 100 riders took part in Ride 2 Work Day at Raintree Park in October 2017. Businesses worked with Council to provide free breakfast to participants as they reached the end point at the Civic Centre.

For the second year in a row, City of Darwin joined with Aussie Backyard Bird Count, which seeks to encourage local community participation in a bird counting initiative. The event was held during Bird Week at East Point Reserve. Local amateur naturalist John Rawsthorne led the bike ride.

City of Darwin educated students from Alawa Primary and Anula Primary schools about backyard bird counts. Students learnt about the different kinds of birds that make use of the school ground habitat.

The Climate Change Challenge, which is aimed at youth engagement, attracted six teams from three schools to compete in a series of climate change and environmental challenges. 35 children and 25 parents attended.

The Jingili Primary School science expo is a day of science-themed stalls. This was the 5th year that Council supported the event provided an opportunity to engage with more than 200 children throughout the day.

Council worked with Territory Natural Resource Management, Conservation Volunteers Australia and Berry Springs Primary School to hold an event at East Point Reserve to educate and engage with the community on the locally extinct Atlas Moth. The moth is listed as a vulnerable species under Northern Territory Government parks and wildlife legislation. Council are working





in with the Government, conservation groups and the community to introduce the moth back to East Point Reserve.

A World Environment Day Forum was held to promote plastic-free initiatives. Guest speakers were from the Seabreeze Festival, Malak Markets and Waste Free NT. About 30 people attended.

Council's annual East Point Planting Day attracted six schools and more than 100 members of the public to plant trees. Experts from Eco Science NT were engaged to help educate the community so that they take ownership and pride in East Point Reserve.

## Shoal Bay Waste Management Facility

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.

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 12-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 allocated \$1 million towards this leading-edge research for leachate. The pilot trial is helping to shape the design and operation of the full-scale system to be used in the future.

The construction of Cell 5, the next stage of the landfill, was completed and opened for receiving putrescible waste in late 2017. Cell 5, which is to the immediate south of the landfill, 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.

Key components of the masterplan are redesigning the site entrance and construction of a new weighbridge, which will commence in 2018/19.

Council continued to work on the development of a long-term Waste Management Strategy for Darwin in 2017/18. 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 reduce 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 workshop and site inspections, have been completed. The policy development and guideline principles are underway. The policy and strategy will be completed in 2018/19.

In 2017/18, Helping People Achieve was announced as the successful contractor to manage the recycle shop at the Shoal Bay Waste Management Facility.

During the year, Council took part in Paintback, and ewaste and battery recovery programs. Paintback is a paint stewardship program, which diverts unwanted paint from landfill for responsible disposal and innovative reuse.

## CONSERVE AND PROTECT THE DARWIN ENVIRONMENT

Gardens for Wildlife, a voluntary program to encourage schools and residents to create wildlife habitats in their garden, was launched in 2017/18. It connects the Darwin community to their local environment and provides information on how to create wildlife-friendly tropical gardens. Five schools joined the program, which will be promoted more broadly in 2018/19.

It was the final year of implementing the East Point Reserve Biodiversity Strategy, and a commitment to review and extend the strategy into a larger area with a stronger focus on improving biodiversity. Achievements below can be directly attributed to the successful delivery of the strategy. Unfortunately, the Osprey nest platform did not attract nesting birds.

- Delivery of five biodiversity surveys, including weed, flora, fauna and revegetation assessments.
- 8000m<sup>2</sup> of forest has been revegetated over the life of the plan.
- Regular wallaby surveys recording on average 160 wallabies per count; the highest number recorded was 256.
- Activities to manage weeds, feral animals and vegetation.
- Support of research projects by universities, including research of fiddler crabs and forest bird behaviour.
- Completion of all but one action to reintroduce the Atlas Moth.

Conservation activities can be challenging for Council. Data reliability and the introduction or increased populations of pests, such as cane toads, may impact Council's conservation actions. Council aims to achieve a more holistic approach with the East Point Reserve biodiversity plan.

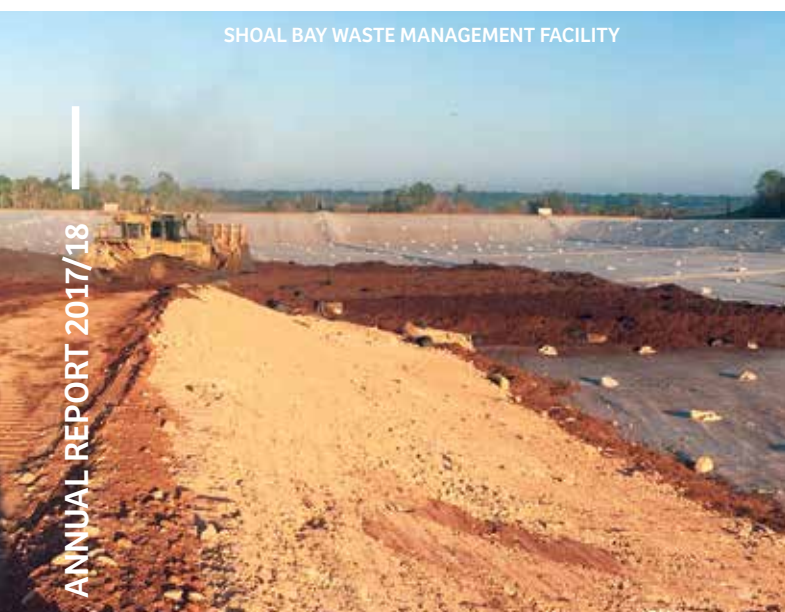
### Coastal Foreshore Erosion

Council continued its commitment to mitigating the impacts of coastal erosion by providing \$610,000 to continue implementation of the Coastal Erosion Management Plan. Minor coastal erosion works were undertaken along the Mindil Beach and Nightcliff Beach foreshores in 2017/18. The City of Darwin Coastal Erosion Management Plan ensures Council maintains a focus on identification of the greatest risks, and prevention and restoration affecting areas under its control and management. The plan is intended to mitigate coastal erosion along the Darwin coastline and provide protection of nationally significant military heritage, with the added benefit of managing legacy asbestos issues.

DARWIN BEACH



SHOAL BAY WASTE MANAGEMENT FACILITY







CITY OF DARWIN STAFF TREE REPLANTING



## TOWARDS 2020 FOR AN ENVIRONMENTALLY SUSTAINABLE CITY

### In 2018/19 Council will:

- Implement the ban on single-use plastics to all markets in the Darwin municipality, encourage greater action on single-use plastic and enforce the single-use plastic bag ban by 1 January 2019.
- Investigate opportunities for commercial composting to close the loop on compostable plastic alternatives.
- Expand Gardens for Wildlife to the broader community.
- Expand education and information strategies to the broader community group network, not just schools.
- Develop a new, more holistic biodiversity plan for East Point Reserve.
- Improve strategies for management of weeds and pests across the municipality.
- Deliver the Civic Centre Solar PV project.
- Deliver a pilot project to increase recovery of materials from landfill at the Shoal Bay Waste Management Facility to improve waste diversion rates.
- Implement a new Shoal Bay Waste Management Facility operations contract.





## Historic and Culturally Rich City

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

# GOAL 4



### RECOGNISED KEY ACTIVITIES AND EVENTS

City of Darwin delivers an events program each year to promote and support activities that celebrate local history, military background and cultural diversity.

Annual events program highlights for 2017/18 are outlined below.

#### Royal Darwin Show 27 - 29 July 2017

City of Darwin continued its support for the Darwin Show via a three-day program and exhibition. A large marquee was erected, which included several information displays for departments and teams within Council.

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

More than 51,000 people attended the Show over the three days and staff estimate 1,700 attended the Council marquee and shed. The highest attendance day was the Friday, which directly reflects general show patronage figures. The site was attended by the Lord Mayor, Elected Members, the Executive Leadership Team and Council staff.

#### City of Darwin hosted *HMAS Darwin* to exercise the right of Freedom of Entry.

The City of Darwin was transformed into a ceremonial naval frontline on Saturday, 4 November 2017, as an historic Exercise of Freedom of Entry Parade took place.

City of Darwin was proud to honour *HMAS Darwin* in the Exercising of Freedom of Entry Parade before the ship was decommissioned in December 2017.

*HMAS Darwin* was originally granted Freedom of Entry on 25 October 1985.

#### Christmas 2017

City of Darwin transformed the city centre throughout December 2017 to celebrate Christmas with the community. Decorations were placed throughout the city centre and Christmas street light banners were placed at more than 110 sites. The Lord Mayor started the celebrations by switching on the tree lights at the Darwin City Christmas Boutique Markets on 1 December. The Mall was at the centre of activities throughout the month with Santa's Village, music in the Galleria, activities and decorations. Partnering Darwin City Waterfront Retailers Association, Council launched the inaugural Christmas in Darwin Shop Window Competition. City of Darwin also hosted a Family Water Fun afternoon at the Casuarina swimming pool. Plans are underway to expand Christmas activities across the municipality in 2018.

#### 2018 Australia Day Flag Raising and Citizenship Ceremony

Australia Day celebrations commenced with the raising of the Australian flag by local military and the annual Australia Day Citizenship and Awards Ceremony at the Darwin Convention Centre.

30 people received their citizenship with an overall attendance of 250 guests. 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.

Australia Day also marked the official opening of the Parap Pool redevelopment. Details of the project can be found on page 49 of the report.

#### AUSTRALIA DAY AWARD WINNERS 2018

Darwin Citizen of the Year – Robyn Wardle

Darwin Young Citizen of the Year – Rhys Barden

Darwin Community Event of the Year – Darwin Park Run





City of Darwin holds citizenship ceremonies throughout the year to officially welcome our nation’s newest citizens. In 2017/18, City of Darwin welcomed 371 new citizens. An overview of who our new citizens are is provided in Table 2.

MONTH	NUMBER OF ADULTS	DEPENDENTS	NUMBER OF COUNTRIES
July	48	14	14
September	42	13	17
October	26	3	10
November	21	10	13
January	27	3	10
February	38	4	13
March	42	4	21
May	29	9	16
June	36	2	18
	309	62	

TABLE 2 CITIZENSHIPS 2017/18

LORD MAYOR, KON VATSKALIS



The Bombing of Darwin  
76th Anniversary  
Commemorative Program

The Bombing of Darwin Commemorative program is Council’s signature event. A national day of observance, Bombing of Darwin Day 76th Anniversary was held on 18 February 2018 and attracted about 2,500 people. The event, which was supported by a \$35,000 Northern Territory Government grant, included a commemorative service and high tea at the Civic Centre.

Commonwealth Games  
Queen’s Baton Relay

The Commonwealth Games Queen’s Baton Relay reached Darwin in March 2018. Council supported local baton bearers as they travelled the streets of the city. Celebrations included a free family event at the Waterfront featuring ARIA award-winner Jessica Mauboy and local supporting artists.

2018 Anzac Day Dawn service  
and parade traffic management

More than 3,000 attended the 2018 Anzac Day dawn service and parade with 1,000 past and present Australian Defence personnel marching. City of Darwin implemented traffic management and community safety measures to ensure a seamless event. City of Darwin provides support to the RSL to run the event.



DARWIN COMMUNITY EVENTS





## COMMUNITY LIFE RICH IN CREATIVITY

City of Darwin is well recognised for its diverse culture and creative community. 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 the quality life for all in the community.

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

As a member of the National Local Government Cultural Forum, a partnership between the Cultural Development Network, the Australia Council for the Arts and the Australian Local Government Association, 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 first public art commission, as outlined in the Public Art Pilot Plan, is *Integrated Art*, which is part of the Parap Pool redevelopment. The artwork is a dynamic and engaging work that interacts and provides a counterpoint to the architecture of the new building. The commission was won by artist Jill Chism and the work completed in November 2017.

City of Darwin launched a new public art program, CITYLIFE Platform, in February 2018. Funding of \$120,000 over three years will provide public art infrastructure, transforming outdoor spaces into open air galleries. CITYLIFE Platform features local artwork displayed in light boxes in Smith Street Mall, Chinatown Car Park and at Nightcliff Pool. The light boxes will host a variety of temporary exhibitions throughout the life of the

program. The first exhibition, *Northern Lights*, was on display for four months. The second exhibition, *Glamorama Futurama*, a celebration of Darwin's urban history that places architecture and lifestyle at the forefront of popular culture, commenced in June 2018.

The Fuel Up Professional Development Program, designed to build the capacity and skills of local artists, started in 2017. It included:

- A one-day workshop hosted by Jill Chism, the Parap Pool public artist, for 10 *Pitch your Tent* artists in June 2017. *Pitch your Tent* was an installation project at the Darwin Fringe Festival opening night on Saturday 7 July 2017. Between 200 and 300 people engaged with the 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 on 1-2 September 2017.
- A series of professional development and hands-on skills-building workshops in 2017/18.

Council undertook a review of the Sister Cities program in 2017/18, resulting in a greater focus on international relations. An Internal Relations Advisory Committee has been established and 2018/19 will see a renewed focus on international relations and associated activities.

City of Darwin has been an active Sister City participant for more than 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.



DARWIN ENTERTAINMENT CENTRE UPGRADES

## DARWIN ENTERTAINMENT CENTRE UPGRADES

The Darwin Entertainment Centre was closed from December 2017 to April 2018 for major upgrades. The \$7.1 million project included the installation of a new air conditioning plant and improvement to the facility's fire and smoke detection system. Upgrades to this key cultural asset for Darwin ensures it remains the leading performing arts centre in the Northern Territory. Upgrades coincided with the 30th anniversary of the Centre.





DARWIN COMMUNITY EVENT

## TOWARDS 2020 FOR A HISTORIC AND CULTURALLY RICH CITY

### In 2018/19 Council will:

- Continue to look for opportunities to celebrate Darwin's rich culture through events.
- Expanding Christmas celebrations to the suburbs in 2018.
- Develop and implement the framework for City of Darwin's role and activities in international relations.





## Effective and Responsible Governance

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

# GOAL 5



### QUALITY SERVICES

City of Darwin continued to focus on improving the customer experience by using technology to streamline processes and seeking opportunities to deliver quality services to our community. During 2017/18, Customer Service improved the EFTPOS system to integrate it with financial software.

Council's Customer Service team responds to enquiries, including about parks, ovals, community centre bookings, animal registrations, processing payments, the street food program and the coordination of events on Council-controlled land. During 2017/18, the Customer Service team provided logistical support and guidance to 99 major external events, including Darwin Festival, Nightcliff Seabreeze Festival, Greek Glenti and Million Paws Walk.

Several spaces around the city and foreshore are now home to food trucks. During 2017/18, Council issued 50 Street Food Permits for 18 locations; Nightcliff foreshore was the most popular.

Communication and marketing strategies have been critical in 2017/18 in building community trust and confidence, and providing an avenue for the community to be informed during events such as Cyclone Marcus. Strategies included pre-cyclone communications, essential media, and distribution of public information during and immediately after the event. Council is continuing to inform the community of recovery efforts and has achieved a great response via social media, media releases and updates to Council's website. The public responded well to social media as a communication tool during a disaster-management event.

Each year Council puts in place a strategy and plan to manage communications for annual programs and one-off events and projects, including behaviour change programs. During 2017/18, Council increased its Facebook followers by 58%, from 6,710 to 10,639. The annual Community Satisfaction Survey showed social media is the primary and preferred method of finding information about Council. Results further demonstrate that the community is using social

media as a way to lodge a service request with Council with a 7% increase in the number of customers contacting Council via social media.

Council's upgraded website was released in March 2017. Since its release Council has focussed on improving the functionality and mobile friendliness of the website. Internally, Council continues to upgrade its intranet site, Barry, as the primary tool for internal communications.

Online tools and social media challenge Council's communication strategies. Constantly changing Facebook algorithms have resulted in increased costs to Council from boosting posts to ensure they reach the desired targets. Reputation risk is more public with social media than via other communication mediums as the risk is immediate. The type of preferred content is changing with a growing interest in video. The challenge of responding openly and quickly to online communication and requests will require greater consideration with Council's communications and customer service strategies.

In 2017/18, the statistical profile for Darwin was updated to reflect the results of the 2016 Census. The statistical profile provides information about our population characteristics, community diversity, population trends and economic profile. It is a valuable community resource used by many sporting organisations, not-for-profit organisations and Council to support external funding applications. The profile is available via Council's website.

Council continued to manage its information technology assets during 2017/18. The primary focus was on addressing internal audit outcomes to implement improved security and IT resilience. New or upgraded software included the Sine visitor management system and tree inspection software, Nemus.





## QUALITY PEOPLE

During 2017/18, City of Darwin undertook enterprise bargaining negotiations to create a new certified agreement. Consultation on the Enterprise Agreement took place throughout the review period and voting was held between 29 May and 1 June 2018. For the first time, voting took place electronically; the Northern Territory Electoral Commission administered the process. The EBA has been agreed to by all parties and remains with the Fair Work Commission for review. The new agreement will be in place until 2020.

Employee turnover in 2017/18 reached a five-year high of 20%. As a result, recruitment of key positions has been a focus throughout the year. Council's Chief Executive Officer Mr Scott Waters commenced on 4 June 2018 and the recruitment of Executive Leadership Team roles was then undertaken. The full Executive Leadership Team will be in place at the end of October 2018.

Council continued its commitment to training and development throughout the year. The traineeship and graduate programs were advertised in late 2017, and two trainees and one graduate employee started before 30 June 2018.

In accordance with the Enterprise Agreement, City of Darwin staff are able to access counselling services for any situation that affects their personal or working life. Staff access to counselling services increased from 94 sessions in 2016/17 to 180 sessions in 2017/18. Counselling services provided

covered all aspects of counselling: vocational, interpersonal difficulties, occupational health, individual problems, addictive behaviours, and family and relationships problems.

On average in 2017/18, staff used 11.2 days of personal leave. This is a decrease of about 30% on the previous year and the lowest rate in the past five years.

There were six industrial disputes referred to Fair Work Australia in 2017/18. Three were lodged in July 2017 and three in March 2018. Council aims to resolve these matters where possible through mediation.

Safety of staff and community is a Council priority. During 2017/18, all workplace health and safety documentation was reviewed for accuracy of content. The Workplace Health and Safety Management System Policy has been updated to meet new standards ISO45001. Council has implemented the industry best practice investigation methodology ICAM (Incident Cause Analysis Method) to all incident investigations. It is the first year on record that Council has experienced no long-term lost-time injuries.

A more detailed report on workplace health and safety can be found on page 100 of this report.

Many of Council's employee practices and policies have been under review in 2017/18 and will be finalised in 2018/19.

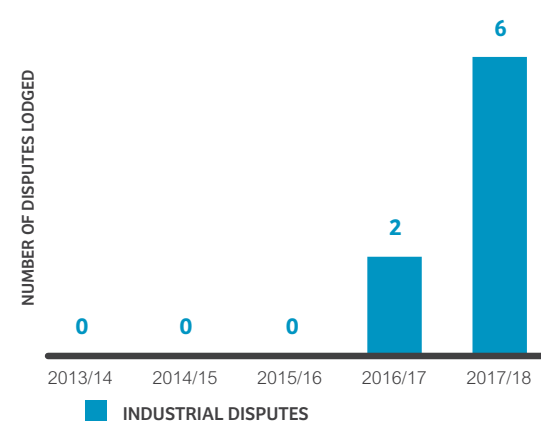
FIGURE 3

### PERSONAL LEAVE TAKEN BY STAFF 2017/18



FIGURE 4

### STAFF INDUSTRIAL DISPUTES 2017/18



## 2018 LGPRO AUSTRALASIAN MANAGEMENT CHALLENGE

For the past 19 years, City of Darwin has taken part in the Local Government Professionals (LGPro) Australasian Management Challenge, formerly Local Government Managers Association Management Challenge, which involves competing against Northern Territory councils and the winner going to a national contest.

The 2018 LGPro Management Challenge Northern Territory Division regional challenge event was held in Alice Springs. City of Darwin's team, Dragonfly Collective, won the regional event and travelled to Canberra in August 2018 to compete in the national event, which covers Australia and New Zealand. The overall winner at the national event was the team from Bay of Plenty Regional Council in New Zealand.

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 2018 came from across Council, including Community Services, Governance, Capital Works, Civil Works, Climate Change and Environment, and People and Culture.

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 meet 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.





## GOOD GOVERNANCE

Council's community engagement policy was reviewed and endorsed in 2017/18. More than 30 engagement activities were delivered through the Engage Darwin Program. To support Engage Darwin, council secured access to an online engagement platform, which enables members of the public to choose how they wish to be engaged and be kept informed of Council matters. As at 30 June 2018, there were 976 people registered for Engage Darwin. Council will continue to focus on building the participation database in 2018/19.

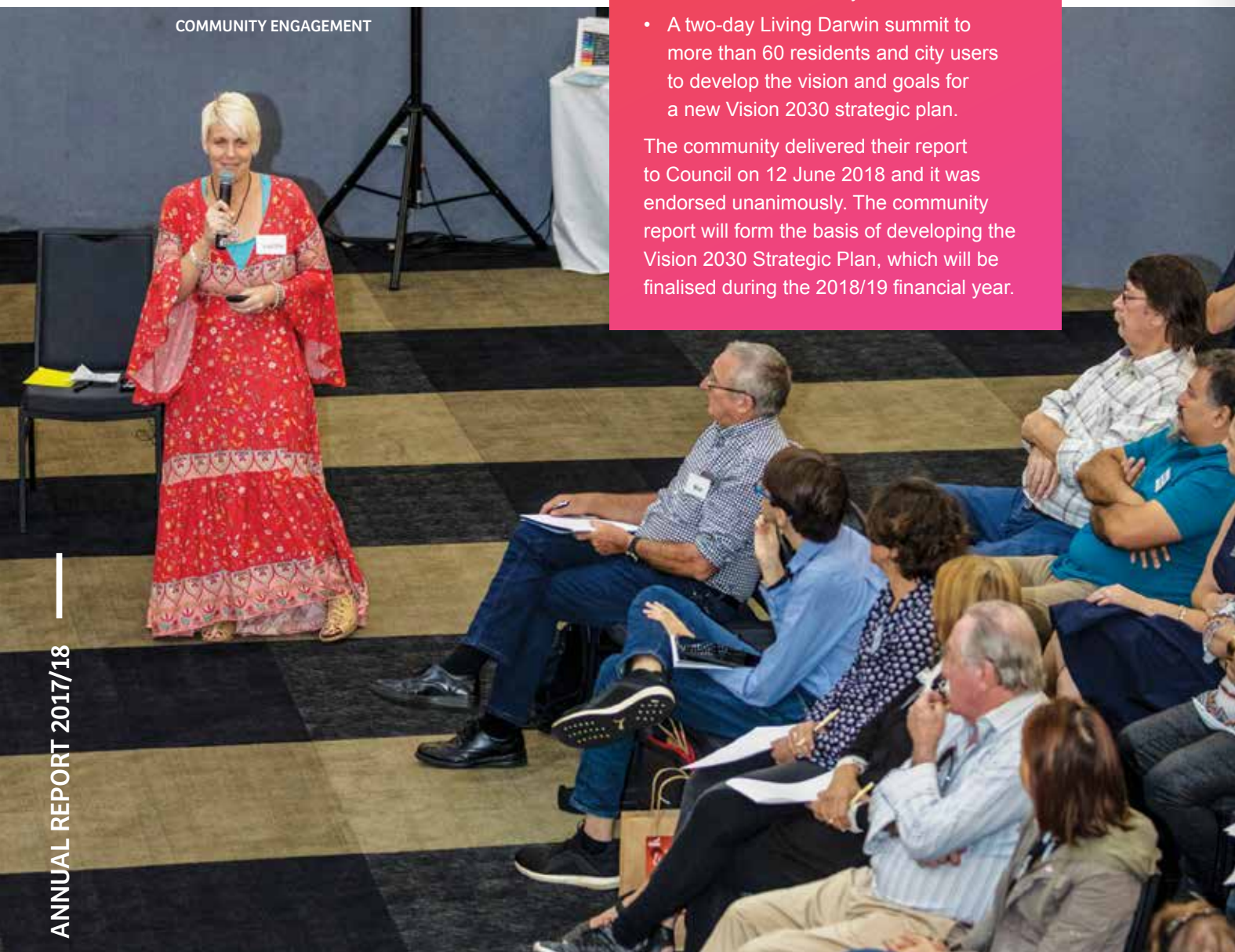
### VISION 2030 - LIVING DARWIN

In early 2018, City of Darwin delivered the Vision 2030 – Living Darwin Project, a large-scale community engagement project to inform the development of a new strategic plan for Council. Key elements of the project included the delivery of:

- An online survey to more than 400 residents and city users.
- A two-day Living Darwin summit to more than 60 residents and city users to develop the vision and goals for a new Vision 2030 strategic plan.

