



ATTACHMENTS

**Ordinary Council Meeting
Under Separate Cover**

Tuesday, 27 July 2021

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2030

CLIMATE EMERGENCY STRATEGY

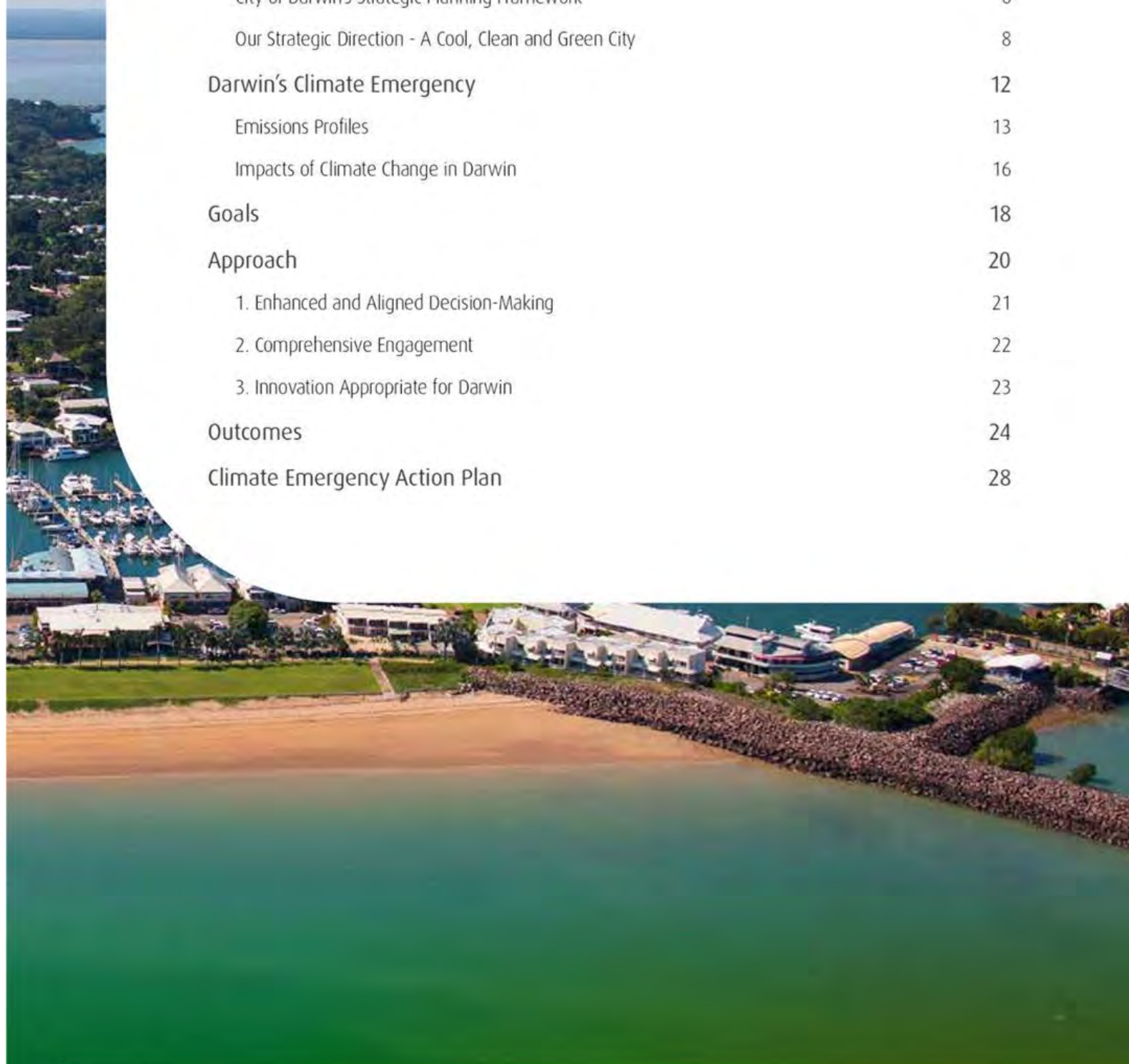






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Acknowledgement of Country

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 ‘song lines’ connecting Larrakia people to Country penetrate throughout their land and sea, allowing stories and histories to be told and retold for future generations. Scientific evidence dates Aboriginal presence in northern Australia to 60,000 years.

The Larrakia culture and identity is rich and vibrant. In the footsteps of the Larrakia people, City of Darwin will continue to foster this culture and identity by creating a vibrant community together.

PHOTO COURTESY OF LARRAKIA NATION





Lord Mayor's Message

In May 2019, Council declared a climate emergency due to the escalating climatic issues affecting our city, the Northern Territory, Australia and the rest of the World.

Climate change is the greatest challenge of our time and this Climate Emergency Strategy is City of Darwin's commitment to respond to this issue.

The impacts of climate change in Darwin present risks to human health, natural ecosystems, infrastructure and economic prosperity. Historical emissions already commit Darwin to a broad range of impacts such as to more intense cyclones, floods and extreme heat events. The severity and the speed of onset of these impacts will depend on our ability to achieve net-zero Council-controlled emissions by 2030 and to support the Darwin community to achieve net-zero emissions by 2040.

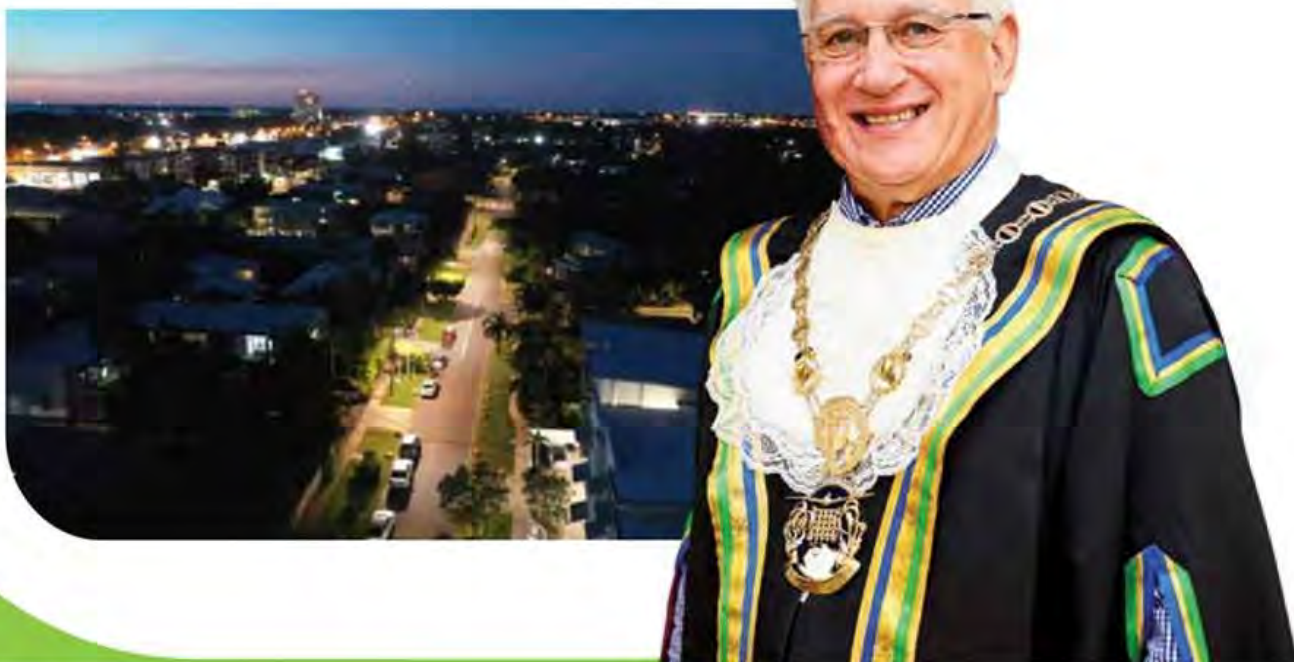
By declaring a climate emergency, City of Darwin recognises the urgent need to respond to local changes in the climate and address the socio-cultural, physical, environmental and economic impacts of these changes.

Through this Strategy, City of Darwin will embrace emerging opportunities associated with a net-zero transition that can achieve economic prosperity and improve quality of life while reducing the impacts of climate change.

Council recognises that reducing emissions requires a response from every level of government, but as the largest Council in the Northern Territory, City of Darwin is taking a leadership role.

It is critical we take action now to minimise the risks and elevate the opportunities, that come with climate action – for our city, our lifestyle and our community.

THE HON. LORD MAYOR KON VATSKALIS



City of Darwin's Strategic Planning Framework

City of Darwin's strategic planning framework provides the basis for the setting and delivery of Council's priorities. The Climate Emergency Response informs the delivery of programs within this strategic planning framework.





Darwin 2030 *City for People. City of Colour.*



A capital city with best practice and sustainable infrastructure



A safe, liveable and healthy city



A cool, clean and green city



A smart and prosperous city



A vibrant and creative city

Underpinned by City of Darwin's Governance Framework

Vision and Culture

Roles and Relationships

Decision Making and Management

Accountability



Our Strategic Direction

– A Cool, Clean and Green City

**TARGET: BY 2030,
DARWIN WILL BE
RECOGNISED AS A CLEAN
AND ENVIRONMENTALLY
RESPONSIBILITY CITY.**

City of Darwin already has a strong focus on looking after our natural environment. Our public spaces will increasingly offer shade to encourage increased use of our parks, ovals, walkways and cycling paths. Working with all levels of government and the community, Council is committed to long-term environmental sustainability through planning and engagement.





SD3 – A cool, clean and green city



Council has put in place three key strategies that will guide the actions and targets Council aims to achieve by 2030 as it strives for a cool, clean and green city. The strategies are outlined below and through their implementation will deliver on strategic direction 3 as outlined in the *Darwin 2030 City for People. City of Colour. Strategic Plan*.



CLIMATE
EMERGENCY
STRATEGY



Greening
Darwin
Strategy



Waste and
Resource
Recovery
Strategy

Environmental Management System
Innovate Reconciliation Action Plan
Darwin City Centre Master Plan
Movement Strategy

Since declaring a climate emergency in 2019, City of Darwin has undertaken an evidence-based process to develop the Climate Emergency Framework. This framework builds upon previous community engagement activities and is directly informed by the Darwin community. Engagement activities have included a six-week community/stakeholder consultation on the climate emergency discussion paper and draft Strategy, a Climate Emergency Roundtable, Business Leaders' Roundtable, Place Score Census and the Living Darwin 2030 Community Report.

This Climate Emergency Framework directly addresses two Strategic Actions to achieve a cool, green and clean city:

1. Renew Council's commitment to Climate Action
2. Council will have zero net emissions from operations by 2030.

This response is designed to achieve various other actions from the Strategic Plan including:

- Work with all stakeholders, including the NT Government, Larrakia Nation, businesses and the community to improve community safety and amenity
- Actively participate in counter disaster, target hardening and emergency management planning, preparation, response and recovery activities
- Implement programs that will ensure Darwin is recognised for its urban forests and as a leader in tropical design
- Increase the total kilometres of walking and cycling paths, including shaded pathways, to improve community connectivity and mobility
- Provide an accessible network of Council parks and recreation facilities that encourage active living for all ages and abilities
- Ensure Council open spaces contribute to the city's biodiversity
- Contribute to the NT Government's 50 per cent renewable energy target by 2030
- Facilitate forums for environmental services providers to share information and develop relationships within the sector and with other industries.

Table 1 provides a summary of the City of Darwin's related strategies that link in with the Climate Emergency Framework.



Table 1: Related Strategies

Strategy	Description
Greening Darwin Strategy	Greening Darwin Strategy uses evidence-based decision making to grow a resilient and thriving urban forest. The Strategy outlines the vision, objectives and targets that will lay the foundations to realise a cool, clean, green and resilient Darwin through to 2030.
Waste and Resource Recovery Strategy	The Waste and Resource Recovery Strategy guides City of Darwin in managing waste through to 2030. The Strategy follows the Waste Management Hierarchy to reduce emissions from waste, which is the largest source of Communities emissions.
Heat Mitigation Strategy	The Heat Mitigation Strategy aims to address the key impacts that arise from the increasing amount and intensity of extreme heat days in Darwin. The Strategy forms a key component of the Darwin Urban Living Lab under the Darwin City Deal, which is a partnership between the Australian and Northern Territory governments and City of Darwin.
Environmental management system	The Environmental Management System aims to improve City of Darwin's environmental performance and reporting processes. It outlines environmental responsibilities for both the built and natural environments within the Darwin municipality and acts as a framework to identify how actions and their related impacts will be avoided, minimised and managed.
Reconciliation action plan.	The Innovate Reconciliation Action Plan embraces unity between First Peoples and other Australians, acknowledges our shared history, including past injustices and celebrates and respects the unique contributions of the Larrakia people of Darwin. To do this, Indigenous Knowledge, also referred to as Traditional Ecological Knowledge (TEK), will be integrated with Western scientific knowledge to make climate aligned decisions. Integrating both TEK with Western scientific knowledge will strengthen overall decision making.
Movement Strategy	The Movement Strategy aims to make it easier and more sustainable for people to move around Darwin by improving streetscapes, infrastructure and connectivity while reducing the impact of transport on the environment. The Strategy will lay the foundations for a connected and sustainable movement network that supports a safe, liveable and healthy city.

Darwin's Climate Emergency





Emissions Profiles

The impacts of climate change and the transition to net-zero emissions will affect every aspect of Darwin life. Impacts such as increased severity of heat, storms and flooding present risks to human health, ecosystems, infrastructure and economic prosperity. The outcomes, however, will depend on City of Darwin's response to these impacts. This includes the consideration of a wide range of climate-related policies and incentives that can support multiple economic, health, social and ecological benefits.

Increased greenhouse gas emissions from human activities is the key driver of global climate change. To initiate a smooth and just transition towards net-zero, it is important to measure, manage and report on emissions from both City of Darwin's operations as well as from the Darwin community. Emissions are measured as tonnes of carbon dioxide equivalence ($\text{CO}_2\text{-e}$). This means that emissions are measured as an equivalent amount of carbon dioxide over a 100-year period, which has a global warming potential of one. For example, one tonne of methane released into the atmosphere will cause the same amount of global warming as 28 tonnes of carbon dioxide over a 100-year period. Therefore, one tonne of methane is expressed as 28 tonnes of carbon dioxide equivalence, or 28 t $\text{CO}_2\text{-e}$.

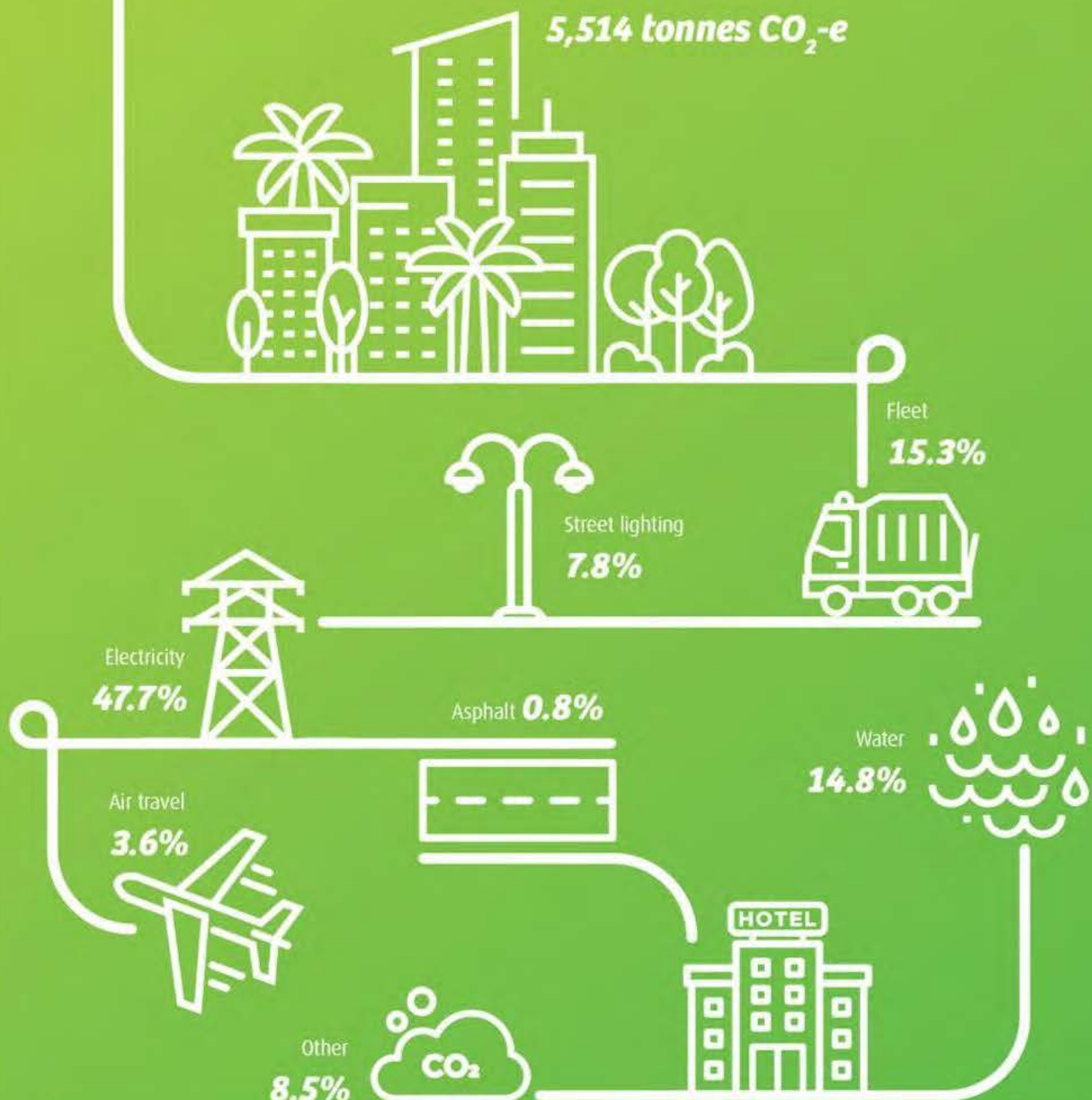
City of Darwin has control over emissions that occur as a result of our day-to-day operations and the community services that we operate, including electricity use in our buildings. Emissions from the Darwin community (e.g. transport, energy use in privately owned buildings, waste production) are outside of our control. These, however, account for the vast majority of emissions in the municipality. City of Darwin, therefore, plays an important role in supporting the Darwin community to achieve net-zero emissions.

City of Darwin has control over the methane that is produced from the decomposition of municipal solid waste (i.e. biogenic methane) at the Shoal Bay Waste Management Facility (SBWMF). While emissions are reported under City of Darwin's emissions profile, net-zero targets for biogenic methane are aligned with net-zero targets for the Darwin community. This is to allow for the large-scale infrastructure transition that is required to reduce these emissions towards zero.

City of Darwin

In 2018/2019 the total annual emissions for City of Darwin was approximately 35,348 tonnes CO₂-e, of which 84% came from the SBWMF. The remaining annual emissions, which fall under City of Darwin's organisational net-zero emissions target were measured at 5,514 tonnes CO₂-e.

CITY OF DARWIN'S EMISSIONS PROFILE 2018/19 WITH EMISSION'S CAPTURED IN ORGANISATIONAL NET-ZERO TARGETS





Darwin Community

Community emissions are outside of Council's direct control, however, these account for the vast majority of emissions in the municipality and are included in Darwin's greenhouse gas profile. In 2018/19, the Darwin community's emissions profile was modelled at 1,405,000 tonnes CO₂-e.

DARWIN COMMUNITY'S EMISSIONS PROFILE 2018/19¹

1,405,000 tonnes CO₂-e



Air travel
21.1%



Road transport
11.3%



Residential
electricity
7.3%



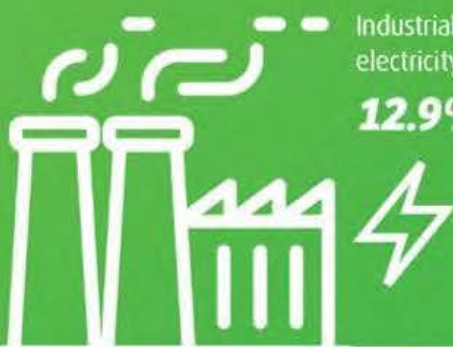
Waste **7.8%**



Water
0.6%



Industrial
electricity
12.9%



Commercial
electricity
39.3%



Impacts of Climate Change in Darwin

Darwin's Changing Environment

Multiple climate-related changes are already impacting the Darwin region. Key environmental changes in the Darwin region include, increased:

- Average temperatures and number of days over 35° Celsius
- Frequency and severity of extreme weather events
- Variability and severity of rainfall events
- Frequency and severity of flooding
- Evapotranspiration (i.e. the transfer of water vapour to the atmosphere from both vegetated and unvegetated land surfaces)
- Length of dry periods
- Sea level rise.

Local Impacts

These environmental changes are cascading through every aspect of Darwin life to cause a range of impacts that are particularly pronounced and are projected to intensify. These impacts are compounded by a suite of societal changes associated with a global transition to net-zero emissions. In combination, key current and projected impacts of climate change in the Darwin region include increased:

- Heat stress
- Migration
- Physiological and psychological risks to public health and wellbeing
- Infrastructure damage
- Coastal erosion
- Disruption of infrastructure function
- Disruption of essential services
- Environmental degradation
- Biodiversity loss
- Water demand
- Water scarcity
- Exposure to economic and financial risks
- Shifts in climate, monetary and insurance policies.



Goals





THE FOUR OVERARCHING GOALS OF THE CLIMATE EMERGENCY RESPONSE STRATEGY ARE TO:



1. Equitably enhance resilience and adapt to the impacts of climate change



2. Achieve net-zero Council-controlled emissions by 2030



3. Support the Darwin community to achieve net-zero emissions by 2040



4. Embrace emerging opportunities associated with a net-zero transition.

Approach

City of Darwin will apply three key strategies as follows:

- 1) Enhanced and aligned decision-making
- 2) Comprehensive engagement
- 3) Darwin specific innovation.



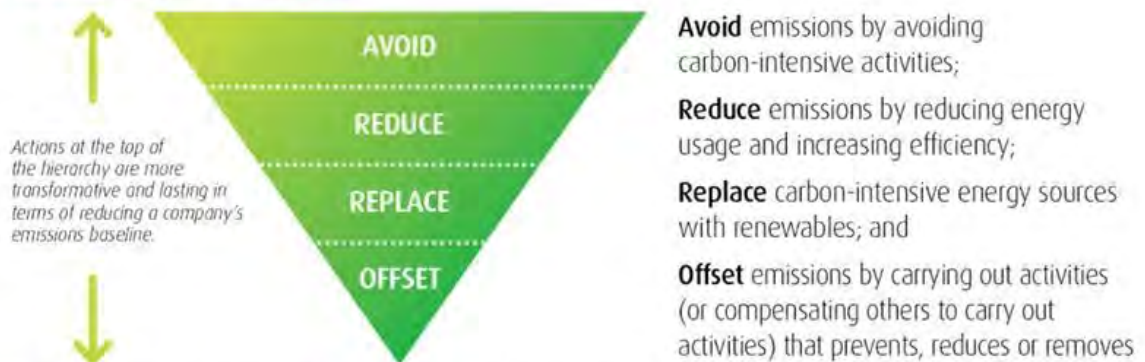


1. Enhanced and Aligned Decision-making

1.1 DRAWING ON DECISION-MAKING HIERARCHIES

The carbon management hierarchy guides how City of Darwin will assess and prioritise measures that reduce emissions.

Carbon Management Hierarchy



Similarly, for actions related to the circular economy, City of Darwin will be guided by the waste management hierarchy:

Waste Management Hierarchy



1.2 INTEGRATING TRADITIONAL ECOLOGICAL KNOWLEDGE AND WESTERN SCIENCE INTO DECISION MAKING

In 2016, Australia ratified the Paris Agreement within the United Nations Framework Convention on Climate Change. Article 7 of the Paris Agreement recognises that adaptation should be guided by Traditional Ecological Knowledge (TEK) and local knowledge systems. City of Darwin's Innovate Reconciliation Action Plan recognises the importance of this process and presents an example for governments across Australia and elsewhere to integrate these knowledge systems to strengthen climate

1.3 EMBEDDING CLIMATE DECISION-MAKING TO FUTURE-PROOF OUR RESPONSE

Many decisions are made every day within the City of Darwin and these decisions need to be guided by our Climate Emergency Response. The expertise needed to realise the best possible outcomes will emerge from collaborations across teams and departments. As a result, the approach to the climate emergency will be embedded throughout organisational decisions.

1.4 NAVIGATING AND MINIMISING TRADE-OFFS

While undertaking actions described in this plan, it is inevitable that, from time to time, one desirable outcome will be incompatible with another. Maintaining a thriving urban forest and greenspace, for example, requires significant amounts of water, which is a resource that will be impacted by a changing climate. Trade-offs of this type have been observed in other Climate Emergency Responses and are inevitable throughout the implementation of this response. In such an event where two or more outcomes are competing or incompatible, decisions will be made on a case-by-case basis to minimise the trade-offs.

2. Comprehensive Engagement

2.1 WORK WITH COMMUNITY

We cannot do this alone. The broad impacts of climate change requires us to work across all areas of the Darwin community to successfully achieve the four goals of our Strategy. From local environmental groups to energy providers, local businesses to scientists, City of Darwin will continue to work with the whole Darwin community.

2.2 LEVERAGE INFLUENCE

An adequate response to the climate emergency requires action by all levels of government and engagement with the private sector. We must strengthen and expand our partnerships and collaborations to achieve our goals. An effective Climate Emergency Response depends on local action alongside wider territory and national policies and programs that lay the foundations for inclusive, equitable and resilient development. Funding and financing by the Commonwealth and NT governments is crucial for the City of Darwin, particularly for large infrastructure projects. Darwin's future prosperity, therefore, substantially depends on support from higher levels of government.

2.3 COLLABORATE TO MOBILISE NEW AND EXISTING NETWORKS

The success of our Climate Emergency Response will be facilitated by stakeholders collaborating to address climate-risks and take advantage of opportunities. City of Darwin will grow these networks to enhance the response to this climate emergency.



3. Innovation Appropriate for Darwin

City of Darwin is the first and only local government in an Australian tropical climate to declare a climate emergency. While drawing on lessons from our southerly neighbours provides invaluable insights, the Darwin region is home to a unique combination of challenges and opportunities and our Climate Emergency Response needs to reflect this reality. Darwin already experiences unique combinations of pre-existing environmental and societal challenges that are further intensified by our climate. As a result, City of Darwin must employ a unique combination of strategies to achieve each of the four goals of this response.

3.1 TARGETED, EQUITABLE SOLUTIONS

The impacts of climate change are unequal and the benefits and burdens of climate initiatives have commonly been unequally distributed. People who are socially, economically, culturally or otherwise excluded or marginalised in society typically profit the least from climate action such as low-carbon transportation options, resilience measures and energy efficiency savings. These benefits and burdens unfold differently in different places. To ensure a fair and just response to the climate emergency, City of Darwin will identify which populations are vulnerable to different impacts of climate change and generate Darwin-appropriate solutions that work for those that need them most.



Outcomes





City of Darwin's Climate Emergency Response is an organisational and community wide risk management process that is designed to leverage City of Darwin's influence across multiple aspects of Darwin life. This will be delivered across five action groups:

1. LEADERSHIP AND GOVERNANCE

Strong leadership and governance will lay the foundations for Darwin to embrace emerging opportunities associated with a net-zero transition, while reducing the impacts of climate change.

2. RESILIENCE AND ADAPTATION

A diverse range of strategies are required to build resilience and adapt to a wide range of climate-related impacts.

3. ENERGY EFFICIENCY AND RENEWABLE ENERGY

A resilient net-zero energy sector in Darwin will emerge within the complex relationship among supply of renewable energy and demand from smart and efficient consumers and energy systems. Electricity accounts for 55.5% of City of Darwin's emissions (excluding landfill) and 59.5% of the Darwin community's. Efforts must therefore focus on both organisational and community emissions.

4. CIRCULAR ECONOMY

A transition to circular economy approach will take advantage of national and Territory changes in waste legislation and programs to re-focus how we deal with waste, based on the waste management hierarchy.

5. SUSTAINABLE TRANSPORT

There is a need for a shift towards sustainable transport given that the emissions associated with travel have an enormous impact on the world around us. This includes refocusing our efforts based on the carbon management hierarchy.

There are a number of headline actions for the City of Darwin to implement across these groups.

