

Major Projects

Project Sponsor	Project	Project Description	Scheduled Start Date	Scheduled Completion Date	Project Budget	Project Phase	% Project Budget Expended	% Project Completed	Comments
GMECS	4,000 Trees - Greening Darwin	\$1.10M has been allocated to plant 4,000 trees across the municipality as part of Cyclone Marcus recovery and Council's objectives to Green Darwin. The 4,000 trees will complement 3,000 trees planted in 2018/19 to bring the total replanting program to 7,000 trees post Cyclone Marcus. The trees will be advanced plantings and will be planted by EOFY 2020 in 3 stages.	Jul-19	Feb-20	\$1,000,000	Scope	55	60	Stage 1 has commenced. Tree planting in 5 parks is completed. April 21, Stage 1 completed, Stage 2 90% complete, Stage 3 to commence 1st May 2020. Slight delays to program due to Covid-19, Green Army participants to deliver works to help expediate delivery Stage 1 is due for completion January 2020. Stage 2 planning is completed and is due for completion by EOFY 2020. Stage 3 is due for completion by EOFY 2020.
GMECS	Daly Street Beautification	Daly Street will receive \$2.0M for beautification works to be delivered in four stages. Stages 1 and 2 will deliver works between Mitchell and Smith Street, Stage 3 between Smith and Cavenagh Streets and Stage 4 will deliver work from Cavenagh Street to McMinn Street. The beautification works deliver in part Project MP007 as outlined in the Darwin City Centre Master Plan.	Jul-19	Jun-20	\$2,000,000	Design	40	75	October 2019 Services location works to inform the street lighting redesign was undertaken and design works are underway. Works from the dilapidation assessment being scoped. November/December 2019 Design is at 85%. Preliminary civil construction work commenced December 2019. Civil works to continue January 2020. Landscaping works scheduled to commence March 2020. Project completion following roadway resurfacing scheduled for June 2020. Budget spend is at 1.5% April 2020 The project is progressing well with earthworks and installation of electrical conduits in the central median complete, and topsoil, irrigation and paths well progressed at end of March 2020. Planting, resurfacing and lighting to be completed by 30 June.
GMECS	Streetscape Beautification	City of Darwin has resolved to dedicate funds annually for five years to the upgrade of streetscapes across the municipality. In 2019/20 each Ward will receive \$400K. The Streetscape Beautification Project is designed to improve amenity and is a key project to achieve Council's Strategic Direction for a Cool, Clean and Green City by 2030.	Jul-19	Jun-20	\$1,600,000	Construction	30	70	Sites for 2019/20 program approved. Project Control Group formed with internal stakeholders. Survey of these sites is underway, with several completed. Landscape design panel contract awarded to 4 local firms. September 2019 Survey underway for the Nightcliff Road and Wagaman Shops. Concept designs for all sites except Nightcliff Road and Wagaman Shops underway. Comment provided on concept designs for projects in Waters, Chan and Richardson Wards. Progress meeting with the Landscape Architects scheduled for mid-October. October 2019 50% design underway for projects in Waters, Chan and Richardson Wards, communication plans under development. November/December 2019 90% review plans being finalised by consultants for costings and review. Once estimates have been received plans will be reviewed to determine what can be delivered within budget. Smith St West and Wagaman Shops projects earmarked to be delivered first internally. April 2020 Wagaman shops project complete. 4 projects remain earmarked for internal delivery (Mitchell St, Nightcliff Road, Anula Greenbelt Entrance and Wulagi Greenbelt Entrance). Mitchell St is being delivered in conjunction with Daly Street. The remaining three projects have been programmed for delivery before 30 June 2020. The 3 remaining projects (Progress Drive, Smith St and Bradshaw Terrace) will be delivered under Council's existing Civil Works Panel contract. The projects are currently out for pricing.

GMECS	Shoal Bay Waste Management Facility - Leachate Treatment System	Shoal Bay Management Facility services the greater Darwin region and is the only licensed landfill in the area. The facility receives over 180,000 tonnes of waste per annum and has a forecasted operational life until 2034. \$13.2M has been allocated towards developing a Leachate Treatment System at the Shoal Bay Waste Management Facility. The Leachate Treatment System will boast innovative design that will ensure Darwin is recognised as a national leader in the treatment of leachate and is estimated to be delivered over three years to 2021.	Jul-19	Jun-21	\$13,200,000	Design	0	30	A report is being prepared for consideration by Council.
GMECS	Shoal Bay Waste Management Facility - Construction of new Cell 6	In addition \$8.0M has been allocated for the construction of a new landfill cell (Cell 6).	Jul-19	Dec-19	\$8,000,000	Construction	50	65	Contractor granted possession of site as of 25/07/2019 , 20 week construction period. October 2019 Commencement delayed to the installation of the final layers of the clay-rich soil forming the base of the landfill cells. Delay due to non-conformance of clay-rich soil material with resolution required before project can progress. This has subsequently delayed the lining subcontractor from commencing lining works. Current project schedule forecasts completion of the project mid-2020. Adequate "airspace" capacity exists to sustain operations throughout 2020. Several contingencies are under investigation to facilitate progression of works. November/December 2019 Conformance of specification achieved for clay rich base lining material has allowed the placement of some of this material prior to wet season shut down of site. The site will be maintained in a condition for the duration of the wet whereby it can be dewatered in preparation for construction commencement in 2020. April 2020 Detailed earthworks activities have recommenced for 2020 (15 April 2020). Dewatering, proof rolling and placement of the cell base material underway in preparation for the 'Lining' Contractor (Jaylon) to commence 28th April. Current program indicating completion of Cells expected August 2020. Approval process to be staged in cooperation with NTEPA.
GMECS	Shoal Bay Waste Management Facility - Entrance and Weighbridge Facilities	\$1.0M to deliver a new entrance and weighbridge at the facility this year.	Jul-19	01/06/2020	\$1,000,000	Procurement	10	30	October 2019 Concept design for weighbridge, roadworks and other works was completed and detailed design is underway. April 2020 Procurement being finalised envisage construction to commence mid May 2020