The community delivered their report to Council on 12 June 2018 and it was endorsed unanimously. The community report will form the basis of developing the Vision 2030 Strategic Plan, which will be finalised during the 2018/19 financial year.

COMMUNITY ENGAGEMENT



Further details of Engagement activities are found on page 94 of this report.

Following the election of the 22nd Council in late 2017, Council resolved to hold an Ordinary Council Meeting in the community each quarter. In 2017/18, 2nd Ordinary Meetings were held at Casuarina Library in February 2018 and Karama Library in June 2018. Holding Council meetings in the community enhances Council's engagement with the community and increases access to Council decision-making processes.

Review of Council's Risk Management Framework has continued during the year and all operational risk assessments and existing Business Continuity Plans transitioned to the new organisational structure effective on 1 July 2017. Strategic and operational risk assessments will be further reviewed following the finalisation of a new structure in 2018/19. Further work on Business Continuity Plans will be undertaken as Council addressed the broader strategies for emergency management.

For the past 12 months, Council has been developing an online system to help in managing the Control Self-Assessment Program. System testing has occurred through the year and it is anticipated that the system will be live during the 2018/19 financial year.

Council has continued to deliver on its legislative and government responsibilities during the year. The draft budget and Municipal Plan for 2018/19 were endorsed in May 2018 to enable community consultation. Consultation was open for not less than 21 days. The final budget and Municipal Plan were adopted by Council at the 2nd Ordinary Meeting in June. The 2016/17 Annual Report and financial statements were adopted by Council at the 1st Ordinary Meeting in November 2017.

A three-year policy review program has been developed for the 22nd Council. Reviews are progressing but not as quickly as planned, largely due to operational impacts resulting from Cyclone Marcus.

In February and March 2018, Council delivered the annual City of Darwin community satisfaction survey. The survey provides Council with insight into the perceptions of our community and level of satisfaction with Council's performance. Satisfaction is assessed against Council's performance in 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 the annual Municipal Plan. In 2017/18, 699 residents were surveyed. The survey report is available on Council's website. The results help Council to better plan and allocate resources to match community priorities and benchmark its performance against other local governments.





## EFFECTIVE LEADERSHIP AND ADVOCACY

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

Council works with the Chief Minister of the Northern Territory through the NACCC to enhance the attraction, productivity, resilience and liveability of Darwin. Primary objectives of the committee in 2017/18 are revitalisation of the City Centre and progressing the City Deal with the Federal Government. Further information on the Darwin City Deal can be found on page 56 of this report.

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

Securing external funding is an important function of City of Darwin and a key outcome of effective advocacy. Boosting Council's annual budget with external funds provides an opportunity for Council to fast-track key projects, and deliver additional projects and programs aligned to the achievement of City of Darwin's *Evolving Darwin, Towards 2020 Strategic Plan*. External funding helps Council deliver community expectations while keeping rates increases to a minimum. External funding includes government operational funding, donations to Council, grants and partnered funding. Funding secured in 2017/18 is outlined in the following table.

CITY OF DARWIN			
PROJECT TITLE	PROGRAM	FUNDING AGENCY	FUNDING
Public Library Funding	Library Services	Northern Territory Government, Department of Arts and Museums	\$1,506,051
Fun Bus Program	Families and Children's	Northern Territory Government, Department of Children and Families	\$102,640
Financial Assistance Grants (FAGs) - Roads	Infrastructure Maintenance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,869,671
Financial Assistance Grants (FAGs) - General Purpose	Finance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,753,762
Street Light Maintenance	Street Lighting	Northern Territory Government, Department of Housing and Community Development	\$302,312
Mosquito Control	Stormwater Drainage Maintenance	Northern Territory Government, Department of Health	\$82,205
ANNUALLY RECURRING GRANTS AND OPERATING SUBSIDIES			\$5,616,641

PROJECT TITLE	CITY OF DARWIN PROGRAM	FUNDING AGENCY	FUNDING
Bennett/Cavenagh Street Intersection Upgrade	Capital Works	Northern Territory Government, Department of Infrastructure, Planning and Logistics	\$1,000,000
Switching on Darwin, Smart Cities Project	Smart Citites	Australian Government Department of Industry, Innovation and Science, Smart Cities and Regions Program	\$5,000,000
Switching on Darwin, Smart Cities Project	Smart Citites	Northern Territory Government, Department of Chief Minister	\$2,500,000
Urban and Regional Oval Lights Program	Recreation and Leisure	Northern Territory Government, Department of Tourism and Culture	\$250,000
Youth Week 2018	Youth Services	National Youth Week – Youth Engagement Grant, Northern Territory Government Department of Chief Minister, Office of Youth Affairs	\$2,000
Bombing of Darwin Day Commemoration	Recreation and Leisure	Northern Territory Government, Department of Chief Minister	\$35,000
Synthetic Turf Cricket Wicket	Recreation and Leisure	Northern Territory Cricket Association	\$6,840
Nightcliff Oval Coaches Boxes	Recreation and Leisure	Nightcliff Sports Club Inc	\$4,545
Amphitheatre Upgrades	Recreation and Leisure	Northern Territory Government, Department of Tourism and Culture	\$185,000
Velodrome Upgrades	Recreation and Leisure	Northern Territory Government, Department of Tourism and Culture	\$1,000,000
Chrisp Street Oval Redevelopment	Recreation and Leisure	Northern Territory Government, Department of Housing and Community Development	\$231,164
Smith Street Greening	Capital Works	Northern Territory Government, Department of Infrastructure, Planning and Logistics	\$3,000,000
Laneway Activation	Capital Works	Northern Territory Government, Department of Infrastructure, Planning and Logistics	\$2,000,000
Bennett and Smith Street Shading	Capital Works	Northern Territory Government, Department of Infrastructure, Planning and Logistics	\$1,000,000
Dwyer Park, The Narrows	Capital Works	Northern Territory Government, Department of Infrastructure, Planning and Logistics	\$83,653
Nightcliff Oval Security Gate	Recreation and Leisure	Royal Life Saving Society Australia NT	\$6,982





PROJECT TITLE	CITY OF DARWIN PROGRAM	FUNDING AGENCY	FUNDING
Air-conditioning Upgrade Project	Darwin Entertainment Centre	Northern Territory Government, Department of Housing and Community Development	\$2,000,000
Seniors Month	Community Development	Minister for Territory Families	\$1,000
Activation Grant		Good Things Foundation NT	\$6,000
Science Week Grant	Climate Change & Environment	Charles Darwin University	\$2,500
Youth Workshop	Youth Services	AFL Clinics 2017	\$150
Midnight Basketball	Youth Services	Midnight Basketball Australia	\$10,000
Projects and Programs from Grant Applications / Partnered Funding			\$18,324,833
TOTAL EXTERNALLY FUNDED PROGRAMS AND PROJECTS			\$23,941,474

TABLE 3 EXTERNAL FUNDING RECEIVED 2017/18

The table above 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.

## RESPONSIBLE FINANCIAL AND ASSET MANAGEMENT

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) covering four years, but City of Darwin prepares a LTFP covering 10 years on an annual basis. The 2016 to 2026 LTFP was adopted in September 2016.

City of Darwin LTFP is a key document that helps Council improve 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 3.05% per annum for the next 10 years. The rates increase in 2017/18 was set at 1.9%, 1.15% below the project rate in the LTFP.

In 2017/18, City of Darwin was the custodian of more than \$1 billion of community assets and infrastructure, such as swimming pools, buildings and land, roads, stormwater drainage systems, paths, and parks and reserves.

These assets deliver important services to our community. A key issue facing all local governments throughout Australia is the 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 develop its Asset Management Plans in 2018/19. Council's Asset Management Strategy places significant emphasis on costs associated with replacing and refurbishing existing infrastructure, and plans for new capital expenditure to meet the needs of our rapidly growing population.



COUNCIL MEETING

## TOWARDS 2020 FOR EFFECTIVE AND RESPONSIBLE GOVERNANCE

### In 2018/19 Council will:

- Finalise the Vision 2030 Strategic Plan and conduct a full review of the annual Municipal Plan.
- Finalise Council's Cyclone Marcus claim for Natural Disaster Relief and Recovery Arrangements funding.
- Onboard the new Executive Leadership Team and implement a new organisational structure across all internal systems and processes.
- Finalise the development of asset management plans and implement practices across Council to manage the plans.
- Improve workplace health and safety management systems and practices through structure, technology, and training and awareness programs.
- Implement tools to improve workplace health and safety incident reporting and contractor management.
- Improve Council's Emergency Management Framework by reviewing all emergency management (critical incident) response and business continuity plans and develop emergency recovery plans, training and scenario testing.

- Increase the use of digital and online tools to communicate and provide information at the right time and place to the appropriate audience.
- Continue to build relations with all media agencies by offering briefings, exclusives and fast and open responses to enquiries wherever possible.
- Continue to implement the recommendations of the Internal Communications Strategy to help the organisation be more cohesive, strategic, professional, collaborative and productive.
- New sponsorship policy and continue to channel all sponsorships through online system.
- Improve technology as a business tool with upgrades to ICT software and hardware and implementation of software tools for risk management, planning and performance, finance, information management and human resources.
- Create and implement technology options to increase the customer experience with Council.
- Continue to look for opportunities to collaborate and advocate in the lead-up to Federal and Northern Territory government elections.
- Raise awareness of Council and promote greater community involvement through Engage Darwin and open Council meetings, including meetings held at community locations.
- Investigate opportunities to improve service delivery as a result of Council's Smart Cities program and Switching On Darwin project.





PARKS MAINTENANCE

# 3.0 GOVERNANCE

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. The community are essential to helping Council set its priorities for the short, medium and long term.

City of Darwin's Governance Framework determines the legislative, procedural and regulatory activities that Council undertakes to ensure its practices are open and transparent, and comply with the *Local Government Act* and other legislation and standards. 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 is made up 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 decision-making and corporate functions, as outlined in the following pages.

## 3.1 DEMOCRATIC GOVERNANCE

### ROLE OF COUNCIL

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

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

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

Council is made up of 13 Elected Members, one of whom is the Lord Mayor, and all are elected by eligible voters. Elections are generally held every four years with the last election held on Saturday 26 August 2017. Polls were declared on 4 September 2017 and the Council inauguration ceremony held on 5 September 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 MEETINGS AND COMMITTEES

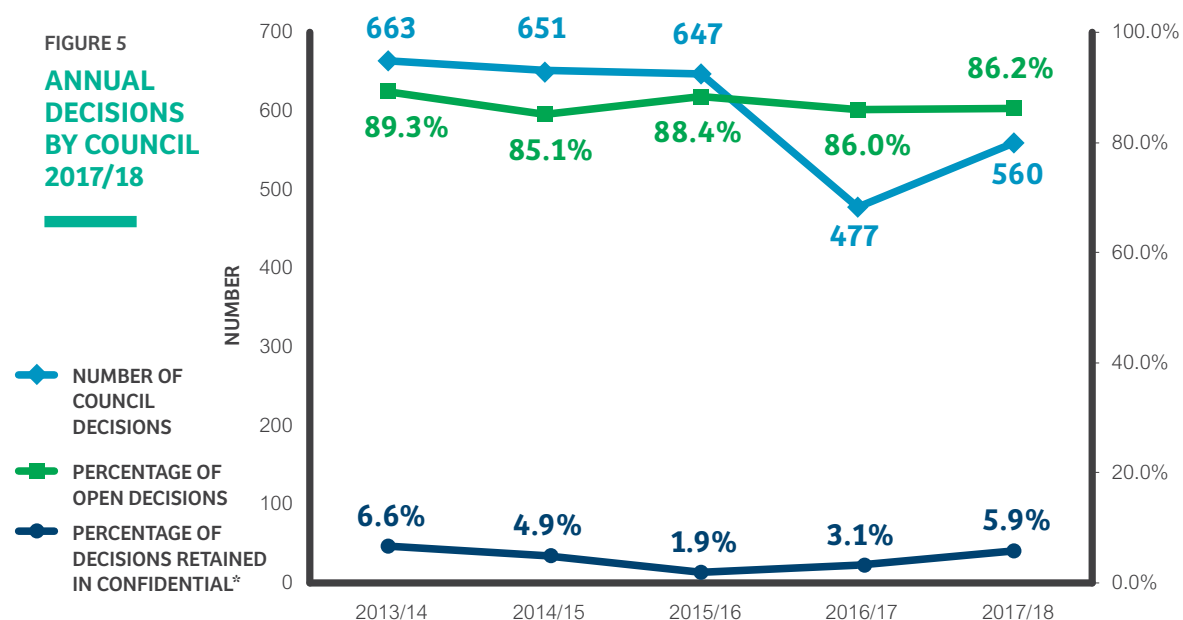
City of Darwin is committed to open and transparent decision-making and conducts its business in an open way. All Council meetings are open to the public. The public is only excluded for matters that are classified by the Local Government (Administration) Regulations as confidential. Live webcasting of open sections of Ordinary Council meetings takes place to build greater awareness and access to Council decision-making. Full agendas and minutes of Council and executive meetings are made available at [www.darwin.nt.gov.au](http://www.darwin.nt.gov.au) and at the Civic Centre and four public libraries.

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

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.

In 2017/18, the following six Executive Committees and five Advisory Committees were appointed to govern Council operations and provide advice on key functional areas of the business.

Ensuring 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 on the following pages.



The number of decisions recorded by Council over the past five years decreased with a more significant decline noted in 2016/17. This was largely due to the number of town planning matters considered by Council, the removal of administrative matters, such as listing of payments, and progression of major projects. Decisions in 2017/18 rose due to an increased

rate of splitting decisions and an increase in the number of special meetings held. The percentage of decisions made in open session is largely consistent over the same five-year period. About 85% of decisions are made in open each year.

Decisions retained in confidence have almost doubled on the previous year and are at a similar level as recorded in 2013/14.

### EXECUTIVE COMMITTEES

#### Administrative Review

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

#### Chief Executive Officer's Performance Evaluation

*To conduct and finalise the appraisal of the Chief Executive Officer*

#### City Life Committee

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

- Access and Inclusion.
- Arts and Culture.
- Community Development.
- Community Engagement.
- Customer Services.
- Darwin Entertainment Centre.
- Darwin Safer City.
- Families and Children.
- Libraries.
- Recreation, Leisure & Events.
- Regulatory Services.
- Youth.

#### City Operations Committee

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

- Asset Management.
- Building Services.
- Capital Works.
- Civil Works.
- Design.
- Development.
- Fleet/Workshop.
- Operations Administration & Stores.
- Parks & Reserves.
- Waste Management.
- Public lighting.

### MEMBERSHIP

Lord Mayor

Alderman Emma Young (Chair)  
Alderman Jimmy Bouhoris  
Alderman Justine Glover  
Alderman Rebecca Want De Rowe

Lord Mayor

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

Lord Mayor

Alderman Gary Haslett (Chair)  
Alderman Andrew Arthur  
Alderman Peter Pangquee

Lord Mayor

Alderman Rebecca Want de Rowe (Chair)  
Alderman Emma Young  
Alderman Robin Knox





## EXECUTIVE COMMITTEES

## MEMBERSHIP

**City Futures Committee**

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

- City Resilience.
- Climate Change & Environment.
- International relations (formerly Sister Cities).
- Investment attraction/Economic Development/Tourism.
- Planning - Strategic, Statutory, Social:
  - Development Applications referred from the Development Assessment Services (NTG)
  - Town Planning Strategy, Policies and Procedures
  - Strategic Planning matters such as Planning Scheme amendments, NT Planning Act amendments, discussion papers and proposed guidelines
  - Development and Planning Matters referred to Council from Developers, Community Groups and Individuals
  - Signage Applications, Policies and Procedures
  - Outdoor Dining Applications, Policy and Procedures.
- On-street & Off-street Parking.
- Smart City/Digital Delivery.

Lord Mayor

Alderman Sherry Cullen (Chair)

Alderman George Lambrinidis

Alderman Simon Niblock

**City Performance Committee**

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

- Business Services (Contracts, Property Administration).
- Financial Management.
- Information Technology.
- People, Culture & Capability.
- Records & Information Unit.
- Risk, Audit & Safety.
- Strategic Services.
- Communications & Marketing.
- Governance.
- Sponsorship.

Lord Mayor

Alderman Jimmy Bouhoris (Chair)

Alderman Justine Glover

Alderman Mick Palmer

TABLE 4 EXECUTIVE COMMITTEE REPRESENTATION 2017/18

## ADVISORY COMMITTEES

## ELECTED MEMBER REPRESENTATION

**Access and Inclusion**

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

Alderman Simon Niblock

Alderman Andrew Arthur (Alternate)

Community Membership

**Arts and Cultural Development**

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

Alderman Andrew Arthur

Alderman George Lambrinidis (Alternate)

Community Membership

**Bombing of Darwin and Military History**

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

Lord Mayor (Chair)

Alderman Andrew Arthur

Alderman Gary Haslett (Alternate)

Community Membership

**Risk Management & Audit  
(Executive Committee until March 2018)**

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

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

Alderman Jimmy Bouhoris  
(Chair City Performance Committee)

Alderman Justine Glover

All other Elected Members are Alternates

Community Representation

Ian Summers (Chair)

Craig Spencer

**Youth Advisory Group**

*To make recommendations to the City Life Committee on Youth matters*

Alderman Justine Glover

Alderman Jimmy Bouhoris (Alternate)

Youth Membership

TABLE 5 ADVISORY COMMITTEE REPRESENTATION 2017/18





OUTSIDE COMMITTEES	CITY OF DARWIN APPOINTED REPRESENTATIVE
<b>Arafura Games Steering Committee</b> <i>This committee is charged with determining the philosophy and guiding principles that will facilitate the return of the Arafura Games</i>	Lord Mayor (ex-officio)
<b>Council of Capital Cities Lord Mayors (CCCLM)</b> <i>To provide a national corporate entity for the effective co-ordination and representation of the special interests of the Capital Cities of the Australian States and the Northern Territory in their relations with other spheres of government</i>	Lord Mayor (ex-officio)
<b>Council of the Ageing NT Board of Management (COTA)</b> <i>COTA (NT) is the Peak Body for seniors in the Northern Territory and is dedicated to promoting the well-being of senior Territorians aged 50 years and over and indigenous Territorians aged 45 years and over</i>	Alderman George Lambrinidis Alderman Gary Haslett (Alternate)
<b>Development Consent Authority (DCA)</b> <i>Each division of the Development Consent Authority determines development applications within their area</i>	Alderman Sherry Cullen Alderman Mick Palmer Alderman Simon Niblock (Alternate)
<b>Local Government Association of the Northern Territory Executive Office (LGANT)</b> <ul style="list-style-type: none"><li>Initiate, promote and foster the development of strong, effective Local Government throughout the Territory.</li><li>Represent, promote, maintain and protect the interests of member and Local Government generally.</li><li>Encourage networking and consultation amongst members to advance their interests.</li><li>Provide information and advice to members on matters affecting Local Government.</li><li>Monitor proposed legislation and keep members informed of proposals of governments affecting Local Government.</li><li>Make legislative proposals to governments on issues that the Association considers necessary.</li><li>Provide services as agreed to by resolution of members and/or the Executive.</li><li>Support the Australian Local Government Association and State Local Government Associations and any other organisation committed to objectives similar to those of the Association.</li></ul>	Alderman Gary Haslett (Vice President - Municipal) Alderman Sherry Cullen (City of Darwin appointed member)
<b>Northern Australia Capital City Committee (NACCC)</b> <i>To provide a mechanism for co-ordination, planning and co-operation between the Territory Government and City of Darwin</i>	Lord Mayor (ex-officio)

OUTSIDE COMMITTEES	CITY OF DARWIN APPOINTED REPRESENTATIVE
<b>Rapid Creek Water Advisory Committee</b> <i>The Rapid Creek Water Advisory Committee (RCWAC) is established under section 23 of Water Act to advise the Minister and the Controller of Water Resources on water quality and water resource management issues affecting Rapid Creek and its catchment</i>	Alderman Robin Knox
<b>Top End Regional Organisation of Councils (TOPROC)</b> <i>TOPROC is committed to the sustainable development of our Greater Darwin Region</i>	Lord Mayor (ex-officio)
<b>Tourism Top End</b> <i>Tourism Top End is the Regional Tourist Association for the Top End Region of Australia's Northern Territory which includes Kakadu National Park, Litchfield National Park, the Tiwi Islands, West Arnhem Land and Nhulunbuy on the Gove Peninsula.</i>	Alderman Peter Pangquee

TABLE 6 ELECTED MEMBER REPRESENTATION ON OUTSIDE COMMITTEES 2017/18

APPOINTMENTS BY LOCAL GOVERNMENT ASSOCIATION OF THE NORTHERN TERRITORY (LGANT)	CITY OF DARWIN REPRESENTATIVES
<b>Animal Welfare Advisory Committee</b>	Alderman Justine Glover
<b>Neighbourhood Watch (NT) Committee</b>	Alderman Gary Haslett
<b>Partnership Group – Coastal &amp; Marine Management Strategy</b>	Alderman Robin Knox
<b>NT Settlement Planning and Outcomes Committees</b>	Alderman Robin Knox
<b>NT Water Safety Advisory Committee</b>	Alderman Robin Knox

TABLE 7 CITY OF DARWIN REPRESENTATIVES - LGANT APPOINTMENTS 2017/18





## ELECTED MEMBER MEETING ATTENDANCE

21ST COUNCIL	ORDINARY MEETINGS	22ND COUNCIL	ORDINARY MEETINGS
Lord Mayor, Katrina Fong Lim	3	Lord Mayor, Kon Vatskalis	17
Alderman Bob Elix	3	Alderman Andrew Arthur	18
Alderman Justine Glover	3	Alderman Jimmy Bouhoris	17
Alderman Gary Haslett	3	Alderman Sherry Cullen	18
Alderman Robin Knox	3	Alderman Justine Glover	18
Alderman Garry Lambert	3	Alderman Gary Haslett	18
Alderman George Lambrinidis	3	Alderman Robin Knox	16
Alderman Simon Niblock	2	Alderman George Lambrinidis	16
Alderman Mick Palmer	3	Alderman Simon Niblock	17
Alderman Rebecca Want de Rowe	3	Alderman Mick Palmer	17
Alderman Emma Young	2	Alderman Peter Pangquee	16
<b>Total Number of 21st Council Ordinary Meetings held in 2017/18</b>	<b>3</b>	Alderman Rebecca Want de Rowe	14
		Alderman Emma Young	16
		<b>Total Number of 22nd Council Ordinary Meetings held in 2017/18</b>	<b>18</b>

TABLE 8 21ST COUNCIL ELECTED MEMBER MEETING ATTENDANCE AT ORDINARY MEETINGS 2017/18

TABLE 9 22ND COUNCIL ELECTED MEMBER MEETING ATTENDANCE AT ORDINARY MEETINGS 2017/18

## 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 weeks as Deputy Lord Mayor from March 2016 to the conclusion of the term.

