

City of Darwin

ANNUAL REPORT

2015-16



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 Gulumirgin (pronounced Goo-loo-midgin).

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

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

One way the community of Darwin can acknowledge and show respect for the Larrakia history, culture and shared future is by an 'Acknowledgement of Country'.

City of Darwin opens every Council meeting with an 'Acknowledgement of Country'. The acknowledgement, developed in partnership with Larrakia Traditional Owners reads:

"We the members of the City of Darwin acknowledge that we are meeting on Larrakia Country. We pay our respects to all Larrakia people both past and present. We are also committed to working together with the Larrakia people to care for this land and sea for our shared future."



City of Darwin Vision and Mission

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

Vision

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

Mission

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

Values

Six guiding principles underpin Council's decision making processes. 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.

Table of Contents

Introduction	?
Acknowledgement of Country	3
City of Darwin Vision and Mission	4
Table of Contents	5
Lord Mayor's Message	7
Chief Executive Officer's Message	8

Overview	?
Our Annual Report	9
Welcome	9
Understanding our Annual Report	9
<i>Evolving Darwin Towards 2020 Strategic Plan</i>	11
2015/16 Strategic Highlights	12
Overview of Financial Performance	14
Corporate Governance	15
Our City	23
City of Darwin-Facts& Infrastructure	26
A Year in Darwin	27
Our Council	28
Our Elected Members	29
Our Organisation	48

Goal 1 – Collaborative, Inclusive and Connected Community	55
Measures of Success	55
Outcome 1.1 Community inclusion supported	56
Outcome 1.2 Desirable places and open spaces for people	67
Outcome 1.3 Connected community through technology	72
Outcome 1.4 Improved relations with all levels of government and significant stakeholders	75

Goal 2 – Vibrant, Flexible and Tropical Lifestyle	78
Measures of Success	78
Outcome 2.1 Improved access and connectivity	79
Outcome 2.2 A sense of place and community	87
Outcome 2.3 Increased sport, recreation and leisure experiences	98
Outcome 2.4 Economic growth supported	119

Goal 3 – Environmentally Sustainable City	122
Measures of Success	122
Outcome 3.1 Council's carbon footprint reduced	123
Outcome 3.2 Darwin community's carbon footprint reduced	127
Climate Change and Environment	129
Waste Management	133
Outcome 3.3 Conserve and protect the Darwin environment	137

Goal 4 – Historic and Culturally Rich City	140
Measures of Success	140
Outcome 4.1 Recognised key activities and events	141
Outcome 4.2 Community life rich in creativity	146

Goal 5 – Effective and Responsible Governance	156
Measures of Success	156
Outcome 5.1 Quality service	157
Awards Received	161
Outcome 5.2 Quality people	162
Outcome 5.3 Good governance	172
Outcome 5.4 Effective leadership and advocacy	188
Outcome 5.5 Responsible financial and asset management	197

Financial Statements	204
Audited Financial Statements	204

Index	205
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Glossary of Terms	206
Acknowledgement of Images	

All page numbers to be updated once pages are finalised

Lord Mayor's Message

In 2015/16, City of Darwin Elected Members and staff continued to focus on working collaboratively with our community and stakeholders to deliver many exciting and progressive initiatives, key infrastructure and programs for the benefit of Darwin.

2015/16 marks the half way mark in delivering on Council's vision for a tropical liveable city that creates opportunity and choice for our community. This Annual Report demonstrates that we are continuing to progress towards achieving our vision and goals whilst maintaining financial sustainability and we have once again ended the year in a sound financial position.

HIGHLIGHTS

Council commenced implementing the Darwin City Centre Master Plan. The Master Plan depicts a vision for the city for the next 20 years and identifies projects essential for 'unlocking the potential' of Darwin into the future. The revitalisation of Tamarind Park marks the delivery of the first project for the Master Plan. In addition, work commenced on the development of a community play space at Bicentennial Park.

During the year, City of Darwin received commitment from the Northern Territory Government to fund Barneson Boulevard. Barneson Boulevard is a key transport link proposed to improve access to the city centre, better disperse traffic and support new development.

The Nightcliff Café project was completed and the Café opened in February 2016. Additional works to upgrade the area around the Nightcliff Pool are also being undertaken as part of the Nightcliff Foreshore Master Plan to enhance the amenity and usability of the whole area.

Council invested over \$1M in coastal erosion projects identified in the Coastal Erosion Management Plan with the construction of sea walls at Sunset Park and Kurrajong Crescent, Nightcliff.



Over \$4M of work undertaken at the Shoal Bay Waste Management Facility to improve the environmental management of the site included the construction of two new leachate storage basins and an additional lined cell. A further \$13.8M (\$4M carried forward from 2015/16) has been allocated in 2016/17 to continue to cater for future growth and ongoing environmental management of the site.

Council's largest road infrastructure project in 2015/16 was the redevelopment of The Esplanade. Funded by the Federal Government Roads to Recovery Program the redevelopment included resurfacing, improved and environmentally sustainable lighting and the addition of an on road bike lane.

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

2015/16 saw the Darwin Safer City program move from a pilot project to a three (3) year program for Council. \$543,536 was allocated to deliver collaborative partnerships to reduce the impacts of public intoxication on community life and connect vulnerable people with existing support and wellbeing services. A federal government grant of \$300,000 over two (2) years was provided to deliver the Faces in Spaces project aimed at activating public spaces.

Playgrounds across the city became more sun safe for our children and families as Council continued to implement the Playground Shade Program. A total of 30 playgrounds have now been shaded including playgrounds at Parkside Park, Holzerland Park, Lyons Park, Moil Park, Greenwood Park, Brazil Park and the Anula Regional Playground.

The inaugural Midnight Basketball Tournament was delivered in November 2015. The innovative social inclusion program which will run over two (2) years combines sport and education into a fun and disciplined program aimed to link around 60 at-risk young people and the general community into a Saturday night basketball competition.

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

CHALLENGES

Council acknowledges the importance of the external environment on how it plans for the future. During 2015/16 Darwin experienced a slight decline in its steady population growth with an estimated population growth of less than 1%. Population growth impacts on future rates income and as a result Council adopted a reduced rate increase in 2016/17.

We also had the challenge of conducting additional by-elections during the year following the resignations of Alderman Helen Galton and Jeanette Anictomatis, both longstanding experienced elected members. Alderman Emma Young and Mick Palmer were elected at the by-election in October 2015.

TOWARDS 2020

In 2016/17 we will continue to deliver programs and projects that ensure we progressively achieve our vision for a tropical, liveable city that creates opportunity and choice for our community.

In May 2015 City of Darwin was awarded funding of \$4.48M under the Australian Government's National Stronger Regions Fund to redevelop the Parap Pool with Council to match the grant funding. The three-year redevelopment project will deliver a multipurpose aquatic facility aimed at improving the competition, leisure and recreation needs of the Darwin community and northern Australia region. Design work and tendering of the project was well underway by June 2016.

In line with the City of Darwin Digital Strategy, adopted in 2016, Council's website will be upgraded. This aims to provide Council with improved communication and information sharing tools regarding services delivered to the community and the projects we undertake.

It is a busy and exciting year ahead, and the last financial year for this term of Council. I look forward to continuing to work with my fellow Elected Members to develop our tropical, liveable city for the Darwin community.

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

(insert electronic signature)

Katrina Fong Lim

LORD MAYOR

Chief Executive Officer's Message

I am proud to present the 2015/16 Annual Report for the City of Darwin. City of Darwin delivers outstanding results for its ratepayers and the broader community of our city.

2015/16 proved to be another busy and productive year for Council and this report demonstrates our achievements and accounts for our performance during the year.

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

ACHIEVEMENTS

To deliver quality services to the community, in 2015/16 more than \$XXM was spent on library services, \$XXM on roads, \$XXM on parks and reserves, \$XXM on pathways, \$\$M on swimming pools, and over \$XXM delivered through sponsorships, grants and operating subsidies. Council continued to maintain and develop the \$1.2B of community assets and infrastructure.

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

Of utmost success in 2015/16 was the delivery of the first projects for the Darwin City Centre Master Plan. Revitalisation of Tamarind Park, development of Bicentennial Park and Territory Government commitment to Barneson Boulevard demonstrate a whole of government commitment to the delivering on the plan and longer term vision for the City. Master Plan projects will remain a focus on Council's capital works plan for years to come.

Council's recognition as an open, transparent and accountable public entity was again recognised in 2015/16 by the Australasian Reporting Awards. The City of Darwin 2014/15 Annual Report won a gold award, reflective of the dedication to continuously improving our planning and performance framework and processes.



COMMUNITY ENGAGEMENT

Engaging and consulting with our community has remained a key focus for Council during 2015/16. As outlined on page ??, during the year Council conducted around 30 engagement activities. Level 1 engagement (inform) activities included informing the community of new policy positions or project phases. Level 2 engagement (consult) included robust engagement on projects such as the Sports Field Review and Plan, the Safer Vibrant Darwin Plan, Traffic Management Plan at Fannie Bay North, playground upgrades and a variety of capital works projects.

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

CULTURE DEVELOPMENT

Our 349 employees are our most valued asset. Attracting and retaining a diverse and capable staff is essential to the continuing delivery of our quality programs and services. In 2015/16 City of Darwin began an organisational leadership and culture development program to actively build our capability to make a difference in the community. I look forward to continuing this program in 2015/16 in order to ensure we are the highest performing workforce we can be, focussing on value delivery for our community.

FINANCIAL PERFORMANCE

City of Darwin prepares a rolling Long Term Financial Plan (LTFP) covering a period of ten years. The key objective of the LTFP is to achieve financial sustainability in the medium to long term whilst achieving Council's strategic objectives. I am very pleased that our audited financial statements show we are successfully achieving this objective with a surplus of \$XXM for the 2015/16 financial year. Contributing to our financial sustainability, in 2015/16 Council delivered a 1% of rates income efficiency dividend with long term savings identified via internal efficiencies to the value of \$547,000. This was the third and last year that an efficiency dividend has been delivered, providing ongoing annual savings of \$ XXM.

LOOKING AHEAD

2016/17 will see one of Council's largest capital projects come to fruition. The \$15.4M Parap Pool redevelopment project commenced on 26 September 2016 and will be a facility for recreational and leisure use, catering for all members of the community and swimmers of all abilities. The new facility will be FINA compliant and therefore our city will be on the national map for swimming competitions, training and events.

The next Local Government election will be held in August 2017. Work will commence in the latter half of 2016/17 to ensure that the administration is prepared for the election.

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

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

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

(insert electronic signature)

Brendan Dowd

CHIEF EXECUTIVE OFFICER

Our Annual Report

WELCOME

City of Darwin is proud to present the City of Darwin Annual Report for 2015/16. This report outlines the City of Darwin's performance over the 2015/16 financial year against the goals and outcomes of the *Evolving Darwin Towards 2020 Strategic Plan*, Annual Municipal Plan and budget. It also provides an insight into our aspirations for the future to ensure we remain on track to deliver on our vision.

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

In accordance with the Local Government Act NT, all Council's 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.

UNDERSTANDING OUR ANNUAL REPORT

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

The Strategic Plan, which articulates the vision, mission and goals for the City of Darwin provides the basis for our annual Municipal Plan and Budget. The Municipal Plan outlines the program profiles and associated budget allocated to delivering core services and projects to the Darwin community. This Annual Report provides an assessment of Council's performance in implementing the Strategic Plan and 2015/16 Municipal Plan and budget.

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

Within this report a 'traffic light' colour coding system has been adopted for the Key Performance Indicator results. Green represents being on track or better (i.e. >90%), yellow represents a marginal variance of between 70% - 90% of the target achieved and a red icon highlights that actual performance was less than 70%. Further detail is provided for Key Performance Indicators which don't achieve a green 'traffic light'.

The Financial Statements, provided from page XX, set out the financial performance, financial position and cash flows of City of Darwin for the 2015/16 financial year.

City of Darwin Planning Framework

SUPPORTING PLANS

The City of Darwin has a number of additional plans which are aligned to all levels of the Planning Framework.

These include, but are not limited to:

Asset Management Plans

Climate Change Action Plan

Internal Audit Plan

Digital Strategy

Risk Register

Youth Strategy

STRATEGIC PLANS 10+ YEARS

Developed in consultation with the Darwin community including residents, special interest groups and key businesses.

Vision & Mission

Strategic Goals

Outcomes

Strategies

Strategic Indicators

10 Year Financial Plan

MUNICIPAL PLAN 1 YEAR

Developed by the city of Darwin and outlines what will be delivered within the financial year.

Strategies

Operational Programs

Program Indicators

New Initiatives

Capital Works Program

Annual Budget

Evolving Darwin Towards 2020 Strategic Plan

*Achieving our goals each year ensures that we are continuing to work towards achieving our long term vision of a **tropical, liveable city that creates opportunity and choice for our community**. We will continue to monitor our goal progress through to 2020 to ensure we remain on track to achieve our vision.*

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

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

2015/16 Strategic Highlights



Goal 1

*Collaborative, Inclusive and
Connected Community*

Refer page ?? for more details

2015/16 HIGHLIGHTS

- Provided more than \$100,000 support to community projects and events delivered by community groups and organisations (Community Grants and Community Support Programs)
- Delivered the first year of the Darwin Safer City program
- Adopted the Safer Vibrant Darwin Plan
- Commenced the federally funded Faces in Spaces project
- Delivered an active and involved program of activities for Seniors Month 2015
- Coordinated Disability Awareness Week 2015 for the Darwin region
- NT Government funding for additional resources for Fun Bus
- Formation of the Animal Management Advisory Committee to advise Council on the development of a new Animal Management Plan
- Adoption of the City of Darwin Digital Strategy

LOOKING TOWARDS 2020

- Continued support and community capacity building through the annual community grants program, in-kind support, partnerships and facilitation with community groups and organisations
- Conclusion and evaluation of the Faces in Spaces project through the Darwin Safer City program
- Consultation and planning for the establishment of a Darwin Pet Park



2015/16 HIGHLIGHTS

- Commenced implementation of the Darwin City Centre Master Plan with completion of the first project, revitalisation of Tamarind Park
- Continued implementation of the Darwin Bike Plan with the construction of missing path at Abala Road
- Reconstructed The Esplanade
- Adoption of the City of Darwin Youth Strategy
- Adoption of the City of Darwin Sports Field Plan 2016-2026 providing a framework for the future use, development and management of sports fields in Darwin
- Completion and opening of the Nightcliff Café
- Planning and design for the Parap Pool Redevelopment with construction starting on 26 September 2016
- Radio Frequency Identification Devices installed at all four libraries
- Launch of the Code Club at Darwin Libraries educating 9-12 year olds on how to make computer games, animations and websites
- Coastal protection with the construction of two sea walls at Sunset Park and Nightcliff
- An additional 20 playgrounds shaded

LOOKING TOWARDS 2020

- Advocacy for the Darwin City Centre Master Plan to be included in the NT Planning Scheme
- Continued implementation of key strategies including CBD Parking Strategy to provide further improvements to parking availability in the city and City of Darwin Bike Plan to improve accessibility across the City
- Focus on footpaths and shared paths with over \$1.8M allocated in 2016/17
- Protecting open spaces and people by continuing to shade over 120 playgrounds across the city
- Completion of the Bicentennial Park Play Space in 2016/17
- Redevelopment of Parap Pool to be completed December 2017



2015/16 HIGHLIGHTS

- Provided more than \$50,000 support to community based Climate Change and Environmental projects delivered by community groups and organisations
- Annual pre cyclone clean up conducted
- Continued development of the City of Darwin Waste Management Strategy
- Delivery of the East Point Biodiversity Management Plan actions
- Installed \$300,000 of solar panels at Nightcliff and Casuarina Pools
- Conducted the annual Climate Change Challenge aimed at educating high school students on the effects and possible solutions for issues resulting from climate change
- Delivered the City of Darwin first National Garage Sale Trail event
- Community events such as Ride2Work day and Tree Planting were well supported
- Progressed the Waste Management Strategy proposed for December 2016
- Developed two leachate storage basins at Shoal Bay Waste Management Facility
- Design completed and tendered for Cell 5 of the landfill at Shoal Bay Waste Management Facility

LOOKING TOWARDS 2020

- Waste Management Strategy due to be completed in 2016/17 to provide a long term plan for managing and reducing waste services, activities and disposal of waste within the municipality
- \$9.8M (plus \$4M carry forward) of developments to Shoal Bay Waste Management Facility to be completed in 2015/16 to cater for future growth and environmental management
- Implementation of actions arising from the Coastal Erosion Management Plan to mitigate the effects of coastal erosion
- Implementation of measures to improve water efficiency
- Energy efficiency projects to Council buildings to further reduce Council's carbon emissions
- Implementation of year two actions outlined in the East Point Biodiversity Management Plan



Goal 4

*Historic and
Culturally Rich City*

Refer page 108 for more details

2015/16 HIGHLIGHTS

- Delivery of a program of events for the commemoration of the 40th anniversary of Cyclone Tracy
- Freedom of Entry exercised by the 5th Battalion Royal Australian Regiment on 5 November 2015
- Commissioning of public artwork valued at \$200,000 for the Parap Pool Redevelopment Project
- Completion of public artwork at Tamarind Park
- Held citizenship ceremonies for 647 people new to the City of Darwin
- Adopted the Public Art Plan 2015-2020 and Public Art Pilot Plan which aim to build the capacity of Darwin's creative community and enhance the public realm
- New members appointed to the Arts and Cultural Advisory Committee
- Participation in Gull Force 70th Anniversary Commemorations

LOOKING TOWARDS 2020

- Delivery of City of Darwin Arts Plan 2015-2020
- Delivery of Darwin's historic Bombing of Darwin event, and planning for the 75th Anniversary in 2017
- Celebration of City of Darwin's 60th birthday in July 2017
- Delivery of the Sister City Program, further cementing Darwin's international relations



2015/16 HIGHLIGHTS

- Organisational culture program continued to develop a creative and constructive workforce
- 1st Runner Up in the national LG Pro Management Challenge
- Implemented changes to Local Government Act and conducted By-Elections for the Lyons Ward
- Approximately 30 consultations conducted with activities ranging from level 1 – inform to level 3 – participate
- 90.4% of contracts awarded to locally owned and/or operated businesses
- Ongoing efficiency savings of \$547,000 identified in 2015/16
- 8 Freedom of Information Applications processed
- Gold recognition by the Australasian Reporting Awards for the City of Darwin 2014/15 Annual Report
- Receipt of grant funding of \$17.3M for sixteen projects / programs including general purpose funding and local roads funding
- Chair of the Council of Capital City Lord Mayors in 2016
- TOPROC adopted the Top End Regional Organisation of Council's Regional Development Plan

LOOKING TOWARDS 2020

- Redevelopment of Council's website and open data platforms
- Preparing for the 2017 local government elections
- Building on current advocacy relationships with new Federal and Territory Governments
- Collaborating with city stakeholders to continue to develop a tropical liveable city that attracts economic investment and population growth

Overview of Financial Performance

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

During the 2015/16 year the Council managed a total income of over \$110 million to provide a wide range of services and facilities to the community.

The following information presents a summary of financial results for 2015/16

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

2015/16 BUDGET RESULTS

Budget: \$1.9 million surplus

Result: \$16.7 million surplus

(Net income including capital revenue)

The improved result included:

- Early receipt of the Northern Territory Government grant for the Parap Pool Redevelopment \$5M
- Northern Territory Government Grant for Velodrome reconstruction \$1.5M
- Successful negotiations to defer the Northern Territory Government transferring street lighting repairs and maintenance expenses of \$1.6M
- Developer contributed assets \$7.6M (non-cash)
- Disposal of assets not fully depreciated (-\$0.7M)
- Other revenue and expense variations

The Parap Pool and Velodrome grant moneys are held in the Unexpended Grants Reserve as at 30 June 2016 to pay for capital expenditure in following financial year/s.

The savings on street lighting repairs and maintenance have contributed to a reserve to assist the Northern Territory Government transfer to Council of full responsibility for street lighting from 1 January 2018.

How does the result compare with previous years?

Net result (after capital revenue)

2015/16	2014/15	2013/14	2012/13
\$16.7M	*\$11.8M	\$8.8M	\$9.5M

*Includes one off de-recognition of carbon tax liability \$6.9 million.

Capital grants and contributions are not consistent from year to year and significantly contribute to the fluctuations in the Net result (after capital revenue).

LOOKING AHEAD

- Council's strong financial position and results place it in a good position to sustainably meet obligations to current and future generations.
- Improving financial and asset management planning processes.
- Ongoing savings and efficiency gains where possible.
- Continuation of lost revenue if the Commonwealth does not adjust annual financial assistance by CPI.
- Northern Territory Government is expected to transfer full responsibility for street lighting to Council as from 1 January 2018 and this may increase rates (additional costs for repairs and maintenance and replacing old infrastructure).
- Long Term Financial Plan, indicative rates increases of 3% PA (1.5% above CPI) and recurring operational savings to be identified.

INCOME

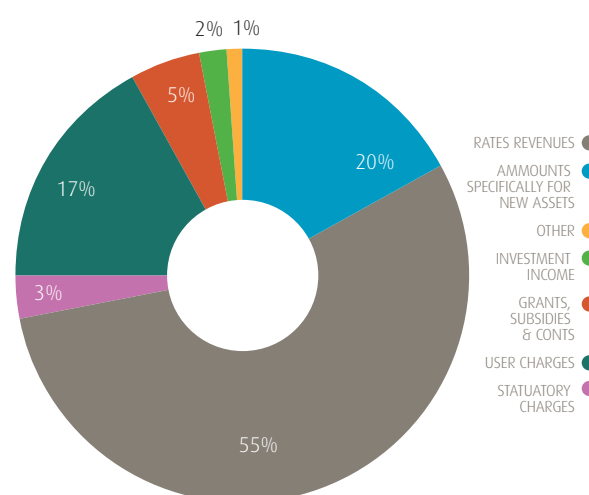
Budget: \$103.9 million

Result: \$118.5 million

The result was \$14.6 million higher due to:

- Grants received earlier than expected
- Developer contributed assets not budgeted

SOURCES OF REVENUE (ACTUAL)



Income - 4 year trend

2015/16	2014/15	2013/14	2012/13
\$118.5M	\$110.3M	\$101.1M	\$94.8M

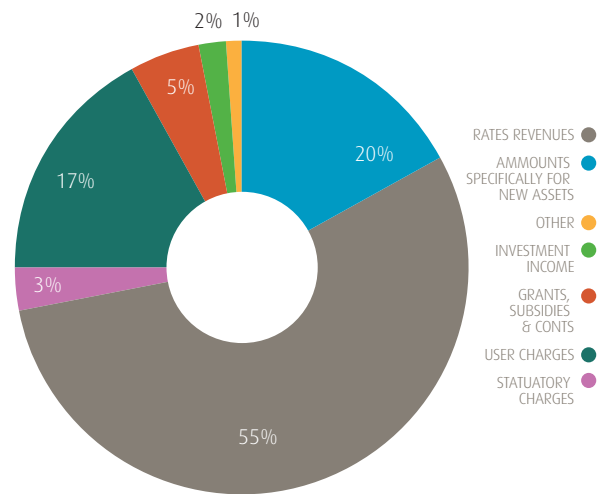
EXPENSES

Budget: \$102.1 million

Result: \$101.8 million

The result was less than budget due to the combined affects of savings on street lighting, and other variations including asset disposals not budgeted.

DISPOSITION OF EXPENSES (ACTUAL)



Expenses - 4 year trend			
2015/16	2014/15	2013/14	2012/13
\$101.8M	\$98.6M	\$92.3M	\$85.2M

add photo?

FINANCIAL SUSTAINABILITY INDICATORS

Each year the Council tracks its performance against eight (8) key financial sustainability performance measures over a five (5) year period. As outlined below, for 2015/16 Council has met or exceeded targets in all but two (2) indicators (*Operating Surplus and Asset Sustainability Ratio are highlighted amber and are slightly outside preferred range, no concerns are held*).

FINANCIAL SUSTAINABILITY INDICATORS							
Council Indicators							
1	% of Rate Debtors Outstanding	Target	2015/16	2014/15	2013/14	2012/13	2011/12
Percentage of Rate Debtors Outstanding	Indicator	<5%	2.6%	2.2%	1.9%	2.2%	2.5%
	This indicator is designed to measure Council's effectiveness in recovering debts legally owed to it.						
2	Debt Servicing Ratio	Target	2015/16	2014/15	2013/14	2012/13	2011/12
Debt Servicing Ratio	Indicator	<5%	0.5%	0.5%	0.5%	0.5%	0.6%
	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.						
3	Liquidity Ratio	Target	2015/16	2014/15	2013/14	2012/13	2011/12
Liquidity Ratio	Indicator	>1.00:1	1.01:1	1.01:1	1.06:1	1.05:1	1.06:1
	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.						
4	Rates Ratio	Target	2015/16	2014/15	2013/14	2012/13	2011/12
Rates Ratio	Indicator	60%-70%	63.6%	63.2%	64.2%	65.3%	64.3%
	This indicator is designed to measure Council's ability to cover its day to day expenses through its own tax/rates revenue.						
5	Operating Surplus	Target	2015/16	2014/15	2013/14	2012/13	2011/12
Operating Surplus	Operating Surplus/(Deficit)	Break-even	(\$3.6M)	(\$3.7M)	(\$2.1M)	\$2.1M	(\$0.6M)
	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. Management will continue to monitor this but as it remains minimal has no concerns at this stage.						
6	Operating Surplus before Depreciation	Target	2015/16	2014/15	2013/14	2012/13	2011/12
Operating Surplus before Depreciation	Operating Surplus/(Deficit)	> Break-even	\$17.5M	\$18.9M	\$14.3M	\$16.8M	\$13.9M
	This indicator is designed to provide information on the result of ordinary operations before depreciation, which is a non cash expense. Excluding depreciation gives the amount of operating income over and above operating expenses that is available to fund capital expenditure.						
7	Asset Sustainability Ratio	Target	2015/16	2014/15	2013/14	2012/13	2011/12
Asset Sustainability Ratio	Indicator	>50%	77.5%	31.0%	32.2%	70.2%	36.6%
	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. Based on advice from Council's Asset Managers the current maturity profiles of existing assets did not demand immediate renewals in the reporting year (2014/15).						
8	% of Annual Expenditure within Budget	Target	2015/16	2014/15	2013/14	2012/13	2011/12
% Annual Expenditure within Budget	Indicator	95%-105%	99.7%	102.8%	103.8%	98.1%	90.8%
	This indicator is designed to measure how effective Council's budgeting practices are by measuring how close actual expenditures incurred were to budget.						

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SERVICE RESULTS

The following table presents, for each program profile, actual results (statement of income) against original Municipal Plan budgets:

Services (\$'000) for the year ended 30 June 2016	Actual Income	Actual Expenses	Actual Net Result	Budget Net Result	\$ Variance Fav (-Unfav)	% Variance Fav (-Unfav)	Var Note
Chief Executive Officer Section	126	3,775	-3,649	-4,027	377	9%	
Office of the Chief Executive	61	838	-777	-756	-21	-3%	
Climate Change	53	589	-536	-485	-51	-11%	
Communications & Engagement	0	708	-708	-939	230	25%	1
Governance	0	1,305	-1,305	-1,500	195	13%	2
Strategy & Outcomes	12	334	-323	-346	24	7%	
Community & Cultural Services	2,801	9,237	-6,436	-6,977	541	8%	
General Manager Community	0	597	-597	-541	-56	-10%	
Community Development	22	787	-764	-917	152	17%	3
Customer Services	134	631	-497	-527	30	6%	
Darwin Safer City	152	515	-363	-544	181	33%	4
Family & Children	183	319	-136	-220	84	38%	
Libraries	1,548	3,553	-2,005	-2,034	29	1%	
Major Community Events	35	413	-378	-420	42	10%	
Recreation & Leisure	695	1,748	-1,053	-1,123	70	6%	
Sister Cities	4	177	-173	-176	3	2%	
Youth Services	28	498	-470	-476	6	1%	
Corporate services	10,677	19,198	-8,522	-8,156	-366	-4%	
General Manager Corporate	6	688	-682	-508	-174	-34%	5
Business Services	0	174	-174	-181	7	4%	
Contract Administration	0	158	-158	-232	74	32%	
Darwin Entertainment Centre	0	1,172	-1,172	-895	-277	-31%	6
Employee Overheads (net)	89	-89	178	-172	350	204%	7
Employee Relations	125	1,792	-1,667	-1,698	31	2%	
Finance Management	573	3,111	-2,538	-2,578	40	2%	
Fleet Management (net of internal charges/hire)	113	-2,156	2,269	1,815	454	-25%	8
Information Technology	70	2,804	-2,734	-2,650	-85	-3%	
On & Off Street Parking	5,013	5,120	-108	634	-742	117%	9
Property Management	1,459	177	1,282	1,315	-33	3%	
Records & Information Management	19	630	-610	-620	9	2%	
Regulatory & Animal Management	3,210	4,641	-1,431	-1,112	-318	-29%	10
Risk Management	0	976	-976	-1,274	298	23%	11
Infrastructure	21,700	53,476	-31,776	-29,935	-1,841	-6%	
General Manager Infrastructure	0	664	-664	-574	-90	-16%	
Asset Management	0	474	-474	-415	-59	-14%	
Design, Planning & Projects	166	2,157	-1,991	-1,886	-105	-6%	
Operations	0	779	-779	-854	75	9%	
Building Services	0	4,194	-4,194	-4,094	-101	-2%	
Mosquito Control	138	99	40	-135	175	129%	12
Parks & Reserves	238	15,606	-15,368	-14,865	-503	-3%	
Pathways	0	1,447	-1,447	-900	-547	-61%	13
Roads Maintenance	1,778	4,492	-2,714	-6,410	3,696	58%	14
Stormwater Drainage	0	744	-744	-627	-117	-19%	15
Street Cleaning	0	2,945	-2,945	-2,916	-29	-1%	
Waste Management	18,790	19,518	-728	3,597	-4,326	120%	16
Development	590	357	233	144	90	-62%	
Corporate overheads charged to other accounts	0	-5,579	5,579	5,579	0	0%	
Other	83,203	21,658	61,546	45,369	16,177	-36%	
General Revenues (rates, interest, federal asstce)	62,824	-146	62,971	63,481	-510	1%	
Grants & Contributions for Capital Purposes	20,379	0	20,379	3,033	17,346	-572%	17
Loss on sale assets	0	671	-671	0	-671	1000%	18
Depreciation	0	21,133	-21,133	-21,146	12	0%	
Net Operating Result	118,507	101,766	16,741	1,853			

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Notes on variances (where exceed +/-10% and \$100,000)

- 1 Promotional and projects budgets related to planned communications consultations and internet projects (to be progressed in 16/17).
 - 2 Savings in Elected Members Allowances and Civic Functions budgets.
 - 3 Savings in Community Development activities due to vacancies and in Community Safety budget (taxi rank).
 - 4 Receipt of Faces in Spaces grant (with expenditure: program to be delivered across financial years); in addition savings due to staff vacancy.
 - 5 Employee costs realigned to this program during the year and legal expenses higher than anticipated.
 - 6 Additional costs of temporary air-conditioning chillers at Darwin Entertainment Centre.
 - 7 Savings in employee sick leave and workers compensation.
 - 8 Savings in fuel, small plant purchases, vehicle damages expenditure and costs charged to other accounts.
 - 9 On and Off Street parking income reduced due to lower occupancy rates and activity.
 - 10 Reduction in CBD infringement income due to greater compliance and staff turnover.
 - 11 Savings on insurance, internal audit and consultant services, also internal audits being completed in 16/17.
 - 12 Operational component of Mosquito Control grant received (transferred to Unspent Grants Reserve).
 - 13 Costs realigned from other Infrastructure programs.
 - 14 NTG deferral of street lighting repairs and maintenance (including unwinding of previous years adjustments). In addition some of the budget was utilised for capital expenditure purposes (roads).
 - 15 Salaries & wages exceeded budget partially due to first year implementation of coroners inspection regime.
 - 16 Some Carbon Tax Levies collected in previous years were refunded and overall there was a reduction in Weighbridge income (less activity).
 - 17 Contributed assets and cash not budgeted and receipt of large grants for assets (including Parap Pool, Velodrome and R2R Esplanade grant).
 - 18 Loss on sale of assets was not budgeted - includes resurfacing of Cavenagh St car park and disposal of Monty's at the Mall building structure.
- (rounding may cause minor differences in addition)

CAPITAL EXPENDITURE

Budget: \$26.0 million

Result: \$26.7 million

(excludes developer contributed assets of \$7.6 million)

Overall \$0.7 million more than original budget was spent mainly due to expenditure on completing projects from previous year (carry forwards).

- Notable projects completed during the year include:
- Shoal Bay Waste disposal upgrades (ongoing)
- Nightcliff Foreshore Café
- Nightcliff Master Plan (combination of several programs)
- Esplanade Resurface reconstruction
- Coastal Erosion Management Plan
- Regional Playground Refurbishment
- Emergency backup generators civic centre
- Network and system upgrade

RESERVES

Legally Restricted: \$33.1M (14/15: \$23.4M)

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:

A notable factor is the early receipt of specific purpose grants for the Parap Pool Redevelopment and Velodrome held until required.

Other Reserves: \$32.6M (14/15: \$37.6M)

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

Capital expenditure – 4 year trend

2015/16	2014/15	2013/14	2012/13
\$26.7M	\$23.1M	\$16.6M	\$19.7M

Corporate Governance

City of Darwin Governance Framework provides the basis for understanding how Council governs and makes decisions and how it interacts with the community.

The framework depicts the legislative, procedural and regulatory environment Council operates within in order to ensure its practices are open and transparent and meet compliance obligations with the Local Government Act and other legislation and standards. It also includes the basis for Council's Policy framework, which requires all policies to be reviewed once during the term of Council.

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

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

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

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

RISK MANAGEMENT AND AUDIT COMMITTEE

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

The committee met four (4) times during the year and approved the implementation of the 2015/16 Internal Audit program.

The members of the Risk Management & Audit Committee during the year were:

Member	Meetings Attended
Mr Iain Summers (Chair) <i>B. Comm Grad Dip Mngt Psych, FCA, FCPA, FAIM, FAICD</i>	4
Mr Craig Spencer <i>MBA, Grad Dip Risk Management</i>	3
Alderman Gary Haslett (Chair of Corporate & Economic Development Committee)	3
Alderman Simon Niblock	4
Alderman Robin Knox (Alternate)	1

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

Council's internal audit program is directed by the outcomes of its strategic and operational risk assessment processes. The audit program supports independence in the review of Council's operational systems and internal control processes. Risk assessments are aligned to Council's Municipal Plan and are reviewed annually. Assessments are also reviewed on an as required basis to address issues identified from internal audits and the internal system of control self-assessment.

The continual process of reviewing and updating risk assessments facilitates the continued development and improvement of the governance systems of Council through increased focus on internal control and accountability mechanisms in order to reduce Council's exposure to risk in accordance with its strategic objectives.

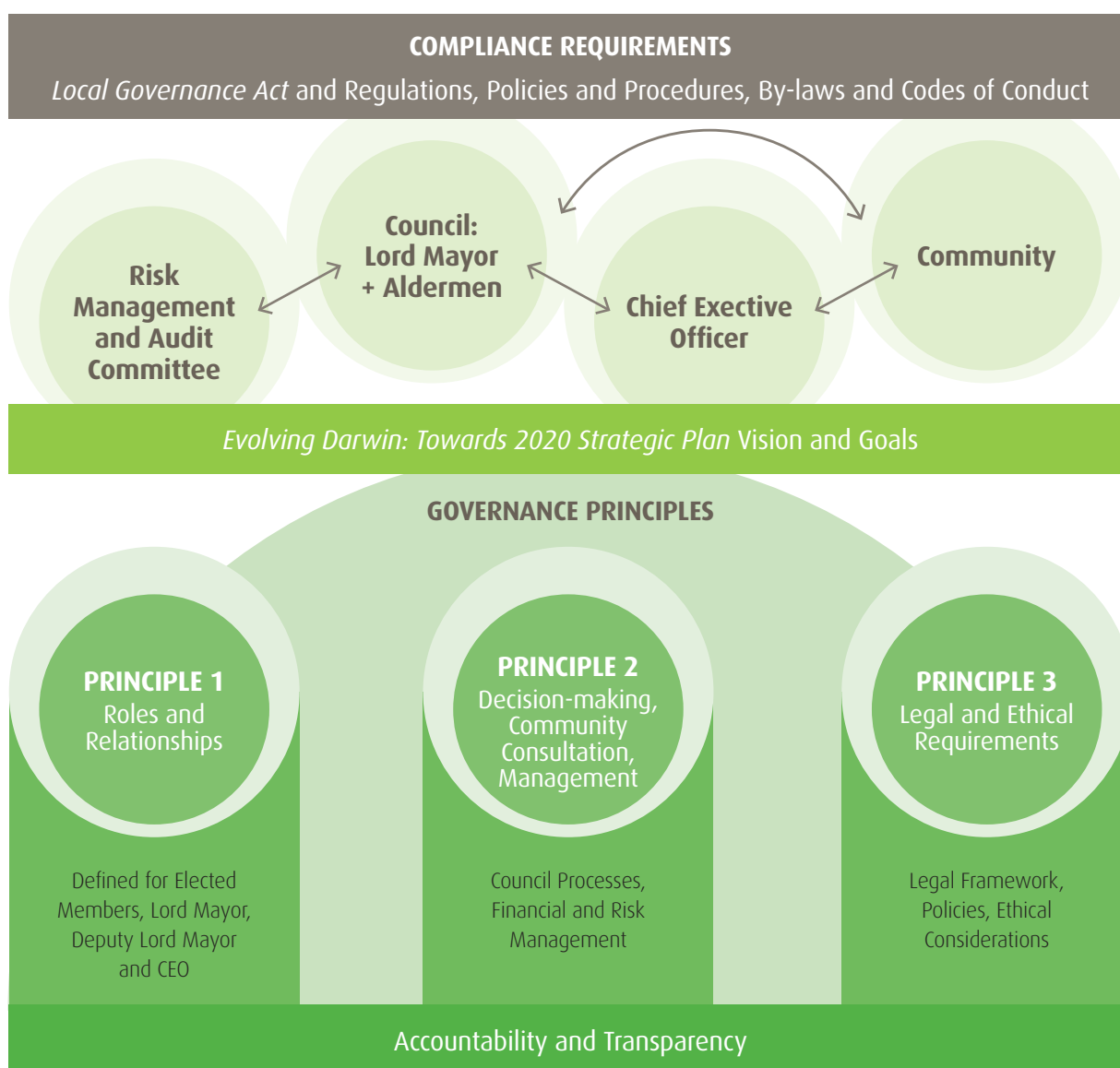
Each year, City of Darwin engages the services of external professional firms to deliver its internal audit program. Audit reports received and adopted by the committee during 2015/16 were:

- Investment management
- Information Technology logical & physical security
- Management of by-law fines and infringements
- WHS Management Systems
- Council's Performance Reporting systems

The Risk Management and Audit Committee actively monitors the implementation of audit recommendations. A number of outstanding recommendations were implemented during the year. These included issues arising from the audits of:

- fraud management arrangements
- asset management
- environmental management
- strategic performance

Each year, the audited annual financial statements for the preceding year are presented to the Risk Management and Audit Committee. In 2015/16, there were no matters of a significant nature that were brought to the attention of the committee by the auditor.



PLANNING AND BUDGETING

Income for the City of Darwin is generated by a combination of rates, Federal Government grants, Northern Territory Government grants and subsidies, services fees and charges and penalties. In 2015/16 Council had 33,793 rateable properties and an operating budget of approximately \$96 million. City of Darwin is a body corporate. Formal budgets are prepared every year and the rates are set as per the requirements of the Local Government Act.

Program budgets provide information on the service and costs associated with each individual program. Full sets of budget papers are available for public scrutiny in Council's four libraries, on the website and at the Civic Centre.

Community participation and consultation are high priorities on every agenda and Council works hard to keep the community informed of its intentions and matters under consideration.

DECISION MAKING

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 role of the Council is to:

- Provide public service
- Make decisions in the interests of the community in a balanced way for the greatest benefit
- Initiate, coordinate and serve as a catalyst for local effort
- Represent the community in Territory and national contexts

Council is made up of 13 Elected Members, one of whom is the Lord Mayor, and all are elected by eligible voters. Elections are generally held every four years; however the Northern Territory Government has extended the next local government election date from March 2016 to August 2017. The Elected Members are the governing body of Council.

The role of the Elected Members includes; providing leadership and guidance, developing policy and representing the interests of residents and rate payers. The Lord Mayor has additional roles including chairing Council meetings, representing the Council as Council's principal spokesperson and carrying out the civic and ceremonial functions of Council.

QUORUM

A quorum at a meeting of a Council consists of a majority seven (7) of the Council's members.

MEETINGS TO BE OPEN TO THE PUBLIC

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

PUBLIC FORUMS

Prior to the 2nd Ordinary Council Meeting each month, the public are invited to attend a public forum where Elected Members can be engaged with to discuss any matters of concern or interest by members of the community.

WEBCASTING

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

BUSINESS PAPERS

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

The community is also able to submit public questions to Council. All public questions must be received in writing by 12:00 noon the day prior to the 2nd Ordinary Council meeting.

Agendas and Minutes for Council and Committee meetings are also available for download from Council's website.

MINUTES

Copies of the minutes are made available within 10 business days after the dates of the meeting to which they relate. They are available to the public on the Council's website or at the Civic Centre.

Minutes marked as '*unconfirmed*' indicates that the Minutes are complete, but will not be confirmed as a correct record of that meeting until the following Council/Committee meeting adopts them. They are still available for download from Council's website.

COUNCIL COMMITTEES

City of Darwin has six Executive Committees which govern Council's operational activities. There is also the Town Planning Committee, comprising all Elected Members, which provides strategic direction to Council and endorsement of development applications.

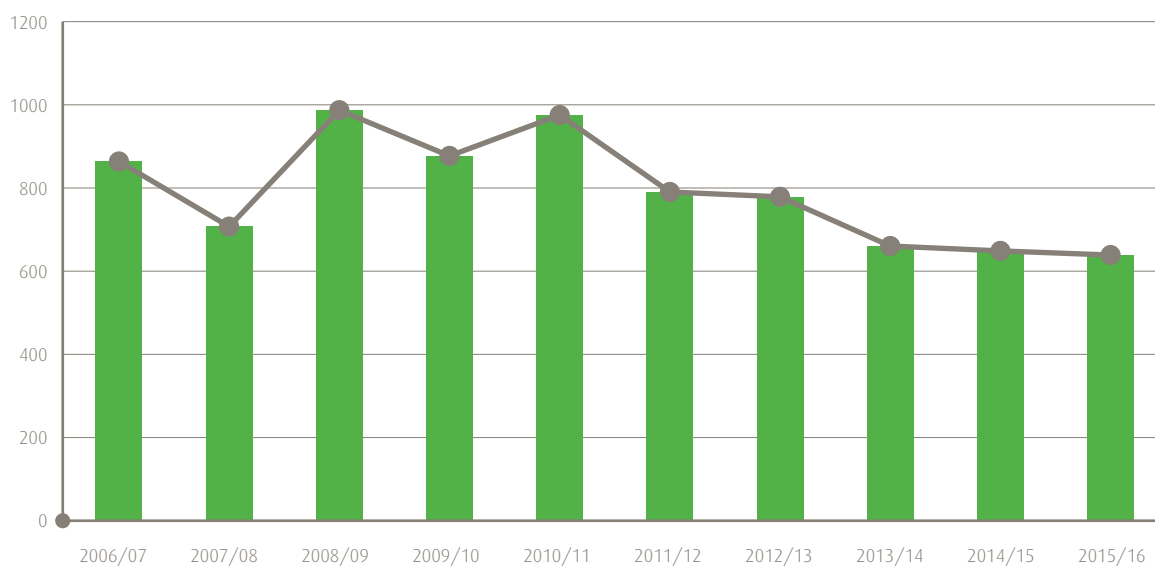
There are also a range of Advisory Committees which provide valuable guidance. Council also has representation on a wide range of external committees and local boards.

Executive Committees	
Administrative Review	
Chief Executive Officer's Performance Evaluation	
Community & Cultural Services	
Corporate & Economic Development	
Environment & Infrastructure	
Risk Management & Audit	
Town Planning	
Advisory Committees	
Arts and Cultural Development	
Bombing of Darwin and Military History	
CBD Car Parking	
Disability	
Youth Advisory Group	
Ambon Sister City	
Anchorage Sister City	
Dili Sister City	
Haikou Sister City	
Kalymnos Sister City	
Outside Committees with City of Darwin Appointed Representation	
Council of Capital Cities Lord Mayors (CCCLM)	
Council of the Ageing NT Board of Management (COTA)	
Development Consent Authority (DCA)	
Local Government Association of the Northern Territory Executive Office (LGANT)	
Northern Australia Capital City Committee (NACCC)	
Territory Remembers Committee	
Top End Regional Organisation of Councils (TOPROC)	
Tourism Top End	
City of Darwin Representatives Appointed by Local Government Association of the Northern Territory (LGANT)	
Animal Welfare Advisory Committee	
Code of Conduct Disciplinary Committee	
Local Government Waste Advisory Board	
Neighbourhood Watch (NT) Committee	
NT Library Community Reference Group	
NT Ministerial Advisory Council on Multicultural Affairs	
NT Water Safety Advisory Committee	
Remote Active Living Project Working Group	

COUNCIL DECISIONS

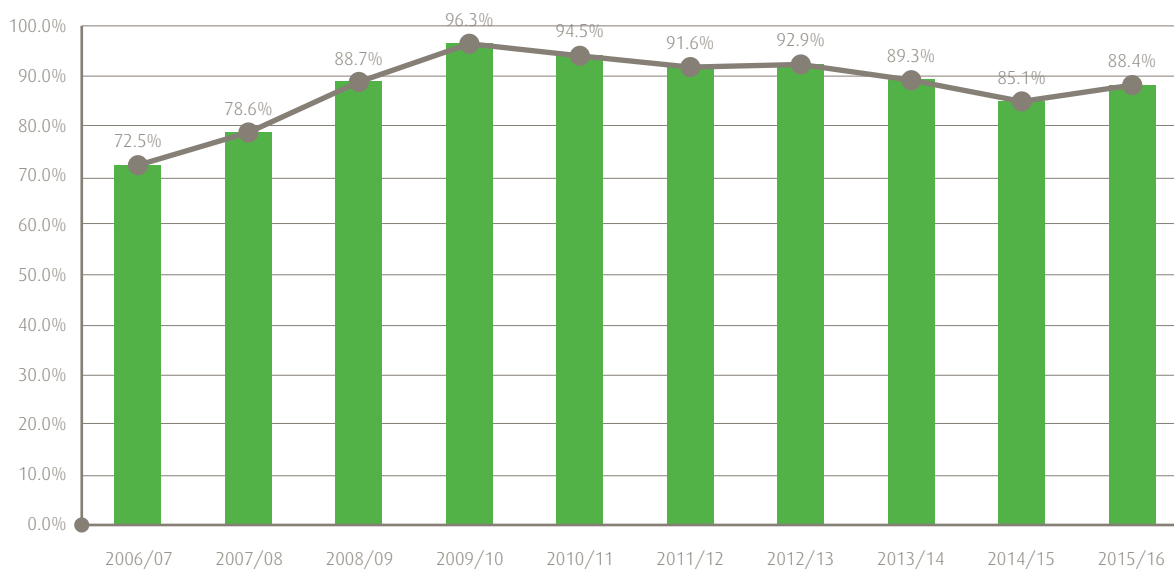
As shown below, 2015/16 was another busy year for the Elected Members and Council staff with 647 decisions recorded a slight decrease of 1.0% from the previous year.