Headline actions for the Climate Emergency Strategy

Action Group	Headline Action
Leadership and Governance	Manage Carbon Emissions: Measure, manage and report emissions to support the development of innovative, cost-effective and evidence-based solutions.
	Champion Innovative Leadership: Continue to demonstrate innovative leadership through our Climate Emergency Response.
	Foster Low-carbon Industries: Enhance economic prosperity and diversity by encouraging low-carbon industries to locate in Darwin.
	Enhance Social Resilience and Adaptive Capacity: Support resilience and adaptation to current and emerging climate risks, with a particular focus on vulnerable populations.
Resilience and Adaptation	Amplify Water Sensitivity: Enhance Darwin's resilience to fluctuating water availability through improved planning, management and behavioural programs.
	Built Environment: Facilitate the transition of infrastructure both existing and new to be more resilient to the impacts of climate change.
	Manage Economic and Financial Risks: Manage the economic transition and mitigate future financial risks.
	Nurture Thriving Carbon Sinks with Rich Biodiversity: Improve the quality, quantity and resilience of Darwin's biodiverse forests.
	Boost Resilience of Food Systems: Support the Darwin community to grow climate-resilient food locally.
	Empower Consumer Decision-making: Empower consumers to make better informed decisions to avoid and minimise emissions.
	Strengthen Energy Efficiency Standards: Advocate adoption of minimum building standards for the Territory and Darwin community.
Energy Efficiency and Renewable Energy	Retrofit Existing Buildings: Modify existing buildings with energy efficient technologies to reduce energy demand.
	Integrate Smart Technologies: Deploy smart technologies to manage energy systems.
	Accelerate Solar Photovoltaics (PV) Adoption: Replace existing carbon-intensive fuel sources with renewable energy sources.
	Adopt Distributed Energy Storage Systems: Capture and store energy for use when it is needed.
	Pursue Large-scale Solar PV: Facilitate establishment of large-scale solar PV systems to decrease emissions for energy users.



Action Group	Headline Action
Circular Economy	Avoid and Reduce Waste at the Source: Educate consumer behaviour to avoid and reduce waste.
	Reuse and Recycle Materials: Build the systems and conditions for materials to be reused (i.e. using a product more than once, either for the same purpose or for a different purpose) and recycled (i.e. the process of collecting and processing materials into new products).
	Reduce, Divert and Process Organics: Divert organics from the landfill and convert these products into mulch, which can then be sold to local businesses.
	Optimise Energy Recovery from the Landfill: Recover energy (in the form of methane) that is produced from the remaining waste that ends up in the landfill.
Sustainable Transport	Develop a Transit-orientated Darwin: Design and build Darwin's transport network to be sustainable and resilient in a changing world.
	Activate Telepresence: Minimise the need to travel by utilising technologies to interact from afar.
	Focus on Active and Micromobility Transport: Entice active (all forms of transport that include some form of physical activity) and micromobility (cycling, skating, scooters) travel to avoid unnecessary car use.
	Facilitate Public Transport: Promote travellers to switch from private vehicles towards public transport.
	Electrify Transport: Advocate for new transport service models including electric transport options to transition to zero-emission vehicles.
Operational actions are outlined in the Climate Emergency Action Plan. The action plan is a flexible document that will be updated from time to time over the 10 year life of this Strategy.	

Climate Emergency Action Plan





Action	Year 1	Year 2	Year 3	Year 4	Ongoing
LEADERSHIP AND GOVERNANCE					
Manage and report carbon emissions					
Complete a comprehensive organisational emissions profile.	✓	✓			
Update data collection processes to address data quality gaps in organisational emissions profile.	✓	✓			
Update energy software for ongoing tracking.	✓				
Train key staff to use energy software.	✓				
Develop an organisational Carbon Management Plan.	✓				
Integrate datasets from the energy software into City of Darwin's Asset Management System.		✓			
Track and report on carbon drawdown within City of Darwin carbon sinks using the vegetation inventory developed under the Greening Darwin Strategy.		✓			
Report annual organisational emissions and emissions savings.	✓	✓	✓	✓	✓
Support Local Government Association Northern Territory (LGANT) on the NT roll-out of Snapshot for tracking and reporting community emissions.	✓				

Action	Year 1	Year 2	Year 3	Year 4	Ongoing
Champion innovative leadership					
Identify and disclose impacts on emissions in relevant Council decisions.		✓	✓		
Train key staff to make climate-aligned decisions.		✓	✓		
Develop Key Performance Indicators for relevant climate emergency services for inclusion in employee performance reviews.			✓		
Undertake an organisational review of all Council programs and policies to ensure alignment with this Strategy.		✓	✓		
Review and update this action plan to include actions over the whole life of this Strategy.		✓	✓	✓	✓
Assign responsibilities of key risks to members of City of Darwin Strategic Directions Group.		✓			
Report progress and status of the Climate Emergency Action Plan on the City of Darwin website.	✓	✓	✓	✓	✓
Undertake consultation with Larrakia Nation on how to appropriately include Traditional Ecological Knowledge into our climate change outcomes.	✓	✓	✓	✓	✓
Support other local governments to respond to the impacts of climate change.	✓	✓	✓	✓	✓
Develop community resources to support the community in delivering climate emergency outcomes.	✓	✓	✓	✓	✓
Foster low-carbon industries					
Work with key stakeholders to foster a low-carbon economy in the Darwin region.	✓	✓	✓	✓	✓



Action	Year 1	Year 2	Year 3	Year 4	Ongoing
RESILIENCE AND ADAPTATION					
Enhance social resilience and adaptive capacity					
Undertake a risk assessment to assess the vulnerability of City of Darwin staff to the impacts of climate change.	✓	✓			
Deliver educational resources to Council staff designed to avoid and minimise climate-related impacts, including from heat stress in the workplace.	✓	✓	✓	✓	✓
Work with key stakeholders to identify and assess vulnerability and potential adaptive strategies for high-risk populations in Darwin to the impacts of climate change.			✓	✓	
Display a map of all City of Darwin water bubblers on the website.	✓				
Provide a map on the City of Darwin website with locations that are heat refuges for periods of extreme heat.		✓	✓		
Support Darwin schools to develop climate change response plans.			✓		
Work with key stakeholders to develop and disseminate information to raise awareness of key impacts of climate change and adaptive options for high-risk populations in Darwin.			✓		
Install water bubblers in locations of need.		✓	✓		
Extend opening hours for City of Darwin controlled heat refuges during periods of extreme heat.					✓
Embed considerations for heat mitigation into the design and build of new and existing public playgrounds.	✓	✓	✓	✓	✓
Advocate for enhanced emergency support to vulnerable populations during periods of extreme heat.	✓	✓	✓	✓	✓
Advocate for enhanced access to psychological services during and post extreme weather events.					✓

Action	Year 1	Year 2	Year 3	Year 4	Ongoing
Amplify Water sensitivity					
Integrate water conservation and optimisation devices into Council-owned infrastructure, including living infrastructure (i.e. urban forest).	✓	✓	✓	✓	✓
Advocate for water sensitive urban design into the master planning of new suburbs.	✓	✓	✓	✓	✓
Advocate for the development of locally appropriate water conservation and optimisation practices and technologies.	✓	✓	✓	✓	✓
Work with key stakeholders to identify and develop demand-side strategies to address changes to water availability.	✓	✓	✓	✓	✓
Tailor the built environment					
Implement building standards and guidelines in Council controlled buildings that focus on reducing climate risk.		✓			
Where appropriate, retrofit existing Council buildings to address key climate risks.	✓	✓	✓	✓	✓
Develop climate risk educational resources for City of Darwin staff to assist with identifying and responding to climate risks.			✓	✓	
Integrate climate risks into City of Darwin's Risk Management Policy and ensure climate risks are considered in decision making.				✓	
Integrate climate risks into infrastructure policies, plans and projects to ensure infrastructure is resilient to climate change during their lifetimes.	✓	✓	✓	✓	✓
Develop and implement relevant components of the Heat Mitigation Strategy.	✓	✓			
Provide input into the NT Planning Scheme to integrate climate risks into decision making.	✓	✓	✓	✓	✓
Support climate-related initiatives under the Darwin Urban Living Lab.	✓	✓	✓	✓	✓
Advocate for clear disclosure of climate risks for properties in Darwin.	✓	✓	✓	✓	✓



Action	Year 1	Year 2	Year 3	Year 4	Ongoing
Manage economic and financial risks					
Update City of Darwin's Investment Policy to include consideration for climate risks, fossil fuel divestment and the active investment with fossil-free financial institutions.			✓		
Divest from financial institutions that lend to fossil fuels.				✓	
Review current insurance policies to determine coverage of climate-risks within City of Darwin's insurance policies.		✓	✓		
Disclose climate related risks in annual report.			✓	✓	✓
Review the Disaster Contingency Fund to ensure the fund has the capacity to absorb increased frequency and severity of shocks from climate-related risks.			✓	✓	
Nurture thriving carbon sinks with rich biodiversity					
Develop and implement City of Darwin's Greening Darwin Strategy.	✓	✓	✓	✓	✓
Boost resilience of food systems					
Review and update the Trees on Verges policy to allow for food to be grown on street verges.		✓	✓		
Support the establishment of new community gardens where there is a demonstrated need and interest.				✓	
Facilitate partnerships between community gardens, local producers and growers, schools and emergency food relief agencies.	✓	✓	✓	✓	✓
Advocate for local festivals and events to source sustainable, local foods.	✓	✓	✓	✓	✓
Support community actions that promote local food production.	✓	✓	✓	✓	✓
Advocate for locally supplied food to be prioritised at City of Darwin funded events.	✓	✓	✓	✓	✓

Action	Year 1	Year 2	Year 3	Year 4	Ongoing
ENERGY EFFICIENCY AND RENEWABLE ENERGY					
Empower consumer decision making					
Implement a program to educate City of Darwin employees to save energy.	✓	✓			
Develop resources for and implement a behavioural based community program to facilitate consumers making energy-efficient decision making.		✓			
Strengthen energy efficiency standards					
Implement an energy efficiency policy for City of Darwin with ambitious minimum standards for Council owned and leased buildings.	✓	✓			
Adopt energy rating consistent with existing standards and schemes such as National Construction Code (NCC) Section J, Green Star and NABERS energy rating system for Council owned and leased buildings.		✓			
Support education programs aimed at informing residents on the benefits of adopting energy efficiency standards such as NatHERS energy rating and Green Star.			✓		
Advocate for NT Government and the Australian Government to strengthen existing energy efficiency codes and regulations and to include tropical-appropriate building codes.	✓	✓	✓	✓	✓
Advocate for the NT Government to adopt NCC Section J.	✓	✓	✓	✓	✓
Partner with key stakeholders to facilitate the introduction of locally appropriate energy efficiency standards.					✓
Retrofit existing buildings					
Undertake energy audits of City of Darwin-owned and leased buildings.	✓	✓			
Retrofit City of Darwin-owned and leased buildings with energy-efficient technologies.			✓	✓	✓
Accelerate solar PV adoption					
Install solar PV on City of Darwin-owned and leased buildings.	✓	✓			



Action	Year 1	Year 2	Year 3	Year 4	Ongoing
Adopt distributed energy storage systems					
Install battery systems on City of Darwin buildings, particularly those that host charging infrastructure for City of Darwin's electric fleet, once established.				✓	
Integrate smart technologies					
Install smart meters on new and existing City of Darwin-owned buildings for live monitoring of energy usage.	✓	✓			
Optimise existing and future City of Darwin energy systems with smart technologies.			✓	✓	
Advocate for consumer adoption of smart technologies that optimise energy usage.	✓	✓	✓	✓	✓
Pursue large-scale solar PV					
Advocate for options to procure renewable energy from the grid.	✓	✓	✓	✓	✓
Advocate to government and industry partners to assess the viability of a large-scale solar PV farm to enhance the mix of renewable energy in the grid.			✓		



Action	Year 1	Year 2	Year 3	Year 4	Ongoing
CIRCULAR ECONOMY					
Develop and implement City of Darwin's <i>Waste and Resource Recovery Strategy</i> .	✓	✓	✓	✓	✓
SUSTAINABLE TRANSPORT					
Develop a transit-orientated Darwin					
Develop and implement a City of Darwin Movement Strategy.	✓				
Support NT Government to locate development near public transport nodes.	✓	✓	✓	✓	✓
Activate telepresence					
Increase employment options for staff to work from home, where appropriate during extreme weather events.	✓	✓	✓	✓	✓
Establish a Telepresence Hub for City of Darwin.			✓	✓	✓
Establish a travel policy aimed at avoiding and minimising travel through high carbon emitting options.			✓	✓	✓
Focus on active and micromobility transport					
Establish workplace behaviour programs supporting active and micromobility transport.	✓	✓			
Provide incentives for City of Darwin staff for utilising active and micromobility transport.		✓			
Establish community education programs that increase the use of active and micromobility transport.			✓		
Establish active and micromobility hubs including end-of-trip facilities in key activity centres such as public transport nodes.				✓	
Include active and micromobility transport infrastructure in all new City of Darwin infrastructure projects.	✓	✓	✓	✓	✓
Advocate for key stakeholders to retrofit end-of-trip facilities at key transit centres.	✓	✓	✓	✓	✓
Support key stakeholders to implement ongoing bike education and vulnerable road user awareness campaigns.	✓	✓	✓	✓	✓
Support NT Government to ensure all new major road infrastructure includes provision for active and micromobility transport as recommended	✓	✓	✓	✓	✓



Action	Year 1	Year 2	Year 3	Year 4	Ongoing
Facilitate public transport					
Continue City of Darwin's public transport subsidy program to incentivise staff to use sustainable forms of transport to commute to work.	✓	✓	✓	✓	✓
Establish community education program that supports the use of public transport.			✓		
Prioritise public transport through dedicated lanes, traffic light priorities, parking controls and road user pricing across the City of Darwin road network.	✓	✓	✓	✓	✓
Advocate for the NT Government to improve public transport nodes, interchanges and access to public transport services.	✓	✓	✓	✓	✓
Embrace emerging transport service models					
Investigate options for third-party providers of shared vehicles for City of Darwin's pool fleet.		✓	✓		
Support and collaborate with emerging transport service models and companies that focus on electric vehicles.	✓	✓	✓	✓	✓
Include parking provisions and meet-up points for emerging transport service models and companies.	✓	✓	✓	✓	✓



Action	Year 1	Year 2	Year 3	Year 4	Ongoing
Electrify transport					
Undertake feasibility assessment to transition City of Darwin's fleet to electric vehicles, including for heavy vehicles and update relevant policies accordingly.	✓				
Require that new City of Darwin car parks and buildings are designed to incorporate electric vehicle charging infrastructure.	✓				
Provide reserved parking spaces for electric vehicles at City of Darwin facilities.		✓			
Establish a community educational program to raise awareness of the benefits of electric vehicles.		✓			
Advocate for the NT Government to incorporate requirements for electric vehicles charging in planning provisions for new commercial and residential developments.	✓	✓	✓	✓	✓
Promote and support public charging infrastructure installation.	✓	✓	✓	✓	✓
Advocate for the NT Government to transition Darwin's public bus service to electric vehicles.	✓	✓	✓	✓	✓
Advocate to the federal and NT governments to create positive policy, incentive and regulatory conditions that enhance the uptake of electric vehicles.	✓	✓	✓	✓	✓
Partner with key stakeholders to provide electric vehicles charging infrastructure at key locations.	✓	✓	✓	✓	✓





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2030

GREENING DARWIN STRATEGY







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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 ‘song lines’ connecting Larrakia people to Country penetrate throughout their land and sea, allowing stories and histories to be told and retold for future generations. Scientific evidence dates Aboriginal presence in northern Australia to 60,000 years.

The Larrakia culture and identity is rich and vibrant. In the footsteps of the Larrakia people, City of Darwin will continue to foster this culture and identity by creating a vibrant community together.

PHOTO COURTESY OF LARRAKIA NATION





Lord Mayor's Message

I am pleased to present to you City of Darwin's first ever 2030 Greening Darwin Strategy.

Community engagement has been at the forefront of developing this Strategy. This engagement has highlighted that the top priority our community wants to see across the Darwin municipality is a cool, clean and green city. This Strategy will help City of Darwin achieve this.

City of Darwin already has a strong focus on looking after our natural environment. We work with all levels of government, the non-government sector and the community, to improve our public spaces.

Since the devastating effects on our natural environment from Tropical Cyclone Marcus in 2019, City of Darwin has planted in total over 12,500 trees across the municipality. In 2020, The Green Army was initiated as a COVID-19 stimulus package to provide employment to people experiencing hardship. The Green Army helped in beautifying Darwin through tidying up our verges and footpaths, landscaping and irrigation along Daly Street, revitalising parks and planting trees, tidying up median strips and general removal of rubbish, mulching, pruning and weeding.

The City is looking better than ever through tree planting, shading and beautification projects, and this Strategy will help to build on what has already been started.

This Strategy provides an overarching framework for enhancing, preserving and protecting the natural environment of Darwin City over the next ten years. It provides the community with details of the challenges for Greening Darwin but most importantly, how Council can inspire you with visions of a 'greener future'. This can be achieved with sensible, steady and continuous improvements to make Darwin's natural environment healthier for our future generations.

THE HON. LORD MAYOR KON VATSKALIS



City of Darwin's Strategic Planning Framework

City of Darwin's strategic planning framework provides the basis for the setting and delivery of Council's priorities. The 2030 Greening Strategy (Strategy) informs the delivery of programs within this strategic planning framework.





Darwin 2030 *City for People. City of Colour.*



A capital city with best practice and sustainable infrastructure



A safe, liveable and healthy city



A cool, clean and green city



A smart and prosperous city



A vibrant and creative city

Underpinned by City of Darwin's Governance Framework

Vision and Culture

Roles and Relationships

Decision Making and Management

Accountability



Our Strategic Direction

– A Cool, Clean and Green City

**TARGET: BY 2030,
DARWIN WILL BE
RECOGNISED AS A CLEAN
AND ENVIRONMENTALLY
RESPONSIBILITY CITY.**

City of Darwin already has a strong focus on looking after our natural environment. Our public spaces will increasingly offer shade to encourage increased use of our parks, ovals, walkways and cycling paths. Working with all levels of government and the community, Council is committed to long-term environmental sustainability through planning and engagement.





SD3 – A cool, clean and green city



Council has put in place three key strategies that will guide the actions and targets Council aims to achieve by 2030 as it strives for a cool, clean and green city. The strategies are outlined below and through their implementation will deliver on strategic direction 3 as outlined in the *Darwin 2030 City for People. City of Colour. Strategic Plan*.



CLIMATE
EMERGENCY
STRATEGY



Greening
Darwin
Strategy



Waste and
Resource
Recovery
Strategy

Environmental Management System
Innovate Reconciliation Action Plan
Darwin City Centre Master Plan
Movement Strategy

Benefits of Greening Darwin

The greening of Darwin through the ongoing development of our urban forest provides such an important role in creating a cool, clean and green city. Darwin's urban forest is at the heart of our vibrant character and is a core asset in attracting people to the region to live, work and visit. The urban forest is comprised of all trees and vegetation that grow within the municipality, including those in streets, parks, conservation reserves, along walkways and those that occupy private and other public property.

A wide array of benefits can be unlocked with a healthy and resilient urban forest, such as providing shade and cooling, supporting biodiversity, capturing and storing carbon, developing streetscape amenity, mitigating stormwater flows, increasing cyclone resilience and improving community connection to nature. A range of trees and other plantings of varying ages and attributes are needed to create diverse plantings. Such a diverse collection is an important aspect of a resilient urban forest.

GREENING DARWIN CAN DELIVER MULTIPLE BENEFITS:

Environmental

Trees create wind breaks during extreme weather events

Capture and store greenhouse gas emissions and other pollutants

Establish a resilient habitat for Darwin's rich biodiversity

Enhance ecosystem connectivity and functionality

Reduce heat in Darwin, which results in decreased energy use, urban heat island effect and risk of heat stress

Intercept stormwater, which reduces nutrient loading within the stormwater, as well as the amount of run-off during storm events. This eases stormwater flows into streets, waterways and stormwater infrastructure



Social and cultural



Encourage active transport such as walking and cycling

Improve mood, and decrease levels of stress, anxiety and depression

Provide places for community connection and gathering

Provide a sense of place and local identity

Economic



Create jobs through the establishment and maintenance of the urban forest

Increase surrounding property values

Attract industry and economic benefit by encouraging people to stay longer in a well-vegetated commercial, retail and recreational areas

On Saturday 17 March 2018 Tropical Cyclone Marcus impacted Darwin and its environs with extensive damage to the urban forest. The City of Darwin's public open space and road reserve areas were significantly impacted. As a result, the opportunity was undertaken to identify the risks to our natural assets and understand the tree species that were most resilient in the Darwin municipality in re-establishing the urban forest. This was achieved through the establishment of the Tree Reestablishment Advisory Committee (TRAC) to provide recommendations on suitable tree species for replanting and best practice in re-establishing trees in the municipality. The recommendations included the identification of 194 species of trees on a preferred planting list for Darwin.

As part of the Darwin 2030 Strategic Plan, City of Darwin conducted extensive community consultation about what makes Darwin's CBD and suburbs unique, vibrant, welcoming and enjoyable. The consultation included a Place Score, which helped identify what people in the community believe make a city and its suburbs great places to visit and spend time in. The Care Factor requires respondents to prioritise the place attributes that are most important to them and the Place Experience (PX) assessments asks users of an area to assess each place attribute in terms of its impact on their personal enjoyment of the space.

A key result of the Place Score was that Darwin residents have a high priority for a cool, clean and green city and that increased greening can enhance place experience and modal diversity. By understanding the community values and the role of the urban forest in fostering these values, Council can set priorities on where to focus on enhancing urban forest initiatives. The following graphics show the outcomes of the place score survey in relation to where the City of Darwin should invest in vegetation and protecting natural features in order to maximise town centre place experience.





The objective of this section is to answer the research question...

In which town centre catchments should the City of Darwin invest in vegetation and protecting natural features in order to maximise town centre place experience?

The following table ranks town centre catchment to plant in to improve place experience and community satisfaction:

PRIORITIES BY CENTRE

The table compares the ranking of town centre catchments by order of priority for investment based on community values and performance. These planting priorities are determined by the 1,125 CF and 449 PX responses collected from the Darwin community relating to nature and vegetation and the public realm. The higher the Core Factor and the lower the PX rank the higher the priority for investment and the more likely investment is to have a positive impact on place experience.

	CF Rank	PX Rank
Darwin LGA	3	19
1 City Centre	4	27
2 Casuarina	4	26
3 Nightcliff	3	25
4 Rapid Creek	2	24
5 Fannie Bay	4	20
6 Karama	5	18
7 Malak	3	14
8 Parap	3	13
NATIONAL	3	23

Priorities by Town Centre Catchment: The map illustrates the hierarchy of nature and vegetation community priorities for catchments across the Local Government Area (LGA).



Outcome of Place Score Surveys

The below graphics highlight the three main themes that came out of the Place Score Survey, being:

- An abundance of unique green spaces and natural features
- Attractive and well maintained public spaces
- Social and safe shared environments.

Of the six top priorities identified through the survey, three related to greening.

CF	PRIORITY
7	Maintenance of public spaces and street furniture
1	Cleanliness of public space
3b	General condition of vegetation, street trees and other planting
3c	Vegetation and natural elements (street trees, planting, water etc.)
8	Outdoor restaurant, cafe and/or bar seating
2	Elements of the natural environment (views, vegetation, topography, water etc.)

2019 Values

Based on the Care Factor survey results, three main themes were identified as being an essential part of the Darwin community's ideal town centre:

An abundance of unique green spaces and natural features

Three of the Darwin LGA's top 5 Care Factors are related to nature and greenery. Your community highly values elements of the natural environment and how humans look after them.



Attractive and well maintained public spaces

Cleanliness is Darwin's #1 Care Factor. The Darwin community also identified the maintenance of public spaces and street furniture as being important to them.



Social and safe shared environments

The Darwin community values spaces where everyone can feel safe and welcomed. Public events and outdoor trading play a strong role in the community's ideal town centre.



In 2019 Council declared a climate emergency. Following this, a Climate Emergency Roundtable, was held which contributed to building a shared understanding of, and pathways for, a city-wide response to the impacts of climate change. Many of the identified concerns are in part addressed by achieving the objectives in this Strategy, including issues relating to keeping people cool through rising temperatures, resilience to changing climate-related conditions and enhancing biodiversity. Following the round table City of Darwin developed a discussion paper and draft Climate Emergency Response Strategy that went through extensive community and stakeholder consultation which has highlighted the need to nurture rich biodiversity in Darwin's urban forest.



Natural Environment

The urban forest is at the heart of Darwin's Natural environment and is a core asset in attracting people to the region to live, work and visit.

Canopy Cover

Canopy cover is one of the most effective indicators to measure the extent of Darwin's urban forest. Canopy cover can be measured by suburb or by land use and ownership. As shown in Figure 1 and Table 1, canopy cover varies considerably across land-use types in Darwin.

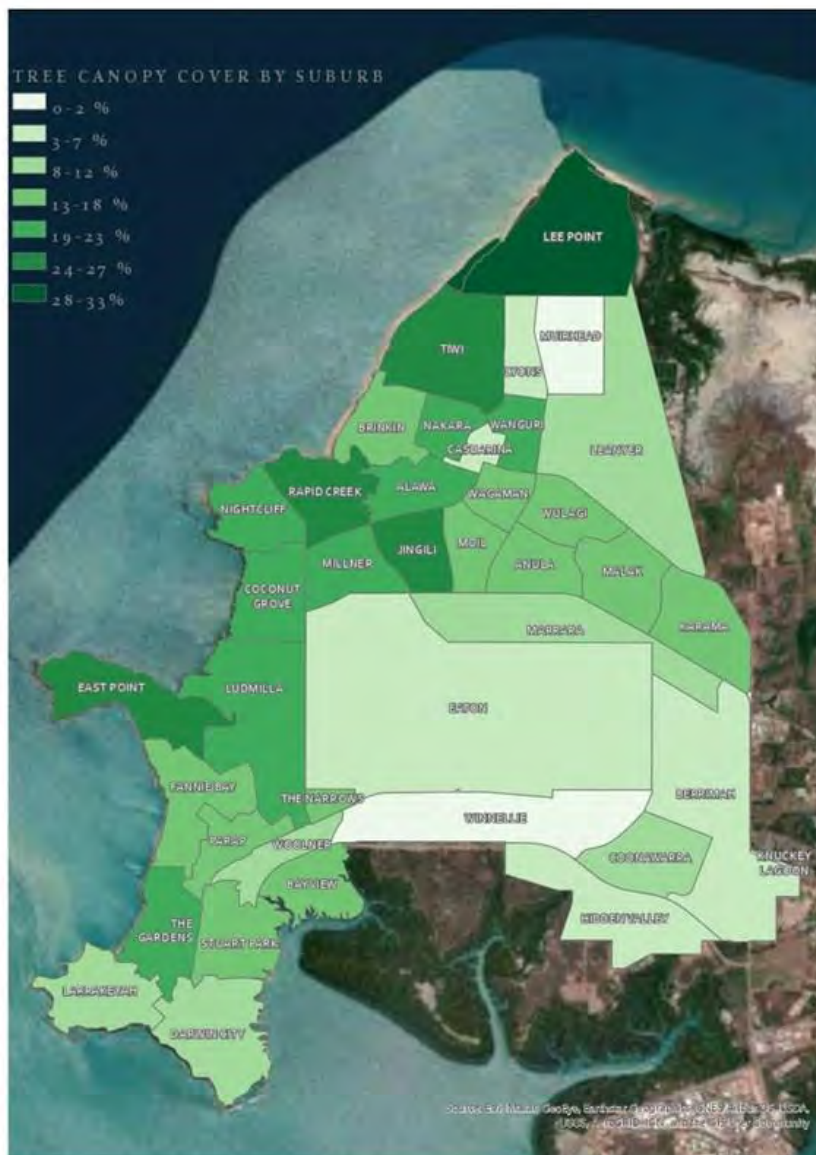


Figure 1: Tree canopy cover by suburb



Table 1 shows Darwin's tree canopy cover by various land uses and ownership based on 2020 data. It is noted that the suburbs of Holmes and Buffalo Creek are not captured in this dataset.

Table 1: Tree canopy cover across Darwin

Land Use/Town planning zone	Total Area (m2)	Canopy Cover (m2)	% Canopy Cover
All Public land	41,003,460	5,693,832	14%
All Private land	38,745,912	6,363,276	16%
Total Municipal Area	90,446,732	13,211,020	15%
Open Space	7,825,240	1,860,104	24%
Roads (all)	8,959,684	746,048	8%
Footpaths (all)	965,908	138,296	14%
Residential zone	22,822,532	4,479,976	20%
Residential Roads	5,380,240	479,796	9%
Darwin City (Suburb)	2,722,976	310,840	11%
Darwin City Roads	408,624	37,804	9%



Habitat and Biodiversity

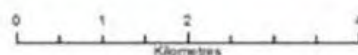
Biodiversity refers to the variety of the life around us. Darwin's rich ecosystems, of which the urban forest is a fundamental component, host a unique and diverse variety of plants, animals and insects. Maintaining this diverse variety of species is vital to support Darwin's rich ecosystems. In Darwin, maintaining a rich biodiversity is influenced by the ability of wildlife to move from one area of the urban forest to another. Ecosystems that are interlinked facilitate the movement of wildlife. These biodiversity corridors are sprawled across the Darwin municipality (Figure 2).