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 organisations, such as the Local Government Association of the Northern Territory.

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 Members' normal monthly payment as outlined on page 92.

## ELECTED MEMBER PROFESSIONAL DEVELOPMENT

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

In 2017/18, Elected Members could access up to \$3653.68, which included all associated costs such as travel, conference fees, meals and accommodation.

ACTIVITY / CONFERENCE	VENUE	ELECTED MEMBER
Australian Institute of Company Directors Course, August 2017	Darwin	Alderman Emma Young
Federation of Ethic Communities Council of Australia, October 2017	Darwin	Alderman Robin Knox
Cities 4.0 Summit, March 2018	Melbourne	Alderman Robin Knox
Streets Parking Places, March 2018	Darwin	Alderman Robin Knox
Risk and Audit Information Session, May 2018	Darwin	Alderman Justine Glover
National Summit, May 2018	Melbourne	Alderman George Lambrinidis
Australian Institute of Company Directors Course – Online Update, June 2018	Darwin	Alderman Gary Haslett

TABLE 10 ELECTED MEMBER PROFESSIONAL DEVELOPMENT 2017/18





FIGURE 6  
ELECTED  
MEMBERS  
ALLOWANCES  
2017/18

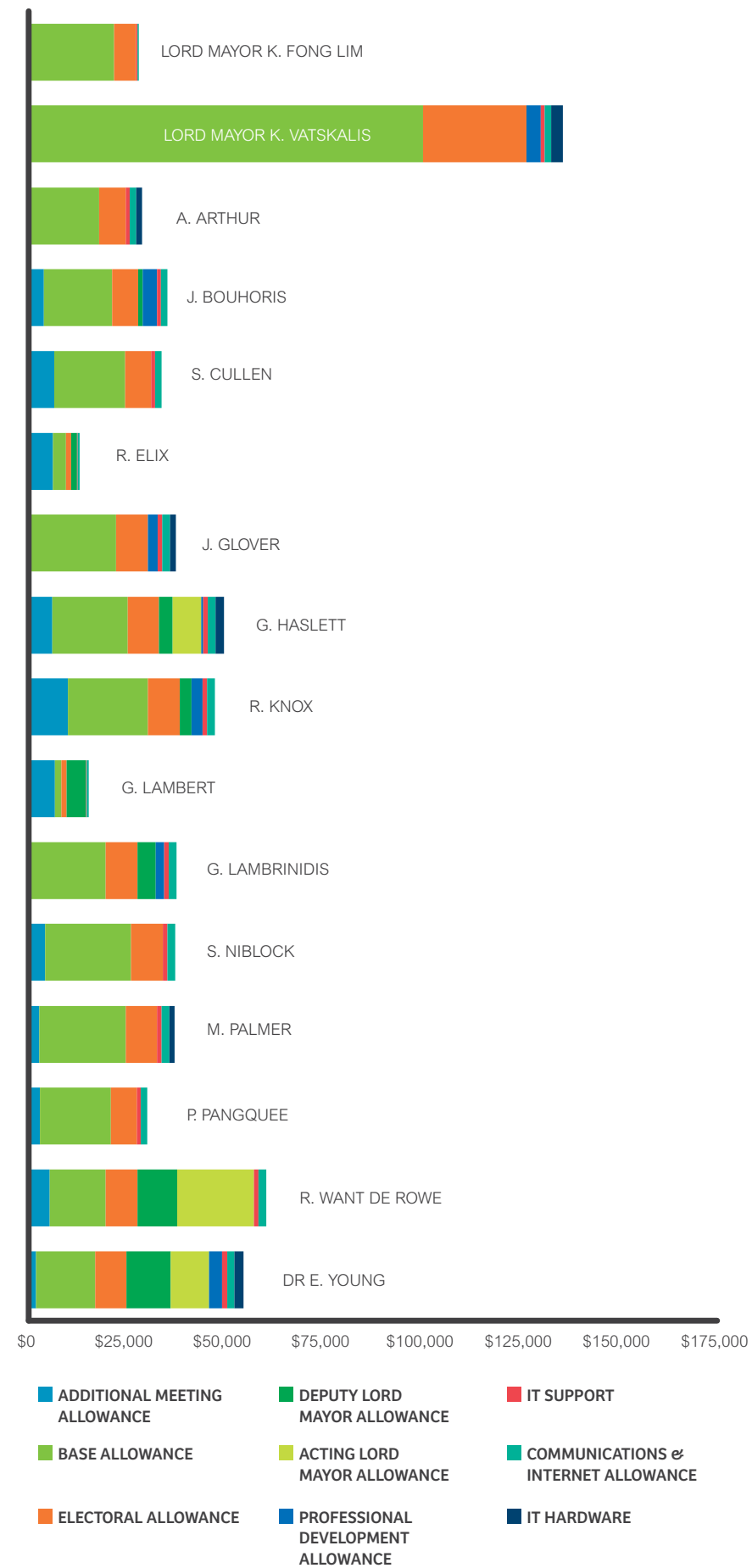
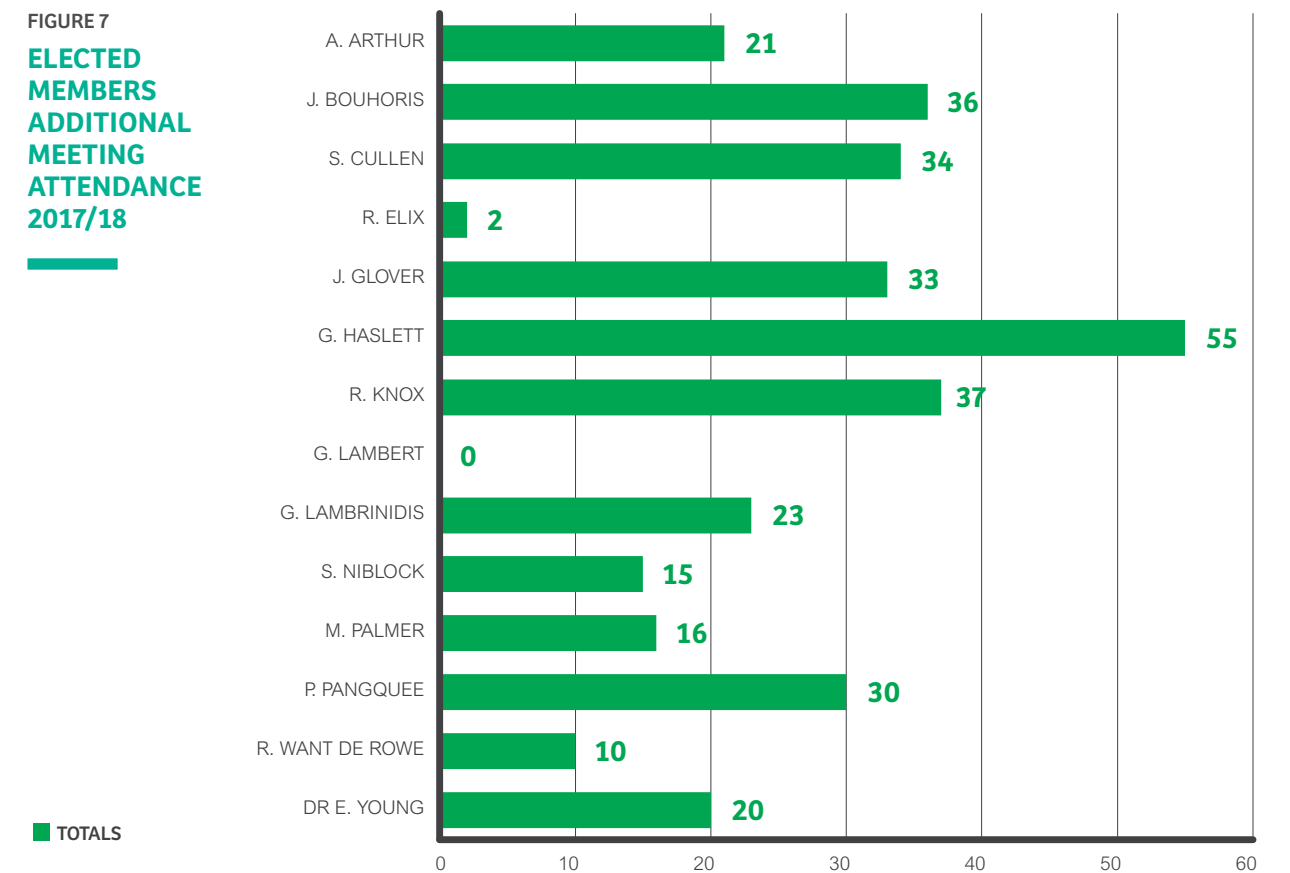


FIGURE 7  
ELECTED  
MEMBERS  
ADDITIONAL  
MEETING  
ATTENDANCE  
2017/18







## COMMUNITY ENGAGEMENT AND PARTICIPATION

In addition to its meeting structure, 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 reflect 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.

City of Darwin's Community Engagement Policy is available on its website at [www.darwin.nt.gov.au](http://www.darwin.nt.gov.au).

Thirty community engagement projects were delivered in 2017/18.

PROJECT	CONSULTATION LEVEL	PROJECT TIMING
Dog and Cat Management Strategy	Consult	May-August 2017
Gardens Road Parking	Consult	June-July 2017
Lee Point Road/Jabiru St Road Works	Inform	June-July 2017
Gardens Oval Lights	Consult	June-August 2017
Darwin Cenotaph Proposal	Consult	August 2017
Parap Road Parking	Consult	July 2017
Parap Pool Redevelopment	Inform project construction	Until January 2017
Nightcliff Foreshore Erosion and Stormwater Works	Inform and stakeholder engagement	March-July 2017
Playground upgrade – Maslin Park	Inform project construction	July 2017
Nightcliff Shops Car Parking	Involve	September-October 2017
Lakeside Drive Master Plan	Consult and Involve	September-October 2017
Cavenagh/Bennett St Intersection Upgrade	Inform and stakeholder management	October 2017 – continuing
Walkway 81 trial review	Involve	December 2017
Garramilla Boulevard	Inform	January 2018 – continuing
Nightcliff Oval Lights	Consult / Involve	February 2018 – continuing
Bagot Oval Lights	Consult / Involve	February 2018 – continuing
Jingili Regional Playground Upgrade Stage 1	Involve – stakeholders	February 2018
Garden of Reflection	Involve	February 2018
Carey St Parking	Consult	March 2018

PROJECT	CONSULTATION LEVEL	PROJECT TIMING
The Mall Playground	Consult and Inform	September 2017-March 2018
Access and Inclusion Strategy	Consult	April 2018
Verge Policy	Consult	May-June 2018
Regulatory Miscellaneous Policy	Consult	May-June 2018
Vision 2030 Living Darwin	Consult / Involve	April-June 2018
City Projects	Inform	March 2018 – continuing
Switching on Darwin	Inform / Consult / Involve	March 2018 – continuing
2018/19 Municipal Plan	Consult	June 2018
Walkway 104 Night Closure	Consult	May 2018
Community Engagement Policy	Consult	June/July 2018
Compliance and Enforcement Policy	Consult	June/July 2018

TABLE 11 COMMUNITY ENGAGEMENT 2017/18







## 3.2 CORPORATE GOVERNANCE

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

Activities include strategic planning and performance management, long-term financial and asset management planning, risk management, audit, legislative compliance and procurement. This is achieved by managing the city responsibly, with an efficient and effective organisational structure and staff. The following pages provide an overview of City of Darwin's key governance activities.

### OUR ORGANISATION

#### Chief Executive Officer

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 responses 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 four General Managers and an Executive Manager, form the Executive Leadership Team (ELT) to lead the organisation and implement the strategic direction and decisions of Council.

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

As at 30 June 2018 the structure consisted of five departments: City Life, City Operations, City Futures, City Performance and the Office of the Chief Executive. Each Department is led by a General Manager and the Executive Manager is responsible for the Office of the Lord Mayor and Chief Executive. For the period June to August 2018 the Chief Executive Officer was supported by a Deputy Chief Executive Officer, Dr Diana Leeder.

#### Office of the Lord Mayor and Chief Executive

- Communications and Marketing.
- Engagement and Participation.
- Governance.

#### City Life

- Arts and Cultural Development.
- Community Development.
- Customer Services.
- Darwin Entertainment Centre.
- Darwin Safer City.
- Family and Children's Services.
- Libraries.
- Recreation and Leisure.
- Regulatory Services.
- Youth Services.

#### City Operations

- Asset Management.
- Capital Works.
- City Operations.
- Civil Works.
- Design.
- Development.
- Fleet Management.
- Parks and Reserves.
- Street Lighting.
- Waste Management.

#### City Futures

- City Parking.
- City Planning.
- Climate Change and Environment.
- Economic Development and Tourism.
- Smart Cities.

#### City Performance

- Finance.
- Information Technology.
- People and Culture.
- Records and Information Management.
- Risk, Audit and Safety.
- Strategy and Outcomes.

### LOOKING FORWARD

In June 2018, City of Darwin's CEO announced a new organisational structure for Council. The future structure has been developed to take into account the challenges Council faces now and will face. Service delivery, accountability, collaboration and communication are at the core of the new structure at the Executive Management level and will see the creation of a new Chief Operating Officer position. The Executive Manager role has been rebranded to Chief of Staff and together, both these roles will support the Chief Executive role to fulfil his role. Other changes to the structure include redesigned General Manager City Operations and General Manager City Life positions to General Manager Engineering and City Services and General Manager Community and Regulatory Services respectively.

The General Manager City Futures role has been redesigned to the General Manager Innovation, Growth and Development Services.

CHIEF EXECUTIVE OFFICER,  
SCOTT WATERS





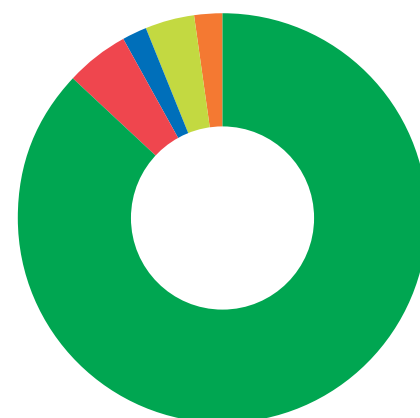


## OUR PEOPLE

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 the annual Municipal Plan and budget process, Council approves the staffing establishment. This includes permanent full-time, part-time, casual, temporary and contract positions. The approved establishment in 2017/18 was 350.4 full-time equivalent positions. Full-time equivalent positions takes into account job share, casual and part time staff, and does not directly relate to the number of people employed by Council. The graph below demonstrates employee status as at 30 June 2018.

FIGURE 8  
EMPLOYEE  
STATUS 2017/18



**87%** PERM. FULL TIME  
**5%** PERM. PART TIME  
**2%** TRAINEE  
**4%** CONTRACT  
**2%** LIMITED TENURE



## STAFF DEVELOPMENT AND TRAINING

City of Darwin's training and development program focusses on attracting and retaining quality staff, and building 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 a variety of options to help gain new skills and knowledge, to improve performance, individual career development and to meet Council and staff workplace health and safety obligations and other legislation.

Training and development programs in 2017/18 included:

- Graduate program.
- Traineeship program.
- Leadership development.
- Mandatory training program, including induction and workplace health and safety.
- Professional development.
- Conferences and seminars.







## WORKPLACE HEALTH AND SAFETY

Council continued to develop and enhance its Workplace Health & Safety Management System throughout the year in line with the goals set down in the 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 and safety (WHS) policy document, which defines management obligations and commitment.

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

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

Monitoring of reported incidents and claims showed that claims related to a variety of workplace incidents with no specific incident recorded more frequently than others. Council has a significant number of its workforce

undertaking outdoor, physical work. No incidents of significance were reported and no single injury type, relative to the nature of work undertaken, was overly represented. There was a marked reduction in reports of abuse of Council staff for the 2017/18 year. It was also the first year on record that no long-term (>5days) lost-time injuries were recorded.

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 5.6% in 2017/18.

An analysis of the severity of injuries during the year showed that 92% of injuries were rated as insignificant or low impact with no lost time resulting.

During 2017/18, 90 incidents were reported, of which 13 resulted in workers' compensation claims, five being lost-time injuries and eight claims for medical expenses only.

The number of days lost due to injuries during the year was 252.8 days. Of these, 179 days were lost to three 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 2017/18 financial year.

FIGURE 9  
WORKPLACE INJURY TYPES  
2017/18

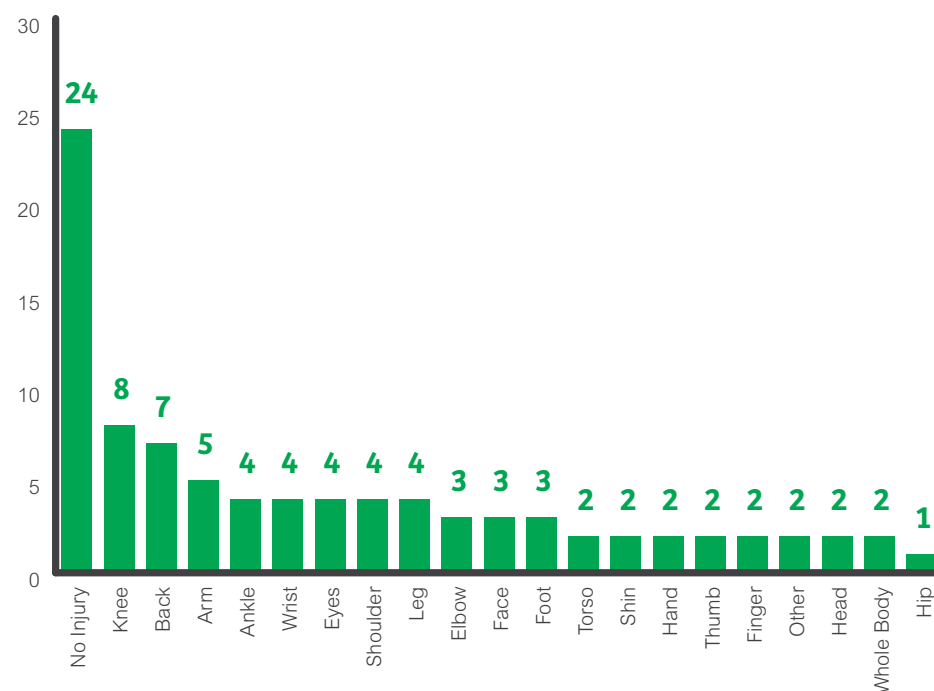


FIGURE 10  
PERCENTAGE OF LOST-TIME INJURIES AGAINST ALL INCIDENTS

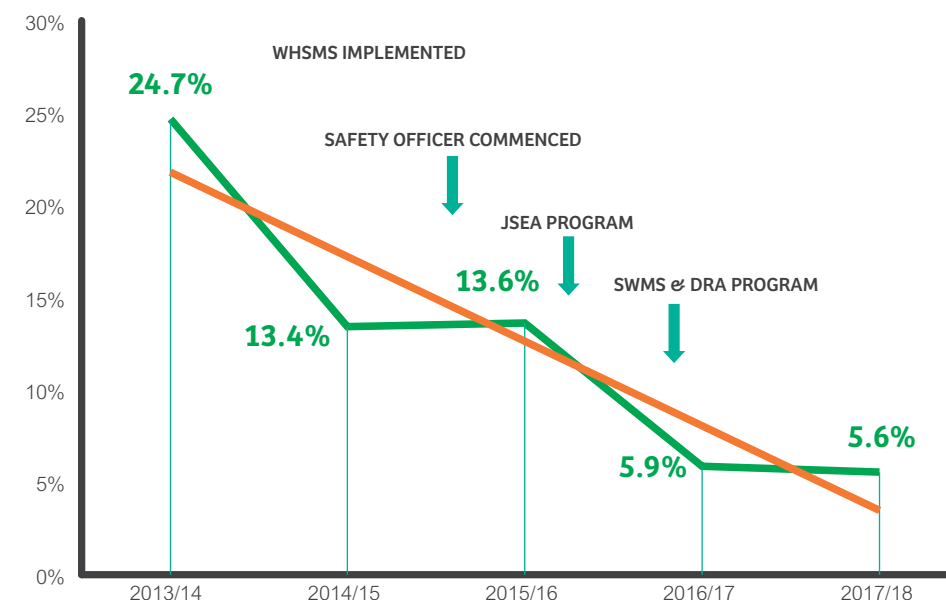
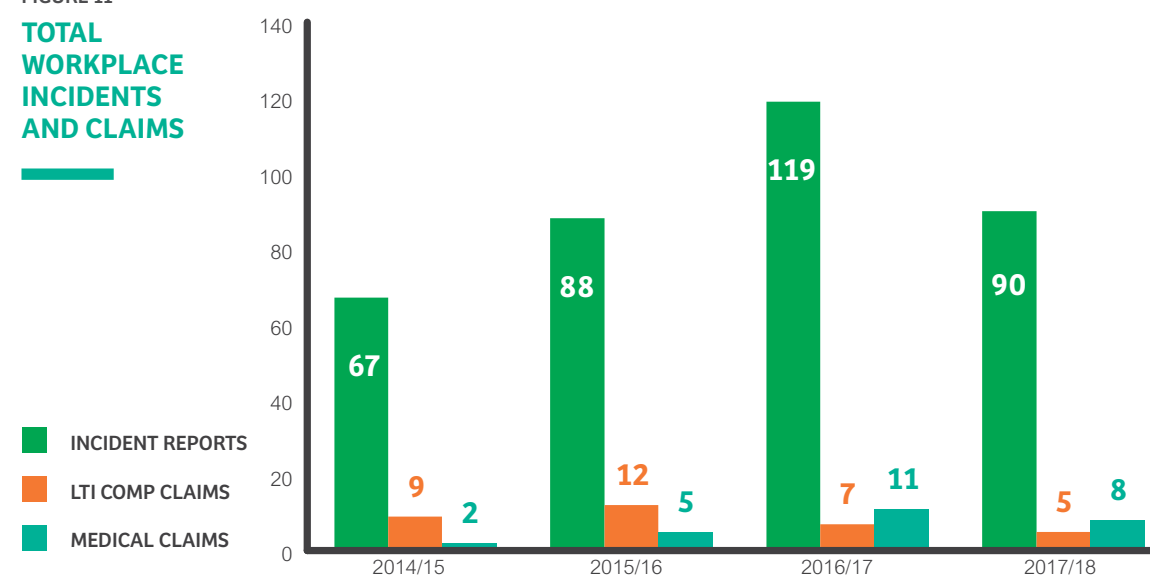


FIGURE 11  
TOTAL WORKPLACE INCIDENTS AND CLAIMS







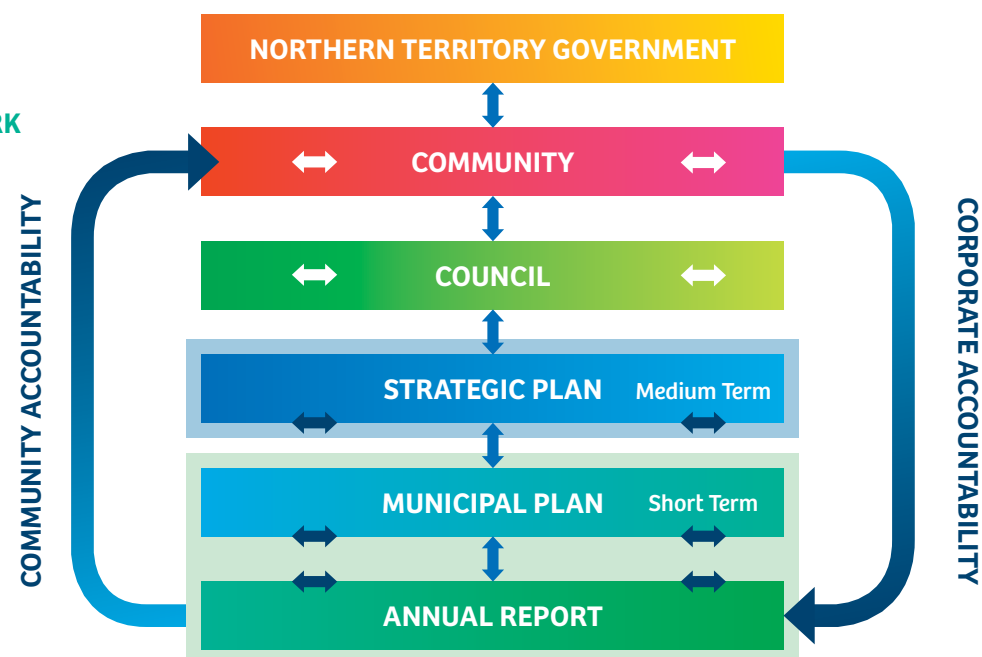
## PLANNING AND PERFORMANCE MANAGEMENT

City of Darwin's Strategic Planning Framework outlines how we plan for the future. Central to our planning framework is the *Evolving Darwin Towards 2020 Strategic Plan*. The Strategic Plan articulates the vision, mission and goals for City of Darwin. Achievements of the strategic plan in 2017/18 can be found from page 36 of this report.