Figure 1: Number of Council Decisions



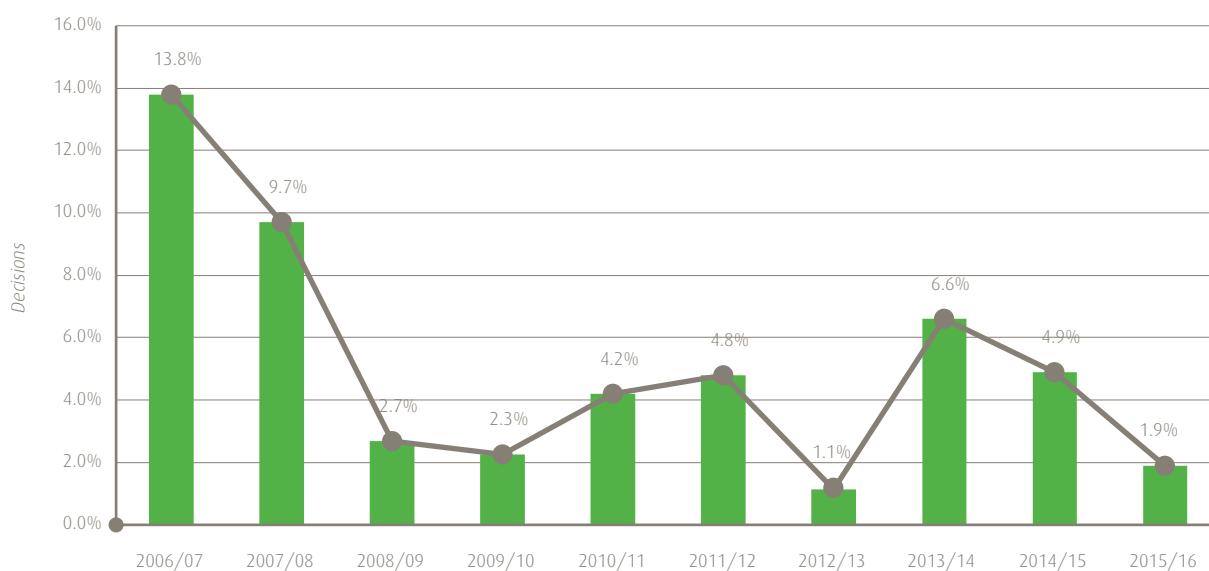
Council continues to strive to be open and transparent with only 11.6% of decisions made in confidence during 2015/16. This is a slight increase of 3.3% from 2014/15. The percentage of decisions made in confidence continues to be lower than the 2006/07 rate of 27.5%.

Figure 2: Percentage of Open Council Decisions (prior to any transfer from confidential)



It must be noted that there will always be matters that must be considered in confidence. The Local Government Act and Regulations provides a number of reasons why decisions may be kept confidential. For example, a decision involving personal circumstances of a resident or ratepayer or commercial in-confidence and trade secret information. Council conducts an assessment every six months to determine if decisions made in confidence should be retained in confidence. Often, where a matter has concluded or further action has taken place, Council resolves to make the decision open. At 30 June 2015/16, City of Darwin retained 1.9% of decisions in confidence.

Figure 3: Percentage of Decisions Retained as Confidential



Our City

Darwin is the social, cultural and economic heart of the Northern Territory. As Australia's Northern Region continues to integrate further into Asian markets, Darwin is well-positioned to enhance the strategic economic link between global supply chains and trade with Asia that will drive Australia's future.

41 suburbs

The City of Darwin includes the suburbs and localities of Alawa, Anula, Bayview, Berrimah (part), Brinkin, Buffalo Creek, Casuarina, Charles Darwin (part), Coconut Grove, Coonawarra, Darwin City (part), East Point, Eaton, Fannie Bay, Hidden Valley (part), Holmes, Jingili, Karama, Larrakeyah, Leanyer, Lee Point, Ludmilla, Lyons, Malak, Marrara, Millner, Moil, Muirhead, Nakara, Nightcliff, Parap, Rapid Creek, Stuart Park, The Gardens, The Narrows, Tiwi, Wagaman, Wanguri, Winnellie, Woolner and Wulagi

112km² land area

Darwin is primarily a residential, commercial and military area. The City is home of several defence areas, including Berrimah, Larrakeyah Barracks, RAAF Base Darwin and the RAAF Bombing and Gunnery Range. The city's 112km² includes many parklands, reserves and several beaches

68.1% of people participated in employment

69.2% of people were employed full time and 25.1% of people were employed part time

Professionals, Clerical and Administrative Workers and Technicians and Trade Workers account for 54% of the employed resident population

Local industry creates \$8,046.1 M in value

Construction is the most productive industry generating \$1,568M

Public administration and safety created \$ 977.6M of value add to the Darwin economy

*Estimated Residential Population, Australian Bureau of Statistics (3218)

** Usual Residence Population, Australian Bureau of Statistics (excludes overseas visitors)

**58,739
local jobs**

Top three employment industries public administration and safety (19.6%), health care and social assistance (11.3%) and construction (11.2%)

**52% of
our people
are under
34 years
of age**

Median age is 34 years of age
23% of people aged between
0 and 17 years 12.5% of people
aged over 60 years

**Darwin
International
Airport is located
only 12.5km
from the City
Centre**

69.7% of people used a
private vehicle to travel to
work whilst only 4.2% of
people used public transport

**26.6% of our
people born
overseas**

21% of people speak a
language other than English
at home 62.3% of people are
Australian born and 76.4% are
Australian citizens

The male / female ratio in
Darwin is 51.9%:48.1%**

**82,912
Residential
Population***

Represents over one third of
the entire population of the
Northern Territory

Greater Darwin population is
142,300* and represents
56% of the entire Northern
Territory population

**6,697 local
businesses**

20.3 % of all total registered
businesses are in the
construction industry

11.5% of all total registered
businesses are in professional,
scientific and technical services

**8.4% of our
people are
indigenous**

The original inhabitants of
the Darwin are the Larrakia
Aboriginal People

**34,700
rateable
properties**

Rental, hiring and real estate
services exported \$633M



Concept – Location proximity to Asia and rest of Australia – plus map of Darwin suburbs to be incorporated in this section - full page image

INCORPORATE MAP AND STATS AS PER BELOW GRAPHIC



DARWIN HISTORY

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

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

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

In 2014 City of Darwin commemorated 40 years since Cyclone Tracy devastated the city on Christmas day 1974. Cyclone Tracy had a profound impact on the Darwin community with more than 70 percent of Darwin's homes destroyed or suffering severe damage, all public services (communications, power, water and sewerage) were severed, 41,000 people were left homeless, 35,362 people (of the 47,000 total population of Darwin) were evacuated from Darwin and tragically 66 lives were lost. The commemoration included a range of events for the Darwin community.

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

INSERT IMAGE

City of Darwin

FACTS & INFRASTRUCTURE

"351km of Stormwater

An increase of 4km from 2014/15"

This fact is in the manuscript, the two facts below in pink re not. Which to use/replace?

**125
Playgrounds**

6 new playgrounds have been installed in the last 12 months. In addition many playgrounds have been upgraded and shaded during 2015/16

Plus 2 Liberty Swings

**6,697 local
businesses**

20.3 % of all total registered businesses are in the construction industry

11.5% of all total registered businesses are in professional, scientific and technical services

**Local
industry
creates
\$8,046.1 M
in value**

Construction is the most productive industry generating \$1,568M

Public administration and safety created \$ 977.6M of value add to the Darwin economy

**20,898
Driveways**

454 more than in 2014/15

**8 Tennis
Courts**

And a Skate Park

**452km of
Roads**

An increase of 10km from 2014/15

**3
Swimming
Pools**

The Parap Pool redevelopment project will commence in 2016/17

**3
Community
Centres**

Plus 7 Child care centres,
1 art gallery / space

**34,700
Rateable
Properties**

2.6% more than the previous
year equating to 907 properties

**17 Sporting
Grounds
and Ovals**

Plus a Velodrome

**12 Outdoor
Exercise
Stations**

8 more than the previous year

**657ha of
Green Space**

Includes 201 parks

7 Exeloos

Plus 27 public toilets located
throughout the City.

4 Libraries

Located in the City and at
Casuarina, Karama and Nightcliff

**792 ¼ km
of paths**

Includes footpaths, shared paths,
walkways, and park paths

A Year in Darwin

July 2015

NAIDOC Week Celebrations
Royal Darwin Show
Territory Day celebrations

January 2016

Darwin Young Citizen of the Year
awarded to Pritika Desai
New school zone safety
initiative launched
LAUNCH Pop Up Arts Space
LAUNCH Youth Events training
program call out
City of Darwin celebrates
Australia Day
Liquid Blu design of Parap Poll
Redevelopment announced

August 2015

Darwin Festival
Longstanding Aldermen Galton
& Anictomatis resign Council
Commemoration of the
Liberation of Gull Force –
70th Anniversary
Young Territory Authors Award
Winners Announced
Seniors Month Program
Science Week
Midnight Basketball
Inaugural Tournament
Disability Awareness Festival

February 2016

New Shade sails for
Garanmanuk Park
Nightcliff Café Opens
Bombing of Darwin
Commemorative Service

September 2015

Annual Pre-Cyclone Clean Up
Beat Festival
NTeen Fashion Festival
Quiz4Dili fundraiser for the
Action for Change Foundation

March 2016

The Esplanade Upgrade
completed
Earth Hour
Neighbour Day
Harmony Day
International Women's Day Walk
and Community Morning Tea

October 2015

World Solar Challenge
Ride to Work Day
Scramble crossings installed
in the CBD
Children's Week Celebrations
Celebrating Childhood
Art Exhibition
Garage Sale Trail
Mitchell Street Mile
Alderman Emma Young
and Alderman Mick Palmer
elected to Council

November 2015

Kids Reading Oz Choice (KROC)
Awards Party
Midnight Basketball Grand Final
of Inaugural Tournament
National Recycling Week

December 2015

DTown Battles
Christmas in the City
Program with Santa's Cave
Cyclone Tracy Commemoration

April 2016

Midnight Basketball Darwin
2nd Tournament
LAUNCH Good Vibes Youth
Festival at Jingili Skate Park 2016
Couch surfing race for
Youth Homelessness

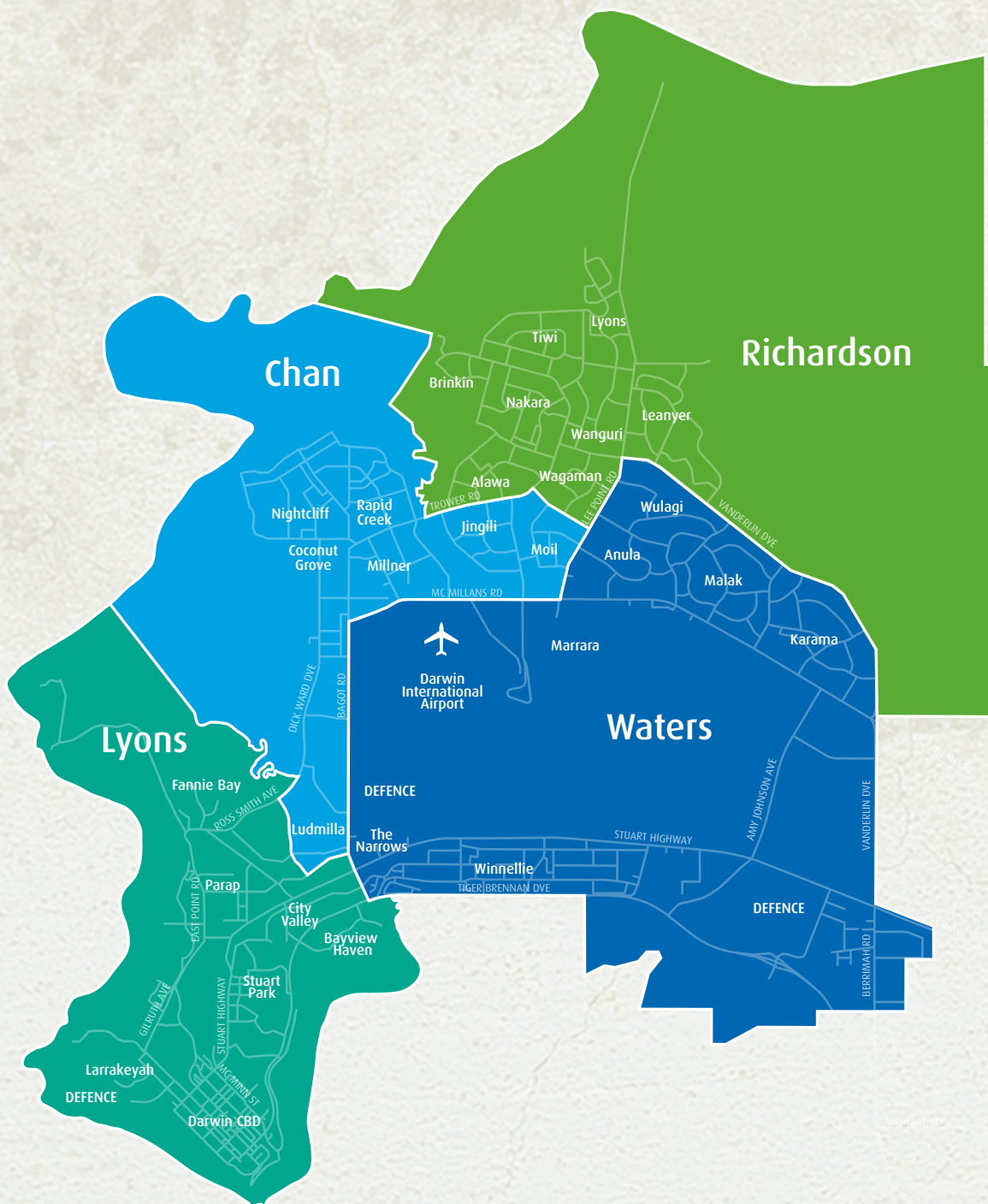
May 2016

Smoking Ban in the
Mall Trial Commenced
Council signed an Agreement
of Mutual respect with
Chinese city Rizhau
National Family Week Free events
Safer Vibrant Darwin Plan
2016-2019 launched
Seabreeze Festival

June 2016

Safe and Active Routes to
School Program Launched
V8 Super Cars
City of Darwin 2016/2017
Municipal Plan and Annual
Budget endorsed
Inbound delegation from
Kalymnos

Our Council



* Alderman Emma Young and Alderman Mick Palmer were declared to office on 27 October 2015, to replace the vacancies left by the resignations of Alderman Anictomatis and Alderman Galton in Lyons Ward

Our Elected Members



LORD MAYOR, KATRINA FONG LIM

P: (08) 8930 0517

M: 0421 289 872

E: lord.mayor@darwin.nt.gov.au

2015/16 Representation on Committee

Administrative Review

Bombing of Darwin and Military History (Chair)

Chief Executive Officer's Annual Performance Appraisal

Community and Cultural Services

Corporate and Economic Development

Council of Capital Cities Lord Mayors

Environment and Infrastructure

Northern Australia Capital City Committee

Top End Regional Organisation of Councils

Town Planning

Katrina was born in 1961 in Darwin; the fourth daughter of respected local couple Alec and Norma Fong Lim. Alec was a businessman who eventually became a very popular Lord Mayor in the 1980s. Katrina completed primary and secondary education in Darwin, matriculating from Darwin High School in 1979. She was an AFS Exchange Student to the USA for the 78/79 school year.

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

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

Katrina is currently a Patron of many Darwin organisations including Arafura Dragon Boat Paddlers Club, Darwin Dog Obedience Club, Nightcliff Sports Club, Mindil Aces Football Club, and Vice Patron of the Royal Agricultural Society of the NT Inc.

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

She has also operated a small business initially delivering Financial Management Training to builders through the Master Builders Association NT.

Katrina lives with her husband Tony Waite in Nightcliff.

Chan Ward



ALDERMAN BOB ELIX

2015/16 Representation on Committee

Administrative Review (Chair)
Development Consent Authority
Dili Sister City
Code of Conduct Disciplinary (LGANT Rep)
Corporate & Economic Development (Chair)
Local Government Association of the Northern Territory - Vice President
NT Water Safety (LGANT Rep)
Top End Regional Organisation of Councils (Alternate)

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

Bob has been involved with AFL in the NT for years having performed many roles including coach, umpire and administrator. Bob has recently retired after 13 years as the Chair of AFLNT.

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

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

Another area Bob is passionate about is tourism. Tourism is possibly the most important industry for Bob and Council to support - we all know the huge benefit of the tourist dollar.

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



ALDERMAN ROBIN KNOX

2015/16 Representation on Committee

Administrative Review Committee
Ambon Sister City Committee
Anchorage Sister City
Animal Management Advisory
Arts and Cultural Development Committee (Chair)
Community and Cultural Services Committee (Chair)
Council of the Aging
Disability Advisory Committee (Alternate)
Risk Management and Audit Committee (Alternate)
Town Planning
Youth Advisory Committee (Alternate)

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

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



ALDERMAN KATE WORDEN

2015/16 Representation on Committee

Administrative Review

Arts and Cultural Development (Chair)

Community & Cultural Services (Chair)

Kalymnos Sister City

Risk Management and Audit (Alternate)

Top End Regional Organisation of Councils (TOPROC)

Town Planning

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

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

Robin has also lived and worked in England and Botswana, where she established a museum and cultural centre and helped found Botswana's first Women Against Rape program.

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

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

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

Kate has four children, Tarris, Sarrita, Alekna and Russell and two very active grand-daughters who both live in New Zealand. Kate's eldest daughters are both well-known young contemporary Indigenous artists, Russell works in IT and has recently relocated to Adelaide for work, and Alekna currently attends Nightcliff Middle School, loves Animé, and is an enthusiastic music student and budding singer.

Kate's partner of more than 24 years, Wayne is a local small business operator, specialising in painting and

decorating. Following a fall at work late in 2014, Wayne has been forced to retire from playing and coaching AFL after more than 30 years but is well on his way to recovery.

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

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

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

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

Lyons Ward



ALDERMAN JEANETTE ANICTOMATIS

2015/16 Representation on Committee

Administrative Review
Administration and Legislation Advisory Committee (LGANT Rep)
Community and Cultural Services
Disability Advisory
Local Government Association of the NT (Vice President)
Northern Australia Capital City Committee
Town Planning
Tourism Top End (Alternate)

Jeanette was born in the United Kingdom and studied at Aberdeen College of Commerce before immigrating to Australia in December 1969. Jeanette arrived in Darwin in 1970.

Jeanette is married with four sons.

Further studies involved Primary School Teaching, HR Management, Workplace Training and Law Studies.



ALDERMAN EMMA YOUNG

2015/16 Representation on Committee

Environment & Infrastructure Committee
Haikou Sister City Committee
Town Planning Committee

In 2004 I moved to the Territory and Darwin has been my home for the past 9 years. I have a PhD in Environmental Science and degrees in Law and Science (Hons). For the past 5 years I have been a Director for the NT EPA. Key areas of responsibility have included legislative reform, policy development, leading waste management compliance and enforcement responsibilities and chairing whole of government committees in waste management and climate change adaptation.

Previously I've worked in Indigenous higher education and community development roles for 6 years both at the Batchelor Institute and the Centre for Appropriate Technology.

Prior to moving to the Territory in 2004 I worked as an environmental consultant in Sydney working predominantly in the waste management arena to increase re-use and recycling to divert waste from being disposed of to landfill.



ALDERMAN HELEN GALTON

2015/16 Representation on Committee

Corporate & Economic Development
Human Services Training Advisory Council (LGANT Rep)
Town Planning

Helen is a proud Territorian and has enjoyed a very busy life in the lead-up to and while being elected for 15 years as an Alderman on the Council. Local government is in Helen's blood and she thrives on grass roots government and is privileged to be representing the heartbeat of the Darwin municipality – the Lyons Ward – in Australia's most modern capital city.

One of the highlights in Helen's local government experience was in her role as an Executive Member of the Local Government Association of the Northern Territory from 2004 to 2014 and was Vice President Municipal 2012 - 2014. She was formerly the General Manager of Tourism Top End, a position that highlighted the unique benefits of the region and the importance of tourism to the Territory.

Tourism is one of Helen's passions and while she enjoys travel, she also loves being home and taking in the pleasures that Darwin offers. Darwin is a community for all ages and we should all be so proud of our "Paradise on Earth".



ALDERMAN
SIMON NIBLOCK

**2015/16 Representation
on Committee**

Administrative Review

Chief Executive Officer's Annual
Performance Appraisal

Environment and Infrastructure
(Chair)

Northern Australia Capital City
Committee

Risk Management & Audit

Town Planning (Chair)

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

He landed on Elcho Island to publish bi-lingual teaching resources for the NT Education Department and in 2003 moved to Darwin to establish his own book publishing business, Niblock Publishing.

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

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

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

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



ALDERMAN MICK PALMER

**2015/16 Representation
on Committee**

Corporate & Economic Development
Committee

Town Planning Committee

ARE WE ABLE TO LIMIT ONE OF THE LONGER PROFILES TO ONE COLUMN? THAT WAY MICK PALMER CAN HAVE HIS PIC UP THE TOP. (PERHAPS HELEN GALTON AS SHE HAS A SMALL TABLE.)
Helen's overset text is below in pink.

Helen has been involved in a range of government, business and community work and has been on a number of Boards including Council on the Ageing (COTA), Tourism Top End, Vice President of the Automobile Association of the Northern Territory (AANT), President of the Australian Local Government Women's Association (ALGWA NT) for four years, Chairman of the Community and Cultural Services Committee, Chairman of the Town Planning Committee, Chairman of the Arts and Cultural Development Advisory Committee and Chief Barker of Variety the Children's Charity NT.

Helen is a Honorary Life Member of Tourism Top End and Variety NT.

Given her active lifestyle it is no surprise that Helen was a physical education teacher!

Richardson Ward



**ALDERMAN
GARRY LAMBERT**

2015/16 Representation on Committee

Administrative Review
Anchorage Sister City
Code of Conduct Disciplinary Committee (LGANT Rep)
Corporate & Economic Development
Development Consent Authority NT
Town Planning

Garry has over 15 years experience on the City Council, he is currently in his fourth elected term.

Garry and his wife Margaret moved to the Territory in 1977 to take up teaching roles. After 25 years in Education as a teacher, Principal and Director Garry took up a new role with NT Police, Fire and Emergency Services as an Executive Officer in an information/privacy management role dealing with para-legal issues and legislative frameworks. Garry established SAFE NT in this role. He later took up an Executive role with NTGPE, an NGO responsible for training doctors to become General Practitioners.

His first interest in politics was ignited in 1977 when he became Secretary of the Mataranka Progress Association. Garry later moved to Adelaide River where he and Margaret were teachers and property owners, raising cattle and conducting an agricultural business.

Garry has had an eclectic range of interests and experiences, including being Mayor of the City of Darwin, Chair of the NT Landcare Council, Director on the Festival of Darwin board and the Darwin Entertainment Centre board.

He is currently a Member of the Development Consent Authority, member of the Mandatory Alcohol Treatment Tribunal, President of Motorcycling Australia NT and Patron of the Darwin Bowling Club and Public Officer to three organisations. He is a keen motorcyclist.

Garry has several academic qualifications and has a strong interest in administrative law, particularly town planning and planning law. He is a Member of the Australian Institute of Company Directors as well as a member of the Australian Institute of Administrative Law.



**ALDERMAN
GEORGE LAMBRINIDIS**

2015/16 Representation on Committee

Community & Cultural Services
Kalymnos Sister City
Northern Australia Capital City Committee (Alternate)
Town Planning
Youth Advisory Group

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

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

George is very interested in creating a safer community and was the Chair of the Wagaman Residents Committee (WRC), which formed in 1999 to address antisocial behaviour in the area. This culminated in a National



**ALDERMAN REBECCA
WANT DE ROWE**

**2015/16 Representation
on Committee**

Ambon Sister City

Environment and Infrastructure

Town Planning

Youth Advisory Group (Alternate)

Crime Prevention Award in 2004 for the committees' efforts to reduce crime and violence and make the suburb a safer place to live.

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

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

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

Rebecca was born in Royal Darwin Hospital and raised in Leanyer where she attended Leanyer Primary School and then Sanderson High School.

Rebecca spent a year travelling around Europe before heading back to study architectural drafting at Charles Darwin University. After three years, Rebecca found that it was not the profession she was after; she needed a job where she could get out and talk to people and found her skills were better used as a union organiser with the Shop Distributive and Allied Employees Association, where she worked for three years. She was then promoted to work for the Australia Council of Trade Unions as a Campaign Coordinator for the Your Rights at Work Campaign.

After a successful campaign Rebecca went on to work for Federal MP, Damian Hale but soon decided that it was time for another trip. Rebecca spent seven months around South America before returning and starting a career in real estate.

Rebecca decided to run for Council because she felt the community needed a young representative who had energy and drive, something she felt was lacking in the previous council.

Rebecca resides in Wanguri with her husband, Kent Rowe and their son, William Rowe. Rebecca's focus on Council is animal management, parks and playgrounds. Rebecca believes in keeping in touch with her ward and she does this by doing a regular newsletter and by hosting an information stall at Hibiscus Shopping Centre (Leanyer) on the first Saturday of every month from 10am to noon.

Rebecca encourages people to get in contact with her should they have any issues. Rebecca believes a good Alderman is contactable seven days a week and she strives to work hard to represent the community to the best of her ability.



ALDERMAN GARY HASLETT

2015/16 Representation on Committee

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

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

Alderman Haslett attended Rapid Creek Primary, Nightcliff Primary and after Cyclone Tracy NiMiRa Primary (for one year Nightcliff, Millner and Rapid Creek schools were combined).

Later Alderman Haslett attended Nightcliff High School and Northern Territory University (now Charles Darwin University).

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

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



ALDERMAN JUSTINE GLOVER

2015/16 Representation on Committee

Animal Management Advisory (Chair)
 Community & Cultural Services
 Council of the Ageing NT Board
 Disability Advisory (Alternate)
 Haikou Sister City
 Town Planning

Justine was elected to Council and took office in 11 November 2014, replacing the late Alderman Robyn Lesley.

Justine is a Registered Nurse and is currently working as a Manager in the community and aged care sector. She has lived in Darwin since 1995 and is devoted to this wonderful City because of its diversity, tropical lifestyle, friendly people and endless opportunities.

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



ALDERMAN ALLAN MITCHELL

2015/16 Representation on Committee

Ambon Sister City
ANZAC Centenary NT Advisory Committee (LGANT Rep)
Bombing of Darwin and Military History
Community and Cultural Services
Council of the Ageing NT Board (Alternate)
Disability Advisory
NT Place Names
Territory Remembers
Tourism Top End
Town Planning

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

She lives with her husband Guy, a local primary school teacher and they have both dedicated their efforts to supporting the local community. Justine volunteers regularly with St Vincent de Paul and recently stepped down as Chair of KidSafe NT. She has twin daughters.

Justine is a member of the Australian Institute of Company Directors and has a Diploma of Management and a Masters of International Management.

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

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

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

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

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

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

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 will fulfil an extra six (6) weeks as Deputy Lord Mayor from March 2016.

Extra meeting allowances are paid in accordance with Council Policy and Ministerial Guidelines. Extra meetings include Council Executive Committee and Advisory Group meetings and representation on external organisations such as the Local Government Association of the Northern Territory (LGANT).

Figure 4: 2014/15 Elected Member Allowances

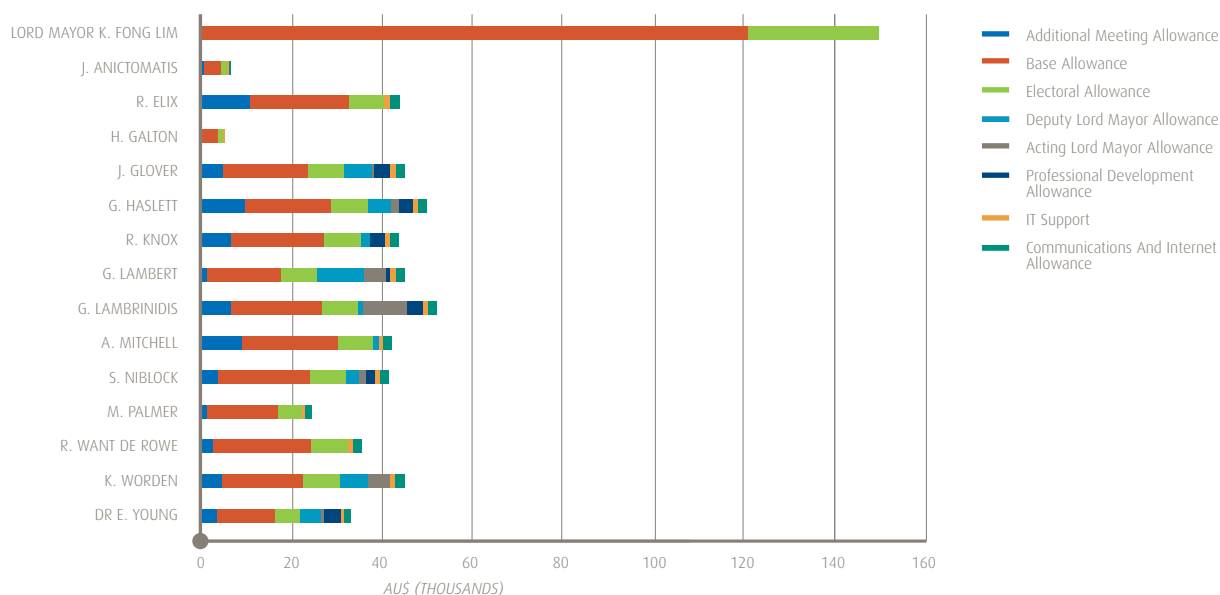
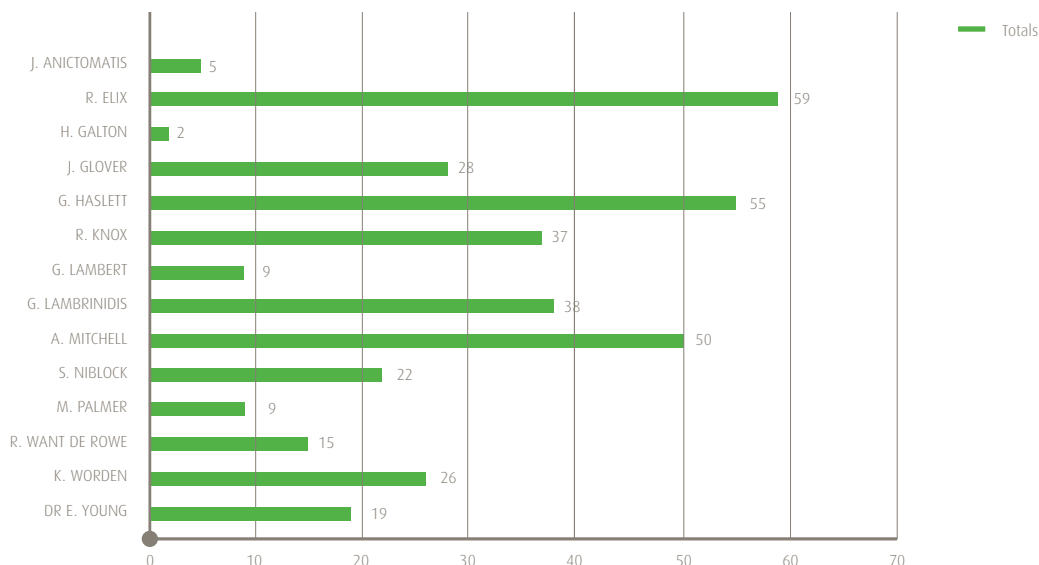


Figure 5: 2014/15 Elected Member Allowances



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 and outlined in the table below.

2015/16 MEETING ATTENDANCE – ORDINARY COUNCIL MEETINGS

Elected Member	Ordinary Meetings		
Lord Mayor, Katrina Fong Lim	20	Alderman George Lambrinidis	21
Alderman Jeanette Anictomatis	4	Alderman Allan Mitchell	18
Alderman Bob Elix	21	Alderman Simon Niblock	19
Alderman Helen Galton	3	Alderman Mick Palmer	13
Alderman Justine Glover	17	Alderman Rebecca Want de Rowe	14
Alderman Gary Haslett	21	Alderman Kate Worden	21
Alderman Robin Knox	20	Alderman Emma Young	15
Alderman Garry Lambert	15		
TOTAL NUMBER OF ORDINARY COUNCIL MEETINGS IN 2015/16			22

* Attendance by telecommunications in accordance with Policy 43 – Meetings, Meeting Procedures and Committees is recorded as attended the meeting.

* Alderman Emma Young and Alderman Mick Palmer were declared to office on 27 October 2015, to replace the vacancies left by the resignations of Alderman Anictomatis and Alderman Galton.

PROFESSIONAL DEVELOPMENT FOR ELECTED MEMBERS

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

In 2015/16, Elected Members could access an amount of up to \$3,635.50 which included all associated costs such as travel, conference fees, meals and accommodation.

Table: ??? Elected Members Professional Development 2015/16

Activity / Conference	Venue	Elected Member
2015 Water and Energy Efficient Public Sector Building and Facilities Conference	Melbourne	Alderman Knox
Australian Institute of Company Directors Course and Professional Membership	Darwin	Aldermen Lambrinidis and Glover
Australian Institute of Company Directors Course and Professional Membership	Adelaide	Lord Mayor Fong Lim
2016 Greener Cities Conference	Sydney	Alderman Knox
Graduate Diploma in Legal Practice Electives	Darwin	Alderman Young
Australian Institute of Company Directors Module – Reporting to the Board	Darwin	Alderman Niblock
Urban Renewal Conference	Melbourne	Alderman Niblock
Australian Institute of Company Directors Course and Professional Membership	Darwin	Alderman Haslett

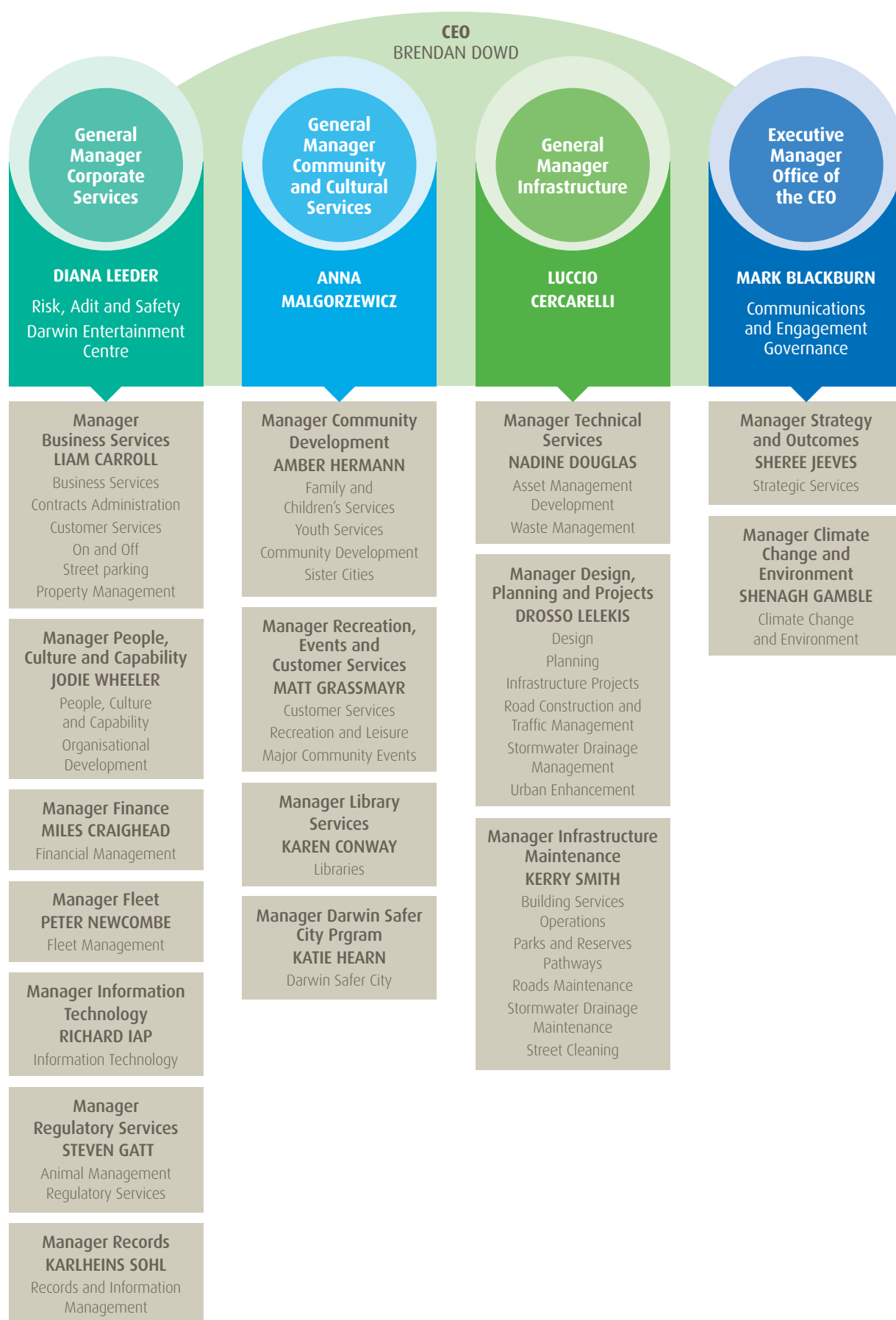
Our Organisation

City of Darwin's organisational structure is made up of four Departments – Corporate Services, Community & Cultural Services, Infrastructure, and Office of the CEO.

Each Department is led by a General/Executive Manager who reports to the Chief Executive Officer (CEO). The CEO is directly accountable to the Council elected by Darwin residents.



Organisational Chart (as at 30 June 2016)



Executive Staff

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

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

The Chief Executive Officer, together with three General Managers and an Executive Manager form the Chief Officer's Group (COG) to lead the organisation and implement the strategic direction and decisions of Council.

The Chief Officers Group is supported by the Middle Managers Group which has been structured to facilitate the efficient and effective delivery of services to the community by aligning strategic program profiles with organisational departments and sections.

Council's Organisational Structure continues to adapt to the need for efficient and effective practices and the changing environment within which local government operates. During 2015/16 the following changes were made:

- Organisational Development was moved from People, Culture and Capability to report directly to the General Manager Corporate Services

The organisational chart on [page 50](#) depicts the structure as at 30 June 2016. The chart continues to change as the need arises.



BRENDAN DOWD
City of Darwin
2001 - 2016

Over 30 years local government experience

Chief Executive Officer

Full time equivalent employees	349.48
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ANNA MALGORZEWICZ
City of Darwin
2013 - 2016

25 years arts administration experience including 6 years local government experience

General Manager Community and Cultural Services

Full time equivalent employees	64.21
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QUALIFICATIONS

- Bachelor of Engineering (Civil)
- Graduate Diploma in Municipal Engineering
- Master of Business Administration
- Company Directors Diploma
- Harvard University Senior Executives in State and Local Government Program
- Senior Executive Program, Melbourne Business School – University of Melbourne
- Excellence in Local Government Leadership Program - Australian and New Zealand School of Government
- Australian Institute of Management – Fellow
- Institution of Engineers Australia – Fellow

RESPONSIBILITIES

Leading and managing the organisation, organisational performance and other responsibilities as set out in section 101 of the Local Government Act.

QUALIFICATIONS

- Bachelor of Arts
- Graduate Diploma Museum Studies
- Graduate Diploma Library Studies
- Museum Leadership Program, MLI The Getty and Gordon Darling Foundation
- Senior Management Program, Monash Mt Eliza Business School

RESPONSIBILITIES

- Community Development
- Customer Services
- Darwin Safer City
- Family and Children's Services
- Libraries
- Major Community Events
- Recreation and Leisure
- Sister Cities
- Youth Services



DIANA LEEDER
City of Darwin
1985 – 2003 and 2013 - 2016
*Over 29 years local
government experience*

**General Manager
Corporate Services**

Full time equivalent employees	96.63
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LUCCIO CERCARELLI
City of Darwin
2008 - 2016
*Over 24 years local
government experience*

**General Manager
Infrastructure**

Full time equivalent employees	171.81
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MARK BLACKBURN
City of Darwin
2010 - 2016
*Over 17 years local
government experience*

**Executive Manager
Office of the Chief Executive**

Full time equivalent employees	15.75
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QUALIFICATIONS

- Bachelor of Arts
- Master of Letters
- Doctor of Philosophy
- Company Directors Diploma
- Graduate Diploma in Urban and Regional Planning
- Associate Australian Library and Information Association

RESPONSIBILITIES

- Business Services
- Contracts Administration
- Darwin Entertainment Centre
- People, Culture and Capability
- Financial Management
- Fleet Management
- Information Technology
- On & Off Street Car Parking
- Property Management
- Records & Information Management
- Risk, Audit and Safety
- Regulatory Services
- Animal Management

QUALIFICATIONS

- Bachelor of Business
- Associate Diploma Engineering (Civil)
- Diploma in Local Government Administration

RESPONSIBILITIES

- Asset Management
- Building Services
- Design
- Development
- Infrastructure Projects
- Operations
- Parks and Reserves
- Pathways
- Planning
- Road Construction & Traffic Management
- Road Maintenance
- Stormwater Drainage Maintenance
- Stormwater Drainage Management
- Street Cleaning
- Urban Enhancement
- Waste Management

QUALIFICATIONS

- Bachelor Applied Science
- Graduate Diploma in Business Administration
- Graduate of the Australian Institute of Company Directors

RESPONSIBILITIES

- Climate Change and Environment
- Strategic Services
- Communications and Engagement
- Executive Support
- Governance

CITY OF DARWIN STAFF PROFILE

City of Darwin strives to maintain gender equity at all times and is proud of its 2015/16 results. As at 30 June 2016, there were 47% female full time equivalent staff and 53% males.

83% of Council staff are permanent full time employees. Council's permanent part time and casual / contract employees allow us to remain flexible and responsive to the needs of the Darwin Community and in particular the changing economies between our Wet and Dry seasons. Council workforce consists of 5% and 11.4% of permanent part time and casual / contract staff, respectively.

City of Darwin Staff age profile as at 30 June 2016. The average age of staff is 44.9 years of age. Whilst this is up slightly from 44.4 years of age in 2014/15 it remains lower than the average age of staff in 2013/14 of 45.8 years of age.