Legend

— Major Corridor

Corridor 50m buffer



Datum/Projection: GDA 1994 MGA Zone 52



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logical
AUSTRALIA
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Heat Mitigation Benefits

Darwin is hot and is getting hotter (Figure 3). Increasing temperatures primarily compromise human health and wellbeing in Darwin through heat stress.

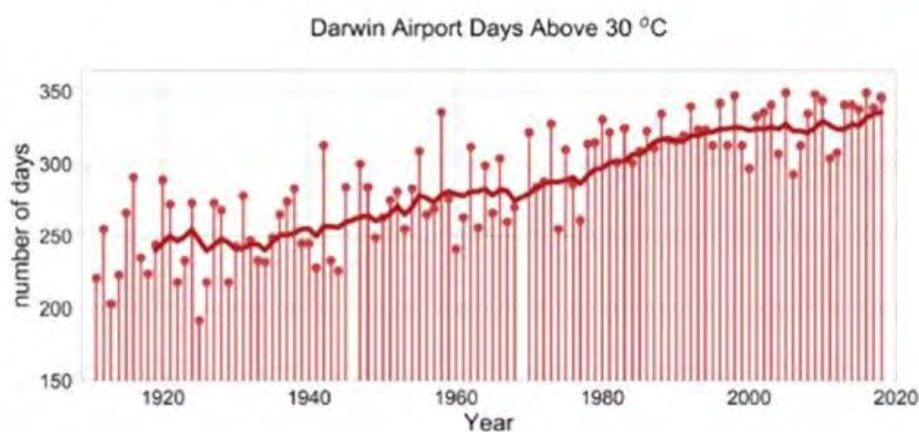


Figure 3: Days above 30°C Each Year in Darwin¹.

Increasing temperatures, exacerbated by Darwin's Urban Heat Island effect, impacts different areas of Darwin at varying levels of intensity (Figure 4). Darwin's urban forest plays a major role in cooling through shade and evapotranspiration. Dense and expansive canopies cool nearby areas as cooler air from green spaces is drawn into hotter areas by rising air currents, which generate breezes.

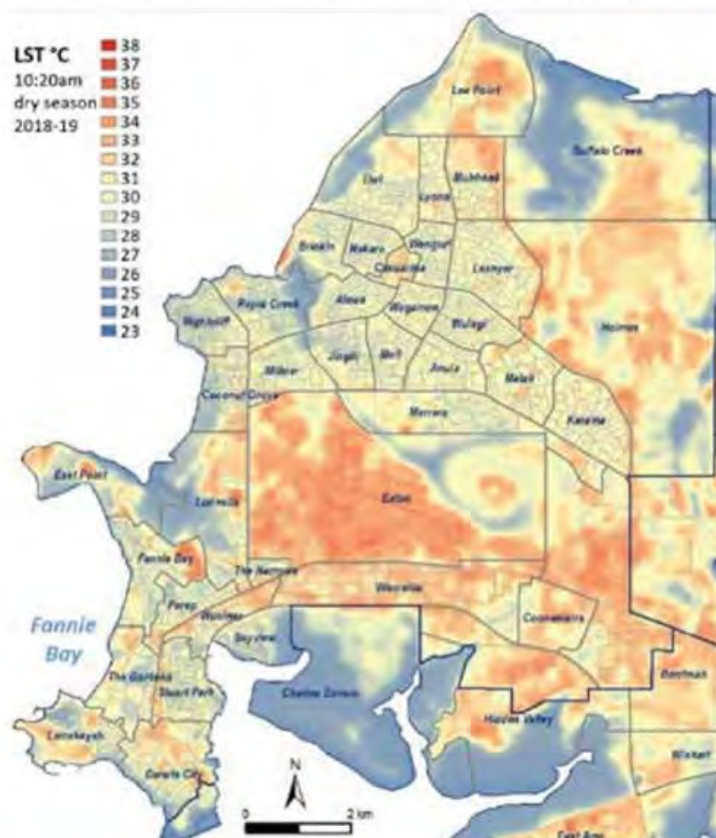


Figure 4: Dry season land surface temperatures at 10:20 a.m. from Jun-Aug 2018-19².

¹ Source: Bureau of Meteorology, & CSIRO. (2019). *Regional Weather and Climate Guide: Top End, Northern Territory*.

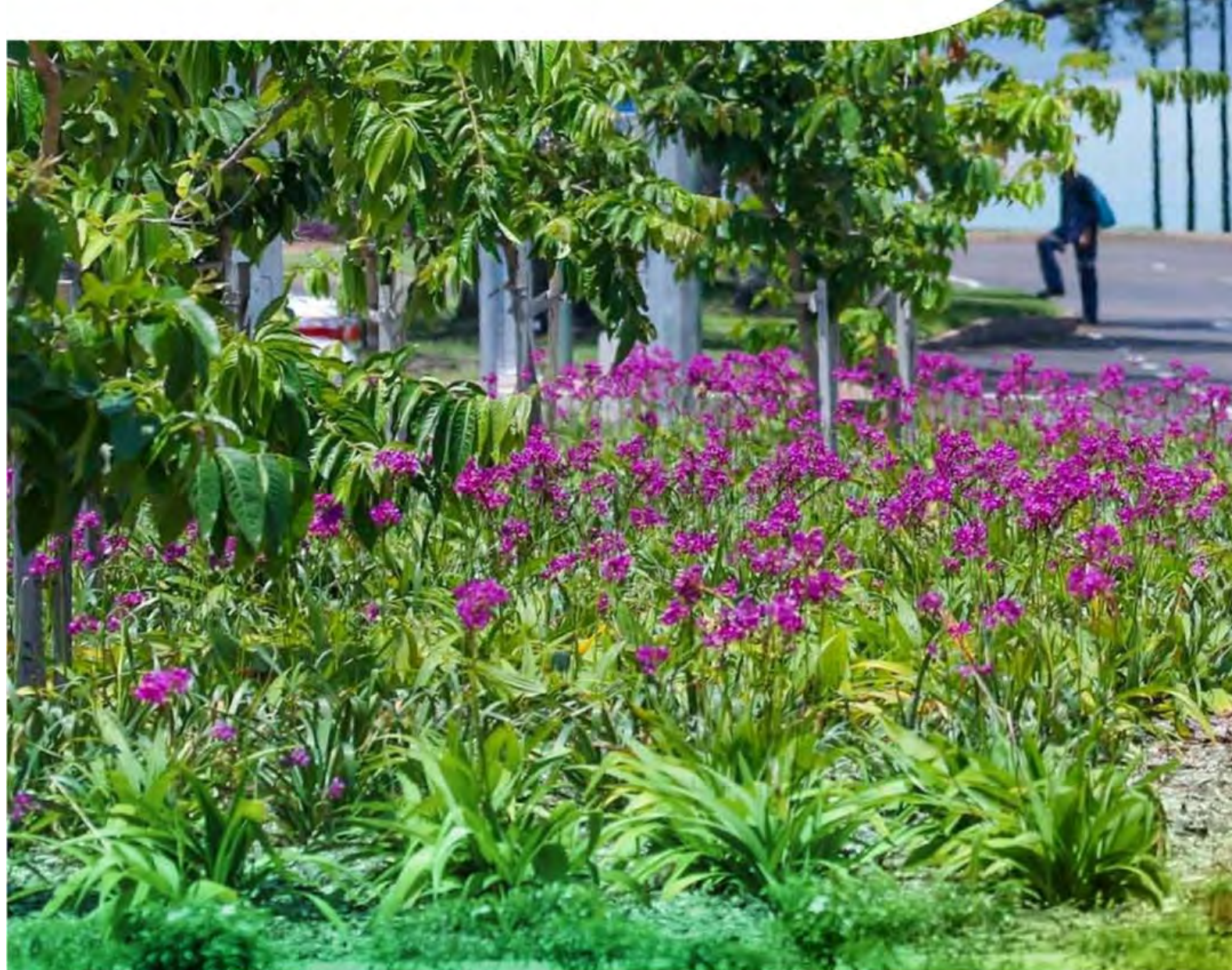
² Source: Moussy et al. (2020). Mapping land surface temperatures and heat vulnerability in Darwin. CSIRO.

Delivering Economic Benefits

Darwin's urban forest delivers colossal ecosystem services with measurable economic benefits. These benefits were reported within a study conducted in 2019 using i-Tree Eco model using a dataset of 3617 of Council's trees located throughout the Darwin municipality. Results revealed that these 3617 trees within Darwin's urban forest:

- Have a total structural value of \$80.5m
- Store 14 million tonnes of carbon worth \$317,000
- Sequester an additional 228 tonnes of carbon each year worth \$5,000
- Remove 3 tonnes of other air pollutants each year worth \$7,000
- Avoid 11,000 cubic metres of stormwater run-off, worth \$24,000.

Extrapolating this data across Council's urban forest, which is comprised of more than 100,000 trees, means that Council is likely to be managing a living asset worth hundreds of millions of dollars.





Key Challenges for Greening Darwin

Darwin's urban forest faces existing and emerging challenges that have historically constrained the potential of our tropical urban ecosystem.

Historic Net-loss of Canopy Cover

In recent years, Darwin's urban forest has been undergoing a consistent net-loss of canopy cover. A key driver of this net-loss is that removal of trees (approximately 500 per year) has marginally outweighed planting of new trees (approximately 450 per year). Compounding this, Tropical Cyclone Marcus severely diminished canopy cover in 2018 in every Darwin suburb. Canopy cover analysis conducted by Council revealed a significant decrease between 2017 and 2018. These historic declining trends were reversed in 2019 with the planting of over 7000 trees. Since Cyclone Marcus City of Darwin has planted in total over 12,500 trees.

Climate Change

Darwin's urban forest, like all ecosystems will continue to be impacted by a changing climate. Environmental changes include:

- Increasing temperatures
- Longer, more frequent and more intense dry spells and heat waves
- Changes in the timing, frequency, extent and intensity of annual rainfall
- Increased evapotranspiration (the process by which water is transferred from the land to the atmosphere by evaporation from the soil and transpiration from plants)
- Changes in the frequency and severity of wildfires.

These changes, which are projected to intensify, affect every aspect of life and are already causing a range of challenges including impacts on:

- Public health and wellbeing
- Environmental health, including biodiversity in Darwin's urban forest
- Water availability.

In addition to environmental changes, people that are already marginalised, vulnerable and often bear the brunt of these climate-related impacts as they are disproportionately exposed and are constrained in their capacity to respond to environmental extremes. Of particular concern, in Darwin, heat stress disproportionately impacts a range of population groups, including those that are elderly, very young, living with chronic illnesses and those who are homeless.

Fluctuating Water Availability

Water is life. Without sufficient water, Darwin's urban forest would wither thus decreasing the important benefits it provides. Water availability in Darwin is strongly influenced by the seasonal nature of rainfall in the wet/dry tropics, the variability of rainfall from year to year, climatic drivers and changes associated with climate change. Driven by climate change, consecutive poor wet seasons could result in insufficient recharge to the region's principal water supply source, the Darwin River Dam. Compounding these changes, if population and urban densification increases, this will continue to place further pressure on Darwin's water systems. The implications for increased water scarcity range from the short-term inability to meet community expectations of a 'green' municipality if the urban forest withers, to the longer-term decimation of the urban forest as irrigation needs surpass water availability for extended periods.

Conflicts between the Urban Forest and the Built Environment

Conflicts between Darwin's urban forest and built environment are common. Historically, the urban forest has felt the brunt of these conflicts. There are several reasons for this, including:

1. The City of Darwin Municipality is in a state of constant flux, which demands that urban development accommodates the infrastructure and service needs of Darwin's transforming landscape
2. Today's city has inherited the consequences of sustained poor urban forest management decisions such as, poor planting locations and species selection
3. The urban forest is currently treated as a liability, not an asset, in terms of infrastructure cost benefit assessments. As a result the multiple benefits that Darwin's urban forest deliver are not captured and factored effectively into decision making
4. Urban forest protection mechanisms within the public realm are currently inadequate
5. Gaps in community understanding of the vital importance and benefits of Darwin's urban forest.

As a result, Darwin's urban forest has been left fragmented, which isolates biodiversity and compromises the ability of different species to fulfil their role in the ecosystem and support other species.



Knowledge Gaps

Robust datasets are invaluable management tools. They pave the way for evidence-based decision making, proactive management of trees and vegetation, and highlight valuable opportunities to improve existing programs. While City of Darwin holds various parcels of data for our urban forest, there are numerous gaps in knowledge that still exist including:

- Which species are vulnerable to environmental change and how they are distributed among Darwin's urban forest
- Where to prioritise tree planting to effectively cool areas for Darwin's most vulnerable populations
- Additional datasets on how different user groups in Darwin interact with green spaces and how their needs and preferences for amenities and benefits vary.

These knowledge gaps create barriers to nurturing Darwin's urban forest of the future. Bridging these knowledge gaps will assist in fully realising this Strategy.

Resource Constraints

Resource constraints are tightly coupled with gaps in evidence based decision making. In order to implement this Strategy, Council must allocate sufficient funds and staffing resources to improve its existing program. Darwin's urban forest has not historically been prioritised because the true costs and benefits are not well integrated into decision making. A key factor of this is that the urban forest is currently conceptualised as a financial liability, which creates difficulties in allocating appropriate investment.

Weed Infestation

Weeds in the Darwin region present challenges to the successful implementation of the 2030 Greening Darwin Strategy. A 2013 review of weeds in East Point Reserve, for example, revealed that 77 species of weeds were present in the area, including one weed of national significance – Bellyache Bush (*Jatropha gossypifolia*) and two Class B species – coffeeweed (*Senna obtusifolia*) and Hyptis (*Hyptis suaveolens*), that require growth and spread to be controlled. Gamba Grass (*Andropogon gayanus*), is also widespread. These and other weeds undermine the health and resilience of Darwin's urban forest.

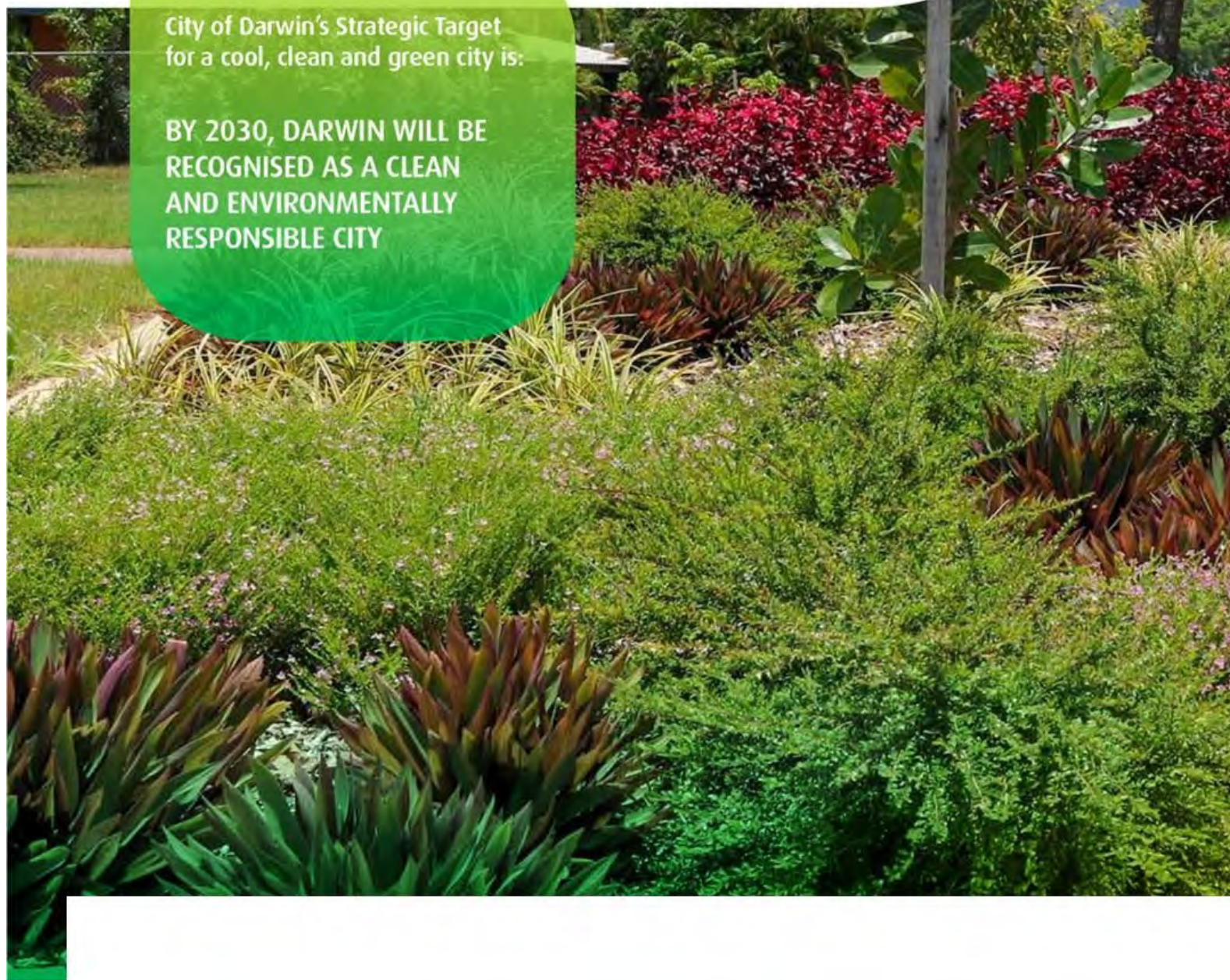
Greening Darwin

Key Deliverables and Priority Actions

City of Darwin's framework to achieve a cool, clean and green city is integrated as shown in the diagram on page six. This means that one initiative or action may contribute to the achievement of deliverables, targets or outcomes outlined in other City of Darwin strategy and planning documents.

City of Darwin's Strategic Target for a cool, clean and green city is:

**BY 2030, DARWIN WILL BE
RECOGNISED AS A CLEAN
AND ENVIRONMENTALLY
RESPONSIBLE CITY**





The strategic target will be achieved by delivering a number of strategic and operational actions which will provide measurable outcomes for people, place and environment. Operational actions are outlined in the 2030 Greening Darwin Strategy Action Plan. The action plan is a flexible document that will be updated from time to time over the 10 year life of this Strategy.

The two most common ways to set measurable targets for greening strategies are to set targets based on canopy coverage and/or a net-gain of trees and other plantings planted across the municipality. City of Darwin will use a combination of both methods throughout the life of this Strategy. Key benefits for using a net gain of trees and other plantings as a key methodology is because City of Darwin:

1. Maintains direct control over the amount of trees planted and removed; in contrast, we maintain less control over the outcome (i.e. canopy coverage), particularly due to environmental events such as tropical cyclones which have the potential to decimate canopy coverage outcomes
2. Knows the requirements for amount of trees planted assists in understanding and allocating appropriate resources to achieve measurable targets
3. Understands that nurturing an urban forest is a long-term effort. Indeed, many of the trees and other plantings planted within the timeline of this Strategy won't fully realise their place in Darwin's canopy until after this Strategy has expired. Setting targets based on net-gain of trees planted therefore recognises the long-term effort required to nurture a strong and resilient urban forest in Darwin.

Changes in canopy cover, however, remains an important metric to understand and monitor. City of Darwin will use a mix of methods, including satellite imagery and scenario modelling, to understand actual and projected changes in canopy cover over time.

There are a number of headline actions for the City of Darwin to implement to achieve our strategic directions (Table 2).

Table 2: Headline Actions for the 2030 Greening Darwin Strategy

Headline Actions
Net gain of 18,000 street and park trees over 10 years.
Net gain of 900 shading trees near key transit routes over 10 years.
Net gain of 225 city centre hardscape trees over 10 years.
Increase in canopy cover over 10 years.
Collaborate with Larrakia Nation to combine Traditional Ecological Knowledge with western science to enhance knowledge and decisions to support biodiversity.
Develop a two-year prioritised planting plan by December 2022.
Develop scenario model to understand canopy coverage projections though time.
Deliver a long term scenario model to inform future tree canopy across Darwin.
Develop a prioritised planting plan with considerations for ecosystem diversity.
Further develop the list of priority species that have a broad resilience to a range of environmental extremes.

The following describes key strategic and innovative solutions to implement through the Strategy.

Challenges:
Climate Change,
Fluctuating Water
Availability

Plant for a Future Climate

Solution: Trees that are planted in the coming years as part of this Strategy will need to thrive in a rapidly changing climate. In the context of Darwin's urban forest, key environmental changes include; increased severity and prolonged periods of heat and water scarcity and increased intensity of cyclones.

As such, Darwin's urban forest needs to be resilient to a broad range of environmental conditions. Strong on-going management including risk management, care and maintenance will underpin a far more resilient urban forest in the future. Care also needs to be taken to select species that will continue to perform under changing climatic conditions. Species that are vulnerable to stress and decline in a changing climate must be identified and planned for renewal to ensure that trees live for many decades, fulfilling their role in Darwin's urban forest.

Challenge:
Resource
Constraints

Define Darwin's Urban Forest as an Asset

Solution: Defining Darwin's urban forest as an asset and recognising the myriad of social, environmental, cultural and economic benefits that the urban forest delivers will help to overcome the challenge of allocating appropriate resources to grow and maintain Darwin's urban forest. To do this, City of Darwin will update and integrate available datasets into the forthcoming Asset Management System. This will allow the economic values of the urban forest to be considered alongside a tree's whole-of-life costs to ensure long term sustainability. This consideration will incorporate cost differences among various planting areas (the costs associated with planting trees in the CBD are a lot more expensive than a tree in a park, for example). Ultimately, re-conceptualising Darwin's urban forest as an asset will allow appropriate allocation of resources to undertake activities required to nurture a thriving and robust ecosystem.

Challenge:
Knowledge
Gaps, Resource
Constraints

Deploy Smart Technologies

Solution: Increased efforts to close knowledge gaps, coupled with rapid advancements in technology, will produce a wealth of biophysical, social and economic information to enhance evidence-based decision-making for Darwin's urban forest. City of Darwin has already deployed a variety of smart technologies through the Switching on Darwin program, which represents the transition to a data-driven, people-oriented city.



Solution in the Spotlight:

Develop a Digital Twin of Darwin to Monitor and Navigate Change

Led by CSIRO through the Darwin Living Lab, the development of a Digital Twin project will enable City of Darwin to monitor change and explore interactions among key indicators and test the impact of changes in assets, systems and processes. Existing datasets will be collated, integrated and modelled to estimate a baseline distribution of living and built infrastructure in Darwin. The initial application of the Digital Twin will involve evaluating the economic value and return on investments of cooling and greening initiatives, specifically around establishing and maintaining Darwin's urban forest.



Challenge: Knowledge Gap

Incorporate Traditional Ecological Knowledge and western scientific knowledge to enhance Decisions

Solution: To mobilise City of Darwin's *Innovate Reconciliation Action Plan* and Article 7 of the Paris Agreement within the United Nations Framework Convention on Climate Change, City of Darwin will enhance our decision-making for Darwin's urban forest by integrating Traditional Ecological Knowledge (TEK) and western scientific knowledge. In line with international best practice, incorporating both knowledge systems allows for an enhanced knowledge base to achieve the outcomes of this Strategy. City of Darwin emphasises the importance of bringing Aboriginal and Torres Strait Islander voices to the forefront in decision making processes and will make use of cutting-edge technologies to develop rich datasets, which will facilitate strong, evidence based decisions for Darwin's urban forest.

Solution in the Spotlight:

Larrakia-led Darwin Biodiversity Values Research Project

In collaboration with CSIRO through the Darwin Living Lab, Larrakia Traditional Owners and Larrakia Rangers are compiling a working list of Larrakia biodiversity values, habitats and native plant species that should be considered for Darwin urban greening and protection. This collaborative study of Darwin's biodiversity will serve as a baseline assessment and provide recommendations enhance biodiversity in Darwin through implementing this Strategy.





Generate Darwin-specific Solutions

Solution: While drawing lessons from our southerly neighbours provides invaluable insights, Darwin's urban forest exists in a unique climatic context for an Australian capital city. As a result, City of Darwin must employ a unique combination of solutions to achieve the objectives of this Strategy. Little information exists about urban greening in a savanna ecosystem so City of Darwin must heavily engage in the research and development required to strengthen our urban forest in our unique and changing context.

Challenge:
Knowledge
Gaps

Create a Resilient Urban Forest

Solution: Darwin's urban forest is a living organism, forever changing. Some changes happen slowly, such as the aging and the inevitable end-of-life of trees, others happen fast, such as tropical cyclone events that can decimate extensive sections of the urban forest in an afternoon. These events, whether they occur fast or slow, present opportunities to build back better. An important activity is to identify which species were lost and why. This will help to reveal solutions forward, including replacing lost species with species that are more resilient, or implementing changes to infrastructure, such as tree cells to support root systems.

Challenges:
Historic Net-loss
Canopy Cover,
Climate Change,
Fluctuating Water
Availability,
Conflicts between
the Urban Forest
and the Built
Environment

Enhance Collaboration with Stakeholders

Solution: Darwin's urban forest expands across a mosaic of public and private realms. City of Darwin must therefore perform a variety of roles to enhance the whole urban forest through both direct and indirect influence. To carry out these roles, City of Darwin must work across all agencies, with all levels of government and the educational and private sectors. City of Darwin will continue to collaborate with a broad variety of stakeholders, including private land owners, NT Government, Larrakia Nation and community-driven environmental management and advocacy groups.

City of Darwin already engages in crucial collaborations such as with the Darwin Living Lab (a collaboration between the CSIRO, Australian Government, NT Government, and the City of Darwin), which is an initiative of the Darwin City Deal. The Darwin Living Lab was established to foster improvements to the liveability, sustainability and resilience of Darwin and aims to:

1. Accelerate the development and validation of innovative approaches for heat mitigation in Darwin;
2. Improve urban design for the dry tropics; and
3. Build the city's resilience to the current and future climate.

Challenges:
Knowledge
Gaps, Resource
Constraints,
Conflicts between
the Urban Forest
and the Built
Environment

Solution in the Spotlight:

Gardens for Wildlife

Gardens for Wildlife is an education-based voluntary program for Darwin land owners who are interested creating wildlife habitat on their property. City of Darwin works with participants to investigate ecosystem options to enhance habitats for a variety of wildlife. The program contributes to increasing:

1. Connectivity of wildlife corridors across Darwin
2. Local understanding of our unique environment and wildlife.

ANOTHER HAPPY GARDENS FOR WILDLIFE PARTICIPANT





Solution in the Spotlight:

East Point Advisory Committee

The East Point Reserve is a significant public open space in the Darwin urban area managed by the City of Darwin. The reserve is subject to range of interacting management concerns for multiple different stakeholders. As part of City of Darwin's East Point Reserve Biodiversity Plan 2019-2024, an *East Point Advisory Committee* was established to:

1. Bring together stakeholders to share knowledge and experience, whilst identifying opportunities to enhance the reserve and improve collaboration
2. Inform and advise Council of issues within and around the reserve
3. Monitor the implementation of the East Point Reserve Biodiversity Management Plan 2019-2024.



Figure 5: Assets and services at East Point Reserve

Reforest Residences

Challenges:
Conflicts between
the Urban Forest
and the Built
Environment,
Historic Net-loss
of Canopy Cover

Solution: Darwin's urban forest expands across a mosaic of public and private realms. While each individual residential property only hosts a small fraction of Darwin's total municipality, these pockets make up almost one quarter of Darwin's municipality. It is, therefore, imperative to support Darwin residents to nurture their individual pockets of Darwin's urban forest. City of Darwin plays an indirect influence in this realm and can carry out several functions such as provision of educational advice and native plants to enhance our outcomes.

Solution in the Spotlight:

Native Plant Giveaway

To enact City of Darwin's influence on the urban forest in the private realm, a Native Plant Giveaway Program will be delivered to the Darwin community. Planting local native plants has many benefits including the provision of food sources and habitat to support local biodiversity. Local native plant species also generally require less water than introduced plant species, which will increase resilience in times of extended drying periods.





Connect Biodiversity Corridors

Solution: In Darwin, maintaining a rich biodiversity is influenced by the ability of wildlife to move from one area of the urban forest to another. Interlinked ecosystems that facilitate movement of wildlife (biodiversity corridors) sprawl across the Darwin municipality. Darwin's mosaic of public-private ownership, however, has resulted in the fragmentation of biodiversity corridors, which compromises ecosystem resilience. Reconnecting, protecting and managing these corridors with a variety of resilient species is fundamental to implementing this Strategy.

Challenges:
Conflicts between
the Urban Forest
and the Built
Environment,
Historic Net-loss
of Canopy Cover

Solution in the Spotlight:

Land Acquisition to Connect Biodiversity Corridors

For City of Darwin to appropriately reconnect, protect and manage biodiversity corridors in the Darwin municipality, options to strategically acquire parcels of land required to reconnect biodiversity corridors will be investigated. This activity reflects ongoing trends from councils across Australia that are acquiring land for conservation purposes. Biodiversity corridors unlock major opportunities to develop recreation and eco-tourism initiatives throughout the Darwin municipality. Options for raising funds for land acquisition in Darwin will be investigated.