The *Evolving Darwin Towards 2020 Strategic Plan* was last reviewed in 2012. A full review of the plan commenced in 2017/18 under the banner of Vision 2030. More details about Vision 2030 can be found on page 76 of this report. Vision 2030 will be finalised in 2018/19.

The Strategic Plan provides the basis for our annual Municipal Plan and Budget. The Municipal Plan outlines the service programs and associated budget and resources 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 2017/18 Municipal Plan and budget. The Financial Statements, provided from page 116, set out the financial performance for the 2017/18 financial year.

FIGURE 12  
STRATEGIC  
PLANNING  
FRAMEWORK



## RISK MANAGEMENT AND AUDIT

### Risk Management

Council continued to enhance its risk management framework throughout the year with a focus on developing online tools to help in managing risks and assessing the strength of internal controls more regularly. Annual reviews of risks and controls through the control self-assessment process and strategic and operational risk assessments took place throughout the year. Operational risk assessments were updated during the year to realign with a new organisational structure for Council implemented from 1 July 2017. The continual monitoring and review of operational risk assessments and the control self-assessment program are designed to complement each other with a view to continuous improvement of the framework.

Council's risk management framework is based on the requirements of the International Standard for Risk Management, ISO 31000:2009. The framework is made up of 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 made up of 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

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

### City Insurance

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

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

Cyclone recovery works and repairs to damaged infrastructure are continuing. Works that TIO are responding to include the replacement of six playgrounds destroyed by the cyclone and repairs to infrastructure, such as footpaths on Council verges and in parks and green belts. Council are working with TIO to facilitate all infrastructure repairs before the end of 2018. Work will continue in 2019 for programs to replace bollards and remove stumps that remain on Council land.





## Audit

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

### External Audit

In 2017/18, 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 on 26 October 2018. The role of the Risk Management & Audit Committee is to review and recommend to the Council's Chief Executive Officer the suitability of the annual financial statements for certification and inclusion in the annual report.

Council has received an unqualified audit of its 2017/18 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's role is to help Council achieve best practice in corporate governance by monitoring the effectiveness of Council's risk management and internal control framework, its internal audit program, legal and regulatory compliance, and accountability responsibilities across Council operations.

The committee met three times during the financial year and provided oversight of the 2017/18 internal audit program. Internal audits included:

- Workplace health and safety contractor management.
- Project management.
- Tenders and contract administration .
- Major facilities hazards.

The 2017/18 Risk Management & Audit Committee members and meeting attendance is outlined below. The total number of meetings held in 2017/18 was three.

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 Jimmy Bouhoris (Chair of the City Performance Committee)	3
Alderman Justine Glover (Member of the City Performance Committee)	3

TABLE 12 RISK MANAGEMENT & AUDIT COMMITTEE MEMBERS AND MEETING ATTENDANCE 2017/18

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

### Internal Audit

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

The Risk Management & Audit Committee monitors the implementation of internal audit recommendations.

Results of Council's internal audit program inform the annual review of Council's strategic and operational risk assessments and internal system of control self-assessment. The cyclic process of reviewing and updating within the broader risk management framework results in a continuous improvement approach to good governance across Council. It places an increased focus on internal control as a key accountability mechanism to minimise Council's exposure to risk in accordance with its strategic objectives.

## PROCUREMENT AND LOCAL SUPPORT

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

During 2017/18, the City of Darwin administered 66 contracts to the total value of about \$51 million, an increase of 1.5% from the previous financial year. Overall, the number of contracts administered during the year decreased by 16%.

The number of contracts undertaken by local business increased by 2%. Contracts undertaken by companies with interstate headquarters and a local office/branch and contracts undertaken by interstate companies with no local presence

decreased by 1%. Further details on Council's contracts are outlined in the following table and graphs.

Key contracts in 2017/18 included:

- Completion of Parap Pool redevelopment.
- New contract for collection of domestic garbage and recyclables.
- Darwin Entertainment Centre air-conditioner upgrade.
- New contract for management of swimming pools.
- Council's first maintenance of street and public lights contract.
- Leachate treatment system pilot trial design.

### \$ VALUE OF CONTRACT

SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
UNDER \$10,000		
Maintenance of City of Darwin website	Captovate Pty Ltd	L
Provision of plumbing services	Darwin and District Plumbing	L
Provision of plumbing services	Approved Plumbing Services	L
BETWEEN \$10,000 AND \$100,000		
Smith Street/Esplanade intersection treatment	Mark Cundall Earthmoving	L
Smart City Project Consultancy Services	Smarter Technology Solutions Pty Ltd	I
Line marking	Asphalt Company Australia	L
Painting	Akron Group	L
Repairs and maintenance of air-conditioning	Service Air	L
Bicentennial Park play space	Urban Play	L
Supply and installation of Christmas decorations for Darwin CBD	Dreamedia	L
Supply and Delivery of four New 7500kg Mion GVM single-cab chassis trucks	Vanderfield	L





## \$ VALUE OF CONTRACT

SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
BETWEEN \$100,000 AND \$250,000		
Design and construction of playground shade structures – package 5	Aerosail	L
Building repairs and maintenance	Akron Group	L
CCTV inspections	Renoflo	L
Construction of Nightcliff seawall and stormwater outlets	Tomazos Group	L
Event infrastructure for Bombing of Darwin Day	Dreamedia	L
Lee Point Road and Jabiru Street intersection	Hi-Spec Civil	L
Line marking	Top End Line Markers	L
Shoal Bay water monitoring	EcOz	L
Travel services	Mariner Travel Pty Ltd	I
Nightcliff Road-Progress Drive intersection – investigation, concept designs and cost estimates	GHD Pty Ltd	LI
Provision of a temporary labour services	Corestaff	LI
Tree planting	Remote Area Tree Services	L
Car parking cash collection and associated services	Wilson	LI
Malak lighting upgrade	RACE	L
Repairs and maintenance of air-conditioning	Mobile Electrics	L
Provision of Painting Services	M&G Painters And Partners Pty Ltd	L
Asphalt supply	Fulton Hogan	LI
Parap Leisure and Sports Centre - stage 1	Liquidblu	I
Maintenance of street and public lighting	Top End Race	L
Building repairs and maintenance	MIM Investments NT Pty Ltd	L
Hire and operation of elevated work platform	Mabindi	L
Security services	Wilson Security	LI
Temporary labour services	Randstad	LI

## \$ VALUE OF CONTRACT

SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
BETWEEN \$250,000 AND \$500,000		
Ground maintenance Lyons, Muirhead and Lee Point Road	Naturecall Environmental	LI
Grounds Maintenance Lyons Muirhead and Lee Point Road	Programmed	LI
Nightcliff stormwater study	Byrne Consultants	L
Electricity supply to City of Darwin Civic Centre	QEnergy	I
Design and construction of playground shade – Package 5	NT Shade and Canvas	L
Design and construction of playground shade	NT Shade & Canvas	L
Temporary labour services	Synaco	LI
Litter bin collection	Akron	L
Resource and recovery at Shoal Bay	NT Recycling Solutions Pty Ltd	L
Debt collection services	Territory Debt Collectors	L
Swimming pools management	YMCA	LI
Maintenance of parking machines in Darwin CBD	APARC Part B	LI
BETWEEN \$500,000 AND \$1 MILLION		
Swimming pools management	Dempsey Consolidated Pty Ltd	L
Temporary labour services	Hays Specialist Recruitment	L
Cleaning service – 2015/057 as of 01/11/2015	Ezko Property Services	L
Asphalt overlay and replacement program	Asphalt Co Australia	L
Sweeping services	Akron	L
Arboricultural services	Arafura Tree Services	L
Construction of stage 5 waste containment cells	Territoria Civil	L





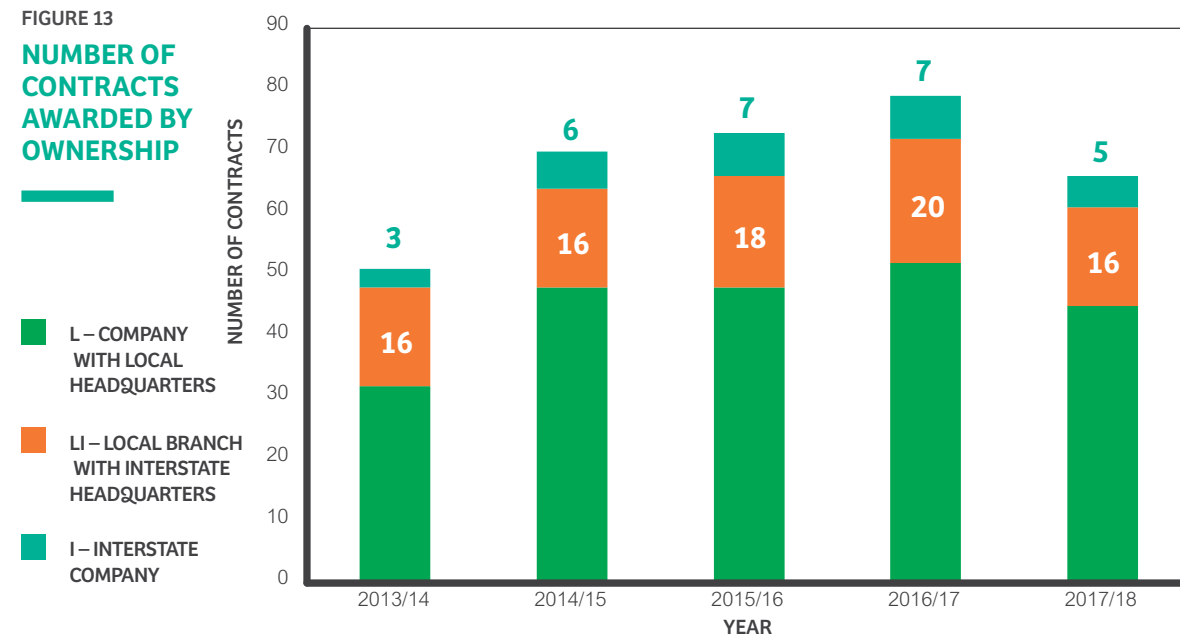
## \$ VALUE OF CONTRACT

SERVICE PROVIDED	SUPPLIER	LOCATION OF SUPPLIER
<b>BETWEEN \$1 MILLION AND \$5 MILLION</b>		
Arboricultural Services	Paradise	L
Collection of domestic garbage and recyclables	JJ Richards and Sons	LI
Bennett/Cavenagh streets intersection upgrade	Hi-Spec Civil	L
Arboricultural Services	Remote Area Tree Services Arboricultural	L
Leachate treatment system pilot trial design	Water and Carbon Group	I
Spray seal and minor asphalt works	Asphalt Co Australia 048	L
Arboricultural services	Active Tree Services	L
Municipal mowing	Programmed	LI
Collection of domestic garbage and recyclables	Cleanaway	LI
Minor civil works	Vrahos Constructions	L
<b>OVER \$5 MILLION</b>		
Darwin Entertainment Centre air-conditioner upgrade	FRM Refrigeration	L
Parap Pool redevelopment	Sunbuild	L
Operation of Shoal Bay waste disposal site	Territoria Civil	L

TABLE 13 CONTRACTS AWARDED 2017/18

L – Company with local headquarters  
 LI – Local branch with interstate headquarters  
 I – Interstate company

FIGURE 13  
 NUMBER OF CONTRACTS AWARDED BY OWNERSHIP



## OUR COMMITMENT TO TRANSPARENCY

### Complaints

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

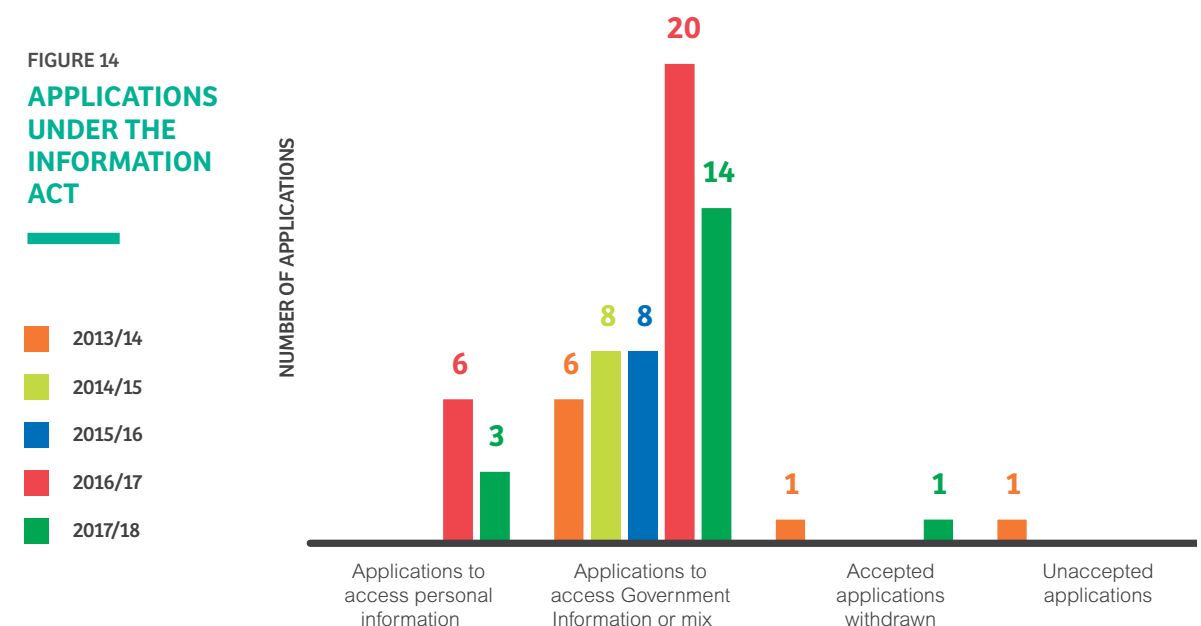
In 2017/18, seven complaints were received by Council from the Ombudsman. All complaints were responded to with no matters outstanding at year end.

### Access to Information/Freedom of Information

City of Darwin processes Freedom of Information requests in accordance with the *Information Act*. In 2017/18, a total of 18 applications were received, eight fewer than the previous year.

Three applications were to access personal information, 14 to access government information and one was withdrawn.

FIGURE 14  
 APPLICATIONS UNDER THE INFORMATION ACT







DARWIN COMMUNITY EVENT

# 4.0 FINANCE

## 4.1 COMMUNITY FINANCIAL REPORT

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

2017/18 was not a usual year for City of Darwin. Both, operationally and financially there have been a number of extraordinary events. Certainly Cyclone Marcus, and the damage reparation work has dominated both the service programme and financial position of Council.

From a financial perspective, Council ended the year with a net surplus of just under \$40 million. This result is well ahead of the previous year's deficit of \$2.45 million, and a direct result of

recognising income for the contributed Street Lighting assets, and a significant level of grants received for upgrade and new assets.

Looking past these extraordinary items, Council had an operating deficit of \$18 million. This is an increased deficit from the previous year, and was strongly influenced by the Cyclone Marcus recovery and repair costs. Whilst some insurance proceeds have been received on repairs and recovery works, the claim for Natural Disaster Relief Recovery Arrangements, (NDRRA), is still being finalised. These funds are anticipated to be received in the 2018/19 year.

In summary, total income is up on the previous year by \$1.5 million to \$105.5 million, and total expenditure is \$123.6 million, up on the 2016/17 year by \$18 million.

The Council has again, broken through the billion dollar equity threshold, finishing the year with net assets of \$1.035 billion.

The financial statements present a summary of financial results for 2017/18.

Council's audited Financial Statements are found on page 116. All budget figures are in accordance with the originally adopted Municipal Plan.

## HOW DOES THE OPERATING RESULT COMPARE WITH PREVIOUS YEARS?

### NET RESULT (AFTER CAPITAL REVENUE)

2017/18	-\$2.5M
2016/17	\$16.7M
2015/16	\$11.8M
2014/15	\$8.8M
2013/14	\$39.89M

## 2017/18 OPERATING RESULT

**Original Budget: \$1.5 million deficit**

**Result: \$39.89 million surplus**

(Net income including capital revenue)

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

- Contributed income – ownership of public lights transferred to Council on the 1 January 2018 resulting in recognition of non cash contributed income of \$38 million. Additional developer contributions were mainly for Muirhead stage 3.
- The receipt of grants income at the end of the year, combined with a slower than completion rate for some projects resulted with Investments finishing the year at \$78.5 million, \$7.7 million more than 30 June 2017. Much of these funds are held for specific reserves.
- Waste Management. The lower than anticipated income received was more than off-set by the lower than operating costs, excluding the charges of unwinding Councils remediation and rehabilitation liability of the waste site.
- Interest from investments and rates arrears was slight up on budget.
- Parking Income. City car parking is down \$366,000 on original budget.
- Regulatory Services. Adjusted pricing providing local business support, and economic down turn has resulted in significant reduction in infringement income. Animal Registration fees and Public Places infringements were also lower than budget expectations.
- Depreciation and Impairment. Whilst depreciation is not funded by Council, it is recorded as an expense in the Statement of Comprehensive Income, thereby impacting the net operating position. The depreciation and impairment expense has risen by \$5 million to \$30.4 million this year. This is a result of significant asset additions recognised including Public Lighting, Parap Pool and Waste infrastructure for Cell 5. In addition the impact of the infrastructure asset revaluation coming into effect this financial year.
- Operating expenses. Staff vacancies



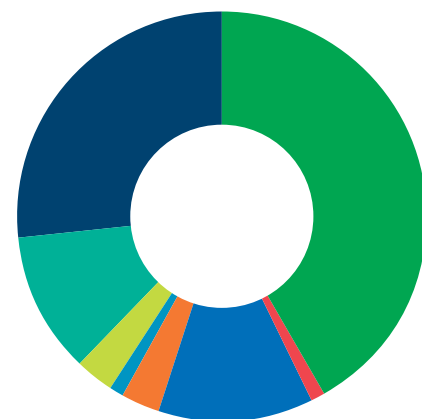


across Council have resulted in reduced operating expenses in a number of areas.

- Public Lighting. Among the total of \$44.1 million in Contributed Assets received by Council, \$37.9 million related to the transfer of street lights from Northern Territory Government.
- Waste remediation assets and liabilities. Rehabilitation and remediation liabilities have increased by \$9.5 million, with \$4.5 million relating to construction of Cell 5 (with

## 2017/18 INCOME

Income - 4 year trend			
2017/18	2016/17	2015/16	2014/15
\$168.2M	\$107.3M	\$118.5M	\$110.3M



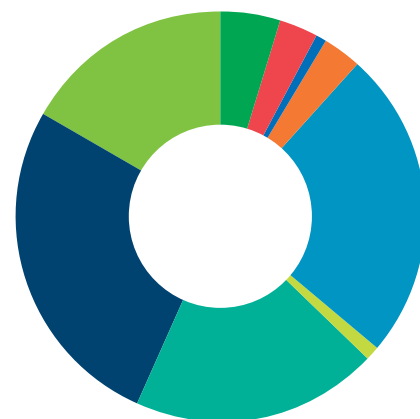
- 41% RATES REVENUES
- 1% STATUTORY CHARGES
- 12% USER CHARGES
- 3% GRANTS, SUBSIDIES AND CONTRIBUTIONS
- 1% INVESTMENT INCOME
- 3% OTHER INCOME
- 11% AMOUNTS RECEIVED SPECIFICALLY FOR NEW OR UPGRADED ASSETS
- 26% CONTRIBUTED ASSETS

corresponding recognition of these assets for Cell 5). Also \$4.5 million re-measurement adjustments for existing provisions have been recognised.

- Significant reduction in civil works costs, as a result of work prioritisation changes from Cyclone Marcus damage, including; roads maintenance \$492,00, cleaning services \$382,000, stormwater drainage \$138,000, and pathways \$93,000.

## 2017/18 EXPENSES

Expenses - 4 year trend (excl. depreciation)			
2017/18	2016/17	2015/16	2014/15
\$93.2M	\$81.3M	\$80.0M	\$75.9M



- 5% ADMINISTRATION
- 3% COMMUNITY SERVICES
- 1% ENVIRONMENT
- 3% GOVERNANCE
- 25% HOUSING & COMMUNITY
- 1% OTHER ECONOMIC AFFAIRS
- 20% PUBLIC ORDER & SAFETY
- 27% RECREATION & CULTURE
- 17% TRANSPORTATION

## 2017/18 CAPITAL EXPENDITURE

**Budget: \$21.6 million**

**Result: \$26.3 million**

(Excludes developer contributed assets of \$44.1 million)

Notable projects that have been completed during the year include:

- Parap Pool.
- Darwin Entertainment Centre air-conditioning.
- Shoal Bay Cell 5 construction.
- Bennison Rd Stormwater drainage works.
- Nightcliff Coastal Erosion works.
- Playground shade structures.

Capital expenditure - 4 year trend			
2017/18	2016/17	2015/16	2014/15
\$26.3M	\$31.4M	\$26.7M	\$23.1M

## RESERVES

**Externally Restricted: \$46.6 million (16/17 \$31.5 million)**

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

**Increase in Legally Restricted Reserves:**

Notable factors are:

- Significant value of grants received and unspent at year.
- Increase in Waste Management reserve.

**Other Reserves: \$22.2 million (16/17 \$29.5 million)**

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

**Decrease in Other Reserves**

Notable factors are:

- Significant reduction in carry forwards at year end as programs redirected to Cyclone Marcus recovery.
- Off & On Street Car parking decrease with decline in enforcement and parking fee income.
- Plant & Vehicle Replacement reserve increase due to delay in capital purchases and savings in operational program.