Figure 6: Staff by Gender - 2015/16

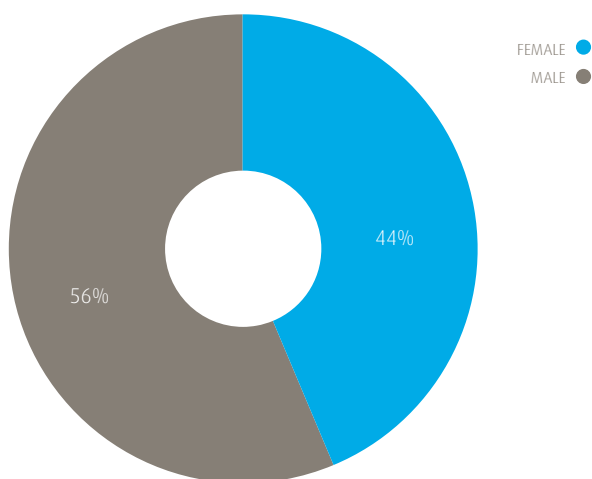


Figure 7: Staff by Employment Type 2015/16

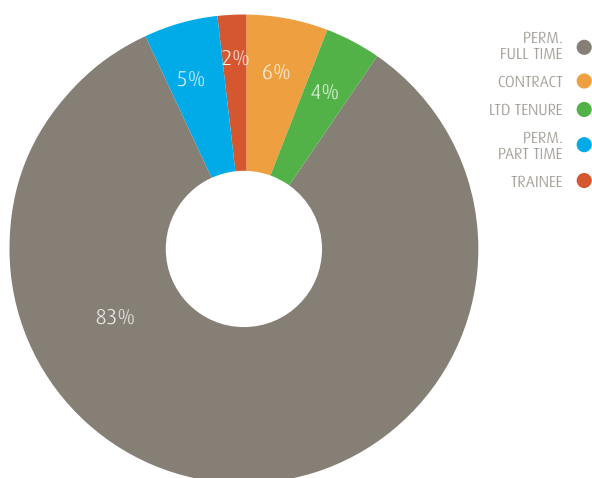
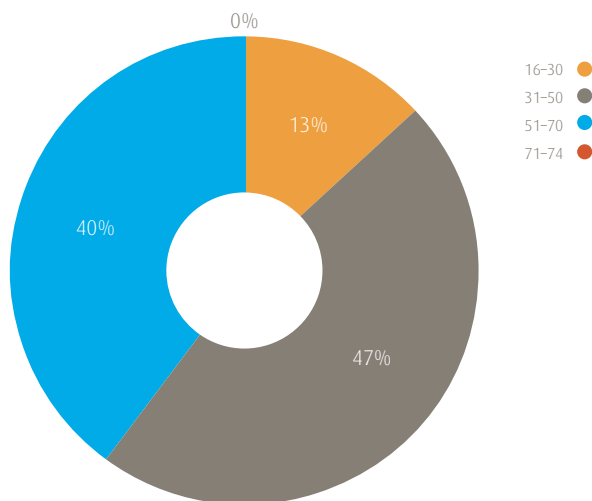


Figure 8: Staff Age Profile 2015/16



* Council employed one staff member aged between 71 and 75 years of age at 30 June 2016





GOAL

*Collaborative,
Inclusive and
Connected Community*

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

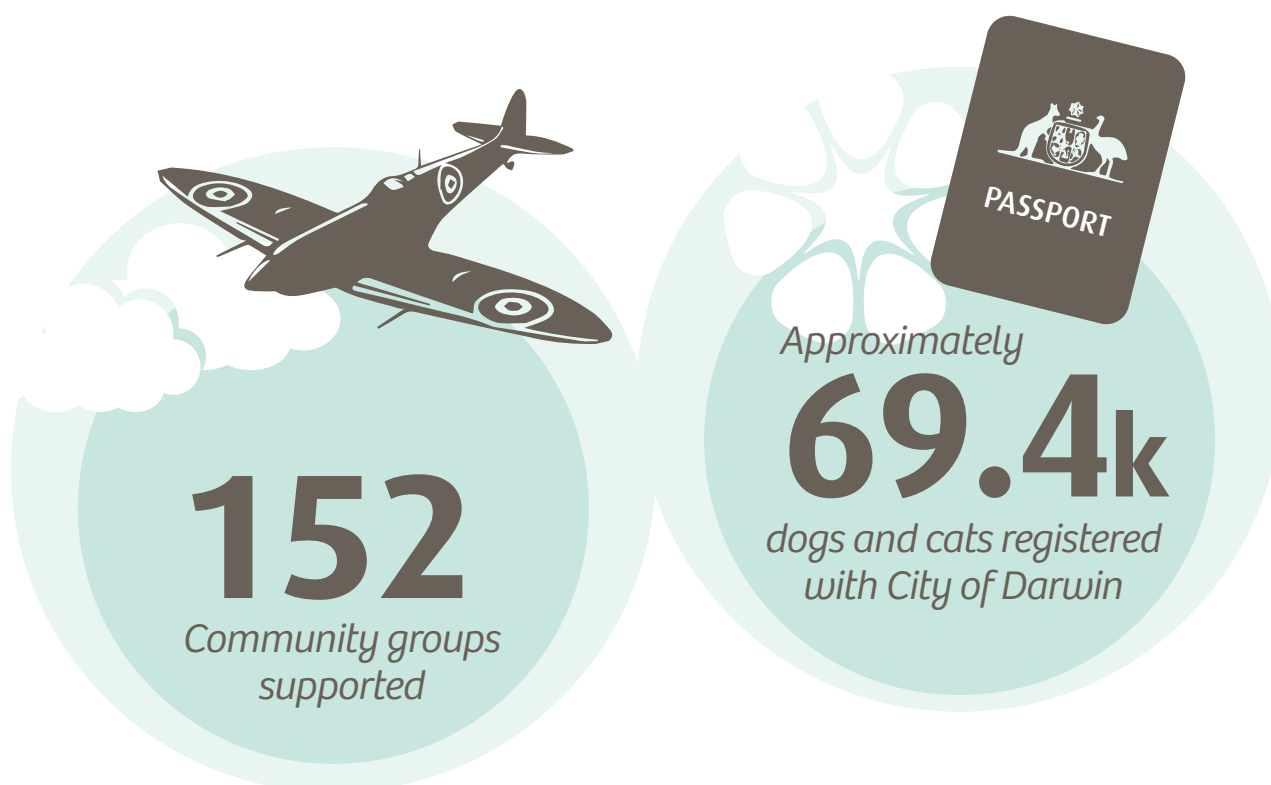
Measures of Success

Indicator	Unit	Target	2013/14 Actual	2014/15 Actual	2015/16 Actual	2015/16 Result
Number of community groups or organisations supported (e.g. in-kind, advocacy, facilitation, financial)	#	100	115	104	152	
Rates income provided back to the community via community grants or sponsorships per annum	%	4.50	3.26	3.5*	2.0*	
Total 'hits' per year to Council's website	#	300,000	402,476	437,020	470,943	
Total number of on-line payments made via Council's e-services	#	14,500	24,708	23,435	24,227	
Goal 1 - Overall Performance	%	100.00	123	120	168.45	

**This result does not include in-kind support services provided back to the community, the result is within an acceptable variance, as Council aimed to reduce its general rates increase to 3%*

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

GOAL 1



UPDATE ICONS

Outcome 1.1

COMMUNITY INCLUSION SUPPORTED

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

Strategy 1.1.1	Develop and Support programs, services and facilities, and provide information that promotes community spirit, engagement, cohesion and safety
Strategy 1.1.2	Develop equitable and accessible community participation opportunities
Strategy 1.1.3	Improve access for people of all ages and abilities
Strategy 1.1.4	Connect with, support and recognise volunteers
Strategy 1.1.5	Create employment opportunities within the Council that reflect the diversity of the Darwin Community
Strategy 1.1.6	Create employment opportunities within the Council for disadvantaged members of the Darwin community

Action Performance

10 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Facilitate and support initiatives to promote community harmony	Community Development	
Facilitate and support activities which benefit people with disabilities and seniors	Community Development	
Support, partner and deliver accessible and inclusive community events	Community Development	
Implement the City of Darwin Community Access Plan 2012-2017	Community Development	
Manage and implement the City of Darwin annual Community Grants Program	Community Development	
Develop contemporary policy and procedures that guide implementation of the Darwin Safer City Program	Darwin Safer City	
Manage and deliver the Safer City support services to retailers and residents	Darwin Safer City	
Deliver the City of Darwin Assertive Outreach Program to vulnerable members of the community	Darwin Safer City	
Broker partnerships that foster a safer community	Darwin Safer City	
Develop and implement the Darwin Safer City Plan in partnership with stakeholders	Darwin Safer City	



DISABILITY AWARENESS WEEK

Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Community Development					
Percentage of community satisfied with community services provided by City of Darwin	#	3.5	3.7	3.6	
Darwin Safer City					
Number of retailers/residents engaged with by Safer City Service	#	120	Data not collected in 2014/15	623	
Number of service bridging referrals made for vulnerable people	#	800	Data not collected in 2014/15	1,154	
Number of partnerships and collaborations brokered	#	12	Data not collected in 2014/15	19	

The result is from Council's Annual Community Satisfaction Survey.



SENIORS MONTH

Community Development

EQUITY AND ACCESS

Many initiatives of City of Darwin are designed to create greater opportunities for people of all ages and abilities in our community. The Community Access Plan 2012-2017 details Council's commitment to equal opportunities for people with disability. It demonstrates how Council enacts the national *Disability Discrimination Act 1992*. The Plan has continued to guide Council's work over 2015/16.

City of Darwin Disability Advisory Committee (DAC) has continued to bring the voices of people with disability to decision making on services and infrastructure projects. In this timeframe the DAC has not only continued to advise on a range of street and other public infrastructure but has also purchased accessible flooring for free use by community event organisers.

In 2015 Disability Awareness Week transformed into a three (3) week Festival. The Festival, in partnership with disability organisations and Northern Territory Government, aimed to increase awareness of the abilities of people with disabilities and increase recognition of their contributions and aspirations. A range of activities included a Festival Launch at the City of Darwin Civic Centre, Information Expo at Raintree Park and a film night at the Deckchair Cinema. Recreational and social activities were held throughout the three (3) week period.

In 2015, the Northern Territory Government funded additional resources for Council's Fun Bus Program. A launch involving the Down Syndrome Association of the Northern Territory was held to recognise their contribution. Council aims to continue working with the association in the future.

DARWIN SENIORS

During the month of August 2015, City of Darwin supported 19 free events and activities delivered across the city as part of Seniors Month. Events to acknowledge and celebrate the contributions of our seniors included digital literacy, craft, physical activity and a movie at the Deckchair Cinema.

Council supported Council of the Ageing (COTA) to deliver a Seniors Expo at the Northern Territory Museum and Art Gallery. The expo provided an opportunity for seniors to find out more about a range of services and programs on offer from a variety of organisations

INTERNATIONAL WOMEN'S DAY

In March 2016 approximately 500 people attended Darwin's International Women's Day celebrations which included a walk, mini expo of information stalls, performances and speeches. The event, which celebrates the economic, political and social achievements of women, past, present and future, was delivered in partnership with City of Palmerston, the United Nations Association of Australia (Northern Territory) and Office of Women's Policy, Northern Territory Government.



INTERNATIONAL WOMEN'S DAY

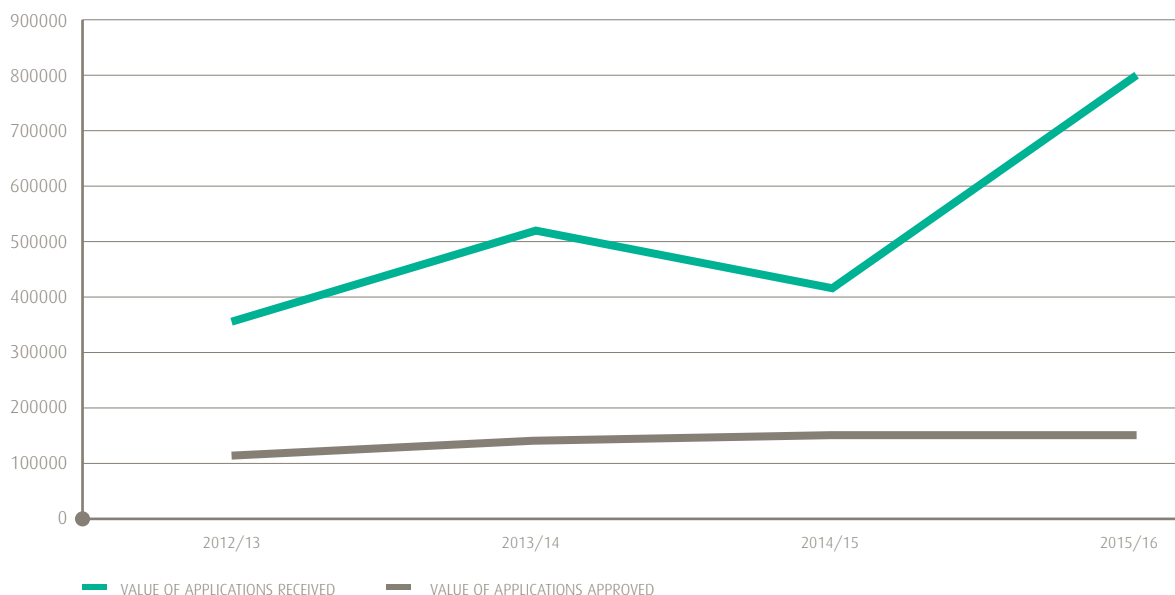
BUILDING COMMUNITY CAPACITY – GRANTS AND SUPPORT

Council is committed to building resilient and self-reliant communities and provides support through its Community Grant Program, in kind support to community organisations, community events and the provision of community facilities.

The Community Grants Program allocates \$150,000 budget each year to two funding streams; Community Projects and Climate Change and Environment Projects. The grants are distributed to support grassroots projects across a range of areas including; climate change and environment, arts and culture, community safety, recreation and community development.

The Community Grants Program attracted 96 applications seeking funding for community projects totalling \$799,644. In 2015/16 Council funded 33 community initiatives and projects totalling \$148,339. Council's community grants program continues to be a valuable source of income for community organisations with the number and value of applications increasing each year. A complete list of recipients in 2015/16 community grants can be found on [page 7](#) of this report.

Figure 9: Value of 2015/16 Community Grant Applications received and approved



City of Darwin Community Grants Program 2015/16

Grant Recipient	Grant Program	Initiative	Amount
Pensioner's Workshop Association Inc	Community	Purchase and installation of a heavier duty Bandsaw for use by community members at large and for the use of organisations in the community	\$2,432
Integrated Disability Action Inc	Community	To purchase a wireless microphone headset to use at member's meetings and events	\$1,000
Mental Illness Fellowship of Australia (Northern Territory)	Community	To conduct community engagement activities (Consumer Cool Program, Carer Connect Support Group and Community Awareness) increasing the awareness and promotion of mental illnesses while breaking down stigma of mental illness in Darwin	\$8,400
The Darwin Fringe Festival	Community	To facilitate the Darwin Fringe Festival in 2015	\$10,000
Royal Life Saving Society (Australia) Northern Territory Branch Inc	Community	To establish the W.E.T.S (Water Exercise Tropical Style) on Wednesdays program at Casuarina Swimming Pool	\$5,707
Bollywood Dance and Cultural Academy	Community	Bollywood Dhamaka Graduation Showcase	\$1,000
United Nations Association of Australia NT (UNAANT) Inc	Community	"Prayers for Peace" Multi-Faith Event for the UN International Day of Peace held on 21 September 2015	\$4,000
HPA Incorporated	Community	Bringing Darwin Accommodation Services Communal Areas Back to Life Project	\$5,000
Darwin Pride Parade Festival Committee	Community	Darwin Pride Parade and Family BBQ	\$5,000
Malak Marketplace Traders Association	Community	Malak Marketplace Pilot	\$7,150
Islamic Society of Darwin Inc	Community	Facilitation of World Hijab Day: "Don a Hijab Day" event in Darwin	\$8,050
Nepalese Association of NT Inc	Community	Delivery of the Nepalese New Year Festival 2016 with performances and food stalls	\$2,000
Australian School of Meditation and Yoga Inc	Community	Facilitation of workshops, classes, and a variety of art and healthy lifestyle activities as part of Yoga Day Festival - Darwin 2016	\$3,000
Red Cross NT	Community	Youth mentoring at the Shak through boxing and other recreational and social activities	\$2,000
Cat Association of NT Inc	Community	Immunisation and de-sexing of pet cats owned by disadvantaged members of the community (Pilot Project)	\$2,500

Grant Recipient	Grant Program	Initiative	Amount
The Environment Centre NT Inc	Community	To host the Transitions Film Festival 2016, an annual festival of environment themed films	\$1,500
The Buddhist Society of the NT Inc	Community	Community and compassion, an intercultural forum on peaceful and harmonious community relations	\$2,500
Tracks Dance Company Inc	Community	Big Dance 2016 Darwin	\$6,000
Multicultural Council NT Inc	Community	Promoting multiculturalism through local emerging film makers	\$1,225
Free Space Studio	Community	Sightlines: Exhibition of new works	\$5,800
Darwin Persian Organisational Inc	Community	Persian language classes	\$2,000
Melaleuca Refugee Centre Inc	Community	Tuning into Refugee and CALD Migrant Kids and Teens	\$7,475
NT Multiple Birth Club Inc	Community	Multiple Birth Club Membership Drive – Darwin and Alice Springs	\$750
Early Childhood Australia NT Inc	Community	The Education Mob Community Stories	\$3,000
Papua New Guinea Cultural Group	Community	Pacific Talent Festival concert	\$1,300
Total Community Grants			\$98,789

ONGOING COMMUNITY SUPPORT

Council supports numerous community groups and organisations in delivery of projects and activities to benefit the community. Council makes available a number of resources at no and low cost to support a vibrant community life to build capacity to deliver diverse services and activities.

City of Darwin also provides in-kind support to the community sector. This enables community groups, organisations and networks to in turn support the Darwin communities through a range of initiatives. Council assists, for example, by providing free use of equipment and free or low cost use of Council facilities or outdoor venues. In this time period Council assisted with 114 requests, 59 directly to community organisations for their initiatives and 55 times as part of Council-run community programs.

City of Darwin has three community centres, located at Malak, Nightcliff and Lyons. The centres support a diversity of social, recreation, cultural and leisure activities to benefit community.

Council has available 14 unique games and equipment for community events in Darwin for not-for-profit organisations and community groups for non-commercial events. The equipment provides options to bolster community groups and organisations in their quest to provide affordable and

accessible events for the community. The Fun and Games Program supported 35 community events and 7 Council events during 2015/2016.

Fun Bus Program provided children's activities for Darwin Festival at People's Choice Teddy Bears' Picnic and Welcome to Darwin Expo organised by Defence Community Organisation.

Fun in the Parks provided children's activities for Darwin City & Waterfront Retailers Association Easter Hunt and the NT Police, Fire and Emergency Services – Peter McCauley Centre Open Day.

The Gig Gear provides an affordable and accessible alternative for community groups, young bands and artists who would otherwise need to hire a PA for events. Council provided Gig Gear support for 14 community led events and activities and for 15 internal Council events.

Council owns 7 facilities that support community-based Childcare Centre. The Childcare Centres are overseen and run by volunteer community based management committees. Council supports each centre with building maintenance, project management of major capital works, and network meetings with Centre Directors to facilitate capacity building, including the development of robust governance and peer networking.

Darwin Safer City

The Darwin Safer City Program focusses on reducing alcohol related harms impacting on community life. The program evolved from outcomes of a Public Intoxication Issues Stakeholder Forum in 2013 and Council's desire to improve community amenity, particularly with respect to alcohol issues. In late 2014, Council endorsed the transition from a 12 month pilot project to a three (3) year community development program.

Underpinned by harm reduction, partnerships and evidence based policy, the Darwin Safer City Program focuses on:

- stakeholder collaboration;
- support services that assist retailers and residents with crime prevention and crime reduction issues using Crime Prevention Through Environmental Design (CPTED) principles;
- an Assertive Outreach response to link vulnerable people with alcohol related issues to support services;
- supply reduction advocacy; and
- creative activation of public spaces

Successful program milestones for 2015/16 included:

- Delivery of a collaborative community consultation program which was utilised to inform the way forward on community safety for Council. The consultation program drew 740 responses solicited through a range of engagement activities designed to reflect Darwin's diversity. The focus message of the consultation was **'Help create a safer vibrant Darwin'**. The survey aimed to explore community perceptions, concerns, ideas, wisdom and views considered important for creating a safer environment. A number of key themes emerged from the consultations;
 - reframing conversations around safety and a stronger focus on wellbeing,
 - increased promotion and community awareness about what Council was doing through the Darwin Safer City project,
 - a focus on public spaces, including a collaborative approach to addressing homelessness and public space activation activities,
 - fostering and promoting partnerships and collaborations, and
 - alcohol reform, focusing a balanced and responsible approach to supply reduction and controls.
- Development and adoption of the Safer Vibrant Darwin Plan 2016 -2019. Utilising the feedback from the Community Safety Survey 2015, the Safer Vibrant Darwin Plan was developed with a focus on 7 priority areas;

Priority Area 1:	Positive Perception of Safety
Priority Area 2:	Strong Health and Connected Community
Priority Area 3:	Supply Reduction Advocacy
Priority Area 4:	Safe Public Spaces
Priority Area 5:	Safer Community Support Service
Priority Area 6:	Assertive Outreach Team
Priority Area 7:	Safer Homes

Council adopted the plan in February 2016 and a well-attended community launch of the plan was held in Raintree Park late May 2016.

- Face In Spaces, City of Darwin's public space activation program, funded by Australian Government Department of Social Services, was launched in conjunction with the Safer Vibrant Darwin Plan in May 2016.
- Consolidation of strong working partnerships between agencies and the Assertive Outreach Team delivering services directly to vulnerable people in public spaces. St Vincent de Paul, Centrelink, Saltbush mob, CatholicCare NT, Danila Dilba, Salvation Army and Larrakia Nation all work collaboratively to provide timely seamless service to vulnerable people in need.
- Provision of informed evidence based input into Liquor Licence applications, demonstrating Councils commitment to advocating for alcohol supply reduction.
- The declaration of a Public Restricted Area at Bagot Court Park in the latter half of 2015 has been a successful initiative providing NT Police more options for effective control of public drinking. Residents from Progress Drive provided positive feedback to Council after seeing an immediate decrease in public intoxication and negative behaviours stemming from this intervention.

PUBLIC PLACES SERVICES COLLABORATION GROUP

Established in June 2014, the Public Places Services Collaboration Group operates to ensure effective service coordination and responses. Information sharing between services with a role in reducing alcohol harms and making our community safer is fundamental to the work of the group. The group meets monthly and is chaired by senior NT Police, supported by the Darwin Safer City Program. It has a diverse membership including:

Public Housing Safety

City of Darwin - Regulatory Services

City of Darwin - Safer City Team

City of Darwin - Parks & Reserves

Larrakia Nation Outreach Services



Mission Australia
 St Vincent de Paul
 Department of Transport – Transit Safety
 Licensing NT
 Department of Business (Alcohol policy)
 Australian Hotels Association
 Department of Lands, Planning & Environment
 Department of Health
 Centrelink
 NT Police
 Power & Water
 Department Community Corrections
 Saltbush Mob

Key achievements for the group in 2015/16 included:

- Establishment of the Darwin Inner City Packaged Liquor Accord.
- Streamlining of Power & Water processes to prioritise and repair lighting in hotspot locations.
- Support to the Airport Hotel to address anti-social activity.
- Strengthened working relationships.

ASSERTIVE OUTREACH TEAM

Council's Assertive Outreach team engages with vulnerable people in public spaces who find themselves homeless and/or struggling with alcohol issues. Assertive Outreach works in partnership with a number of service providers to offer better access to a range of supports and services such as; health services, accommodation, return to country, income support and alcohol programs.

This year has seen the consolidation of service collaboration between Salt Bush Mob, Catholiccare NT, Danila Dilba, St Vincent de Paul, Salvation Army, Larrakia Nation and Centrelink who work alongside the Assertive Outreach Team in the field, delivering services to people when they need it, increasing the potential for positive intervention.

226	Outreach service days
103	Joint service days with partner agencies
185	Return to Country service facilitations
414	Instances of client advocacy
1698	Clients assisted to access transport, medical care, income support, emergency/material aid, ID and Return to Country services
119	Presentations of client intoxication during time of engagement
993	Clients presentations with chronic alcohol dependency

SAFER COMMUNITY SUPPORT SERVICE

The Safer Community Support Service works with local businesses and community members to build their capacity in managing community safety issues. The program is underpinned by crime reduction principles and draws upon Crime Prevention Through Environmental Design (CPTED) and community engagement activities. The service has developed strong working relationships with NT Police and other agencies, creating effective collaborative strategies that assist in minimising the impact of negative behaviours on amenity of the Darwin municipality.

In 2015/16 there were 200 Partner agency collaborations; 309 businesses or community members supported to address community safety and anti-social behaviour issues; and 314 retailer/business engagements.

FACES IN SPACES

Funded by the Commonwealth Government, Faces In Spaces is a project that aims to encourage inclusion, community connectedness and increase participation in community life for people of all ages, cultures and means. It works with low income, underrepresented and vulnerable population groups to create genuine community participation opportunities and help the project come to life. Activities aim to increase the vibrancy and connectivity of Darwin while bringing public spaces to life. See www.facesinspaces.com.au

Outcome 1.2

















DESIRABLE PLACES AND OPEN SPACES FOR PEOPLE

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

Strategy 1.2.1	Enhance places and open spaces
Strategy 1.2.2	Provide secure and clean public places and open spaces
Strategy 1.2.3	Ensure accessibility and connectivity of spaces
Strategy 1.2.4	Provide for diversity of uses and experiences in public places and open spaces
Strategy 1.2.5	Participate and partner in activities that contribute to a safer Darwin

Action Performance

16 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Regulate illegal camping	Regulatory Services	
Manage the removal of abandoned vehicles	Regulatory Services	
Conduct enforcement activities to ensure compliance with Australian Road Rules, NT Traffic Regulations and Council By-Laws	Regulatory Services	
Conduct community education and enforcement activities in relation to compliance and implementation of Council By-Laws	Regulatory Services	
Conduct routine patrols of public areas to ensure public facilities, parks and beaches are being used for lawful purposes	Regulatory Services	
Monitor and report instances of illegal alcohol consumption and associated activities to the appropriate authorities	Regulatory Services	
Manage and maintain compliance with Council's on and off-street parking control program	Regulatory Services	
Manage compliance with and implement Council By-Laws for animal management	Animal Management	
Manager operation of the animal pound	Animal Management	
Manage and implement Council's animal registration program	Animal Management	
Educate the community about responsible pet ownership and By-Laws for animal management	Animal Management	
Maintain the City of Darwin dog and cat registers	Animal Management	
Provide an after-hours emergency call-out service for emergency call outs for attacking or dangerous dogs	Animal Management	
Maintain public amenities	Street Cleaning	
Coordinate Council's litter removal program	Street Cleaning	
Conduct path and street sweeping (including litter collection and removal)	Street Cleaning	



Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actuals	Result
Regulatory Services					
Community perception of safety in parks, reserves and public open spaces	%	>60	74	88*	
Annual number of general By-Law infringements	#	1,100	864*	643**	
Annual number of total parking infringements	#	42,525	37,259**	35,689***	
Animal Management					
Community satisfaction with dog and cat control education programs	#	3.3	3.1	3.00****	
Number of dogs registered within the City of Darwin	#	12,000	9,040	8,375*****	
Number of cats registered within the City of Darwin	#	1,200	1,094	1,087	
Street Cleaning					
Community satisfaction rating with the standard of litter collection from public areas	#	4	3.5	3.5*****	
Public amenities located in high profile locations cleaned twice per day	%	100	100	100*****	
Public amenities not located in high profile locations cleaned once per day	%	>90	100	100	

* The result is from Council's Annual Community Satisfaction Survey.

** The target figures for general By-Law infringements provide an expected result rather than a target. This result is directly related to the number of complaints received and is within an acceptable range.

*** This result is dependent on occupancy rates and turnover and is within an acceptable range.

**** The result is from Council's Annual Community Satisfaction Survey

***** 9,040 registrations were recorded in 2014/15 as a result of auditing of the registration database. The target remained at 12,000 registrations for 2015/16, however has been reduced to 10,000 in 2016/17. This is more in line with the actual number of dogs located within the municipality.

***** The result is from Council's Annual Community Satisfaction Survey

***** Council reviewed its cleaning program for public places in 2015/16. Public amenities located in high profile locations are cleaned three times per day.

Regulatory Services

City of Darwin's Regulatory Services program contributes to making the municipality a more desirable place in which to live and conduct business.

CBD PATROL

CBD Parking Rangers are responsible for enforcing the Northern Territory Traffic Regulations and the Australian Road Rules with regards to parking. The CBD Precinct is governed by Pay and Display parking signs requiring the purchase of a 'pay and display' ticket when parking a vehicle. The daily regulation of parking practices within the CBD locality provided motorists with equal opportunity to parking spaces and ensured an unobstructed continuous flow of traffic. A total 28,730 on-street parking penalty notices were issued in the CBD during 2015/16.

Items of the parking strategy which were actioned by the section included resolving the McMinn Street nature strip parking situation.

During the course of the day Rangers also conduct routine patrols of The Mall to deter prohibited activities such as the use of skateboards, bicycles, skates and the walking of dogs within The Mall area. Rangers also regulate activities undertaken by performing artists in The Mall area and verify with each performer that the appropriate permit has been acquired.

SUBURBAN PATROL

The suburban patrol program's aim is to respond to reported and observed illegal parking or breaches of Council's By-Laws in the municipality.

In 2015/16 there were over 2,000 complaints reported to Council relating to various By-Law offences such as untidy allotments. Rangers also regulate the Parap, Nightcliff and Rapid Creek markets during the weekend periods in response to concerns raised by the local residents regarding illegal parking practices in the area. The general purpose of these patrols is to ensure continuous safe traffic flow and the provision of a safe environment for pedestrian traffic.

5,037 infringements were issued for parking and By Law breaches by the Suburban team.

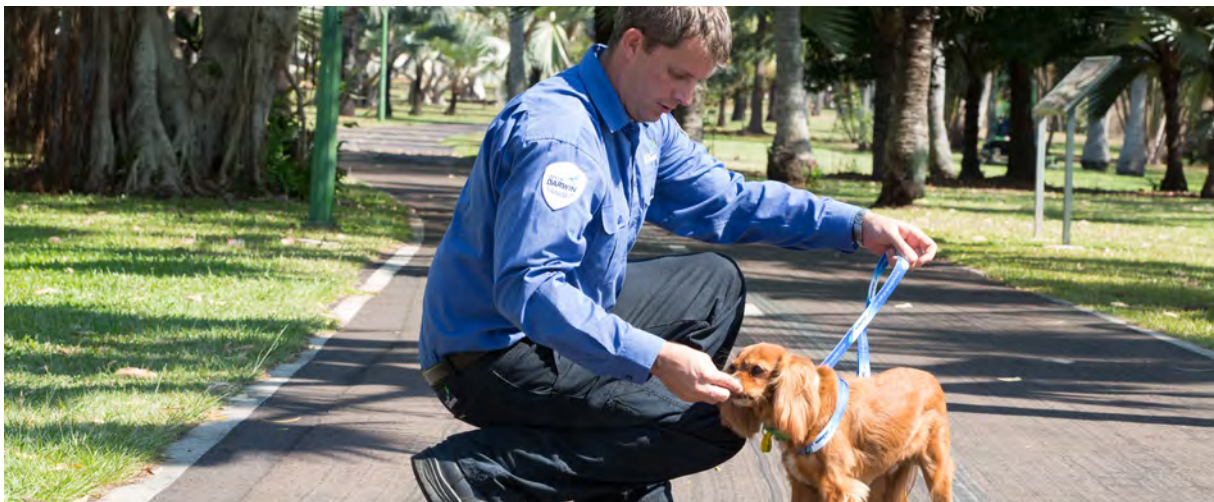
ABANDONED VEHICLES

For the 2015/16 period 1,193 vehicles were reported as abandoned within the municipality. Council is authorised to remove and impound vehicles from a public place that may be considered abandoned, parked illegally or dangerously under Part 5 of the NT Traffic Regulations 2014.

PUBLIC PLACES

The public places program aims to minimise as much as possible breaches of By-Law 103, in particular persons camping/sleeping in public places, the obstruction of public facilities and litter. Working in conjunction with the NT Police, Larrakia Community, H.E.A.L and the Assertive Outreach Team, Council Rangers aim to help reduce the instances of anti-social behaviour.

Two shifts operate between 6.00am and 7.00pm Monday to Friday. Additional shifts or earlier starts and finish times are organised when it is operationally needed. Rangers actively patrol all parts of the municipality with some areas being patrolled multiple times in one shift. This is indicative of where officers have encountered hotspots such as Mindil Beach, East Point Reserve, Nightcliff Foreshore and the CBD Esplanade where camping, the consumption of alcohol and/or anti-social behaviour is apparent on a daily basis.



Animal Management

At 30 June 2016 there were 8,375 dogs and 1,087 cats registered with the City of Darwin.

Key outputs from Council's Animal Management program during 2015/16 included:

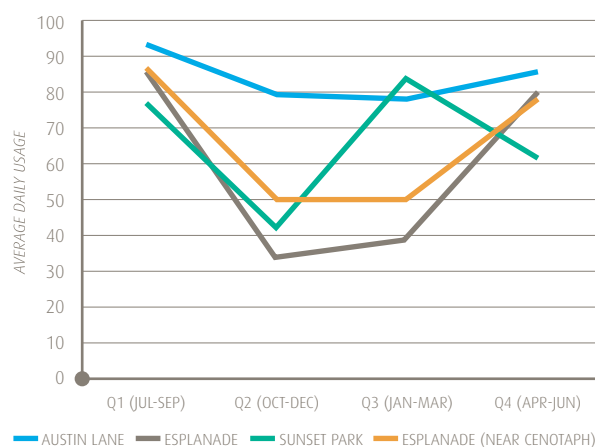
The Animal Management Advisory Committee was formed to provide advice on the contents of a new animal management plan. As a result various outcomes have been the development of a draft policy for compliance and enforcement activities, draft enforcement guidelines for staff and the draft Domestic (Cats and Dogs) Animal Management Strategy.

- Council received 338 barking complaints
- 173 dog attacks were reported and investigated
- There were 847 reports of dogs at large
- A total of infringements were issued for By-Law offences involving dogs and cats was 337
- A total of 741 dogs were processed at the City of Darwin's animal pound during 2015/16

Street Cleaning

Council allocates over \$2.9 M annually to maintain clean local streets, public areas and amenities throughout the municipality. Council conducts street sweeping through the city centre and pressure cleans the mall daily. Public amenities in the suburbs are cleaned daily, whilst Council's six (6) public Exeloo toilets are cleaned three times per day. Four of these facilities are automated to collect daily usage rates which for 2015/16 are outlined [figure ??](#) below. It is evident that peak usage occurs in the dry season which coincides with many community events being held across the City.

Figure 10: Average daily Exeloo usage in the City of Darwin



Outcome 1.3

CONNECTED COMMUNITY THROUGH TECHNOLOGY

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


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

1 key action across the program profiles has been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Develop, manage and implement a Digital Strategy for the City of Darwin	Information Technology	

Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actuals	2015/16 Result
Information Technology					
Percentage of Access Request Forms for all new accounts processes within 5 business days	%	>90	100	100	

Information Technology

In December 2015, Council adopted the City of Darwin Digital Strategy. The Digital Strategy is end user focused with an overarching framework, which will guide Council's development and implementation of IT and Digital Transformation projects. The Strategy will help gather the pockets of innovations that already currently exist in Council and ensure that there is a holistic and inclusive approach to technology implementation.

In line with Council Digital Strategy, additional free Wi-Fi areas have been commissioned during the 2015/2016 year. These sites including Anula regional playground, Nightcliff pool/foreshore surrounds and increased coverage of The Smith Street Mall. The improved connectivity in public and open spaces is to assist the community to access Council's digital services.

City of Darwin Digital Strategy

The City of Darwin Digital Strategy provides a framework that governs the way in which we explore, review and adopt technology to help deliver on our strategic vision of a *Tropical Liveable City*. It outlines a balanced approach to ensuring the needs of our community are met, accountability goals are achieved and we enable the digital economy to be leveraged for Darwin based businesses and community organisations.

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

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

OPEN AND INNOVATIVE GOVERNANCE

An internal look at how the adoption of technology might improve our own business processes, the way we deliver services, and reduce the cost of compliance.

A CONNECTED COMMUNITY

Strategies to improve the way we engage with our stakeholders, facilitate partnerships with community groups, and provide digital services to improve quality of life in Darwin.

THE DIGITAL ECONOMY

Strategies that focus on outcomes for private enterprise in Darwin, fostering innovation and creativity, and driving commercial growth for businesses investing and operating in our City.

INSERT ICONS

Outcome 1.4

IMPROVED RELATIONS WITH ALL LEVELS OF GOVERNMENT AND SIGNIFICANT STAKEHOLDERS

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



Strategy 1.4.1	Actively engage with all levels of government to coordinate efficiencies and develop opportunities
Strategy 1.4.2	Play an active role in strategic and statutory planning processes
Strategy 1.4.3	Actively engage with non-government organisations and significant stakeholders

Action Performance

3 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Review and comment on all Northern Territory Development Consent Authority matters, in keeping with statutory and strategic requirements and community needs	Planning	
Participate in working groups with the Northern Territory Government to implement strategic planning initiatives	Planning	
Undertake land use planning to develop strategic plans and policy to influence the Northern Territory Governments Land Use Plans and Northern Territory Planning Scheme	Planning	

Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Planning					
Number of development applications received	#	>250	400	347	
Rate of acceptance by Development Consent Authority of Council submissions and advice	%	>90	Data not collected in 2014/15	71%	

**This KPI is considered subjective as Council's comments on Development Applications are often partially taken up by the Consent Authority and cannot be recorded as an 'accepted' or 'not accepted' answer. Council's responses also take into consideration any community feedback, which the DCA may not be able to consider under the Planning Scheme. As this is not a true indicator of Council's performance the KPI will not be reported in future.*



Planning

INFLUENCING DARWIN'S FUTURE

In the Northern Territory, the Territory Government has retained responsibility for administering strategic land use planning and statutory planning processes. It is the only State or Territory where local government does not fulfil this function. As such it is critical that City of Darwin has effective stakeholder engagement and influence in order to advocate for the best interests of the City and community now and in the future.

In 2015/16, City of Darwin provided detailed comments for a number of Northern Territory Planning Scheme Amendments including:

- Amend the NT Planning Scheme by including the Darwin Mid Suburbs Area Plan 2016 as a policy document in schedule 2 to clause 2.7.
- Amend the NT Planning Scheme by including the Darwin Inner Suburbs Area Plan as a policy document in Schedule 2 to clause 2.7.
- Amend various clauses of the NT Planning Scheme to allow for the development of dual-occupancies in Zone SD (Single Dwelling Residential) on lots of 1,000m² or greater, subject to a number of other criteria as outlined in the policy.
- Amend various clauses of the NT Planning Scheme to streamline the planning process by reducing the number of minor or ancillary developments that require consent, and increasing flexibility in some development provisions to reduce the number of minor variations requiring consent.

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

- The development of the Darwin Inner Suburbs Area Plans; including detailed land use planning for the suburbs of Stuart Park, Fannie Bay, Ludmilla, the Narrows and the Gardens.
- The development of the Darwin Mid Suburbs Area Plans; including detailed land use planning for the suburbs of Coconut Grove, Nightcliff, Rapid Creek, Millner and parts of Ludmilla.

In this period, planning applications have also been lodged over the following City of Darwin land:

- Development Application for Alterations and additions to an existing Leisure and Recreation facility (Parap Pool) Lot 5292 (77) Ross Smith Avenue, Parap.
- Conservation rezoning application for Section 5249 (35) Henry Wrigley Drive and Section 4295 (216) McMillans Road, Marrara; proposed rezoning of two parcels of land adjoining Rapid Creek.
- Subdivision Application and Variation to an existing Development Permit for the Nightcliff Foreshore Café, Lot 8657 (259) Casuarina Drive, Nightcliff.

In addition Council provided written responses to 347 development applications including NT Planning Scheme Amendments referred to Council by the Northern Territory Government.

Council undertook technical assessments on all the applications. Issues addressed included infrastructure and amenity requirements, planning assessments, traffic studies and waste management facilities.



Whole of Council*

CONSTRUCTIVE RELATIONSHIPS AND PARTNERSHIPS

City of Darwin is committed to developing Darwin as a sustainable, prosperous and liveable city, an outcome which is best achieved through constructive relationships and partnerships between all levels of government, stakeholders and the community.

Many partnerships are formed across Council for the purpose of information sharing, project and program delivery, service efficiencies and capacity building. Delivery of the Parap Pool Redevelopment Project in 2016/17 is evidence of such partnerships with project partners across the whole of Council.

Key projects which were developed with other levels of government and key stakeholders in 2015/16 included:

- The Esplanade Redevelopment Project – funded by the Australian Government Roads to Recovery Program Council worked collaboratively with hotel operators to minimise business disruption.
- The Darwin City Centre Master Plan – developed by City of Darwin in partnership with the Northern Territory Government and part funded by the Australian Government. Consultation continued with Government departments, the private sector and the community regarding implementation of individual projects within the plan.

- Darwin Safer City Program – partnership brokerage is a key strategy for reducing the impacts of public intoxication on community life and connecting vulnerable people with support services.
- Safer Vibrant Darwin Plan – developed by the City of Darwin in collaboration with over 740 community members and stakeholders through a range of engagement activities designed to reflect Darwin's diversity.
- Sports Field Plan 2016-2026 – working in partnership with all levels of government, peak sporting bodies, clubs, community groups and other stakeholders to develop a strategic approach to the management and development of the city's 17 sporting ovals for the period 2016-2026.

City of Darwin's participation on external committees also contributes to achieving positive relations with other levels of government. Three Committees which are pertinent to this are; Council of Capital City Lord Mayors, Northern Australia Capital City Committee and Top End Regional Organisation of Councils. For further information see Strategic Services on [page XXX](#).

* Developing constructive relationships and partnerships is the responsibility of all departments at City of Darwin. Often, multiple departments are involved in engaging with stakeholders on Council matters.

CITY OF DARWIN



GOAL 1





GOAL

*Vibrant, Flexible and
Tropical Lifestyle*

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

Measures of Success

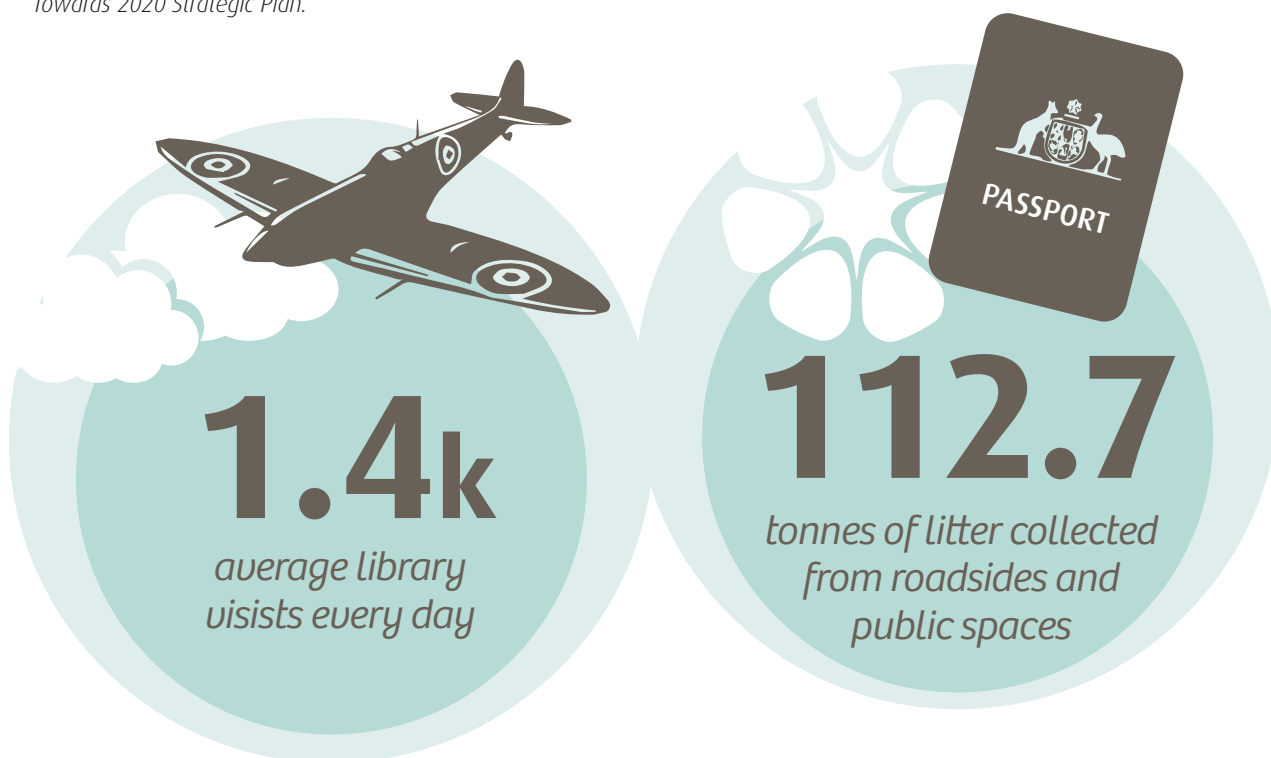
Indicator	Unit	Target	2013/14 Actual	2014/15 Actual	2015/16 Actual	2015/16 Result
Average community satisfaction rate across all Council's community services	#	3.50	3.50	3.90	3.4*	
Average community satisfaction rate across all Council's infrastructure services	#	3.50	3.70	3.70	3.6**	
Council contracts awarded to locally owned and/or operated businesses	%	70	90.25	93.33	90.41	
Darwin community that are satisfied with their quality of life in Darwin	%	85	83	84	73*	
Total occupancy rates at Council's community centres	%	80	91	100	95	
Overall Performance	%	100.00	109.5	114.8	107	

*The result is from Council's Annual Community Satisfaction Survey. There was a slight decline in community satisfaction across much of Council's community services. Satisfaction with dog control and education and recreation and leisure services remained consistent with 2014 levels.

**The result is from Council's Annual Community Satisfaction Survey. There was a slight decline in community satisfaction across much of Council's infrastructure services. Satisfaction with litter collection from public areas, stormwater drainage and recycling services remained consistent with 2014 levels.

***The result is from Council's Annual Community Satisfaction Survey. There was a decline in both the number of respondents and level of satisfaction with quality of life in Darwin. Council is of the view that this is impacted by the general economic position nationally.

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



Outcome 2.1















IMPROVED ACCESS AND CONNECTIVITY

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

Strategy 2.1.1	Improve the pathway and cycle networks and encourage cycling and walking
Strategy 2.1.2	Advocate for improved transport options
Strategy 2.1.3	Manage the road network to meet community needs
Strategy 2.1.4	Provide parking facilities to meet community needs
Strategy 2.1.5	Enhance access and use of neighbourhood spaces and hubs

Action Performance

21 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Construct, reconstruct and maintain footpaths, driveways, walkways and shared paths in accordance with Asset Management Plans and Service Standards	Pathways	
Monitor the condition of footpaths, driveways, shared paths and walkways throughout the municipality	Pathways	
Provide designs for roads and traffic management structures	Road Construction and Traffic Management	
Supervise the construction of projects as needed	Road Construction and Traffic Management	
Consult the community about the needs for new roads and traffic management structures, and at relevant stages of design	Road Construction and Traffic Management	
Undertake traffic management investigations and formulate responses	Design	
Undertake design for Council's annual capital works program including roads, pavements and stormwater design	Design	
Manage and implement Council's annual blackspot program and local area traffic management funding program*	Design	
Deliver projects in accordance with the Roads to Recovery federal funding program	Design	
Conduct urban traffic analysis and design of traffic calming schemes	Design	
Maintain roads in accordance with Asset Management Plans	Roads Maintenance	
Manage and maintain line marking and signage to all roads in accordance with recognised asset management practices	Roads Maintenance	
Undertake routine and preventative maintenance as required	Roads Maintenance	
Manage and maintain Council's stormwater drainage infrastructure and network in accordance with asset management plans	Infrastructure Maintenance	

Action	Program Profile	2015/16 Result
Manage operating and capital budgets for Infrastructure Maintenance	Infrastructure Maintenance	
Manage and provide administration for the City of Darwin Operations Centre	Infrastructure Maintenance	
Develop and maintain Council's Emergency Response Plans	Operations	
Maintain business continuity plans to ensure Council's resilience to business interruption and disaster events	Operations	
Coordinate Council's Emergency Response Plan including the Cyclone Plan	Operations	
Manage the operation and planning for City of Darwin on and off-street car parking facilities	On and Off Street Car Parking	
Develop and implement Council's pricing strategy for on and off-street car parking facilities	On and Off Street Car Parking	

*Smith / Daly Street Project deferred.

Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Pathways					
Community satisfaction rating with the standard of footpaths / shared paths	#	>4	3.6	3.3*	
Percentage of known footpaths / shared paths hazards made safe within 24 hours	%	100	100	100	
Design					
Percentage of annual design program completed	%	100	Refer Budget /Cap Ex	Refer Budget / Cap Ex	
Road Construction and Traffic Management					
Community satisfaction rating with traffic management (i.e. placement of roundabouts, lights, traffic calming devices etc)	#	>4	3.6	3.4**	
Infrastructure Maintenance					
Operations					
Annual simulation of a cyclone event conducted	%	100	100	100	
Annual Infrastructure Maintenance expenditure within approved budget	%	100	95.4	91%	
Roads Maintenance					
Community satisfaction rating with the standard of road maintenance	#	>4	3.7	3.6***	
Percentage of reported potholes rectified within agreed timeframes	%	>90	95		
On and Off-Street Parking					
Total revenue generated by off-street car parks	\$	2.5M	2.4M	2.65M	
Total revenue generated by on-street car parks	\$	2.6M	2.6M	2.36M	

*The result is from Council's Annual Community Satisfaction Survey **The result is from Council's Annual Community Satisfaction Survey

***The result is from Council's Annual Community Satisfaction Survey



Pathways

DARWIN BIKE PLAN

Council continued work during the year in line with the Darwin Bike Plan Implementation Plan.

The Darwin Bike Plan, including the associated Implementation Plan, adopted in early 2015, is an integral part of Council's strategy for catering for bike riders now and into the future. The plan provides outcomes for the four major riding areas: commuting, fitness, local trips and recreation.

The Darwin Bike Plan provides a framework for ongoing decision making in the development of the bike network. It not only concentrates on network infrastructure, but also considers end of trip facilities, ongoing maintenance and strategies to encourage behavioral change to increase participation in bike riding.