Equitably Distribute the Urban Forest

Solution: Investigations into the impacts of heat stress among Darwin's population have been carried out using physical and socioeconomic characteristics. A Neighbourhood Heat-Health Vulnerability Index (Figure 6) was generated to identify which neighbourhoods have a higher risk of heat-related illness, have fewer economic resources to cool their homes and are exposed to higher urban temperatures. This revealed that strategically prioritising planting of trees offers an equitable solution to heat stress in Darwin. Such analysis will be expanded to ensure that Darwin residents have equitable access to the urban forest and the services that they provide.

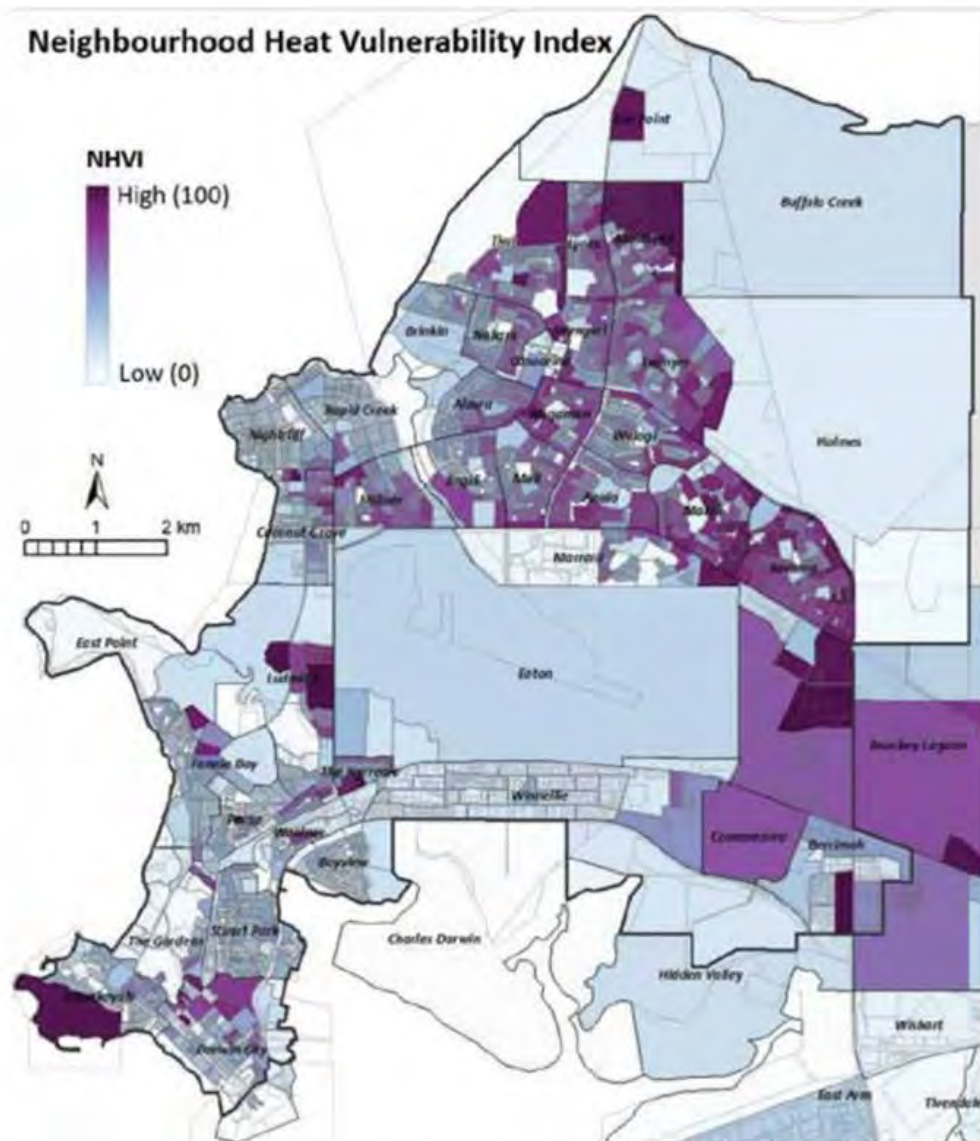


Figure 6: Neighbourhood Heat-Health Vulnerability Index in Darwin³.

¹ Source: Mouw et al. (2020). Mapping land surface temperatures and heat vulnerability in Beijing, CSIRO.



Solution in the Spotlight:

Enhanced Understanding of Community Needs for Darwin's Green Spaces

Led by CSIRO through the Darwin Living Lab, research is currently being undertaken to understand how different user groups in Darwin interact with green spaces and how their needs and preferences for amenities and benefits vary. Complementing previous community engagement activities, this research will inform decision-making to reflect the diversity of community values and needs in Darwin.



Greening Darwin Action Plan

ACTIONS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Net gain of 2,000 street and park trees.		✓	✓	✓	✓	✓	✓	✓	✓	✓
Net gain of 100 shading trees near key transit routes.		✓	✓	✓	✓	✓	✓	✓	✓	✓
Net gain of 25 city centre hardscape trees.		✓	✓	✓	✓	✓	✓	✓	✓	✓
Increase in Canopy Cover.	Over the life of the Strategy									
Continue annual re-vegetation program across the municipality.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Develop a Remnant Vegetation Management Policy.	✓									
Develop a dedicated communications and engagement plan.	✓									
Undertake a hazards risk assessment to inform the City of Darwin emergency management response plans.	✓									
Review and update the Trees on Verges policy to include the urban forest and ensure the policy informs continuous improvement of the City of Darwin Asset Management Plans (AMPs).	✓	✓								
Partner with CSIRO to deliver the Digital Twin of Darwin program.	✓	✓								
Update inventory of significant Council owned trees into the forthcoming Asset	✓	✓								



ACTIONS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Collect tree data from various sample sites around Darwin to inform a profile of Darwin's urban forest, including tree valuations.	✓	✓								
Ensure City of Darwin's website includes updated urban forest data and shows progress against the Strategy deliverables.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Develop and implement a Native Plant Giveaway Program.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Through the Darwin Living Lab program, collaborate with Larrakia Nation and CSIRO to develop a baseline vulnerability assessment of biodiversity.	✓	✓	✓							
Collaborate with key stakeholders to develop a 10-year urban forest planting plan for the CBD.	✓	✓	✓							
Review and update the City of Darwin publication titled: <i>Creating Habitats for Darwin Gardens</i> .		✓	✓							
Investigate options to strategically acquire parcels of land required to reconnect biodiversity corridors.		✓	✓							
Review and update the works permits process to ensure the protection and audit of trees during development works.		✓	✓							
Introduce requirements for Project Management Plans to assess and disclose potential damages to vegetation.		✓	✓							

ACTIONS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Undertake a risk assessment for trees across the municipality, implement treatment plans and include provisions for regular review of outcomes.		✓	✓			✓				✓
Work with Larrakia Nation to expand on the TRAC Committee preferred trees list to include trees that are of cultural significance.		✓	✓							
Develop a prioritised 10-year urban forest planting plan.		✓	✓							
Develop Best Practice Urban Forest Management Technical Guidelines.		✓	✓							
Include trees as a defined asset class within the Asset Management Framework to:		✓	✓							
• Undertake a condition assessment and valuation of trees across the municipality			✓	✓						
• Factor renewal, replacement and maintenance costs into the long term financial plan;				✓						
• Review City of Darwin's insurance coverage for trees and natural disaster impacts.				✓						
Investigate a partnership with community groups to enhance the urban forest in areas not owned by City of Darwin or the NT Government.			✓	✓						
Develop a Best Practice Tree Management Guide for Developers.				✓	✓					
Review of Strategy deliverables.					✓					✓

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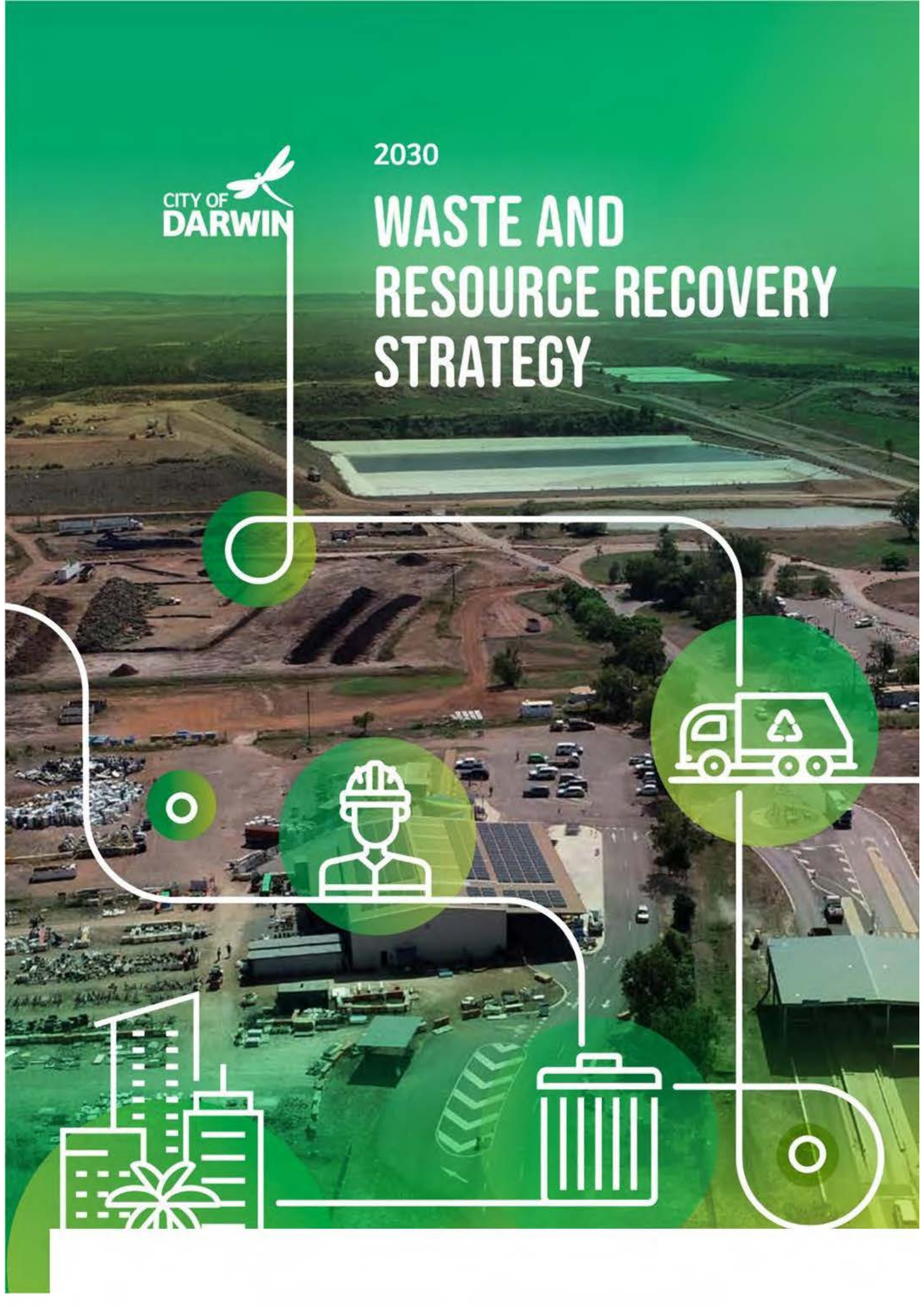


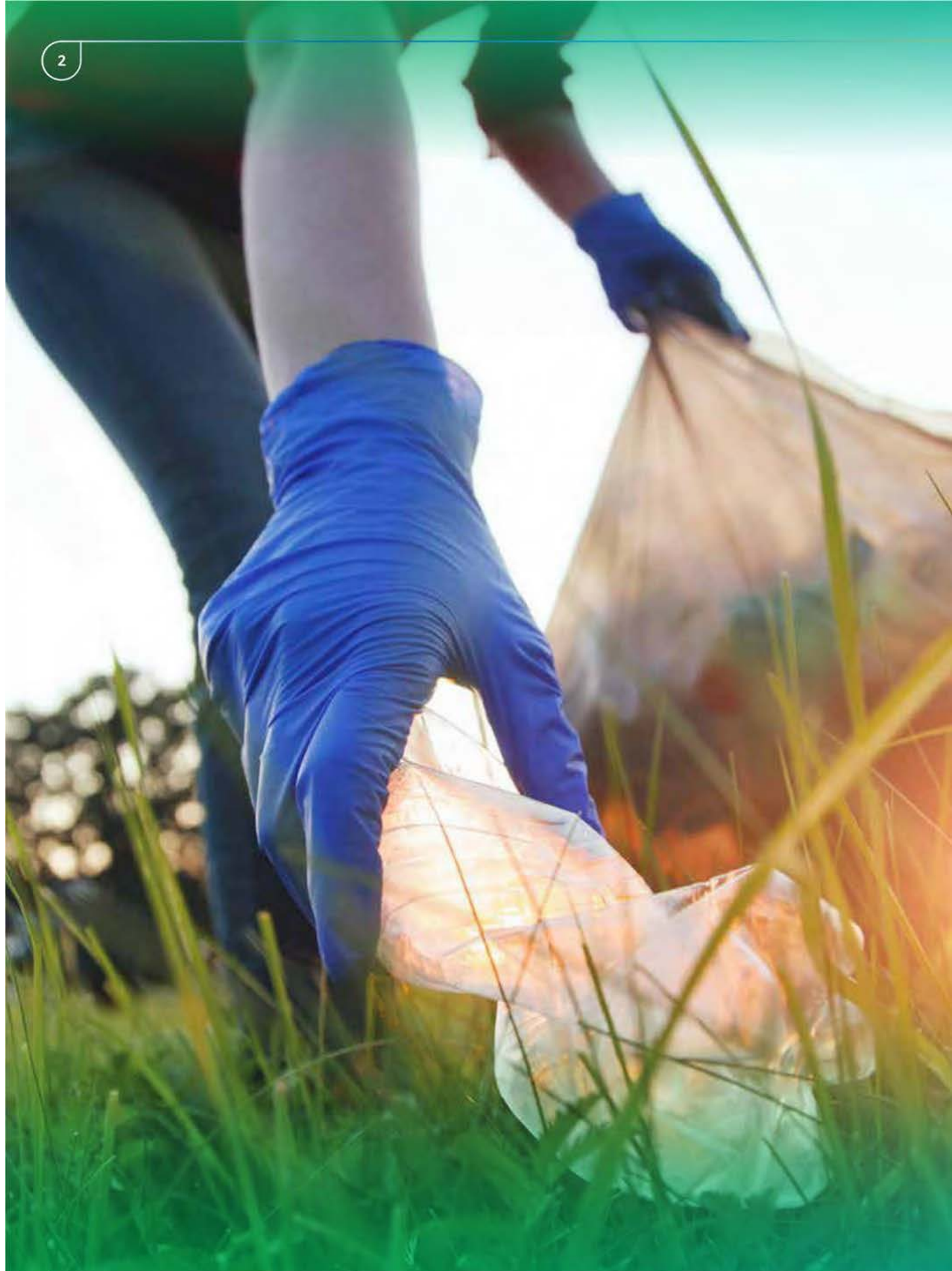
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2030

WASTE AND RESOURCE RECOVERY STRATEGY







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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 ‘song lines’ connecting Larrakia people to Country penetrate throughout their land and sea, allowing stories and histories to be told and retold for future generations. Scientific evidence dates Aboriginal presence in northern Australia to 60,000 years.

The Larrakia culture and identity is rich and vibrant. In the footsteps of the Larrakia people, City of Darwin will continue to foster this culture and identity by creating a vibrant community together.

PHOTO COURTESY OF LARRAKIA NATION





Lord Mayor's Message

City of Darwin has made a commitment to be recognised as a clean and environmentally responsible city. One of the ways in which we can achieve this is by reducing the waste we create as a community.

By reducing, reusing and recycling our resources, we can achieve better environmental outcomes such as reducing waste disposed of to landfill and the associated greenhouse gas emissions, and help achieve a circular economy. This will also aid Council's commitment to its climate change emergency response in helping reduce the growing costs of managing waste.

To achieve this, we need a long-term, integrated strategy to substantially reduce waste disposed to landfill, modernise our collection systems and re-invigorate our recycling sector.

Over the next ten years, this Strategy aims to reduce kerbside waste into landfill by 50%, reduce contamination of kerbside comingled recycling and build our capacity and capability to deliver high quality resilient resource recovery services.

As a community, we have come a long way in accepting the need to reduce, re-use and recycle more of our resources, but there is much more we need to do.

City of Darwin will advocate and collaborate with all levels of government, businesses and organisations for the development of a resilient and sustainable resource recovery sector to attract and support greater reuse, recycling, resource recovery and re-manufacturing throughout the greater Darwin area.

This Strategy will assist Council to achieve its long-term vision of a more sustainable resource recovery sector for the greater Darwin area.

THE HON. LORD MAYOR KON VATSKALIS



City of Darwin's Strategic Planning Framework

City of Darwin's strategic planning framework provides the basis for the setting and delivery of Council's priorities. The 2030 Greening Strategy (Strategy) informs the delivery of programs within this strategic planning framework.





Darwin 2030 *City for People. City of Colour.*



A capital city with best practice and sustainable infrastructure



A safe, liveable and healthy city



A cool, clean and green city



A smart and prosperous city



A vibrant and creative city

Underpinned by City of Darwin's Governance Framework

Vision and Culture

Roles and Relationships

Decision Making and Management

Accountability

Our Strategic Direction – A Cool, Clean and Green City

TARGET: BY 2030,
DARWIN WILL BE
RECOGNISED AS A CLEAN
AND ENVIRONMENTALLY
RESPONSIBILITY CITY.





SD3 – A cool, clean and green city



Council has put in place three key strategies that will guide the actions and targets Council aims to achieve by 2030 as it strives for a cool, clean and green city. The strategies are outlined below and through their implementation will deliver on strategic direction 3 as outlined in the *Darwin 2030 City for People. City of Colour. Strategic Plan*.



CLIMATE
EMERGENCY
STRATEGY



Greening
Darwin
Strategy



Waste and
Resource
Recovery
Strategy

Environmental Management System
Innovate Reconciliation Action Plan
Darwin City Centre Master Plan
Movement Strategy

About the Waste and Resource Recovery Strategy

STRATEGY PURPOSE

The Waste & Resource Recovery Strategy (Strategy) has been developed to guide the City of Darwin towards better practice resource recovery, recycling and waste management. It sets a clear path for the investigations required and infrastructure and service improvements to be considered. This includes targets for increasing landfill diversion and contamination reduction.





Strategy development

The development of the Strategy included:

- Consultation with the waste, recycling and resource recovery industry in the Greater Darwin Area (GDA), the City of Palmerston, Litchfield Council and Northern Territory Government
- Consultation with Council staff and elected members, including presentations and surveys
- A Recycling Survey project to understand the waste and recycling services, facilities and performance in the GDA for the 2019/20 FY, to assess possible future demand by local government and business for landfill void space at Shoal Bay, and/or opportunities for expanded waste processing and/or re-manufacturing within a collaborative or recycling hub concept
- Review of relevant strategies, policies, plans, reports, policies, legislation and regulations
- Workshopping of the draft Strategy with elected members.

Strategy targets, initiatives and actions will be reviewed at the mid-point of the Strategy in 2026.



About Darwin





Industry and geographic location

Darwin's two largest economic sectors are currently mining and tourism. The city is also strategically located as Australia's gateway to Asia and its growing economy.

Darwin's remoteness and associated high transport costs to Australia's major cities poses a significant challenge for the development of many industries. This includes the local recycling and resource recovery sector. This means that some recyclables are currently landfilled until the value of the material makes transport viable to overseas or interstate markets, or local markets are developed or other industry incentives are applied.

Climate

Darwin has a tropical climate and two distinct seasons. The Wet season spans from November to April and the Dry season spans from May to August. August to November is characterised by a 'build-up' period of high humidity.

The average annual rainfall is 1,800 mm with rainfall at its highest between December and March and humidity over this period averaging between 70-80 per cent. Rainfall during July can be as low as 1mm.

The wet and dry season rainfall disparity poses some challenges and opportunities related to waste management and resource recovery. These include:

- High-rainfall periods lead to significant plant growth, requiring large volumes of garden organics waste to be managed at certain times of the year
- Significant rainfall events can lead to an erosion of nutrients and soil carbon
- Extended low rainfall periods can decrease soil moisture, requiring dust management at waste and recycling facilities, and a reliance on irrigation in local agriculture.

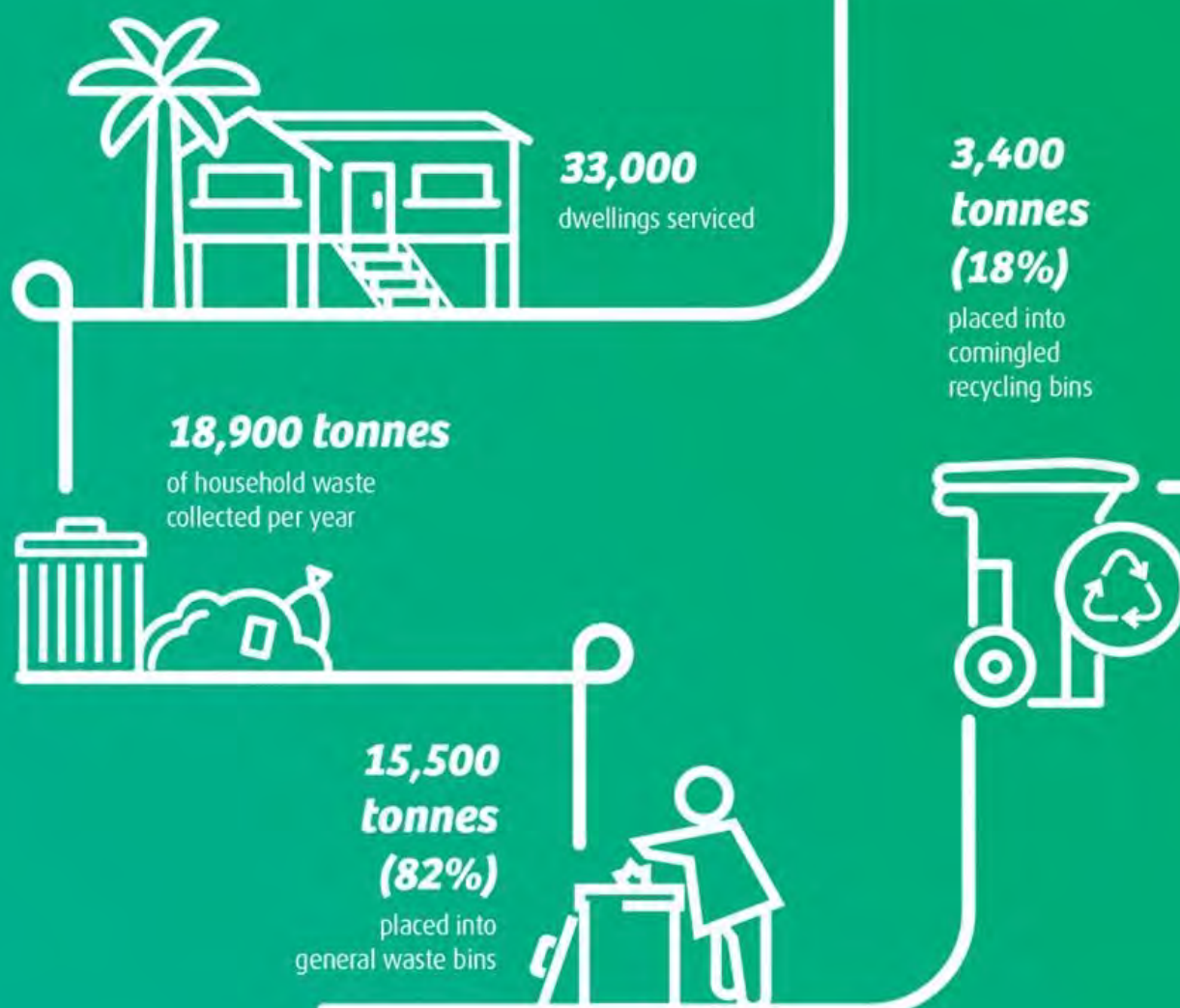
There is an opportunity for the development of local composting capacity and markets, to help retain soil moisture during the dry season and replenish soil carbon and nutrients during the wet season.

Services and facilities

Kerbside services

Council provides household kerbside general waste and recycling collection services. General waste collection services (240L red lid bins) are weekly for households and twice weekly for multi-unit dwellings (MUDs) - such as units, townhouses and apartments with four or more properties in one complex). MUDs services are typically collected manually from bin compounds.

Kerbside recycling collection services (240L yellow lid bins) are fortnightly from households and weekly from MUDs and residents are encouraged to dispose of garden organics waste at the Shoal Bay Waste Management Facility for free and compost food waste at home.





Pre-cyclone hard waste collection

Council holds an annual pre-cyclone clean-up/hard rubbish collection service in August/September for residential properties only.

Residents are asked to group their items into household waste, e-waste and scrap metals for collection by differing waste type collection teams.

Collected items are taken to the Shoal Bay Waste Management Facility (SBWMF) and either donated to charity, sent to the recycle shop, recycled, or landfilled. Scrap metals are sold for recycling.

This service has many challenges, including:

- Reliance on Council staff for the collections, diverting staffing from other projects and services; and
- Managing instances of food waste, asbestos and other hazardous wastes.



1,200 tonnes

of hard waste collected per year

8,000

staff hours per year



Shoal Bay Waste Management Facility

The Shoal bay Waste Management Facility (SBWMF) is the region's largest waste and resource recovery facility, which accepts around 204,600 tonnes of waste and recyclable material per year.

It is the only licenced facility in the GDA and includes a:

- Waste transfer station
- Recycling facility and resale shop
- Garden organics waste processing facility.

The site also includes a:

- Mulch sales facility
- Concrete crushing for on-site reuse
- Landfill gas management facility that generates renewable energy from the processing of recovered methane.

Residents access the facility by an access tag entry system. An access tag is available to residential properties that pay the waste levy in their Council rates. Residents outside of the Council area can apply for a tag for the facility.

Residents are encouraged to separate recoverable /recyclable materials at the recycling centre and waste transfer station to reduce the volume of residual waste going to landfill. Volumes of materials recycled/recovered and landfilled in the 2019/20 FY are provided in Figure 1.

The facility receives all the material landfilled in the GDA (146,100 tonnes) and 45 per cent of all material recycled/recovered in the GDA. This includes 84 per cent of all organics and 41 per cent of all masonry (mainly concrete) recovered in the region.

Landfill Stages 1 and 2 have been capped. Cells 3 and 4 are no longer operational and require capping. Stages 5 and 6 are operational. Stages will be progressively capped with post-closure monitoring and maintenance on-going for many years following stage closure.

The facility has several legacy and current issues (e.g. leachate and landfill gas capture management of existing and new cells and managing unexploded ordinances). These will need to be addressed over the short and long term. Several are covered in the Strategy Initiatives and through a separate master planning exercise for the facility.