## 4.2 FINANCIAL KEY PERFORMANCE INDICATORS

Each year Council tracks its performance against eight key financial sustainability performance measures over a five year period. As outlined below, for 2017/18 Council has met or exceeded targets in most indicators. Ratios outside of the preferred range are highlighted yellow.

% OF RATE DEBTORS OUTSTANDING	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
	<5%	2.9%	3.0%	2.6%	2.2%	1.9%

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

DEBT SERVICING RATIO	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
	<5%	0.4%	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.

LIQUIDITY RATIO - UNRESTRICTED	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
	>1.00:1	1.99:1	1.65:1	2.81:1	3.02:1	2.28:1

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).

RATES RATIO	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
	60%-70%	56.0%	63.8%	64.1%	63.2%	64.7%

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

OPERATING SURPLUS/(DEFICIT)	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
	Break even	(\$18.1M)	(\$1.6M)	(\$2.9M)	(\$3.7M)	(\$1.5M)

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.

OPERATING SURPLUS BEFORE DEPRECIATION	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
	> Break even	\$12.4M	\$22.7M	\$18.3M	\$18.9M	\$14.9M

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

ASSET SUSTAINABILITY RATIO	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
	>50%	52.1%	60.2%	77.5%	31.0%	32.2%

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.

% OF ANNUAL EXPENDITURE WITHIN BUDGET	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
Indicator	95%-105%	113.7%	103.5%	98.9%	102.8%	103.1%

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

Whilst most ratios were well within target, the following were at variance;

**Rates Ratio** – Council utilised other revenue streams, ie insurance proceeds.

**Operating Surplus/ (Deficit)** – The non-cash items, (such as Depreciation), within operating expenses means this ratio will seldom reach break-even. The extra depreciation along with the cyclone costs resulted in the higher deviation than normal.

**% of Annual Expenditure within Budget** – The nature of the one-off costs saw this metric being outside parameters this year.





## 4.3 AUDITED FINANCIAL STATEMENTS

## City of Darwin

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2018

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







## City of Darwin

### General Purpose Financial Statements for the year ended 30 June 2018

#### Contents

	Page
<b>1. Chief Executive Officer's Statement</b>	119
<b>2. Understanding Council's Financial Statements</b>	120
<b>3. Primary Financial Statements:</b>	
- Statement of Comprehensive Income	121
- Statement of Financial Position	122
- Statement of Changes in Equity	123
- Statement of Cash Flows	124
<b>4. Notes to the Financial Statements</b>	125
<b>5. Independent Auditor's Report - Financial Statements</b>	164

## City of Darwin

### General Purpose Financial Statements for the year ended 30 June 2018


#### 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.

  
\_\_\_\_\_  
Scott Waters

**CHIEF EXECUTIVE OFFICER**

**Date: 26 October 2018**





## City of Darwin

### General Purpose Financial Statements for the year ended 30 June 2018

#### Understanding Council's Financial Statements

##### Introduction

Each year, individual Local Governments across the 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 2018.

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

The Financial Statements incorporate 4 "primary" financial statements:

##### 1. A Statement of Comprehensive Income

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

##### 2. A Statement of Financial Position

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

##### 3. A Statement of Changes in Equity

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

##### 4. A Statement of Cash Flows

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

##### About the Notes to the Financial Statements

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

##### About the Auditor's Reports

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

In the 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, and Financiers including Banks and other Financial Institutions.

## City of Darwin

### Statement of Comprehensive Income for the year ended 30 June 2018

\$ '000	Notes	2018	2017
<b>Income</b>			
Rates Revenues	2a	69,259	67,428
Statutory Charges	2b	2,349	3,136
User Charges	2c	20,060	19,690
Grants, Subsidies and Contributions	2g	5,735	9,945
Investment Income	2d	2,489	2,688
Reimbursements	2e	553	499
Other Income	2f	5,118	600
<b>Total Income</b>		<b>105,563</b>	<b>103,986</b>
<b>Expenses</b>			
Employee Costs	3a	31,097	31,499
Materials, Contracts & Other Expenses	3b	61,298	49,064
Depreciation, Amortisation & Impairment	3c	30,422	24,351
Finance Costs	3d	801	712
<b>Total Expenses</b>		<b>123,618</b>	<b>105,626</b>
<b>Operating Surplus / (Deficit)</b>		<b>(18,055)</b>	<b>(1,640)</b>
Asset Disposal & Fair Value Adjustments	4	(4,721)	(4,214)
Amounts Received Specifically for New or Upgraded Assets	2g	18,556	2,970
Physical Resources Received Free of Charge	2i	44,109	430
<b>Net Surplus / (Deficit) <sup>1</sup></b>		<b>39,889</b>	<b>(2,454)</b>
<b>Other Comprehensive Income</b>			
<i>Amounts which will not be reclassified subsequently to operating result</i>			
Changes in Revaluation Surplus - I,PP&E	9a	3,091	(174,209)
<b>Total Other Comprehensive Income</b>		<b>3,091</b>	<b>(174,209)</b>
<b>Total Comprehensive Income</b>		<b>42,980</b>	<b>(176,663)</b>

<sup>1</sup> Transferred to Statement of Changes in Equity

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





## City of Darwin

### Statement of Financial Position as at 30 June 2018

\$ '000	Notes	2018	2017
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	5a	4,871	3,175
Trade & Other Receivables	5b	8,942	10,598
Other Financial Assets	5c	78,572	70,814
Inventories	5d	92	110
<b>Total Current Assets</b>		<b>92,477</b>	<b>84,697</b>
<b>Non-Current Assets</b>			
Infrastructure, Property, Plant & Equipment	7a	1,000,070	953,325
<b>Total Non-Current Assets</b>		<b>1,000,070</b>	<b>953,325</b>
<b>TOTAL ASSETS</b>		<b>1,092,547</b>	<b>1,038,022</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	8a	15,379	14,695
Borrowings	8b	423	241
Provisions	8c	7,290	17,256
<b>Total Current Liabilities</b>		<b>23,092</b>	<b>32,192</b>
<b>Non-Current Liabilities</b>			
Borrowings	8b	4,624	3,046
Provisions	8c	29,092	10,025
<b>Total Non-Current Liabilities</b>		<b>33,716</b>	<b>13,071</b>
<b>TOTAL LIABILITIES</b>		<b>56,808</b>	<b>45,263</b>
<b>Net Assets</b>		<b>1,035,739</b>	<b>992,759</b>
<b>EQUITY</b>			
Accumulated Surplus		366,318	334,348
Asset Revaluation Reserves	9a	600,552	597,461
Other Reserves	9b	68,869	60,950
<b>Total Council Equity</b>		<b>1,035,739</b>	<b>992,759</b>

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

## City of Darwin

### Statement of Changes in Equity for the year ended 30 June 2018

\$ '000	Notes	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
<b>2018</b>					
<b>Balance at the end of previous reporting period</b>		334,348	597,461	60,950	<b>992,759</b>
<b>a. Net Surplus / (Deficit) for Year</b>		39,889	-	-	<b>39,889</b>
<b>b. Other Comprehensive Income</b>					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	3,091	-	<b>3,091</b>
<b>Other Comprehensive Income</b>		-	3,091	-	<b>3,091</b>
<b>Total Comprehensive Income</b>		<b>39,889</b>	<b>3,091</b>	<b>-</b>	<b>42,980</b>
<b>c. Transfers between Reserves</b>		(7,919)	-	7,919	<b>-</b>
<b>Balance at the end of period</b>		<b>366,318</b>	<b>600,552</b>	<b>68,869</b>	<b>1,035,739</b>
<b>2017</b>					
<b>Balance at the end of previous reporting period</b>		332,013	771,670	65,739	<b>1,169,422</b>
<b>a. Net Surplus / (Deficit) for Year</b>		(2,454)	-	-	<b>(2,454)</b>
<b>b. Other Comprehensive Income</b>					
- Gain (Loss) on Revaluation of I,PP&E	7a	-	(174,209)	-	<b>(174,209)</b>
<b>Other Comprehensive Income</b>		-	(174,209)	-	<b>(174,209)</b>
<b>Total Comprehensive Income</b>		<b>(2,454)</b>	<b>(174,209)</b>	<b>-</b>	<b>(176,663)</b>
<b>c. Transfers between Reserves</b>		4,789	-	(4,789)	<b>-</b>
<b>Balance at the end of period</b>		<b>334,348</b>	<b>597,461</b>	<b>60,950</b>	<b>992,759</b>

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





## City of Darwin

### Statement of Cash Flows for the year ended 30 June 2018

\$ '000	Notes	2018	2017
<b>Cash Flows from Operating Activities</b>			
<b>Receipts</b>			
Operating Receipts		112,513	105,019
Investment Receipts		3,170	2,645
<b>Payments</b>			
Operating Payments to Suppliers and Employees		(100,606)	(83,531)
Finance Payments		(214)	(228)
<b>Net Cash provided by (or used in) Operating Activities</b>	11b	<b>14,863</b>	<b>23,905</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts</b>			
Amounts Received Specifically for New/Upgraded Assets		18,556	2,970
Sale of Replaced Assets		564	931
Net Disposal of Investment Securities		-	3,657
<b>Payments</b>			
Expenditure on Renewal/Replacement of Assets		(15,857)	(14,668)
Expenditure on New/Upgraded Assets		(10,432)	(16,684)
Net Purchase of Investment Securities		(7,758)	-
<b>Net Cash provided by (or used in) Investing Activities</b>		<b>(14,927)</b>	<b>(23,794)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts</b>			
Proceeds from Borrowings		2,000	-
<b>Payments</b>			
Repayments of Borrowings		(240)	(226)
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>1,760</b>	<b>(226)</b>
<b>Net Increase (Decrease) in Cash Held</b>		<b>1,696</b>	<b>(115)</b>
plus: <b>Cash &amp; Cash Equivalents at beginning of period</b>	11	3,175	3,290
<b>Cash &amp; Cash Equivalents at end of period</b>	11	<b>4,871</b>	<b>3,175</b>
Additional Information:			
plus: <b>Investments on hand - end of year</b>	5a	78,572	70,814
<b>Total Cash, Cash Equivalents &amp; Investments</b>		<b>83,443</b>	<b>73,989</b>

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

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Significant Accounting Policies	126
2	Income	133
3	Expenses	136
4	Asset Disposal & Fair Value Adjustments	137
	<b>Current Assets</b>	
5a	Cash & Cash Equivalents	138
5b	Trade & Other Receivables	138
5c	Other Financial Assets (Investments)	138
5d	Inventories	138
6	<b>Non-Current Assets</b>	138 n/a
	<b>Fixed Assets</b>	
7a (i)	Infrastructure, Property, Plant & Equipment	139
7a (ii)	Investment Property	139 n/a
7b	Valuation of Infrastructure, Property, Plant & Equipment	140
	<b>Liabilities</b>	
8a	Trade & Other Payables	144
8b	Borrowings	144
8c	Provisions	144
	<b>Reserves</b>	
9a	Asset Revaluation Reserve	145
9b	Other Reserves	145
10	Assets Subject to Restrictions	149
11	Reconciliation to Statement of Cashflows	149
12a	Functions	151
12b	Components of Functions	152
13	Financial Instruments	155
14	Commitments for Expenditure	159
15	Financial Indicators	159
16	Operating Leases	160
17	Superannuation	160
18	Interests in Other Entities	161 n/a
19	Non Current Assets Held for Sale & Discontinued Operations	161 n/a
20	Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet	161
21	Events After the Balance Sheet Date	161
22	Related Party Transactions	162
	<b>Additional Council Disclosures</b>	
23	Equity - Retained Earnings and Revaluation Reserves Adjustments	163 n/a
24	Trust Funds	163

n/a - not applicable





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### 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 on a going concern basis using the historical cost convention 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 26 October 2018.

###### 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 Northern Territory *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

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. All non-cash contributions are recognised at the fair value of the contribution received on the date of acquisition.

###### Cash contributions

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

###### Rental income

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

###### Interest and dividends

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

###### Sales revenue

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

###### Fees and Charges

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

##### 4 Cash, Cash Equivalents and other Financial Instruments

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

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the Local Government Act. 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.





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

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, 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 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

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

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:

<b>Plant &amp; Equipment</b>	
- Plant & Machinery	2 to 20 years
- Other Equipment	5 to 50 years
- Computer Equipment	2 to 5 years
<b>Other Assets</b>	
- Street & Park Furniture/Equipment	5 to 50 years
- Other Structures	3 to 100 years
- Office Furniture	5 to 20 years
<b>Buildings</b>	
- Buildings : Car Park Facilities	50 years
- Buildings : Other	15 to 60 years
- Other Structures : Swimming Pools	50 to 75 years
<b>Stormwater Drainage</b>	
- Pipes & Pits	60 years
- Open Lined Drains	60 to 80 years
- Subsoil Drainage	80 years
<b>Roads &amp; Pathways</b>	
- 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
<b>Other Infrastructure Assets</b>	
- Traffic Signals	30 years
- Car Parks - Formation	120 years
- Car Parks - Pavement	80/25 years
- Car Parks - Surface	15 to 40 years
- Public lighting	40 years
<b>Waste Management &amp; Remediation</b>	
- Waste Management Infrastructure	airspace consumption
- Waste Remediation	airspace consumption

##### 6.5 Impairment

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

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

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

##### 6.6 Borrowing Costs

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

##### 7 Investment Property

As at 30 June 2018 Council has not classified any assets as Investment Properties.

##### 8 Payables

###### 8.1 Goods & Services

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

###### 8.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

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 2018.

Council has not received any interest free loans.

#### 10 Employee Benefits

##### 10.1 Salaries, Wages & Compensated Absences

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

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

##### Sick leave

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

##### 10.2 Superannuation

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

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

##### 11 Provisions for Reinstatement, Restoration and Rehabilitation

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

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

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

##### 12 Leases

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

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

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

the lease liability, according to the interest rate implicit in the lease.

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

#### 13 Construction Contracts

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

#### 14 Equity Accounted Council Businesses

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

#### 15 GST Implications

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.

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

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

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

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

AASB 15 will replace AASB 118 *Revenue*, AASB 111 *Construction Contracts* and a number of Interpretations. AASB 2016-8 provides Australian requirements and guidance for not-for-profit entities in applying AASB 9 and AASB 15, and AASB 1058 will replace AASB 1004 *Contributions*. Together they contain a comprehensive and robust framework for the recognition, measurement and disclosure of income including revenue from contracts with customers.

Council is still reviewing the way that income is measured and recognised to identify whether there will be any material impact arising from these standards. It is expected that these standards may affect the timing of the recognition of some grants and contributions. As grants income fluctuates depending on government priorities the full impact cannot be determined at this stage.

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

**Effective for annual reporting periods beginning on or after 1 January 2018**

- AASB 9 *Financial Instruments*





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 1. Summary of Significant Accounting Policies (continued)

- 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 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*
- AASB 2017-3 *Amendments to Australian Accounting Standards – Clarifications to AASB 4*

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

- AASB 16 *Leases*
- AASB 16 *Leases (Appendix D)*
- AASB 2017-1 *Amendments to Australian Accounting Standards – Transfers of Investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments*
- AASB 2017-4 *Amendments to Australian Accounting Standards – Uncertainty over Income Tax Treatments*
- AASB 1059 *Service Concession Arrangements: Grantors*
- AASB 1059 *Service Concession Arrangements: Grantors (Appendix D)*

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

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

#### 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.

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 2. Income

\$ '000	Notes	2018	2017
<b>(a). Rates Revenues</b>			
<b>General Rates</b>			
General Rates		61,005	59,632
<b>Total General Rates</b>		<b>61,005</b>	<b>59,632</b>
<b>Other Rates (Including Service Charges)</b>			
Domestic Waste Management		7,254	6,762
Parking - Special Rates		1,000	1,034
<b>Total Other Rates</b>		<b>8,254</b>	<b>7,796</b>
<b>Total Rates Revenues</b>		<b>69,259</b>	<b>67,428</b>
<b>(b). Statutory Charges</b>			
Planning and Building Regulations		91	92
Animal Registration Fees & Fines		558	687
Parking Fines		1,189	1,781
Licences and Permit Fees		486	523
Fines and Penalties - Other		25	53
<b>Total Statutory Charges</b>		<b>2,349</b>	<b>3,136</b>
<b>(c). User Charges</b>			
Parking Fees		4,760	5,038
Community Centres		130	116
Cemetries		43	82
Property Lease		1,310	1,258
Sundry Sales		134	122
Waste Disposal Tipping Fees		13,281	12,436
Swimming Pool Fees		293	521
Other Fees and Charges		109	117
<b>Total User Charges</b>		<b>20,060</b>	<b>19,690</b>
<b>(d). Investment Income</b>			
Interest on Investments		1,978	2,219
Interest from Overdue Rates and Charges		511	469
<b>Total Investment Income</b>		<b>2,489</b>	<b>2,688</b>





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 2. Income (continued)

\$ '000	Notes	2018	2017
<b>(e). Reimbursements</b>			
Private Works		-	10
Insurance & Other Recoupments		47	106
Legal Fees Recovery - Rates and Charges		456	338
Other		50	45
<b>Total Reimbursements</b>		<b>553</b>	<b>499</b>
<b>(f). Other Income</b>			
Insurance & Other Recoupments - Infrastructure, IPP&E		4,506	-
Other		612	600
<b>Total Other Income</b>		<b>5,118</b>	<b>600</b>
<b>(g). Grants, Subsidies, Contributions</b>			
<b>Revenue Specifically for New or Upgraded Assets</b>			
Developer Contributions - Carparking Shortfall		11	46
Developer Contributions - Other		133	132
Developer Contributions - Stormwater		9	(1)
Darwin Entertainment Centre		2,000	-
Mosquito Control		83	81
Library		-	133
Recreation Facilities & Other Infrastructure		4,010	2,250
Smart Cities Infrastructure		2,500	-
Urban Enhancement Infrastructure		6,909	-
Transport (including Roads & Bridges and Paths Funding)		2,901	329
<b>Total Amounts Received Specifically for New or Upgraded Assets</b>		<b>18,556</b>	<b>2,970</b>
<b>Operating Grants, Subsidies and Contributions</b>			
Federal Assistance Act - General Component		1,754	2,560
Federal Assistance Act - Road Component		1,870	2,658
Heritage & Cultural		42	257
Library		1,506	1,477
Mosquito Control		82	138
Planning		-	3
Transport (including Roads & Bridges and Paths Funding)		302	2,163
Other		179	689
<b>Total Revenue for Operating Grants, Subsidies and Contributions</b>		<b>5,735</b>	<b>9,945</b>
<b>Total Grants, Subsidies, Contributions</b>		<b>24,291</b>	<b>12,915</b>
The functions to which these grants relate are shown in Note 12.			
<b>(i) Sources of grants</b>			
Commonwealth Government		11,338	2,968
State Government		12,762	9,700
Other		191	247
<b>Total</b>		<b>24,291</b>	<b>12,915</b>

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 2. Income (continued)

\$ '000	Notes	2018	2017
<b>(h). Conditions over Grants &amp; Contributions</b>			
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:			
<b>Unexpended at the close of the previous reporting period</b>		17,447	22,040
<i>Less:</i>			
<i>Expended during the current period from revenues recognised in previous reporting periods</i>			
Developer Contributions for Infrastructure		(88)	(237)
Specific Purpose Unexpended Grants		(1,004)	(5,950)
<b>Subtotal</b>		<b>(1,092)</b>	<b>(6,187)</b>
<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		529	571
Specific Purpose Unexpended Grants		12,258	1,023
<b>Subtotal</b>		<b>12,787</b>	<b>1,594</b>
<b>Unexpended at the close of this reporting period</b>		<b>29,142</b>	<b>17,447</b>
<b>Net increase (decrease) in assets subject to conditions in the current reporting period</b>		<b>11,695</b>	<b>(4,593)</b>
<b>(i). Physical Resources Received Free of Charge</b>			
Infrastructure		44,109	430
<b>Total Physical Resources Received Free of Charge</b>		<b>44,109</b>	<b>430</b>





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 3. Expenses

\$ '000	Notes	2018	2017
<b>(a). Employee Costs</b>			
Salaries and Wages		27,654	28,343
Superannuation	17	2,702	2,743
Workers' Compensation Insurance		568	527
Fringe Benefit Tax (FBT)		181	238
Other		227	39
Less: Capitalised and Distributed Costs		(235)	(391)
<b>Total Operating Employee Costs</b>		<b>31,097</b>	<b>31,499</b>
Total Number of Employees (full time equivalent at end of reporting period)		314	330
<b>(b). Materials, Contracts and Other Expenses</b>			
<b>(i) Prescribed Expenses</b>			
Auditor's Remuneration			
- Auditing the Financial Reports		80	58
Other Review Services		80	59
Bad and Doubtful Debts		225	373
Elected Members		633	576
Election Expenses		207	203
Operating Leases		63	97
<b>Subtotal - Prescribed Expenses</b>		<b>1,288</b>	<b>1,366</b>
<b>(ii) Other Materials, Contracts and Expenses</b>			
Advertising and Marketing		398	414
Bank Charges		311	352
Contractors and Consultancy Costs		33,917	22,470
Darwin Entertainment Centre		580	580
Donations, Contributions and Assistance		769	742
Fuel and Registration		532	487
Insurance (excl.Workers Comp'n)		857	818
Legal		701	684
Postage		125	139
Power		2,567	2,387
Printing and Stationery		391	425
Professional Services		1,443	1,603
Raw Materials & Consumables		12,256	11,932
Subscriptions and Registrations		313	256
Telephone and Communications		522	446
Travel and Training		393	417
Water and Effluent		3,738	3,316
Other Materials and Services		197	230
<b>Subtotal - Other Material, Contracts &amp; Expenses</b>		<b>60,010</b>	<b>47,698</b>
<b>Total Materials, Contracts and Other Expenses</b>		<b>61,298</b>	<b>49,064</b>

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 3. Expenses (continued)

\$ '000	Notes	2018	2017
<b>(c). Depreciation, Amortisation and Impairment</b>			
<b>(i) Depreciation and Amortisation</b>			
Buildings		3,482	3,332
Infrastructure			
- Stormwater Drainage		4,322	4,115
- Roads & Pathways		11,478	10,632
- Public Lighting		1,057	-
- Other Infrastructure		624	752
Waste Management and Remediation		4,610	1,424
Plant & Equipment		1,840	1,559
Other Assets		2,790	2,537
<b>Subtotal</b>		<b>30,203</b>	<b>24,351</b>
<b>(ii) Impairment</b>			
Other Assets		219	-
<b>Subtotal</b>		<b>219</b>	<b>-</b>
<b>Total Depreciation, Amortisation and Impairment</b>		<b>30,422</b>	<b>24,351</b>
<b>(d). Finance Costs</b>			
Interest on Loans		220	227
Unwinding of Present Value Discounts		581	485
<b>Total Finance Costs</b>		<b>801</b>	<b>712</b>

#### Note 4. Asset Disposal & Fair Value Adjustments

##### Infrastructure, Property, Plant & Equipment

##### (i) Assets Renewed or Directly Replaced

Proceeds from Disposal	564	931
Less: Carrying Amount of Assets Sold	(786)	(1,176)
<b>Gain (Loss) on Disposal</b>	<b>(222)</b>	<b>(245)</b>

##### Fair Value Adjustments

Remeasurement Adjustment/Revaluation Decrements Expensed	(4,499)	(3,969)
<b>Total Fair Value Adjustments</b>	<b>(4,499)</b>	<b>(3,969)</b>

<b>Net Gain (Loss) on Disposal or Revaluation of Assets</b>	<b>(4,721)</b>	<b>(4,214)</b>
---	----------------	----------------