GMECS	Lakeside Drive - Stage 2	City of Darwin will utilise \$2.5M of the \$3.4M of new funding under the Federal Government Roads to Recovery Program for Stage 2 resurfacing of Lakeside Drive. Lakeside Drive is a critical link in Council's overall road network linking major connector routes to the northern suburbs. Stage 1 of Lakeside Drive was completed in early 2019. Design of Stage 2 is currently underway with construction to commence immediately once design is complete. The project will be completed by June 2020.	Jul-19	Jun-20	\$2,500,000	Construction	15	30	Request for Tender for the project completed. September 2019 Final stages of design underway. Final design activity involves testing of recycled crushed concrete material which will be trialed as a road building material in trial sections of this roadway. Tender to go out to market week commencing 21/10/2019. Construction sequence will be negotiated through the Tender period and with the successful tenderer to maximise efficiency of delivering works either side of the wet season. October 2019 Procurement of roadbase material commencing November 2019. Demolition of existing roadway and commencement of roadworks on site to commence Mar-April 2020 based on achieving early works immediately following the period of greatest expected rainfall. April 2020 Stakeholder notification underway to allow for commencement of works May 5th 2020. Procurement of roadbase material is completed allowing for an accelerated start to the works. Discussion to occur with Commonwealth Roads to Recovery funding (late April) to ensure that COVID consequences are understood. Expected completion of works August 2020.
GMCRS	Urban Oval Lights	The Northern Territory Government has committed \$4.8M for City of Darwin to light sports ovals under the Urban and Regional Oval Lights Program. Lights will be installed at Gardens One, Bagot and Nightcliff Ovals. The community have expressed strong support for the proposals. The light projects for ovals at Gardens One and Bagot have been approved for installation. The Nightcliff Oval proposal has been submitted to the Development Consent Authority for approval. Work is planned to commence in the 2019 dry season.	Oct-19	Jun-20	\$4,800,000	Procurement	10	60	The contract has been awarded to the preferred supplier - ESPEC, a Darwin electrical company. There was a media release and joint announcement with the Lord Mayor, NTG and sporting stakeholders on 16 December 2019 at Bagot Oval. Construction commenced with civil works and undersurface boring in February. Project scheduled for completion in June 2020 provided there are no delays to lighting equipment and poles. April 2020 Construction has begun at Bagot and Gardens Oval. Alterations to the design to accommodate stakeholder requests have required a variation to the planning approval to be submitted to DAS. The variation is being finalised for submission.
GMECS	Municipal Ward Projects	City of Darwin has allocated \$1.0M to small projects across the municipality. Small projects are focussed on improving the amenity of Darwin and delivering services specific to each Ward. Small projects have arisen from the community's effective engagement with Elected Members. As part of its commitment to the City of Darwin, the Northern Territory Government has matched Council's contribution with a further \$1.0M bringing the small projects budget total to \$2.0M.	Sep-19	Jun-20	\$1,000,000	Construction	15	60	Projects are in the process of being scoped with Elected Members. September 2019 The projects have been identified. Scoping underway for the design and delivery of the projects. October 2019 Project documentation, design and procurement for projects underway. A project Communications Plan is being developed. November/December 2019 Scoping of the projects is being finalised, engineering survey has been completed and concept designs being prepared for the projects identified. April 2020 Several projects have been completed. Several projects are under procurement/construction. Staff are awaiting scope confirmation for several projects in the Waters and Richardson Wards.

GMIGDS	Street Lighting Project	A further \$1.8M has been allocated in 2019/20 for the Street Lighting Project. The project aims to deliver public value, manage environmental risks such as greenhouse gas emissions, and improve public safety and amenity. The project will deliver new LED luminaires and smart controls to more than 9,000 street and public lighting assets and across the whole of the City of Darwin municipality. The transfer of street lighting assets from the Northern Territory Government to City of Darwin in January 2018 has provided Council with the opportunity to implement and accelerate this initiative for the benefit of the whole of Darwin. This project builds on \$3.3M allocated in 2018/19.	Jun-19	Jun-20	\$1,800,000	Construction	55	70	<p>Contract to install the LEDs and smart controls has been finalised. Capital Project is being delivered over three years and is progressing as planned.</p> <p>September 2019. 2,000 LED luminaires have already been installed in the residential streets of Karama, Malak, Leanyer, Nightcliff, Rapid Creek & Milner</p> <p>October 2019. 2,500 luminaires have now been installed. Installations have progressed into Wulagi, Anula, North Lakes, Woolner, Muirhead and East Point shared path. Luminaire orders for residential streets on the overhead network will be completed by the end of the month for installation in 2020. A further 1,400 Telecells have been purchased for the project. Project documentation has submitted for approval.</p> <p>April 2020 All street light luminaires have now been procured. Installation of the overhead and V cat roads to continue.</p>
GMIGDS	ICT Transformation Project	Deliver an ICT infrastructure transformation project.	Jun-19	Jul-20	\$1,743,663	Construction	60	55	<p>Printer and telephony projects have been completed. Computer equipment has arrived. Equipment will be provisioned and commence distribution the week of 20 April.</p>

SD1 - A capital city with best practice and sustainable infrastructure

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

2019/20 Deliverables	Responsible Department	Scheduled Start Date	Scheduled Completion	Progress	% Complete	Comments
Finalise Council's Asset Management Plans and utilise Asset Management Plans to inform the Long Term Financial Plan	ECS	Jul-19	Jun-21	Ongoing	20	AMPs have all been drafted to 65% accuracy and adopted by Council. Updates will occur periodically to reflect services levels and input from the Long Term Financial Plan.
Commence the development of a strategic Priority Infrastructure Plan	ECS	Jul-19	Jun-23	In Progress	5	This will be developed in consideration of asset management and infrastructure capacity principles and work has commenced on identifying projects already underpinned by previous technical studies.
Develop and implement a City of Darwin local buy policy with a weighting of 30% local content requirement	CPS	Jul-19	Jun-20	In Progress	70	Procurement Policy adopted by Council. Training of staff in new policy and procedures ongoing.
Undertake a review and develop a strategy for Council's landholdings seeking best public value	IGDS	Jul-19	Jun-20	In Progress	10	Preliminary assessment for review by GM IGDS
Manage all Council public infrastructure, parks and buildings	ECS	Jul-19	Jun-20	Ongoing	60	Currently reviewing service levels, delivery against current levels, all service levels to be reviewed this financial year (19/20). Resourcing to be determined accordingly.
Upgrade Council's Information Technology Assets	IGDS					Refer to Major Projects - Deliver ICT Transformation Project
Deliver Council's 2019/20 Capital Works program	ECS	Jul-19	Jun-20	Ongoing	40	<p>Programming of works currently underway. 2% of total budget expended as at 31 August 2019. At the time of reporting, 3% of the total budget is expended and a further 18% committed.</p> <p>September 2019 5% of total budget expended with 18% committed.</p> <p>October 2019 Programming and construction of works currently underway. At the time of reporting, 9% of the total budget is expended and a further 13% committed.</p> <p>November/December 2019 Programming and construction of works currently underway. At the time of reporting, 18% of the total budget is expended and a further 15% committed.</p> <p>April 2020 Programming and construction of works currently underway. At the time of reporting, 38% of the total budget is expended and a further 26% committed.</p>
Conduct an optimisation review of Council's fleet and workshop management	ECS	Jul-19	Dec-19	In Progress	60	<p>Comprehensive fleet utilisation data and review is complete.</p> <p>November/December 2019 Staff Consultation, data collection and analysis is complete. Preliminary report to be finalised with recommendations January 2020.</p>
Create a pipeline of strategic projects that are funded in the Long Term Financial Plan and are shovel ready	GREa	Jul-19	Jun-20	In Progress	70	Draft document has been briefed with Elected Members. Final to be presented May 2020.