In June 2015, Council received funding of \$282K through the Northern Territory Government Improving Strategic Local Roads program to fast track delivery of years 2 and 3 of Darwin Bike Plan projects. In 2015/16, Council constructed the missing section of path along the inside of Abala Road, south of Marrara Stadium; a new bike path as part of the Esplanade Redevelopment project, rectification of existing shared path along the front of Nightcliff Pool and upgrading shared path connections at Malak Park.

FOOTPATHS AND SHARED PATHS

During the year Council constructed or refurbished a total of \$1.6M of shared paths and pathways. Footpath reconstructions occurred in Nightcliff, Darwin CBD, the Gardens, Cullen Bay, Parap, Coconut Grove, Bayview and Rapid Creek.

New or replaced shared paths to the value of \$745,000 were constructed in the Darwin CBD, Marrara, Malak, Rapid Creek and Nightcliff.

Approximately 454 driveways were constructed in 2015/16 at a cost of around \$ 231,313.

Design

City of Darwin's design program undertakes and/or facilitates design work for Council's capital works program including the Black Spot, Local Area Traffic Management and Roads to Recovery funding programs.

Design work undertaken during 2015/16 included:

- Cavenagh Street / Bennett Street intersection upgrade
- Dinah Beach Road upgrade
- Ryland Road Black Spot Projects
- Nightcliff north rock seawall and Sunset Park
- CBD Parking Strategy implementation
- Future Darwin Bike Plan and Darwin City Centre Masterplan projects.



Road Construction and Traffic Management

City of Darwin's road network is 452km long and Council must continue to maintain a road network that best meets the comfort, safety and aesthetic needs of all road users and the community as a whole. In 2015/16 City of Darwin allocated over \$4.7M to the following road construction and traffic management programs:

- Disability Access
- Local Area Traffic Management
- Black Spot
- Traffic signal upgrades and safety
- Kerb replacement
- Road resurfacing and reconstruction
- The Esplanade reconstruction project (refer page ??).

Works included minor and major safety and traffic improvements, new street lighting, road resurfacing, major rehabilitation works and from time to time major new road developments.

Operations and Roads Maintenance

INFRASTRUCTURE MAINTENANCE

In addition to planned capital works, City of Darwin delivers an annual infrastructure maintenance program 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.

Below is an overview of Council's infrastructure maintenance program for 2015/16.

- 2,738 customer action requests relating to City Works infrastructure were received and dealt with during 2015/16. This was more than double to the number received in 2014/15
- 295 lineal metres of kerb and gutter were replaced
- 465 potholes were repaired
- 170 side entry pits were replaced, 140 were repaired and 660 were cleared
- 779 road and directional signage was replaced or repaired
- 112.7 tonnes of litter was collected from roadsides and public spaces
- 9,056 public litter bins were collected resulting in 143.74 tonnes of rubbish
- Around 574 hectares of parks and reserves were maintained
- 2,512 customer action requests relating to parks and reserves were received and dealt with. Requests related to irrigation, vandalism, grass cutting, verge maintenance tree pruning/removals, stump grinding, fence repairs, litter collection and playground maintenance.

Treatment	Total Length 2012/13	Total Area 2012/13	Total Length 2013/14	Total Area 2013/14	Total Length 2015/16	Total Area 2015/16
Asphalt	3.4 kilometres	32,000 square metres	3.6 kilometres	35,238 square metres	1.101 kilometres	14,410 square metres*
Chip Seal	10.5 kilometres	90,000 square metres	15.1 kilometres	91,167 square metres	13.063 kilometres	112,121 square metres

* Decrease in length and increase in square meterage occurs when sealing wider roads.

Figure 11: Customer Action Requests (CARRs) Yearly Comparison

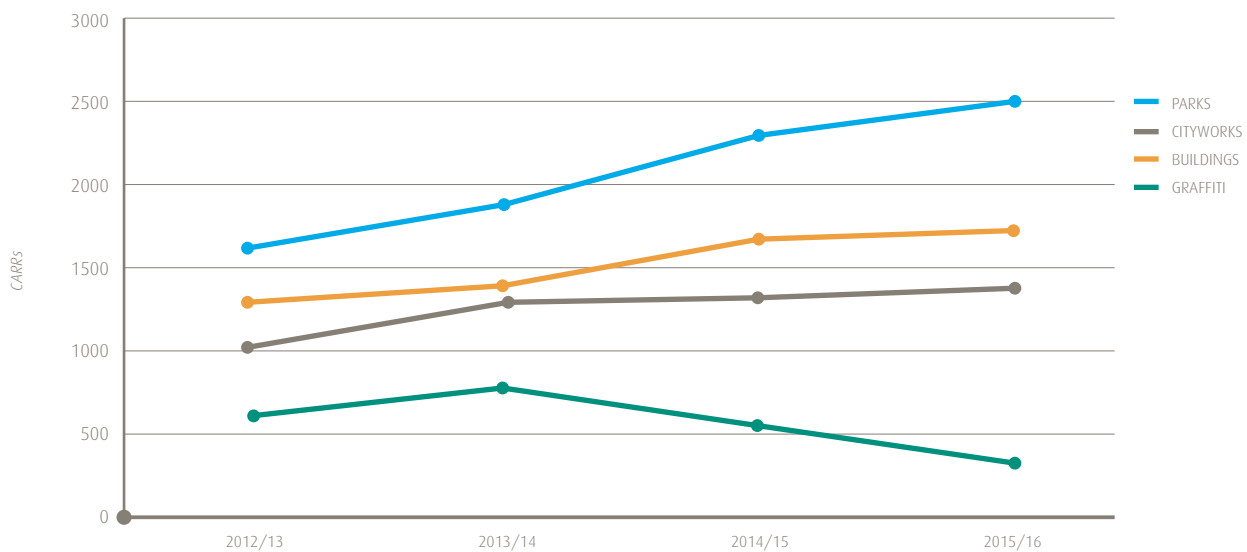
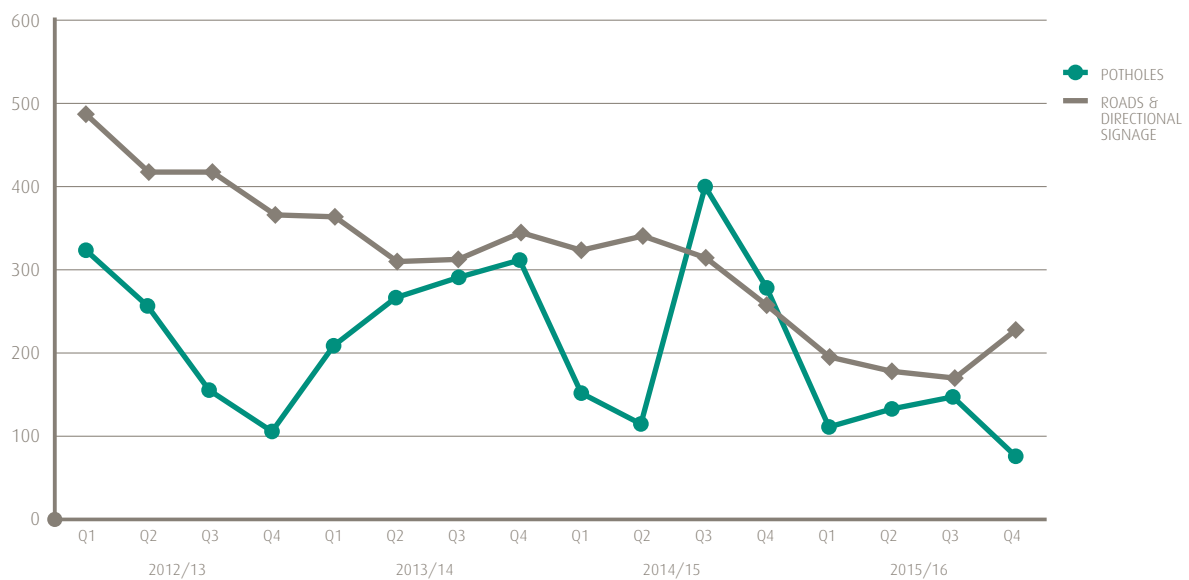


Figure 12: Cityworks - Road Repairs & Maintenance Quarterly Comparison



On and Off Street Parking

City of Darwin adopted the CBD Parking Strategy and Implementation Plan in 2013/14. The Strategy responds to the needs of our growing community and recognises the need for an ongoing working partnership between City of Darwin, Northern Territory Government, private industry and the community. The CBD Parking Strategy is designed to improve the availability of both all day and casual parking in the city centre, thus supporting the balance of parking for all users of the city including city workers, residents and visitors. It is strategically aimed to improve economic input into the city centre through the attraction of increased commercial and retail activity. Council's decision to provide Saturday car parking free of charge in the CBD supports this strategy.

Overall on and off street car parking revenue has declined by \$252,721 (9.6%) compared to the twelve month period last year. Zone A decreased by \$53,607 (3.6%), Zone B decreased by \$127,291 (24.6%) and Zone C decreased by \$71,824 (11.9%). Overall occupancy/utilisation is down 7% from 43% to 36% for the 12 month period.

Compared to 2014 total on street car parking revenue has declined by \$118,829 (4.8%).

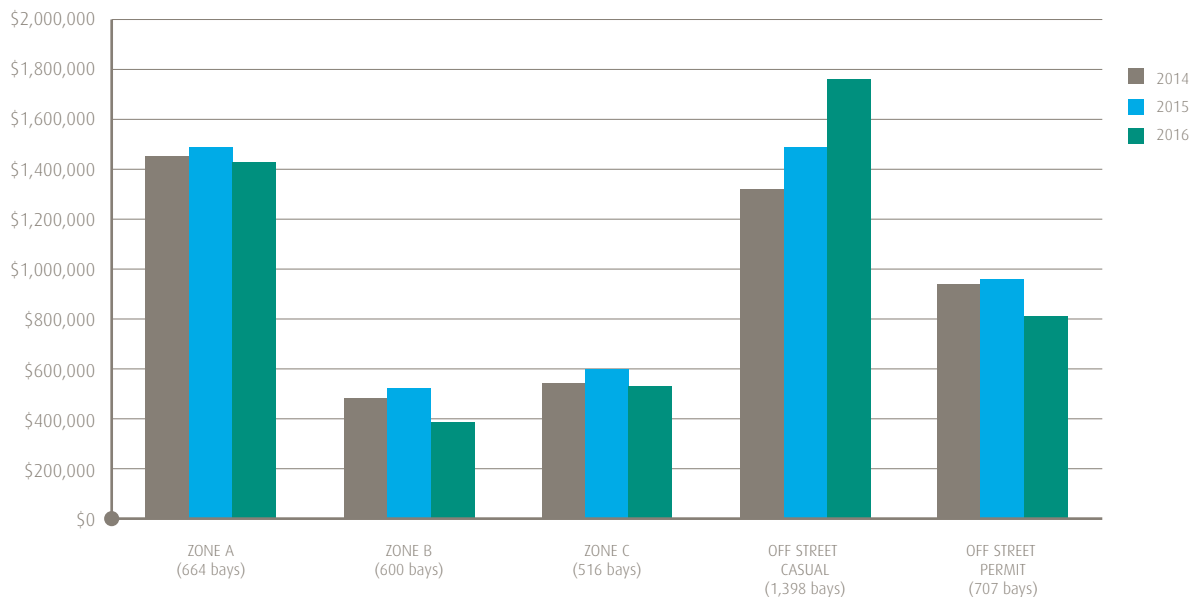
On and off street car parking revenue over the past three years is displayed as follows; with the decline in on street revenue for 2016 offset by an increase in off street casual parking revenue of \$136,345 (5.6%).

For the year ended 30 June 2016 Council generated a total of \$2,584,760 from off-street car parking, up \$136,345 (5.6%) on the previous year. All off street car parks have recorded an increase in revenue other than West Lane car park with the most significant increase occurring at Chinatown up \$185,340 (136%) in casual parking revenue compared to last year.

However almost all of the increased revenue in off street car parking can be attributed to the 6.9% price increase in parking fees from 2015 in addition to the significant price increases in permit parking of 20% to 30%.

While overall occupancy/utilisation of off street car parking has increased by 7% this is principally as a result of Chinatown which increased in occupancy/utilisation by 36% from 25% to 61%.

Figure 13: On and off street car parking revenue year ended 30 June 2016



Outcome 2.2

A SENSE OF PLACE AND COMMUNITY

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

Strategy 2.2.1	Develop a vibrant and active central business district
Strategy 2.2.2	Develop vibrant suburban centres of activity
Strategy 2.2.3	Improve the landscaping, streetscape, infrastructure and natural environment

Action Performance

31 key actions across to program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Implement the Darwin City Centre Master Plan*	Infrastructure Projects	
Develop and annually review Council's capital works program and budget	Infrastructure Projects	
Manage the delivery of Council's annual capital works projects	Infrastructure Projects	
Oversee or provide project management services and advice across Council for all capital works projects	Infrastructure Projects	
Supervise construction of projects as needed	Urban Enhancement	
Provide designs for upgrading stormwater drainage systems	Stormwater Drainage Management	
Consult the community about the need for the upgrades of stormwater drainage systems, and at relevant stages of design	Stormwater Drainage Management	
Develop forward plans for stormwater drainage	Stormwater Drainage Management	
Provide documentation for the technical aspects of construction	Stormwater Drainage Management	
Provide designs for upgrading stormwater drainage systems	Stormwater Drainage Management	
Undertake mosquito control spraying in stormwater drainage infrastructure in the municipality as required	Stormwater Drainage Maintenance	
Develop and maintain Developer Contribution Plans in accordance with the NT Planning Act	Development	
Develop and maintain and implement subdivision, redevelopment and minor development guidelines, standards, policies and procedures	Development	
Investigate and provide technical advice on private and public civil works within Council property	Development	
Certify Final Approval Certificate and Northern Territory Planning Authority permit conditions	Development	
Deliver building maintenance services for Council buildings in accordance with Asset Management Plans and service standards	Building Services	
Maintain compliance with all building regulations for Council owned buildings	Building Services	

Action	Program Profile	2015/16 Result
Conduct Council's building inspection program	Building Services	
Procure and manage Council's contractors for building maintenance	Building Services	
Manage the removal of graffiti from Council owned buildings and provide graffiti removal services to the Northern Territory Government in accordance with the Service Level Agreement	Building Services	
Maintain Council's Swimming Pools	Building Services	
Maintain Council's parks, reserves and sporting fields in accordance with Asset Management Plans and Service Standards	Parks and Reserves	
Manage and maintain Council owned cemeteries including the installation of memorials and headstones and conduct internments	Parks and Reserves	
Maintain foreshores under Council's control	Parks and Reserves	
Work with government, other organisations and community members to plant and maintain trees in urban forests	Parks and Reserves	

*Tamarind Park was completed in 2015/16, Bicentennial Park designed and construction scheduled for 2016/17, Bennett Street / Smith Street Intersection and Smith Street Rejuvenation projects carried forward to 2016/17.

Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Infrastructure Projects					
Annual capital expenditure within approved budget	%	100	70.6	72	
Percentage of annual capital works program delivered	%	100	70.6	72*	
Urban Enhancement					
Annual Urban Enhancement expenditure within approved budget	%	100	65**	87***	
Stormwater Drainage Management and Maintenance					
Community satisfaction rating with the standard of stormwater drainage	#	>4	3.8	3.8****	
Development					
Works permits processed within 10 working days	%	>90	100	100	
Building Services					
Council maintains annual compliance with Fire Protection regulations	%	100	100	100	
Percentage of abusive or offensive graffiti removed within 24 hours	%	100	100	100	
Parks and Reserves					
Community satisfaction rating with the standard of maintenance of larger public parks, foreshores and beaches	#	>4	3.9	3.7*****	
Community satisfaction rating with the standard of recreation facilities such as tennis courts and ovals, swimming pools	#	>4	Check	3.9*****	

* Expenditure versus revised budget; **Urban enhancement capital revised budget versus expenditure; ***The result is from Council's Annual Community Satisfaction Survey; ****The result is from Council's Annual Community Satisfaction Survey; *****The result is from Council's Annual Community Satisfaction Survey



*****The result is from Council's Annual Community Satisfaction Survey

Infrastructure Projects

NIGHTCLIFF CAFÉ

February 2016 saw the completion and opening of the Nightcliff Café. A controversial project, Council developed a café / restaurant facility adjacent to the Nightcliff Swimming Pool as a way to enhance the area and people's experience of the Nightcliff foreshore. The Nightcliff Foreshore is a highly popular attraction utilised by residents and visitors to Darwin for its natural attributes, activity spaces and as a venue for community festivals and family events.

The Café enhances the amenity of the Nightcliff foreshore and reflects Darwin's lifestyle by providing choice and an additional facility that compliments the community events that already take place in the area.

The Café building is owned by Council and leased to a local commercial operator.



PARAP

The Parap Pool Redevelopment is funded by both the Australian Government and Northern Territory Government. The Australian Government National Stronger Regions Fund duplicates Council's contribution to the project of \$4.48M. In April 2016, the Northern Territory Government allocated \$5.0M towards the project, bringing the total project funding to \$13.96M.

The redevelopment project, spanning across three financial years, aims to deliver a multipurpose aquatic facility aimed at improving the competition, leisure and recreating needs of the broader Darwin Community and northern Australia Region. Planning and design work was undertaken during 2015/16 at a cost of around \$500,000. Construction will occur during 2016/17 with a project completion date of December 2017.

The project includes a FINA (Fédération Internationale de Natation) compliant facility with a 50m competition pool, a 25m multi-purpose pool and a range of community elements aimed at improving the training, leisure and recreation needs of the broader Darwin community and northern Australia region. The new facility will attract national and international events for swimming competitions and training.

Planning and design work was completed in 2015/16. Construction is due to commence in October 2016.



THE ESPLANADE REDEVELOPMENT PROJECT

Council's most significant project in 2015/16 was the Esplanade Redevelopment Project. Funded by the Australian Government Roads to Recovery Program, the \$3.74M project included resurfacing and reconstructing the road, planting of trees to provide more shade, the use of energy efficient LED technology for street lighting and additional pedestrian connectivity to and from Bicentennial Park. A key feature of the road way was the development of a new road cycle lane.

Designs were modified throughout the course of the project to reduce the existing two-lane Daly Street / The Esplanade roundabout to a single lane roundable. The principal purpose of this proposal was to try and preserve more of the footpath area in the vicinity by using more of the road carriageway to accommodate the on-road cycle lane.

COASTAL EROSION

Construction of two sea walls at Sunset Park and Nightcliff were key projects identified in Council's Coastal Erosion Management Plan for 2015/16 costing around \$350,000. Both projects were completed in 2015/16 and designed to protect the coastline against the action of tides and waves.

The new 155m long sea wall built along the perimeter of Sunset Park is a solid concrete wall designed to manage ongoing erosion and limit damage from storm waves overtopping.

The area between the new sea wall and shared path was landscaped and a fence installed along the coastal perimeter of Sunset Park to ensure that the wall would not be visible from the park itself.

A rock sea wall has been built along a 130m stretch of the cliffs at Nightcliff beach, along Casuarina Drive between Nightcliff Pool and Windsurfer's corner. Landscaping in the area was also restored noting that asbestos containing material that had been identified as a potential hazard in the area had been safely managed throughout the period of work.

NEIGHBOURHOOD PARK PLAYGROUNDS

Council's has developed a longer term program to implement shade across all of its 120 plus playgrounds in the municipality. In 2015/16 around 20 playgrounds were shaded with a further 22 playgrounds to be shaded in 2016/17. Playgrounds shaded at parks in 2015/16 included Parkside Park, Holzerland Park, Lyons Park, Moil Park, Greenwood Park, Brazil Park and the Anula Regional Playground.

Shading playgrounds will enable the community to enjoy our open spaces and tropical outdoor lifestyle. Artificial shading is designed to complement existing natural shade at playgrounds throughout Council's parks.

RYLAND ROAD INTERSECTION UPGRADES

Two intersections along Ryland Road, Rossiter Road and Clarke Crescent have been identified as requiring upgrades to improve safety for all road users. Design for the intersections was completed in 2015/16 with construction set to commence early July 2016.

The project has been funded by the Australian Government Black Spot funding program and will include:

- A raised road surface platform including new pedestrian refuge islands, kerb alignment and new kerbing and line marking will be installed at the intersection of Ryland and Rossiter Roads.
- A roundabout including a 'mountable' roundabout with sloping edges, new pedestrian refuge islands and pedestrian paths will be installed at the intersection of Ryland Road and Clarke Crescent.

Both upgrades are due to be completed in September 2016.



Urban Enhancement

DARWIN CITY CENTRE MASTER PLAN

The Darwin City Centre Master Plan (the Master Plan) depicts a shared vision for the City for the next 20 years and provides a roadmap to unlock the city's potential and guide its growth. Funded by the Australian Government, the Northern Territory Government and City of Darwin, the Master Plan aims to improve the liveability, productivity and sustainability of Darwin.

The Darwin City Centre Master Plan was adopted by Council on 26 May 2015. Council committed a total of \$4.5M as part of the capital works programs in the 2014/15 financial year and a further \$1.5M in 2015/16. City of Darwin is committed to the implementation of the Darwin City Centre Master Plan to ensure the development of a prosperous, sustainable and liveable city and delivered its first completed project in 2015/16, Tamarind Park.

Tamarind Park

The Tamarind Park upgrade project was concept no. 37 outlined in the Darwin City Centre Master Plan and part funded (\$42,000) under the Northern Territory Government Family Safe Environment Fund. The purpose of the project was to increase activation of the public park in the city centre and create a place that can be utilised by a wide range of local people, workers and visitors.

Specific works included

- removing the low walls which currently prevent easy pedestrian crossing of the park;
- constructing a diagonal path through the park to improve the park layout including the entrances and exits;
- improving safety with upgrades to lighting including the installation of energy efficient LED globes; and
- updating the tables and seating to more contemporary versions and negotiations.

Tamarind Park upgrade is the first completed on-the-ground project of the Darwin City Centre Master Plan Project.

Bicentennial Park Play Space

The development of a play space at Bicentennial Park on the Esplanade creates a family activity area that supports the increasing city residential population as well as visitors.

Concept design was completed in 2015/16 and tenders called. The tender was awarded in early 2016/17 to Urban Play. It is proposed that the play space will include a **10 metre** high custom net with sky cabin, as well as the usual favourites of a slippery slide and swings. The play space is designed to incorporate interconnecting zones to encourage inclusive play regardless of age and invites children to run, swing, spin, slide and climb together. Environmentally friendly water play features have been included into the design.

Construction of the play space will commence in 2016/17.

Stormwater Drainage Management

The suburbs of Fannie Bay and Parap have seen considerable change and re-development in recent years with many allotments being rezoned to allow higher densities of development. Coupled with ageing infrastructure this continues to put strain on existing drainage networks in the area. A stormwater drainage study of the Fannie Bay and Parap has continued and will be completed by the end of 2016.

Design for a number of stormwater management projects has been completed with a view to construction commencing in 2016/17. Design work has been completed for upgrades to existing stormwater at Benison Road, flood mitigation at Drysdale Street and Harney Street and upgrades to stormwater drainage at Sanders Street.

Development

As planning in the Northern Territory is administered by the Territory Government, once a development has been approved, Council becomes involved with the construction or development of infrastructure that falls within, or impacts directly on, Council assets. City of Darwin works closely with the Development Assessment Services (NTG) and developers to ensure that infrastructure is developed to provide the best outcome for the community and to sustain growth across the Darwin Municipality.

The primary roles of the development team are:

1. The review and approval of documents impacting on Council for developments ranging from small residential additions to large tower structures within the CBD.
2. The review and approval of new stormwater, roads and landscape infrastructure to be handed over to Council as part of new subdivisions.
3. The administration of permits for works within the road reserve.

Over 2015/16, major developments worked on included;

- Muirhead Subdivision – development of a residential subdivision
- Berrimah Business Park Subdivision – development of a light industrial / commercial precinct along Stuart Highway
- The Avenue development – a large residential/commercial tower on Salonika Street
- 19 The Mall, Charles Darwin Centre – a 20 storey building
- 105 Mitchell Street – a 12 storey building
- Power Water Corporation Gravity Sewer Main works

Building Services

The Building Services team maintains 120 Council buildings and structures valued at \$88,535,000 within the allocated budget of:

- \$4,049,569 for urgent repairs & maintenance, preventative maintenance, and graffiti management, and
- \$1,774,008.00 for minor capital works; and
- \$98,146 for refurbishment of public toilets.

Council owned building facilities include but not limited to:

- Civic Centre and Operations Centre
- Public Libraries at Casuarina, Civic Centre, Nightcliff and Karama
- Commercial Buildings including Darwin Entertainment Centre, Amphitheatre, Time Out Gym, Pee Wees Restaurant, Doctor's Gully, Animal Shelter and United Petroleum Petrol Station in Daly Street
- Multi-storey Car Parks at West Lane with 11 commercial tenancies and China Town with 1 NT Government office tenancy
- Community Halls including tenancies at Nightcliff, Lyons, Malak and Parap
- Aquatic Facilities at Nightcliff, Casuarina and Parap
- Weighbridge and Resource Recovery Centre
- Sporting Pavilions and Clubhouses at The Gardens, the Velodrome, Bagot, Kahlin, and Malak Ovals
- Childcare Centres at Casuarina, Karama, Malak, Mitchell Street, Nightcliff, Malak and Stuart Park
- Toilet Facilities throughout the municipality
- Heritage Sites including Gun Turret at East Point and Chinaman's Walk
- Boardwalks at East Point, Vesty's Lake and Doctor's Gully.

Building Services maintain water and/or power services to infrastructure for:

- Mindil, Nightcliff and Rapid Creek Markets,
- Rotundas and Barbecues throughout the municipality
- Parkland, Greenbelt and Walkway street lighting
- The Mall
- Ovals at Wulagi, Wagaman, Wanguri, Tiwi, Dinah Beach and Jingili.

Capital projects 2015/16 included:

- Renewals to the internal and external building at the Civic Centre
- Civic Centre Upgrade to Electrical Main Switchboard and New 500kVA Generator (emergency backup generators)
- Air conditioning to Casuarina Library meeting room, Nightcliff hall, air conditioning
- Construction of the new storage shed at the operations centre for Community Services.

Parks and Reserves

PRECINCTS

The Darwin municipality is divided into three precinct teams; CBD, Central and Northern. The three teams maintain 197 lots consisting of road reserves and parks. The services range from weed control, pruning, refuse collection, basic irrigation and tree maintenance. Each park servicing ranges between weekly to daily depending on their profile.

Figure 2 Precinct divisions for the Parks and Reserves teams

BUSHLAND

The Urban Bushland team manages Council Reserves and fringe areas such as Bicentennial and Nightcliff cliffs. The majority of the focus is, but not limited to, weed control and pathway maintenance. The two man team play a large role in the East Point Biodiversity Plan, revegetating 7,251qm of open grassland.

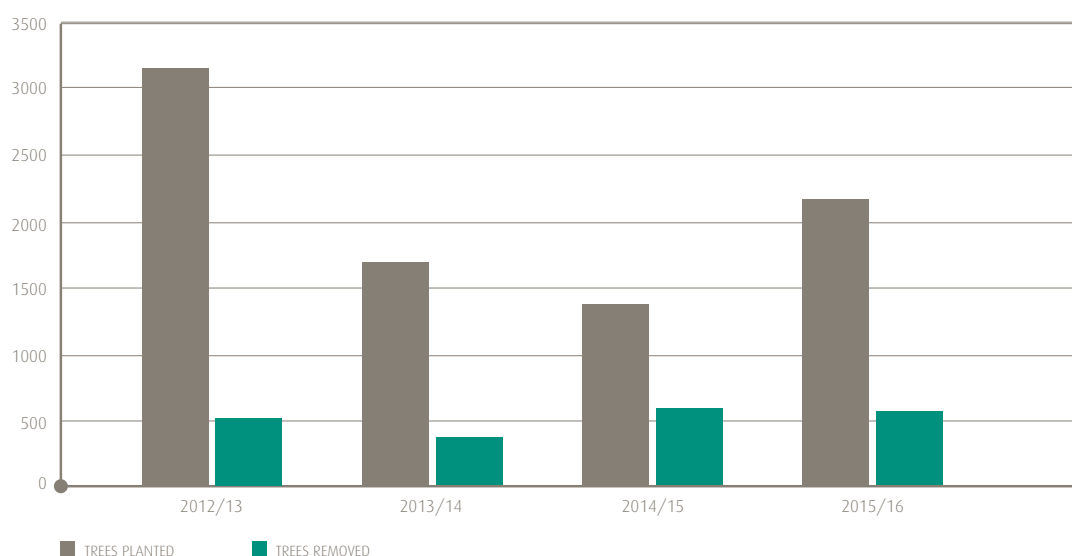
URBAN FORESTRY MANAGEMENT (UFM)

UFM manages the trees in playgrounds, road reserves, verges and reserves. This involves assessment and the remedial works to ensure Councils trees are healthy and reduces risk of limb failure. Furthermore the team manages the “Tree Risk Register” which consists of areas that have high pedestrian flow on a quarterly basis. With an ageing tree estate, tree removals are inevitable and this financial year 455 trees were removed, however a tree succession plan established 1,283 trees within the municipality. These trees were planted either under the Thoroughfare Program, Customer Request Program and/or general works Tree Replacement Programs.

The inaugural Street Trees Program is an 18 month cycle aiming to provide sufficient clearance to both foot and pedestrian traffic.



Figure 14: Tree Works Yearly Trends



IRRIGATION

The Precinct Teams and the Irrigation Teams share the responsibility of ensuring water is supplied to Council's Parks and Reserves. The Irrigation Team complete more specialised works such as installations, wiring, controllers and pump installations. The Precinct Teams deal with sprinkler and basic pipe breakages. The Irrigation Team has a focus on actioning the Council Water Conservation Strategy consisting of an upgraded Telemetric system, Data recording water meters and the conversion of overhead watering to automated reticulation systems. In total 21 new reticulation systems were installed across the municipality.

TURF

There are 17 Council sporting ovals that require regular slicing, aerating, fertilising and weed control catering to a broad range of sporting and recreational activities. The team establishes the soil chemistry so that the most efficient blend of fertiliser is applied to the ovals. The team also manages the irrigation ensuring the optimum amount of water is applied during the drier months. Bagot Oval has been an area of rejuvenation after the many years of impact from use and a weed infestation. The team now has returned the oval to a manageable state.

CONTRACT MANAGEMENT

The Council have a variety of programs that are managed by technical officers. These projects are executed through contractors and require various levels of management ensuring the outcomes are delivered efficiently.

The grass mowing throughout the municipality is managed by contract. This is a large contract and scheduling and quality control needs to be consistent according to the aspect and seasonal requirements.

Outcome 2.3

INCREASED SPORT, RECREATION AND LEISURE EXPERIENCES

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

Strategy 2.3.1	Enhance library and information services
Strategy 2.3.2	Position Darwin as a host centre for local, national and international sport and other events
Strategy 2.3.3	Promote and host family-oriented activities
Strategy 2.3.4	Enhance services for youth
Strategy 2.3.5	Enhance and improve services and facilities which encourage healthy lifestyle choices

Action Performance

21 key actions across to program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Manage public libraries in the City and at Casuarina, Nightcliff and Karama	Libraries	
Provide educational and recreational programs for children, youth and families through library services	Libraries	
Provide services and programs which satisfy the recreational and lifelong learning needs of the community	Libraries	
Provide access to information in a variety of formats including digital	Libraries	
Manage and maintain library collections	Libraries	
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	
Advocacy and support of programs that benefit children and families	Family and Children's Services	
Develop and conduct the Fun in the Parks School Holiday Program	Family and Children's Services	
Provide fun and games equipment for community access/use	Family and Children's Services	
Facilitate civic visits for school groups	Family and Children's Services	
Develop and implement the Youth Strategy for 2015-2020	Youth Services	
Coordinate and facilitate Council's Youth Advisory Group	Youth Services	
Deliver LAUNCH recreation and leisure program	Youth Services	

Action	Program Profile	2015/16 Result
Support, partner and deliver community events for young people by young people including delivery of a major event for National Youth Week	Youth Services	
Ensure youth friendly projects, services and processes across Council	Youth Services	
Provide the Gig Gear and Stage Kit for community use	Youth Services	
Deliver and implement the City of Darwin Community Wellbeing Plan	Recreation and Leisure	
Develop and deliver community wellbeing and recreation programs	Recreation and Leisure	
Provide and maintain recreation and leisure facilities, including Council owned pools, ovals, playgrounds and sporting facilities	Recreation and Leisure	
Provide support and guidance to local sport and recreation associations and clubs	Recreation and Leisure	

Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Libraries					
Community satisfaction rating with Library Services	#	>4.2	4.3	4.1*	
Number of annual library visits	#	>500,000	547,418	536,267	
Number of items loaned annually	#	>500,000	601,458	500,898	
Recreation and Leisure					
Community satisfaction with swimming pools	%	>70	82	60**	
Community satisfaction with recreation and leisure facilities	%	>70	89	67***	
Occupancy rates at Council's community centres	%	>80	100	95	
Community satisfaction with the quality of life in Darwin	%	85	84	73****	
Families and Children's Services					
Total annual Fun Bus attendance	#	6,500	12,479	17,157	
Total annual Fun in the Parks attendance	#	1,000	1,830	4,294	
Number of school civic visits per year	#	6	4*	2*****	
Youth Services					
Number of community groups or organisations supported (e.g. in-kind, advocacy, facilitation, financial)	#	>50	53	54	
Number of LAUNCH pop up events per annum	#	4	9	4	

*The result is from Council's Annual Community Satisfaction Survey and remains consistent with previous years.

**The result is from Council's Annual Community Satisfaction Survey and has declined from 82% in 14/15. Council will continue to monitor this result taking into account the Parap Redevelopment Project.

***The result is from Council's Annual Community Satisfaction Survey and has declined. Results will be monitored.

****The result is from Council's Annual Community Satisfaction Survey. The national economic environment may have impacted this result and future results will continue to be monitored.

*****Council continues to engage with local schools to promote civic visits available to them. A reduction in civic visits is largely due to increased cost of transport for schools



Library Services

City of Darwin Libraries are vibrant community spaces, that provide the residents of Darwin with opportunities and access to programs and services which engage and delight people of all ages. The libraries are open 7 days a week and provide an extensive range of resources that support the recreational and lifelong learning needs of our community.

INFORMATION AND TECHNOLOGY

Libraries are constantly improving access to information, this year the Council invested in implementing Radio Frequency identification detection (RFID) to Karama and Nightcliff libraries allowing seamless service delivery to our customer's at all four (4) library locations.

Wifi, laptops and ipads are available at all libraries for use within the library; all collections can be accessed online and can be browsed on the internet and also book for events at www.darwin.nt.gov.au/libraries.

City of Darwin libraries have an extensive collection of e-Books and e-magazines available from any location. The number of members using our e-Books continues to increase as well as the loans. Total loans for all eResources have increased 37% and active users of the collections have increased 22% from the same period in 2015.

DROMKEEN LIBRARIAN'S AWARD

City of Darwin Libraries Children and Youth Services Librarian Rosie Martinez was presented the National Dromkeen Librarian's Award for 2015 at a presentation held at the State Library of Victoria.

SERVICES AND PROGRAMS

Libraries provide Books on Wheels service to members of the community who are unable to visit the library in person. Enthusiastic volunteers assist with the delivery to both individuals and local aged care facilities, the number of visits increased to 809 visits in 2015/16.

Libraries provide ongoing support of literacy by providing reading materials to a number of organisations, including prisons, orphanages and Indigenous literacy.

CHILDREN AND YOUNG PEOPLE

The Children and Youth Services team engage with the community through a range of varied activities for children and young families. The programs and events are designed to attract families and young people to the libraries, providing them with opportunities to create and participate in a welcoming environment.

Regular events include

- Story times
- Babes and books
- Childcare centre visits
- Bilingual English/Indonesian storytime monthly at Casuarina Library
- Book clubs
- Reading Hour Bedtime storytime at Karama library
- Children's Book Week was celebrated at all libraries
- Science Week story time with science activities at all libraries and an evening Stargazing event at Nightcliff Library with astronomer Jeff Carr

SCHOOLS ENGAGEMENT

Paige and Dewey Book Buddies continued visits to primary schools in Darwin with a total of 570 children having participated. This program delivers engaging story time sessions to schools in the local area with visits by Paige and Dewey, the libraries' mascots. The program also helps build relationships with the Darwin school community and strengthens partnerships to promote literacy and learning in young people. We have had very positive feedback from teachers and staff involved in the visits.

MUSIC STORY TIME

Blooming Tunes singing program was held at Nightcliff library during the dry. Blooming Tunes is a music and movement program for babies, toddlers and pre-schoolers. Large numbers attended each session with the children and their families sharing songs, chants, dance and play in a joyful environment that caters to many different learning styles.

OUTREACH SERVICES

Library staff members attend the Fun Bus at Bagot community to promote story time at the libraries. This initiative was undertaken to build relationships with families and their children who we hope to further engage with. Selected storybooks with appropriate themes were read to children who were keen to participate and conversations about library services were made with parents and relatives.

INDIGENOUS LITERACY FOUNDATION EVENT

City of Darwin Libraries was the venue for the Indigenous Literacy Foundation promotion in February. The event was to celebrate the partnership between the Indigenous Literacy Foundation and Hawthorn Football Club and involved Hawthorn Football Club players Jermaine Miller-Lewis and Liam Shiels and a class of students from Milikapiti School, Melville Island. Jermaine and Liam addressed the group and handed out early literacy packs, and then the students had time to read books with them before they broke for a morning tea in the library hub.

CODE CLUB

City of Darwin Libraries' Code Club launched in February. Code Club Australia is part of the Code Club World network with over 6,000 Code Clubs all around the world. Code Club is for children aged 9-12 years old and is about having fun, being creative and learning through exploring technology. Each week different projects teach children how to program by showing them how to make computer games, animations and websites. See <http://www.codeclubau.org/>

After school sessions are held at the City and Casuarina Libraries and a weekend session on Saturday mornings at the City library. Volunteers assist with the running of each session.

LEGO CLUB

Lego Club is held fortnightly at the City and Casuarina Library. The club is open to 5-12 year olds to explore their creativity with different themed sessions and with creations going on display in the library.

THE DIGITAL ENTERPRISE PROJECT

The Digital Enterprise Project concluded in November. The nationally funded program was delivered by Corrugated Iron Youth Arts in partnership with City of Darwin and Uni SA weekly at the Nightcliff Library. It provided opportunities for young people diagnosed with Autism Spectrum Disorders to explore, collaborate and share using technology in a safe environment that helped develop social skills and reduce isolation for young people.

YOUTH SERVICES

Libraries provided the venue for young fashion designers and models to practice their catwalk skills prior to their participation in the NTeen Fashion Festival. It was a great opportunity for the models to develop their confidence before the final show later in the month.

CHESS CLUB

The NT Association for the Education of the Gifted and Talented (NTAEGT) held its first chess club in November at Casuarina Library. Meetings are held weekly on Sundays at 1pm in the community meeting room using chess boards supplied by the library.

SUMMER READING CLUB

The theme of the December/January Summer Reading Program was 'Lost Worlds'. The Summer Reading Program was supported locally by The Bookshop and Kingpin and children were rewarded with prizes based on the number of books they read.

The holiday program and Summer Reading Club attracted 1,958 children and parents participating in a range of activities and events on offer from City of Darwin Librari

2015/16 LIBRARY SERVICE EVENTS

July 2015

The school holidays were filled with awesome activities, including Strength Meter activity, Festive Bunting, Carnevale Masks and a Petting Zoo Story Time. The Drumming Monkeys returned for their two booked out sessions.

City Library hosted a sponsored Australia Council event with Senior Australian of the Year, Jackie French and Young Northern Territorian of the Year, Chantal Ober. Jane Aagaard interviewed both women to an appreciative lunchtime audience.

August 2015

City of Darwin Libraries organised a stimulating and diverse Seniors Month program in August with events held across the libraries and other locations. All events were booked out and included sessions on social media, computer skills, laughter yoga, digital scrapbooking, photography and more.

Free hearing tests were offered to members of the community at all libraries. Many of the sessions were fully booked. Feedback was very positive and the Library looks forward to hosting another session early next year.

September 2015

Adult Learners' Week activities were held throughout the libraries and attracted interest from the community. Sessions held included:

- Introduction to smart devices
- Introduction to ebooks.

Library staff took part in the Happiness and Wellbeing Market in Raintree Park during Disability Awareness Week, promoting library services and facilities to community members.

The annual Young Territory Author Awards presentation was held at the Darwin Entertainment Centre. 118 young people from all over the Territory and 10 school groups entered the competition. This year, entries came from Alice Springs, Palmerston and Katherine. The winning entry was submitted by Sascha Duffy. All entries are added to the Libraries' collection for future generations to enjoy.

Nightcliff Library hosted a talk with author Julie Janson who discussed her debut novel *The Crocodile Hotel*. The talk drew a small audience who were treated to a very interesting and entertaining autobiographical talk on living in remote NT in the 1970s.

October 2015

Year 12 students had exclusive use of the library during SWOTvac revision week to assist them in studying for exams.

A great line up of Australian and International authors visited City of Darwin Libraries in October. NT Writers Centre co-hosted a Q&A with scifi author Jason Hough. Jason drew a good size audience of whom many were not traditional Library users.

Children's author Graeme Base delivered two sessions which school groups attended as well as parents, kids and some adult fans. Graeme talked about his writing process and his new book, he also took the time to talk to and sign books for everyone who came.

Judy Nunn's book tour brought her through Darwin, talking about her new book *Spirits of the Ghan*. Judy is a seasoned author and presenter and entertained the audience with tales of her life and writing adventures. This was a well-attended event.

The Kids Reading Oz Choice (KROC) Award winners were announced at Karama Library in October. The KROC Awards allows local children to vote for their favourite books written by Australian authors. The event was attended by local authors Barry Jonsberg, Clare Atkins, and Sandra Kendall.

November 2015

The Libraries joined forces with the local eSports organization to hold a 'come and try' Minecraft and League of Legends sessions. NT eSports provided most of the equipment and managed the day along with Library staff who assisted the attendees.

The Libraries attended the Bump, Bub and Beyond Expo. The expo was a huge hit with both night and day sessions extremely busy. The Libraries welcomed 45 new members and connected with many current members and potential members. There was a focus on the babes and children's programs, as well as services and collections suitable for busy parents.

Capitalising on the recent upward trend in adult colouring, the Libraries held a colouring in competition for adults. Many creative entries were submitted for judging and the winner received a colouring in book pack and double movie pass provided by BCC.

A successful Hunger Games Trivia night for young people was held at Casuarina Library to a packed house of attendees.

December 2015

The spirit of Christmas entered City of Darwin Libraries in December with a post box for letters to Santa. The four City of Darwin Libraries received more than 120 letters from children, all of which received a reply from Santa.

Local musicians and the Darwin City Brass Band visited each library to provide Christmas cheer and carols, with strong community attendance all round.

January 2016

Many activities were provided for Darwin's youth and families with the continuation of the Library school holiday program, activities included Christmas Crafts, Mini Golf, Pompeii Pottery, special Story Times and an Australia Day Family Quiz.

The Adult Summer Reading Club was developed to a social media platform in promotion of City of Darwin Libraries' Facebook and Instagram accounts. The Facebook post at the start of the Competition resulted in over 100 followers to the page in days. The Instagram account also had an increase in followers during this period.

February 2016

The Libraries attended the Defence Expo which welcomes new and current Defence families to the Territory. The Libraries gained 38 new members on the day and introduced many to the Library service and locations.

Library Lovers' Day was a success with hundreds of invited members attending City of Darwin Libraries to share morning tea and what they love about their library. Karama and Nightcliff Library's morning tea coincided with the Chung Wah Society Chinese New Year Lion Dance Blessing.

Sue Moffitt, author of "Darwin in the Wet" provided a very interesting and informative author talk at Karama Library. Those attending enjoyed listening to Sue's stories and adventures about the Wet season in Darwin.

March 2016

To celebrate International Women's Day the libraries hosted two events. The Natural Doll Workshop was inspired by Tree Change Dolls where an old doll is restored, repainted and reclothed to a more childlike appearance. The Libraries also showed a film screening of the documentary I am a Girl, which booked out with over 40 people attending.

April 2016

The Libraries brought Australian comic Dan Watts to Darwin and hosted several cartoon workshops for the young people.

May 2016

NT Writers Centre brought Word Storm to the City Library with a talk from author Tony Birch. The session drew a large crowd, despite the absence of a booking process.

As part of National Honey Month, bee keeping expert Dr Lamorna Osborne and Vicki Simlesa, who works at the Animal Biosecurity Branch Biosecurity & Animal Welfare for the NT Department of Primary Industries and Fisheries, spoke at the City library about bee keeping, the medicinal uses of honey and pollination. The joint educational presentation was received by more than 40 guests.

The Libraries attended the Bump, Bub and Beyond Expo, welcomed 27 new members and spoke with current patrons about Library services and upcoming events.

The City Library live streamed three days of speakers from the Sydney Writers Festival. The feedback from the 223 attendees was positive.

Library and Information Week was celebrated in May. In 2015, Libraries secured the Hot100FM Black Betty van for the four days of the week for promotional purposes. Lexy from Hot100FM was a strong community advocate, promoting library services and events through live broadcast and social media.

The NT Department of Transport provided free travel for library card holders on Friday 27 May as part of the week's celebrations. Alice Springs, Palmerston and City of Darwin Libraries joined forces to promote the great initiative via print media, radio and social media.

A popular #bookfaceoff competition was held in the lead up to the week. The winner was Lacey O'Brien with her entry below.

National Simultaneous Storytime had a special guest Paul Sedan visit to read the book "I Got This Hat"

Children's author Johanna Bell held writing workshops to help children develop stories for the Young Territory Author Awards. The workshop centered on story development.

June 2016

Libraries staff attended the Council stall at the Seniors Expo and handed out free newspapers to attendees.

Other popular library programs continue, including weekly Loud at the Library Friday lunchtime music at City and Casuarina

Looking forward, many popular library programs continue, including weekly Loud at the Library; Friday lunchtime music at City and Casuarina Libraries. Karama library has the monthly Knit'n'Knatter knitting group and seniors @ Karama, whilst The Monsoon Cinema Club is held fortnightly at the Casuarina library. Adult book clubs and Libraries continue to attract a wide variety of popular and emerging authors. Casuarina Library's meeting room continues to be in demand by a diverse range of community groups.





Family and Children's Services

FUN BUS

The Fun Bus delivers high quality mobile playgroup services for children 0 to 5 years, their parents and carers. The Fun Bus provides a safe, supportive and friendly environment for young children to experience rewarding play activities and to learn through play. The program is also a valuable mechanism for parents and carers to come together, share ideas and experiences and develop new friendships in an informal friendly setting while the children learn and recreate through play experiences.

The Fun Bus operates five mornings a week for 46 weeks a year, between February and December. The Fun Bus is located in parks and reserves during the dry season and indoor venues during the wet season. In 2015/16 10,279 children and 6,878 parents/carers attended the Fun Bus program.