## City of Darwin

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

## Note 5. Current Assets

\$ '000	Notes	2018	2017
(a). Cash & Cash Equivalents			
Cash on Hand at Bank		4,871	3,175
<b>Total Cash &amp; Cash Equivalents</b>		<b>4,871</b>	<b>3,175</b>
(b). Trade & Other Receivables			
Rateable Revenue and Charges		2,568	2,310
Accrued Revenues		13	381
Debtors - General		4,549	4,112
Govt. Grants, Subsidies, Contributions and Donations		471	2,242
GST Recoupment		925	1,091
Prepayments		265	368
Interest on Investments		607	691
Interest and Extra Charges		716	597
<b>Subtotal</b>		<b>10,114</b>	<b>11,792</b>
Less: Allowance for Doubtful Debts		(1,172)	(1,194)
<b>Total Trade &amp; Other Receivables</b>		<b>8,942</b>	<b>10,598</b>
(c). Other Financial Assets (Investments)			
Term Deposits		78,572	70,814
<b>Total Other Financial Assets (Investments)</b>		<b>78,572</b>	<b>70,814</b>
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		92	110
<b>Total Inventories</b>		<b>92</b>	<b>110</b>

## Note 6. Non-Current Assets

Nil

City of Darwin

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

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

\$ '000	Fair Value Level	as at 30/06/2017				Asset Movements during the Reporting Period							as at 30/06/2018			
		At Fair Value	At Cost	Accumulated Dep'n	Impairment	Carrying Value	New / Upgrade	Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	Impairment Loss (recognised in P/L) (Note 3c)	Adjustments & Transfers	Tits front/(to) "Held for Sale" category	Revaluation Increments to P&L (Note 4)	Revaluation Decrements to Equity (A/R) (Note 5)	Revaluation Increments to Equity (A/R) (Note 5)
Capital Work in Progress	3	-	28,552	-	-	28,552	(6,411)	(9,746)	-	-	-	-	-	-	1,046	-
Land - Under Roads	3	51,659	-	-	-	51,659	-	-	-	-	-	-	-	-	-	52,705
Land and Improvements	2	336,082	-	-	-	336,082	-	-	-	-	-	-	-	-	-	336,082
Buildings	3	120,770	-	53,793	-	66,977	3,398	9,861	-	(3,482)	-	-	-	-	-	76,754
Infrastructure	3	340,765	-	179,972	-	160,793	2,673	2,403	-	(4,322)	-	-	-	-	-	161,547
- Stormwater Drainage	3	515,134	-	271,359	-	243,775	3,647	1,457	(162)	(11,478)	-	-	-	-	-	237,239
- Roads & Pathways	3	-	-	-	-	-	37,950	-	-	(1,057)	-	3,408	-	-	2,045	42,346
- Public Lighting	3	48,604	-	22,814	-	25,790	106	413	-	(624)	-	(10,819)	-	-	-	14,866
- Other Infrastructure	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste Management and Remediation	3	-	-	-	-	-	9,221	-	-	(2,941)	-	5,087	-	-	-	11,367
- Waste Remediation	3	-	-	-	-	-	4,464	-	-	(1,669)	-	5,732	-	-	-	8,327
Plant & Equipment	3	-	18,187	8,081	-	10,106	979	9,685	(582)	(1,840)	-	-	-	-	-	18,348
Other Assets	3	-	49,319	19,728	-	29,591	2,978	1,784	(42)	(2,790)	(219)	(3,408)	-	-	-	27,894
<b>Total Infrastructure, Property, Plant &amp; Equipment</b>		<b>1,413,014</b>	<b>96,068</b>	<b>555,747</b>	-	<b>953,325</b>	<b>59,005</b>	<b>15,657</b>	<b>(766)</b>	<b>(30,203)</b>	<b>(219)</b>	-	-	-	<b>3,081</b>	<b>1,000,070</b>
<b>Comparatives</b>		<b>1,395,981</b>	<b>99,221</b>	<b>388,766</b>	-	<b>1,106,436</b>	<b>50,383</b>	-	<b>(1,176)</b>	<b>(24,351)</b>	-	-	<b>211</b>	<b>(3,969)</b>	<b>(174,209)</b>	<b>953,325</b>

Note 7a (ii). Investment Property  
Nil



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

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

\$ '000

Valuation of Assets

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

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

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

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

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

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

Information on Valuations

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

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

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

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

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

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

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

\$ '000

Valuation of Assets (continued)

Other Information

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

Highest and best use

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

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 & Land Improvements

- **Basis of valuation:** Market Value
- **Date of valuation:** 30 June 2016.
- **Valuer:** Certified Practising Valuers (AAPI), representing Assetval Pty Ltd.
- **Critical assumptions:**

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

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

Land Under Roads

- **Basis of valuation:** Market value
- **Date of valuation:** 30 June 2018.
- **Valuer:** Internal assessment
- **Critical assumptions:**

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

- **Results:** The fair value of land under roads initially recognised by City of Darwin at 30 June 2014 was \$51.5M. The fair value of land under roads at 30 June 2018 increased to \$52.7M.





City of Darwin

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

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

\$ '000

Valuation of Assets (continued)

Buildings & Other Structures

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

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

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

Infrastructure

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

- Critical assumptions:

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

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

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

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

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

City of Darwin

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

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

\$ '000

Valuation of Assets (continued)

Infrastructure (continued)

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

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

- Results:

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

- Initial recognition of Public Lighting:

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

Waste Management and Remediation

- **Basis of valuation:** Fair Value

Plant & Equipment

- **Basis of valuation:** Original cost

Other Assets

- **Basis of valuation:** Original cost



## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 8. Liabilities

\$ '000	Notes	2018 Current	2018 Non Current	2017 Current	2017 Non Current
<b>(a). Trade and Other Payables</b>					
Creditors and Accruals		11,152	-	11,148	-
Payments Received in Advance		1,446	-	715	-
Accrued Expenses - Employee Entitlements		566	-	697	-
Accrued Expenses - Finance Costs		32	-	26	-
Deposits, Retentions & Bonds		146	-	148	-
Rates Over Paid		2,037	-	1,961	-
<b>Total Trade and Other Payables</b>		<b>15,379</b>	<b>-</b>	<b>14,695</b>	<b>-</b>

#### (b). Borrowings

Loans	423	4,624	241	3,046
<b>Total Borrowings</b>	<b>423</b>	<b>4,624</b>	<b>241</b>	<b>3,046</b>

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

#### (c). Provisions

Employee Entitlements (including oncosts)	7,290	462	7,716	479
Post Closure Site Rehabilitation	-	14,170	-	7,578
Cell Capping - Stage 2	-	2,089	-	1,968
Cell Capping - Stage 3/4	-	8,497	9,540	-
Cell Capping - Stage 5	-	3,874	-	-
<b>Total Provisions</b>	<b>7,290</b>	<b>29,092</b>	<b>17,256</b>	<b>10,025</b>

##### 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. In 2018 the future value estimates were remeasured and indexed by 2.1% (5 year forward estimate).

##### Movements in Provisions

	Post Closure Site Rehabilitation	Cell Capping - Stage 2	Cell Capping - Stage 3/4	Cell Capping - Stage 5
<b>Opening Balance</b>	7,578	1,968	9,540	-
Add Unwinding of Present Value Discounts	287	51	243	-
Add Additional Amounts Recognised	590	-	-	3,874
Add (Less) Remeasurement Adjustments	5,715	70	(1,286)	-
<b>Closing Balance</b>	<b>14,170</b>	<b>2,089</b>	<b>8,497</b>	<b>3,874</b>

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 9. Reserves

\$ '000	1/7/2017	Increments (Decrements)	Transfers	Impairments	30/6/2018
<b>(a). Asset Revaluation Reserve</b>					
Land - Under Roads	-	1,046	-	-	1,046
Land and Improvements	300,558	-	-	-	300,558
Buildings	36,079	-	-	-	36,079
Infrastructure					
- Stormwater Drainage	99,600	-	-	-	99,600
- Roads & Pathways	160,787	-	-	-	160,787
- Public Lighting	-	2,045	-	-	2,045
Other Assets	437	-	-	-	437
<b>Total Asset Revaluation Reserve</b>	<b>597,461</b>	<b>3,091</b>	<b>-</b>	<b>-</b>	<b>600,552</b>
<b>Comparatives</b>	<b>771,670</b>	<b>(174,209)</b>	<b>-</b>	<b>-</b>	<b>597,461</b>

\$ '000	1/7/2017	Transfers from (-to) operations	Transfers from (-to) capital	Other Movements	30/6/2018
<b>(b). Other Reserves</b>					
<b>Externally Restricted</b>					
CBD Carparking Shortfall - Developer Contributions	12,267	329	-	-	12,596
CBD Carparking Shortfall - Rate Levy	11,739	1,327	-	-	13,066
DEC Air Conditioning Replacement	432	36	(408)	-	60
Highway/Commercial Carparking Shortfall	48	1	-	-	49
Market Site Development	336	54	-	-	390
Other Carparking Shortfall	352	8	-	-	360
Developer Contributions	1,725	189	(86)	-	1,828
Waste Management	1,538	3,104	(666)	-	3,976
Specific Purpose Unexpended Grants	3,055	(540)	11,794	-	14,309
<b>Total Externally Restricted</b>	<b>31,492</b>	<b>4,508</b>	<b>10,634</b>	<b>-</b>	<b>46,634</b>
<b>Comparatives</b>	<b>33,101</b>	<b>5,429</b>	<b>(7,038)</b>	<b>-</b>	<b>31,492</b>





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 9. Reserves (continued)

\$ '000	1/7/2017	Transfers from (-to) operations	Transfers from (-to) capital	Other Movements	30/6/2018
<b>(b). Other Reserves (continued)</b>					
<b>Internally Restricted</b>					
Asset Replacement & Refurbishment	4,645	752	(1,326)	-	4,071
Carry Forward Works	10,707	(666)	(6,041)	-	4,000
Darwin General Cemetery	4	-	(4)	-	-
DEC Asset Replacement & Refurbishment	133	-	-	-	133
Disaster Contingency	1,036	(1)	-	-	1,035
Election Expense	145	(112)	-	-	33
Environmental	472	(7)	(141)	-	324
IT Strategy	434	-	-	-	434
Nightcliff Community Hall	26	13	-	-	39
Off & On Street Parking	5,354	573	(1,007)	-	4,920
Plant & Vehicle Replacement	2,478	2,634	(1,088)	-	4,024
Public Art	381	-	(90)	-	291
Street Lighting	3,312	(500)	(62)	-	2,750
Tree Risk Management	331	(150)	-	-	181
<b>Total Internally Restricted</b>	<b>29,458</b>	<b>2,536</b>	<b>(9,759)</b>	<b>-</b>	<b>22,235</b>
<b>Comparatives</b>	<b>32,638</b>	<b>5,053</b>	<b>(8,233)</b>	<b>-</b>	<b>29,458</b>
<b>Total Other Reserves</b>	<b>60,950</b>	<b>7,044</b>	<b>875</b>	<b>-</b>	<b>68,869</b>
<b>Comparatives 2016/17</b>	<b>65,739</b>	<b>10,482</b>	<b>(15,271)</b>	<b>-</b>	<b>60,950</b>

#### PURPOSES OF RESERVES

##### Asset Revaluation Reserves

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

##### Externally Restricted Reserves

Externally restricted reserves are restricted cash held in accordance with external legal requirements. The use of these reserves must comply with legal requirements.

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

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

##### CBD Carparking Shortfall - Rate Levy

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

##### DEC Air Conditioning Replacement

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

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 9. Reserves (continued)

\$ '000
---------

#### (b). Other Reserves (continued)

##### Market Site Development

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

##### Developer Contributions (other than car parking)

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

##### Waste Management

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

##### Specific Purpose Unexpended Grants

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

##### Internally Restricted Reserves

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

##### Asset Replacement & Refurbishment

This reserve holds funds for the future rehabilitation of major assets and the allocation and utilisation of surplus 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.



City of Darwin

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 9. Reserves (continued)

\$ '000
(b). Other Reserves (continued)
<b>Environmental</b> This reserve holds funds for future environmental projects relating to Council's Environmental Management Plan and other associated plans.
<b>IT Strategy</b> This reserve has been created for staged computer replacements and upgrades and other associated IT strategic programs.
<b>Nightcliff Community Hall</b> This reserve holds lease income from Nightcliff Community Hall to provide for future upgrades of the facility.
<b>Off &amp; On Street Parking</b> Holds funds from on and off street car parking operations to provide for future development of car parking.
<b>Plant &amp; Vehicle Replacement</b> This reserve holds funds to meet the cost of replacement of plant and vehicles.
<b>Public Art</b> This reserve holds funds to provide for future public art projects.
<b>Street Lighting</b> This reserve holds funds to assist transition the capital and maintenance street lighting expenditure resulting from the transfer of ownership of public lighting assets to Council.
<b>Tree Risk Management</b> 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.

City of Darwin

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 10. Assets Subject to Restrictions

\$ '000	Notes	2018	2017
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.			
<b>Cash &amp; Financial Assets</b>			
Externally restricted cash		46,634	31,492
Internally restricted cash		22,235	29,458
<b>Total Assets Subject to Restrictions</b>		<b>68,869</b>	<b>60,950</b>

Note 11. Reconciliation to Statement of Cash Flows

(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 Statement of Financial Position as follows:

Total Cash & Equivalent Assets	5	4,871	3,175
<b>Balances per Statement of Cash Flows</b>		<b>4,871</b>	<b>3,175</b>





## City of Darwin

## Notes to and forming part of the Financial Statements for the year ended 30 June 2018

### Note 11. Reconciliation to Statement of Cash Flows (continued)

\$ '000	Notes	2018	2017
<b>(b). Reconciliation of Change in Net Assets to Cash from Operating Activities</b>			
<b>Net Surplus/(Deficit)</b>		<b>39,889</b>	<b>(2,454)</b>
Non-Cash Items in Income Statements			
Depreciation, Amortisation & Impairment		30,422	24,351
Fair Value Adjustments		4,499	3,969
Unwinding of Present Value Discounts		581	485
Non-Cash Asset Acquisitions		(44,109)	(430)
Grants for Capital Acquisitions (Treated as Investing Activity Receipts)		(18,556)	(2,970)
Net (Gain) Loss on Disposals		222	245
		<b>12,948</b>	<b>23,196</b>
<b>Add (Less): Changes in Net Current Assets</b>			
Net (Increase)/Decrease in Receivables		1,678	(3,316)
Change in Allowances for Under-Recovery of Receivables		22	33
Net (Increase)/Decrease in Inventories		18	21
Net (Increase)/Decrease in Other Current Assets		(44)	(66)
Net Increase/(Decrease) in Trade & Other Payables		815	3,251
Net Increase/(Decrease) in Unpaid Employee Benefits		(574)	786
<b>Net Cash provided by (or used in) operations</b>		<b>14,863</b>	<b>23,905</b>
<b>(c). Non-Cash Financing and Investing Activities</b>			
<b>Acquisition of assets by means of:</b>			
- Physical Resources Received Free of Charge	2i	44,109	430
<b>Amounts recognised in Income Statement</b>		<b>44,109</b>	<b>430</b>
<b>Total Non-Cash Financing &amp; Investing Activities</b>		<b>44,109</b>	<b>430</b>

### (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.

## City of Darwin

## Notes to and forming part of the Financial Statements for the year ended 30 June 2018

### Note 12a. Functions

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).									
	INCOME			EXPENSES			OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN INCOME	
	Budget* 2018	Actual 2018	Actual 2017	Budget* 2018	Actual 2018	Actual 2017	Budget* 2018	Actual 2018	Actual 2017	Actual 2017
<b>\$ '000</b>										
Governance	30	58	53	2,415	2,433	2,419	(2,385)	-	38	-
Administration	646	783	804	30,252	35,421	29,669	(29,606)	(34,638)	-	-
Public Order & Safety	4,184	6,428	2,621	6,404	18,243	5,258	(2,220)	(11,815)	-	-
Health	83	165	219	82	78	230	1	87	165	219
Environment	50	53	51	619	526	581	(569)	(473)	3	-
Community Services & Education	1,148	1,166	397	2,678	2,382	2,141	(1,530)	(1,216)	919	175
Housing & Community Amenities	21,950	21,221	19,891	24,809	28,254	27,969	(2,859)	(7,033)	142	123
Recreation & Culture	6,857	8,307	5,399	24,803	24,865	23,949	(17,946)	(16,558)	7,724	4,593
Transport & Communication	10,885	64,233	12,574	15,934	15,603	17,136	(5,049)	48,630	57,693	5,629
Economic Affairs	1,602	1,526	1,548	722	534	488	880	992	-	9
General Purpose Income <sup>^</sup>	62,764	64,288	63,829	-	-	-	62,764	64,288	1,754	2,559
<b>Total Functions/Activities</b>	<b>110,199</b>	<b>168,228</b>	<b>107,386</b>	<b>108,718</b>	<b>128,339</b>	<b>109,840</b>	<b>1,481</b>	<b>39,889</b>	<b>68,400</b>	<b>13,345</b>
										<b>1,038,022</b>

<sup>^</sup> Includes: Rates & Annual Charges (incl. Ex-Gratia), untied General Purpose Grants, unrestricted interest and investment income

\* Budget is the adopted revised budget as at 30 June 2018. The revised budget includes variations up to and including 3rd Quarter Variations and Carry Forwards from the previous year.



City of Darwin

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 12b. Components of Functions

\$ '000

The activities relating to Council functions are as follows:

GOVERNANCE

Costs relating to the Council's role as a component of democratic government, including elections, members fees and expenses, subscriptions to local authority associations, meetings of Council and policy making committees, area representation and public disclosure and compliance, together with related administration costs.

ADMINISTRATION

Costs not otherwise attributed to other functions or activities.

PUBLIC ORDER AND SAFETY

Animal control, enforcement of local government regulations and emergency services.

HEALTH

Administration and inspection, food control, insect/vermin control, noxious plants, other.

ENVIRONMENT

Programs and activities that promote and advocate for the preservation and best practice management of the natural environment.

COMMUNITY SERVICES AND EDUCATION

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, aboriginal services, other community services, education.

HOUSING AND COMMUNITY AMENITIES

Housing, town planning, domestic waste management services, other waste management services, street cleaning, other sanitation and garbage, urban stormwater drainage, environmental protection, public cemeteries, public conveniences, other community amenities.

RECREATION AND CULTURE

Public libraries, community centres, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens, other sport and recreation.

TRANSPORT AND COMMUNICATION

Urban roads, bridges, footpaths, parking areas, street lighting, other.

ECONOMIC AFFAIRS

Tourism and area promotion, industrial development promotion, other business undertakings.

GENERAL PURPOSE INCOME

Income not otherwise attributed to other functions or activities includes rates and annual charges, untied General Purpose grants and unrestricted interest and investment income.

City of Darwin

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 12b. Components of Functions (continued)

\$ '000

This Note sets out the details of MATERIAL VARIATIONS between Council's Revised Budget and its Actual Results for the year as per the Income Statement. The Revised Budget is as at 30 June 2018 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

	2018	2018	2018			
\$ '000	Revised Budget	Actual	-----Variance*-----			

Budget Variations relating to Council's Operating Result by Functions include:

Income	\$'000's	\$'000's	\$'000's	%	F/U	Ref
Governance	30	58	28	93%	F	1
Administration	646	783	137	21%	F	2
Public Order & Safety	4,184	6,428	2,244	54%	F	3
Health	83	165	82	99%	F	4
Environment	50	53	3	6%	F	
Community Services & Education	1,148	1,166	18	2%	F	
Housing & Community Amenities	21,950	21,221	(729)	-3%	U	
Recreation & Culture	6,857	8,307	1,450	21%	F	5
Transport & Communication	10,885	64,233	53,348	490%	F	6
Economic Affairs	1,602	1,526	(76)	-5%	U	
General Purpose Income	62,764	64,288	1,524	2%	F	
	110,199	168,228	58,029			

Ref Reasons for Variations Include

- 1
- Received voter infringement income not budgeted.
- 2
- Additional legal fees recovery income received.
- 3
- Reduction in income for regulatory services. Infringement income is below budget by \$1M and animal registration fees and fines \$231k below anticipated budget. This has been offset by the recognition of insurance claim income of \$4.5M for the Emergency Cyclone event.
- 4
- Mosquito control grant received that was not budgeted.
- 5
- Additional capital grants received for sporting facilities that were not budgeted.
- 6
- Additional capital grants received for Switching on Darwin \$2.5M, Smith Street Greening \$3M, Laneway Activation \$2M and Bennett & Cavenagh Street Shading \$1M that were not budgeted. Non cash capital income contributions of \$44.1M recognised for public lighting and Muirhead stage 3.





Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 12b. Components of Functions (continued)

\$ '000	2018 Revised Budget	2018 Actual	2018 -----Variance*-----			
<b>Expenses</b>	<b>\$'000's</b>	<b>\$'000's</b>	<b>\$'000's</b>	<b>%</b>	<b>F/U</b>	<b>Ref</b>
Governance	2,415	2,433	(18)	-1%	U	
Administration	30,252	35,421	(5,169)	-17%	U	1
Public Order & Safety	6,404	18,243	(11,839)	-185%	U	2
Health	82	78	4	5%	F	
Environment	619	526	93	15%	F	3
Community Services & Education	2,678	2,382	296	11%	F	4
Housing & Community Amenities	24,809	28,254	(3,445)	-14%	U	5
Recreation & Culture	24,803	24,865	(62)	0%	U	
Transport & Communication	15,934	15,603	331	2%	F	
Economic Affairs	722	534	188	26%	F	6
General Purpose Income	-	-	-	0%	F	
	<b>108,718</b>	<b>128,339</b>	<b>(19,621)</b>			

Ref Reasons for Variations Include

- 1 Depreciation expense greater than budget due in part from revaluation of infrastructure assets, significant asset additions recognised, including Waste Cell 5, other Waste infrastructure and remediation.
- 2 Expenditure is greater than budget due to recognition of \$12.3M related to the Emergency Cyclone event. Savings in the regulatory services function reduced the overall variance.
- 3 Underspend relates to operational component of the Bike Plan and savings in consultancy expenses.
- 4 Savings in employee costs due to staff vacancies and programs underspent.
- 5 Remeasurement of waste remediation assets resulting in a decrement of \$4.6M and expensing \$924k for the leachate treatment pilot have impacted the results. This has been offset by overall savings in Waste management operations of \$1.78M.
- 6 Savings in projects and international relations.

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2018

Note 13. Financial Instruments

\$ '000

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy:

Carried at lower of cost and net realisable value; Interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 2.53% and 2.82% (2017: 2.49% and 2.80%). Short term deposits have an average maturity of 233 days and an average interest rate of 2.67% (2017: 245 days and 2.68%).

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.

Receivables

Rates & Associated Charges

(including legals & penalties for late payment)

Note: These receivables do not meet the definition of "financial instruments" and have been excluded from the following disclosures.

Accounting Policy:

Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 18% (2017: 18%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables

Fees & Other Charges

Accounting Policy:

Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & Conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying Amount:

Approximates fair value (after deduction of any allowance).



## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 13. Financial Instruments (continued)

\$ '000

##### Recognised Financial Instruments

###### Receivables

###### Other Levels of Government

##### Accounting Policy:

Carried at nominal value.

##### Terms & Conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

##### Carrying Amount:

Approximates fair value.

###### Liabilities

###### Creditors and Accruals

##### Accounting Policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

##### Terms & Conditions:

Liabilities are normally settled on 30 day terms.

##### Carrying Amount:

Approximates fair value.