Deliver a new Amenities Facility at The Esplanade	ECS	Jul-19	Nov-19	In Progress	35	<p>Tender documents being prepared</p> <p>September 2019 Service extension is currently being designed for the selected location. Tender documentation for the toilet block is being prepared.</p> <p>October 2019 Procurement for equipment underway.</p> <p>November/December 2019 Procurement for supply underway.</p> <p>April 2020 Contract for the supply of the amenities block has been awarded. Manufacturing underway, construction expected to commence in June 2020.</p>
Deliver Cell 6 at the Shoal Bay Waste Management Facility	ECS					Refer to Major Projects - Shoal Bay Waste Management Facility - Construction of new Cell 6

Refer to Major Projects

SD2 - A safe, liveable and healthy city

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

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Deliver an Animal Management and enforcement city wide education program	CRS	Jul-19	Jun-20	Ongoing	75	<p>This is an ongoing program and includes responsible pet ownership awareness-raising events, education workshops, a compliance audit of declared dogs and unregistered animals and the rollout of the 'Great Pet' campaign. Activities during the quarter included:</p> <ul style="list-style-type: none"> • The Lakeside Drive dog park community consultation and Microchip Event was held. Animal Management Rangers registered and microchipped dogs and cats at the event. • Following the consultation event the Lakeside Drive Dog Park Design is being finalised. • Four animal behaviour workshops were held. The locations included Malak Community Centre, Nightcliff Community Centre, Civic Centre and online via zoom. A total of 107 dog owners registered for the events. • Ongoing use of the NoiseNet devices. • During the quarter the Letter box drop campaign to educate the wider community on the Cat Containment continued. • 20 additional cat traps were purchased and the Animal Education Team with the rangers have responded to 17 Cat at Large jobs. • Dog and Cat registration packs have been expanded on, now include a postcard for free behavioural workshop postcard, letter of recognition, municipal wide map of dog areas and an animal service provider list. • Ongoing marketing and promotional activities for the Great Pets campaign utilising social media and website. • Rangers have undertaken further Microchip and animal handling training. • The registration audit continued through January and February, audit work was suspended in March due to Covid-19. • Rangers have continued to respond to dog and cat at Large, Dog nuisance and dog attack issues. • Ongoing targeted patrols throughout known problem hotspots including East Point reserve, Nightcliff foreshore and Northern Suburbs. • Development and provision of the animal management essential services during Covid19, ongoing. • Animal Management developed the Council submission to the Northern Territory Government Discussion Paper for Uniform Companion Animal Legislation. • Development of the Healthy Hearts Community Dog Walk Plan • Review and recommendation to Council for TOPROC amendments to animal registrations, including reciprocal registrations and registration period.
Review and improve Council's emergency management plans and readiness	CPS	Jul-19	Jun-20	In Progress	50	Ongoing as part of COVID19 response.
Redevelop Business Continuity Plans for all sites and risks and test plans	CPS	Jul-19	Jun-20	In Progress	10	Will be progressed further when Risk, Audit and Insurance role is appointed to.
Enhance Council's contractor Workplace Health and Safety Management Framework with a focus on ensuring public safety at all times	CPS	Jul-19	Jun-20	Ongoing	15	A WHS Contractor Audit was undertaken in 2018/19 and reported to the Risk Management and Audit Committee. A plan and scope for the review and development of CoD's Contractor Management System has been developed based on the audit actions and procurement of a consultant is under way. Works are expected to commence in May 2020.
Work with Northern Territory Police, Fire and Emergency Services (NTPFES) to continually develop and expand the CCTV networks across the municipality	IGDS	Jul-19	Jun-20	In Progress	30	On going development and expansion is planned in tandem with lighting across the municipality to further develop business cases where applicable. Further discussions have been had to ensure compliance with legislation is maintained.
Implement and review the Safer Vibrant Darwin Plan	CRS	Jul-19	Jun-20	In Progress	30	The CBD Safety Coordination Group has commenced and consists of a range of Government organisations focussed on reducing antisocial behaviour in the CBD. The meeting is chaired by NT Police and is represented at City of Darwin by the General Manager Community and Regulatory Services. City of Darwin's submission to the Senate Enquiry into homelessness was endorsed by Council. The Enquiry is now on hold however the paper will be provided upon the recommencement of the Enquiry process. The Covid-19 crisis has caused disruption to business as usual practices, including the ability to attend meetings. The Assertive Outreach Team is operational however social distancing applies and many community sector organisations have gone into lockdown and ceased or greatly reduced services. Other collaborative and interagency meetings continue however many are via teleconference or videoconference and are expected to remain so until restrictions are lifted. Cultural Respect and Safety training was provided in early January and was very well received by 26 staff who attended. There are plans to provide the training to additional staff in the future. Coordinator Darwin Safer City Program provided a presentation to the Darwin Bus Network Consultative Committee information related to the Darwin Safer City Program, the Public Places Services Collaboration Group, changes to the Liquor Act and information related to the broader NT context with regards to harmful alcohol consumption and the impact this has at local level. Antisocial behaviour in walkways and requests for management of these continue to be resource intensive for the team.