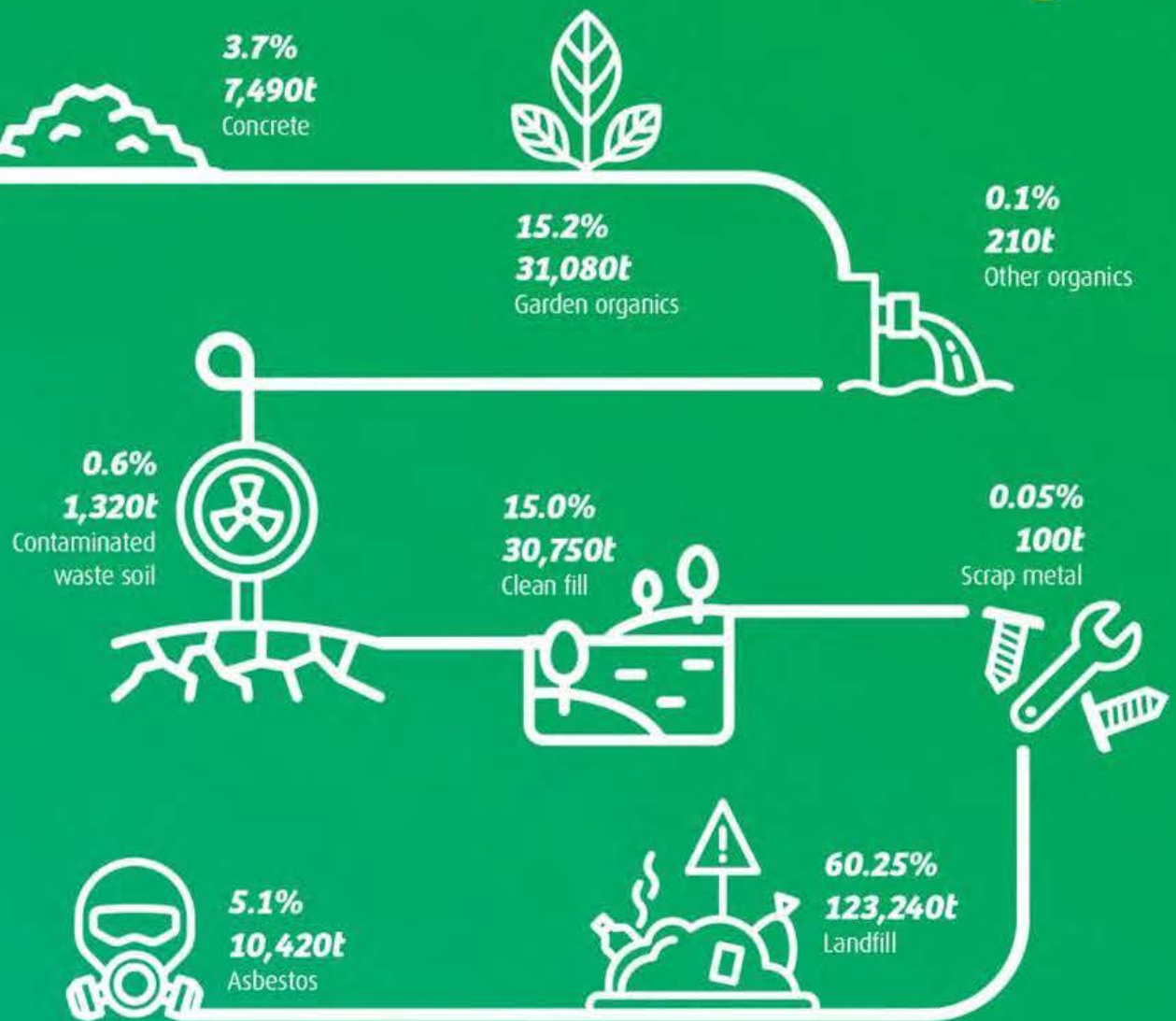
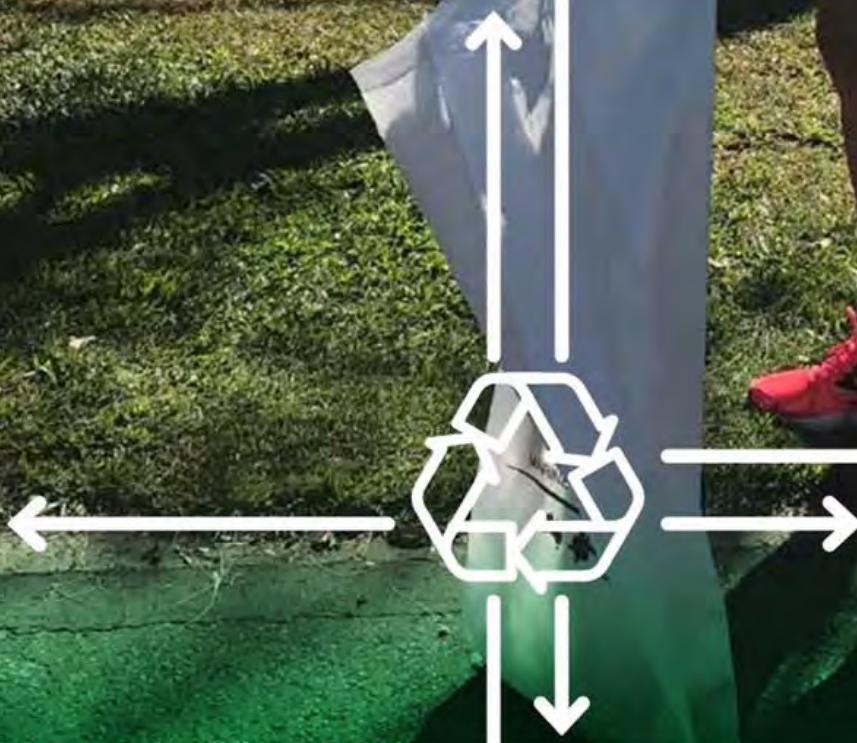


Figure 1: Incoming stream volumes at the SBWMF (2019/2020 FY)



Current Context and Future Drivers





2030 Climate Emergency Strategy

The City of Darwin declared a climate emergency in 2019.

Council has initiated a holistic, evidence-based and planned climate emergency response with a suite of three complementary resources. The 2030 Climate Emergency Strategy builds on a Discussion Paper by presenting the strategic path forward to reduce climate-related risks and embrace the emerging opportunities of the climate emergency in Darwin. This is designed to leverage the Council's influence across multiple aspects of Darwin life, including:

- Leadership and governance
- Resilience and adaptation
- Energy efficiency and renewable energy
- Sustainable transport
- Circular Economy.

The Waste & Resource Recovery Strategy is an informing body of work for the Climate Emergency Strategy. The initiatives and actions support directives by:

- Reduction of greenhouse gas emissions through the diversion of waste from landfill
- Improvement of waste and resource recovery infrastructure to manage disaster waste
- Implementing additional resource recovery of green waste from increased wet season growth and support the development of the local Circular Economy.

Waste and resource recovery

A Recycling Survey of the Greater Darwin Area (GDA), consisting of the City of Darwin, City of Palmerston and Litchfield Council areas, identified the following.

Waste and resource recovery performance (2019/20)



200,600 tonnes total waste generated

Excluding contaminated soil/fill, clean fill and asbestos



This is equivalent to
1,469 kg per person

SOURCES OF WASTE INCLUDED:



40.3%

from residential including kerbside bins & resident drop-off at transfer stations



43.9%

from the Commercial and Industrial sector



15.8%

from the construction and development sector



**68,700 tonnes (34.2%)
diverted from landfill**

THIS INCLUDED:

26.4%
Masonry & Concrete

17.2%
Metals

38.8%
Organics

11.7%
Cardboard & Paper

0.7%
Plastics

3.8%
Glass

0.3%
E-waste

1.1%
Tyres

Providing an est.
120 FTE jobs
from recycling/resource
recovery activities



**65% recycled/
recovered in the NT**
(mostly masonry
and organics recycling)



**22% recycled/
recovered
interstate**



**13% recycled/
recovered
overseas**

**46,000 dwellings
provided with a kerbside bin service**

City of Darwin & City of Palmerston residents only



83.4%
placed into
general
waste bins

16.6%
placed into
comingled
recycling
bins



Waste and resource recovery facilities

The Greater Darwin Area has many waste and resource recovery facilities (see Figure 2). This includes:

- One licenced landfill at the SBWMF
- Two Material Recovery Facilities (MRFs) for the processing of comingled recycling processing
- Five council transfer stations
- Three commercial scrap metal recycling facilities
- Several commercial mobile services for concrete crushing and mulching
- Eight Container Deposit Scheme (CDS) return locations.

It was also identified that there were:

- No significant composting facilities that accept commercial or residential food/garden waste
 - Several small composting operations were identified and related businesses (e.g. nurseries), however, these did not accept organics waste from outside the businesses
 - The SBWMF has a substantial garden waste mulching operation. Significant upgrades are required, however, to enable full composting to take place at the facility.
- No local processing options for:
 - Paper/cardboard (50 per cent was sent interstate and 50 per cent sent overseas)
 - Plastic (81 per cent sent interstate and 19 per cent sent overseas)
 - Tyres (100 per cent sent interstate for processing)
 - Glass
 - CDS glass is transported interstate for recycling
 - Mixed glass from MRFs to landfill.



Figure 2: Map of waste, recycling and resource recovery facilities in the City of Darwin and



Waste Hierarchy and Circular Economy

Waste hierarchy

The waste hierarchy (Figure 3) is the heart of international, national and state waste legislation and policy and forms one of the main drivers of the Strategy. It sets out the preferred order of priority for managing waste and is applied from the top down.

It is based on a resource-efficient economy model that will:

- First, significantly reduce or avoid waste and encourage reuse to minimise the use of virgin resources
- Once waste reduction and reuse opportunities have been exhausted, focus on maximising the recycling of materials that are left using closed-loop recycling
- Generate low carbon energy from truly residual waste leaving very little waste going to landfill.



Figure 3: Waste hierarchy¹

Avoid, reuse and recycling have a variety of tangible and measurable environmental benefits compared with landfill disposal. These include energy savings, avoiding greenhouse gas emissions, water savings, avoiding waste and significant reductions in natural resource use, eutrophication of waterways and airborne pollutants.

¹ Source: www.planning.nsw.gov.au/Assess-and-Regulate/State-Significant-Projects/Energy-from-waste

Circular Economy

The Circular Economy is an economic principle that keeps waste materials at their highest value in the economy for as long as possible.

Keeping products, components and materials at their maximum utility means:

- Purchasing well-designed products that last longer and can be reused many times
- Sharing more and making repair the norm
- Recycling materials effectively and converting some waste into biofuels
- Displacing fossil fuels and derived products with bio-based materials
- Entrepreneurs and innovation in reverse logistics, services, digital technologies will be needed to facilitate these changes.

A more Circular Economy can deliver significant job creation and greenhouse gas reduction benefits. For every 10,000 tonnes of waste recycled, 9.2 direct full-time equivalent (FTE) jobs are created compared to 2.8 jobs if the same material is sent to landfill².

The transition to a Circular Economy is a long-term initiative. Undertaking many actions simultaneously to increase reuse and recycling of materials can accelerate the shift.

LINEAR ECONOMY



CIRCULAR ECONOMY

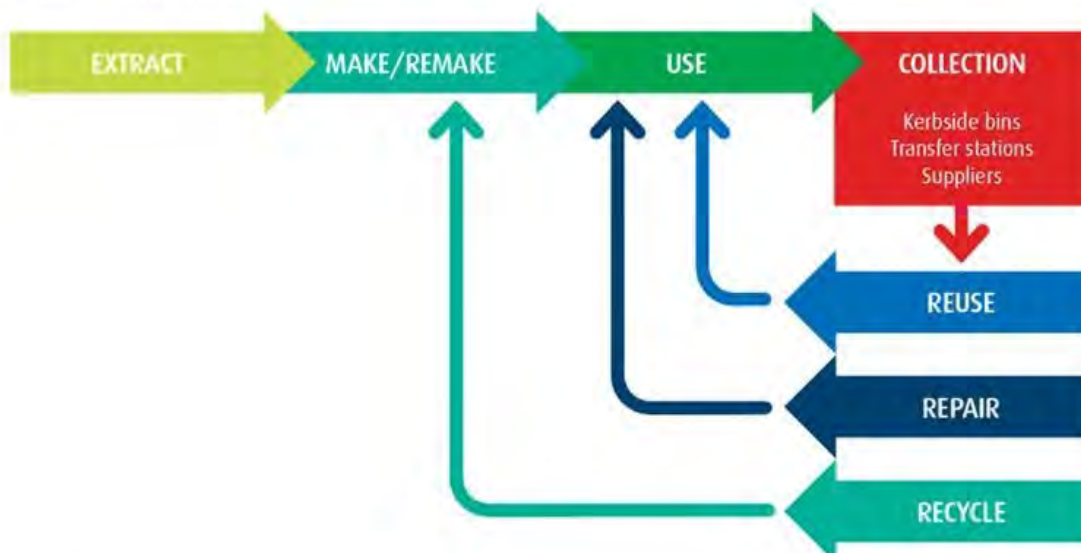


Figure 4: Circular Economy

² Access Economics 2009, *Employment in waste management and recycling*, report by Access Economics Pty Limited for The Department of the Environment, Water, Heritage and the Arts



Meeting future needs

Changes to community expectations

The priority to address waste has changed. There is growing awareness of waste issues such as marine plastic and reducing waste to landfill. This has led to increased interest from the community in the waste and recycling services provided by councils.

The community is continually seeking more knowledge of their region's waste performance and opportunities to recycle and participate in a Circular Economy. This includes expecting greater access to recycling services, from their households to the business they purchase from.

Reducing food waste

Food makes up a significant proportion of waste sent to landfills across Australia. It is estimated households throw out up to 20 per cent of the food they purchase, at an average household cost of over \$2,000 a year. This totals around a \$20 billion loss across Australia.

The Federal Government released a *National Food Waste Strategy* (2017) that aims to halve Australia's food waste by 2030. It recognises the role of local government as a key driver of this change.

Food waste is also a major contributor to greenhouse gas emissions. Alternative methods to disposing of food waste into landfill, such as composting, can have significant benefits for avoiding greenhouse gas emissions. For every tonne of food waste composted, 250kg CO₂ generated in landfills is avoided.

Economic development of the Greater Darwin Area

The Greater Darwin Area economy has weakened in recent years. This led to the development of *The Economic Development Strategy 2030*.

The focus is on building Darwin as a Smart and Prosperous City and levels of local government including service delivery, funding, regulation, partnerships and strategic alliances and advocacy efforts.

One of the targets and strategic actions to become a Smart and Prosperous City is that 'by 2030, Darwin will have attracted and retained more residents and will offer sustainable investment opportunities'.

Investment in recycling and resource recovery infrastructure and services can have significant long term benefits for attracting investment and job development.

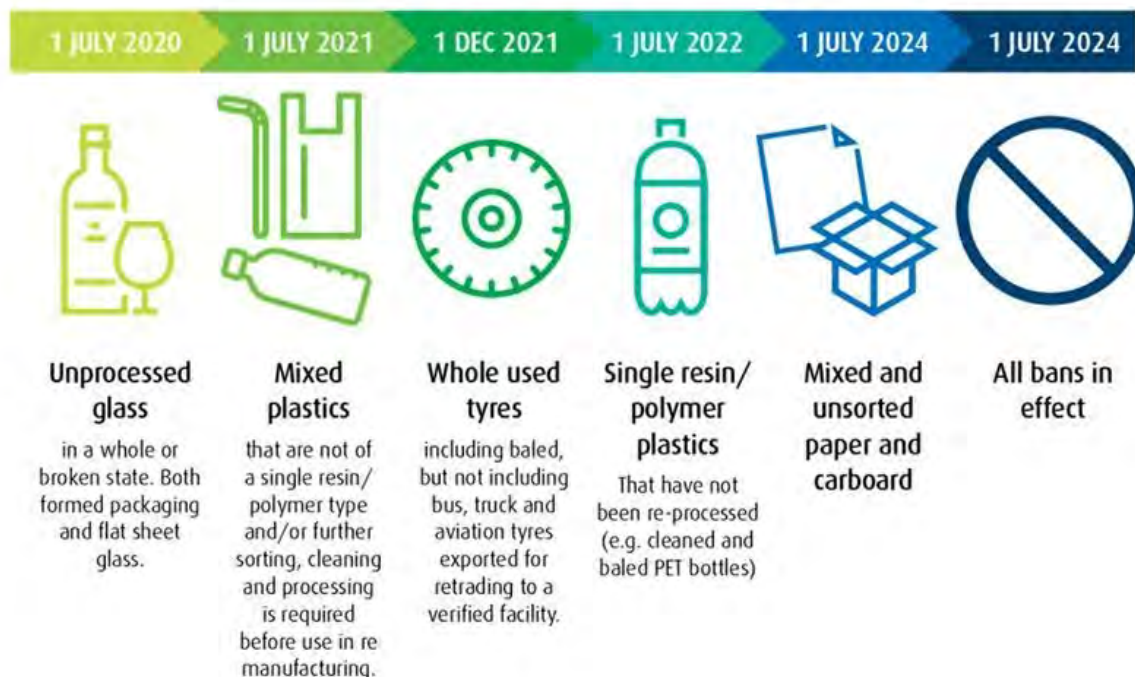
Relevant plans and policies, legislations and regulations

National Waste Policy and Action Plan

The 2018 National Waste Policy sets Australia's agenda for waste reduction to 2030 and the 2019 National Waste Policy Action plan drives implementation of our seven ambitious targets:

- Regulate waste exports
- Reduce the total waste generated by ten per cent per person by 2030
- Recover 80 per cent of all waste by 2030
- Significantly increase the use of recycled content by governments and industry
- Phase-out problematic and unnecessary plastics by 2025
- Halve the amount of organic waste sent to landfill by 2030
- Provide data to support better decisions.

The materials below will not be exportable from the following indicated dates:



Further details can be found at www.environment.gov.au/protection/waste/how-we-manage-waste



Other relevant plans and policies, legislations and regulations

Other plans and policies, legislation and regulations reviewed or considered as part of the development of the Strategy that is relevant for increasing resource recovery and transition to the Circular Economy in the GDA included:

- NT EPA [Waste Management Strategy For The Northern Territory 2015-2022](#)
- NT EPA [Strategic Plan 2018-2020](#)
- [Recycling and Waste Reduction Act 2020](#)
- [Recycling and Waste Reduction \(Product Stewardship – Accreditation of Voluntary Arrangements\) Rules 2020](#).

The NT Government is currently developing a waste strategy, which will be released for public comment in 2021.

Vision and Guiding Principles





Vision

“Zero waste to landfill through leading the transition to a Circular Economy in the Darwin region”

Circular Economy

The City of Darwin will support and partner with its community, local businesses and industry to collaborate on activities and services aimed at increasing the Circular Economy in the region.

Landfill diversion

The City of Darwin will provide its community with best practice landfill diversion:

- Education and systems for recovery of good quality resources
- Facilities for recovery of recyclable materials
- Policies and procedures.

Cost-effectiveness

The City of Darwin will provide its community with affordable and financially sustainable waste and recycling collection, processing and disposal services and facilities with the aim of:

- Extracting the maximum value out of discarded products and materials
- Achieving economies of scale and long term operation viability
- Servicing legitimate and sustainable end-markets for recovered materials.

Objectives & Targets

We have set the following objectives. We will measure our success in reaching these objectives using the following performance indicators.

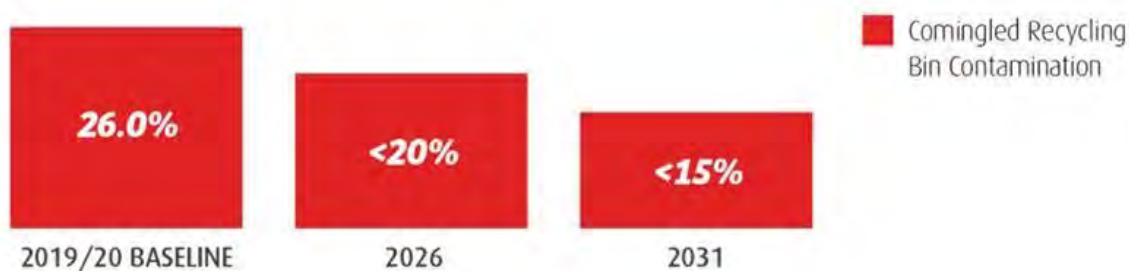
OBJECTIVE 1: INCREASE DIVERSION FROM LANDFILL FOR KERBSIDE BIN SERVICES

This includes increasing the landfill diversion of kerbside bin services provided to households and apartments.



OBJECTIVE 2: REDUCE CONTAMINATION OF KERBSIDE COMINGLED RECYCLING BINS

This includes reducing contamination of kerbside comingled recycling bin services provided to households and apartments.





OBJECTIVE 3 BUILD CAPACITY AND CAPABILITY TO DELIVER QUALITY AND RESILIENT WASTE AND RESOURCE RECOVERY SERVICES

This includes:

- Increasing waste processing capacity of the Shoal Bay Waste Management Facility, with a focus on:
 - Construction and demolition waste
 - Food and garden organics composting
- Collaborating with GDA councils, businesses and organisations to attract and support greater reuse, recycling, resource recovery and re-manufacturing in the GDA
- Procurement of items or materials made with part or whole recycled content, with a preference to locally processed and re-manufactured suppliers.

Summary of Initiatives





Summary

Table 1 below summarises the Strategy initiatives. The initiatives are not ranked in order of priority and have been organised into relevant sections.

The sections below provide details on:

- The outcomes from pursuing each initiative
- Action items required to undertake each initiative
- Indicative timelines for when the action should be investigated or implemented.




Table 1: Summary of initiatives

Initiatives	Increase diversion from landfill	Reduce contamination of comingled recycling bins	Build waste/recycling capacity and capability
Residential Waste & Recycling Service Initiatives			
Residential Waste and Recycling Services Initiatives	✓	✓	
Investigate and implement best practice waste and recycling education, policies and procedures to increase landfill diversion and reduce bin contamination.	✓	✓	
Improve waste/recycling planning requirements for new multi-unit and mixed-use developments.	✓	✓	✓
Shoal Bay Waste Management Facility Initiatives			
Shoal Bay Waste Management Facility Initiatives	✓		✓
Strategic development of SBWMF to meet better practice landfill management and future needs of the GDA.			
Establish a medium-scale composting facility at the SBWMF for food waste, garden organics and timber.	✓		✓
Process separated/mixed Construction and Demolition waste received at SBWMF into civil aggregate products that meet relevant standards for reuse/resale.	✓		✓
Develop the SBWMF into a Circular Hub for waste, recycling, resource recovery processes and activities.	✓		✓
Other Initiatives			
Other Initiatives	✓	✓	✓
Investigate more cost-effective comingled recycling processing options for the GDA councils.			
Lead the increased recycled content procurement in the NT.	✓		✓
Investigate local processing opportunities for materials currently processed interstate or overseas, for example,	✓		✓

Residential Waste and Recycling Services Initiatives

INITIATIVE 1: INVESTIGATE AND IMPLEMENT BEST PRACTICE WASTE AND RECYCLING EDUCATION, POLICIES AND PROCEDURES TO INCREASE LANDFILL DIVERSION AND REDUCE BIN CONTAMINATION

Contamination of recycling bins is a significant issue for Council (and all Australian councils). Interventions to improve contamination rates and increase household recycling include providing waste and recycling education and using technology and updating policies/procedures to drive behaviour change.

Outcomes		
		
Reduce comingled recycling bin contamination	Divert more waste from residential bins	Greater engagement with the community
Initiative Actions	Timing	
1.1 Undertake an audit of waste and recycling bins provided to households and multi-unit dwellings/apartments Audits to understand bin composition (weight and percentage), contamination rates, material separation, efficiency etc. Audits should occur regularly (e.g. every two years) to track results over time.	2021	
1.2 Undertake a review of current waste/recycling education programs To investigate current education programs/activities and provided recommendations on: <ul style="list-style-type: none"> • Resourcing options (internal/external) and potential costs • Collaboration and partnership opportunities • Focus areas for a new program (e.g. schools, businesses) • Timelines for an education program, including review periods and mechanisms (e.g. audits, surveys, bin tagging) • Using/adapting education programs from across Australia to increase effectiveness (e.g. Which Bin? In South Australia) • Role of collection vehicle technology to identify and track contamination at the household level to provide targeted education (e.g. first incident letters, face-to-face education for repeat offenders). 	2021 (recurs every three years)	
1.3 Engage expertise (internally or externally) to develop an education program Based on the recommendations in action 1.2, this could be undertaken by either a contractor or internally.	2022 (recurs every three years)	



Initiative Actions	Timing
1.4 Provide on-going resources to support the education program Example duties include engaging with external providers, developing education materials, managing advertising, undertake bin tagging, reviewing program effectiveness.	2022 onwards

INITIATIVE 2: IMPROVE WASTE/RECYCLING PLANNING REQUIREMENTS FOR NEW MULTI-UNIT AND MIXED-USE DEVELOPMENTS

New developments in the GDA have little to no waste planning requirements. Many Australian councils require a waste management plan (WMP) from a waste consultant/engineer be submitted with new development applications. WMPs can confirm that a development's design can effectively manage waste generated, assess the ability to access Council services (i.e. eligible land uses), meet relevant government policy/regulations and accommodate future services (e.g. food waste).

Outcomes		
 Ensure access for collection vehicles	 Ensure resident access to recycling services	 Better urban planning outcomes

Initiative Actions	Timing
2.1 Develop guidance and resources for waste management planning for new developments in the Council area Guidance should provide advice on WMP preparation and inform developers on local considerations (e.g. demographics, services).	2021 - 2022
2.2 Implement policy change(s) to require waste management plans for new developments of a certain type or size WMPs should be submitted along with development applications. WMPs differ depending on development size/complexity, but generally include: <ul style="list-style-type: none"> Proposed waste/recycling services and estimated volumes generated Estimated bin sizes/no. bins and storage area size, design, location and access for tenants/occupants Confirmation of access for collection vehicles. 	2021 - 2022
2.3 Provide on-going internal resources to assess WMPs and provide advice for new developments Key tasks would include: <ul style="list-style-type: none"> Reviewing WMPs against submitted applications and plans Provide feedback to the developer. during the design phase of a new development Assessing that the constructed design meets the expectations outlined in the WMP 	2022 onwards

INITIATIVE 3: INVESTIGATE AND IMPLEMENT BEST PRACTICE KERBSIDE SERVICES TO INCREASE LANDFILL DIVERSION AND MEET COMMUNITY NEEDS

As community expectations evolve and collection vehicle technology improves (e.g. bin/vehicle tracking, household level contamination identification), councils across Australia are improving kerbside bin services to better match services to household sizes and needs, meet expectations for recycling (e.g. pre-booked hard waste collection) and drive changes in waste/recycling disposal behaviour. Some councils, for example, provides several bin options, including a lower-cost sustainable-orientated service and a higher-cost service for households that generate more waste.

Outcomes		
 <p>Drive increases in landfill diversion</p>	 <p>Better match services to household needs</p>	 <p>1-tonne food waste recycled = 250kg CO2 avoided</p>
Initiative Actions	Timing	
3.1 Investigate improved kerbside bin service models Using findings from a kerbside bin audit, investigate options to: <ul style="list-style-type: none"> • Provide flexible waste and recycling bin collection services to match service needs, including different pricing options • Understand the benefits and viability of options for providing garden organics and food recycling services to residents • Identify more cost-effective contract options (e.g. collaborative procurement of services with other GDA councils) • Identify any infrastructure required to support service improvements (e.g. composting facility availability and suitability). 	2021 - 2022	
3.2 Investigate improved pre-cyclone clean-up service models Undertake a detailed review of current hard waste/pre-cyclone collection services practices, models, including exploring options for: <ul style="list-style-type: none"> • At-call/pre-booked collection of hard waste • Recovery before collection (e.g. surveying waste for reusable items by a not-for-profit prior to collection). 	2021 - 2022	
3.3 Pilot preferred kerbside service options Any recommended service improvements should be piloted to: <ul style="list-style-type: none"> • Assess community interest and participation and educate them on the importance and impacts of the service improvements • Identify performance improvements (e.g. landfill diversion) and provide recommendations for introducing service changes. 	2022 - 2023	






Initiative Actions	Timing
3.4 Embed service changes into on-going and future contracts	2023
After successful piloting of the service improvements, negotiation of current waste/recycling contracts may be required. Changes to service models will also need to be embedded in future contracts.	(earlier if possible)

Shoal Bay Waste Management Facility Initiatives

INITIATIVE 4: STRATEGIC DEVELOPMENT OF SBWMF TO MEET BETTER PRACTICE LANDFILL MANAGEMENT AND FUTURE NEEDS OF THE GDA

The SBWMF has many legacy and current issues that will require risk control and mitigation over the life of the facility (and beyond). Council will be required to invest in infrastructure and resources to manage these risks, as well as to enhance service offerings that increase the longevity of approved landfill airspace. Including Initiative 7 it is expected that the capital investment to achieve this, may be in the order of \$75 million over the 10 year Strategy period. On-going investment in contractor monitoring and staff training will also be required to support good facility management and increase resource recovery outcomes.

Outcomes		
		
Risk mitigation	Support recycling/reuse	Site rehabilitation
Initiative Actions	Timing	
4.1 Stage 3 and Stage 4 capping This includes integration of: <ul style="list-style-type: none"> Barrier system and cover soil on the top of closed landfill areas Landfill gas containment and controlled release system Surface water management and leachate irrigation systems. 	2021 - 2022	
4.2 Leachate Treatment Plant This includes integrating multiple elements including: <ul style="list-style-type: none"> Foam fractionation and extraction process for PFAS removal Sequence batch reactor combined with a moving bed biological reactor for biological nitrogen removal Treated leachate storage pond, dissolved air floatation for solids removal constructed wetlands, irrigation, vetiver grass operation. 	2021 - 2022	
4.3 Stage 2 Expansion Development This includes the development of a new disposal area adjacent to the existing Stage 2 area for receipt of asbestos and other inert materials.	2021 - 2023	



Initiative Actions	Timing
<p>4.4 Upgrade Green Waste Operations</p> <p>This would include:</p> <ul style="list-style-type: none"> • Relocating the mulching operation and development of processes for higher-quality organic products to be generated • Lining barrier, leachate and surface water management systems • Specialist plant and equipment (e.g. shredding, screening) • Potential processing of additional waste streams (e.g. bioremediation of some contaminated soil waste streams). 	2021- 2023
<p>4.5 Disaster Waste Area</p> <p>This includes development of a disposal area for the receipt, storage and processing of waste generated from disasters, (e.g. cyclones).</p>	2022 - 2025
<p>4.6 Investigate options for landfill gas energy use on-site/off-site</p>	2022

INITIATIVE 5: ESTABLISH A MEDIUM-SCALE COMPOSTING FACILITY AT THE SBWMF FOR FOOD WASTE, GARDEN ORGANICS AND TIMBER

The SBWMF recently started mulching garden waste received at the facility. With no major composting facilities identified in the region, there is the opportunity for the Council to add value to its mulching operation by processing organics received at the facility into compost. This includes composting the current garden waste, timber and other organics, and inclusions of commercial and residential food organics once processes have been established.