###### Liabilities

###### Interest Bearing Borrowings

##### Accounting Policy:

Carried at the principal amounts. Interest is charged as an expense as it accrues.

##### Terms & Conditions:

Secured over future revenues, borrowings are repayable (twice yearly); interest is charged at fixed rates between 3.935% and 6.62% (2017: 6.62%).

##### Carrying Amount:

Approximates fair value.

##### Accounting Policy:

Accounted for in accordance with AASB 117.

###### Liabilities

###### Finance Leases

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 13. Financial Instruments (continued)

\$ '000	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
---------	-----------------	-----------------------------	------------------	---------------------------------	--------------------

##### 2018

###### Financial Assets

Cash & Equivalents	4,871	-	-	4,871	4,871
Receivables	6,356	-	-	6,356	5,477
Other Financial Assets	78,572	-	-	78,572	78,572
<b>Total Financial Assets</b>	<b>89,799</b>	<b>-</b>	<b>-</b>	<b>89,799</b>	<b>88,920</b>

###### Financial Liabilities

Payables	13,933	-	-	13,933	13,933
Current Borrowings	423	-	-	423	423
Non-Current Borrowings	-	1,952	2,672	4,624	4,624
<b>Total Financial Liabilities</b>	<b>14,356</b>	<b>1,952</b>	<b>2,672</b>	<b>18,980</b>	<b>18,980</b>

##### 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
<b>Total Financial Assets</b>	<b>82,012</b>	<b>-</b>	<b>-</b>	<b>82,012</b>	<b>81,086</b>

###### Financial Liabilities

Payables	13,981	-	-	13,981	13,980
Current Borrowings	241	-	-	241	241
Non-Current Borrowings	-	1,137	1,909	3,046	3,046
<b>Total Financial Liabilities</b>	<b>14,222</b>	<b>1,137</b>	<b>1,909</b>	<b>17,268</b>	<b>17,267</b>

The following interest rates were applicable to Council's Borrowings at balance date:

	30 June 2018		30 June 2017	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed Interest Rates	5.85%	5,047	6.62%	3,287
		<b>5,047</b>		<b>3,287</b>

##### Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### 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	2018	2017
<b><u>Receivables</u></b>			
0 to 30 days overdue		3,602	5,614
31 to 90 days overdue		432	46
Greater than 90 days overdue		1,443	1,437
Impaired		879	926
<b>Total</b>		<b>6,356</b>	<b>8,023</b>

**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.

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 14. Commitments for Expenditure

\$ '000

Notes

2018

2017

##### (a). Capital Commitments

##### **Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:**

Buildings	-	2,100
Infrastructure	2,694	1,438
	<b>2,694</b>	<b>3,538</b>

##### **These expenditures are payable:**

Not later than one year	2,694	3,538
Later than one year and not later than 5 years	-	-
Later than 5 years	-	-
	<b>2,694</b>	<b>3,538</b>

##### (b). Other Expenditure Commitments

##### **Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:**

Audit Services	52	-
Waste Management Services	21,105	20,441
Other Maintenance Contracts	4,319	7,462
Recreation	4,666	513
Security Services	811	1,240
Other	140	292
	<b>31,093</b>	<b>29,948</b>

##### **These expenditures are payable:**

Not later than one year	13,136	13,894
Later than one year and not later than 5 years	14,198	16,054
Later than 5 years	3,759	-
	<b>31,093</b>	<b>29,948</b>

##### (c). Finance Lease Commitments

Council has no Finance Leases.

#### Note 15. Financial Indicators

Refer to "Finance Overview" in Annual Report.



## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 16. Operating Leases

\$ '000	2018	2017
---------	------	------

##### 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, including those relating to Investment Property, are as follows:

Not later than one year	1,127	1,171
Later than one year and not later than 5 years	2,402	2,821
Later than 5 years	1,638	1,356
	<u>5,167</u>	<u>5,348</u>

##### (ii) Lease Payment Commitments of Council

Council has entered into non-cancellable operating leases for various items of property, plant and equipment.

##### Commitments under non-cancellable operating leases that have not been recognised in the financial statements are as follows:

Not later than one year	275	384
Later than one year and not later than 5 years	128	311
Later than 5 years	387	21
	<u>790</u>	<u>716</u>

#### 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 2017/18; 9.50% in 2016/17). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 18. Interests in Other Entities

\$ '000
---------

Council has no interest in any Equity Accounted Businesses such as Joint Ventures, Associates & Joint Operations.

#### Note 19. Non-Current Assets Held for Sale & Discontinued Operations

Council does not have any Non-Current Assets Held for Sale or any Discontinued Operations.

#### Note 20. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

##### 1. REHABILITATION OF LANDFILL SITES

Council operates a land fill site at Shoal Bay giving rise to an obligation to rehabilitate the site in the future. Post closure and cell capping costs have been recognised as a liability and are disclosed in Note 8(c). The treatment of leachate liability has been excluded from the provision as environmental requirements and processes are under review and the liability cannot be reliably estimated.

##### 2. OTHER CONTINGENT LIABILITIES

Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services. It is not practical to estimate the potential liability at this stage.

Council believes that it is appropriately covered for claims through its insurance coverage and does not expect any material liabilities to eventuate.

#### Note 21. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2018, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 26/10/18.

**Council is unaware of any material or significant "non adjusting events" that should be disclosed.**





## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### Note 22. Related Party Transactions

\$ '000

##### 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, 22 persons were paid the following total compensation:

##### (i) Total remuneration and allowances paid to Key Management Personnel during the year comprises:

\$ '000	2018	2017
<b>Key Management Personnel</b>		
Short-Term Employee Benefits	1,269	1,361
Termination Benefits	105	-
Elected Member Allowances	655	591
<b>Total</b>	<b>2,029</b>	<b>1,952</b>

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

##### (ii) Loans to Responsible Persons:

No loans have been made, guaranteed or secured by the Council to KMP during the reporting year.

##### (iii) Other Transactions:

Other than the amount paid as taxpayers or residents (e.g. rates, swimming pool entry fees, etc.) no other transactions have been made with KMP during the year.

##### (iv) Outstanding Amounts:

As at 30 June 2018, an amount of \$48.9k receivable was outstanding offset by a deferred termination payment to one of the Council's KMP. There were no other outstanding amounts receivable or payable to/from the Council's KMP. Amounts less than \$1,000 have not been disclosed.

## City of Darwin

### Notes to and forming part of the Financial Statements for the year ended 30 June 2018

#### 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	2018	2017
<b>Trust Funds Held for Outside Parties</b>		
Security Deposits and Other	586	588
Darwin Waterfront Corporation	1	4
<b>TOTAL TRUST FUNDS</b>	<b>587</b>	<b>592</b>



## Independent audit report to the Chief Executive Officer of City of Darwin

### Opinion

We have audited the accompanying general purpose financial report of City of Darwin ("the Council"), which comprises the statement of financial position as at 30 June 2018, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the Chief Executive Officer's Statement.

In our opinion, the financial report of City of Darwin is in accordance with the *Northern Territory Local Government Act*, including:

- (a) giving a true and fair view of the financial position of the City of Darwin as at 30 June 2018 and of the Council's performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Local Government (Accounting) Regulations*.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

We are independent of the Council in accordance with the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the 'Code') that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### The Responsibility of the Chief Executive Officer and Those Charged with Governance for the Financial Report

The Chief Executive Officer of the Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Northern Territory Local Government Act* and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Chief Executive Officer either intends to liquidate the Council or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer.
- Conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive Officer and those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Merit Partners

Merit Partners

MunLi Chee  
Director

DARWIN

26 October 2018





# APPENDIX 1

## 5.1 2017/18 MUNICIPAL PLAN PERFORMANCE

Progress against the *Evolving Darwin Towards 2020 Strategic Plan* is assessed through the annual municipal plan actions and key performance indicators. The tables below present performance of municipal plan actions and key performance indicators aligned to deliver on the outcomes within the strategic plan.

Reporting on our success in delivering planned actions and key performance indicator results is outlined on the following pages.

Performance indicator legend can be found below.



### ACTION LEGEND

	On Track: Action completed as planned
	Monitor: Action progress did not achieve desired result
	Off Track: Action was incomplete, cancelled or did not achieve desired result

### KEY PERFORMANCE INDICATOR LEGEND

	On Track: Greater than 90% of target achieved
	Monitor: Less than 90% but greater than 70% of target achieved
	Off Track: Less than 70% of target achieved

## Municipal Plan Action Reporting

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Outcome 1.1 – Community inclusion supported		
Support, partner and deliver activities and events that benefit people with disability and seniors	Community Development	
Monitor the implementation of the City of Darwin Community Access Plan 2012-2017	Community Development	
Coordinate the Access & Inclusion Advisory Committee to ensure equity of access to Council procedures, services and facilities	Community Development	
Manage and implement the City of Darwin annual Community Grants Program	Community Development	
Deliver the City of Darwin Assertive Outreach Program to vulnerable members of the community	Darwin Safer City	
Manage and deliver the Safer City Support Services to retailers and residents	Darwin Safer City	
Broker partnerships that foster a safer community	Darwin Safer City	
Implement the Safer Vibrant Darwin Plan in partnership with stakeholders	Darwin Safer City	
Support and undertake advocacy to reduce adverse impacts of public intoxication on community life	Darwin Safer City	
Deliver policy and procedures that guide implementation of the Darwin Safer City Program	Darwin Safer City	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
<b>Outcome 1.2 Desirable places and open spaces for people</b>		
Manage and maintain compliance with Council's On and Off-Street Parking Control Program	Regulatory Services	
Conduct routine patrols of public areas to ensure public facilities, parks and beaches are clean and safe	Regulatory Services	
Ensure compliance with Australian Road Rules, Northern Territory 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 the community about their obligations in maintaining public safety and amenity under the by-laws	Regulatory Services	
Provide an after-hours emergency call-out service for dangerous dogs	Regulatory Services	
Undertake public places cleaning, including path, street sweeping and litter collection services to maintain public amenities	Civil Works	
<b>Outcome 1.3 Connected community through technology</b>		
Implement the City of Darwin Digital Strategy	Information Technology	
<b>Outcome 1.4 Improved relations with all levels of government and significant stakeholders</b>		
Review and comment on all Northern Territory Development Consent Authority matters, in keeping with statutory and strategic requirements and community needs	City Planning	
Take part in working groups with the Northern Territory Government to implement strategic planning initiatives	City Planning	
Undertake land use planning to develop strategic plans and policy to influence the Northern Territory Governments Land Use Plans and Northern Territory Planning Scheme	City Planning	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Develop and manage developer contribution plans for infrastructure upgrading works, such as road works, stormwater drainage and social infrastructure	City Planning	
Undertake city wide social planning	City Planning	
<b>Outcome 2.1 Improved access and connectivity</b>		
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	
Construct, reconstruct and maintain footpaths, driveways, walkways and shared paths	Civil Works	
Undertake design for Council's annual capital works program including roads and stormwater design	Design	
Conduct urban traffic analysis and design of traffic management schemes	Design	
Coordinate design for Council's Roads to Recovery and Blackspot federal funding programs <sup>8</sup>	Design	
Undertake traffic management investigations and formulate responses	Design	
Undertake stormwater drainage studies and identify future upgrading works required <sup>9</sup>	Design	
Provide documentation for the technical aspects of construction	Design	
Deliver Council's reseal and traffic signals programs	Design	

<sup>8</sup> 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.

<sup>9</sup> The Nightcliff Drainage Study is underway, expected completion September 2017.





MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Manage the operation and planning for City of Darwin on and off-street car parking facilities	City Parking	
Develop and implement Council's pricing strategy for on and off-street car parking facilities	City Parking	
<b>Outcome 2.2 A sense of place and community</b>		
Manage and deliver building maintenance services for Council's building assets	Building Services	
Conduct Council's building inspection program and maintain compliance with all building regulations for Council-owned buildings	Building Services	
Manage the removal of graffiti from Council-owned buildings	Building Services	
Manage the delivery of Council's annual capital works program	Capital Works & Project Management	
Provide project management services and advice across Council for all capital works projects	Capital Works & Project Management	
Develop and annually review Council's capital works program and budget	Capital Works & Project Management	
Develop and maintain developer contribution plans in accordance with the <i>Northern Territory Planning Act</i>	Development	
Develop, maintain and implement subdivision, redevelopment and minor development guidelines, standards, policies and procedures	Development	
Certify Final Approval Certificate and Northern Territory Planning Authority permit conditions	Development	
Investigate and provide technical advice on private and public civil works within Council property	Development	
Implement Council's street lighting replacement program	Street Lighting	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Maintain street lights across the municipality	Street Lighting	
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 plant and maintain trees in urban forests	Parks and Reserves	
<b>Outcome 2.3 Increased sport, recreation and leisure experiences</b>		
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	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Provide services and programs that satisfy the recreational and lifelong learning needs of the community	Libraries	
Provide access to information in a variety of formats including digital	Libraries	
Manage and maintain library collections	Libraries	
Provide safe welcoming community spaces	Libraries	
Develop and deliver community healthy lifestyle and recreation programs	Leisure and Events	
Manage recreation and leisure facilities, including Council swimming pools and sporting ovals	Leisure and Events	
Provide support and guidance to local sport and recreation associations and clubs	Leisure and Events	
Develop and implement the Youth Strategy for 2016-2021	Youth Services	
Coordinate and facilitate Council's Youth Advisory Committee	Youth Services	
Deliver LAUNCH recreation and leisure program	Youth Services	
Support, partner and deliver community events for young people by young people, including delivery of an annual major event	Youth Services	
Ensure youth-friendly opportunities, services and processes across Council	Youth Services	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
<b>Outcome 2.4 Economic growth supported</b>		
Provide business advisory services to Council on matters such as investment property, business proposals and the use of Council property for commercial activities	Economic Development and Tourism	
Advise Council on Darwin's business, economic and tourist development and compliance in accordance with adopted policy	Economic Development and Tourism	
Negotiate the strategic purchase and disposal of land and property for Council	Economic Development and Tourism	
Implement the CBD Activation Plan	Economic Development and Tourism	
Strengthen and enhance present and emerging international relationships that benefit the broader Darwin community, including Council's International Relations Program	Economic Development and Tourism	
<b>Outcome 3.1 Council's carbon footprint reduced</b>		
Coordinate the improvement of the environmental performance of Council's operations	Climate Change and Environment	
<b>Outcome 3.2 Darwin community's carbon footprint reduced</b>		
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	
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	





MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Manage the Shoal Bay Waste Management Facility	Waste Management	
Plan effectively for Council's long-term waste and recycling services	Waste Management	
Outcome 3.3 Conserve and protect the Darwin Environment		
Monitor stormwater and waterway water quality	Climate Change and Environment	
Manage and implement the East Point Reserve biodiversity five-year plan (2014-2018)	Climate Change and Environment	
Manage Council's strategies for biodiversity and conservation management	Climate Change and Environment	
Outcome 4.1 Recognised key activities and events		
Deliver City of Darwin's annual major community events program	Leisure and Events	
Outcome 4.2 Community life rich in creativity		
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	Art and Cultural Development	
Manage and implement the Darwin Public Art Pilot Plan	Arts and Cultural Development	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Outcome 5.1 Quality service		
Provide customer services and reception for City of Darwin	Customer Experience	
Provide services for processing Council payments	Customer Experience	
Provide services for the use of Council facilities and the issue of related permits	Customer Experience	
Provide support to community organisations to deliver community-based events	Customer Experience	
Manage and implement Council's asset management strategy for computer hardware and software assets	Information Technology	
Deliver, maintain and support software applications and information systems to ensure the Council works effectively	Information Technology	
Manage Council's data security requirements, including data back-ups, data redundancy and high availability	Information Technology	
Outcome 5.2 Quality people		
Develop and implement a whole-of-Council workforce planning strategy	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	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Develop and implement a framework to build leadership capacity across Council	Employee Relations	
Manage the City of Darwin Workforce Wellbeing Committee	Employee Relations	
Develop and implement Council wide employee training and development opportunities	Employee Relations	
Manage effective employment processes	Employee Relations	
Implement and manage Council's Workplace Health and Safety Management System	Risk, Audit and Safety	
Develop and implement Council's Leadership Essentials Program	Organisational Development	
Facilitate the delivery of a bi-annual culture survey and analysis of results	Organisational Development	
Develop and implement an organisation-wide culture change program	Organisational Development	
Design and facilitate workshops on the organisational vision, values and expected behaviours	Organisational Development	
Coach and support Senior Managers and team members across Council to help identify and implement initiatives to enhance progress towards desired goals and change	Organisational Development	
Provide recommendations to embed the organisational vision, values and expected behaviours, such as corporate induction, recruitment and selection, policies and procedures	Organisational Development	
<b>Outcome 5.3 Good governance</b>		
Manage Council's compliance with statutory obligations for Council meetings, including by-laws	Governance	
Administer Council meetings and activities	Governance	

MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Manage and provide high-level executive support to the Office of the Lord Mayor and Chief Executive Officer and provide administrative support to Elected Members	Governance	
Develop and implement Elected Member, Chief Executive Officer and staff communication mediums	Governance	
Oversee the conduct of the 2017 local government election and induction program for the 22nd Council of City of Darwin	Governance	
Develop, manage and implement Council's Service Review Program	Strategy and Outcomes	
Manage Council's statistical profiles and analysis	Strategy and Outcomes	
Manage and implement Council's Performance Management Framework, including regular public reporting of performance against Council's Strategic and Municipal Plans and the Annual Report	Strategy and Outcomes	
Manage Council's Legislative Compliance Program and Policy Framework	Strategy and Outcomes	
Manage and implement Council's Strategic Planning Framework, including the development of Council's Strategic and Annual Plans	Strategy and Outcomes	
Develop and implement a strategic approach to seeking external grants and Council recognition through awards	Strategy and Outcomes	
Develop and coordinate the delivery of a whole-of-Council community engagement program	Community Engagement and Participation	
Develop and implement Council's Community Engagement Policy and guidelines	Community Engagement and Participation	
Plan for and undertake community engagement for Council activities	Community Engagement and Participation	
Embed the practice of community engagement through training and development, provision of advice and resources development	Community Engagement and Participation	





MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Develop and manage Council's social media platforms and websites	Communications and Marketing	
Manage and implement Council's Communications Strategy and develop an annual Communications Plan	Communications and Marketing	
Manage Council's reputation through effective media management strategies, public relations and marketing	Communications and Marketing	
Manage marketing and promotion of Council's brand, including sponsorship arrangements	Communications and Marketing	
Manage and implement a Council-wide Corporate Risk Management Framework, including strategic and operational risk assessments	Risk, Audit and Safety	
Develop, implement and manage Council's Control Self-Assessment Program	Risk, Audit and Safety	
Implement and manage Council's Internal Audit program	Risk, Audit and Safety	
Develop and maintain Council's Business Continuity Management Systems	Risk, Audit and Safety	
Develop and maintain Council's Emergency Response Plans	Risk, Audit and Safety	
Manage and provide administration for the City of Darwin Operations Centre	Operations Administration	
Maintain business continuity plans to ensure Council's resilience to business interruption and disaster events	Operations Administration	
Coordinate Council's Emergency Response Plan, including the Cyclone Plan	Operations Administration	
Continually implement, review and improve records management services, policies and processes	Records and Information Management	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Administer and maintain Council's record-keeping system	Records and Information Management	
Manage Council's requests and compliance relating to Freedom of Information	Records and Information Management	
Provide staff training and development to ensure they are equipped to meet their record-keeping responsibilities	Records and Information Management	
<b>Outcome 5.4 Effective Leadership and Advocacy</b>		
Provide strategic and operational leadership to Council and the community	Chief Executive Officer, General Managers and Executive Manager	
Lead implementation of Council plans, policy and decisions	Chief Executive Officer, General Managers and Executive Manager	
Actively take part in the Executive Leadership Team to monitor and resolve organisation-wide and community issues	Chief Executive Officer, General Managers and Executive Manager	
Attendance at Council and Committee meetings	Chief Executive Officer, General Managers and Executive Manager	
Provide high-level support and coordination of Council's role on Council of Capital City Lord Mayors, Northern Australia Capital City Committee and Top End Regional Organisation of Council's	Governance	
Develop and implement a strategic approach to seeking external grants and Council recognition through awards	Strategy and Outcomes	
<b>Outcome 5.5 Responsible financial and asset management</b>		
Manage Council's revenue functions, including generation of Council's rates revenue	Financial Management	
Develop and implement a financially sustainable long-term financial plan, annual budget and quarterly budget reviews	Financial Management	
Manage and deliver on Council's annual statutory and financial reporting obligations	Financial Management	



MUNICIPAL PLAN ACTION	SERVICE PROGRAM	2017/18 RESULT
Manage and provide advice on Council's borrowing and investments in accordance with adopted policy	Financial Management	
Develop and implement sound asset accounting practices	Financial Management	
Manage and monitor Council's payables processes in accordance with Council's procurement framework and payroll	Financial Management	
Develop and implement a Corporate Asset Management Strategy and asset management plans for infrastructure assets	Asset Management	
Maintain and update Council's register for infrastructure assets	Asset Management	
Develop Council's annual infrastructure renewal and replacement program and monitor implementation	Asset Management	
Undertake cyclic condition assessments of infrastructure assets	Asset Management	
Manage Council's heavy and light fleet	Fleet Management	
Purchase and dispose of vehicles and plant in accordance with replacement programs	Fleet Management	
Monitor fleet condition and level of usage	Fleet Management	
Provide preventative maintenance, repair and modifications to Council's fleet, ensuring compliance with safety regulations	Fleet Management	

TABLE 14 MUNICIPAL PLAN PERFORMANCE – ACTIONS 2017/18

## MUNICIPAL PLAN KPI REPORTING

### 2017/18 MUNICIPAL PLAN INDICATOR

SERVICE PROGRAM	DATA SOURCE	UNIT	2017/18 TARGET	2017/18 RESULT	
<b>Outcome 1.1 – Community inclusion supported</b>					
<b>Number of community groups or organisations provided with council support (e.g. community grants, fun and games, face painting, Gig Gear, staging)</b>					
Community Development	Internal Manual Data Collection	#	>55	102	
<b>Level of community satisfaction with community services provided by City of Darwin</b>					
Community Development	Annual Community Satisfaction Survey	#	3.5	3.3	
<b>Number of retailers/residents engaged with by Safer City Service</b>					
Darwin Safer City	Internal Manual Data Collection	#	120	115	
<b>Number of service bridging referrals made for vulnerable people</b>					
Darwin Safer City	Internal Manual Data Collection	#	800	2,569	
<b>Outcome 1.2 – Desirable places and open spaces for people</b>					
<b>Community perception of safety in parks, reserves and public open spaces</b>					
Regulatory Services	Annual Community Satisfaction Survey	%	>60	31	
<b>Community satisfaction with dog and cat control education programs</b>					
Regulatory Services	Annual Community Satisfaction Survey	#	3.3	3.2	
<b>Number of City of Darwin/NTG policy interactions in relation to anti-social behaviour in public places</b>					
Regulatory Services	Internal Manual Data Collection	Trend	Decreasing	Decreased	
<b>Number of Regulatory Services community education and engagement activities undertaken</b>					
Regulatory Services	Internal Manual Data Collection	#	20	21	
<b>Percentage of animals reunited with their registered owner</b>					
Regulatory Services	Internal Manual Data Collection	%	85	74	
<b>Community satisfaction rating with the standard of litter collection from public areas</b>					
Civil Works	Annual Community Satisfaction Survey	#	>4	3.4	