Council received funding from the Northern Territory Government to support children with disabilities through the purchase of additional Fun Bus play equipment. During Disability Week in September, the new resources were launched at the Fun Bus in Civic Park. Down Syndrome Association of the Northern Territory assisted with the launch through setting up the play area, interacting with the families and signing during the story and music time. This project has enhanced Council's relationship with the Association and provided an opportunity for a young person to volunteer at the Fun Bus once a week.

The Fun Bus hosted a number of special events and activities throughout 2015/16 supporting a vibrant community life. Special celebratory activities include Harmony Day, National Families Week, National Reconciliation Week, NAIDOC Week and National Children's Week.

FUN IN THE PARKS

The Fun in the Parks program provides free school holiday activities for primary school aged children and is held at various ovals and parks throughout the municipality. The program operates three mornings a week during school holidays with a diverse range of activities on offer. In 2015/16 1,894 children and 741 parent/carers attended the Fun in the Parks school holiday program.

Fun in the Parks also provided art and craft activities and face painting at Council's community events including the Darwin Royal Show, Sister City's Halloween Family event, National children's Week, Christmas in the Mall, International Women's Day and FREEPS at the Sea Breeze Festival.

NATIONAL CHILDREN'S WEEK

National Children's Week is an annual event celebrated throughout Australia during the fourth week in October. National Children's Week provides the opportunity for children to enjoy their childhood, try new experiences and to demonstrate their talents, skills and abilities through a diverse range of activities.

Lord Mayor officially opened Council's inaugural Celebrating Childhood Art Exhibition on Saturday 24 October. Over 130 pieces of children's art was exhibited in Council's Community Art Space. Families were welcomed with live music from Jazmin Tomsen and entertained by Lindy Loo and story time with Council's library staff and library mascots Paige and Dewey.

City of Darwin in collaboration with Early Childhood Australia – NT Branch, Territory Childcare Group and National Association for Prevention of Child Abuse and Neglect (NAPCAN) hosted two key Children's Family Fun Events during National Children's Week.



- Family Fun Morning on Wednesday 28 October, held at the Jingili Water Gardens for children 0-5 years and their families. The event attracted approximately 800 people over the morning and was a terrific display of sector collaboration to provide a free event for families. Approximately 26 organisations attended with additional activities, along with a number of paid entertainment providers.
- Treasure Hunt on Sunday 1 November, held at East Point for children 0-12 years and their families. Charlie King and Hector the Road Safety Cat opened the bike and walk treasure hunt. Families followed their treasure map to find prizes, prior to participating in supplementary activities of Fun in the Park, waterslide, sausage sizzle and making their own fruit smoothie.

SCHOOL CIVIC VISITS

Council facilitates 'School Civic Visits' for primary school and middle school students to assist teachers to meet their curriculum requirements in the area of Governance. Various Council staff attend as 'guest speakers' to meet a specific class requirement.

In August, a civic session was held at Wagaman Primary School for Year 3/4 students. Middle school students attended a civic visit with special guest speaker the Lord Mayor in December 2015.

Also during August, NT Professional Associations held a professional learning day at Darwin Middle School for teachers. City of Darwin provided 100 bags with information on Council and the civic visits.

DARWIN SAFE AND ACTIVE ROUTES TO SCHOOL

Darwin Safe and Active Routes to School is an active road safety program that focuses on travel to and from school. The targeting of school travel is an initiative designed to reduce children's involvement in road accidents and increase children's physical activity. The toolkit has been developed to enable schools and their community to be the drivers of change.

In order to test the efficacy and provide a case study of the model, the Parap Primary School was nominated as the pilot school. City of Darwin and the GTA Consultants worked with the school to develop their own action plan using the Toolkit.

Darwin Safe and Active Routes to School was launched on Friday 17 June 2016 at Parap Primary School, it started off with a children's activity at 8.00am with Hector the Road Safety Cat, 128 students took part of the safety activity. The Lord Mayor and Alderman Simon Niblock officially launched the Darwin Safe and Active Routes to School toolkit at the school's assembly. After the launch, parents and teachers were invited to attend a morning tea to encourage discussion and look at the toolkit.

Suitable image here

Youth Services

In 2015/16 Council's Youth Services team continue to deliver a suite of 'youth defined and youth designed' events and programs through the LAUNCH participation program as well as additional youth engagement projects to increase community connectivity, participation and engagement opportunities for young people of Darwin.

YOUNG DARWIN 2016 – 2021

Young Darwin 2016 – 2021, Council's strategic vision for young people now and into the future, was presented by Council's Youth Advisory Group and officially endorsed in May 2016. Implementation and endorsement of Young Darwin 2016 - 2021, now defines a clear planning and implementation framework for Council and community to build a more connected, active and included Young Darwin. After extensive community engagement and consultation, the following key priority areas for action were identified in the Youth Strategy and will be reviewed annually:

- Keeping Healthy and Active
- Feeling confident and capable
- Staying Safe and Connected
- Supporting Creativity and the Arts

YOUTH SERVICES TRAINEE

Council continues to support the youth services traineeship program, an annual program that provides one young person with real work and tertiary learning opportunities. This program further enables authentic peer to peer youth engagement to take place in developing youth program design.

MIDNIGHT BASKETBALL DARWIN

2015/16 has also seen successful delivery of two highly successful Midnight Basketball Tournaments held from October 2015 to June 2016. Commencing in October 2016, Council formed a steering committee and partnered with Midnight Basketball Australia, Northern Territory Police and Darwin Basketball Association, to deliver the first program of this kind locally. The tournaments were effective in creating a safe, affordable and positive environment for over 100 at-risk youth on a Saturday evenings that have been identified peak times for disengagement and anti-social behaviour. The program incorporates a hot nutritious meal, employability workshops, music, basketball and a bus ride home each Saturday. Due to the strong participation of volunteers and many at-risk young people, the program has received acclaimed feedback from all segments of the community, resulting in the funding of an NT Midnight Basketball Team to attend National Tournament in Sydney in October 2016. The successful program will continue to run into the future.

YOUTH SECTOR INTERAGENCY AND PARTNERSHIPS

Through monthly attendance of the Darwin Working With Youth Network as well as membership on Karama and Malak steering committees, Council's Youth Services continue to forge strong relationships with community sector partners, and other levels of government to improve connectivity opportunities for many young people living in the Darwin Municipality.

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YOUTH ADVISORY GROUP

Council's Youth Advisory Group (YAG) continues to be a vehicle for young people to be active in Council and community projects and processes. In 2015/16 YAG members demonstrated community leadership and were an active voice for local young people on a range of projects and issues. Over the past 12 months, membership has been comprised of 10 active members and continues to generate interest and new memberships each month.

Key Programs and events delivered through YAG over the past 12 months include:

- Input and feedback into Young Darwin 2016 – 2021 including planning, consultation and media presentation to Council
- Planning and coordinating Youth Week 2016 activities and Youth Homelessness Matters Day Couch Surfing event
- Planning and implementation of Tournament 1 and 2 of Midnight Basketball
- Planning and Coordination of Jingili Skate Competition
- Content creation and feedback into development of Top End Youth Magazine
- Planning and coordination of the Annual Quiz4Dili Fundraiser activity.
- Three members were nominated for Northern Territory young achiever awards and one YAG member was the winner of a key Community Service award, partly for her outstanding work with Council's Youth Advisory Group.
- Representation at the National Student Leadership Forum

A key YAG project for the year was the annual Quiz4Dili event. Partnering with the Dili Sister City program again in 2016, YAG worked with the Youth Services Trainee to deliver the most successful Quiz4Dili fundraiser to date, with record attendance and funds raised at the Darwin Railway and Sports Club. All funds raised were delivered to Action for Change Foundation, a non-profit organisation created by Timorese youth in Dili who work to reduce impacts of poverty and unemployment on their youth community. In 2016 a YAG member was selected to travel to Action for Change to officially present the funds raised and strengthen understanding and relations between the two organisations.

YOUTH WEEK 2016

During April 2016 Council's Youth Services Team and the Youth Advisory Group, planned and delivered a suite of Youth Week activities that engaged over 500 young people in music, recreation, workshops and event training. The flagship event for the week, culminated into a music and skate afternoon held at Jingili Water Gardens, where over 600 young people attended to enjoy an afternoon of local bands, performance and skate competitions.

The following events were led and supported by Council's Youth Services Team during Youth Week 2016

- Battle of the School Bands
- Good Vibes Youth Festival
- Jingili Skate Competition
- Youth Homelessness Matters Day Couch Surfing Event.

SCHOOL HOLIDAY PROGRAMS

City of Darwin continues to program and deliver a wide range of school holiday programs for young people. In 2015/16 young people had the opportunity to access the following:

- AFL Clinics at TIO Stadium
- Skate Competition at Jingili Skate park linked into National ranking system
- Get that Job Face Painting and Senior First Aid for Young people
- Hip Hop Dance classes at the SHAK targeting young people in the care system.

The Get that Job workshops continued to provide young people with an opportunity to get the skills they need to get paid employment in a relevant and accessible industry. Workshops included a Face Painting 101 session at City library.

DARWIN SKATE PROGRAM

Since the revamping of Jingili Skate Park, Council has engaged key stakeholders in a special program of events. The program included:

- Wednesday Nights are Skate Night at Jingili - Music, Mates and Motivation
- School Holiday Skate Program including: skill building clinics with world champion pro skater Renton Millar.
- Each competition held attracts over 200 young people and their peers, and with close engagement with the Australian Skateboarding Federation, competition results are now recorded on the national ranking system enabling pathways for local Darwin youth to compete interstate on the national level.

Recreation and Leisure

Council manages/oversees and maintains a range of sporting and recreational venues and facilities right across the city which includes:

Seventeen ovals (four with pavilions or clubhouses, three with turf cricket wickets and training nets)	Three public swimming pool venues (Casuarina, Nightcliff, Parap)	Three sets of public tennis courts (Parap – 3 courts, Rapid Creek – 3 courts, Nightcliff – 2 courts)
Four basketball half-courts (Casuarina Pool, Malak, Ludmilla, Fannie Bay)	Four outdoor exercise equipment locations (Nightcliff Foreshore [7 stations], East Point Reserve [2 stations], Anula and Karama [1 station each])	One skate park (Jingili)
One cycling velodrome (Millner)	The Healthy Darwin program continues to deliver a range of low-cost or free activities at indoor and outdoor venues across the municipality, along with a number of events and workshops conducted to promote and encourage healthier lifestyles for Darwin's residents.	

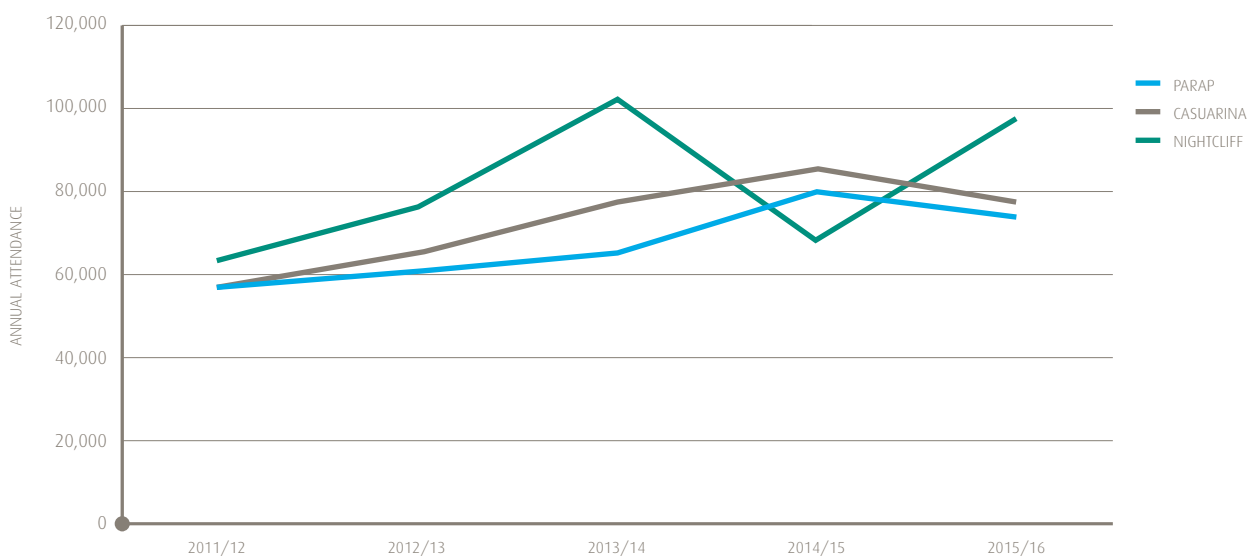
SWIMMING POOLS

Council's three public swimming pools at Casuarina, Nightcliff and Parap provide facilities for the recreation, health and wellbeing of the community. A range of activities were enjoyed by residents from casual lap swimming and informal recreation to club training and swimming competitions. The pools offered learn-to-swim programs, aqua fitness classes and Royal Life Saving programs and were utilised for school swimming carnivals and pool parties.

Overall, pool attendance rose 7% over the previous year. Nightcliff's attendance rose by 41% over the previous year when it had been closed for several months for the redevelopment of the plant room and filtration system. Parap and Casuarina's attendances were similar compared to 2014/15, there were minor reductions in attendance due to Nightcliff reopening and the short closure of Casuarina Pool for upgrades in May-June 2016, resulting in a redistribution of swimmers.

Over the last five years, attendance has risen substantially at all of Council's swimming pools: 28% increase at Parap, 35% at Casuarina, and 52% at Nightcliff, as shown in [Figure X](#). This is an overall increase of 39% since 2011/12.

Figure 15: 5 year swimming pool attendance trends



Infrastructure Improvements

Nightcliff Pool

As part of the construction project for the Nightcliff Foreshore Café, the façade and streetscape for Nightcliff Pool were refurbished. The works resulted in enhanced aesthetic features and landscaping, improved access, and opportunities for a variety of community activities to occur on the foreshore location.

Casuarina Pool

Casuarina Pool was closed 03 May 2016 to 12 June 2016 whilst a range of minor repairs and maintenance upgrades were carried out to the main pool shell, filtration system, change rooms, entryway and kiosk roof. A concrete slab was laid for the installation of additional seating in the competitors' marshalling area, and solar panel brackets were installed on the roof.

Parap Pool

Council is undertaking a major project to redevelop the Parap Pool. Project details can be found on page ?? of this report.

Events

During 2015/16, a number of events were held at City of Darwin swimming pools, including:

- Casuarina Pool
 - Swimming NT Demo Meet – 08 August 2015
 - O'Loughlin School Carnival – 21 September 2015
 - Swimming NT Season Opener Meet – 22 September 2015
 - Essington School Carnivals – 09 October and 06 November 2015
 - Swimming NT Meet – 10 October 2015
 - Anula School Carnival – 16 October 2015
- NT School Cluster Carnivals – 22 October and 29 October 2015
- Casuarina Storm Swim Club Invitational Carnival – 13-15 November 2015
- Swimming NT Meet – 26 February 2016
- Vorgee Open and Age Championships – 04-06 March 2016
- Dripstone Middle School Carnival – 18 March 2016
- Swimming NT Junior Meet – 19 March 2016
- Holy Family School Carnival – 01 April 2016
- St Andrew's School Carnival – 15 April 2016
- Darwin Invitational Swim Carnival – 16 April 2016
- Marrara School Carnival – 29 April 2016
- Nightcliff Pool
 - Nightcliff Middle School Carnival – 25 September 2015
 - Darwin Triathlon Club Splash and Dash – 28 November 2015
 - Pool Party for Seabreeze Festival – 07 May 2016
 - City To Surf Fun Run Finish – 05 June 2016
- Parap Pool
 - Parap Pool Redevelopment Public Consultation BBQs – 01 November and 07 November 2015
 - St John's School Carnival – 04 March 2016
 - Masters NT Long Course Championships – 12-13 March 2016
 - St Mary's School Carnival – 18 March 2016
 - St John's Pool Party – 13 May 2016
 - Darwin Swimming Club's Club Championships – 13 May 2016
 - Parap Primary School Carnival – 27 May 2016

Free entry was provided at all pools on Australia Day 2016.



SPORTS FIELDS AND OVALS

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

The ovals are also used for informal recreation, school sports carnivals, community events and fundraising activities such as Cancer Council NT's Relay For Life, 18-19 September 2015.

SPORTS FIELD PLAN

In 2015/2016, the Sports Field Plan 2016-2026 was endorsed by Council. The Sports Field Plan provides a framework to guide the future use, development and management of sporting fields and ovals within the City of Darwin over the next ten years. The Plan outlines strategies and actions grouped under four key themes – Management, Use, Infrastructure, and Policy and Planning.

The ongoing implementation of the recommendations contained in the Plan will improve operational management, resource efficiencies, consistency in decision-making and ultimately enhance the liveability of the municipality and contribute to community health and wellbeing outcomes.

OVAL UPGRADES

During 2015/16, Council completed a number of upgrades at City of Darwin ovals.

Fannie Bay Oval

Fannie Bay Oval was reconfigured to allow for better multi-purpose use by soccer and Gaelic football. All the previously existing soccer goal posts were removed and replaced with a combination of permanent and portable goal infrastructure in a layout allowing Gaelic to be played end-to-end, and one senior, one junior and two futsal soccer fields running across the field.

Dinah Beach Oval

A synthetic turf surface was laid over the concrete cricket wicket at Dinah Beach Oval to assist the junior cricket competition volunteers by eliminating the need for mats to be laid and removed each game day, and transport and storage requirements between matches and during the off-season.

Gardens Oval Two

Council installed a set of sleeved soccer goal posts on Gardens Oval Two. The project was funded through operational budget and a contribution by Port Darwin FC following a successful NT Department of Sport & Recreation Grant.

COMMUTER AND RECREATIONAL BIKE COUNTS

Council undertakes two visual user surveys of the municipality's cycling and shared path network each year, Super Tuesday and Super Sunday, coordinated by Bicycle Network nationally. The counts assist in providing information to evaluate existing programs and networks, and inform the planning and development of future infrastructure.

Super Tuesday focusses on cyclists and commuter cycling, and is Australia's largest visual bike count. City of Darwin has participated in Super Tuesday since 2011. The count observes and records rider numbers and movements at key intersections and important commuter routes in the morning peak on the first Tuesday of September each year, between 6:30am and 8:30am.

3,040 riders were counted at 47 survey points across the Darwin municipality. Female riders represented 31% of bicycle commuters counted, above the national average of 24% and the Northern Territory average of 30%.

The ten busiest sites in Darwin were:

Site Description	2015 Riders
Rapid Creek Bridge	170
Stuart Hwy, McMinn St and Stuart Hwy path	126
Daly St, Cavenagh St and Gardens Rd intersection	122
Casuarina Foreshore path (near CDU and RDH)	113
Daly St and Smith St roundabout	112
Casuarina Dr and Nightcliff Rd intersection	102
Trower Rd and Rapid Creek Rd intersection	100
Stuart Hwy, Parap Rd and Stokes St intersection	100
Progress Dr and Dick Ward Dr roundabout	88
Dick Ward Dr and Ross Smith Ave intersection	85

The Super Sunday Recreational Count is a visual count of recreational cycling, walking, running, dog-walking and other path usage. Super Sunday was held on 08 November 2015 around Australia, and this was the third year it was conducted in the NT.

2,415 cyclists, walkers, runners, dogs and others were observed at the seven count sites in the four hours from 7am to 11am. There was a 3% increase when comparing the six sites surveyed in the previous year. A new site at Karama was added, where an additional 43 users were counted.



— INSERT PIC 87A4753 YOGA (PLEASE SUPPLY) —

OUTDOOR EXERCISE STATIONS

Outdoor exercise equipment is located in Council parks in Karama and Anula, as well as along the foreshore at Nightcliff (7 stations) and East Point Reserve (2 stations).

HEALTHY DARWIN ACTIVELIFE@THETOP

City of Darwin continues to deliver the Healthy Darwin program, aimed at linking Darwin residents to a broad range of affordable healthy lifestyle activities.

Over 200 new registrations for the program were received, with 625 residents now registered to be involved. The Healthy Darwin Facebook page continued a steady growth in popularity and has received over 1,100 likes.

Over the past 12 months, Healthy Darwin partnered with local exercise providers to deliver 11 different key weekly exercise programs and 10 educational workshops at low cost or free for participants. The weekly exercise programs catered for all ages and ability levels and provided a broad range of opportunities to be active on various days of the week throughout the municipality.

The workshops were aimed at building new skills in leading healthy lifestyles and helping people to manage their own health. The workshops included cooking and gardening, nutrition label reading and adult learn-to-swim programs.

There were 1,996 total attendances at the weekly exercise programs, and 81 attendances at the workshops.

Healthy Darwin continues to build and maintain strong relationships with community organisations, exercise providers, clubs and government departments to collaborate on and promote a range of other health and wellbeing activities across the municipality.

Healthy Darwin also continued its partnership with Heart Foundation NT to provide support for free Heart Foundation Walking groups across the municipality and provided two local community organisations with guidance and assistance to set up new Heart Foundation Walking Groups.

SUPPORT FOR COMMUNITY EVENTS

City of Darwin provided support for 8 healthy lifestyle events during the year including a Pool Party at Seabreeze Festival, Yoga Day Festival, Neighbour Day, Midnight Basketball, NAIDOC Week, Skateboard Workshops, a Triathlon NT come and try event and the Touch for Heart Corporate Challenge. These events provide opportunity for social connections, promote healthy lifestyle activities and encourage more active use of the city's parks, open spaces and recreation facilities.



GOAL 2

Outcome 2.4

ECONOMIC GROWTH SUPPORTED

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




Strategy 2.4.1 Deliver, advocate for, and partner in infrastructure and services that support Darwin's economic growth

Action Performance

6 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Provide business advisory services to Council on matters including investment property, business proposals and the use of Council property for commercial activities	Business Services	
Advise Council on Darwin's business, economic and tourist development and compliance in accordance with adopted policy	Business Services	
Negotiate the strategic purchase and disposal of land and property for Council	Property Management	
Manage security services to protect Council owned property	Property Management	
Negotiate and administer leases and agreements for Council's properties	Property Management	
Issue licences and permits for activities undertaken on Council land/property and liaise with community market organisers	Property Management	

Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Business Services					
No KPI recorded					
Property Management					
Occupancy rate of Council's buildings	%	>80	100	100	
Number of leases, licenses, permits and agreements management	#	120	110	120	
Number of community market permits managed	#	4	4	5	

BUSINESS SERVICES

In 2015/16, City of Darwin commissioned an independent review of the Darwin Economy.

Anecdotal information suggested that Darwin's economy was beginning to slow and it was considered imperative that Council have current, accurate and reliable information on which to base future plans and budgets.

As a result, it was evident that after a period of strong economic growth, the Northern Territory Economy appeared to be moving towards a slower growth rate. ABS statistics released in December 2015 for the financial year 2014-15 showed moderate growth in business investment, more in line with historical averages. This moderate growth comes after three years of significant business investment growth, driven largely by the construction of the Ichthys LNG project. This fall in business investment highlights the gradual transition of the Ichthys LNG project towards the operation phase.

Demand is also being weighed down by weakness in household consumption and dwelling investment. Growth in general government gross capital formation has offset this slower growth. Slowing demand in household consumption and dwelling investment, and a winding down in construction of the Ichthys LNG project has begun to affect employment growth, and in particular full time employment. This slower growth is already having an adverse impact on population growth and house prices.

Tourism has emerged as an important support sector with strong growth in tourism visitation in 2014/15. Lower exchange rates are expected to support ongoing tourism international visitation and offset some of this slower growth in the business and household sectors.

FINDINGS OF THE ECONOMIC OUTLOOK 2016 REPORT

The Darwin economy is highly dependent on the government sector, mining and mining support sectors (construction and transport). This dependence makes it highly prone to volatility, particularly once large investments wind down.

In 2016, the Darwin economy is expected to continue its transition to a slower growth phase following the construction boom from the Ichthys LNG project. This outlook is supported by Deloitte Access Economics (DAE) who expect the NT economy to grow by 2.5% in 2015-16 and then forecast stronger growth of 3.2% in 2016-17.

To put this into context, DAE expect the National economy to grow by 2.2% in 2015-16 and 2.1% in 2016-17. This implies that Darwin will 'come back to the pack' after a period of strong growth. Following the completion of the LNG project (assumed to be in 2016-17 FY), there is a slight, but elevated, chance of a brief recession, particularly if business

investment and household consumption remain weak. However, the production impact of LNG will be a significant driver of growth partially offsetting the fall in investment meaning that any recession would be short and shallow. Growth in tourism and a lower exchange rate may reduce this risk further.

The outlook for employment in 2016 appears weak amid lower population growth, completion of the Ichthys LNG construction phase and slowing demand from households and businesses. The production phase on the Ichthys LNG project is also likely to have limited impact on local employment levels. This will put pressure on household spending and the housing market.

PROPERTY MANAGEMENT

The Property section administers 120 commercial and non-commercial leases, licences, outdoor dining (both licensed and unlicensed), and agreements. The Property section also prepares the execution of contracts that will allow for the sale or the acquisition of land, and the preparation of the execution of awning agreements.

Council's freehold properties that are administered are broadly categorised and broken down, but is not limited to, as follows:

- CBD car parks, West Lane with 11 commercial tenancies and China Town with one tenancy
- Commercial leases including Darwin Entertainment Centre, Time Out Gym, Pee Wees Restaurant, Doctor's Gully, Gardens Park Golf Course and United Petroleum Petrol Station in Daly Street
- Libraries at Casuarina, Nightcliff and Karama
- Community properties such as the child care centres at Casuarina, Karama, Malak, Mitchell Street, Nightcliff, Malak and Stuart Park
- Multi zone properties at East Point
- Recreation properties, sporting pavilions and clubhouses at The Gardens, Velodrome, Bagot, Kahlin, and Malak Ovals
- General Industry, Operation Centre, storm easement
- Public open space, public parks.



Environmentally Sustainable City

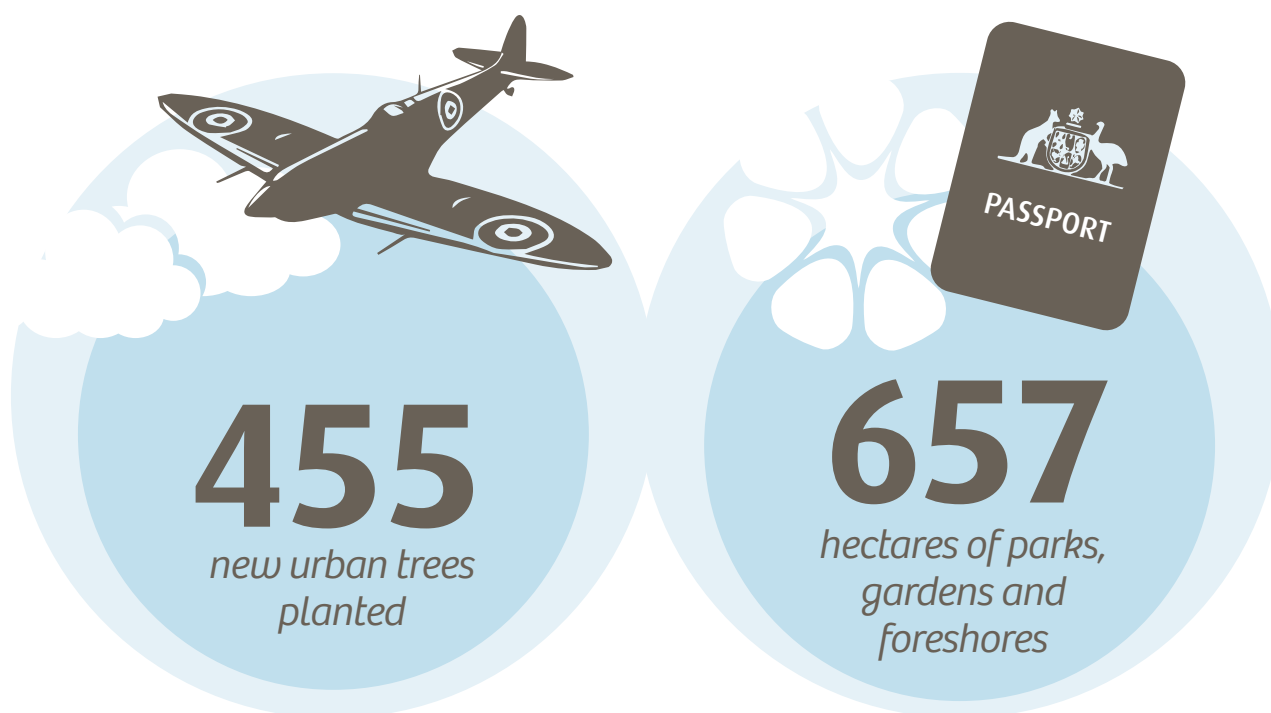


Council leads and advocates for the sustainability and protection of our environment and lifestyle.

Measures of Success

Indicator	Unit	Target	2013/14 Actual	2014/15 Actual	2015/16 Actual	2015/16 Result
New urban trees planted by June 2016	#	>300	480	432	455	
Reduction in domestic waste collection by June 2016 (tonnes per service)	T	0.66	0.68	0.62		
Reduction in greenhouse gas emission from Council operations (tonnes CO2-e) by June 2016 (E2)	%	>15	5.8%	7.1% reduction on 2008/09 emissions of 4,100.7 tCO2-e	14.5% reduction on 2008/09 emissions of 4,100.7 tCO2-e	
Revegetation trees planted by June 2016	#	>1,800	1,222	969	2,500	
Overall Performance	%	100.00	150	155	158	

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



Outcome 3.1


COUNCIL'S CARBON FOOTPRINT REDUCED

The strategies that City of Darwin plans to deliver on in order to reduce its carbon footprint are:


Strategy 3.1.1	Reduce Council's greenhouse gas emissions
Strategy 3.1.2	Reduce Council's energy consumption
Strategy 3.1.3	Reduce Council's waste production
Strategy 3.1.4	Reduce Council's water consumption

Action Performance

1 key action across the program profiles has been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Coordinate the improvement of the environmental performance of Council's operations	Climate Change and Environment	

Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Climate Change and Environment					
Reduction in greenhouse gas emissions from Council operations by June 2016	tCO2-e	15% reduction*	7.1% reduction on 2008/09 emissions of 4,100.7 tCO2-e	14.5% reduction on 2008/09 emissions of 4,100.7 tCO2-e	

*target base level 2008/09 based on annual gas house gas inventory (does not include emissions generated from the Shoal Bay Waste Facility or streetlights. Refer Council decision 21\1540). Each year the 2008/09 benchmark alters somewhat due to improvements in data fidelity.

Climate Change and Environment

City of Darwin's Climate Change Action Plan 2011-2020 is Council's principal environmental plan that outlines a suite of actions to be undertaken by Council and provides a measurable environmental response by Council and the Darwin Community relating to Climate Change, Water, Land, Air Quality, Biodiversity, Recycling and Waste and Energy.

An important step in tracking progress to ensure Council is reducing its greenhouse gas emissions is to establish targets to measure our performance. In 2013, City of Darwin committed to the following greenhouse gas emissions targets:

- 15% reduction in greenhouse gas emissions from Council operations (tCO₂-e) by June 2016 based on 2008/09 emission levels
- 25% reduction in grid electricity consumption from Council operations (kWh) by June 2016 based on 2008/09 levels
- 60% reduction in grid electricity consumption from Casuarina Library operations (kWh) by June 2016 based on 2008/09 levels.

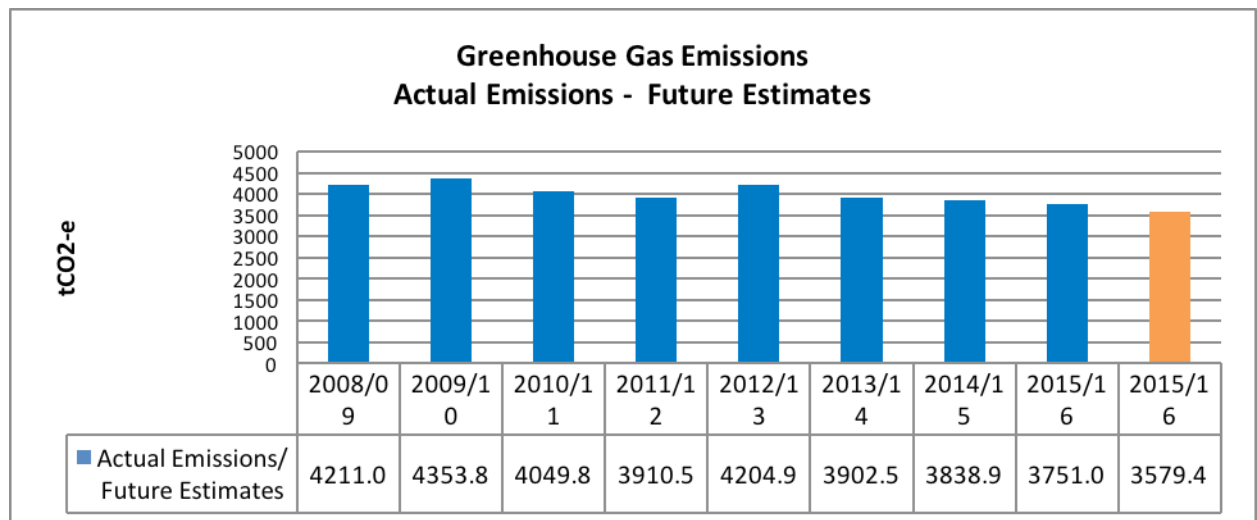
Council's targeted reduction in greenhouse gas emissions was based on implementing activities that focus on reducing Council's consumption and therefore emissions from fuel, and electricity.

During 2015/16, City of Darwin implemented a number of energy efficiency measures which included continued solar PV installation on council buildings and lighting upgrades across the municipality.

In 2015/16, City of Darwin recorded greenhouse gas emissions of 4,211 tCO₂-e, which represents an overall reduction of 14.5% on 2008/09 emissions of 4,211 tCO₂-e.

In 2015/16, City of Darwin recorded an annual energy consumption of 14,237GJ, a reduction of 18% on 2008/09 levels of 17,294GJ.

Figure 16: Greenhouse Gas Emissions
(Blue=Actual; Orange = Adopted target 15% reduction based on 2008/09)



RECREATE STYLED GRAPH

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

Figure 17: Greenhouse Gas Emissions
(Blue=Actual; Orange = Adopted target 15% reduction based on 2008/09)

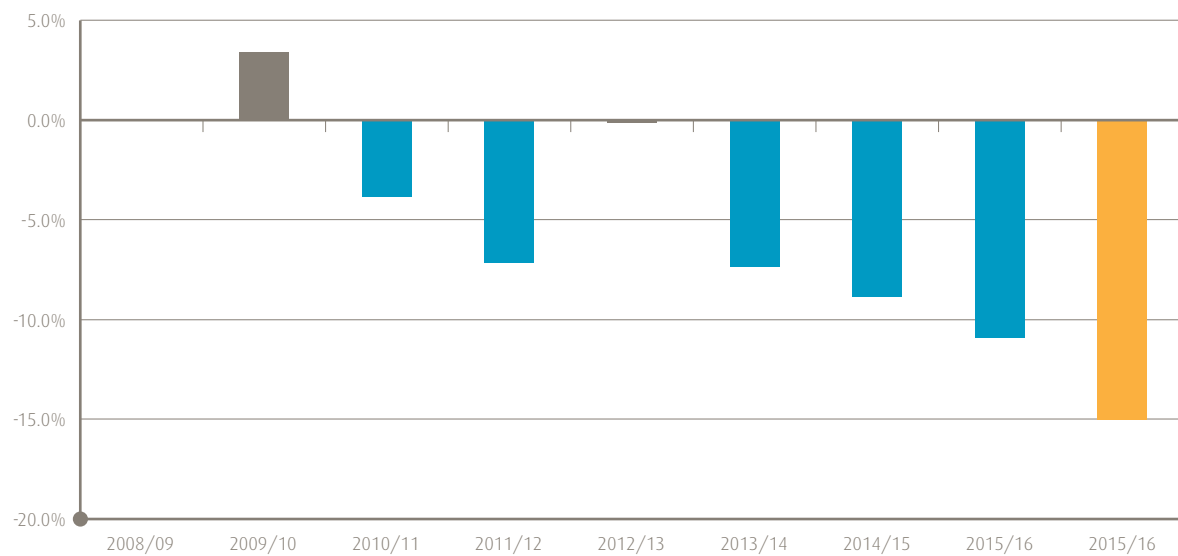
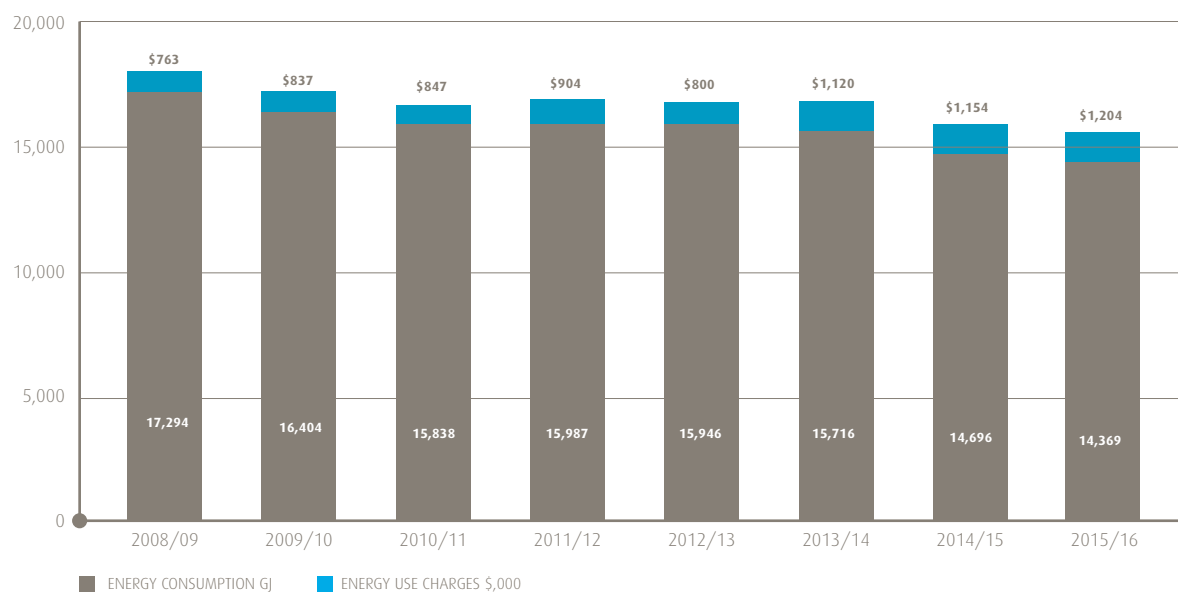


Figure 18: Annual Energy Totals – 2008/09 benchmark



RENEWABLE ENERGY

Council continues to invest in photo voltaic systems, with \$300,000 being committed in 2015/16 to install solar panels at the Nightcliff and Casuarina Pools. These are expected to be installed early in the new financial year.

Solar Panels were installed at the Bishop Street Operations Centre in October 2015. The system generated 103,489kWh of electricity in the 2015/16 financial year, which equates to 54.85 tonnes of carbon dioxide and financial savings of \$31,292.

The Casuarina Library PV system continues to perform well, generating 134,731kWh of electricity in the 2015/16 financial year, which equates to 71.41 tonnes of carbon dioxide and financial savings of \$42,143.

REDUCTION IN COUNCIL'S WATER CONSUMPTION

During the year, City of Darwin continued to implement an action plan for ongoing water efficiency. However, with a drier than average wet season water consumption increased compared with previous years.

Figure 19: Annual water consumption and rainfall

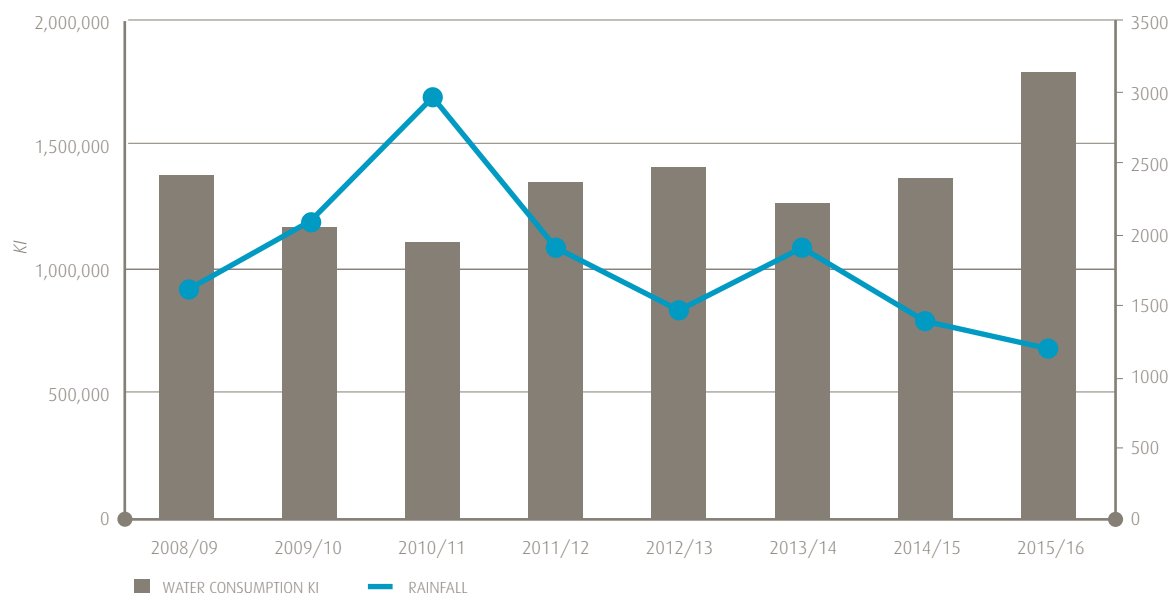
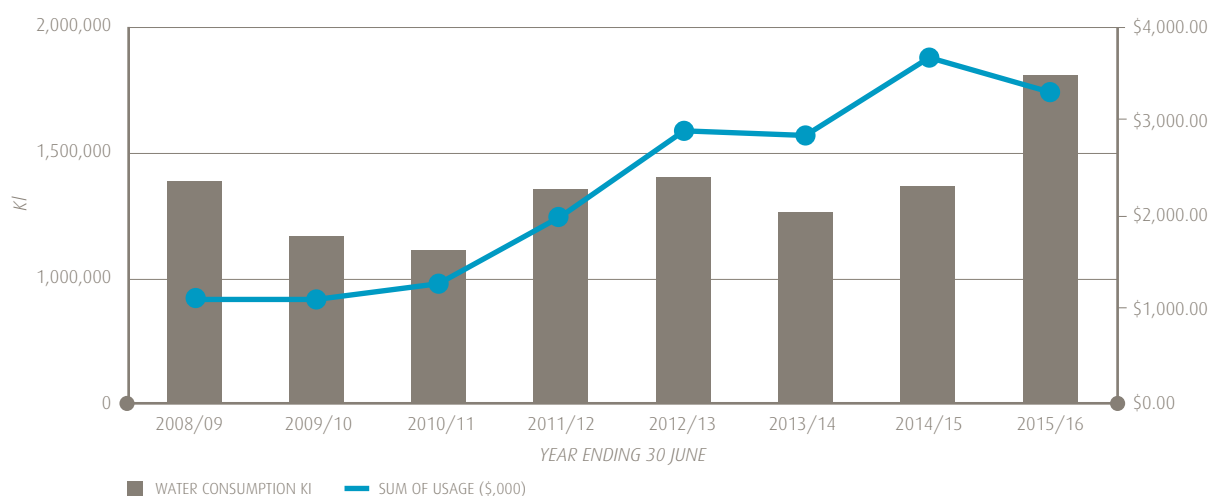


Figure 20: Annual water consumption and usage charges



Outcome 3.2









DARWIN COMMUNITY'S CARBON FOOTPRINT REDUCED

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

Strategy 3.2.1	Increased community understanding of climate change and environment issues and mitigation and adaption actions
Strategy 3.2.2	Increase awareness through encouraging the use of waste management options, including recycling across Darwin
Strategy 3.2.3	Lobby governments, developers and industry to undertake sustainable projects and behaviours



Action Performance

8 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Manage and implement the City of Darwin Climate Change Policy and Action Plan 2011-2020	Climate Change and Environment	
Foster environmentally sustainable behaviour in the Darwin community	Climate Change and Environment	
Manage Council's response regarding legislation, government policy and land use strategy as it affects environmental management and climate change outcomes	Climate Change and Environment	
Advocate to the Northern Territory Government and comment on Development Applications to foster environmentally sustainable development	Climate Change and Environment	
Plan for and manage effective and efficient waste collection and recycling services striving towards waste minimisation and avoidance, and maximising resource recovery	Waste Management	
Develop and deliver education programs to the community and schools regarding waste minimisation and recycling	Waste Management	
Manage the Shoal Bay Waste Management Facility	Waste Management	
Plan effectively for Council's long term waste and recycling services*	Waste Management	

**Much work has been undertaken to develop Council's Waste Management Strategy. The Strategy will be finalised in 2016/17.*

Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Climate Change and Environment					
Percentage of 2015/16 planned Climate Change Action Plan 2011-2020 actions	%	95	95	95	
Waste Management					
Community satisfaction rating with the wheelie bin collection service	%	90	99	83*	

*The result is from Council's Annual Community Satisfaction Survey.



Climate Change and Environment

The Climate Change and Environment team run a number of events and programs throughout the year which aim to raise awareness, increase skills and knowledge, and engage the community in environmental management.

CLIMATE CHANGE CHALLENGE

City of Darwin's principle environmental engagement activity is the Climate Change Challenge. In its 5th year 10 teams from five schools competed in a series of climate change and environmental challenges to come out on top as Climate Change Champions. This year Darwin High School took out the grand prize beating out, Round 1 winners: Essington School, Round 2 winners: Sanderson Middles School and Round 3 winners Sanderson Middle School. 60 students and over 30 family, friends and teachers attended the event.

JINGILI PRIMARY SCHOOL SCIENCE EXPO

The Jingili Primary School science expo is a day of science themed stalls. Over 200 students from years one to seven spent 5-10mins at the expo this year. Smoothie bikes were used to educate the students about both renewable energy, reducing their reliance on energy and making them realise how much energy it takes to provide electricity to power everyday items.

GARAGE SALE TRAIL

For the first time City of Darwin joined the National Garage Sale Trail event. The national campaign aims to promote garage sales in the community to reduce waste going to landfill and promote reusing and upcycling. City of Darwin supported community members and local groups to hold stalls by providing them resources and general advertising support. CC&E also worked with the libraries to hold a book swap at Nightcliff Library. 40 sales (including stalls at group sales) and over 1000 shoppers attended with an estimated 148 shopping trolleys of waste diverted from landfill. City of Darwin also won the most outstanding community education event for the NT.