By 2030, Darwin will be increasingly recognised as a liveable city

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Deliver City of Darwin's commitments within the Darwin City Deal and coordinate Council's strategic governance and reporting arrangements for the Darwin City Deal	GRE A	Jul-19	Jun-20	Ongoing	55	Implementation plan currently being finalised. Project control groups established and Council representatives appointed. Council is provided with a confidential briefing on this deliverable on a monthly basis.
Enhance Council's events and develop a framework for delivery and marketing of Council-owned facilities	GRE A	Jul-19	Jun-20	In Progress	75	78th commemoration of Bombing of Darwin program successfully delivered with approximately 3000 people attending the main service. Broad coverage and positive feedback received. A number of Council's major events cancelled due to COVID-19 - ANZAC Day, Brass in the Park series, Darwin Show. External events on Council land also cancelled. Situation to be reviewed in line with Government advice as the pandemic progresses. New Event Application Form and process implemented. Event Planning and Venue Guide 90% complete. In 2019 there were 456 events held on Council land (95% of these external). 14 Major Events, 71 Medium Events, 40 Minor Events and 331 Low Impact Events. Permit processing and logistical support provided to all external event holders.
Deliver the Daly Street beautification project	ECS					Refer to Major Projects - Daly Street Beautification
Deliver beautification projects across all four of Darwin's Wards	ECS					Refer to Major Projects - Streetscape Beautification
Work with City Deal partners in planning and delivering public art installations across the City	CRS	Jul-19	Jun-20	In Progress	40	Site investigations along The Esplanade have been finalised to determine the most appropriate location for public art, with the EOI for this project now in its final stages. The finalised budget for the Jingili Playground Redevelopment, which has an integrated large scale public art component, is ready to return to Council. Both projects are within the THRIVE Public Art Plan for delivery in 2020 and 2021.
Deliver a Social Infrastructure Plan	IGDS	Jul-19	Jun-20	Not yet commenced	0	Not yet commenced.
Create a pipeline of strategic projects that are funded in Council's Long Term Financial Plan	GRE A	Jul-19	Jun-20	In Progress	80	Work on creating a pipeline of strategic projects for a Major Projects Strategy and an Economic Development Strategy that will complement and inform the Long Term Financial Plan has progressed with both documents to be presented to Council in May 2020 for adoption.
Develop a Sustainable Urban Mobility Plan	IGDS	Jul-19	Jun-20	In Progress	10	In August 2019, Council endorsed a budget variation to be included at the first quarter review to fund the Development of a "Movement Strategy". EOI has been developed and is currently in the open market. Further analysis of Council's Place Score survey and results is being collated to inform background to this strategy.

By 2030, Darwin residents will be more active and healthy

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Deliver the Casuarina Pool site master plan	CRS	Jul-19	Jun-20	In Progress	15	Due to time elapsed between tender assessments and being able to award the contract, the original tender was not awarded and instead re-advertised on the 14 February 2020. Submissions closed on 26 March 2020 and tender assessments are in progress. The tender is due to be awarded in early May 2020.
Implement the City of Darwin Access and Inclusion Plan	CRS	Jul-19	Jun-20	In Progress	50	The inaugural Lord Mayor's Award for People with Lived Experience was launched in Disability Awareness Week in the first week of December. The Access and Inclusion Plan was also officially launched at the event. City Officers progressed the mobi-matting in December by hosting a workshop for stakeholders, which attracted media coverage. Mobi-matting will enable beach access on to Mindil Beach for people using wheelchairs. A funding application to co-contribute to Council's contribution for the mobi-matting is being developed. The remaining budget was allocated to upgrades of three accessible parking bays by the Access and Inclusion Committee- a recommendation which was supported by Council. Collaborations with HR to develop a Diversity and Inclusion Training Plan - identified level one and level two training.
Conduct a compliance audit to required standards of Council's sporting facilities	CRS	Jul-19	Jun-20	In Progress	90	The 2019 independent Aquatic Facility Safety Assessment of Parap, Nightcliff and Casuarina Pools has been completed. Recommendations regarding facility design, supervision and operational procedures are being actioned. Recreation Services liaised with the peak sporting bodies regarding their required standards and priorities for sporting oval infrastructure improvements. A report outlining the agreed stakeholder priority list for infrastructure upgrades at sporting facilities was presented to and endorsed by Council at the 1st Ordinary Meeting in March 2020.
Manage Council's street lighting infrastructure portfolio and seek opportunities for commercial investment	IGDS	Jul-19	Jun-20	In Progress	50	Ongoing 12 month deployment program underway across the whole of the municipality.
Deliver the Healthy Darwin program enhancing opportunities for an active community	CRS	Jul-19	Jun-20	Ongoing	75	The 2019-20 Healthy Darwin Wet Season Subsidised Activities Program concluded mid-March 2020 due to Council's response to the coronavirus pandemic. January, February and early March of 2020 had been very successful for the program, showing that the additional promotional activities undertaken over the Christmas/New Year period had been effective. Record high numbers of participants attended almost all of the subsidised classes; such as Aqua Aerobics (23 to 25 participants) and Zumba (33 to 45 participants). In total, the Healthy Darwin program subsidised 93 weekly physical activity sessions this quarter with attendance of 1,160 participants. In addition to the subsidised exercise activities, Healthy Darwin also ran a Women's Only Swim With Confidence course (run by Triathlon NT) in Feb-March and commenced a Mini Movers course (run by Healthy Living NT), a fundamental movement skills course for 3-5 year olds (and their parents).

Refer to Major Project

SD3 - A cool, clean and green city

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

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion Date	Progress	% Complete	Comments
Plant 4,000 trees across the Darwin municipality	ECS					Refer to Major Projects - 4,000 Trees - Greening Darwin
Deliver the Greening Darwin Strategy	ECS	Jul-19	Jun-20	In Progress	50	An urban forest management strategy is being developed to inform a Greening Darwin Strategy. Initial drafting of the strategy has commenced.
Deliver the Shoal Bay Waste Management Facility Leachate Treatment Project	ECS					Refer to Major Projects - Shoal Bay Waste Management Facility - Leachate Treatment System
Finalise the Waste Management Strategy for adoption by Council	ECS	Jul-19	Sep-20	In Progress	0	No further progress on the Waste Management Strategy at this stage. Strategy to be finalised in preparation for the 2021/22 budget process.
Establish an urban living lab in partnership with the Northern Territory Government and CSIRO as an initiative of the Darwin City Deal.	IGDS	Jul-19	Jun-20	Ongoing	50	The establishment of the governance and projects associated with the Urban Living Lab has been developed and representation by Council has been established. A science Symposium was held in December 2019 and projects are ongoing.
Develop a Council-wide Environmental Management Plan and articulate Council's response to climate action	CRS	Jul-19	Jun-20	In Progress	70	Water sampling of Lake Alexander will reduce to monthly inline with risk assessment meeting required public health standards. Lake closed during COVID situation, with no sampling undertaken. East Point gates are closed at the earlier time - to date there has been no community angst regarding this. EOI is currently being developed to provide a whole of Council Environmental Management System. Climate Emergency response plan is in draft form still progressing. Drafting of the Shoal Bay Waste Management Facility management plans has commenced.
Implement the Single Use Plastics Policy within Council and the community	CRS	Jul-19	Jun-20	Ongoing	70	The single use plastic ban is continuing to influence markets and events in Darwin. Liaised with ECNT to undertake another market audit COVID19 has put this on hold. Community engagement continuing through facebook.
Deliver the suburban lights project (3 year project)	IGDS	Apr-19	Dec-20	Ongoing	25	Refer to Major Projects - Street Lighting Project