## 2017/18 MUNICIPAL PLAN INDICATOR

SERVICE PROGRAM	DATA SOURCE	UNIT	2017/18 TARGET	2017/18 RESULT	
Outcome 1.3 Connected community through technology					
Percentage of service desk requests closed against open requests					
Information Technology	Service Desk Software Database	%	97.5	97.2	
Outcome 1.4 Improved relations with all levels of government and significant stakeholders					
Number of development applications received					
Planning	Register of development applications received as maintained by Planning Services	#	>250	157	
Outcome 2.1 Improved access and connectivity					
Community satisfaction rating with the standard of road maintenance					
Civil Works	Annual Community Satisfaction Survey	#	>4	3.3	
Community satisfaction rating with the standard of storm water drainage					
Civil Works	Annual Community Satisfaction Survey	#	>4	3.8	
Community satisfaction rating with the standard of footpaths/shared paths					
Civil Works	Annual Community Satisfaction Survey	#	>4	3.2	
Percentage of annual design program completed					
Design	Authority	%	100	95	
Total revenue generated by off-street car parks					
City Parking	Authority	\$	2.5M	2.63M	
Total revenue generated by on-street car parks					
City Parking	Authority	\$	2.6M	2.13M	
Outcome 2.2 A sense of place and community					
Annual Capital Works Program expenditure within budget					
Capital Works	Authority	%	95	77	
Works permits processed within 10 working days					
Development	Internal Manual Data Collection	%	>90	100	

## 2017/18 MUNICIPAL PLAN INDICATOR

SERVICE PROGRAM	DATA SOURCE	UNIT	2017/18 TARGET	2017/18 RESULT	
Community satisfaction rating with the standard of maintenance of parks					
Parks and Reserves	Annual Community Satisfaction Survey	#	>4	3.7	
Community satisfaction rating with the standard of recreational and leisure services such as sports ovals					
Parks and Reserves	Annual Community Satisfaction Survey	#	>4	3.7	
Annual Street Lighting program expenditure within approved budget					
Street Lighting	Authority	%	100	79	
Outcome 2.3 Increased sport, recreation and leisure experiences					
Total annual Fun Bus attendance					
Family and Children's Services	Internal Manual Data Collection	#	6,500	12,239	
Total annual Fun in the Parks attendance					
Family and Children's Services	Internal Manual Data Collection	#	1,000	1,701	
Number of school civic visits per year					
Family and Children's Services	Internal Manual Data Collection	#	6	7	
Community satisfaction rating with library services					
Libraries	Annual Community Satisfaction Survey	#	4.2	4.1	
Number of annual library visits					
Libraries	People Counters at each library	#	>500,000	442,101	
Number of items loaned annually					
Libraries	Library Management System	#	>400,000	411,106	
Community satisfaction with Council swimming pools					
Leisure and Events	Annual Community Satisfaction Survey	%	>70	69	
Community satisfaction with recreation and leisure services					
Leisure and Events	Annual Community Satisfaction Survey	%	>70	54	



#### 2017/18 MUNICIPAL PLAN INDICATOR

SERVICE PROGRAM	DATA SOURCE	UNIT	2017/18 TARGET	2017/18 RESULT	
<b>Number of LAUNCH pop-up events per annum</b>					
Youth Services	Internal Manual Data Collection	#	4	10	
<b>Percentage of 2017/18 planned actions achieved in Youth Strategy 2016-2021</b>					
Youth Services	Internal Manual Data Collection	%	85	85	
<b>Number of advisory consultations provided by the Youth Advisory Group</b>					
Youth Services	Internal Manual Data Collection	#	4	6	
<b>Outcome 2.4 Economic growth supported</b>					
<b>Occupancy rate of Council's commercially leased buildings</b>					
Economic Development & Tourism	Register of occupancy of Council's buildings maintained by Economic Development & Tourism	%	>80	90	
<b>Outcome 3.1 Council's carbon footprint reduced</b>					
<b>Reduction in greenhouse gas emissions from Council operations by June 2016</b>					
Climate Change & Environment	Annual Greenhouse Gas Inventory (conducted by Planet Footprint)	tCO2-e	15% reduction by 2016	21.6	
<b>Electricity generated through renewable energy</b>					
Climate Change & Environment	Annual Greenhouse Gas Inventory (conducted by Planet Footprint)	%	5	10	
<b>Operational environment incidents reported internally</b>					
Climate Change & Environment	Register of environmental incidents maintained by Climate Change & Environment	# incidents	0	1	
<b>Outcome 3.2 Darwin community's carbon footprint reduced</b>					
<b>Percentage of community satisfied with the wheelie bin collection service</b>					
Waste Management	Annual Community Satisfaction Survey	%	90	73	
<b>Total volume of waste disposal to landfill per Darwin household (collection and transfer station)</b>					
Waste Management	Mandalay System	Trend	Decreasing <sup>10</sup>	0.24	

<sup>10</sup> All kerbside collected waste and waste to transfer station (excludes commercial waste, recycling and green waste)

#### 2017/18 MUNICIPAL PLAN INDICATOR

SERVICE PROGRAM	DATA SOURCE	UNIT	2017/18 TARGET	2017/18 RESULT	
<b>Outcome 3.3 Conserve and protect the Darwin Environment</b>					
<b>Community satisfaction with Council's priority for leading and advocating for the sustainability and protection of our environment and lifestyle</b>					
Climate Change & Environment	Annual Community Satisfaction Survey	%	60	55	
<b>Outcome 4.1 Recognised key activities and events</b>					
<b>Percentage of community satisfied with community events delivered by the City of Darwin</b>					
Leisure and Events	Annual Community Satisfaction Survey	%	>50	48	
<b>Annual attendance at community events</b>					
Leisure and Events	Annual Community Satisfaction Survey	%	>50	38	
<b>Outcome 4.2 Community life rich in creativity</b>					
<b>Level of community satisfaction with Arts and Cultural Activities</b>					
Arts and Cultural Development	Annual Community Satisfaction Survey	#	3.5	3.4	
<b>Number of arts/artists facilitated and supported</b>					
Arts and Cultural Development	Internal Manual Data Collection	#	2 art activities 10 artists	3 art activities 17 artists	
<b>Annual expenditure for the Darwin Entertainment Centre within approved budget</b>					
Darwin Entertainment Cent	Authority	%	100	85	
<b>Outcome 5.1 Quality service</b>					
<b>Community satisfaction rating with quality of front counter customer service</b>					
Customer Service	Annual Community Satisfaction Survey	%	90	58	
<b>Community satisfaction with contact made with Council</b>					
Customer Service	Annual Community Satisfaction Survey	%	70	56	
<b>Outcome 5.2 Quality people</b>					
<b>Annual staff turnover rate</b>					
Employee Relations	Authority / People and Culture	%	<20	20	





## 2017/18 MUNICIPAL PLAN INDICATOR

SERVICE PROGRAM	DATA SOURCE	UNIT	2017/18 TARGET	2017/18 RESULT	
<b>Percentage of male staff</b>					
Employee Relations	Authority	%	50	55	
<b>Percentage of female staff</b>					
Employee Relations	Authority	%	50	45	
<b>Deliver Leadership Essentials Program annually</b>					
Organisational Development	Internal Manual Data Collection	%	100	100	
<b>Staff undertaking Leadership Essentials Program annually</b>					
Organisational Development	Internal Manual Data Collection	#	15	24	
<b>Number of activities delivered supporting implementation of culture, in particular the Organisation Vision</b>					
Organisational Development	Internal Manual Data Collection	#	6	13	
<b>Number of workshops delivered across Council to support capacity building and change management</b>					
Organisational Development	Internal Manual Data Collection	#	6	16	
<b>Outcome 5.3 Good governance</b>					
<b>Overall community satisfaction with City of Darwin</b>					
Governance	Annual Community Satisfaction Survey	%	>70	53	
<b>Percentage of Council decisions actioned</b>					
Governance	Internal Manual Data Collection	%	>90	99.2	
<b>Community satisfaction that Council's vision and goals are clear and communicated to the Darwin municipality</b>					
Strategic Services	Annual Community Satisfaction Survey	%	65	18	
<b>Percentage of 22nd Council term policy review complete in 2017/18</b>					
Strategic Services	Internal Manual Data Collection	%	25	20	
<b>Percentage of community who find out about Council matters via Council's website</b>					
Communications and Marketing	Annual Community Satisfaction Survey	%	>20	25	

## 2017/18 MUNICIPAL PLAN INDICATOR

SERVICE PROGRAM	DATA SOURCE	UNIT	2017/18 TARGET	2017/18 RESULT	
<b>Number of website hits per annum</b>					
Communications and Marketing	Drupel Website Data	#	>450,000	936,820	
<b>Increase in the number of followers on Facebook</b>					
Communications and Marketing	Facebook Analytics	%	30	50.4	
<b>Number of media releases with positive media coverage</b>					
Communications and Marketing	Internal Manual Data Collection	%	>80	100	
<b>Percentage of community satisfied that Council consults with the community sufficiently</b>					
Engagement and Participation	Annual Community Satisfaction Survey	%	>60	17	
<b>Number of community engagement activities undertaken annually</b>					
Engagement and Participation	Engage Darwin	#	>25	34	
<b>Number of people registered for Council's engagement program</b>					
Engagement and Participation	Engage Darwin	#	>100	976	
<b>Percentage of operational risk assessments reviewed annually and adopted by the Risk Management &amp; Audit Committee</b>					
Risk, Audit and Safety	Internal Manual Data Collection	%	100	100	
<b>Percentage of Council's annual Internal Audit Plan delivered</b>					
Risk, Audit and Safety	Internal Manual Data Collection	%	100	75	
<b>Percentage of the control self-assessment actions reviewed annually</b>					
Risk, Audit and Safety	Internal Manual Data Collection	%	100	50	
<b>Workplace Health and Safety Management System Policy and Standards reviewed annually</b>					
Risk, Audit and Safety	Internal Manual Data Collection	%	100	100	
<b>Percentage of reported workplace health and safety incidents that become lost time claims</b>					
Risk, Audit and Safety	Internal Manual Data Collection	%	< last year	Decreasing Trend	



## 2017/18 MUNICIPAL PLAN INDICATOR

SERVICE PROGRAM	DATA SOURCE	UNIT	2017/18 TARGET	2017/18 RESULT	
<b>Annual simulation of a cyclone event</b>					
Operations Administration	Internal Manual Data Collection	%	100	100	
<b>Percentage of Freedom of Information requests responded to within required timeframes</b>					
Record and Information Management	Internal Manual Data Collection	%	100	100	
<b>Outcome 5.4 Effective Leadership and Advocacy</b>					
<b>Quarterly Performance Reports delivered as planned</b>					
Strategic Services	Interplan	#	4	3	
<b>Outcome 5.5 Responsible financial and asset management</b>					
<b>Percentage of rate debtors outstanding</b>					
Financial Management	Authority	%	<5	5.3	
<b>Financial statements meet statutory and audit requirements</b>					
Financial Management	Internal Manual Data Collection	%	100	100	
<b>Budgeting and Long-Term Financial Plan meets statutory requirements</b>					
Financial Management	Internal Manual Data Collection	%	100	100	
<b>Investments comply with policy and statutory requirements and are reported monthly</b>					
Financial Management	Internal Manual Data Collection	%	100	100	
<b>Vehicles replaced in accordance with planned replacement schedule</b>					
Fleet Management	Authority	%	90	55	
<b>Condition surveys undertaken in accordance with Corporate Asset Management Plan</b>					
Asset Management		%	100	100	
<b>Percentage of buildings compliant with fire protection regulations</b>					
Building Services		%	100	100	

TABLE 15 MUNICIPAL PLAN PERFORMANCE – KPIS 2017/18

## APPENDIX 2

### 5.2 LEGISLATIVE COMPLIANCE

LEGISLATIVE REQUIREMENT		PAGE
<b>Local Government Act</b>		
131(2)(a)	Revenue and Expenditure	117
131(2)(b)	Assets and Liabilities	117
131(3)	Annual Financial Statement (conforming to accounting standards and other legislative requirements)	117
132(a and b)	Financial Statement audited no later than 15 November 2017	117
199 (2)	Audited Financial Statements	117
199 (3)	Performance Report against the Municipal Plan	166
<b>Local Government (Accounting) Regulations</b>		
15(1)(a)	Compliance to Accounting Standards	117
15(2)(a)	Details of rates levied	117
15(2)(b)	Grants and Subsidies received	117
15(2)(c )	Reserves	117
15(2)(d)	Nature and purpose of each function (assets, income and expenditure)	117
15(2)(e )	Budget versus actual comparison (assets, income and expenditure) by function	117
15(3)	Financial year comparison and previous year comparison (income and expenditure)	117
Section 1 (1)(a&b)	CEO certification of financial statements	119





## APPENDIX 3

### 5.3 INDEX OF KEY WORDS

#### A

Action.....49, 166, 167, 173  
Administrative.....14, 84, 85, 98, 177  
Agendas.....84  
Alderman (Aldermen).....7, 20, 23, 26, 27, 85, 86, 87, 88, 89, 90, 91, 104  
Animal Management.....22, 42, 43  
Arts and Cultural Development.....68, 87, 97, 174, 185  
Audit Committee.....104, 187, 193  
Australia Day.....24, 29, 49, 65  
Awards.....28, 55, 65

#### B

Bicentennial Park.....50  
Bicycle.....41, 53  
Bike.....46, 53  
Biodiversity.....61, 63, 174  
Bombing of Darwin.....6, 18, 21, 24, 29, 67, 79, 87, 106  
Business Continuity.....77, 81, 103, 178

#### C

Capital City Committee.....78, 88, 179  
Carbon Emission.....25, 58  
Cavenagh Street.....50, 51, 56, 79  
CCCLM.....78, 88  
Chan Ward.....26  
Charles Darwin University.....11, 20, 25, 80  
Child Care.....12, 14, 56, 171  
Citizenship.....24, 65  
City Centre.....20, 24, 25, 36, 41, 43, 44, 45, 46, 49, 50, 51, 56, 65, 78

Climate Change.....29, 49, 59, 75, 80, 86, 97, 173, 174, 184, 185  
Community Access Plan.....36, 167  
Community Centre.....37, 72  
Community Engagement.....23, 42, 45, 50, 75, 76, 83, 85, 94, 95, 177, 187  
Community Grant.....40, 193  
Community Safety.....45, 67  
Compliance.....3, 14, 22, 36, 42, 47, 82, 95, 96, 98, 104, 168, 170, 173, 176, 177, 179, 180, 189  
Council Decision.....77, 84  
Cyclone Marcus.....20, 21, 24, 29, 30, 31, 32, 51, 53, 72, 77, 81, 103, 110, 112, 113  
Cyclone Tracy.....6, 7, 30

#### D

Darwin City Centre Master Plan.....49, 51  
Darwin Festival.....21, 28, 72  
Disability.....21, 28, 36, 48, 167

#### E

Economic.....8, 13, 14, 20, 24, 25, 36, 52, 56, 57, 73, 78, 86, 97, 105, 111, 173, 184  
Environment.....14, 29, 39, 40, 53, 54, 58, 59, 60, 61, 75, 80, 86, 96, 97, 173, 174, 184, 185  
Event.....2, 21, 23, 28, 29, 34, 36, 37, 38, 42, 47, 50, 51, 55, 59, 65, 67, 70, 72, 75, 106, 110, 172, 188, 194

#### *Evolving Darwin Towards*

*2020 Strategic Plan*.....3, 15, 35, 58, 77, 102, 166, 194

#### F

Footpath.....13  
Freedom of Entry.....24, 28, 64  
Fun Bus.....21, 36, 37, 49, 78, 171, 183  
Fun in the Parks.....171, 183

#### G

Goal.....15, 16, 17, 18, 19, 34, 194  
Governance.....3, 13, 14, 19, 34, 35, 72, 75, 76, 80, 81, 82, 83, 86, 96, 97, 104, 176, 177, 179, 186  
GovHack.....44, 47  
Grant.....39, 40, 45, 49, 50, 55, 67, 79, 80, 193

#### H

Harmony Day.....29, 40  
Healthy Darwin.....53

#### I

Indigenous.....37, 43, 45  
Information Act.....109, 193  
Information Technology.....73, 86, 91, 97, 98, 168, 175, 182  
International Relations.....68, 71, 86, 173  
International Women's Day.....29, 36, 38

#### K

Key Performance Indicators (KPI).....114, 166

#### L

Landcare.....40  
Larrakia.....2, 6, 42  
Lee Point Road.....48, 94, 106, 107  
LGANT.....88, 89, 193  
Library.....21, 24, 29, 36, 55, 58, 77, 78, 183  
Lifestyle.....16, 34, 48, 51, 52, 53, 58, 68, 172, 185  
Local Area Traffic Management.....48  
Local Government.....3, 7, 23, 26, 65, 68, 75, 80, 82, 83, 84, 85, 88, 89, 91, 96, 104, 189  
Local Government Act.....3, 80, 82, 83, 84, 85, 91, 96, 104, 189  
Lord Mayor.....3, 20, 22, 23, 25, 27, 41, 45, 49, 64, 65, 66, 83, 85, 86, 87, 88, 89, 90, 91, 96, 97, 177  
Lyons Ward.....26

#### M

Marketing.....42, 72, 86, 97, 98, 178, 186, 187  
Markets.....8, 21, 23, 39, 56, 59, 60, 63, 65  
Master Plan.....28, 49, 51, 94  
Minutes.....84  
Mission.....34, 194

#### N

National Youth.....29, 79  
Northern Territory Government.....20, 23, 36, 44, 45, 46, 49, 50, 51, 53, 55, 56, 57, 59, 67, 78, 79, 80, 91, 102, 112, 168, 173

#### O

Open Data.....20, 21, 28, 44, 47  
Outcome.....167, 168, 169, 170, 171, 173, 174, 175, 176, 179, 181, 182, 183, 184, 185, 186, 188  
Ovals.....11, 23, 29, 53, 56, 57, 72, 172, 183

#### P

Parking.....14, 20, 21, 24, 41, 42, 44, 46, 47, 56, 86, 91, 94, 97, 106, 107, 111, 113, 168, 170, 182  
Playground.....12, 22, 23, 29, 50, 51, 57, 94, 95, 106, 107, 113  
Pre-Cyclone.....28, 33, 51, 72  
Professional Development.....68, 75, 91, 174, 193

#### R

Records Management.....178  
Recycle (Recycling).....24, 28, 29, 33, 60, 107, 173, 174, 184  
Regulatory.....41, 42, 82, 85, 95, 97, 98, 104, 111, 168, 181  
Reports.....100, 166, 188  
Richardson Ward.....27  
Risk Management.....77, 81, 87, 96, 103, 104, 178, 187, 193  
Royal Darwin Show.....24, 28, 64

**S**

Seniors .....	28, 80, 88, 167
Shared Path.....	12, 53, 169, 182
Shoal Bay .....	13, 22, 24, 31, 58, 60, 63, 106, 107, 108, 113, 174
Sister City .....	68
Smart City (Smart Cities).....	20, 25, 44, 45, 78, 79, 81, 86, 97, 105
Strategy .....	20, 22, 29, 42, 44, 47, 48, 56, 58, 60, 61, 72, 80, 81, 86, 89, 94, 95, 97, 168, 170, 172, 173, 175, 177, 178, 179, 180, 184
Sustainability .....	19, 58, 105, 114, 115, 185
Swimming Pool.....	14, 56, 65, 80, 105, 107, 172, 183
Switching on Darwin.....	20, 25, 28, 44, 45, 47, 79, 95

**T**

The Mall.....	22, 23, 41, 50, 65, 95
TOPROC .....	78, 89
Tourism Top End.....	89

**V**

Vision.....	3, 20, 22, 34, 44, 49, 75, 76, 77, 81, 83, 95, 102, 176, 186, 194
Volunteers.....	22, 30, 33, 38

**W**

Waters Ward.....	27
Workplace Health and Safety .....	74, 81, 99, 100, 103, 187

**Y**

Young Territory Author .....	28, 55
Youth Advisory Group.....	87, 184
Youth Services.....	14, 79, 80, 97, 172, 184



## APPENDIX 5

### 5.4 INDEX OF FIGURES

<b>Figure 1</b> Community Grant Applications 2017/18	40
<b>Figure 2</b> Pool attendance 2017/18 – 5 year trend	52
<b>Figure 3</b> Personal Leave taken by staff 2017/18	74
<b>Figure 4</b> Staff Industrial Disputes 2017/18	74
<b>Figure 5</b> Annual Decisions by Council 2017/18	84
<b>Figure 6</b> Elected Members Allowances 2017/18	92
<b>Figure 7</b> Elected Members additional Meeting Allowance 2017/18	93
<b>Figure 8</b> Employee status 2017/18	98
<b>Figure 9</b> Workplace injury types 2017/18	100
<b>Figure 10</b> Percentage of lost time injuries against all incidents	101
<b>Figure 11</b> Total workplace incidents and claims	101
<b>Figure 12</b> Strategic Planning Framework	102
<b>Figure 13</b> Number of Contracts awarded by ownership	108
<b>Figure 14</b> Applications under the <i>Information Act</i>	109

## APPENDIX 6

### 6. INDEX OF TABLES

<b>Table 1</b> Community Grants 2017/18	39
<b>Table 2</b> Citizenships 2017/18	66
<b>Table 3</b> External Funding Received 2017/18	79
<b>Table 4</b> Executive Committee Representation 2017/18	85
<b>Table 5</b> Advisory Committee Representation 2017/18	87
<b>Table 6</b> Elected Member Representation on Outside Committees 2017/18	89
<b>Table 7</b> City of Darwin Representatives - LGANT appointments 2017/18	89
<b>Table 8</b> 21st Council Elected Member Meeting attendance at Ordinary Meetings 2017/18	90
<b>Table 9</b> 22nd Council Elected Member Meeting attendance at Ordinary Meetings 2017/18	90
<b>Table 10</b> Elected Member Professional Development 2017/18	91
<b>Table 11</b> Community Engagement 2017/18	94
<b>Table 12</b> Risk Management & Audit Committee Members and Meeting Attendance 2017/18	104
<b>Table 13</b> Contracts awarded 2017/18	105
<b>Table 14</b> Municipal Plan Performance – Actions 2017/18	167
<b>Table 15</b> Municipal Plan Performance – KPIs 2017/18	181





## DARWIN COMMUNITY EVENT

## ACKNOWLEDGEMENT OF IMAGES

Council continues to look for opportunities to continually engage and embed our vision, mission and goals across the organisation.

This is the third year that 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 goals outlined in our *Evolving Darwin Towards 2020 Strategic Plan* to them as staff and/or residents of the city.

An independent panel was convened to assess entries and the top six images are featured in this Annual Report. The images that 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 five images are featured at the introduction to each goal on pages 36, 48, 58, 64 and 72.

### Artist bio

#### DENISE QUAIL, 5 JULY 1954, DARWIN NT

I am Dangkalaba of the Gulumbirigin Salt Water Clan. Proud daughter of Bardie and Linda Quail. I have three brothers and one sister. I have family of my own. I've have four sons, two daughters and fourteen grandchildren. The salt water, sea plants and animals inspire my contemporary artwork, and the flora and fauna of the land. I have participated in public art displayed throughout Darwin. I always feel a strong connection with my mother through my artwork, which has enabled me to develop skills independently with no formal training. It's great to know that my art has inspired many people, and will leave a Footprint for my children to follow.





Harry Chan Avenue  
GPO Box 84 Darwin NT 0801  
For enquiries phone us from 8am – 5pm on 8930 0300  
[darwin@darwin.nt.gov.au](mailto:darwin@darwin.nt.gov.au)

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



Printed on 100% recycled paper