TERRITORY NATURAL RESOURCE MANAGEMENT CONFERENCE

City of Darwin presented two posters at the Territory Natural Resource Management Conference. One was on Cane Toads at East Point and potential management options and the second on the Green Spaces report.

WELCOME TO THE WADERS AND AUSSIE BACKYARD BIRD COUNT

City of Darwin combined with Aussie Backyard Bird Count to encourage the local community to participate in the counting initiative. 7,415 individual birds were observed and recorded during the week by almost 200 observers. The most commonly sighted bird was the Rainbow Lorikeet, closely followed by the Magpie Goose. The numbers recorded suggest that Darwin still has a healthy bird population, especially when compared to other capital cities.

LUNCHTIME FORUMS SUSTAINABLE HOUSE DAY AND JOSH BYRNE

Two lunch time seminars were held this year. The first forum was to celebrate Sustainable House day in September. The seminar focussed on appropriate housing design and planning in a tropical environment and was attended by Troppo Architects, the Property Council and CoolMob who provided information and discussed living in our unique climate.

The second forum was held in conjunction with Living Water Smart. Josh Byrne from ABC's Gardening Australia spoke about renewable energy storage and the development of a suburb based on sustainable design and community benefit living spaces in Western Australia. Both these events were well attended with approximately 35 attendees at each.

RIDE TO WORK DAY

The 2015 Ride2Work day was one of the most successful ones that City of Darwin has been involved with over 200 cyclists in attendance. The addition of stalls held by the Australian Physiotherapists Association, Pedals NT and Spinway NT, in addition to the free breakfast made for a more informative event for attendees.

COMMUNITY TREE PLANTING EAST POINT

200 school students worked alongside City of Darwin staff planting 1,500 trees at East Point Reserve. Students from Year 1 - 10 participated. Tree plantings included host species for the locally extinct Atlas Moth as part of the broader plan to reintroduce the species to the area.

The community was invited to attend a sundowner and planting in the afternoon to plant a further 500 trees, approximately 30 people attended.

COMMUNITY CLIMATE CHANGE AND ENVIRONMENT GRANT PROGRAM

The Community Grants Program provides financial assistance towards events and projects that directly benefit the Darwin community and have a focus on environmental sustainability. In 2015/16 Council allocated \$50,000 for community based climate change and environment projects and funded seven projects totalling \$49,550.00.

Organisation	Project	Category	Funding
FrogWatch Nth Incorporated	Protecting Darwin's Reptiles Community based research and some specific community awareness raising activities as well as specific reptile focused research on East Point and parts of the Rapid Creek catchment and Casuarina foreshore.	Biodiversity	\$10,000
Charles Darwin University, Carthew Lab	Gliders of the Night: Conserving the Biodiversity of Darwin The aim is to detect populations of gliders, establish one permanent study site and monitor, conduct guided spotlighting talks for the community and investigate the usefulness and need for nest boxes.	Biodiversity	\$9,990
Nightcliff Family Centre	The Cycle of Life as Everyday Sustainability The aim is to make sustainability a part of the everyday lives here at Nightcliff Family Centre, by incorporating a vegetable garden and a water tank (small one), will be teaching the message of reusable rainwater as well as how to care and nurture the garden, water them grow and develop.	Water	\$5500
Environment Centre NT (on behalf of the COOLmob program)	Greening the Darwin Festival: Energy Audits for Low Carbon Festival The aims of the project are to audit the Festival's direct energy use, determine a benchmark of energy consumption; and advise Festival managers of ways to reduce this consumption in future Festivals.	Energy, Transport	\$6850
Environment Centre NT	Wildlife Field Guide Publish the Field Guide to Wildlife and Protected Areas of Australia's Top End (already produced and content prepared).	Biodiversity	\$4250
Dripstone Children's Centre Inc	Greening our Grounds: Planting Native Vegetation to Create and Enhance Habitat for Native Wildlife This projects aims to address this issue, by replanting the centre with a mix of 'Top End' native shade trees, shrubs and grasses.	Biodiversity	\$5,470
Greening Australia	The Hidden World of the Howard Sand Sheets – an Important Darwin Landscape Greening Australia are seeking funding to develop education/ interpretation materials for Darwin school groups and the general public visiting the exhibition.	Energy, water, biodiversity and built environment	\$7,490
Total Community Climate Change and Environment Grants 2015/16			\$49,550.00

Waste Management

City of Darwin has a goal to create an environmentally sustainable city. Working towards achieving this goal, the Waste Management team aim to reduce the volume of waste to landfill and increase recycling through the implementation of the following processes:

- Waste Management Strategy
- Community Education
- Renewable Energy Facility
- Pre Cyclone Clean Up
- Mulching Operations
- Recycling Operations

WASTE MANAGEMENT STRATEGY

In 2015/16 the Waste Management team commenced the development of a Waste Management Strategy. The Strategy will provide a waste diversion target, or direction, for Council to implement across the Darwin Region. It will also develop a suitable action plan to achieve the desired result of reduction in both waste generation and waste to landfill. This will be accomplished working alongside both Council and the community.

The final outcome will be two documents; City of Darwin Waste Management Policy Framework and City of Darwin Waste Management Strategy and Implementation Plan

Research into demographics, planning and the Darwin waste profile as well as an initial workshop and site inspections have been completed. The policy development and guideline principles are currently underway.

PRE-CYCLONE CLEAN UP

The annual Council Pre-Cyclone Clean Up was conducted across the city during September and October 2015. For ease of planning the city is divided into Northern suburbs and Southern suburbs with collection days spread across the period.

Approximately 200 staff, contractors and volunteers participated in the clean-up which collected a total of 701 tonnes of waste across the municipality. An increase of 23 tonnes from 2014. 24% (170 tonnes) of waste collected was diverted from the landfill for recycling, a decrease from 31% (209 tonnes) in 2014.

The total weight of whitegoods collected was 12.36 tonnes and approximately 350 fridges, freezers and air conditioners were separated and degassed at the Shoal Bay Waste Management Facility.

Figure 21: Pre-cyclone Cleanup Yearly Waste Collected

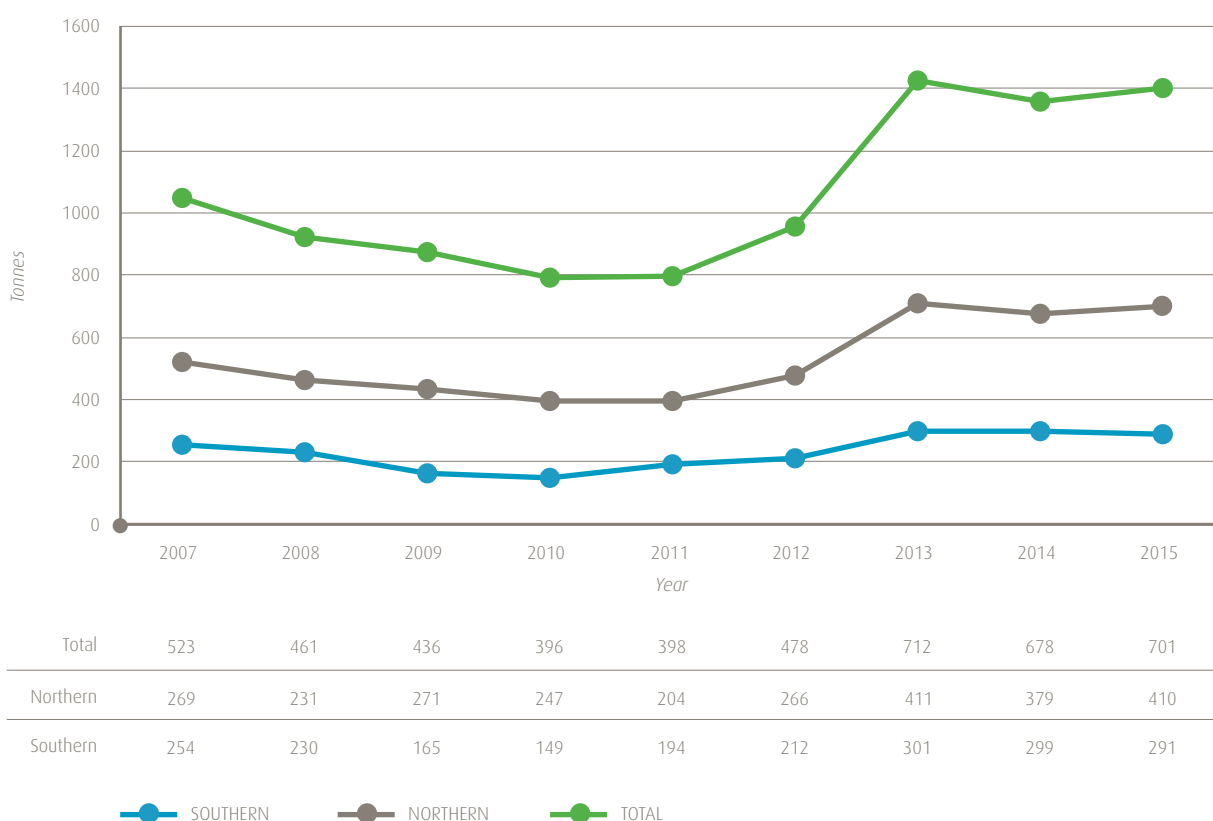
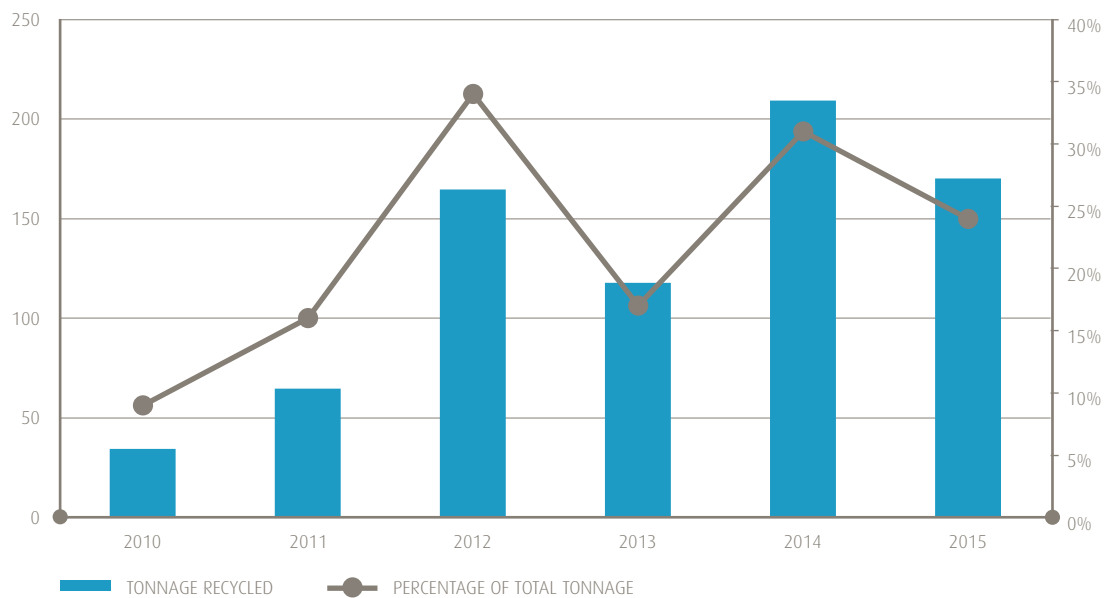




Figure 22: Recycling from Pre Cyclone Clean-Up



DOMESTIC WASTE DISPOSAL

City of Darwin offers both a residential waste and recycling collection service through its contractor, Transpacific Cleanaway. City of Darwin residents are also provided with free disposal of domestic quantities of household waste at the transfer station via Shoal Bay Access Tags. The chart below represents the breakdown of these processes for the 2015/16 financial year.

Figure 23: Domestic Waste 2015/16

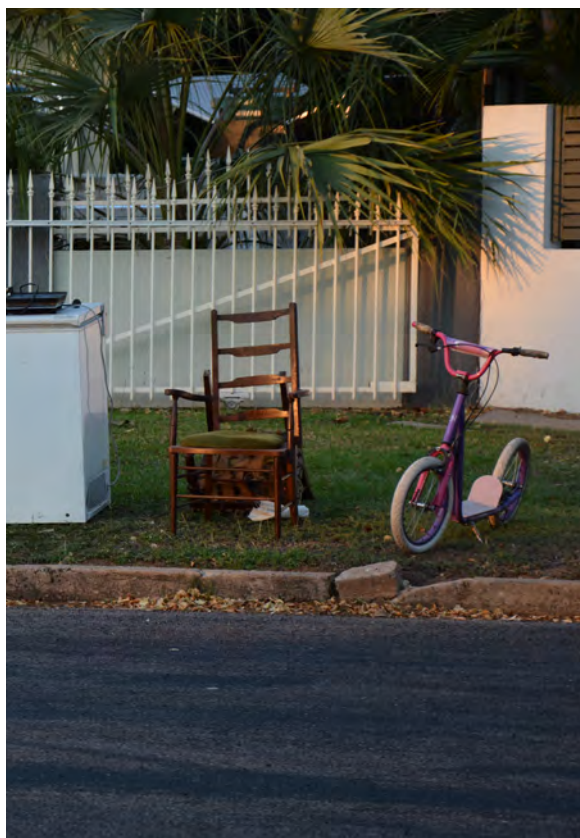
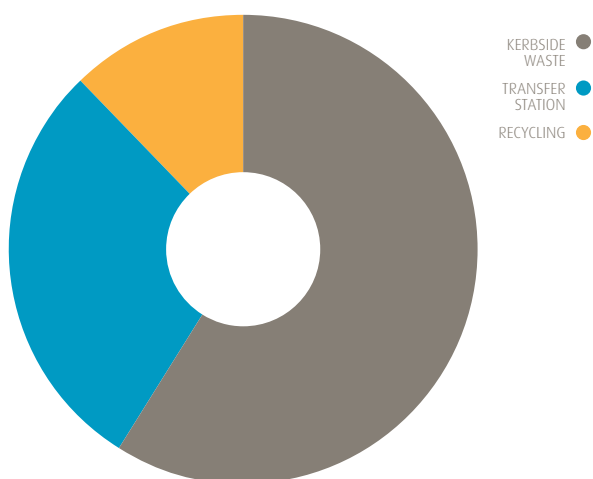
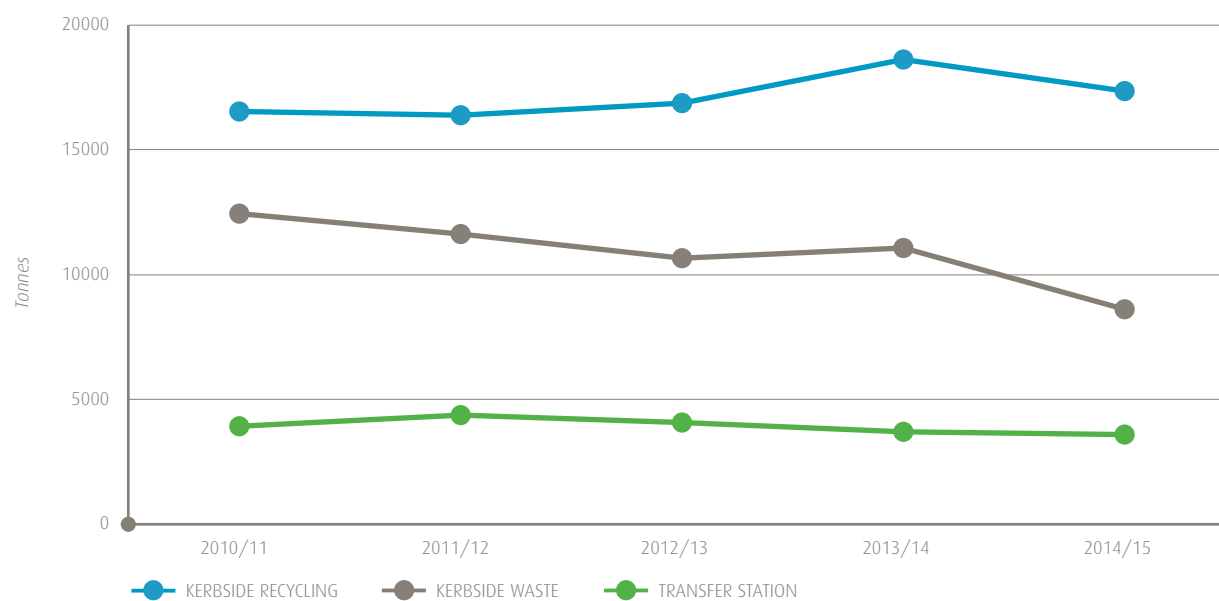


Figure 24: Total Domestic Waste - Yearly Comparison





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. During the year Council has been undertaking upgrading works on the site to improve operations.

LEACHATE MANAGEMENT

In 2015/16, City of Darwin allocated \$8.0M to develop the Shoal Bay Waste Management Facility. Two leachate storage basins with a combined capacity of 30 megalitres have been constructed and approximately 10 megalitres of leachate had been pumped into them in the six month period between October 2015 and March 2016.

During the year Council called for and assessed Expressions of Interest (EOI) for the development of a long term solution to treat and dispose of leachate.

SITE WORKS

The design of Cell 5, the next stage of the landfill, has been completed and is out for public tender. The location of Cell 5 is to the immediate south of the current landfill. The cell will be constructed during the 2016 dry season, with waste filling to commence at the start of the 2017 dry season.

Earthworks have commenced to break up and remove the hard rock that is within the footprint of the Cell, which includes drilling and blasting. The material will be reused either in the construction of the cell, or for existing operations on site.

The Cell 5 design includes the development of a site master plan to ensure that the future activities at the Waste Management Facility are done in a strategic way, to best maximise the use of the site and also allow for future technology to be considered and included when it is viable by Council. The Master Plan is currently being developed and will be finalised following the Waste Management Strategy.

ENVIRONMENTAL PROTECTION LICENCE

In March 2016, Council became the holder of the Environmental Protection Licence over the site at Shoal Bay. As such, Council is better positioned to cater for future development and carry out works at the site and guide the overall management of the Shoal Bay Waste Management Facility.

FUTURE WORK

In 2016/17, Council has allocated \$9.8M for two major projects being the construction of a new waste cell and a leachate treatment system. Planning will also be undertaken for capping of completed landfill areas and improvements to the site access and egress.

Outcome 3.3

CONSERVE AND PROTECT THE DARWIN ENVIRONMENT

The strategies that City of Darwin plans to deliver on in order to conserve and protect the Darwin environment are:


Strategy 3.3.1	Advocate for the conservation of natural systems
Strategy 3.3.2	Increase biodiversity richness and abundance across Darwin
Strategy 3.3.3	Increase community understanding of environmental issues

Action Performance

3 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Monitor stormwater and waterway water quality	Climate Change and Environment	
Manage and implement the East Point Reserve Biodiversity 5 year plan (2014-2018)	Climate Change and Environment	
Manage Council's strategies for biodiversity and conservation management	Climate Change and Environment	

Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Climate Change and Environment					
Community satisfaction with Council's priority for leading and advocating for the sustainability and protection of our environment and lifestyle	%	60	50	58*	

** This result is from Council's Annual Community Satisfaction Survey and in both 2014/15 and 2015/16 ranked third in priority out of the five goals presented.*

Climate Change and Environment

ENVIRONMENTAL STEWARDSHIP

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

GREEN SPACES

City of Darwin is committed to the tropical lifestyle enjoyed by its community and in 2015/16 an assessment of all green spaces across the municipality was undertaken. Green spaces were assessed for the capacity to deliver community benefit and biodiversity benefit and this data was collated to help prioritise these areas. Council manages over 1,000 individual green spaces, however many of these spaces are relatively small (less than 1ha). Larger green spaces constitute the majority of total green spaces in the municipality and provide the best biodiversity potential. These larger green spaces and the linkages they create for both flora and fauna increased the biological potential for much of City of Darwin's green space. This report will be used to determine future management actions for green spaces across the municipality in the years to come.

EAST POINT RESERVE BIODIVERSITY MANAGEMENT PLAN

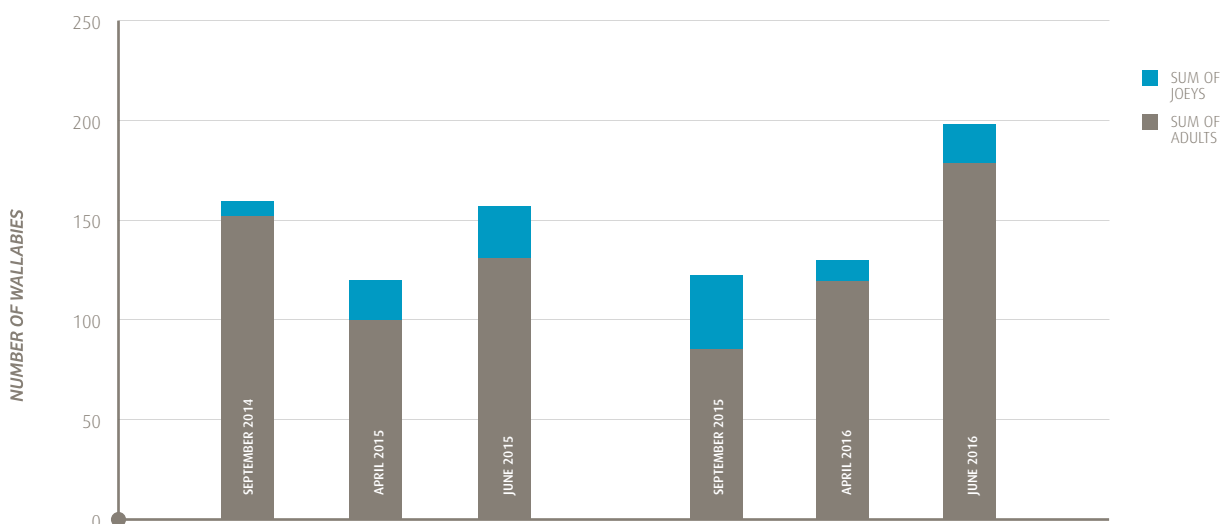
Several key East Point Biodiversity Plan projects advanced during 2015/16. Routine tasks such as weed management and tree pruning continue to enhance the monsoon rainforest of the Reserve. Following a year of monthly surveys in 2014/15, wallaby surveys are now conducted quarterly over the dry season to get the most indicative data. This has proved effective with the largest number of wallabies recorded in June 2016. A total of 202 wallabies were sighted, suggesting the population remains stable.

A fauna survey was conducted in May 2016 to assess changes to populations. This is scheduled to occur every two years to monitor the success revegetation sites in providing habitat for native animals.

Construction of an Osprey nesting platform commenced in May and is expected to be complete early in 2016/17.

Charles Darwin University student Vidushi Sarvanandar conducted research on seed establishment in coastal rainforests for rehabilitation outcomes. Annual tree plantings contribute to this research. This project is ongoing with an expected completion date of 2018.

Figure 25: Quarterly Survey of Wallaby populations at East Point Reserve





EAST POINT RESERVE AND NIGHTCLIFF FORESHORE FAUNA ASSESSMENT

As part of the East Point Biodiversity Plan a fauna assessment was conducted at East Point Reserve. City of Darwin engaged the Northern Territory Government Flora and Fauna Division to undertake the fauna assessment, and also extended the process to include a baseline survey of the Nightcliff foreshore. Initial results have identified several new and relative rare species such as the Rufous Owl and the Northern Blossom Bat at East Point Reserve. Follow up surveys will be conducted in the warmer months with a final report expected in the first half of 2016/17.

GEORGE BROWN MEMORIAL SCHOLARSHIP

The George Brown Memorial Scholarship provides financial support to students enrolled in an environmental course at Charles Darwin University and to honour George's contribution to the environmental development of Darwin. This year's recipient undertook vocational employment with Council late in the year, working on a research project targeting cane toads at East Point Reserve.

COASTAL EROSION MANAGEMENT PLAN

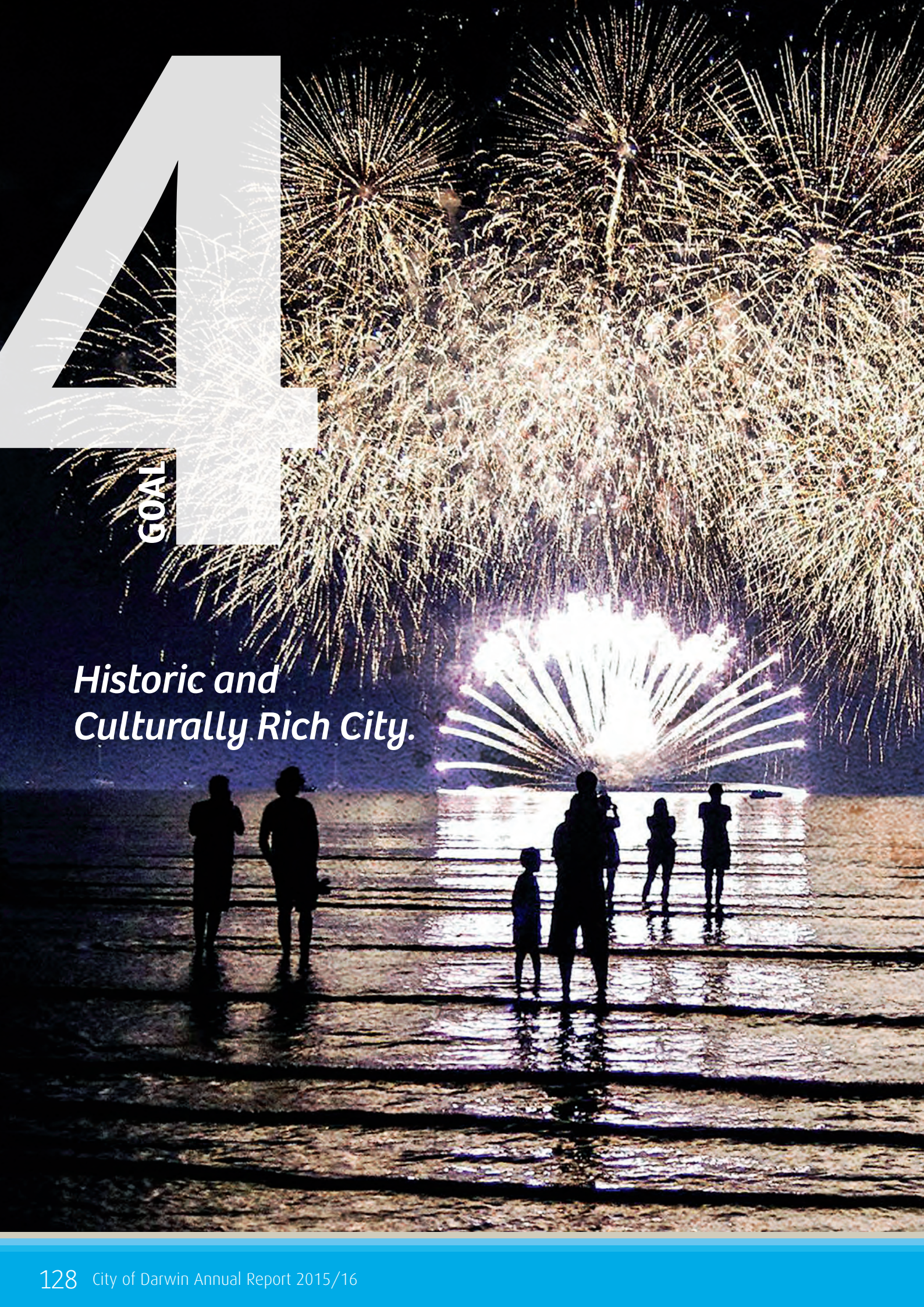
City of Darwin's Coastal Erosion Management Plan continues to be rolled out, with seawall construction completed at Kurrajong Crescent and Sunset Park, Nightcliff. Further details on these projects can be found on page ?? of this report.

Coastal management is a shared responsibility of Federal, Territory and local government and Council continues to seek opportunities for joint funding arrangements with other levels of government.



REPLACE PIC WITH HI RES

GOAL 3






GOAL

*Historic and
Culturally Rich City.*

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

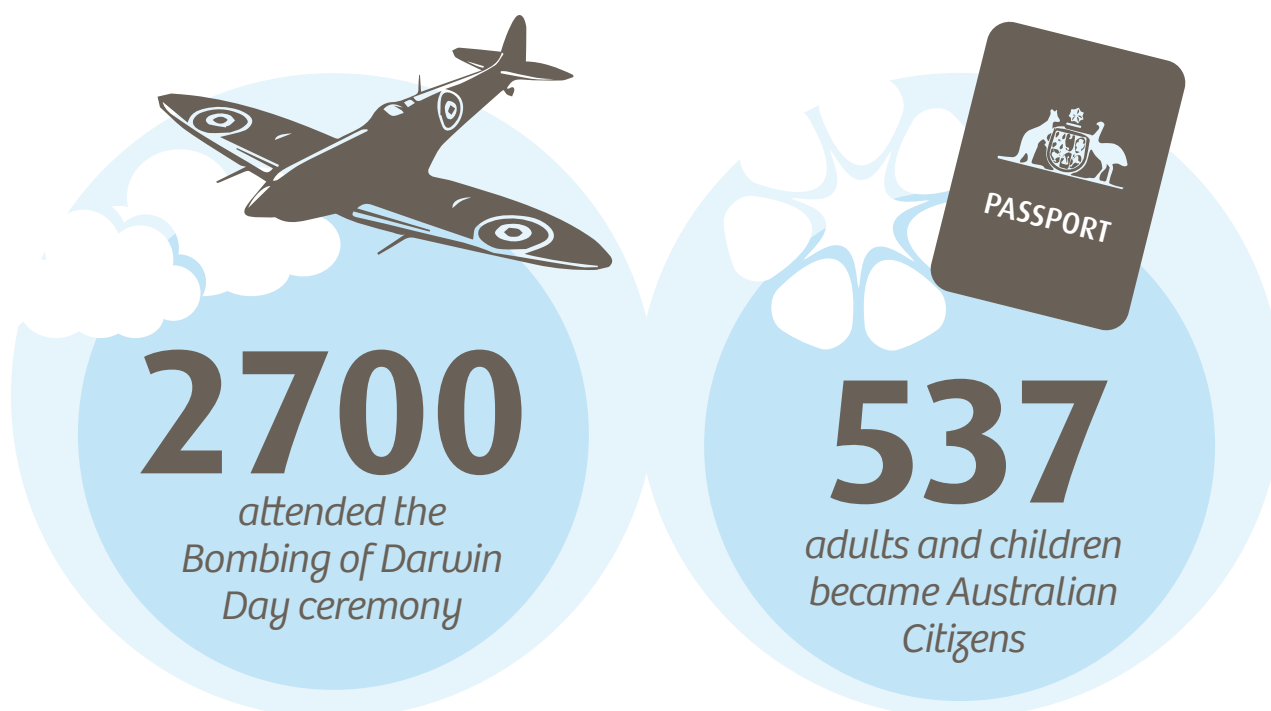
Measures of Success

Indicator	Unit	Target	2013/14 Actual	2014/15 Actual	2015/16 Actual	2015/16 Result
Percentage of community that have attended special events and festivals (eg Bombing of Darwin) in the past 12 months	%	50	45	51*	43	
Community satisfaction rate with the arts and cultural activities within the Darwin municipality	#	3.50	3.7	3.7**	3.5	
Overall Performance	%	100.00	99.50	103.8	97	

*The result is from Council's Annual Community Satisfaction Survey. 43% of respondents indicated that they utilised the service of Council events in 2015/16.

**The result is from Council's Annual Community Satisfaction Survey

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



GOAL 4

Outcome 4.1


RECOGNISED KEY ACTIVITIES AND EVENTS

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



Strategy 4.1.1	Promote and support activities that celebrate our indigenous culture, local history and cultural diversity
Strategy 4.1.2	Promote Darwin's war time, military and aviation history
Strategy 4.1.3	Promote Darwin as a tourist destination

Action Performance

2 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Deliver an annual community events program	Major Community Events	
Provide support to community organisations to deliver community based events	Major Community Events	

Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Major Community Events					
Annual attendance at community events	%	50% of the community*	51	43*	
Community satisfaction with community events delivered by the City of Darwin	%	>50	90	57**	

*The result is from Council's Annual Community Satisfaction Survey. 43% of respondents indicated that they utilised the service of Council events in 2015/16.

** The result is from Council's Annual Community Satisfaction Survey



Major Community Events

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

ROYAL DARWIN SHOW – CITY OF DARWIN MARQUEE, 23-25 JULY 2015

In 2015, City of Darwin continued its support and involvement with the Royal Darwin Show via a three-day program and exhibition. A large marquee was erected which included a stage area and several information displays for various departments and teams within Council.

A detailed program of events was developed to showcase the services Council offers and provide entertainment for visitors to the marquee. Performances included nine local acts and children's entertainer Dirt Girl from the program 'Dirtgirl World'. A number of community groups were invited to participate at the marquee; this included NT Dental Association, Local Government Association, RSPCA and Australia Day Council NT. Additionally, sponsorship was provided directly to the Royal Darwin Show Society for the Saturday night fireworks display.

Over the three days of the Show, over 60,000 members of the public attended the event. The marquee was resourced and attended by 16 Council Officers, members of the Chief Officers' Group and Elected Members.

JAPANESE SERVICEMAN'S SCATTERING OF ASHES, 8 AUGUST 2015

City of Darwin supported a request from the Kawahara family to honour a wish by their late mother Miyoko, who passed away in 2014. She had requested that her ashes be scattered near where her husband has passed away as he was a Japanese pilot who died while flying a reconnaissance mission over Darwin in 1943. Three generations of the family travelled from Tokyo to Darwin to witness the private ceremony held in the waters off Darwin Harbour. The Royal Australian Navy assisted in providing a boat to take the family to Talc Head in Darwin Harbour. Following the service, the Lord Mayor hosted a morning tea at Cullen Bay.

COMMEMORATIVE WREATH LAYING OCCASION ON THE 70TH ANNIVERSARY OF THE LIBERATION OF GULL FORCE, 30-31 AUGUST 2015

In order to commemorate the 70th anniversary of the Liberation of Gull Force a number of activities were conducted. A service was held on 30 August 2015 at the memorial plaque for Gull Force at the Cenotaph. In attendance were the Lord Mayor, Administrator of the Northern Territory, Gull Force veteran Mr Max Gilbert, members of the Defence Force, Elected Members and the general public. On 31 August 2015, a lunchtime talk was held at the Civic Centre to honour Mr Max Gilbert, one of five remaining members of Gull Force.

On Monday 31 August 2015 at 12 noon Dr Tom Lewis delivered an historical talk marking the 70th anniversary of the Liberation of Gull Force in the Function Area at the Civic Centre.



EXERCISING THE FREEDOM OF ENTRY, 5TH BATTALION ROYAL AUSTRALIAN REGIMENT, 5 NOVEMBER 2015

The City of Darwin was transformed into a ceremonial military frontline on 5 November 2015 at 10:00am, as an historical Exercising the Freedom of Entry Parade took place on the city streets. In attendance were the Lord Mayor, the Administrator of the Northern Territory, the Governor-General of Australia, Elected Members and the general public.

Members of the 5th Battalion Royal Australian Regiment marched, wearing the newly issued soldiers' combat ensemble. The parade included members carrying individual, section and support weapons. The parade was led and concluded with a procession of military vehicles. The parade commenced at City of Darwin Council Chambers in Harry Chan Avenue before turning right into Cavanagh Street, then left into Knuckey Street where the Freedom of Entry ceremony took place. Following the ceremony, the Battalion proceeded down Knuckey Street to end in the vicinity of The Cenotaph.

The City of Darwin was proud to honour the Exercising of Freedom of Entry Parade marking the 50th anniversary of the 5th Battalion, Royal Australian Regiment. The 5th Battalion Royal Australia Regiment was originally granted Freedom of Entry on 1 December 2001.

CHRISTMAS PROMOTIONS, DECEMBER 2015

In 2015, City of Darwin celebrated Christmas with CBD decorations, Santa in The Mall and children's activities.

The Christmas tree was moved to the Bennett St end of The Mall. This proved to be very popular with locals and tourists, with new decorations and lighting adorning The Mall.

Santa's Cave was located in Anthony Plaza and proved to be an outstanding success. Open between 9:30am-11:00am and 11:30am-1:00pm each day from 12-24 December (excluding Sundays), over 250 families per day visited the cave in the lead-up to Christmas.



Children's Christmas activities were held in The Mall coinciding with Santa's Cave opening hours. During the first week, artist Aly De Groot held recycling workshops to create Christmas decorations. These workshops were well attended with over 50 children per session. In the second week, Council's Fun in the Parks team held activities undercover in The Mall, which were very well received.

AUSTRALIA DAY FLAG-RAISING, CITIZENSHIP AND AWARDS CEREMONY, 26 JANUARY 2016

City of Darwin, supported by the Defence Force Northern Command and the Australian Army Band Darwin, hosted a Flag-Raising, Citizenship and Awards Ceremony at the Darwin Entertainment Centre.

Sixty-seven people received their citizenship with an overall attendance of 250 guests. The event featured Paula Duncan, the Australia Day Ambassador, as a guest speaker and the Australian Army Band Darwin performed a medley of songs.

The Australia Day Local Government Awards were also presented, including the Darwin Citizen and Young Citizen of the Year, Darwin Community Event of the Year and Student Citizen Awards:

Darwin Citizen of the Year

Margaret Clinch

Darwin Young Citizen of the Year

Pritikia Desai

Community Event of the Year

Seniors Expo by (COTA NT)

Student Citizen Awards

Students from 22 schools across the greater Darwin region received awards.

BOMBING OF DARWIN DAY: A NATIONAL DAY OF OBSERVANCE, 19 FEBRUARY 2016

A national day of observance, Bombing of Darwin Day was again heralded as a successful major community event with positive feedback from veterans, the media and the general public.

City of Darwin was delighted to have more than 60 veterans and families attend this year's commemorative service and associated activities, which included a visit to Defence of Darwin Experience, Darwin's Australian Aviation Heritage Centre, attendance at the Adelaide River War Memorial Ecumenical Service, morning tea and lunch at Robertson Barracks and the Lord Mayor's Veterans Dinner supported by RAAF Base Darwin.

Approximately 2,700 people attended the main commemorative ceremony at the Darwin Cenotaph, including 600 school-aged children. This year, the commemoration service featured a narrative from Tom Pauling, former Administrator of the Northern Territory, highlighting the events leading up to 19 February 1942. As well as Australian Defence Force personnel, there were also representatives from the US Marines in attendance.

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

ANZAC DAY, 25 APRIL 2016

City of Darwin supported the RSL clubs with traffic management and liaising with the Australian Defence Forces for their 2016 Anzac Day ceremonies. The commemorative service was held at dawn at the Cenotaph with veterans, dignitaries and the public laying wreaths in memory of those lost. There were over 2,000 people in attendance. The Anzac Day march was held in the city following the service with thousands of spectators attending the event.

VOLUNTEER APPRECIATION RECEPTION, 13 MAY 2016

Council held its annual Volunteer Reception on 13 May 2016, recognising the work of volunteers in the NT. This event was held in the Civic Centre function area with a total of 50 volunteers in attendance. Special guests included Young Australians of the Year 2016, Nic Marchesi and Luke Patchett. Entertainment was provided by a young local artist, Serina Pech.

REG HILLIER FUNERAL, 11 JUNE 2016

A funeral service with full military honours was held for Mr Reg Hillier, a Territorian who died in action during the Vietnam War. The service was held at Christchurch Cathedral and the funeral procession to the Cathedral was assisted with traffic control by City of Darwin.

VOLUNTEER APPRECIATION RECEPTION, 13 MAY 2015

The annual Volunteer Reception was held in the Function Room of the Civic Centre to honour the good work done by the volunteers in our community. This event was held in conjunction with Volunteer Week and was attended by 50 guests. Entertainment was provided by local artist Angus Robson.

CITIZENSHIP CEREMONIES

City of Darwin holds Citizenship Ceremonies throughout the year to officially welcome our nation's newest citizens. In 2015/16 City of Darwin officially welcomed 537 new citizens.

Figure 7: 2015/16 Citizenships

Month	Number of Adults	Dependents	Number of Countries
July	26	1	9
September	43	10	15
November	29	5	13
December 7	78	20	21
January	54	12	16
February	22	1	12
March	138	26	33
April	26	8	14
June	29	9	8
Total Conferees	445	92	

Outcome 4.2








COMMUNITY LIFE RICH IN CREATIVITY

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




Strategy 4.2.1	Encourage the growth and development of the arts
Strategy 4.2.2	Embrace national and international relationships

Action Performance

11 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Oversee the relationship with the Darwin Entertainment Centre	Darwin Entertainment Centre	
Negotiate funding arrangements for the 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 to promote the arts and cultural development	Arts and Cultural Development	
Manage and implement the City of Darwin 5 year Arts Plan, Civic Park Cultural Usage Plan and Public Art Master Plan	Arts and Cultural Development	
Manage the City of Darwin Sister City Program	Sister Cities	
Develop and implement annual action plans for each Sister City	Sister Cities	
Coordinate and facilitate Council's Sister City Community Committees, events and activities	Sister Cities	
Develop and deliver youth and other exchanges	Sister Cities	
Promote community involvement in the Sister Cities program through contemporary and innovative programs and activities	Sister Cities	
Strengthen and enhance current and emerging international relationships that benefit the broader Darwin community	Sister Cities	

Key Performance Indicators

Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Arts and Cultural Development					
Community satisfaction with Arts and Cultural activities	#	>3.5	3.6	3.7*	
Sister Cities					
Number of sister city events of activities held per annum	#	4	5	10	
Darwin Entertainment Centre					
Annual Darwin Entertainment Centre expenditure within approved budget	%	100	95	131**	

*The result is from Council's Annual Community Satisfaction Survey and has increased from the previous year.

**Additional costs of temporary air-conditioning chillers at Darwin Entertainment Centre.

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Arts and Cultural Development

Council's strategic arts and cultural framework, the *Arts Plan 2015 - 2020* provides a foundation for growth and recognises the importance of arts and culture in making a significant contribution to a quality life for all in the City.

PUBLIC ART

In 2015 a Public Art Policy and Public Art Guidelines were developed and endorsed by Council. Together they provide a clear policy framework for implementation and actions under the *Arts Plan 2015 - 2020*.

In March 2016 a Public Art Pilot Plan was adopted in direct response to committed actions in the *Arts Plan 2015 - 2020*. The Pilot focuses on three proposed projects which provide the opportunity for both temporary and permanent artworks that build the capacity of Darwin's creative community and enhance Darwin's public realm. The three proposed Pilot Projects are:

1. Public Art Platforms – designed to build on our cultural heritage through high quality contemporary public art commissions, both permanent and temporary
2. Integrated Art – designed to integrate public art with master planning and major infrastructure developments
3. Stand Alone Art – aimed at professionalising the approach to public art commissioning in the City.

The first public art commission as part of the Public Art Pilot Plan is *integrated art* as part of the Parap Pool Redevelopment Project. The art commission aims to provide a dynamic and engaging artwork that both interacts and provides a counterpoint to the architecture of the new building.

Work is currently underway in scoping, researching and developing a further two pilot programs to commence in 2016/17.

In addition to the delivery of public art pilot commissions, Council is undertaking the development of an evaluation framework for the duration of the pilot program which will culminate in a publication at the completion of the program.

PUBLIC ART COMMISSIONS

During 2015/16 the City of Darwin supported a number of public art commissions including:

- Tamarind Park – Stage one as part of the Tamarind Park Redevelopment. Stage two is underway and will be completed in 2016 which will incorporate etched drawings over the screened infrastructure positioned around traffic signal boxes on the corner of Knuckey and Mitchell Streets. Five Larrakia artists have worked on the commission developing drawings that are culturally potent with relevance to this site. Title of work ‘Meeting Place’
- The Photo Fence – temporary public art commission – including public art panel discussion hosted by the Emerging Architects and Graduates Network (EmAGN)
- Public Art City Audit - undertaken to update Council’s asset register
- Street Art Murals – Wulagi and Tiwi Toilet Blocks.

ARTS AND CULTURAL DEVELOPMENT

During 2015/16 the City of Darwin continued to support a range of arts and cultural activities, with a focus on key themes in the *Arts Plan 2015 - 2020*:

- Creative Spaces – A creative and cultural places mapping project was undertaken to audit Council owned facilities that had potential to be utilized as creative spaces. Further scoping is required to ascertain current needs and adequacy of these facilities to inform future planning.
- Arts Development, opportunity and connectivity – A series of workshops and master classes were delivered as part of a skills development program called ‘*Transform*’. Over three (3) days, ten (10) workshops were held with local artists at the Tactile Arts Studio facilities and lawns, Nightcliff foreshore, and Civic Park. There was a good response to the expression of interest to run workshops as part of this program with 22 artists applying. Overall 60 participants attended workshops.

NATIONAL LOCAL GOVERNMENT CULTURAL FORUM (NLGCF)

The City of Darwin is a member and continues to participate in the NLGCF, a partnership between the Cultural Development Network (CDN), the Australia Council for the Arts and the Australian Local Government Association (ALGA). Annual meetings include partners and local government capital city representatives.

Practical work has been undertaken with the development of base line data sets. Information and knowledge gained from the capture of these data sets has the potential to better inform future planning and integration of planning and activity across the three tiers of government and peak arts bodies.

Planned key objectives discussed at recent meetings included:

- *Expanded reach of local government’s contribution to Australia’s cultural life*
- *Improved quality of arts experiences provided by and supported by local government*
- *Enhanced profile of local governments’ contribution to the national arts ecology*
- *Increased understanding of local governments’ contribution to Australia’s cultural life.*

ARTS AND CULTURAL ADVISORY COMMITTEE

Council continues to be guided by advice from its Arts and Cultural Development Advisory Committee (ACDAC) which meets five times per year. New members of the Committee have been endorsed as a result of a review of membership in 2016. New members bring to the Committee the necessary skill sets relevant to Council’s current arts and cultural programs, including public art.



Sister Cities

The purpose of the Sister Cities program is to foster and develop international relationships with Sister Cities and promote international understanding through education, cultural exchanges and community development activities that benefit the broader Darwin community.

City of Darwin has been an active Sister City participant for over 30 years and has established relationships with:

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

In 2015/16, the City of Darwin Sister Cities program continued to build international goodwill and foster cultural links with communities across the globe. The relationships are supported by five passionate volunteer committees who work with their international counterparts to deliver a number of cultural and educative activities.

The Sister City Committees met regularly to plan for key projects throughout the year. The following key programs for each sister city were delivered in 2015/16:



AMBON

Outbound Delegation

Lord Mayor travelled to Ambon with an Elected Member, a Council Officer, the Indonesian Consul in Darwin and consulate representatives. Additional members of the delegation including an Elected Member and Sister City Committee member who arrived by boat as part of the Darwin to Ambon Yacht Race.

Darwin to Ambon Yacht Race (DAYR)

The signature event of the enduring relationship between Darwin and Ambon is maintained and strengthened yearly through the Darwin to Ambon Yacht Race and associated activities such as Ambon Night at the Indonesian Consulate in Darwin and Lord Mayors Reception to celebrate the yacht race and the enduring sister city relationship.