Implement the Gardens for Wildlife Program	CRS	Jul-19	Jun-20	In Progress	70	G4W seeks to increase biodiversity across the municipality. There are 198 active participants according to our Mailchimp statistics. (Calculated by those who are still subscribed to the program) 90 properties have been assessed lower due to the impact of COVID-19. Planned G4W events/workshops have been postponed or altered to be delivered on an online platform (Barry's Bees shooting commences 23/04/20)
Deliver an Urban Forest Tree Management Strategy including tree asset data collection	ECS	Jul-19	Dec-19	In Progress	70	The consultants draft strategy is currently being reviewed to inform the development of a Greening Darwin Strategy.
Deliver new pump infrastructure at Lake Alexander to improve water quality	ECS	Jul-19	Jun-20	In Progress	5	Preliminary investigations underway. Design finalised, Work awarded to contractor. Expected delivery by EOFY 2020 Project to be scoped for the replacement of the existing pump. October 2019 Hydraulic consultancy engaged to undertake investigation. December 2019 The hydraulic assessment is underway, with completion envisaged by the end of January 2020 to determine the scope of the upgrading required. April 2020 - Expected completion of pump installation is June 2020.
Implement the City of Darwin Energy Strategy	CRS	Jul-19	Jun-20	In Progress	40	Initiatives are being explored broadly as part of the Shoal Bay Waste Management Facility operations and climate emergency response. Ongoing efficiency changes are occurring on a needs basis such as replacement of lighting to LED

Refer to Major Project

SD4 - A smart and prosperous city

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

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Implement the #SmartDarwin Strategy	IGDS	Jul-19	Jun-20	In Progress	70	Currently reviewing and implementing Smart City Governance and data sharing policy together with privacy impact assessments. A draft version 2 has been completed due for update in February 2020.
Seek commercial investment and opportunities for technical investment	IGDS	Jul-19	Jun-20	Ongoing	10	Assessed on a "case by case" basis and dependent on the delivery of strategic property analysis for 2019.
Work with the Northern Territory Government and industry to structure a government red tape reduction program, particularly for the Tourism and Development sectors	IGDS/GREA	Jul-19	Jun-20	Ongoing	50	Property Council 20 by 20 Reforms responded to. Council received a reform package from Activate Darwin and provided a submission in response which was endorsed by Council in December 2019.
Deliver a Library Strategy that guides the future of Libraries across the municipality	CRS	Mar-19	Jun-23	In Progress	50	The past three months Libraries have delivered programs and services to meet the timelines in the strategy. A key highlight of the reporting period was the Council restructure that saw the Children, Families and Youth Teams join the Libraries team. Together we have been working towards developing engaging programming for this cohort in the community. The January school holiday programs were well attended in all age groups including the Fun in the Parks program. Fun Bus recommenced at the Council Community Centres in February. Harmony Day event was cancelled due to the COVID-19 restrictions.

Deliver the OPENGOV data platform	IGDS	Jul-19	Jun-20	In Progress	30	OPENGOV established for the Switching on Darwin Project. Investigations underway to expand OPENGOV for financial reporting. Currently in process with the finance team and specific projects being added to the platform.
-----------------------------------	------	--------	--------	-------------	----	---

By 2030, Darwin will have attracted and retained more residents and will offer sustainable investment opportunities

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Develop a business case for a Darwin 2030 Partners Program	GREA	Jan-20	Jun-20	Deferred	0	This project will be deferred to the 2020/21 year to coincide with the release of Strategic Projects.
Finalise the Darwin Economic Development Strategy for adoption by Council	IGDS/GREA	Jul-19	Jun-20	In Progress	70	An Economic Development Strategy Draft document is currently being finalised. Initial drafts have been presented to Council with the final strategy to be completed May 2020.
Develop a strategic framework for Council procurement to support the local economy, in line with the Local Government Act	CPS	Jul-19	Jun-20	In Progress	70	Procurement Policy adopted by Council. Training of staff in new policy and procedures ongoing.
Develop the International Relations Program on the basis of economic return to the City and categorise relationships based on return on investment	IGDS	Jul-19	Jun-20	Ongoing	65	A review of the performance of 5 Sister City Sub Committees was undertaken and a report presented to SDG in March and workshopped with Elected Members.
Engage with the Northern Territory Government and business to improve investment in Darwin	IGDS	Jul-19	Jun-20	In Progress	50	An investment attraction plan is being developed that will also be part of the Economic Development Strategy. Monthly meetings are held between IGDS and the office for investment NTG.

SD5 - A vibrant and creative city

By 2030, Darwin will be recognised as an iconic destination

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Digitise Council's communications and engagement platform to enable improved messaging with the community and stakeholders	GREA	Jul-19	Jun-20	In Progress	75	Implementing chatbot to add to website. Several programs and services now being delivered online with COVID-19 response including Funbus, storytime, and various other programs. Assessing digital tools/platforms for internal communications.
Enhance the City of Darwin events program and events management practices with a focus on developing and marketing of Council owned facilities for events	GREA	Jul-19	Jun-20	In Progress	75	78th commemoration of Bombing of Darwin program successfully delivered with approximately 3000 people attending the main service. Broad coverage and positive feedback received. A number of Council's major events cancelled due to COVID-19 - ANZAC Day, Brass in the Park series, Darwin Show. External events on Council land also cancelled. Situation to be reviewed in line with Government advice as the pandemic progresses. New Event Application Form and process implemented. Event Planning and Venue Guide 90% complete. In 2019 there were 456 events held on Council land (95% of these external). 14 Major Events, 71 Medium Events, 40 Minor Events and 331 Low Impact Events. Permit processing and logistical support provided to all external event holders.
Develop a framework and materials to promote Darwin as a destination to visit, work, live and invest	IGDS/GREA	Jul-19	Jun-20	Ongoing	50	Several initiatives have been presented for approval - the recent development of a Virtual Reality App to promote Darwin as a destination is now ready for commissioning.
Deliver the Building Better Regions Fund Community Program - Creative Enterprise Skills for Public Artists Workshop Series	CRS	Jul-19	Jun-20	Completed	100	This project is complete. Deliverables included: - Two full-day open-access capacity-building workshops. - Two community festival events. - Three participatory community arts activities. - One three month skills development mentorship. - More than three contract opportunities for arts project delivery. - Six new murals across the region. See video production here: https://www.facebook.com/cityofdarwin/videos/vb.198033420299350/385899595627966/?type=2&theater
Deliver the annual Bombing of Darwin event	GREA	Sep-19	Mar-20	In Progress	25	Initial planning meeting to be held 14 November. Program developed around enhancing local and visitor experience and awareness of the Bombing of Darwin day. All on track for 2020.