Outcomes		
 <p>Produce local compost</p>	 <p>Composting creates 2x more jobs than landfill³</p>	 <p>Enable business/resident food waste recycling</p>
Initiative Actions	Timing	
5.1 Investigate the business case for a compost operation This includes: <ul style="list-style-type: none"> Determining the right operating model for the composting facility (e.g. Council owns the site/equipment and a contractor operates the facility and markets the products) Identifying and securing markets options for compost products, e.g. Council (e.g. parks/SBWMF rehabilitation activities), residents (gardens), agriculture. 	2022	
5.2 Obtain a licence for composting and sale of compost products at the SBWMF	2022	
5.3 Establish a sustainable compost operation This includes undertaking any required upgrades to the green waste processing operation, e.g. contamination screening, Forced aeration	2022 onwards	
5.4 Accept commercial food organics This includes collaborating with local waste/recycling collectors to pilot organics collection models (e.g. with local cafes, food manufacturing)	2022 onwards	
5.5 Investigate options for residential food and garden organics (FOGO) collection	2023	



INITIATIVE 6: PROCESS SEPARATED/MIXED C&D WASTE RECEIVED AT SBWMF INTO CIVIL AGGREGATE PRODUCTS THAT MEET RELEVANT STANDARDS FOR REUSE/RESALE

Between 2017/18 and 2019/20, the SBWMF received around 12,000 tonnes of C&D per year. A significant proportion of this material is either concrete or inert rubble/soil. Currently, there are limited options for the reuse of processed Construction and Demolition (C&D) in the GDA (e.g. only able to be used on the SBWMF site). Council has the opportunity to investigate options for reusing processed C&D received at the SBWMF in Council, government or commercial construction and road work projects.

Outcomes



Divert building materials from landfill



Recycling C&D waste creates
3x more jobs than landfill¹

Initiative Actions

Timing

6.1 Investigate business case for on-site C&D processing options

2021 - 2022

To determine:

- Siting and approvals
- Operation model (e.g. Council owned contractor-operated)
- How the material is to be received (mixed or separated bays)
- The pricing structure for receiving C&D waste (e.g. price signals to encourage separation when delivered to the SBWMF)
- Processing mechanisms and equipment costs
- Specifications required to meet or be developed
- Markets (council, other GDA councils, industry).

6.2 Obtain a licence for C&D processing and sale of recycled C&D products at the SBWMF

2021 - 2022

6.3 Develop recycled C&D product specifications

2021 - 2022

To enable the reuse of processed C&D in Council, government or commercial construction and road work developments, specifications that meet the engineering criteria for Council, NT Government or commercial developers, as well as, applicable laws, regulations and legislation will need to be developed (or adopted).

Western Australia's Roads to Reuse Program, is an example of guideline specifications that have been developed to use processed C&D in road base and drainage rock.

6.4 Establish a sustainable C&D processing operation

2022

This includes undertaking any required upgrades to the C&D processing operation, e.g. crushing, testing, screening.

INITIATIVE 7: DEVELOP THE SBWMF INTO A CIRCULAR HUB FOR WASTE, RECYCLING, RESOURCE RECOVERY PROCESSES AND ACTIVITIES

Although the SBWMF recently included a recycling shop for donation and resale of household goods, it has limited facilities for safe and convenient disposal of other separated recyclable items and materials (e.g. timber, bricks, concrete). The existing sawtooth drop-off should be replaced with a new front-end resource recovery facility, to target diversion of these streams from mixed/residual waste before landfill disposal.

Outcomes	
 <p>Increase resource recovery</p>	 <p>Investment in local jobs</p>

Initiative Actions	Timing
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7.1 Develop a front-end Material Sorting Facility at the SBWMF

2023 - 2025

This includes infrastructure elements for the new front-end resource recovery facility such as:

- A new building including, footings, base slabs, awnings etc.
- Roadways, pavements, surface water management systems
- Specialist plant and equipment (e.g. baler, stillages)
- Designated drop-off facilities e.g. bays, push walls, stillages
- Implement price signals to encourage separation of recyclable materials (e.g. lower costs for concrete, bricks, timber).

The upgrades should be staged to meet site processing capacity

7.2 Upgrade the SBWMF to a Circular Hub

2023 - 2025

To enable better community participation in the Circular Economy, the Material Sorting Facility development (Action 1 above) should consider in its design, a Circular Hub, which would include:

- Reuse & Repair Centre (integrated with Recycling Shop), with a:
 - A community shed (a non-profit local organisation that provides a space for craftwork and social interaction)
 - Makerspace – Community fabrication workshop that provides affordable access to a variety of tools/equipment (e.g. 3D printers, sewing machines, hand tools)
 - Tool library, where residents can borrow hand/power tools and other equipment (e.g. camping and sports gear)
 - Facilities for waste/recycling education displays and activities, community gatherings and café
- Provisions so volunteers can recover items/materials suitable for reuse/resale from the Material Sorting Facility (e.g. allocated stillages for timber for hobby projects)
- Spaces to lease out to related or compatible local business (e.g. mattress recycling, white good & lawnmower/small engine repair, upcycling (e.g. pallets into furniture), waste processing).



Other Initiatives

INITIATIVE 8: INVESTIGATE MORE COST-EFFECTIVE COMINGLED RECYCLING PROCESSING OPTIONS FOR THE GDA COUNCILS

Currently, there are two privately owned and operated Materials Recovery Facilities (MRFs) for processing of Council comingled recycling in the GDA region. The consultations found that these facilities face challenges of limited local markets for recovered materials and therefore incur significantly higher costs for transporting materials to facilities/markets interstate or overseas. Smaller MRFs are becoming less viable as markets for recovered materials from comingled recycling streams become more volatile and less profitable. Consolidation of the two MRFs into a single facility should be investigated, as it may result in a more cost-effective and long term viable comingled recycling processing option for GDA councils.

Outcomes		
 <p>May lower recycling processing costs</p>	 <p>Joint procurement opportunity</p>	 <p>Increase in recycling processing efficiency</p>

Initiative Actions	Timing
--------------------	--------

8.1 Undertake a detailed investigation into the viability and costs benefit of a single regional MRF



2023 - 2024

Considering:

- Cost-benefit of a regional MRF
- Detailed design e.g. siting, infrastructure and equipment, technology, staffing
- Operation models for example:
 - Council owned and operated
 - Council owned and commercially operated
 - Commercial owned and operated
- Mitigation strategies considerations/risks including:
 - Obtaining sufficient and long term buy-in for this option is needed from all GDA councils, guaranteeing that comingled recycling from all GDA councils can be contractually consolidated into a single facility
- Sensitivities of current contractor-operated MRFs including:
 - Investment already spent by current contractors
 - Contract terms and conditions
 - Current processing of commercially collected mixed recycling by existing MRFs
- Funding opportunities (e.g. grants from the commonwealth government) to improve the viability of a regional MRF.

INITIATIVE 9: LEAD THE INCREASED RECYCLED CONTENT PROCUREMENT IN THE NT



The consultations identified that there is minimal to no requirements from GDA councils and the NT Government for procuring products or materials that are either completely or partly made from recycled waste materials. Council has the opportunity to investigate opportunities for increasing recycled content procurement by Council. Numerous councils across Australia are currently investigating this opportunity. An example (from South Australia) includes a project where nine councils have signed an MOU to prioritise buying products made from recycled materials. Councils taking part in the pilot project, through a Memorandum of Understanding, to establish systems and processes to prioritise, track and publicly report recycled content procurement processes and volumes purchased.

Outcomes	
 <p>Increase demand for recycled content products/materials</p>	 <p>Support local recyclers/remanufacturers</p>
Initiative Actions	Timing
9.1 Investigate Council recycled content procurement opportunities This includes identifying products, items or materials made with part or whole recycled content that could be procured for Council operations and projects.	2022
9.2 Establish a recycled content procurement working group with GDA (and wider NT) councils and NT Government To investigate and develop a program identifying options for increasing recycled content procurement in Council/government construction and road work projects. This includes: <ul style="list-style-type: none"> • Prioritising recycled content through the procurement processes • Tracking recycled content purchased by weight • Publicly report the volume of recycled content products and materials purchased. 	2022 - 2024
9.3 Develop and maintain a recycled content procurement product and company directory Similar to what has been developed by Sustainability Victoria and South Australian LGA. This includes: <ul style="list-style-type: none"> • Providing information on relevant specifications • Identifying local/Australian suppliers of recycled content: <ul style="list-style-type: none"> - Fencing, piping and irrigation - Furniture and playgrounds - Paving and road base - Soils improvement products. 	2022 onwards



INITIATIVE 10: INVESTIGATE LOCAL PROCESSING OPPORTUNITIES FOR MATERIALS CURRENTLY PROCESSED INTERSTATE OR OVERSEAS, FOR EXAMPLE, TYRES, GLASS, PLASTIC AND PAPER/CARDBOARD

The Recycling Survey undertaken as part of the development of the Strategy identified that there are very limited or no local processing options for tyres, glass, plastic and paper/cardboard. These streams are either landfilled or sent interstate for further processing. Opportunities driven by impacts such as improved separation at the SBWMF, the Waste Export Bans and increased community expectations, may mean that processing of these streams may be viable in the GDA, which should be explored individually or as a group.

Outcomes	
 <p>Identify opportunities for increased local processing</p>	 <p>Identify opportunities for additional employment in the local recycling</p>
Initiative Actions	Timing
10.1 Undertake a detailed investigation into local processing opportunities for example, tyres, glass, plastic and paper/cardboard <p>This should include:</p> <ul style="list-style-type: none"> • Determine the viability of local pre-processing/processing or re-manufacturing • Infrastructure/equipment and expertise needed • Available markets or market development needed • Linkages with recycled content procurement • Potential for attracting additional resource recovery, re-manufacturing businesses/organisations to the GDA. <p>Each stream can be investigated individually or as a group.</p>	2022 - 2023

Action Plan

Implementation Timeframes

The figure below provides a summary of the indicative timelines for the investigation of the implementation of the actions under each Strategy initiative.

Initiatives and Actions

INITIATIVE 1: INVESTIGATE AND IMPLEMENT BEST PRACTICE WASTE AND RECYCLING EDUCATION, POLICIES AND PROCEDURES TO DRIVE BEHAVIOUR CHANGE TO INCREASE LANDFILL DIVERSION AND REDUCE CONTAMINATION

- 1.1 Undertake an audit of waste and recycling bins provided to households and multi-unit dwellings/apartments
- 1.2 Undertake a review of current waste/recycling education provisions
- 1.3 Engage expertise (internally or externally) to develop an education program
- 1.4 Provide on-going resources to support the education program

INITIATIVE 2: IMPROVE WASTE/RECYCLING PLANNING REQUIREMENTS FOR NEW MULTI-UNIT AND MIXED-USE DEVELOPMENTS

- 2.1 Develop guidance and resources for waste management planning for new developments in the Council area
- 2.2 Implement policy change(s) to require waste management plans for new developments of a certain type or size
- 2.3 Provide on-going internal resources to assess WMPs and provide advice for new developments

INITIATIVE 3: INVESTIGATE AND IMPLEMENT BEST PRACTICE KERBSIDE SERVICES TO INCREASE LANDFILL DIVERSION AND MEET COMMUNITY NEEDS

- 3.1 Investigate improved kerbside bin service models
- 3.2 Investigate improved pre-cyclone clean-up service models
- 3.3 Pilot preferred kerbside service options
- 3.4 Embed service changes into on-going and future contracts



Kerbside bin diversion from landfill >30%
Kerbside comingled recycling bin contamination <15%

Kerbside bin diversion from landfill >50%
Kerbside comingled recycling bin contamination <10%

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
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Initiatives and Actions

INITIATIVE 4: STRATEGIC DEVELOPMENT OF SHOAL BAY LANDFILL TO MEET BETTER PRACTICE LANDFILL MANAGEMENT AND FUTURE NEEDS OF THE GDA

- 4.1 Stage 3 and Stage 4 capping
- 4.2 Leachate Treatment Plant
- 4.3 Stage 2 Expansion Development
- 4.4 Upgrade Green Waste Operations
- 4.5 Disaster Waste Area
- 4.6 Investigate options for landfill gas energy use on-site/off-site

INITIATIVE 5: ESTABLISH A MEDIUM-SCALE COMPOSTING FACILITY AT THE SBWMF FOR FOOD WASTE, GARDEN ORGANICS AND TIMBER

- 5.1 Investigate the business case for a compost operation
- 5.2 Obtain a licence for composting and sale of compost products at the SBWMF
- 5.3 Establish a sustainable compost operation
- 5.4 Accept commercial food organics
- 5.5 Investigate options for residential Food and Garden Organics (FOGO) collection

INITIATIVE 6: PROCESS SEPARATED/MIXED C&D WASTE RECEIVED AT SBWMF INTO CIVIL AGGREGATE PRODUCTS THAT MEET RELEVANT STANDARDS FOR REUSE/RESALE

- 6.1 Investigate business case for on-site C&D processing options
- 6.2 Obtain a licence for C&D processing at the SBWMF
- 6.3 Develop recycled C&D product specifications
- 6.4 Establish a sustainable C&D processing operation



Kerbside bin diversion from landfill >30%
Kerbside comingled recycling bin contamination <15%

Kerbside bin diversion from landfill >50%
Kerbside comingled recycling bin contamination <10%

2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031



Initiatives and Actions

INITIATIVE 7: DEVELOP THE SBWMF INTO A CIRCULAR HUB FOR WASTE, RECYCLING, RESOURCE RECOVERY PROCESSES AND ACTIVITIES

7.1 Develop a front-end Material Sorting Facility at the SBWMF

7.2 Upgrade the SBWMF to a Circular Hub

INITIATIVE 8: INVESTIGATE MORE COST-EFFECTIVE COMINGLED RECYCLING PROCESSING OPTIONS FOR THE GDA COUNCILS

8.1 Undertake a detailed investigation into the viability and costs benefit of a single regional MRF

INITIATIVE 9: LEAD THE INCREASED RECYCLED CONTENT PROCUREMENT IN THE NT

9.1 Investigate Council recycled content procurement opportunities

9.2 Establish a recycled content procurement working group with GDA (and wider NT) councils and NT Government

9.3 Develop and maintain a recycled content procurement product and company directory

INITIATIVE 10: INVESTIGATE LOCAL PROCESSING OPPORTUNITIES FOR MATERIALS CURRENTLY PROCESSED INTERSTATE OR OVERSEAS, FOR EXAMPLE, TYRES, GLASS, PLASTIC AND PAPER/CARDBOARD

10.1 Undertake a detailed investigation into local processing opportunities for example, tyres, glass, plastic and paper/cardboard



Kerbside bin diversion from
landfill >30%

Kerbside comingled recycling
bin contamination <15%

Kerbside bin diversion from
landfill >50%

Kerbside comingled recycling
bin contamination <10%

2021

2022

2023

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QUARTERLY PERFORMANCE REPORT

June 2021 (Q4)



2020/21 - Performance Reports

1. Darwin 2030 – *City for People. City of Colour.* Strategic Plan
2. 2020/21 Municipal Plan
3. Darwin City Deal (Council actions)
4. Economic Development Strategy
5. Customer First Strategy
6. Reconciliation Action Plan
7. Access and Inclusion Plan
8. Library Strategy
9. Privacy Management Plan

City of Darwin

Quarter 4 Performance Report - 2020/21

Darwin 2030 – City for People. City of Colour. Strategic Plan

DARWIN 2030 STRATEGIC PLAN

SUMMARY BY PERFORMANCE



5 OFF TRACK



13 MONITOR




38 ON TRACK




STRATEGIC DIRECTION 1 - A capital city with best practice and sustainable infrastructure

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


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.9 Implement Council’s City Deal infrastructure projects	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - Civic Centre Development consultation to commence in 2021. Laneway projects continuing.</p> <p>Q3 - Laneway projects completed. Civic Centre Development consultation delayed.</p> <p>Q4 - 2020/21 FY City Deal projects finalised.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.4 Develop a Priority Infrastructure Plan	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Asset condition surveys and infrastructure studies will inform the development of a Priority Infrastructure Plan for the municipality, incorporating asset management and design/analysis principles.</p> <p>Q3 - The condition surveys are underway and a number of infrastructure studies have already been completed. It is envisaged that this process may take 3-5 years to complete.</p> <p>Q4 - The roads and light pole surveys have been completed and stormwater surveys are progressing.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.1 Implement City of Darwin's Asset Management Framework	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Asset data being updated in current Asset Management Information System. Expect to implement new Asset Management Information System (AMIS) by the next financial year. New Guidelines/Procedures are being developed to replace rescinded Policies.</p> <p>Q3 - Asset surveys underway on a number of asset classes. This information will also be added to the AMIS. Currently undertaking procurement of new AMIS and expect to commence implementation new Asset Management Information System in early next financial year. The content of the rescinded policies will be incorporated into updated asset management plans.</p> <p>Q4 - Asset surveys continuing for stormwater drainage. This information will also be added to the AMIS. New AMIS has been acquired. New Guidelines/Procedures will be developed to replace rescinded Policies and subsequent updates will be made to the Asset Management Plans.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.10 Increase local expenditure to 95% of Council's total expenditure in accordance with Council's revised procurement policy	Executive Manager Finance	01-07-2020	30-06-2021		<p>Q1/Q2 - Procurement policy and procedures have been reviewed to include local content considerations, 30% weighting to business staff, spend, location, training and contribution. Review of Accounts Payable systems and processes has commenced to enable reporting and analysis of metrics, results anticipated Q3 2021.</p> <p>Q3 - Accounts Payable module is being adapted to capture data and this is expected to be completed by year end.</p> <p>Q4 - Procurement Policy has been updated to reflect 95% expenditure intention and KPI will be available</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.11 Implement a City of Darwin 'Buy Local' policy which has a weighting of 30% local content requirements	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A revised procurement policy which includes a 30% weighting for local content was adopted by Council in February 2020</p> <p>Q3 - A revised procurement policy which includes a 30% weighting for local content was adopted by Council in February 2020</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.5 Undertake a review and develop a strategy for Council's landholdings to ensure their commercial value and advantage achieve best public value	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/2 - Deliverable to be referred to the 2021/22 budget process.</p> <p>Q3 - Deferred to 2021/22</p> <p>Q4 - Budget has been allocated in 2021/22 to undertake a commercial property strategy</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.12 Maintain existing Council assets to ensure best value for money and utilisation is achieved	Executive Manager Operations	01-07-2020	30-06-2021		<p>Current development of AMIS will better inform maintenance schedules into the future. Scheduled maintenance on track and reactive maintenance as required.</p> <p>Q4 - Scheduled maintenance on track and reactive maintenance as required</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.13 Increase utilisation of the City of Darwin's land and community assets	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced.</p> <p>Q3 - Continuing to work with key stakeholders to increase utilisation and activation of City of Darwin's assets.</p> <p>Promotion and management of City of Darwin's permits, such as food trucks, markets and outdoor dining.</p> <p>Q4 - Continuing to work with key stakeholders to increase utilisation and activation of City of Darwin's assets. Action will continue throughout the life of the Darwin 2030 Strategic Plan.</p>

STRATEGIC DIRECTION 2 - A safe, liveable and healthy city

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

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.4 Improve community safety and amenity with stakeholders including the NT Government and Larrakia Nation	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/2 - Council has extended its support for ongoing City Safe CBD Patrols. Council continues to ensure safety of its team and community through continued adaptation of Assertive Outreach processes for COVID-19. Ongoing advocacy to external stakeholders to support vulnerable and at risk people sleeping rough and referral to services as continued throughout the quarter. Connection with Top End Mental Health for their support with clients has been initiated.</p> <p>Q3 - NTG / COD partnership for City Centre Security implemented. Darwin Safer City continues to respond with the Assertive Outreach program and referral to services. Increased presence over last quarter in Casuarina.</p> <p>Q4</p> <ul style="list-style-type: none">- Joint patrols with NT Police and Larrakia Nation in response to safety at Mindil Beach; and support request from NTPFES to clear bush area to allow for controlled fire burning- Permitted hours to consume alcohol at Mindil Beach changed, with permissible consumption only during Mindil Beach Market days- Participated in sector workshops to explore options for Managed Alcohol Programs- Darwin Safer City continues to respond with the Assertive Outreach program and referral to services. CBD City Safe Patrols have enables increase in patrol and engagements of Casuarina and northern suburbs- Ongoing management and response to request for closure of walkways


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.6 Utilise place-making and Crime Prevention Through Environmental Design (CPTED) methodologies when planning and maintaining public spaces	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q3 - This process will be aided by the possible future position of landscape architect / urban designer in the organisation</p> <p>Q4 - CPTED principles are considered as part of design for all Council projects and services.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.7 Actively participate in counter disaster, target hardening and emergency management planning, preparation, response and recovery activities	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q3 - Resources being recruited to further develop Council's Emergency Management Framework.</p> <p>Q4 - Emergency Management Coordinator has commenced and led the COVID lockdown from 27 June 2021. Review of Emergency Management Framework has commenced with a review of the Pandemic Plan to incorporate lessons learnt from the recent lockdown period. Ongoing in 2021/22.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.5 Expand CCTV networks across the municipality as part of the #SmartDarwin Strategy	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - CCTV network expansion is depending on project funding. A Code of Practice has been between Council and NT Police has been developed to allow for secure analytics on the CCTV network for Council's use. Code of Practice to be endorsed by the NTPFES Commissioner in early 2021.</p> <p>Q3 - CCTV partnerships with NT Police are well established. Council will continue to seek opportunities to install further CCTV networks across the municipality</p> <p>Q4 - UCG project phase one to assess commercialisation of smart assets - report to be presented to the new Council post September 2021.</p> <p>The "Privacy Arrangements for Shared CCTV Infrastructure Code 2021" for CCTV partnerships with Northern Territory Police and City of Darwin is with the Police Commissioner for final sign off. CCTV network expansion to be considered in future budgets.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.2 Develop Business Continuity Plans for all functions and test plans	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Drafting of Business Continuity Plans is underway and will be finalised following the completion of Council's Emergency Management Plans to ensure alignment. Scheduled completion quarter 3, 2020/21.</p> <p>Q3 – Business Continuity Plans for individual departments are held and managed by departmental area. Business Continuity will be incorporated into City of Darwin's Enterprise Emergency Management Plan, which is due for redraft in Q1/Q2 2022.</p>

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


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.7 Work with government, property owners and retail businesses to reinvigorate the city centre through membership of the Activate Darwin Advisory Board	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		Q1/Q2 - Council is represented on the Activate Darwin Advisory Board as a partner of the Darwin City Deal. Q3 - Council is represented on the Activate Darwin Advisory Board as a partner of the Darwin City Deal.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.9 Partner with the Australian Government and Territory Government to deliver on the Darwin City Deal	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		Q1/Q2 - Darwin City Deal projects are continuing with the redevelopment of the Civic Centre expected to commence planning in 2021/22 Q3 - Darwin City Deal projects are continuing with the redevelopment of the Civic Centre expected to commence planning in 2021/22

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.8 Contribute strategic land to enable CDU to deliver the education and community precinct including student accommodation, underground parking and co-located libraries in the Darwin CBD	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		Q1/Q2 - Contribution of land at market value complete.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.10 Promote Darwin as a more attractive place to live and work	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>The heat mitigation strategy developed in partnership with the Northern Territory Government will be launched in April 2021 as part of the Darwin Living Lab an initiative of the Darwin City Deal.</p> <p>Our Town video developed and screen on national TV promoting Darwin</p> <ul style="list-style-type: none"> - Sponsorship program promotes a range of council supported events including Darwin Festival, Seabreeze Festival, Darwin Show, Carols by Candlelight - Promoting events program including bands in the park, Christmas program, youth week - Greening Darwin promotes a more liveable city - New website includes an enhanced what's on events section - image-focused social media posts promote Darwin as a city for people, city of colour


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.11 Work with the NT Government on a long-term plan for Council to take on an increased role in planning decisions within the municipality	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q4 - informal discussions with NT Gov</p> <p>Formal discussions deferred to 2021/22</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.12 Increase utilisation of Darwin's beaches and foreshores	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Expansion of street food program including additional signage, line marking, power and permits</p> <p>Q4 - Licences offered to businesses that express interest in utilising Darwin's beaches and foreshores. Tourism and education enablement are two of which that have been presented and are being considered in 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.13 Implement programs that will ensure Darwin is recognised for its urban forests and as a leader in tropical design	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Existing programs on track.</p> <p>Greening Strategy currently being considered, if adopted will become the key driver for the management of our urban forests.</p> <p>Q4 update - Strategy going to Council for approval on 27 July 2021</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.14 Develop a Social Infrastructure Plan that outlines Council facilities and services that meet the long-term social needs of the city	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Deferred until 2021/22 for consideration following finalisation of key planning documents including the Movement Strategy and Darwin City Centre Master Plan review.</p>

TARGET - By 2030, Darwin residents will be more active and healthy

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.5 Increase the total kilometres of walking and cycling paths, including shaded pathways, to improve community connectivity and mobility	Executive Manager Program Manager	01-07-2020	30-06-2021		Q4 - New walking and cycling paths are planned for Lee Point Road in 2021/22. Further outcomes for walking and cycling paths will be considered following the finalisation of Council's Movement Strategy. Existing walking and cycling paths continue to be maintained in line with capital works and asset management programs.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.6 Provide an accessible network of Council parks and recreation facilities that encourage active living for all ages and abilities	Executive Manager Operations	01-07-2020	30-06-2021		Council's network of parks and recreation facilities are maintained in accordance with scheduled activities Q4 - Scheduled program completed for 2020/21


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.7 Further develop Council-owned sport and recreation assets to support Darwin being recognised as an inclusive and leading regional sports and recreation hub	General Manager Community & Regulatory Services	01-07-2020	30-06-2021		<p>Improvements have been undertaken at Councils sport and recreation assets in line with Councils Sports Field Plan 2016 - 2026.</p> <p>Key improvements include:</p> <ul style="list-style-type: none"> - sports field lighting - Improved storage and seating facilities <p>Q4</p> <ul style="list-style-type: none"> - Contribution of funds provided for Kahlin Oval storage shed and fence, works scheduled for completion July 2021. - Installation of new spectator seating at Anula Oval complete - Contribution to upgraded AV Equipment and Solar panel installation at Gardens Oval, works complete. - Portable soccer goals purchased for Wulagi Oval.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.4 Deliver the Healthy Darwin program	General Manager Community & Regulatory Services	01-07-2020	30-06-2021		<p>Q1/2 -</p> <p>2020 Dry Season activities ceased at end of September. 2020/21 Wet Season applications received and assessed in Aug/Sept, with new program commencing 05 October. Weekly exercise sessions include:</p> <ul style="list-style-type: none"> • Kickstart Your Monday (Bootcamp) - Inside Out Fitness • Bootcamp - Chico's Fitness • Empowering Women (group fitness and team building) - OJFit4Life • See Change Body Work (fusion of land- and aqua-based group fitness) - Fitnutz H2O • Seniors Aqua - NT Swim School • Zumba - Zumba Sistas • Mums&Bubs Yoga - Emilyogalady • Ignite Yourself (group fitness) - Ignite Yourself • Shallow Water Aqua Aerobics - 4 Eva Fitness & Training <p>Q3 -</p> <p>2020/2021 wet season activities have been completed at the end of March 2021. Below are the attendance figures for the whole of wet season, being October 2020 - March 2021.</p> <p>Physical Activities 2,065 attendances Workshops and Short Courses 264 attendances</p> <p>2021 Dry Season activities commenced 01 April 2021.</p> <p>Q4 – 2021 Dry Season activities in progress. Program includes 9 weekly physical activity session and 7 Healthy Lifestyle Workshops.</p> <p>Attendance figures for April - June are as follows: Physical Activities – 1864 Workshops & Short Courses – 573</p>