During the trip to Ambon the delegation participated in a number of events and activities associated with the race, including the Welcome Ceremony, Official Dinner hosted by the Vice Governor of Maluku Province, and Awards Presentation Night hosted by the Mayor of Ambon and the Friendly Games at Amahusu Village. All DAYR functions and activities showcased the rich Ambonese heritage and culture through, ritual, music, dance and cuisine.

Gull Force 70th Anniversary Commemorations

Participating in commemorations for the 70th Anniversary of the Liberation of Gull Force, a Victorian Battalion, and 13 Squadron RAAF from Darwin who defended Ambon Island during the Second World War. The Lord Mayor and Alderman Allan Mitchell showed their gratitude and respect by laying a wreath of poppies on the memorial at the Ambon Commonwealth War Cemetery, where more than 2000 graves are of Australian casualties from World War II.

In addition, the funeral of an unknown Australian Soldier took place prior to the Gull Force Commemorations. The ANZAC soldier was laid to rest with full military honours. The Australian Unrecovered War Casualties Team confirmed the unknown soldier was most likely from Sparrow Force, a unit built 2/40th Australian Infantry Battalion drawn from Victoria and Tasmania, formed to defend the island of Timor from invasion by the Japanese. The Lord Mayor along with a range of high level officials representing Australia and Indonesia paid their respects by laying wreaths of poppies at the funeral.

Reciprocal Student & Teacher Exchange

Ambon Lord Mayor Katrina Fong Lim signed a three year Memorandum of Understanding (MOU) to continue this important cross-cultural exchange between the City of Darwin, Ambon City, SMA 5 Negari Ambon and Kormilda College Darwin.

Two students and one teacher from respective schools spent three weeks in country connecting with their counterpart school participating in a range of activities to enable students and teachers exposure to language education. The program enabled students opportunities to develop their language skills and effectively participate in an increasingly globalised world, where the ability to communicate across languages and cultures is critical.

Indonesian Teachers Alumni Network

The Indonesian Teachers Alumni Network was launched by the Northern Territory Government in Darwin on 27 April 2016. The launch involved Indonesian delegates to the Brunei, Indonesia, Malaysia, Philippines – East Asia Growth Area (BIMP-EAGA) meeting being held in Darwin. Indonesian exchange students and teachers from Ambon and Saumlaki Province attended. Cultural Partnerships Officer met with the two teachers from Ambon and the Indonesian Consulate in Darwin to discuss strengthening the Reciprocal Student Teacher Exchange between SMA 5 Negari and Kormilda College.

ANCHORAGE

Halloween Family Fun Night

The Halloween Family Fun Night was held on Saturday 24 October 2015 at Millner Primary School in partnership with the Australian American Association, Corrugated Iron Youth Arts, Girl Guides, School Sports NT and Millner Primary School.

The event attracted 450 people who enjoyed participating in a variety of activities including 'Creepy Crafts', 'Haunted House', 'Trick-or-Treat Doors' and a spooky disco. Prizes for best costumes were awarded during the night, judged by Lord Mayor and Alderman Kate Warden and Alderman Robyn Knox.

Funds raised from the event went towards the partnering community organisations including the Anchorage Sister City Community Committee who must be congratulated on their dedication in producing a very successful community event.

DILI

Action for Change Foundation IT Capacity Building

During the month of March the Dili Sister City Committee held a trial run of "Mobile Phones for Dili" promoted internally to City of Darwin staff. The mobile phone muster, for the Action for Change Foundation in Dili is aimed to support the organisation to develop a sustainable social enterprise project. Mobile Phones for Dili has received a handful of mobile phones, and will be assessed by the Dili Sister City Community Committee to determine if the project should extend its reach into the general public.

In addition to this the Committee fundraising activities supported Action for Change to provide internet access for young people involved in the organisations programs, as well as supporting the Youth Advisory Group in the coordination of Quiz4Dili.

HAIKOU

In-Bound Delegation

To celebrate the 25th Anniversary of the signing of the Sister City Agreement between Darwin and Haikou, the Haikou Sister City Community Committee hosted a delegation led by Mr Han Bin, Director General of the Haikou Foreign Affairs Office, and his party, Xie Jiangbo, Deputy Division Chief, Sister Cities and International Exchanges Division of the Haikou Foreign Affairs Office, and Chen Xuebo international award winning public artist.

The itinerary included several site visits, a 25th anniversary dinner and formal meetings with Lord Mayor, Minister Peter Styles, the Office of Asian Engagement, Trade and Investment, Darwin High School and the Donghe Lui Chinese Director of the Confucius Institute, Charles Darwin University.

Life As A Teenager

Life As A Teenager youth arts and cultural exchange in partnership with Darwin High School and Corrugated Iron Youth Arts with support from the Australia China Council produced two short films that built on the success of the Life As A Teenager bilingual books developed by Darwin High and Hainan Overseas Middle School.

Over 15 students from Darwin High were involved in producing two short films. The first film showcases what it is like living in Darwin, while the second film was produced during a delegation to Haikou.

A small delegation to Haikou was led by two students, and an emerging film artist as well as a teacher from Darwin High School, who launched the film at two schools and delivered 3 days of cross-cultural workshops with their Chinese counterparts. Upon their return both films were launched at the Civic Centre by Lord Mayor.

Urban Landscapes: Past as Present, Digital Art Pilot Project

The project aims to produce a new work that engages community and responds to the following questions:

- How can Darwin and Haikou share stories through digital technology?
- How can digital technology enable and amplify increased community awareness and exchange between Darwin and Haikou?
- How could the theme “Urban Landscapes: Past as Present” be explored in this process?

Naina Sen, award winning Creative Producer and Film has been engaged to commence the initial research and development phase of the project. It is envisaged that the project can be duplicated across all sister cities if successful.

KALYMNOS

In-bound Delegation

City of Darwin hosted a delegation led by the Mayor of Kalymnos and key city officials for Glenti 2016 and associated activities.

Lord Mayor Katrina Fong Lim hosted a Reception on Thursday 8 June, to welcome a delegation led by the Mayor of the Municipality of Kalymnos. The reception included the signing of the English Language Scholarship Memorandum of Understanding 2016 – 18 between the City of Darwin, Municipality of Kalymnos, Greek Consulate in Darwin, Kalymnian Brotherhood with a commitment of \$22,500 over 3 years.

SISTER CITIES AUSTRALIA NATIONAL CONFERENCE

Jill Kuhn, Chair of the Dili Sister City Community Committee attended the 2015 National Sister Cities Australia Conference from 8 November – 11 November 2015 in Blacktown, NSW.

Jill participated in the conference events including the Sister City Awards where she represented the City of Darwin by accepting a Certificate of Recognition awarded to the City of Darwin and Haikou, Hainan Province China for their enduring Sister City partnership of 25 years which she accepted from the Mayor of Blacktown City Council, Councillor Stephen Bali.

INTERNATIONAL RELATIONS

The City of Darwin is often referred to as the Gateway to Asia. Establishing International Relations with our neighbours is of utmost importance to fostering a culturally rich City.

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

Agreement of Mutual Respect with the City of Rizhao

City of Darwin and the City of Rizhao, The People’s Republic of China signed an Agreement of Mutual Respect on 5 May 2016. The signing took place as part of a Northern Territory Government hosted delegation from Rizhao consisting of 11 delegates including Mayor Mr Liu Xingtai and Mr Ye Chen, the Forbes listed Chairman of Shandong Landbridge Group.

CULTURAL DIVERSITY

Harmony Day 2016

Harmony Day is held every year on 21 March 2016 to coincide with the United Nations International Day for the Elimination of Racial Discrimination. The message of Harmony Day is *everyone belongs*. It’s a day to celebrate Australia’s rich diversity – a day of cultural respect for everyone who calls Australia home. The theme for Harmony Day 2016 was “our diversity is our strength”.

In 2016, City of Darwin produced a program of events including:

Harmony Day Citizenship Ceremony – 21 March 2016

The City of Darwin proudly invited the people of Darwin to witness a Citizenship Ceremony conducted by Lord Mayor at the Darwin Entertainment Centre as she welcomed 200 of Australia’s newest citizens from 33 different countries. The ceremony also featured the Essington School Choir.

Talking Harmony – 21 March 2016

Hosted by the City of Darwin’s Sister City Program, Talking Harmony celebrated Australia’s cultural diversity within Darwin’s unique context. The event featured a lively conversation with some of Darwin’s movers and shakers, artists, thinkers and community leaders, including Crystal Love, Reverend Thresi Mauboy, Koulla Roussos, Mark Munnich and Rangga Daranindra.



The event was set amongst a backdrop of traditional dance from the Kalymnos Brotherhood, Crystal Love with her Buffalo dance from Milikapiti, and traditional circle dance from the Timor-Leste Community Association with food from Indonesia, East Timor, Greece, America and China. The event was well attended with more than 100 people throughout the night and has been praised as the best Harmony Day event to date. Approximately 100 people attended.

ColourFest Film Festival – 21 March 2016

The inaugural Darwin screening of ColourFest Film Festival took place following the Talking Harmony event and featured a carefully curated selection of short films that showcased multiculturalism. Films included stories from migrant and refugee perspectives on life in Australia. Approximately 100 people attended.

Harmony Day Family Event

On 23 March 2016 the Fun Bus in conjunction with Early Childhood Australia – NT Branch and the Territory Childcare Group hosted a family Harmony Day event at the Malak Community Centre, which was well attended. There was great cultural diversity in the arts and craft activities provided along with dancing, singing, a jumping castle and a variety of wonderful international cuisines to sample. Approximately 200 children and parents attended.

Quiz4Dili

This year's Quiz4Dili produced by the Youth Advisory Group with support from the Dili Sister City Committee was held on 24 March 2016. YAG members were involved at all levels of organisation of the fundraiser, from promotion, prize

gathering, seeking of community support, opening the event and all other aspects of event coordination and logistics on the night. Quiz4Dili was a sold out event with 120 people attending. The event raised a total of \$3,000.55 and has received very positive feedback. With expenditure including catering, and audio technician assistance, a total of \$2,200.55 profit was recorded.

#Humans of Darwin Photo Competition

Darwin is world famous for being a diverse and inclusive city where everyone plays a role in making Darwin an awesome place to live. The photo competition aimed to promote Darwin's unique lifestyle on social media platforms such as Facebook and Instagram. Over 120 entries were received.

Darwin Entertainment Centre

City of Darwin and the Northern Territory Government provide funding and support to the Darwin Entertainment Centre, further contributing to a community life rich in creativity.

The Darwin Entertainment Centre houses two theatres, one of which has seating capacity for more than 1,000 people. There is also an Exhibition Gallery and Rehearsal Room. The centre plays host to many performances, major national and international acts as well as local artists, local Eisteddfod competitions and school concerts.

Council contributes close to \$1 M annually to assist with operating the centre. In addition, in 2015/16, Council contributed around \$780,000 for refurbishing of the centre. A further \$4M is allocated in 2016/17 to replace the centre's air conditioning.

GOAL

*Effective and
Responsible
Governance*



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

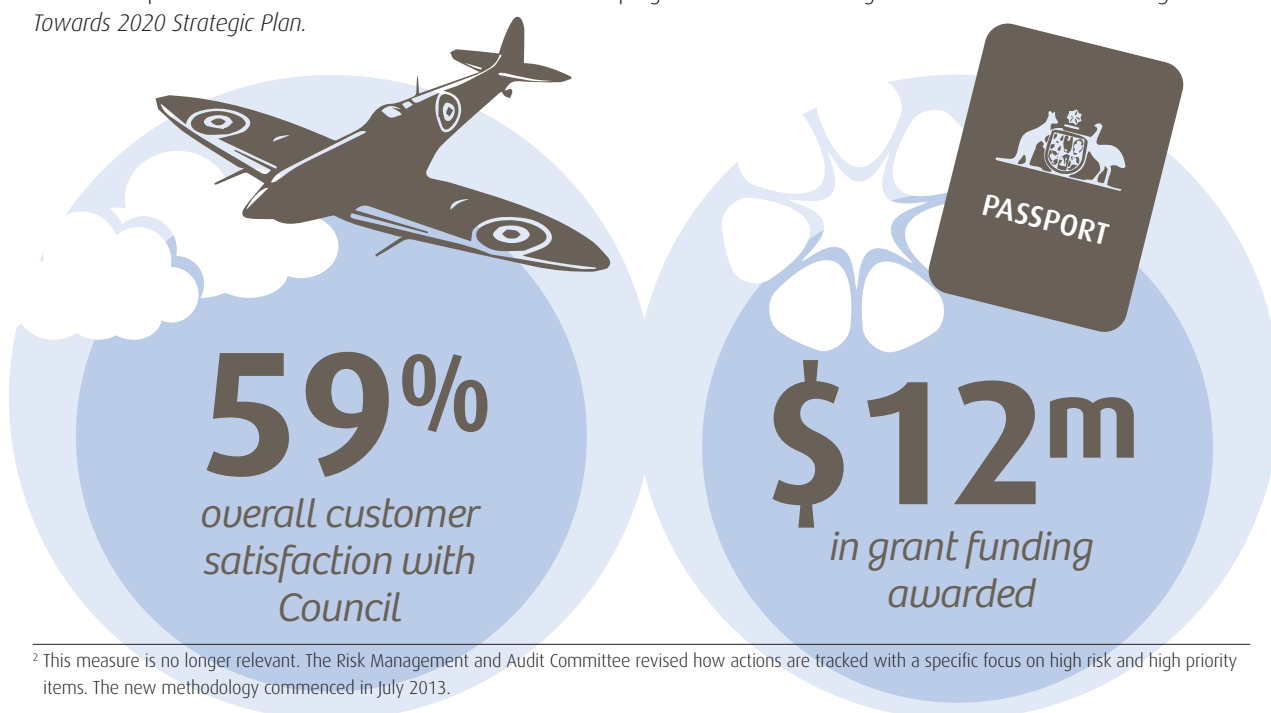
Measures of Success

Indicator	Unit	Target	13/14 Actual	14/15 Actual	15/16 Actual	14/15 Result
Asset sustainability ratio	%	50	32.2	31.0	77.5	
Break even (or greater) operating surplus / (deficit)	\$	1	14.3M	18.9M	17.5M*	
Community agreement rating that Council consults with the community sufficiently	%	70	61	59	51**	
Debt servicing ratio	%	<5.00	0.40	0.50	0.5	
Internal annual staff turnover rate	%	<20	18	11.8	13.2	
Internal audit recommendations implemented within specified timeframes	%	90	N/A	N/A	N/A	N/A
Liquidity ratio	#	>1.00:1		1.01:1	1.01:1	
Overall satisfaction with City of Darwin	%	70	70	63	59***	
Rate debtors outstanding	%	<5.00	2.48	2.2	2.6	
Rates ratio	%	60.0-70.0	65.00	63.2	63.6	
Overall Performance	%	100.00	150.00	112	283	

*Operating Surplus before depreciation Financial Sustainability Indicator; **The result is from Council's Annual Community Satisfaction Survey. 51% of respondents were satisfied with Council's Community Consultation.

***The result is from Council's Annual Community Satisfaction Survey. The trending decline in satisfaction may be impacted by the external political environment. Council will continue to monitor these trends.

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



Outcome 5.1

QUALITY SERVICE

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

Strategy 5.1.1	Provide quality service outcomes by ensuring that Council's processes and systems are effective and efficient
Strategy 5.1.2	Encourage innovation and continuous improvement
Strategy 5.1.3	Research, implement and support technology and communication systems to deliver services more efficiently

Action Performance

9 key actions across to program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Provide a front counter customer service at the City of Darwin Civic Centre	Customer Services	
Issue standard permits	Customer Services	
Provide services for the hire of Council facilities	Customer Services	
Provide services for the receipting of Council payments	Customer Services	
Coordinate Council's organisational efficiency and effectiveness review program	Strategic Services	
Manage and implement Council's asset management strategy for computer hardware and software assets	Information Technology	
Deliver, maintain and support software applications and information systems to ensure the Council works effectively	Information Technology	
Manage and provide Council's Geographical Information Systems (GIS) services	Information Technology	
Manage Council's desktop and communications infrastructure	Information Technology	

Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Customer Services					
Community satisfaction rating with quality of front counter customer service	%	90	92	77*	
Information Technology					
Percentage of access request forms for all new accounts processed within five (5) business days	%	>90	100	100	

**The result is from Council's Annual Community Satisfaction Survey. Council will be reviewing its Customer Service Charter and Strategy in 2016/17.*

CUSTOMER SERVICES

City of Darwin's Customer Service Charter outlines our commitment to our customers and sets out the standards of service our customers can expect. The Charter outlines the following guiding principles which guide the way in which Council interacts with its residents, visitors, and community and business stakeholders:

Service	Council will strive to achieve excellence, quality and pride of service to the community using common sense, compassion and courtesy
Responsiveness	Council will be responsive to the needs of the community
Involvement	Council will provide avenues of participation and be accessible to the community
Responsibility	Council will act responsibly and with integrity in the interest of the community
Equity	Council will treat the community in an equitable manner

Council's Customer Service team responds to a variety of requests including parks, ovals and community centre bookings, animal registrations, processing payments and coordinating events. They also provide a referral service to customers where external resources are required.

In 2015/16 Council received 2,512 customer enquiries relating to the booking of Council facilities. Actual bookings for the period totalled 1,947. Council recorded a total of 42,476 receipt transactions of which 18,124 were via Council's dedicated customer service centre. Permits issued for the year were 572.

City of Darwin continues to focus on improving the customer experience utilising technology to streamline processes and seek opportunities to provide increased levels of customer service to our community.

INFORMATION TECHNOLOGY

Council allocates approximately \$295,000, indexed annually to maintain its information technology assets. In 2015/16 City of Darwin implemented a new system for asset management and a new Geographic Information System (GIS), Council's mapping system. Both systems provide a better foundation for data collection, analysis and reporting of Council's assets right across the city.

Major Information Technology systems were also upgraded during the 2015/16 year. In line with Council IT asset replacement plan, new core network design and architecture was implemented in the main data centre, as well as new server and storage hardware. Upgrades were also completed on IT security and filtering systems, and improvements to standard operating environments.

City of Darwin's approach to continuous improvement through technology solutions contributes positively to the delivery of quality services to the community in an efficient and effective manner.

Figure 26: Receipt Transactions 2015/16

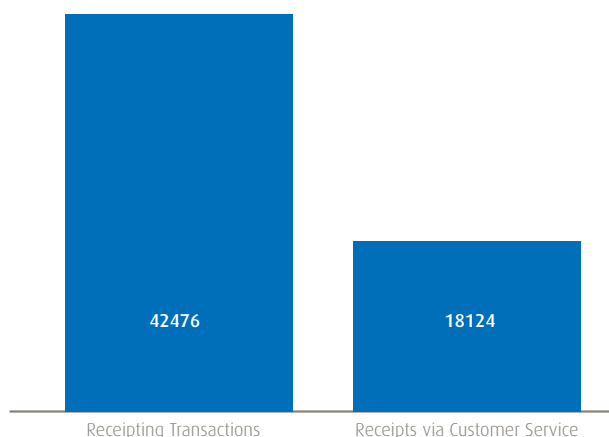
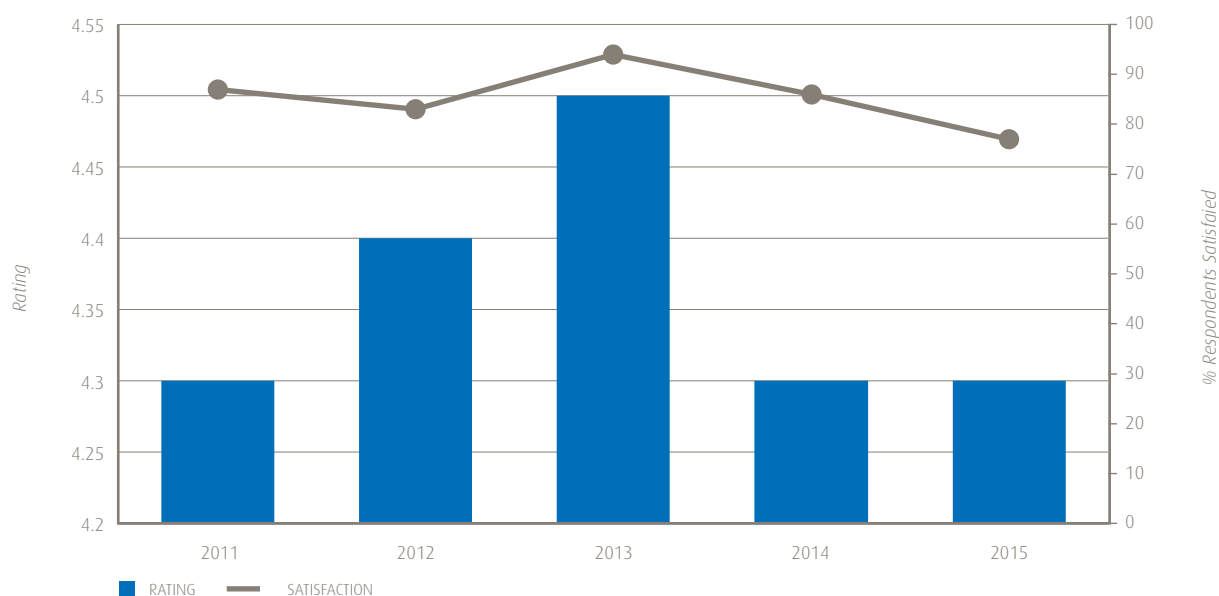


Figure 27: Community Satisfaction with Customer Service at Council's Front Counter



AWARDS RECEIVED

Throughout 2015/16 Council was successful in the following award categories:

Award	Category	Status Achieved	Program or Project Awarded
40 th Anniversary Cyclone Tracey Commemoration	Australian Event Awards	Winner	Anniversary ceremony and event
2014/2015 City of Darwin Annual Report	Australasian Reporting Awards	Winner	City of Darwin Annual Report – 2014-2015
Satff Nominee – Rosie Martinez	Victorian State Government	Winner	City of Darwin Libraries



Outcome 5.2

QUALITY PEOPLE

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

Strategy 5.2.1	Attract, develop and retain a skilled workforce that is flexible and adaptable
Strategy 5.2.2	Foster an engaged, healthy workplace culture focussed on value delivery

Action Performance

9 key actions across to program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Develop and implement a whole of Council Workforce Planning Strategy	Employee Relations	
Manage industrial relations matters and implement solutions	Employee Relations	
Deliver Graduate and Traineeship opportunities	Employee Relations	
Develop and implement Council's Enterprise Agreement	Employee Relations	
Develop and implement staff performance framework	Employee Relations	
Manage effective employment processes	Employee Relations	
Manage the City of Darwin Workforce Wellbeing Committee	Employee Relations	
Develop and implement Council wide employee training and development opportunities	Employee Relations	
Develop and implement a framework to build leadership capacity across Council*	Employee Relations	

*Resurveying of the organisational culture has been deferred to 2017.

Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Employee Relations					
Annual staff turnover rate	%	<20	11.8	13.2	
Percentage of male staff	%	50	53	56*	
Percentage of female staff	%	50	47	44*	

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

ORGANISATIONAL DEVELOPMENT

In 2015/16 City of Darwin continued its journey to explore and develop organisational culture, particularly the thinking and behaviours that shape our work and interactions. Workplace culture directly affects productivity, and the quality of products and services delivered to our customers and the community.

Council aims to develop and implement an evidenced based culture program to actively build our capability to make a difference in our community. The culture program began with an organisational culture survey, to identify culture strengths and opportunities to improve. Based on analysis of the data provided by the survey, the culture program features:

- Active engagement with staff at all levels to encourage constructive thinking and behaviours, and promote ideas and innovation
- Development and implementation of an Organisational Culture Plan and Team Culture Plans to establish culture objectives and track progress
- Leadership development programs to grow and support leadership capability
- A strong culture emphasis in our Training and Development program, focusing on constructive communication, and
- Activities to support interaction between the different functional areas of Council, to promote a holistic approach to service delivery.

To date over 30 Managers have completed a formal, in-house Leadership Development Program and more than 200 staff have attended practical workshops about constructive conversations.

A Communications Strategy supports the culture program. To highlight the talents and achievements of our staff, "Day in the life..." and other good news stories are regularly posted on the Intranet, and public feedback about good service is shared and celebrated.

TRAINING & DEVELOPMENT

Training & Development was provided to City of Darwin employees across a broad range of subjects to assist in gaining new skills and knowledge, to improve performance, individual career development and to meet Workplace Health & Safety and other legislation.

The average net dollar value per employee paid to external training providers in 2015/16 was \$529 and the average hours spent in training was 25.29 per employee.

External training accounted for 58% of the training with 49% being nationally recognised Vocational Education Training or Higher Education. In-house training accounted for 42% of all training.

In terms of departmental breakdown of training delivered, 49% of training was received by the City of Darwin's Infrastructure Department, 16% by Community & Cultural Services, 31% by Corporate Services and the remaining 4% being attributed to the Office of the Chief Executive employees.

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

Figure 28: 2015/16 Training Activities

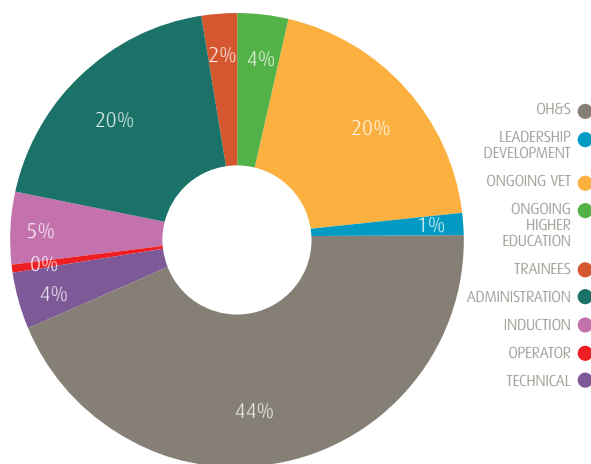


Figure 29: 5 year training by source

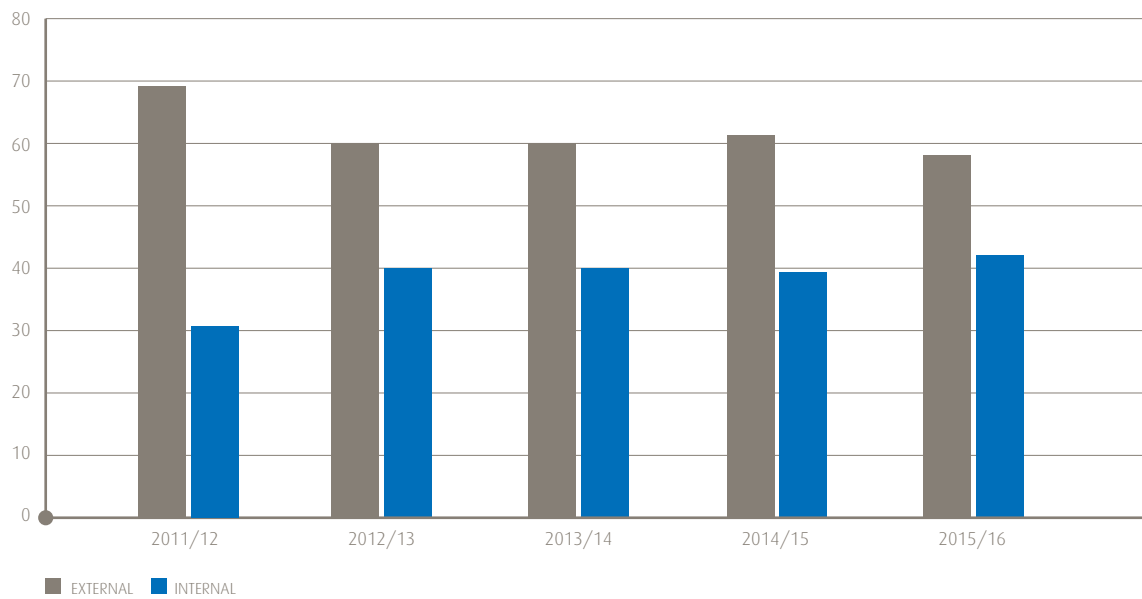
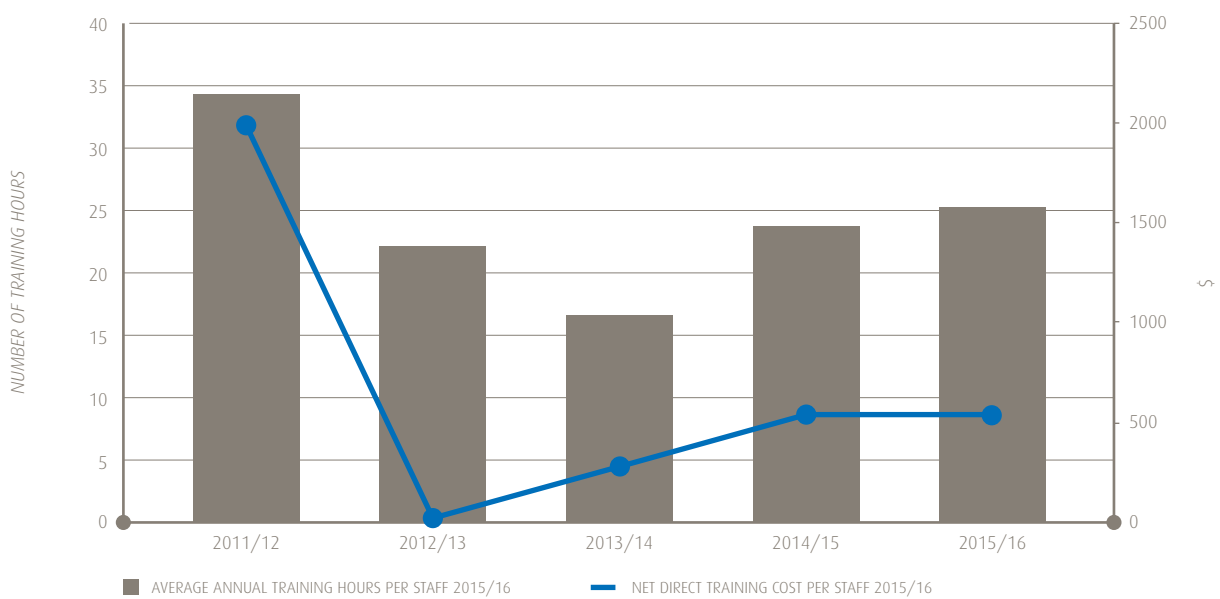


Figure 30: 5 year training by source





LGMA MANAGEMENT CHALLENGE

For the past 17 years, City of Darwin has participated in the Local Government Professionals Australasian Management Challenge (formerly Local Government Managers Association Management Challenge). Traditionally the challenge involved competing against Northern Territory Council's and if won, nationally.

This year, City of Darwin Team Fearless, won the 2016 Local Government Management Challenge Northern Territory division. The team then competed nationally in Melbourne, resulting in a pleasing first runner up. Other teams participating where from Western Australia, South Australia, New South Wales, Queensland, Tasmania and 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 of this year's challenge was community engagement, and in particular, how local government can be more courageous in using social media.

The team members for this year's Challenge came from all sectors of Council, including Climate Change and Environment, Corporate Services, Customer Services, Project Management, Asset Management and Strategy and Outcomes.

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

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

- Think strategically and make connections between the council vision and council operation
- Lead improvement and influence others to have a positive impact

- Communicate and build trust by sharing thoughts and understanding others
- Negotiate constructively and collaborate to achieve outcomes that met the needs of all parties
- Analyse information and apply critical thinking skills to resolving matters
- Decide with confidence and accurately consider all aspects of any situation
- Engage others to create a community of happy citizens.

ENGAGED, HEALTHY AND SAFE WORKPLACE CULTURE

City of Darwin Workforce Wellbeing Committee continued to deliver activities and programs that aim to improve the health and wellbeing of our workforce. The committee of 10 employees across the whole of Council work together to deliver activities that focus on health and wellbeing prevention, education and work life balance. The range of activities delivered in 2015/16 included:

- Fruit available in the workplace between April and November
- Loo down series providing health and lifestyle tips each month
- RUOkay day events across Libraries, Civic Centre and Operations Centre
- Surviving Christmas breakfasts distributing show bags packed with tips on how to survive Christmas financially, healthily and emotionally
- Step it up challenge program of events aimed at making staff more active
- Purchasing lockers for the men's facilities for those wishing to ride to work or are active at lunch time.

STAFF COUNSELLING

Council maintained its agreement with an external organisation to provide employee counselling. Employees were able to access free confidential counselling services for any situation that impacted on their personal or working life. 130 sessions were conducted for employees in the period, covering all aspects of counselling: vocational, interpersonal difficulties, occupational health, individual problems, addictive behaviours and family and relationship problems.

FLEXIBLE AND ATTRACTIVE WORKPLACE

In the second year of Council's current Certified Agreement, employees received a 4% increase in wages in September 2015. Employee benefits provided by City of Darwin to employees in addition to salary and superannuation include six weeks annual leave, 15 days personal leave, salary packaging and flexible working hours (where business needs permit).

In addition, City of Darwin provides a range of additional employee benefits such as reimbursement of public transport costs and parking costs for carpooling, free pool access and discounted gym memberships.

Supporting the Enterprise Agreement are a number of employee procedures that promote a flexible and attractive workplace. All employee procedures have been reviewed during the current term of Council including the Fit for Work procedure and Code of Conduct which support positive outcomes for building a safe and healthy workplace culture.

During 2015/16 Council's turnover increased slightly from 11.7% to 13.2%. Council's approved full time equivalents (FTEs) increased slightly for the same period to 349.4 compared to 348.4 the previous year. The additional staff member is located within the Corporate Services department.

Figure 31: 5 Year Annual Employee Turnover

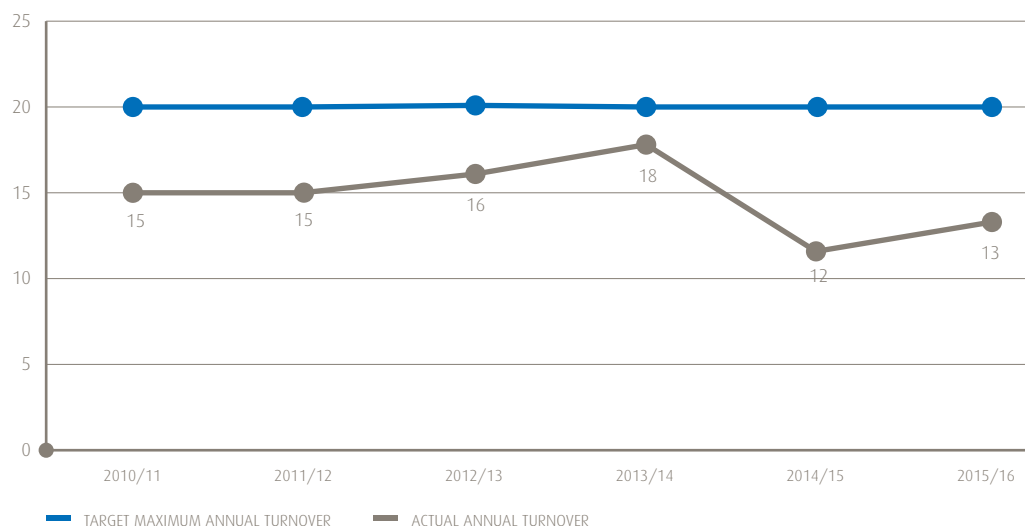
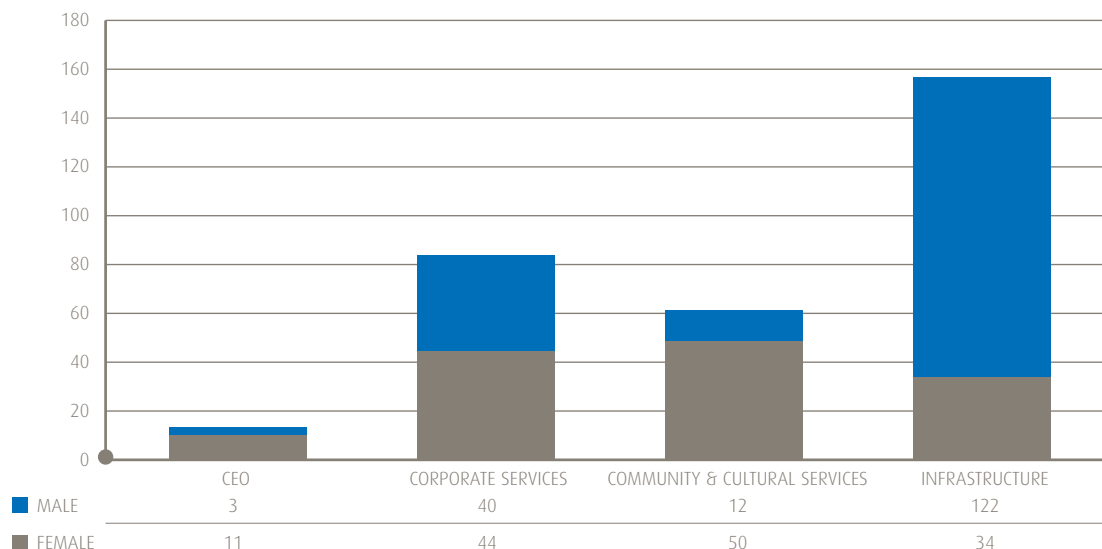


Figure 32: Actual Employees - by Department and Gender 2015/16

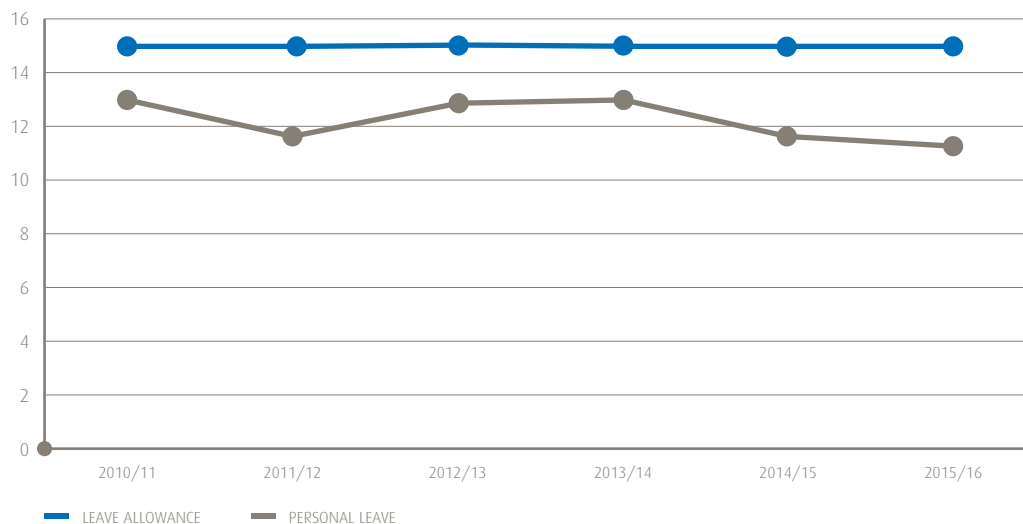


PERSONAL LEAVE

On average, employees used 11.3 days personal leave in 2015/16. Personal leave consists of sick leave, family leave and carers leave.

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
13 days	11.7 days	13 days	13 days	11.8 days	11.3 days

Figure 33: Personal Leave

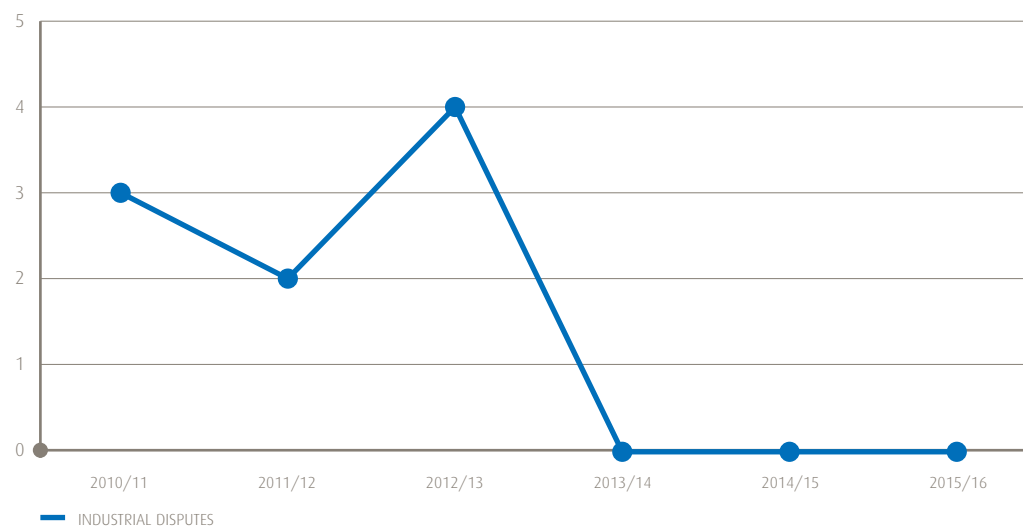


INDUSTRIAL DISPUTES

There were no industrial disputes for 2015/16. Industrial disputes over the last five years:

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
3	2	4	Nil	Nil	Nil

Figure 34: Industrial Disputes



Outcome 5.3

GOOD GOVERNANCE

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

Strategy 5.3.1	Demonstrate good corporate practice and ethical behaviour
Strategy 5.3.2	Display contemporary leadership and management practices
Strategy 5.3.3	Understand and manage Council's risk exposure
Strategy 5.3.4	Encourage community participation by engaging, communicating and working in partnership with the community
Strategy 5.3.5	Increase community awareness of the role and achievements of Council



Action Performance

25 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Implement the City of Darwin Governance Framework	Governance	
Manage Council's compliance with statutory obligations for Council meetings, including By Laws	Governance	
Administer Council meetings and activities	Governance	
Manage and provide high level executive support to the Office of the Lord Mayor and Chief Executive Officer	Governance	
Provide administrative support to Elected Members	Governance	
Develop and implement Elected Member, Chief Executive Officer and staff communication mediums	Governance	
Manage Council's statistical profiles and analysis	Strategic Services	
Develop and implement a strategic approach to seeking external grants and Council recognition through awards	Strategic Services	
Develop and implement Council's Performance Management Framework including regular public reporting of performance against Council's Strategic and Municipal Plans	Strategic Services	
Manage Council's Legislative Compliance Program and Policy Framework	Strategic Services	
Develop and coordinate the delivery of a whole of Council community engagement program	Communications and Engagement	
Develop and manage Council's social media platforms and websites	Communications and Engagement	
Manage and implement Council's Communications Strategy and develop an annual Communications Plan	Communications and Engagement	
Manage Council's reputation through effective media management strategies, public relations and marketing	Communications and Engagement	
Manage marketing and promotion of Council's brand including sponsorship arrangements	Communications and Engagement	
Manage and implement a Council wide Corporate Risk Management Framework including Strategic and Operational Risk Assessments	Risk, Audit and Safety	
Implement and manage Council's Workplace Health and Safety Management System (WHSMS)	Risk, Audit and Safety	
Manage Council's public liability and workers compensation insurance and claims	Risk, Audit and Safety	
Implement and manage Council's Internal Audit program	Risk, Audit and Safety	
Develop, implement and manage Council's Control Self-Assessment Program	Risk, Audit and Safety	
Develop and maintain Council's Business Continuity Management Systems	Risk, Audit and Safety	
Develop and implement archiving and records management processes, policies and procedures	Records and Information Management	
Administer and maintain Council's record keeping system	Records and Information Management	
Manage Council's requests and compliance relating to Freedom of Information (FOI)	Records and Information Management	
Provide training and development for staff and management regarding Records Management and Freedom of Information	Records and Information Management	

Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Governance					
Overall community satisfaction with the City of Darwin	%	>70	63	59*	
Availability of council agendas and minutes on Council's website within legislative timeframes	%	100	100	100	
Strategic Services					
Community satisfaction that Council's vision and goals are clear and communicated to the Darwin community	%	65	58*	60**	
Percentage of current term policy review complete in 2015/16	%	100	63**	82***	
Communications and Engagement					
Percentage of customers who find out about Council matters via Council's website	%	>20	29	24****	
Community satisfaction rating with Council consulting with the community sufficiently	%	>60	59	51*****	
Community satisfaction rating with Council improving their communications processes	%	>25	29	23*****	
Number of website 'hits' per annum	#	>300,000	437,020	470,943	
Risk, Audit and Safety					
Percentage of operational risk assessments reviewed annually and adopted by the Risk Management and Audit Committee	%	100	100	100	
Percentage of Council's annual Internal Audit Plan delivered	%	100	75***	100*****	
Percentage of departmental control self-assessment actions reviewed annually	%	100	100	100	
WHSMS Policy reviewed annually	%	100	100	100	
Records and Information Management					
Percentage of Freedom of Information requests responded to within required timeframes	%	100	100	100	

*The result is from Council's Annual Community Satisfaction Survey.

**The result is from Council's Annual Community Satisfaction Survey. Council is continuing to develop strategies for greater communication of its vision to the community.

***Each policy is required to be reviewed within the term of the Council, this is on track to be achieved.

****The result is from Council's Annual Community Satisfaction Survey.

*****The result is from Council's Annual Community Satisfaction Survey. 51% of respondents were satisfied with Council's Community Consultation.

*****The result is from Council's Annual Community Satisfaction Survey. Slight decline but remains within acceptable levels.

*****3 out of 4 of the internal audits were completed. The audit not completed was due to the identified risk of it impacting negatively on the respective team due to the timing. In consultation with the Risk and Audit Committee it was decided to defer the audit to the 2015/16 program.

Governance

CORPORATE PRACTICE AND ETHICAL BEHAVIOUR

As outlined on [page <<36 >>](#) of the annual report, City of Darwin's Governance Framework outlines the regulatory and administrative framework within which the Council operates. To support the implementation of the Governance Framework, City of Darwin has put in place a number of internal processes including Risk Management, Control Assessment and Internal and External Audit programs. City of Darwin's Risk Management and Audit Committee provides oversight, monitoring and advice to Management and Council on the effectiveness of these internal processes.

City of Darwin's *Governance Framework* is driven by a clear vision and culture and consists of four key principles which provide the basis for understanding how Council governs and interacts with the community. The framework depicts the legislative, procedural and regulatory environment Council operates within in order to ensure it practises open and transparent governance and meets compliance obligations with the Local Government Act and other legislation and standards. Benefits of good governance include promoting community confidence, encouraging Elected Members and employees to be confident, leads to better decisions and supports ethical decision making.

ELECTORAL REVIEW

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

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

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

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

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

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

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

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

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

BY ELECTIONS

In accordance with the Local Government Act a By-Election in the Lyons Ward was held on 10 October 2015 in response to resignations by Alderman Galton and Alderman Anictomatis.

53% of 13,147 eligible voters voted in the By-Election. Alderman Emma Young and Alderman Mick Palmer were declared to office on 27 October 2015.