Collaborate with Darwin City Deal partners to increase students in Darwin	IGDS	Jul-19	Jun-20	Ongoing	40	All activities in region have been in partnership with CDU and other RTO's to ensure promotion of education services are included with international relations endeavours. Two recent agreements have been initiated with Guangzhou and Shenzhen by CoD.
---	------	--------	--------	---------	----	--

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

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Deliver and implement Council's first Reconciliation Action Plan	CRS	Jul-19	Jun-20	In Progress	50	The Reconciliation Action Plan Working Group was established in December and is comprised of 3 community members, 1 Elected Member (and 1 proxy) and 5 staff members. The group reflects a high level of diversity across age, gender, life experiences and is guided by strong Aboriginal representation. The first Working Group meeting was held in December and the group has commenced developing the vision statement that will guide the development of the RAP. Two further meetings held in February and March to develop the pillars of "Relationships, Respect, Opportunities". Briefing to be delivered to Elected Members on Tuesday 21 April. Project is on track for a 1 July commencement.
Implement the Young Darwin Youth Strategy 2016-2021	CRS	Jul-19	Jun-20	Ongoing	50	This is an ongoing strategy that guides the delivery of the Youth Program. The focus areas for the past quarter included: <ul style="list-style-type: none"> - The delivery of fortnightly Skate Nights as well as end of year skate celebration; Sweatmass - The LAUNCH Night Series Basketball delivery - The delivery of STEP UP Youth Music Networking and Consultation - Delivery of Night Photography workshop for LAUNCHmedia - DARWWYN secretariat support including weekly sector news updates - Participation in NTG's Darwin School Holiday Calendar Planning and Darwin Youth Action Plan meetings - Research phase for Karama Library Youth Engagement project - Karama Library Games After Dark - Management of Gig Gear PA equipment - Monthly Youth column in Off The Leash - Ongoing administration of the Youth Advisory Committee - Hosting a work placement student - Consultation with and surveying young people for Youth Information Needs research project - LAUNCHmedia coverage of community events including Colour Frenzy, Laksa Fest, Dance for Life, Lord Mayor's Climate Emergency and Santa Fun on Wheels

Deliver the City of Darwin Community Grants Program	CRS	Jul-19	Jun-20	Ongoing	75	The second round of grant funding for 2019 was awarded, with 10 community groups being successful in securing grant funding out of a total of 26 applicants. In total, \$49,000 grant funding was allocated. The next grant funding round will open in March 2020 (for round 1 funding of 20/21). Regrettably COVID-19 impacted the delivery of many of the round 2 19/20 projects, with an estimated \$20K likely to be recovered for unfinished, not started projects. A new COVID-19 response grant round was approved by Council and is now open for application, this round offers \$50K in funding to be delivered prior to 30 June 2020.
---	-----	--------	--------	---------	----	---

 Refer to Major Project

City of Darwin Governance Framework

Vision and Culture

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Review and remodel the Long Term Financial Plan in line with asset management planning, providing recommendations to Council for fiscal improvement	CPS	Aug-19	May-20	In Progress	20	Redevelop the Long Term Financial Plan to align with Municipal and Strategic Plans with the development of the model in progress. Consultants have been engaged and development of the plan has commenced. Will require realignment to match COVID-19 relief.
Implement Council's Integrated Strategic Planning Framework	GREA	Jul-19	Jun-20	Ongoing	50	Implementation of Council's Integrated Strategic Planning Framework has commenced with the renewed Strategic and Municipal Plans. Council's Strategic Risk Assessment is complete and the development of a new Long Term Financial Plan is underway.
Finalise and implement a renewed Governance Framework for Council	GREA	Jul-19	Dec-19	In Progress	50	The development of a renewed Governance Framework is progressing. A draft was expected to be presented to Council during the September - December 2019 quarter. Implementation of the new Local Government Act, in addition to a significant number of policies that are under review has resulted in finalisation of the Framework being delayed. The Framework will be completed by 30 June 2020.
Implement the City of Darwin staff values CARES (Customer Service, Accountability, Respect, Excellence, Solidarity)	CPS	Jul-19	Jun-20	Ongoing	40	CARES Awards held bi-annually with the first awards delivered in July 2019. Second awards were delivered in line with Council's end of year celebrations in December. A Cares Values implementation Plan has been developed as a key initiative under the Staff Survey Action Plan and will be presented to the leadership team for consultation by the end of April 2020.
Develop and implement a structured innovation program across Council harnessing staff ingenuity	IGDS	Jul-19	Jun-20	In Progress	20	Work to scope a structured innovation program for Council will commence by December 2019. A local government program from WA has been identified for implementation March 2020. Discussions have been had with DTBI NTG to also include and partner with this program.
Develop and implement an Organisational Development Program	CPS	Jul-19	Jun-20	In Progress	70	Following the debrief of the results in September, several workshops were held across the organisation during October to collect input into the Staff Survey Action Plan. The plan addresses the top five development areas identified in the Cultyr Survey which was delivered over July. The Plan was finalised and implemented with responsible areas now delivering on their action items. Quarterly reporting on progress of the Staff Action Plan has been aligned with Corporate Performance Reporting.