STRATEGIC DIRECTION 3 - A cool, clean and green city

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


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.12 Develop a best practice Environmental Management Plan	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		Draft EMS under internal review to be finalised by end of June 2021 Q4 - EMS slightly expected to be completed in July 2021.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.13 Renew Council's commitment to Climate Action	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		The Climate Emergency Framework is establishing a suite of strategies to deliver outcomes to address the impacts of climate change Q4 - Climate Emergency Response Strategy to be presented to Council for approval on 27 July 2021.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.2 Implement the Greening Darwin Strategy	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		Q1/Q2 - A draft Greening Darwin Strategy was presented to Elected Members at a workshop scheduled for 1 December 2020. Q3 - Workshop with Elected Members was held on 14 April 2021. Q4 - Greening Strategy and Climate Emergency response strategies being presented to Council for approval on 27 July 2021.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.14 Council will have zero net emissions from operations by 2030	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>The Climate Emergency Framework is establishing a suite of strategies to deliver outcomes to address Councils emissions. Currently installing PV cells at Shoal Bay to address energy consumption at the site and further work is being undertaken to negotiate landfill gas extraction to further reduce emissions at the site</p> <p>Q4 - Climate Emergency Response Strategy to be presented to Council for approval on 27 July 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.15 Deliver projects that will cool the Darwin City Centre	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q4 - Councils participation in the Darwin City Deal and the delivery of our strategies will identify feasible projects to cool the city centre</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.16 Ensure Council open spaces contribute to the city's biodiversity	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>The draft Greening Strategy and 4,000 trees planting program deliver outcomes that contribute to the city's biodiversity</p> <p>Q4 - Greening Strategy to be presented to Council for approval on 27 July 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.17 Contribute to Northern Territory Government's 50% renewable energy target by 2030	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>The Climate Emergency Framework is establishing a suite of strategies to deliver outcomes to address Councils transition to renewable energy targets. Currently installing PV cells at Shoal Bay to address energy consumption at the site and further work is being undertaken to negotiate landfill gas extraction to further reduce emissions at the site.</p> <p>Q4 - Climate Emergency Response Strategy to be presented to Council for approval on 27 July 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.18 Facilitate forums for environment services providers to share information and develop relationships within the sector and with other industries	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Number of upcoming forums to share information and continue to develop relationships and further networks</p> <p>Q4 - Number of upcoming forums to share information and continue to develop relationships and further networks.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.11 Implement a Waste Strategy that encourages innovative solutions for reducing and re-using waste resources	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Industry and intra-government consultation on the Waste Strategy is currently underway. Elected Member engagement occurred on 1 December 2020.</p> <p>Q3 - Strategy in draft form to be presented to Elected Members</p> <p>Q4 - Waste and Resource Recovery Strategy to be presented to Council for approval on 27 July 2021</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.8 Partner with the Northern Territory Government and CSIRO for the Urban Living Lab, as an initiative of the Darwin City Deal	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Regular participation and engagement with the CSIRO Urban Living Lab. Heat Mitigation Strategy endorsed.</p> <p>Q3 - Participated as a partner in the City Deal Display in The Mall.</p> <p>Q4 - Regular participation and engagement with the CSIRO Urban Living Lab.</p>

STRATEGIC DIRECTION 4 - A smart and prosperous city


TARGET - By 2030, Darwin will be recognised globally as a smart city

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.7 Implement and evolve #SmartDarwin and its pillars by 2030	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - A new 2020-2022 Action Plan is being developed and expected to be finalised quarter 3, 2020/21</p> <p>Q3 - The 2020-2022 #SmartDarwin Action Plan is completed and is pending advice from two external parties, for actions to commence next financial year, pending budget approval</p> <p>Q4 - continued work through the UCG project in 2021 will inform planning for 2021/22.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.10 Lead innovation for the city and facilitate relevant activities to support these initiatives	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q3 - Innovation Framework and Action Plan developed. Innovation Team formed and Innovation Program to commence Q4 2020/21</p> <p>Q4 - awarded the MAV technology awards national and best smart city initiative and the Australian most innovative city for 2021</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.8 Support the development of business centres that foster industry engagement, collaboration, and innovation across all markets	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Collaboration with Department of Trade, Business and Innovation on development of business centres and to address challenges at the program level across governments for business. Collaboration with CDU and the Darwin Innovation Hub is ongoing.</p> <p>Q3 - Further work has been completed in partnership with DTBI regarding the innovation challenges program and working with a pilot program to develop efficiencies in health procurement processed in Darwin and the Greater NT. This program will continue to be developed over the next 12 months.</p> <p>Q4 - Partnering with DIIT on activations within Darwin and collaborations with associations to support industry capability in Darwin.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.9 Develop innovation hubs for our community and future generations	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - Internal IDGS innovation program has commenced</p> <p>Q3 - Internal IDGS innovation program has commenced</p> <p>Q4 - partnerships have also been formed in collaboration with DIIT</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.11 Support life-long learning opportunities through the provision of STEAM programs	Executive Manager Library and Family Services	01-07-2020	30-06-2021		<p>Programs recommenced in April 2021 to pre COVID capacity.</p> <p>Q4 - STEAM programming continues at all libraries and Library participated in the Innovation Playground: A joint NTG, CDU/Inspired NT and CoD initiative on Saturday 26 June, being held in Civic Park and Darwin City Library.</p>


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

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.3 Implement the Darwin Economic Development Strategy	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A Economic Action Plan is being developed to support the implementation of the Darwin Economic Development Strategy. Inclusion of reporting against the implementation of the strategy into quarterly performance reporting has commenced.</p> <p>Q3 - SDG has endorsed the EDS action plan and received the stakeholder consultation feedback; a brief is to be completed for Council endorsement with an implementation plan for Q4, 2020/21.</p> <p>Q4 - Updated action plan for 2021-23 to be sent to SDG for endorsement August 2021</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.7 Support initiatives to increase the population of Darwin through engagement with business and industry, and all levels of Government	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Promotion of Darwin through Sister and Friendship City relationships</p> <p>Q3 - Investment and Strategic Prospectus promotion ongoing</p> <p>Q4 - Continued collaboration opportunities in 2021 across the international and domestic partners</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.6 Promote Darwin as a great destination to live, work, study and invest	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Being delivered through actions in the Economic Development Strategy and the development of a Darwin Destination Management Plan</p> <p>Q3 - Virtual reality marketing tool has been developed. Friendship and Sister City Online Expo Darwin Grant Guru</p> <p>Q4 - Defined actions for 2020/21 complete or underway. Discover Darwin platform has been stood up and partnerships to support across both associations and industry have been confirmed. Also completed a further update of the VR platform.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.8 Support initiatives to grow the economy and retain people and jobs in Darwin	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced as a specific strategy, however local economy and jobs supported broadly across Council as a result of continued investment in local infrastructure and services. An assessment of the economic impact of Council's local spend has been included in the 2019/20 Annual Report.</p> <p>Q3 - Building Better Business information sessions scheduled for Q4 2020/21 Through Sister City Committee recommendations, Council provides sponsorship to multicultural events across the Darwin municipality Council working with Local Multicultural Groups to identify new opportunities for Sister City and Friendship relationships.</p> <p>Q4 - Building Better Business information sessions completed. Sponsorship for GlENti, India Street Food Festival, Australia China Foundation dinner completed. Denpasar/Darwin Letter of Intent Sister City Relationship signed. Discover Darwin website drafted. Investigating options for the Australian Event Awards in Darwin in October 2021.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.4 Develop an International Relations Program	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A revised Council Advisory Committee structure to support international relations has been endorsed and is being implemented.</p> <p>Q3 - International Relations Advisory Committee plus Sister City Committee, meets quarterly and projects ongoing.</p> <p>Q4 - Continued meetings and actions through 2021 including recently signing a relationship agreement with Denpasar, Bali - Indonesia.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.1 Develop the Darwin 2030 Partners Program including an Advocacy Plan for funding opportunities	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - Work has commenced to develop a Council Advocacy Plan. Council is liaising with relevant stakeholders with a view to developing a strategy for external funding for key Council projects and opportunities.</p> <p>Q3 - Development of Council's Advocacy and Partnership Strategy is underway with presentation to Council in June 2021.</p> <p>Q4 - City of Darwin Advocacy Strategy and 2-year priority projects plan finalised and presented to Council for adoption 29 June 2021. Place Score liveability data has been assessed and project prioritisation is underway. Council reports for 29 June meeting were deferred to 13 July 2021 because of a COVID lockdown. The Advocacy and Partnerships Strategy and Priority Projects 2-year plan were adopted by Council 13 July 2021.</p>

STRATEGIC DIRECTION 5- A vibrant and creative city


TARGET - By 2030, Darwin will be recognised as an iconic destination

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.4 Partner with other stakeholders to grow the visitor economy of Darwin	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A workshop was held on 23 November 2020 to establish a vision for a Darwin Destination Management Plan. Key tourism stakeholders attended the workshop and engaged to contribute to the development of the plan. Expected completion quarter 3, 2020/21</p> <p>Q3 - Darwin Tourism Vision and Framework has been developed and endorsed by Council. Council working with Tourism Top End to promote the City of Darwin. Funding provided to Tourism Information Centre to promote Darwin as a tourism destination</p> <p>Q4 - Partnerships continue to be realised. A new partnership developed with Hospitality NT for 2021. Operating Subsidy with Tourism Top End drafted.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.2 Deliver a City of Darwin events program and events management practices with a focus on developing and marketing of Council owned facilities for events	Manager Engagement & Events	01-07-2020	30-06-2021		<p>Q1/Q2 - Council's events program is delivered in accordance with various event plans with the Christmas Calendar of events delivered in December 2020. Council's Events Guidelines were finalised and implemented.</p> <p>Q3 - Council's events program is delivering value to the community through successful Christmas, Australia Day and Bombing of Darwin event. Upcoming events including Band in the Park series, Darwin Show 2021 and Freedom of Entry event. Council's Events Guidelines continue to provide guidance to event organisers for event planning on Council owned land.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.5 Support the promotion of Darwin as a cruise ship and yachting destination and as a home port for expedition ships	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Council supports the NT Government Cruise Strategy</p> <p>Q3 - Council supports the NT Government Cruise Strategy</p> <p>Q4 - Collaborating with Darwin Port to identify the potential in developing a tourism master plan for Darwin</p>

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


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.1 Implement City of Darwin's Reconciliation Action Plan	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Adoption of Council's first Reconciliation Action Plan, endorsed by Reconciliation Australia and adoption by Council in August. Draft project plan developed for implementation, monitoring and evaluation complete. As whole of organisation deliverable action points are now included in business plans. Areas delivered this quarter include:</p> <ul style="list-style-type: none"> • Planning commenced for new Library signage to include an Acknowledgement of Country and artwork • Initial planning underway during the quarter for NAIDOC events to take place in November 2020 • Organisation wide collaborations with Larrakia Nation • Ongoing RAP working group meetings <p>Q3 - RAP Actions are now included in Departmental Business Plans and the RAP will be reported on quarterly.</p> <p>Q4 - RAP Actions are now included in Departmental Business Plans and the RAP will be reported on quarterly.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.73 Develop a City of Darwin Multicultural Framework	Manager Community & Cultural Development	01-07-2020	30-06-2021		Deferred to 2021/22

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.2 Review and update the Young Darwin Youth Strategy 2016-2021	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Initial phases of review and developing approach for new youth strategy. Consultation with youth likely to happen during Christmas holidays.</p> <p>Reporting against existing strategy, in the last quarter the youth team has reinstated face to face events and have delivered five skate events, three 'Sounds at Mindi' performances, four LAUNCH Basketball nights, and two creative art workshops. We have reached 590 young people through these programs.</p> <p>In addition to this we have partnered to deliver three events and have been actively supporting Mission Australia in collecting surveys with results being for and about young people.</p> <p>Q3 - Consultation for 2022-2026 Youth Strategy complete. Draft Youth Strategy to be completed by June 2021.</p> <p>Q4 - Youth Strategy Engagement report complete - Development of Draft Youth Strategy and implementation plan ongoing. For completion before close of 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.70 Promote Darwin as a destination known for its Aboriginal cultures and landmarks	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced</p> <p>Q3 - Incorporated into the Darwin Destination Management Plan for implementation in 2021/22</p> <p>Q4 - Tourism experience development workshops to commence with Larrakia in 2021. Discover Darwin website to incorporate Larrakia Nation as a business and Destination Darwin to be incorporated on website.</p> <p>Advocacy at the Australian Local Government Association (ALGA) National General Assembly promoted Council's commitment to reconciliation at the national level and gained support as a resolution of the NGA. ALGA will advocate to the Australian Government for funding to local government for Cultural Safety and Awareness training for all local government elected members and employees nationally.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.72 Support the protection and enhancement of Darwin's heritage sites	Manager Community & Cultural Development	01-07-2020	30-06-2021		Council liaises with NT Heritage and consult with Aboriginal Areas Protection Authority as required through planning process.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.71 Deliver events and activities which recognise Darwin's rich and multi-faceted cultural history	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Community events are carried out in accordance with an event plan</p> <p>Q3 - Community events are carried out in accordance with an event plan</p> <p>Q4 - Community events are carried out in accordance with an event plan</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.4 Fund the Darwin Entertainment Centre to deliver programs and services that create a cohesive, connected and culturally enriched community	General Manager Community & Regulatory Services	01-07-2020	30-06-2021		<p>Q1/Q2 - NT Government are progressing the requested variation to the Five Funding Agreement in respect to management of the repairs and maintenance funding allocation and redesigning the way the Project Control Group works. Dance Production Beam Me Up, Kate created in partnership between DEC and a local dance production company during the COVID-19 lockdown created local jobs and attracted people to the NT during August and performances sold out.</p> <p>Q3 - Five year funding agreement has been developed. NT Government are progressing the requested variation to the Agreement in respect to management of the repairs and maintenance funding allocation and redesigning the way the Project Control Group works.</p> <p>Q4 - Funding under the agreement has been provided, NT Government are progressing the requested variation</p>

City of Darwin

Quarter 4 Performance Report - 2020/21

2020/21 Municipal Plan

2020/21 MUNICIPAL PLAN

SUMMARY BY PERFORMANCE



1 OFF TRACK



12 MONITOR




70 ON TRACK



STRATEGIC DIRECTION 1 - A capital city with best practice and sustainable infrastructure


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


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.1 Implement City of Darwin's Asset Management Framework	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Asset data being updated in current Asset Management Information System. Expect to implement new Asset Management Information System (AMIS) by the next financial year. New Guidelines/Procedures are being developed to replace rescinded Policies.</p> <p>Q3 - Asset surveys underway on a number of asset classes. This information will also be added to the AMIS. Currently undertaking procurement of new AMIS and expect to commence implementation new Asset Management Information System in early next financial year. The content of the rescinded policies will be incorporated into updated asset management plans.</p> <p>Q4 - Asset surveys continuing for stormwater drainage. This information will also be added to the AMIS. New AMIS has been acquired. New Guidelines/Procedures will be developed to replace rescinded Policies and subsequent updates will be made to the Asset Management Plans.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.2 Undertake asset condition assessments for stormwater and streetlighting assets	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Joint tender documentation currently under development to ensure coordination of condition assessments in line with stormwater maintenance program. Tender to be released to the market in 2021.</p> <p>Tender proposals are being assessed with a view to commencing the condition assessment towards the end of the financial year. This will ensure the currency of data for valuation purposes in 2021/22.</p> <p>Q3 - The asset condition surveys for stormwater drainage and streetlight poles have been commissioned and are underway.</p> <p>Q4 - The asset condition surveys for stormwater drainage are progressing through 2021/22 and streetlight poles survey has been completed. Rate of completion of stormwater surveys has slowed due to value-adding to project, by cleaning blocked pipes as the survey progresses.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.3 Upgrade Council's Asset Management Information System	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Recommendation to appoint preferred provider for the new Asset Management Information System (AMIS) is currently being finalised. Implementation expected to occur in a phased approach from 2021. Implementation will occur over a 18 month period.</p> <p>Q3 - Currently undertaking procurement of new AMIS and expect to commence implementation new Asset Management Information System in early next financial year. The content of the rescinded policies will be incorporated into updated asset management plans.</p> <p>Q4 - System purchased and to be implemented throughout 2021/22.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.4 Develop a Priority Infrastructure Plan	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Asset condition surveys and infrastructure studies will inform the development of a Priority Infrastructure Plan for the municipality, incorporating asset management and design/analysis principles.</p> <p>Q3 - The condition surveys are underway and a number of infrastructure studies have already been completed. It is envisaged that this process may take 3-5 years to complete.</p> <p>Q4 - The roads and light pole surveys have been completed and stormwater surveys are progressing.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.5 Undertake a review and develop a strategy for Council's landholdings to ensure their commercial value and advantage achieve best public value	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/2 - Deliverable to be referred to the 2021/22 budget process.</p> <p>Q3 - Deferred to 2021/22</p> <p>Q4 - Budget has been allocated in 2021/22 to undertake a commercial property strategy</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.6 Manage all Council public infrastructure, parks and buildings	Executive Manager Operations	01-07-2020	30-06-2021		<p>Q1/Q2 - Proactive and reactive maintenance of all public infrastructure, parks and buildings on track for the third quarter.</p> <p>Q3 - Maintenance program on track for end of third quarter 2020/21.</p> <p>Q4 - Maintenance and renewal program completed for 2020/21.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.7 Deliver Council's 2020/21 Capital Works program	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - As of 1 October 2020 the total 2020/21 program is valued at \$68.3M including carry forward projects from 2020. The 2020/21 Capital Works Program from a project management perspective is at 30% completion. The 2020/21 FY expenditure across all programmes is \$15.4M (\$9.0M has been expended YTD with \$6.4M in committed funds).</p> <p>Q3 - 68% Project completion across all programs. 26% of budget consumed.</p> <p>Q4 - 95% of Revised budget allocated to projects, YTD expenditure \$25M with \$14.8M in committed funds to</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.8 Conduct an optimisation review of Council's fleet and workshop management	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - External Audit of Council's Fleet is underway. Expected completion Q3, 2020/21.</p> <p>Q3 - Audit results are currently being finalised.</p> <p>Q4 - Internal Audit of Fleet was completed and presented to the Risk Management and Audit Committee held on 25 June 2021. Planned actions as a result of the Audit will be programmed in 2021/22.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.9 Implement Council's City Deal infrastructure projects	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - Civic Centre Development consultation to commence in 2021. Laneway projects continuing.</p> <p>Q3 - Laneway projects completed. Civic Centre Development consultation delayed.</p> <p>Q4 - 2020/21 FY City Deal projects finalised.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.10 Increase local expenditure to 95% of Council's total expenditure in accordance with Council's revised procurement policy	Executive Manager Finance	01-07-2020	30-06-2021		<p>Q1/Q2 - Procurement policy and procedures have been reviewed to include local content considerations, 30% weighting to business staff, spend, location, training and contribution. Review of Accounts Payable systems and processes has commenced to enable reporting and analysis of metrics, results anticipated Q3 2021.</p> <p>Q3 - Accounts Payable module is being adapted to capture data and this is expected to be completed by year end.</p> <p>Q4 - Procurement Policy has been updated to reflect 95% expenditure intention and KPI will be available after the end of the financial year.</p>

STRATEGIC DIRECTION 2 - A safe, liveable and healthy city

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

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.1 Deliver animal management programs and services as detailed in Council's Dog and Cat Management Strategy 2018-2022	General Manager Community & Regulatory Services	01-07-2020	30-06-2021		<p>Q1/Q2 - During the first quarter the Animal Management Team has continued to deliver programs and services as well as responding to all dog and cat at large, dog nuisance and dog attack issues. Key deliverables include:</p> <ul style="list-style-type: none"> • Commenced a registration audit of declared dogs • Successfully aligned the animal registration date to the other Top End Council's and introduced reciprocal registration, including the issue of joint signage, TVC's and radio adverts to support compliance • Introduced free registration for rehomed animals in their first 12 months of rehoming and developed a more efficient procedure of registration for rehoming groups • Completed a cat camera trapping program at Lee Point in conjunction with Department of Environment, Parks and Water Security, results/report to be provided early 2021 • Commenced 'Walk N Wag' community dog walks, have undertaken 4 x walks with attendance from approx. 20 community members at each walk • Conducted wild dog management at East Point Reserve, service provided by NT Feral Animal Control. 5 x dogs removed • Developed program for management of 'at large' Peacocks at East Point • Conducted preliminary by-law review and examined a more effective method of classification of dog attack • Developed a procedure for targeted cat trapping campaigns and undertook 4 x programs • Updating procedures for compliance and enforcement relating to public places, general by-law breaches and executing warrants • Conducted 15 x AEO consults for nuisance barking issues, dog behavioural issues and cat containment issues • Conducted 8 x pop up stalls encouraging registration and advice on animal management matters

visits, 180 students engaged

- Conducted 4 x barking workshops, most at full capacity, 20 attendees/workshop
- Updated animal management cyclone procedures
- In conjunction with AMRRIC undertook 2 x aboriginal community animal health programs
- Established cat containment marketing material
- Installed beach signage to improve animal owner etiquette at the beach
- Finalised designs for the Lakeside Drive Dog Park signage, dog park now due for completion December 2020
- Commenced a trial of the new Noise Net 'dash-board system' to improve efficiency when investigating nuisance barking matters

Q3 – The Animal Management Team has continued to deliver programs and services as well as responding to all dog and cat at large, dog nuisance and dog attack issues. Key deliverables include:

- Commenced a registration audit of declared dogs
- Successfully aligned the animal registration date to the other Top End Council's and introduced reciprocal registration, including the issue of joint signage, TVC's and radio adverts to support compliance
- Introduced free registration for rehomed animals in their first 12 months of rehoming and developed a more efficient procedure of registration for rehoming groups
- Completed a cat camera trapping program at Lee Point in conjunction with Department of Environment, Parks and Water Security, results/report to be provided early 2021
- Commenced 'Walk N Wag' community dog walks, have undertaken 4 x walks with attendance from approx. 20 community members at each walk
- Conducted wild dog management at East Point Reserve, service provided by NT Feral Animal Control. 5 x dogs removed
- Developed program for management of 'at large' Peacocks at East Point
- Conducted preliminary by-law review and examined a more effective method of classification of dog attack
- Developed a procedure for targeted cat trapping campaigns and undertook 4 x programs

• Updated procedures for compliance and enforcement

relating to public places, general by-law breaches and executing warrants

- Conducted 15 x AEO consults for nuisance barking issues, dog behavioural issues and cat containment issues
- Conducted 8 x pop up stalls encouraging registration and advice on animal management matters
- Conducted 3 x animal management school education visits, 180 students engaged
- Conducted 4 x barking workshops, most at full capacity, 20 attendees/workshop
- Updated animal management cyclone procedures
- In conjunction with AMRRIC undertook 2 x aboriginal community animal health programs
- Established cat containment marketing material
- Installed beach signage to improve animal owner etiquette at the beach
- Finalised designs for the Lakeside Drive Dog Park signage, dog park now due for completion December 2020
- Commenced a trial of the new Noise Net 'dash-board system' to improve efficiency when investigating nuisance barking matters

Q4 - During the final quarter the animal management team has delivered many programs and services such as responding to all dog and cat at large, dog nuisance and dog attacks. Key outcomes include:


- Finalised declared dog audit with a total of 67 properties canvassed and 16 infringements pending.
- School safety program, City of Darwin's education Officers have delivered 4 school session with 150 participants.
- Completed a series of xx Walk N Wag dog walks, approx. 20 people per event.
- Delivered 3 at-home visits/consults two on cat containment and one on nuisance barking.
- Conducted 5 targeted pop-up staff/walking patrols at high areas on complaint including Casuarina Beach, East Point and Nightcliff Foreshore.
- Conducted a peafowl trapping strategy to manage the wandering, unowned peacock population at Fannie Bay. 4 Peafowl have been humanly rehomed.
- Delivered 3 targeted cat trapping, over 3 properties with a large number of cats

- Supported Paws Darwin with a rehoming/open day event.
- Developed a dangerous dog workshop, targeted owners that own a dog that have been involved in level 1 & 2 attacks. Now a mandatory attendance.
- Aligned all the Darwin dog parks to have the same behavioural/ educational signage.
- With AMRRIC, completed a series of 3 community visits with 130 parasite control treatments administered to cats and dogs.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.2 Develop Business Continuity Plans for all functions and test plans	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Drafting of Business Continuity Plans is underway and will be finalised following the completion of Council's Emergency Management Plans to ensure alignment. Scheduled completion quarter 3, 2020/21.</p> <p>Q3 – Business Continuity Plans for individual departments are held and managed by departmental area. Business Continuity will be incorporated into City of Darwin's Enterprise Emergency Management Plan, which is due for redraft in Q1/Q2 2022.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.3 Review Council's Contractor Management processes in accordance with Councils Workplace Health and Safety Management Framework	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - A draft Contractor Management Plan has been developed and is undergoing consultation. Expected completion Quarter 3, 2020/21.</p> <p>Q3 – Revised expected completion Quarter 4, 2020/21.</p> <p>Q 4 - WHS processes included in revised Procurement Plan, IT system identified and under configuration; Contractor Management nearing completion, revised expected completion date Q1 FY2021/22</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.5 Expand CCTV networks across the municipality as part of the #SmartDarwin Strategy	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - CCTV network expansion is depending on project funding. A Code of Practice has been between Council and NT Police has been developed to allow for secure analytics on the CCTV network for Council's use. Code of Practice to be endorsed by the NTPFES Commissioner in early 2021.</p> <p>Q3 - CCTV partnerships with NT Police are well established. Council will continue to seek opportunities to install further CCTV networks across the municipality</p> <p>Q4 - UCG project phase one to assess commercialisation of smart assets - report to be presented to the new Council post September 2021.</p> <p>The "Privacy Arrangements for Shared CCTV Infrastructure Code 2021" for CCTV partnerships with Northern Territory Police and City of Darwin is with the Police Commissioner for final sign off. CCTV network expansion to be considered in future budgets.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.4 Improve community safety and amenity with stakeholders including the NT Government and Larrakia Nation	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/2 - Council has extended its support for ongoing City Safe CBD Patrols. Council continues to ensure safety of its team and community through continued adaptation of Assertive Outreach processes for COVID-19. Ongoing advocacy to external stakeholders to support vulnerable and at risk people sleeping rough and referral to services as continued throughout the quarter. Connection with Top End Mental Health for their support with clients has been initiated.</p> <p>Q3 - NTG / COD partnership for City Centre Security implemented. Darwin Safer City continues to respond with the Assertive Outreach program and referral to services. Increased presence over last quarter in Casuarina.</p> <p>Q4</p> <ul style="list-style-type: none"> - Joint patrols with NT Police and Larrakia Nation in response to safety at Mindil Beach; and support request from NTPFES to clear bush area to allow for controlled fire burning - Permitted hours to consume alcohol at Mindil Beach changed, with permissible consumption only during Mindil Beach Market days - Participated in sector workshops to explore options for Managed Alcohol Programs - Darwin Safer City continues to respond with the Assertive Outreach program and referral to services. CBD City Safe Patrols have enabled increase in patrol and engagements of Casuarina and northern suburbs - Ongoing management and response to request for closure of walkways


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

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.1 Deliver a municipal Coronavirus (COVID-19) Stimulus package to support our city's recovery	Executive Manager Finance	01-07-2020	30-06-2021		<p>Q1/Q2 - Multiple package aspects implemented and some ongoing, including: Hardship policy, lease, fees & charges relief, Covid business stimulus initiatives including grants accessed, myDarwin and capital program refer to Engineering Capex.</p> <p>Q3 - Grant acquitted. Closed.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.2 Deliver streetscape beautification projects across all four of Darwin's Wards	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - Concept designs and Project Planning of all streetscape beautification projects is near completion.</p> <p>Q3 - Delivery of projects currently underway, anticipated program completion in July 2021.</p> <p>Q4 - 11 projects in program, 3 complete, 3 for completion July, 1 September and 1 October. 1 TBA - negotiation with NTG regarding maintenance requirements ongoing.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.3 Deliver public art installations as part of the Darwin City Deal	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - THRIVE I Project in fabrication stage, to be installed following wet season and in conjunction with capital works public playground project at Jingili. THRIVE II Project - MOU signed with Larrakia Nation, and National expression of interest for public art consultant to happen in October/November 2020.</p> <p>Q3 - THRIVE I - Green Ants Nest offsite fabrication 80% complete, waiting for onsite installation dates for final installation dates. THRIVE II - Public Art Consultant appointed in February 2021. Initial concept development commenced with Public Arts Consultant and Larrakia cultural consultant and Larrakia artist in April 2021.</p> <p>Q4 Jingili Water Gardens Public Art - Artwork components complete. Installation to align with Capital Works schedule for the refurbishment of playground. Bicentennial Public Art Project - Concept designs complete and submitted to Council for final endorsement.</p> <p>Project installation to continue to 2021/22 financial year.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.4 Develop a City of Darwin Movement Strategy	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Cardno appointed and milestone one set to be presented by end of 2020. Project is estimated at 30 % complete with internal consultation to commence into 2021. Expected completion is quarter 3, 2020/21.</p> <p>Q3 - Workshops are scheduled for Q4 2020/21 with key community & Government stakeholders. Online survey open to broader community until 05 May 2021. The Movement Strategy will be finalised Q1 2021/22.</p> <p>Q4 - Draft to be presented in September 2021</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.5 Review and revitalise accessible parking across the city centre	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - Accessible parking upgrades across the city centre has been approved by Council and the Access and Inclusion Committee. Designs complete and engagement with affected stakeholders is underway.</p> <p>Q3 - Implementation of accessible parking upgrades is underway across the city centre. Expect the project to be completed by June 2021.</p> <p>Q4 - Project complete</p>

TARGET - By 2030, Darwin residents will be more active and healthy

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.1 Deliver the Casuarina Pool Master Plan	General Manager Community & Regulatory Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Community consultation on the Casuarina Pool Redevelopment Project Master Plan concluded and reported to Council November 2020.</p> <p>Q3 - Master Plan approved to progress to concept designs based on the inclusion of an 8 lane 50m pool. Completed.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.2 Deliver the Casuarina Pool Redevelopment project	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - Council has endorsed the development of concept designs based on the inclusion of an 8 lane 50m pool.</p> <p>Q3 - Council has endorsed the 30% concept design for progression to 100% detail design.</p> <p>Q4 - 30% design finalised, 100% design and Early Contractor involvement under procurement</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.3 Deliver the Darwin Velodrome Upgrade project	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - Project currently under rescoping to meet revised budget and funding agreement amendment. Council approval will be required for the revised project scope in 2021.</p> <p>Q3 - Council have approved the revised project scope to meet the funding variation requested by the Northern Territory Government. Tender documentation for delivery of the project in 2021/22 is being prepared.</p> <p>Q4 - Tender Documentation being finalised for construction 2nd quarter 2021/22 FY.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.4 Deliver the Healthy Darwin program	General Manager Community & Regulatory Services	01-07-2020	30-06-2021		<p>Q1/2 - 2020 Dry Season activities ceased at end of September. 2020/21 Wet Season applications received and assessed in Aug/Sept, with new program commencing 05 October. Weekly exercise sessions include:</p> <ul style="list-style-type: none"> • Kickstart Your Monday (Bootcamp) - Inside Out Fitness • Bootcamp - Chico's Fitness • Empowering Women (group fitness and team building) - OJFit4Life • See Change Body Work (fusion of land- and aqua-based group fitness) - Fitnutz H2O • Seniors Aqua - NT Swim School • Zumba - Zumba Sistas • Mums&Bubs Yoga - Emilyyogalady • Ignite Yourself (group fitness) - Ignite Yourself • Shallow Water Aqua Aerobics - 4 Eva Fitness & Training <p>Q3 - 2020/2021 wet season activities have been completed at the end of March 2021. Below are the attendance figures for the whole of wet season, being October 2020 - March</p>

Physical Activities 2,065 attendances
Workshops and Short Courses 264 attendances

2021 Dry Season activities commenced 01 April 2021.

Q4 – 2021 Dry Season activities in progress. Program includes 9 weekly physical activity session and 7 Healthy Lifestyle Workshops.