Council continues to fund By-Elections from the Election Reserve, noting that the cost of the 2015 Lyons Ward By-Election was \$59,260 (excluding GST). For the first time, Council resolved to pursue the issuing of infringement notices for non-voters at a By-Election and has since recouped \$38,750 through infringements resulting in \$19,900 being returned to Council from the Northern Territory Election Commission.

DECISION-MAKING

Each month during 2015/16, City of Darwin hosted a public forum providing an opportunity for members of the community to openly discuss issues and concerns directly with the Lord Mayor and Aldermen. Matters that attracted higher than normal interest included Marriage Equality and the Smith / Daly Street Roundabout Black Spot project.

LEGISLATIVE REVIEW

In May 2016, following Territory wide consultation, the Northern Territory Governance implemented changes to the Local Government Act.

The changes will require Council to amend some existing policies and create additional policies. There are no significant operational impacts for Council as a result of the legislation review.

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Strategic Services

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT

Council's Strategic Planning Framework demonstrated on page 7 of this report outlines the long and short term requirements for Council's planning cycles. It includes the development of Council's annual Municipal Plan and budget.

The Local Government Act requires that Council adopts its annual Municipal Plan by the end of July each year. City of Darwin adopts its plan by the end of June. The 2015/16 Annual Municipal Plan was adopted on 30 June 2015. The 2016/17 Annual Municipal Plan was adopted on 28 June 2016.

Continued improvement of Council's planning and performance management processes has highlighted the need to continually review the City of Darwin Evolving Darwin Towards 2020 Strategic Plan. A more significant review of the plan to ensure Council remains on track to deliver on its vision and goals will be undertaken in 2017 following the local government elections.

COMMUNITY SATISFACTION SURVEY

City of Darwin undertakes an annual community satisfaction survey which assists in providing Council with insight into the perceptions of our community and level of satisfaction with Council's performance. Satisfaction is assessed against Council's performance achieving its vision and goals outlined in the Evolving Darwin Towards 2020 Strategic Plan and delivery of day to day services and programs.

In 2015, 700 residents were surveyed. The Darwin community's overall satisfaction with Council was 3.5; which meant that 59% of the survey respondents expressed that overall they were quite satisfied or very satisfied with City of Darwin. The results of the survey enable Council to better plan and allocate resources to match community priorities and benchmark its performance against other local governments.

The survey measures the community's importance rating and satisfaction with various council services. Many of these results are used to report on our performance throughout this report. In 2015/16, the top five services where council could improve based on the community ratings of importance and satisfaction are:

- Road safety (i.e. placement of roundabouts, lights, traffic calming devices etc)
- Street lighting
- Car parking in the CBD
- Community consultation
- Access to/location of public toilets

2015/16 was the first year that Council included online surveying as part of its methodology. As a result 311 respondents completed the survey online representing 44% of total respondents. Online surveying was a key driver in ensuring greater participation rates from the under 40 year old age group resulting in respondents who better reflected the actual demographic of the City. Responses for this age group increased from 13% in 2014 (similar in previous years) to 49% in 2015. The change in results can be directly attributed to the modified delivery method which included online surveying.

COMPLIANCE ACTIVITIES

City of Darwin maintains a Policy and Procedure Framework which aims to ensure a holistic approach to policies and procedures guiding effective decision making and service delivery. Council's Policy and Procedure Framework requires that all Council policies are reviewed once in each term of Council. During 2015/16 of a total of 22 policies were reviewed and endorsed. A planned schedule has been put in place to ensure the remaining policies are reviewed within the current term of Council.

In 2016/17 City of Darwin will further its compliance activities with the implementation of a legislative compliance program for the Local Government Act.

Communications and Engagement

Community engagement is about involving people in the decisions that affect their lives. It provides Council with access to more sources of information, points of view and potential solutions, and it increases the likelihood that City of Darwin decisions are reflective of broader community needs and aspirations. Community engagement also gives the community a better understanding of the issues behind the decision making process and the related constraints or opportunities that exist. City of Darwin is committed to engaging with the community on a wide range of projects and issues affecting the municipality.

Table ? provides details of the community engagement processes carried out in 2015/16.

Animal Management was the major communication program this year with new TV ads focusing on pet registration, pets

at large and dog barking. Other communication campaigns during the year encouraged community participation in, and awareness of, events such as the annual Bombing of Darwin Day commemoration, the Australia Day Awards, Christmas in the City and the Pre-Cyclone CleanUp.

Social media is an effective way of connecting with the community that enables the community to share and organically boost our messaging to target audiences. Council's Facebook now has over 5,000 likes and we are increasing our use of advertising in this area with strong results.

Council is currently focusing more promotion of our regular programs like street tree pruning, concrete works and waste and recycling.

Council's new website is currently being developed with a strong focus on usability and engagement.



PROJECT	CONSULTATION LEVEL	PROJECT TIMING
Street Food Policy	L2 - Consult	July - August 2015
Land Acquisition, Disposal and Lease Policy Review	L1 Inform	July 15
Arts and Cultural Development Policy, and draft Public Art Policy	L2 - Consult	August 15
Lake management at Gardens Park Golf Links	L1 Inform	August 15
Safer Routes to school project	L2 Consult	August - September 2015
Nightcliff Café – Build Phase	L1 Inform	June - December 2015
Sports Field Review and Plan	L2 Consult	September - October 2015
Community Play Space	L2 Consult	October - November 2015
Parap Pool Redevelopment	L2 Consult completed L1 Inform as project is constructed	October - November 2015 Construction August 2016 to August 2017
Taxi Parking Review	L2 Consult	October - November 2015
Safer Vibrant Darwin Plan	L2/3 Consult / Participate	October - November 2015
Digital Strategy	L1 Inform	October - November 2015
Tambling Terrace crossing	L2 Consult	November 2015
Black Spot funding - Rapid Creek and Nightcliff	L1/2 Inform/Consult	November 2015
Fannie Bay North Traffic Management Plan	L2 - Consult	November 2015
East Point Road: future verge use	L2/3 Consult / participate	November 2015
Cullen Bay Car Parking	L2 - Consult	November 2015
Nightcliff toilet closure trial	L2 - Consult	November 2015
The Esplanade Upgrade	L1/2 Inform/Consult	June 2015 - February 2016
Master Plan project: Tamarind Park	L1 Inform	June 2015 - November 2015
Zone and accessible parking changes	L2 Consult	Consultation October/ November 2015 Implementation May/June 2016
2016/17 Municipal Plan	L1/2 Inform/Consult	June 2016
Harwood Park Lighting	L2 Consult	June 2016
Playground upgrades	L2 Consult	Ongoing
Playground shade	L1/2 Inform/Consult	Ongoing
Ongoing Capital & Civil Works i.e footpath program, tree pruning	L1 / 2 Inform/consult	Ongoing
Anula Regional Playground Upgrade	L2 Consult	June - September 2016
Master Plan Project: Intersection upgrades at Smith St/Esplanade	L1/2 Inform/Consult	June - July 2016
Alcohol consumption areas - time restrictions	L2 Consult	April - May 2016
Vesteys Reserve	L2 Consult	June - August 2016

Risk, Audit and Safety

UNDERSTAND AND MANAGE COUNCIL'S RISK EXPOSURE

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

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

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

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

WORKPLACE HEALTH & SAFETY

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

Council is committed to meeting its obligations under the Work Health and Safety (National Uniform Legislation) Act and Regulations and has developed an overarching Work Health and Safety (WHS) policy document that defines management obligations and commitment.

The workplace health and safety management system was subjected to an external audit against the applicable Australian standards 9AS/NZS 4801 & 4804. There were no matters of a significant nature raised by the auditors.

The WHS policy is supported by a series of safe work standards to provide guidance and explanation for legislated and regulatory safety requirements.

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

A program to implement job safety and environment analysis plans for individual worksites continued during 2015/16.

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

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

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

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

Monitoring of reported incidents and claims showed that claims related to a variety of workplace incidents. Council has a significant number of its workforce undertaking outdoor, physical work. No incidents of significance were reported and no single injury type (relative to the nature of work undertaken) was overly represented. There has been a continuing trend of increased reports of abuse of Council staff for the 2015/16 year.

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 2009/2010 to 12.5% in 2015/2016.

Council recorded a total of 114 days lost time due to injuries sustained during the year, down from 179 days last year. A further 634 days were lost to four staff with long term injury management issues.

A total of 88 incidents were reported, of which 16 resulted in Workers Compensation Claims, 11 being lost time injuries and 5 claims for medical expenses only.

Figure 35: % LTI against ALL INCIDENTS (with trendline)

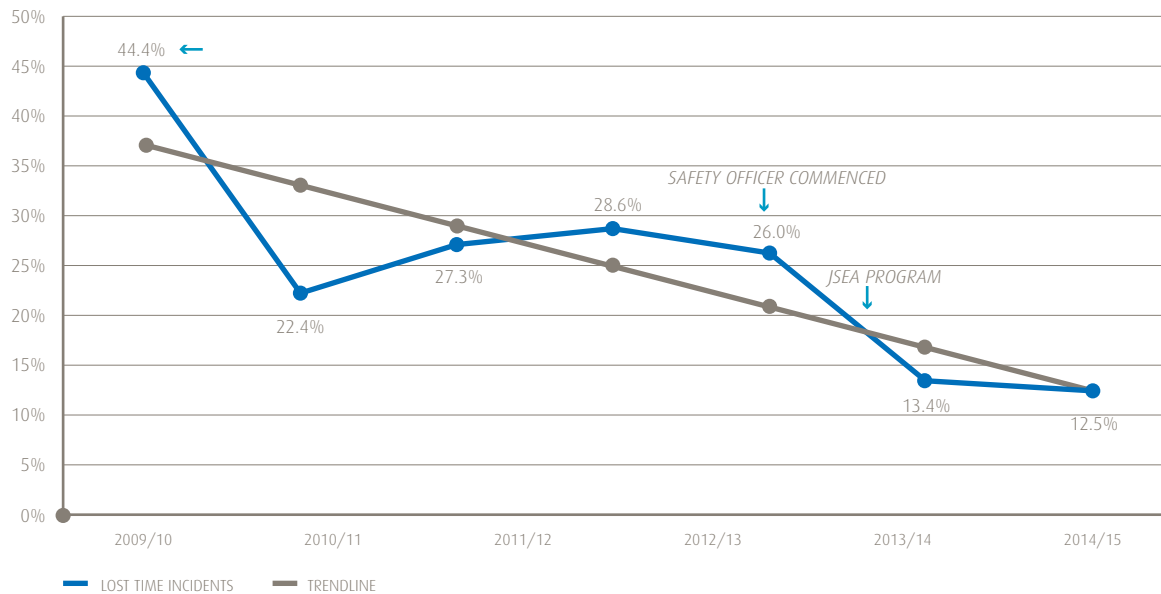


Figure 36: 2015/16 ANNUAL FIGURES - ALL REPORTED INCIDENTS, LTI CLAIMS & MEDICAL ONLY CLAIMS

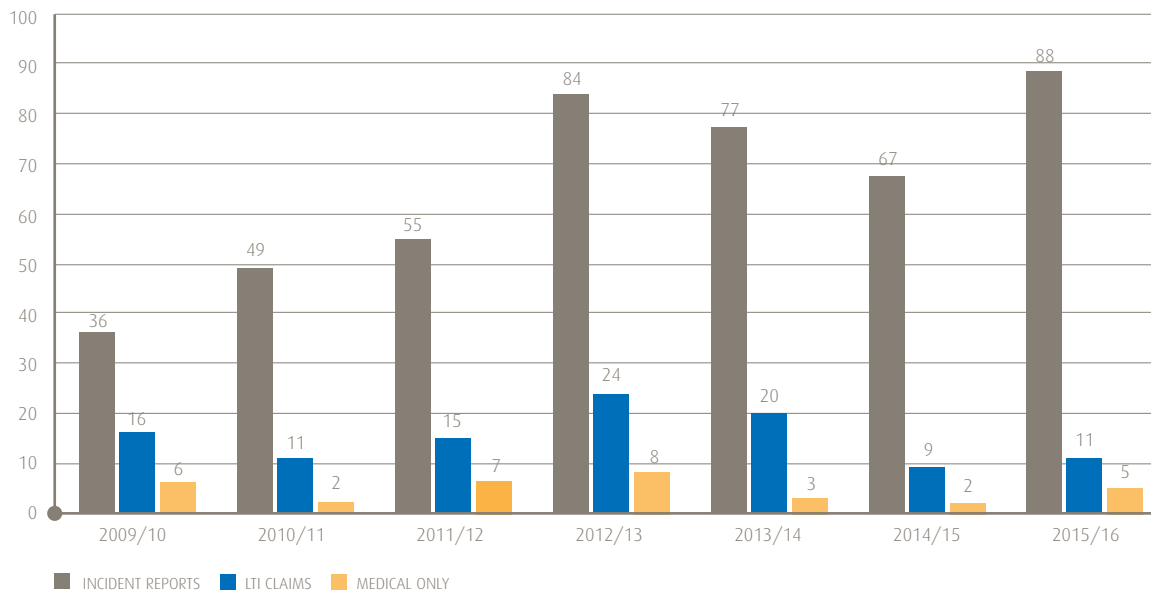


Figure 37: 2015/16 - Injuries by Type

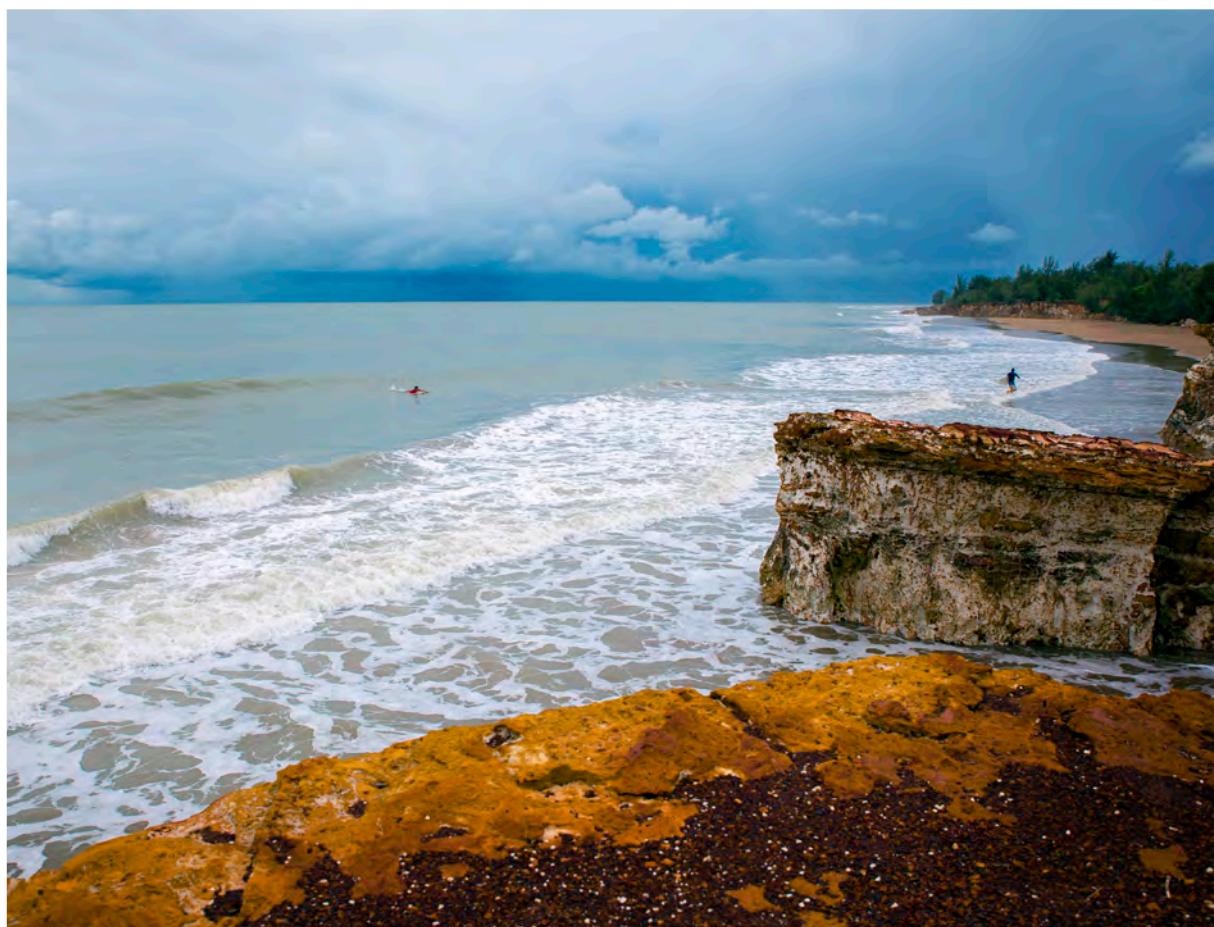
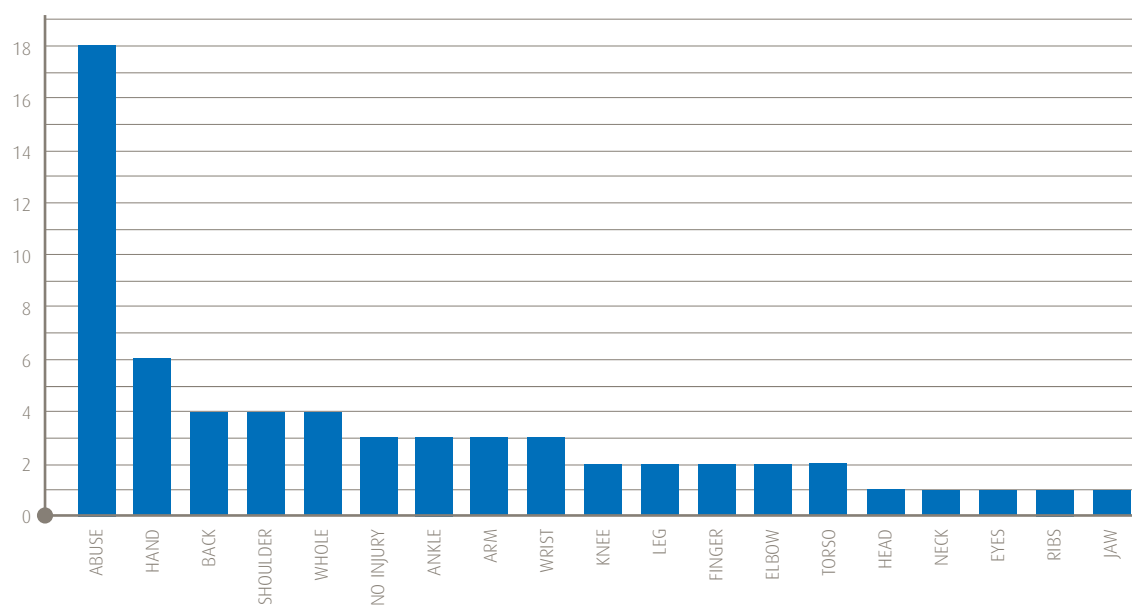
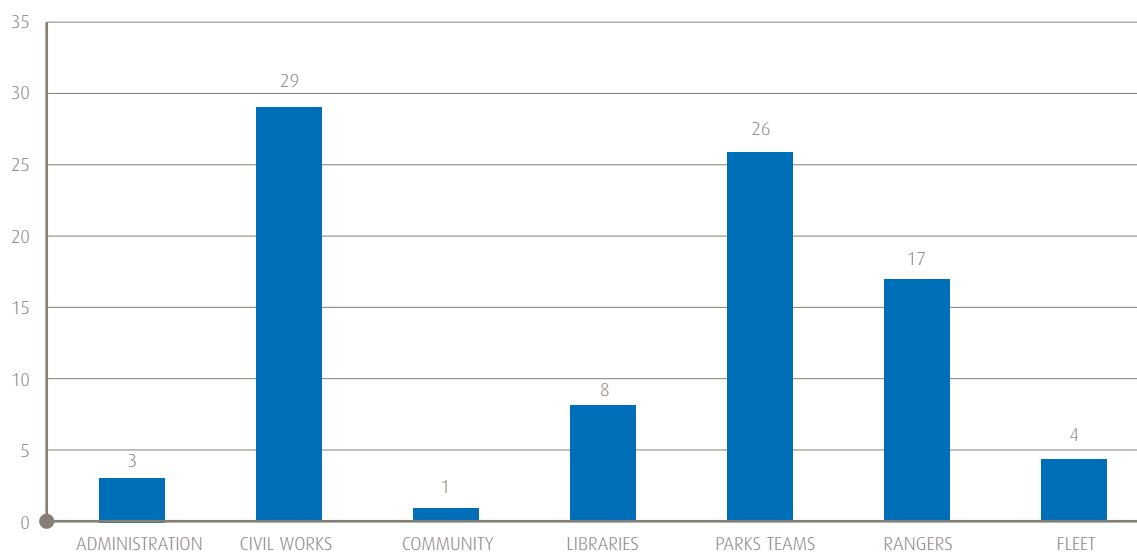


Figure 38: INCIDENTS BY WORK PROGRAMS 2015/16



Records and Information Management

In accordance with the *Information Act* City of Darwin is required to report on information access requests each year.

Council responded to eight information access requests in 2014/2015 as per table below.

Applications under the Information Act	2015/16
Applications outstanding at the start of the year	0
Applications to access personal information	0
Applications to access Government Information or mix	8
Accepted applications withdrawn	0
Unaccepted applications	0
Accepted applications finalised	7
Open Applications at end of year	1

City of Darwin has always strived to maintain a good level of compliance. Activities undertaken during 2015/16 that support continued compliance with the *Information Act* included the upgrade of the Records Keeping System “Ci Anywhere”, implementation of revised training and information sessions for handling private information, staff training on records management and archive standards and a revision of Council’s Records Management Policy.

Outcome 5.4






EFFECTIVE LEADERSHIP AND ADVOCACY

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


Strategy 5.4.1	Exhibit leadership on community issues
Strategy 5.4.2	Advocate on behalf of the community

Action Performance

5 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Provide strategic and operational leadership to Council and the community	Chief Executive Officer, General Managers and Executive Manager	
Lead implementation of Council plans, policy and decisions	Chief Executive Officer, General Managers and Executive Manager	
Actively participate in the Executive Leadership Team to monitor and resolve organisation wide and community issues	Chief Executive Officer, General Managers and Executive Manager	
Attendance at Council and Committee meetings	Chief Executive Officer, General Managers and Executive Manager	
Provide high level support and coordination of Council's role on Northern Australia Capital City Committee (NACCC), Top End Regional Organisation of Council's (OPROC) and Council of Capital City Lord Mayors (CCCLM)	Strategic Services	

Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Chief Executive Officer, General Managers and Executive Manager					
Each of Council's departments expenditure is in accordance with approved budgets	%	100			
Strategic Services					
Total number of grant applications submitted	#	>12	33	14	
Number of successful grant funding applications	#	>6	19	16*	

*2 applications were submitted in 2014/15 and approved in 2015/16.

Council and the Executive Leadership Team

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

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

Throughout 2015/16, Council's Executive Leadership Team managed expenditure in line with Council's overall adopted budget.

Strategic Services

As the only Capital City in Northern Australia it is imperative that City of Darwin demonstrates leadership and advocacy both within the Northern Territory and nationally.

Council participates and supports the strategic objectives of the Council of Capital City Lord Mayors (CCCLM), Northern Australia Capital City Committee (NACCC) and Top End Regional Organisation of Councils (TOPROC).

COUNCIL OF CAPITAL CITY LORD MAYORS (CCCLM)

CCCLM provides national leadership for the effective co-ordination and representation of the special interests of the Capital Cities of the Australian States and Territories, especially in their relations with other spheres of government. The strategic priorities for CCCLM are securing ongoing Federal Government engagement, partnerships, alliances and investment in capital cities as well as securing Federal Government investment in nation building infrastructure in capital cities and encouraging smart growth in urban Australia.

Each calendar year the responsibility for Chair of CCCLM rotates among the Capital Cities. City of Darwin is Chair of CCCLM for 2016.

In 2015/16 City of Darwin contributed to a number of CCCLM initiatives including:

- A campaign entitled 'Cities Matter', designed to attract focus by the Federal Government on the importance of cities. The campaign focussed on three (3) key themes being:
 - Cities contribution to the national economy
 - Climate change resilience
 - Infrastructure needs of cities
- Development of policy papers and input into Federal Government submissions on CCCLM priority issues of Climate Action, Affordable Housing and Smart Cities
- Input into the Federal Government Standing Committee on Infrastructure, Transport and Cities inquiry into transport connectivity
- Contribution to the Commercial Building Disclosure program review
- Input into the Federal Governments' research for a nationally consistent approach to alcohol-fuelled violence.
- Participation in a variety of political and stakeholder engagement activities which included political meetings with the leaders of the major political parties including the Prime Minister, the Cities Summit, Future Earth Workshop and Smart Cities Forum with the City of Boston and Microsoft
- Representation on the National Local Government Drug and Alcohol Advisory Committee.

NORTHERN AUSTRALIA CAPITAL CITY COMMITTEE (NACCC)

City of Darwin Lord Mayor and the Northern Territory Chief Minister are committed to work together through the NACCC to enhance the attraction, productivity, resilience and liveability of Darwin.

Key initiatives in 2015/16 included:

- Continued discussions regarding incorporating the Darwin City Centre Master Plan into the Northern Territory Planning Act.
- A partnership submission to National Stronger Regions Fund for the Barneson Boulevard project resulting in Northern Territory Government funding of \$5M
- Funding of \$1.5M to upgrade the Darwin Velodrome
- The Darwin Safer City Project and Northern Territory Government Alcohol Policy Working Group
- Developing Northern Australia
- Regional waste management and emergency waste management



TOP END REGIONAL ORGANISATION OF COUNCILS (TOPROC)

City of Darwin together with Belyuen Community Government Council, City of Palmerston, Coomalie Community Government Council, Litchfield Council and Wagait Shire Council form the Top End Regional Organisation of Councils. TOPROC represents over 57% of the Northern Territory's population and is a valuable forum for collaboration on regional issues and provides a collective voice for Top End Councils.

In 2015/16 TOPROC reviewed its Strategic Plan culminating in the adoption of the TOPROC Regional Development Plan. The Plan, founded on a review of each Council's strategic direction and direct engagement with individual Council's and TOPROC collectively, focusses on the following three (3) priorities:

- Land Use Planning and Policy
- Waste and Recycling
- Incorporation of Unincorporated Land.

The Regional Development Plan guides the work of TOPROC. In 2015/16 TOPROC activities included:

- Engagement with the Department of Local Government and Regions to progress the incorporation of unincorporated land
- Strategic planning workshop to determine how Top End Councils can have a greater input into the Northern Territory's Planning processes.
- Political advocacy in the lead up to the Federal and Northern Territory elections
- Continued advocacy to commit the Northern Territory Government to a suitable site for regional waste management and emergency waste management.

The Regional Development Plan will continue to provide strategic direction and guidance to TOPROC activities in 2016/17 with key advocacy opportunities being put in place.



External Funding

Securing external funding is an important function of City of Darwin and a key outcome of effective advocacy. Boosting Council's annual budget with external funds provides an opportunity for Council to fast track key projects or deliver additional projects and programs aligned to the achievement of City of Darwin's *Evolving Darwin, Towards 2020 Strategic Plan*.

External funding includes ongoing government operational funding, donations to Council, grants and partnered funding.

Historically, external funding has amounted to around \$4.5M per annum. Over the past couple of years however, there has been a marked increase in both the external funding available to Council and the funding secured by Council. This can largely be attributed to election cycles and the injection of funding into the national, territory and local economies.

External funding increased from \$4.3M in 2013/14 to \$11.14M in 2014/15 and \$17.3M this reporting year.

Increased funding over the last two years was a direct result of:

- Council strategically aligning with other levels of government for infrastructure development and the delivery of the Darwin City Centre Master Plan
- External political environment with Federal and Territory elections being held throughout 2016
- Focusing on ensuring grant applications seek funding for projects that are approved, already have budget allocation and are 'shovel' ready.

During 2015/16 Council was awarded funding for 16 projects. Details of operational funding and grants awarded are outlined in the table on the next page.

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

Table ??: External Funding Received 2015/16.

Project Title	Project Description	City of Darwin Program	Funding Agency	Funding \$	Council's Budgeted Contribution 15/16
Public Library Funding	Funding to support the provision of public library services.	Library Services	Northern Territory Government, Department of Arts and Museums	\$1,477,200	\$0
Fun Bus Program	Fun Bus is a mobile playgroup that provides play-based early childhood activities for children under 5 years and their parents/carers in a number of locations around Darwin	Families and Children's	Northern Territory Government, Department of Children and Families	\$57,882	\$83,279
Darwin Entertainment Centre	Funding to support the refurbishment of the Darwin Entertainment Centre (carpeting)	Darwin Entertainment Centre	Northern Territory Government, Department of Infrastructure	\$28,080	\$0
Financial Assistance Grants (FAGs) - Roads	Funding to support the delivery of road works throughout City of Darwin	Infrastructure Maintenance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,778,024	\$0
Financial Assistance Grants (FAGs) - General Purpose	Funding to support the general operations of Council	Finance	Australian Government Department of Infrastructure and Regional Development, administered via the Northern Territory Grants Commission	\$1,743,649	\$0
Mosquito Control	Funding to support the control of mosquitos and public health within the Municipality	Stormwater Drainage Maintenance	Northern Territory Government, Department of Health	\$218,775	?
Annually Recurring Grants and Subsidies				\$5,303,610	\$83,279

Project Title	Project Description	City of Darwin Program	Funding Agency	Funding \$	Council's Contribution
Pee Wee Camp	Public Access Restoration Project	Property Management	Heritage Grant Program - Northern Territory Government, Department of Lands, Planning and the Environment	\$10,000	\$0
Commercial Waste Audit	Identification of main waste streams generated by commercial customers	Waste Management	Environment Grant - Northern Territory Government, Environment Protection Authority	\$10,000	\$0
Midnight Basketball	Youth Program to run two (2) Midnight Basketball tournaments per year	Youth Services	Midnight Basketball Australia	\$20,000	\$30,000
			Rotary Club of Darwin (Donation for Tournament 1)	\$1,000	
Comic Book Workshop	Workshop with Comic Book Artist Wayne Nichols at each Library	Library Services	National Youth Week 2016 - Northern Territory Government, Department of Chief Minister, Office of Youth Affairs	\$2,000	
Garamanak Park Shade	Shading of the playground structure at Garanmanuk Park	Parks and Reserves	Community Development Grant - Australian Government Department of Infrastructure and Regional Development	\$75,000	\$25,000
Darwin Wayfinding Signage	Developing a plan to implement Wayfinding Signage throughout City of Darwin and the Waterfront and Stokes Hill Wharf areas	Planning	Northern Territory Government Department of Transport (25% contribution)	\$14,275	\$28,550
			Darwin Waterfront Corporation (25% contribution)	\$14,275	
Bicycle Technical Notes	Production of bicycle technical notes	Design	Northern Territory Government, Department of Transport	\$4,990	\$25,000
D Town Battles*	Hip Hop development workshops and performances	Youth Services	Breakdance NT	\$1,200	\$8,000
The Esplanade Redevelopment	Redevelopment of the Esplanade including road, cycle lanes and lighting	Infrastructure Projects	Roads to Recovery - Australian Government Department of Infrastructure and Regional Development	\$3,670,806	\$
Ryland Road and Rossiter Street Project	Installation of pedestrian refuge at the intersection of Ryland Road and Rossiter Street	Infrastructure Projects	Black Spot Funding - Australian Government Department of Infrastructure and Regional Development, administered via Northern Territory Department of Transport	\$50,000	\$20,380

Project Title	Project Description	City of Darwin Program	Funding Agency	Funding \$	Council's Contribution
Ryland Road and Clarke Crescent Project	Installation of a roundabout at Ryland Road and Clarke Crescent	Infrastructure Projects	Black Spot Funding - Australian Government Department of Infrastructure and Regional Development, administered via Northern Territory Department of Transport	\$75,000	\$50,408
Smith Street and Daly Street Intersection Project	Upgrade of the intersection of Smith Street and Daly Street	Infrastructure Projects	Black Spot Funding - Australian Government Department of Infrastructure and Regional Development, administered via Northern Territory Department of Transport	\$550,277	\$280,000
Bombing of Darwin Event	Bombing of Darwin Day Commemoration Activities 2015	Major Community Events	Department of Chief Minister, Northern Territory Government	\$35,000	
Upgrade the Cavenagh and Bennett Street Intersection	Upgrade of the Cavenagh and Bennett Street	Infrastructure Projects	Improving Strategic Local Roads Infrastructure Program - Northern Territory Government, Department of Transport	\$1,000,000	\$100,000
Upgrade the Velodrome	Upgrade of the Velodrome	Recreation and Leisure	2015/16 Boosting our Economy Grant - Northern Territory Department of Sport and Recreation	\$1,500,000	\$0
Parap Pool Redevelopment**	Redevelopment of the Parap Pool	Infrastructure Projects	2015/16 Boosting our Economy Grant - Northern Territory Department of Sport and Recreation	\$5,000,000	\$4,483,000
Solar Panel Display	National Science Week	Climate Change and Environment	National Science Week Community Grants NT, Northern Territory National Science Week Committee	\$3,000	In kind
Projects and Programs from Grant Applications/Partnered Funding				\$12,001,823	
Total Externally Funded Programs and Projects				\$17,305,433	

* D Town Battles was coordinated by Jeremiah Rasing and delivered as a partnership project with Australia Council (\$32,500), Australia Council for the Arts (\$2,000), Arts NT (\$1,500) and Office of Youth Affairs (\$1,000).

** Parap Pool Redevelopment Project is a three way funded project totalling \$13,966,000. A contribution of \$4,483,000 from the Australian Government National Stronger Regions Fund was reported in the 2014/15 Annual Report.

The table above does not directly reflect the amounts reported in the financial statements as it includes funding awarded in prior years and funding awarded but not yet received.

Outcome 5.5

RESPONSIBLE FINANCIAL AND ASSET MANAGEMENT

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

Strategy 5.5.1 Manage Council's business based on a sustainable financial and asset management strategy

Action Performance

16 key actions across the program profiles have been delivered. In 2015/16 action performance is as follows:

Action	Program Profile	2015/16 Result
Management of Council's revenue and payable functions including generation of Council's rates and revenue	Financial Management	
Develop and implement a financially sustainable long term financial plan, annual budget and quarterly budget reviews	Financial Management	
Manage and deliver on Council's annual statutory and financial reporting obligations	Financial Management	
Manage and provide advice on Council's borrowing and investments in accordance with adopted policy	Financial Management	
Develop and implement sound asset accounting practices	Financial Management	
Manage and monitor Council's Accounts Payable processes in accordance with Council's Procurement Framework	Financial Management	
Develop and implement a Corporate Asset Management Strategy and asset management plans for defined asset classes: Roads, Pathways, Stormwater, Parks and Buildings*	Asset Management	
Develop, implement and maintain a corporate asset register**	Asset Management	
Develop and manage the implementation of Council's annual asset renewal and replacement program	Asset Management	
Undertake cyclic condition assessments, collection and maintenance of asset information, predictive modelling and forward works planning for City of Darwin assets	Asset Management	
Award contracts through a transparent process of advertisement and assessment	Contracts Administration	
Administer and monitor contracts to minimise risk to Council	Contracts Administration	
Manage and implement Council's asset management strategy for heavy and light fleet	Fleet Management	
Purchase and dispose of vehicles and plant resources***	Fleet Management	
Monitor fleet condition and level of usage	Fleet Management	
Provide preventative maintenance, repair and modifications to Council's fleet, ensuring compliance with safety regulations	Fleet Management	

*Asset Management Plans, and relevant Strategy, are being developed in conjunction with the Asset Management Audit recommendations and are reported through the Asset Management Steering Group to the Risk Management Audit Committee.

**New asset management system has been implemented and functional for infrastructure management, implementation of financial requirements planning underway and is reported through the Asset Management Steering Group to the Risk Management Audit Committee.

***Fleet Replacement Program approximately 80% complete.

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Key Performance Indicators

2015/16 Municipal Plan Indicator	Unit	Target	2014/15 Actual	2015/16 Actual	2015/16 Result
Financial Management					
Rates ratio	%	60-70	63.2	63.6	
Asset sustainability ratio	%	>50	31	77.5	
Rates debtors outstanding	%	<5	2.2	2.6	
Liquidity ratio	#	>1:1	1.01:1	1.01:1	
Asset Management					
Total value of infrastructure assets	\$	\$100M increase	100M	Not reported in 2015/16 KPI removed in 2016/17	
Variation in value of infrastructure assets from previous year	%	Positive 10% variance	10	Not reported in 2015/16 KPI removed in 2016/17	
Asset renewal funding ratio	%	Refer to Asset Sustainability Ratio			
Asset sustainability ratio	%	50	31	77.5	
Contracts Administration					
Percentage of Council's contracts awarded to locally owned and operated businesses	%	>70	93.33	91	
Fleet Management					
Vehicles available for use	%	100	95	95	

Financial 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) that covers a four year period; however City of Darwin prepares a LTFP covering a period of ten years on an annual basis. The 2015/16 to 2023/24 LTFP was adopted in March 2015.

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

The LTFP outlines projected rates increases of 4.5% per annum for the next 10 years. The rates increase in 2015/16 was set at 3.0%. During the year Council continued to identify efficiencies in order to further reduce the rates increase. The increase for 2016/17 was set at 2.75%.

Asset Management

In 2015/16 City of Darwin was the custodian of over \$1.2B of community assets and infrastructure such as pools, buildings and land, roads, stormwater drainage systems, paths, parks and reserves, plus many more.

These assets deliver important services to our community and a key issue facing all local governments throughout Australia is the ongoing management of ageing assets. City of Darwin has continued to focus on sound asset management principles with the adoption of an updated Asset Management Policy. 2015/16 also saw the introduction of a new Asset Management System at Council to enable improved data management and access across all areas.

Council will continue to review and update its Asset Management Plans, and Strategy, in 2016/17.

Contracts Administration

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.

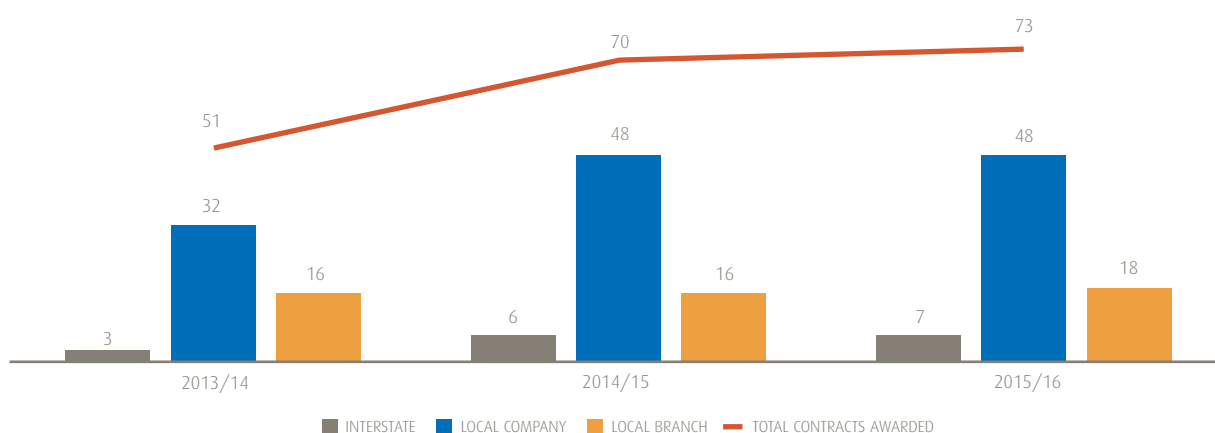
During 2015/16 City of Darwin's administered 73 contracts to the total value of approximately \$46.5million. This was an increase in value of 10% from the previous financial year.

The overall number of contracts administered in 2015/16 increased by 4%, this is on top of a 35% increase the previous year.

The number of contracts awarded to local business (including local branch) in 2015/16 has increased by 3%.

Contracts awarded to interstate companies in 2015/16 was 10% of all Contracts.

Figure 39: Number and location of contracts awarded by City of Darwin



\$ Value of Contracts	No. of Contracts	Service provided	Supplier	Location of Supplier
Up to \$100,000	18	Supply and Installation of 250 KVA Generator and 30 KVA UPS For Operations Centre	Server Room Specialists	L
		Panel Of Suppliers For Supply of Road Signs	Norsign NT	L
		Provision Of Legal Services	Clayton Utz Supplier	LI
		Maintenance of Generator and UPS for Civic Centre	Server Room Specialists	L
		Land and Building Revaluation	Assetval	I
		Panel Of Suppliers For Supply of Road Signs	Artcraft Pty Ltd	I
		Provision of Painting Services	Akron Group	L
		Provision Of Legal Services	Roussos Legal Advisory	L
		Grounds Maintenance Lyons Muirhead and Lee Point Road	Naturecall Environmental	LI
		New Intranet For The City Of Darwin + 3 Year Support And Maintenance Period	Captovate Pty Ltd	L
		Expression of Interest Creating an Urban Destination - Bradshaw Terrace	SMEC	LI
		Provision Of Legal Services	Minter Ellison	LI
		Provision Of Travel Services	Mariner Travel Pty Ltd	I
		Supply And Installation Of Xmas Decorations For Darwin CBD	The Exhibitionist	L
		Provision Of Plumbing Services	Darwin and District Plumbing	L
		Supply And Delivery Of Ready Mixed Concrete	HB Concrete	L
		Provision Of Plumbing Services	Approved Plumbing Services	L
		Supply of Hot Mix Asphalt	Asphalt Company Australia	L

\$ Value of Contracts	No. of Contracts	Service provided	Supplier	Location of Supplier
\$100,001 to \$250,000	19	Supply And Delivery Of Ready Mixed Concrete	HSS NT	L
		Provision Of Legal Services	HWL Ebsworth	LI
		Watermain and Hydrant Upgrade for Westlane Carpark	Endfire Engineering	L
		CCTV Inspections	Renoflo	L
		Grounds Maintenance - Lyons	Paradise Landscaping (NT) Pty Ltd	L
		Event Infrastructure for Bombing of Darwin Day	Dreamedia	L
		Provision Of A Temporary Labour Services	Programmed Integrated Workforce	LI
		Carparking Cash Collection And Associated Services	Wilson	LI
		Chilled Water Pipe Replacement West Lane	Mobile Electrics	LI
		Line Marking Services	Asphalt Company Australia	L
		Tiwi Stormwater Upgrade	Wolpers Grahl	L
		Provision of Painting Services	M&G Painters And Partners Pty Ltd	L
		Grounds Maintenance Lyons Muirhead and Lee Point Road	Programmed	LI
		Design and Construction Bishop Street Operations Centre	Country Solar NT	L
		Building Repairs And Maintenance	Akron Group	L
		Building Repairs And Maintenance	MIM Investments NT Pty Ltd	L
		Design and Construction of Playground Shade Structures – Package 2	NT Shade and Canvas	L
		Provision of Security Services	Southern Cross Protection	LI
		Provision Of Plumbing Services	P & K Plumbing	L

\$ Value of Contracts	No. of Contracts	Service provided	Supplier	Location of Supplier
\$250,001 to \$500,000	15	Provision Of Electrical Services	G&T Electrical Enterprises Pty Ltd	L
		Hire And Operation Of Elevated Work Platform	Mabindi	L
		Provision Of Sweeping Services	Industrial Power Sweeping Services	L
		Design and Construction of Playground Shade Structures	Aerosail	L
		S& I 500kVA Generator and New Mains Switchboard Upgrade to the City of Darwin Civic Centre	Delta Electrics	L
		Resource And Recovery At Shoal Bay	NT Recycling Solutions Pty Ltd	L
		Supply of Electricity to City of Darwin Civic Centre	Qenergy	I
		Line Marking Services	Top End Line Markers	L
		Provision of a Cleaning Service	Ezko Property Services	L
		Provision of Debt Collection Services	TERRITORY DEBT COLLECTORS TDC	L
		Design and Construction of Play Equipment Facilities and Shade Provision at Anula Regional	NT Shade & Canvas	L
		Sunset Park Sea Wall	Akron	L
		Tree Planting	Remote Area Tree Services	L
		Construction of Shoal Bay Landfill Leachate Collection System	Airwell Group	I
		Service Of Street And Park Litter Bins	Rural Rubbish Removals	L

\$ Value of Contracts	No. of Contracts	Service provided	Supplier	Location of Supplier
\$500,001 to \$1,000,000	9	Provision Of A Temporary Labour Services	Synaco	LI
		Maintenance of Parking Machines In Darwin CBD	APARC	LI
		Construction of North & South Leachate Ponds Geosynthetics Installation	Fabtech	I
		Tamarind Park Upgrade	Wolpers Grahl	L
		Construction of North & South Leachate Ponds & Associated Infrastructure	Territoria Civil	LI
		Parap Leisure and Sports Centre - Stage 1	Liquidblu	I
		Provision of Arboricultural Services	Remote Area Tree Services	L
		Construction of North & South Leachate Ponds and Associated Infrastructure	BMD Urban	LI
		Provision Of A Temporary Labour Services	Hays Specialist Recruitment D	LI
\$1,000,001 to \$2,500,000	9	Spray Seal And Minor Asphalt Works	Asphalt Company Australia	L
		Nightcliff Seawall	Aldebaran	L
		Provision of Arboricultural Services	Arafura Tree Services	L
		Asphalt Overlay & Replacement Program	Asphalt Company Australia	L
		Management of Swimming Pools	Dempsey Consolidated Pty Ltd	L
		Provision Of Road Shoulder Maintenance And Plant Hire	Mousellis & Sons	L
		Design and Construction of a Café/Restaurant on Nightcliff Foreshoe	Ray Laurence Constructions Pty Ltd	L
		Municipal Mowing	Programmed	LI
		Minor Civil Works	Vrahos Constructions	L
\$2,500,000 to \$5,000,000	2	Esplanade Reconstruction Daly Street to Herbert Street	Mark Cundall Earthmoving	L
		Collection of Domestic Garbage & Recyclables For Darwin City Council	CLEANAWAY	LI
Over \$5 million	1	Operation of Shoal Bay Waste Disposal Site	Territoria Civil - Shoal Bay	LI

L – Locally owned and operated business LI – Interstate business with a local office/branch I - Interstate business





Financial Statements

AUDITED FINANCIAL STATEMENTS



Index



Glossary of Terms





Acknowledgement of Images

As noted in this report, City of Darwin has been putting in place initiatives to improve organisational culture. Additionally, Council continues to look for opportunities to continually engage and embed our vision, mission and goals across the organisation.

This year, City of Darwin facilitated an internal photo competition seeking images for Council's Annual Report. Staff were invited to supply images that best reflected the vision and five (5) goals outlined in our *Evolving Darwin Towards 2020 Strategic Plan*.

An independent panel was convened to assess entries and the top six (6) images are features in this Annual Report. The winning image depicting Council's Vision: *A tropical, liveable city that creates opportunity and choice for our community* is featured on the front cover. The other five (5) images are featured at the introduction to each goal on pages ??,??,??,?? and ??.