Develop an internal Inclusion and Diversity Program	CPS	Jul-19	Jun-20	Ongoing	30	Lead for the Inclusion and Diversity Program is the Community and Development Team (see SD2). Consultation with HR has occurred and advice has been provided regarding HR and Training considerations in the program. As part of the Human Resources and Safety Policies and Procedures suite review the principles of inclusion and diversity as outlined in the City of Darwin Access and Inclusion Plan will be taken into consideration. HR is participating in the working group on the development of Council's Reconciliation Action Plan.
---	-----	--------	--------	---------	----	---

Roles and Relationships

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Manage Council's sponsorship program and portfolio obligations	GREA	Jul-19	Jun-20	Ongoing	40	Sponsorship Policy reviewed and endorsed by Council August 2019. Continuing to implement and monitor sponsorship agreements to respond to the 2019/20 budget decisions.
Improve and consolidate methods of community consultation, engagement and communication across Council	GREA	Jul-19	Jun-20	Ongoing	75	Internal Community Engagement Toolkit drafted, sent to internal stakeholders for review. Ongoing support and advice provided to staff for engagement and communications. In March consultations delivered for the Lakeside Dog Park and Busking Review.
Develop and implement an internal communications engagement strategy	GREA	Jul-19	Jun-20	In Progress	25	Internal Communications Engagement Strategy has been drafted and undergoing further review and consultation with staff. A draft strategy is expected to be presented to SDG by December 2019.
Develop and implement a Government Relations Strategy	GREA	Jul-19	Jun-20	In Progress	50	Regular monthly meetings are held with key stakeholders in NTG, Property Council NT and key business owners. GM Government Relations and the ALO met with all local members in January / February 2020 regarding Council's customer standards and enquiry processes in the lead up to the 2020 NT Government Elections. All member offices have now been provided with How to Contact Council Cards. This initiative has received very positive feedback from Member's offices. Further government relations work will be developed post adoption of the Strategic Projects work.
Manage Council's reputation through effective media management strategies, and proactive public relations	GREA	Jul-19	Jun-20	In Progress	75	Proactive media releases distributed where appropriate. Media Events, releases and statements along with issues management and media interviews. Media Interviews - 23 Media Releases - 9 Media Events - 7 Media statements - 5 Media Training - 0 Issues Management - 16

Coordinate Council's advocacy and submissions for external funding opportunities and legislation	GREA	Jul-19	Jun-20	Ongoing	75	Property Council 20 by 20 Reforms responded to. Council received a reform package from Activate Darwin and provided a submission in response which was endorsed by Council in December 2019. Funding applications were completed for the Federal Government Safer Communities Program to fully fund a project entitled "Making Mindil Safe". Council is awaiting the outcome of this application.
Manage Council's strategic role in the Darwin City Deal including governance and reporting obligations	GREA	Jul-19	Jun-20	Ongoing	75	CEO and General Manager Government Relations & External Affairs attend monthly Implementation Board Meetings and project specific Project Control Group (PCG) Meetings. Technical Officers have been nominated to all PCGs as required.

Decision Making and Management

2019/20 Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Redesign Council's strategic procurement framework and practices and automate ensuring compliance with the Local Government Act	CPS	Jul-19	Jun-20	In Progress	70	A revised procurement policy and guidelines have been adopted. Current processes and procedures being reviewed and internal consultation underway. Brief on the development of a suite of standard contracts has been awarded and preparation has commenced.
Develop a Project Management Framework and methodology for the whole of Council	CPS	Jul-19	Jun-20	In Progress	35	Work is underway on the development of a whole of council Project Management Framework.
Manage Council's insurance and insurance renewal process using a risk based methodology	CPS	Jul-19	Jun-20	In Progress	75	Insurance Renewals underway.
Deliver the Customer Service Strategy	CPS	Jul-19	Jun-20	In Progress	35	Customer First Strategy has been reviewed and internal consultation is occurring. Strategy and recommended enhancements to be presented to Council final qtr 19/20.
Manage Council's response to legislative change and compliance at the Federal, Territory and local levels, including legislative and policy reforms and the coordination of Council's By-Laws	GREA	Jul-19	Jun-20	Ongoing	75	Council provided a submission to the Local Government Bill 2019 and a second submission was made to the Scrutiny Committee in late 2019. Council received the Draft regulations in March 2020 and officers have coordinated a response noting areas of concern or clarification. Advice was received on 24 April 2020 that the implementation of the new Act will be delayed until July 2021. The new Act has been endorsed. Officers will ensure that the future context is taken into account along with current legislation for all policy reviews and compliance matters from this point. Government Relations will be recommending the By-law review shortly with a view to finalising the review by end of year.
Implement Council's decision relating to the strategic review of the Statutory Committee Structure.	GREA	Jul-19	Dec-19	In Progress	50	Council resolved to continue with a briefing and 2 Ordinary meetings per month structure. Structure implemented July 2019. A workshop with Council was held at the beginning of September 2019 to commence a review of Policy 043 Meeting Procedures. Review was scheduled for completion by December 2019. Review to be finalised by 30 June 2020.
Manage Council's constitutional arrangements review and deliver recommendations for implementation at the 2021 Local Government Elections	GREA	Jul-19	Jun-20	In Progress	75	Craig Rowe & Associates appointed to undertake a review of Constitutional Arrangements. Workshops have been held with Council in July 2019 and 5 November 2019. An Options Paper was presented to Council in December 2019 and consultation occurred through February 2020. A final paper has been received and will be progressed with Council in May 2020.
Develop and implement a Council-wide Employee Succession Plan	CPS	Jul-19	Jun-20	In Progress	10	Identification of key positions in each department has commenced. Development of the Council wide Succession Plan will likely continue into the 2020-21 FY.

Develop and implement a Council-wide Employee Performance Program	CPS	Jul-19	Jun-20	In Progress	20	Requirements for a new Employee Performance Program have been identified. Feedback received through the CULTYR Survey has been taken into consideration. Foundation work has been completed. Consultation with key internal stakeholders will commence in May 2020.
Implement the Workplace Health & Safety audit recommendations	CPS	Jul-19	Jun-20	In Progress	20	The scope of work for the review and development of CoD's Contractor Management System has been developed and procurement of a consultant is underway. Development of a document management systems and structure on Barry to ensure WHS Management System documents are controlled and accessible for our staff are progressing. Recruitment for the WHS Manager and WHS Business Partner positions were put on hold due to the COVID-19 crisis which will impact the ability to deliver on the implementation of all recommendations by the end of this FY.
Develop a Digital and Data Asset Management Plan	CPS	Jul-19	Jun-20	Not yet commenced	0	Not yet commenced.
Deliver new Strategic and Operational Risk Assessments aligned to the Darwin 2030 Strategic Plan	CPS	Jul-19	Dec-19	In Progress	10	Strategic Risk Assessment has occurred. Scheduling of Operational Risk Assessments is under review to align with business planning for 2020/21 and appointment of Risk, Audit and Insurance Specialist.

Accountability

2019/20 Deliverables	Responsible Department			Progress	% Complete	Comments
Prepare and facilitate the compliance audit by the Department of Local Government, Housing and Community Development	CPS	Jul-19	Dec-19	In Progress	85	The review was completed on-site in November 2019. The written report, to be furnished from the Department by the end of February 2020, has still not been received.
Redesign and implement a Corporate Performance and Reporting Framework for the Darwin 2030 Strategic Plan, Municipal Plan and business plans	GREA	Jul-19	Jun-20	In Progress	75	Monthly Performance Reports against the Municipal Plan established from July 2019 and were provided through to December 2019. From January 2020, reports are being provided quarterly. Place Score results have been presented to Council and internal staff workshops held. A presentation to the business community was held in February 2020 and the EMGSP presented results to Activate Darwin in March 2020.
Develop a renewed Complaints Management Framework, Policy and processes	GREA	Jul-19	Dec-19	Not yet commenced	0	This matter will be managed in 2 parts. Complaints management generally will be referred to Corporate and Customer Services to align with functions managed in that Department. Complaints for Elected Members in line with the new Local Government Act will remain with Government Relations and External Affairs.
Implement Council's Internal Audit Function	CPS	Jul-19	Jun-20	In Progress	5	Will follow the completion of the Risk Assessments with the view to outsource Internal Audit.
Develop a Fraud and Corruption Management Plan and renew policy	CPS	Jul-19	Dec-20	In Progress	30	Ernst Young carried out an ICAC readiness review which is being used to inform the development of Fraud and Corruption Management Framework currently underway.

Refer to Major Project

Staff Survey Action Plan

CARES Values

Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Develop a plan for integrated the CARES values into the way we work	CPS	Dec-19	Feb-20	In Progress	40	Draft CARES values implementation plan has been developed and will be presented to the leadership team for consultation by the end of April 2020.

Policies, Systems and Processes

Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Review Policy Development Procedure	GREA	Dec-19	Feb-20	In Progress	65	Procedure 0034 was drafted in 2018 and has undergone significant internal consultation. The document is now being finalised and will be presented via SLT to SDG for endorsement in May 2020. A training program for policy writing will be developed and implemented in late 2020.
Review and finalise administrative delegations manual (finance and HR)	CPS	Dec-19	Jun-20	In Progress	20	Updating of Financial delegations register under action. HR delegations will be developed in line with the review of policies and procedures.
Implementation Plan template is established for new and reviewed policies and procedures	GREA	Dec-19	Jun-20	In Progress	80	Revised Policy and Procedure Templates were endorsed in late 2017 following the commencement of the current Council. All policy reviews are utilising the templates. Further communication and oversight is required to ensure that all policy owners continue to develop implementation and communication plans for policy and procedures once endorsed. This responsibility is with SDG and SLT.
Refresh IT hardware - printers, phones, desktops and laptops	IGDS	Dec-19	May-20	Not yet commenced	60	Printers and Phone replacement complete. Computer refresh 10% complete.

Develop a plan to refresh IT software and improve integration between systems	CPS	Dec-19	Dec-20	In Progress	10	Compilation of all systems being reviewed.
Review efficiency of Payroll processes relating to leave applications and timesheets	CPS	Dec-19	Jun-20	Not yet commenced	0	
Develop performance appraisal	CPS	Dec-19	Jun-20	In Progress	20	Requirements for a new Employee Performance Program have been scoped out. Feedback received through the CULTYR Survey has been taken into consideration. Foundation work has been completed. Consultation with key internal stakeholders is scheduled to commence in May 2020.
Develop framework to include performance planning, appraisal, performance and development plan, day-to-day performance management and managing underperformance	CPS	Dec-19	Dec-20	In Progress	5	Scoping of the framework and work on appraisal component has commenced.

Communication across the City

Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Develop internal communications and engagement strategy	GREa	Dec-19	Mar-20	In Progress	25	Internal Communications Engagement Strategy has been drafted and undergoing further review and consultation with staff. A draft strategy is expected to be presented to SDG by December 2019.
Develop and implement Departmental Business Plans	GREa	Dec-19	Jun-20	In Progress	25	Development of Business Plans for 2020/21 was underway prior to Coronavirus. These will be actioned retrospectively once the Municipal Plan and Budget for 2020/21 has been adopted and implemented.
Quarterly all-staff presentation by CEO and SDG	GREa	Dec-19	Mar-20	Not yet commenced	0	

Access to Training and Development

Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Develop qualifications and skills matrix	CPS	Dec-19	Sep-20	Not yet commenced	0	
Undertake Training Needs Analysis	CPS	Dec-19	Nov-20	In Progress	30	Once initial analysis has been completed GMs/EMs will be consulted.
Develop yearly training calendar aligned with Learning and Development Plans from the Performance Appraisal	CPS	Dec-19	Jan-21	Not yet commenced	0	Work will commence once performance appraisal system is in place.
Review staff professional development scheme (accredited VET and HE)	CPS	Dec-19	Dec-20	In Progress	10	Review has commenced as part of updating of L&D policies and procedures

Professionally Managed Organisation

Deliverables	Responsible Department	Start Date	Scheduled Completion	Progress	% Complete	Comments
Review Complaints Policy and Procedure and develop other useful guidelines	CPS	Dec-19	Jun-20	Not yet commenced	0	This matter is being reallocated to CPS in line with structure.
Increase capability of supervisors to proactively manage conflict and have difficult conversations.	CPS	Dec-19	Jun-20	Ongoing	25	Mentoring and support for supervisors is provided by the HR team on an as needed basis when conflicts occur. Workshops around behavioural expectations and values under our Code of Conduct have been delivered to supervisors in the Operations team to further build capability to proactively manage teams and reduce the risk of conflicts arising
Review Contact Officers program	CPS	Dec-19	Jun-20	Not yet commenced	0	
Develop initiatives to address inappropriate behaviour from customers towards our people.	CPS	Dec-19	Jun-20	Not yet commenced	0	
Develop and implement change management methodology	CPS	Dec-19	Dec-20	In Progress	20	Conceptual work has commenced with some new templates and forms utilised as part of the organisational restructure.

Review project management system	GREA	Dec-19	Dec-20	In Progress	35	Engineering and City Services have developed and are utilising a project management framework and templates for Capital Projects. In April 2020, SLT endorsed the application of this Framework to all projects including Corporate Projects effective 1 July 2020. Many staff have attended training coordinated by Engineering and City Services.
Develop and implement a staff recognition program	CPS	Dec-19	Jun-20	Not yet commenced	0	The intent of this initiative is to develop a Council wide program, that collates the existing staff recognition initiatives on an organisational as well as a departmental level and complement these where appropriate with additional initiatives. While work on the overarching program and document has not yet commenced, existing initiatives will be continued as usual (e.g. CARES Awards).