Attendance figures for April - June are as follows:

Physical Activities – 1864


Workshops & Short Courses – 573


STRATEGIC DIRECTION 3 - A cool, clean and green city


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


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.1 Plant 4,000 trees across the Darwin municipality	Executive Manager Operations	01-07-2020	30-06-2021		<p>Q1/Q2 - Request for Tender for the Provision of Tree services has recently been released to the public. Once tenders have been received, reviewed and contract awarded, physical works will commence.</p> <p>Q3 - Works are well underway with tree planting activities across the city. On track for delivery June 2021.</p> <p>Q4 - Scheduled program completed for 2020/21.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.2 Implement the Greening Darwin Strategy	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A draft Greening Darwin Strategy was presented to Elected Members at a workshop scheduled for 1 December 2020.</p> <p>Q3 - Workshop with Elected Members was held on 14 April 2021.</p> <p>Q4 - Greening Strategy and Climate Emergency response strategies being presented to Council for approval on 27 July 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.3 Implement Council's response to climate emergency	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Draft Climate Emergency Strategy has been endorsed by Council for community consultation. Consultation will conclude late January and a final strategy will be presented to Council by quarter 4, 2020/21.</p> <p>Q3 - Strategy was presented to Elected Members in June 2021.</p> <p>Q4 - Greening Strategy and Climate Emergency response strategies being presented to Council for approval on 27 July 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.4 Complete design and final capping of cells 3 and 4 at the Shoal Bay Waste Management Facility	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - Concept design for capping of cells 3 and 4 is complete and the project is under independent environmental auditor review.</p> <p>Q3 - Design complete, submitted to Northern Territory Environmental Protection Authority for approval.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.5 Upgrade the weighbridge and entrance at the Shoal Bay Waste Management Facility	Executive Manager Program Manager	01-07-2020	30-06-2021		Q1/Q2 - Weighbridge Upgrade Project is under construction and is nearing completion. Q3 - Complete

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.6 Install a Leachate Irrigation System at the Shoal Bay Waste Management Facility	Executive Manager Program Manager	01-07-2020	30-06-2021		Q1/Q2 - Leachate Treatment system project is undergoing NTEPA assessment and approval process. Q3 - NTEPA approval received, Construction and operate contract being finalised. Q4 - Construction underway, operations contract being finalised.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.7 Finalise and implement the Waste Management Strategy	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		Q1/Q2 - Industry and intra-government consultation is currently underway. Elected Member engagement occurred on 1 December 2020. Q3 - Strategy in draft form to be presented to Elected Members Q4 - Waste and Resource Recovery Strategy to be presented to Council for approval on 27 July 2021


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.8 Partner with the Northern Territory Government and CSIRO for the Urban Living Lab, as an initiative of the Darwin City Deal	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Regular participation and engagement with the CSIRO Urban Living Lab. Heat Mitigation Strategy endorsed.</p> <p>Q3 - Participated as a partner in the City Deal Display in The Mall.</p> <p>Q4 - Regular participation and engagement with the CSIRO Urban Living Lab.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.9 Deliver the Gardens for Wildlife Program	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Program delivery remains on track.</p> <p>Q3 - Program delivery remains on track.</p> <p>Q4 - For the 2020/21 FY:</p> <ul style="list-style-type: none"> - 150 Gardens for Wildlife home assessments completed Since the inception of the program. (covering a land mass of 23 hectares the equivalent to 43 football fields.) - Currently 350+ subscribed Gardens for Wildlife members. - Over 150 native plants provided to members this financial year. <p>Key Gardens for Wildlife events with a combined attendance of approx. 400.</p> <ul style="list-style-type: none"> - Bat Night. - Backyard Bird Count (schools). - East Point Bird Tour. - East Point Plant ID (members). - East Point Plant ID (non - members). - Barry's Native Bees Casuarina Library. - Barry's native Bees Malak.

STRATEGIC DIRECTION 4 - A smart and prosperous city

TARGET - By 2030, Darwin will be recognised globally as a smart city


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.1 Implement the #SmartDarwin Strategy	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - A new 2020-2022 Action Plan is being developed and expected to be finalised quarter 3, 2020/21.</p> <p>Q3 - The 2020-2022 #SmartDarwin Action Plan is completed and is pending advice from two external parties, for actions to commence next financial year, pending budget approval.</p> <p>Q4 - SmartDarwin Action Plan to be implemented in 2021/22.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.2 Seek commercial investment and opportunities for strategic partnerships	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Council and Invest NT working in partnership for Council's Strategic Project at Vestey's Beach as outlined the Strategic Projects Prospectus.</p> <p>Q3 - Name of Vestey's Beach has formally been changed to Bundilla Beach</p> <p>Q4 - Work continues to assess commercial investment to Darwin within the Growth and Development Services section.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.3 Develop a Darwin Tourism Strategy	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A workshop was held on 23 November 2020 to establish a vision for a Darwin Destination Management Plan. Key tourism stakeholders attended the workshop and engaged to contribute to the development of the plan. Expected completion quarter 3, 2020/21.</p> <p>Q3 - Policy -13 - Tourism Promotion revised and endorsed by Council 13 April 2021. Darwin Tourism Vision and Framework to be finalised Q4, 2020/21.</p> <p>Q4 - TourismNT has commenced Destination Management Plan (DMP) work and City of Darwin has completed the vision for destination Darwin which forms a key element of the DMP, a presentation was recently delivered and endorsed by the Larrakia corporation to support the vision and promote the development of the experiences identified within.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.4 Implement the Library Strategy	Executive Manager Library and Family Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Collection development strategy has been reviewed and a library design workshop was held on 12/10/2020 to reimagine the Casuarina library entry in order to accommodate the new library kiosks and improve the access to new and popular items.</p> <p>Q3 The new staffing structure has been implemented. Public Library Service Policy 044 was reviewed and updated along with collection development guidelines.</p>


Q4. Implementing the Library Strategy continues this quarter. A highlight for the quarter was the introduction of the Australia's First Peoples Display
Promoting reconciliation through our sphere of influence, new displays have been created at Casuarina and City libraries showcasing Larrakia heritage and stories and prompting library collections written by Aboriginal and Torres Strait Islander people. The displays include items that are written by Aboriginal and Torres Strait Islander peoples and communities from all over the Northern Territory and Australia.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.5 Deliver the Libraries RFID Replacement Project	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q1/Q2 - New kiosks have been installed for Casuarina Library Q3 - Casuarina Library RFID Project is fully implemented. Q4. Projected was completed in Q3.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.6 Develop a centralised customer service model for Council	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q1/Q2 - The new Customer First Strategy and updated Customer Feedback and Customer Conduct Policies were adopted by Council on 29/09/2021. The centralised service structure is now in place and further expansion of the customer service model will continue through actions identified in the Customer Strategy Q3 - Complete.


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


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.1 Develop the Darwin 2030 Partners Program including an Advocacy Plan for funding opportunities	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - Work has commenced to develop a Council Advocacy Plan. Council is liaising with relevant stakeholders with a view to developing a strategy for external funding for key Council projects and opportunities.</p> <p>Q3 - Development of Council's Advocacy and Partnership Strategy is underway with presentation to Council in June 2021.</p> <p>Q4 - City of Darwin Advocacy Strategy and 2-year priority projects plan finalised and presented to Council for adoption 29 June 2021. Place Score liveability data has been assessed and project prioritisation is underway. Council reports for 29 June meeting were deferred to 13 July 2021 as a result of a COVID lockdown. The Advocacy and Partnerships Strategy and Priority Projects 2-year plan were adopted by Council 13 July 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.2 Upgrade the China Town car park	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - The first progress claim has been submitted. Development Consent Authority submission and owners consent provided with artist impression endorsed by Council 29th of September 2020. Development Consent Authority approval has been received.</p> <p>Q3 - Construction underway. Completion scheduled June 2021.</p> <p>Q4 - Construction complete.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.3 Implement the Darwin Economic Development Strategy	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A Economic Action Plan is being developed to support the implementation of the Darwin Economic Development Strategy. Inclusion of reporting against the implementation of the strategy into quarterly performance reporting has commenced.</p> <p>Q3 - SDG has endorsed the EDS action plan and received the stakeholder consultation feedback; a brief is to be completed for Council endorsement with an implementation plan for Q4, 2020/21.</p> <p>Q4 - Updated action plan for 2021-23 to be sent to SDG for endorsement August 2021</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.4 Develop an International Relations Program	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A revised Council Advisory Committee structure to support international relations has been endorsed and is being implemented.</p> <p>Q3 - International Relations Advisory Committee plus Sister City Committee, meets quarterly and projects ongoing.</p> <p>Q4 - Continued meetings and actions through 2021 including recently signing a relationship agreement with Denpasar, Bali - Indonesia.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.5 Engage with the Northern Territory Government and business to improve investment in Darwin	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Monthly meetings and escalation of strategic projects prospectus opportunities.</p> <p>Q3 - Monthly meetings and escalation of strategic projects prospectus opportunities.</p> <p>Q4 - Collaboration continues with DIIT to further progress investment initiatives in Darwin through 2021</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.6 Promote Darwin as a great destination to live, work, study and invest	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Being delivered through actions in the Economic Development Strategy and the development of a Darwin Destination Management Plan</p> <p>Q3 - Virtual reality marketing tool has been developed. Friendship and Sister City Online Expo Darwin Grant Guru</p> <p>Q4 - Defined actions for 2020/21 complete or underway. Discover Darwin platform has been stood up and partnerships to support across both associations and industry have been confirmed. Also completed a further update of the VR platform.</p>

STRATEGIC DIRECTION 5 - A vibrant and creative city


TARGET - By 2030, Darwin will be recognised as an iconic destination


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.1 Upgrade Council's digital platforms (internal and external)	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Council's new website projects is progressing well. The contract has been awarded and internal review of web content is underway.</p> <p>Q3 - Redevelopment of City of Darwin corporate website and intranets are underway and on schedule</p> <p>Q4 - Elected Member Intranet launch. City of Darwin Website launch. Staff Intranet 90% complete - to be launched in July 2021</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.2 Deliver a City of Darwin events program and events management practices with a focus on developing and marketing of Council owned facilities for events	Manager Engagement & Events	01-07-2020	30-06-2021		<p>Q1/Q2 - Council's events program is delivered in accordance with various event plans with the Christmas Calendar of events delivered in December 2020. Council's Events Guidelines were finalised and implemented.</p> <p>Q3 - Council's events program is delivering value to the community through successful Christmas, Australia Day and Bombing of Darwin event. Upcoming events including Band in the Park series, Darwin Show 2021 and Freedom of Entry event. Council's Events Guidelines continue to provide guidance to event organisers for event planning on Council owned land.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.3 Deliver the annual Bombing of Darwin event	Manager Engagement & Events	01-07-2020	30-06-2021		<p>Q1/Q2 - Planning for the 2021 Bombing of Darwin event is underway.</p> <p>Q3 - Bombing of Darwin 2021 event successfully delivered.</p> <p>Q4 - Preparation and planning for the 80th Anniversary 2022 is underway. The program has been sent to the BoD newsletter database and hard copy mailed to those who request. Arafura Wind Ensemble has been commissioned to create an original piece that will be performed at 2 twilight concerts. Rupert McCall, is a highly respected and internationally renowned Australian poet has been commissioned to create a tribute poem for the occasion.</p>


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

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.1 Implement City of Darwin's Reconciliation Action Plan	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Adoption of Council's first Reconciliation Action Plan, endorsed by Reconciliation Australia and adoption by Council in August. Draft project plan developed for implementation, monitoring and evaluation complete. As whole of organisation deliverable action points are now included in business plans. Areas delivered this quarter include:</p> <ul style="list-style-type: none"> • Planning commenced for new Library signage to include an Acknowledgement of Country and artwork • Initial planning underway during the quarter for NAIDOC events to take place in November 2020 • Organisation wide collaborations with Larrakia Nation • Ongoing RAP working group meetings <p>Q3 - RAP Actions are now included in Departmental Business Plans and the RAP will be reported on quarterly.</p> <p>Q4 - RAP Actions are now included in Departmental Business Plans and the RAP will be reported on quarterly.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.2 Review and update the Young Darwin Youth Strategy 2016-2021	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Initial phases of review and developing approach for new youth strategy. Consultation with youth likely to happen during Christmas holidays.</p> <p>Reporting against existing strategy, in the last quarter the youth team has reinstated face to face events and have delivered five skate events, three 'Sounds at Mindi' performances, four LAUNCH Basketball nights, and two creative art workshops. We have reached 590 young people through these programs.</p> <p>In addition to this we have partnered to deliver three events, and have been actively supporting Mission Australia in collecting surveys with results being for and about young people.</p> <p>Q3 - Consultation for 2022-2026 Youth Strategy complete. Draft Youth Strategy to be completed by June 2021.</p> <p>Q4</p> <ul style="list-style-type: none"> - Youth Strategy Engagement report complete - Development of Draft Youth Strategy and implementation plan ongoing. For completion before close of 2021. <p>Ongoing in 2021/22</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.3 Deliver the City of Darwin Community Grants Program	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Community Grants close to being fully allocated in this financial year with majority of grant funding allocated as part of COVID response support. Combined, this FY and last FYs grants have supported 27 community organisations. We have had an additional two out of round grants allocated. An unallocated fund of \$4000 remains, with out of round grants available through our grants platform.</p> <p>Grants have supported a range of initiatives including Edible Calendars, dance initiatives, digital adaptations of exhibitions and book clubs, and support for health initiatives.</p> <p>Q3 - 2020/21 Budget Allocation for Community Grants has been awarded in full. Budget expended.</p> <p>Q4. 2021/22 Grants Program: Round One - Assessment and allocation complete. Projects to be delivered July - December 2021.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.4 Fund the Darwin Entertainment Centre to deliver programs and services that create a cohesive, connected and culturally enriched community	General Manager Community & Regulatory Services	01-07-2020	30-06-2021		<p>Q1/Q2 - NT Government are progressing the requested variation to the Five Funding Agreement in respect to management of the repairs and maintenance funding allocation and redesigning the way the Project Control Group works. Dance Production Beam Me Up, Kate created in partnership between DEC and a local dance production company during the COVID-19 lockdown created local jobs and attracted people to the NT during August and performances sold out.</p> <p>Q3 - Five year funding agreement has been developed. NT Government are progressing the requested variation to the Agreement in respect to management of the repairs and maintenance funding allocation and redesigning the way the Project Control Group works.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.5 Implement the City of Darwin Access and Inclusion Plan	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Organisation wide delivery. We are at the halfway point of the Access and Inclusion Plan with a review to be presented to Council in October 2020. Highlights for the past quarter include</p> <ul style="list-style-type: none"> • The incorporation of accessible play equipment in the design of the THRIVE 1 art project • Audit of 18 accessible parking bays within CBD area, and commitment and plans to upgrade all spaces to comply with standard • Recommendation from the Access and Inclusion Advisory Committee, and Council support, for the AIAC funding amount to contribute to a ramp at Shoal Bay Waste facility, and for an upgrade to accessible facilities at Parap Recreation Facility • Ongoing support for community organisation in the hire and use of Council Mobi-matting • Delivery of activities as part of 2020 Seniors Week • Diversity and Inclusion sessions presented at new staff induction sessions <p>Q3 - Organisation wide delivery we are 3/5 way through the Access and Inclusion Plan</p> <p>Q4. Implementation of Access and Inclusion Plan ongoing. Plan scoped through to August 2022.</p>

GOVERNANCE FRAMEWORK


TARGET - Vision and Culture


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.15 Review and remodel the Long-Term Financial Plan in line with asset management planning, providing recommendations to Council for fiscal improvement	Executive Manager Finance	01-07-2020	30-06-2021		Q1/Q2 - New Long Term Financial Plan was adopted by Council on 27/10/2020 Q3 - Closed


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.16 Implement Council's integrated Strategic Planning Framework	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - Integration of Council's strategic planning framework is progressing. New plans are being finalised to support the strategic directions within the Darwin 2030 Strategic Plan. Annual Report 2019/20 has been finalised and adopted by Council.</p> <p>Q3 - Re-implementation of CAMMS Strategy software has been ongoing since November 2020. In coming months, further development will occur to enter and finalise Department Business Plans, key performance indicators and reporting and monitoring of all existing plans and strategies. From July 1, all strategies will be reported on via the CAMMS Strategy Software.</p> <p>The 2021/22 Municipal Plan is nearing completion at the time of reporting.</p> <p>Q4 - The 2021/22 Municipal Plan was adopted on 29 June 2021. Further to Q3 update, CAMMS Strategy and Departmental Business Planning is progressing on track for ongoing reporting from 1 July 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.17 Implement a readiness program for the Local Government Act 2019	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - To progress in 2021.</p> <p>Q3 - Work is progressing to ensure Council's readiness for the commencement of the Local Government Act 2019 on 1 July. All future policy reviews will take into account the requirements of the new Act.</p> <p>Q4 - The Local Government Act 2019 and Local Government (General and Electoral) Regulations 2021 commenced on 1 July 2021. Work is progressing to implement new and revised legislative requirements. This project will continue in 2021/22 with transitional provisions in place for the 2021/22 financial year.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.18 Review and develop City of Darwin By-Laws	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		<p>Q1/Q2 - By-Law review underway and workshopped with Elected Members. Community consultation to occur in quarter 3, 2020/21.</p> <p>Q3 - The draft By-Laws were released for community consultation on 31 March 2021, closing 30 April 2021. A consultation report will be prepared and presented to Council by early June 2021 along with proposed amendments to the draft By-Laws.</p> <p>Q4 - By-Law consultation report and proposed ongoing actions to be reported to Council July 2021.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.19 Develop and implement a structured innovation program across Council harnessing staff ingenuity	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - Internal Innovation Growth and Development Services innovation program has commenced.</p> <p>Q3 - Innovation Program developed and the Innovation Team formed with the program to commence in Q4 2020/21.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.20 Develop and implement an Organisational Development Program	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - This action aligns and is expanded under the individual initiatives captured within the Staff Survey Action Plan.</p> <p>Q3 – The program for organisational development has been developed and implemented with individual action items are monitored within Staff Action Plan internal reporting. Complete.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.21 Implement Corporate uniforms as part of Council's corporate image	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced.</p> <p>Q3 - This project has been deferred.</p> <p>Q4 - New uniforms for library staff ordered. Whole of Council Corporate Uniforms deferred.</p>


TARGET - Roles and Relationships

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.22 Manage Council's sponsorship program and portfolio obligations	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Sponsorship program in place with revised agreements in line COVID-19 decisions. Planning underway for sponsorship program in 2021. External funding program being finalised for grants, sponsorships and operating subsidies.</p> <p>Q3 - Council's sponsorship program is being managed on time, within budget, and in accordance with Council's Sponsorship Policy and Guidelines. The 2021/22 program is part of the Municipal Plan and budget. A review of Council's funding ratios, including grants and sponsorships will be undertaken in Q4 2021 to inform the 2022/23.</p> <p>Q4 - The 2021/22 Sponsorship program was endorsed by Council. As of 1 July 2021, new agreements are being drafted based on 2021/22 Municipal Plan program. Out of Round Sponsorships have been reported to SDG. All funds for Out of Round sponsorships for 2021/22 have now been expended</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.23 Review and implement a revised framework for Operating Subsidies	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - External funding program being finalised for grants, sponsorships and operating subsidies.</p> <p>Q3 - A revised framework for Operating Subsidies has been developed and incorporated in the new Funding Guidelines endorsed by Council in 2021. Operating subsidies are managed through the Smarty Grants platform and a new suite of legal agreements.</p> <p>Q4 - Departments are responsible for following up their relevant operating subsidies with agreements etc</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.24 Manage community consultation, engagement and communication across Council	Manager Engagement & Events	01-07-2020	30-06-2021		<p>Q1/Q2 - Community consultation activities included Casuarina Swimming Pool Master Plan, Lakeside Drive Dog Park, By-Law Amendment - Animal Registration Date. Upcoming consultation on Council infrastructure projects, Climate Emergency, Greening Darwin, Waste Management Strategy, By-Law Review.</p> <p>Q3 - Planning consultation for the Darwin Movement Strategy and Municipal Plan. Community engagement is carried out in accordance with Council's Policy 025.</p> <p>Q4 - Planned 2020/21 engagement and consultation activities completed. Additional unplanned consultation activities through Q4 included Nuttall Place, Bicentennial Park Memorial Wall.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.25 Develop and implement an Internal Communications Strategy	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Draft internal communications strategy underway. Internal communications increasing via Barry and CEO newsletters.</p> <p>Q3 - A draft Internal Communications Strategy has been developed and consultation will take place in June 2021 ahead of final draft for endorsement in 2021.</p> <p>Q4 - Internal consultation has commenced seeking input to the final draft of the strategy</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.26 Manage Council's reputation through effective media management strategies, and proactive public relations	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Reactive media managed. Key messaging provided around public interest matters. Media statistics For period ending November 2020:</p> <ul style="list-style-type: none"> • Media releases - 39 • Media Events - 23 • Media interviews - 118 • Media issues - 17 • Speeches – 41 <p>Key media topics included:</p> <ul style="list-style-type: none"> • myDarwin • e-scooters • Daly Street • Urban Oval Lights • \$2M joint projects • Hard rubbish collection • Casuarina Pool – community consultation • Reconciliation Action Plan and events <p>Key issues included:</p> <ul style="list-style-type: none"> • RSL • Security in the CBD • Fire at Shoal Bay • Cavenagh St car park/CDU/Darwin City Deal <p>Q3 & Q4- Council's reputation and proactive public relations are being successfully managed through effective media management strategies in accordance with Council's Communications and Media Policy.</p> <ul style="list-style-type: none"> - Greening Darwin- - Better Suburbs Projects - Casuarina Aquatic and Leisure Centre - Bylaw consultation - Bombing of Darwin Commemorations - new dog park - Nightcliff village tree removal - Velodrome


- Temp closure Nuttal Place
- Round table to address crime
- Renaming Bundilla Beach
- Shoal Bay New Landfill cell
- Community Planting days

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.27 Manage Councils response to legislative change and compliance at the Australian Government, Territory and local levels	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - Continued engagement of legislative change and compliance at all levels.</p> <p>Q3 - A final report responding to the 2019 Local Government Act compliance review is expected to be received in early May 2021.</p> <p>Council has responded to consultation drafts for the Local Government (Electoral and General) Regulations 2020, Guidelines and Sample documents.</p> <p>City of Darwin has responded to other legislative reviews including:</p> <ul style="list-style-type: none"> - Australia's Foreign Relations (State and Territory Arrangements) Act 2020 - Northern Territory Liquor Act 2019 and Regulations - Northern Territory Planning Scheme - Designing Better <p>Q4 - Action remains in progress awaiting final Compliance Review Report. All other requests to respond to legislative change by June 21, have been responded to.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.28 Manage Councils strategic role in the Darwin City Deal including governance and reporting obligations	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		<p>Q1/Q2 - City Deal Annual Reporting obligations met and continued participation at the strategic level by the CEO and GM GREA.</p> <p>Q3 - The Lord Mayor, Chief Executive Officer and General Manager Government Relations regularly meet with the Australian Government and Northern Territory Government regarding the Darwin City Deal.</p> <p>Council officers are continuing to participate in nominated working sub-groups to implement Darwin City Deal Actions.</p> <p>Council responded to the Darwin City Deal Annual Progress Report for 2020 and outlined future actions. Key actions for the remainder of this year include Laneway Activation / Strategy, a review of the Darwin City Centre Master Plan and Darwin Heat Mitigation Strategy.</p> <p>Q4 - Regular meetings with the Australian Government and Northern Territory Government regarding the Darwin City Deal are ongoing. Implementation of Council's City Deal actions are ongoing and progress of Council actions is now monitored and reported to Council quarterly.</p>

TARGET - Decision Making and Management


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.29 Develop a strategic framework for Council procurement to support the local economy, in line with the Local Government Act 2008	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q1/Q2 - Policy and Procedures for Procurement, which includes framework, and local content parameters are completed. Q3 – Completed


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.30 Develop a Project Management Framework for the whole of Council	Chief Financial Officer	01-07-2020	30-06-2021		Q1/Q2 - Project management methodology exists within the CoD and these project sheets are published on our Intranet. Further consideration on specific departmental change and projects will be consider via the introduction of a "Management of Change" organisation wide policy, anticipated for completion in Q4 – 2020/21 Q3 - On track for Q4 delivery of "Management of Change" organisation wide policy. Q4 - Project Management Principles exist for City of Darwin


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.31 Manage Councils insurance and insurance renewal process using a risk-based methodology	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q1/Q2 - Policies for 2020/21 have been reviewed for adequacy and placed appropriately considering risks. Q3 - Policies for 2021/22 have been reviewed for adequacy and placed appropriately considering risks.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.32 Implement the Customer Service Strategy	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q1/Q2 - The new Customer First Strategy and updated Customer Feedback and Customer Conduct Policies were adopted by Council on 29/9/20. Q3 - Completed.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.33 Implement a readiness program for the August 2021 Local Government General Election	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		Q1/Q2 - Engagement with the NT Electoral Commission has commenced and a project plan for the General Election to be finalised in January 2021. Q3 - A Service Level Agreement between the Chief Executive Officer and Northern Territory Government Electoral Commissioner has been executed. A communication plan has been developed to prepare for the Election scheduled for Saturday 28 August 2021. Q4 - Defined 2020/21 actions complete. Candidate information session has been scheduled for Wednesday 21 July 2021. Communication plan is being rolled out. Nominations for the 2021 Local Government General Election open on Friday 16 July 2021. A draft induction and orientation program and the first meeting agenda for the new Council are being drafted. Action expected to be completed by end of Quarter 2 2021/22.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.34 Develop a strategic Workforce Plan	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Analysis on workforce needs is currently under way</p> <p>Q3 – The plan is still progressing with a key focus on planning for an ageing workforce – delivery of plan Q4 2020/21</p> <p>Q4 - Work has been progressed and will continue into FY 2021/22</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.35 Implement the employee Performance Management Framework	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - The framework is now implemented across the organisation, completed August 2020.</p> <p>Q3 - Completed.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.36 Develop and implement an employee Learning and Development Framework	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q3 - Learning and Development Framework was approved in November 2020.</p> <p>Q3 - Completed.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.37 Negotiate the City of Darwin Enterprise Agreement	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 – A review is currently being undertaken and the CEO has written to interested parties in relation to a February 2021 commencement timing.</p> <p>Q3 – A draft EA has been presented to Unions and all staff, schedule 2.1 was issues in April, negotiations are commencing in early May 2021, negotiations expected to continue in next FY</p> <p>Q4 - Negotiations continue into FY2021/22</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.38 Review and optimise Councils Workplace Health & Safety Management System	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Develop and/or review policies & procedures, including WHS framework and supporting systems - Q4 2020/21.</p> <p>Q3 - An IT system has been identified and is in the process of being implemented. GoLive for end of Q4 - 2020/21.</p> <p>Q4 - IT system configuration is progressing and will continue into the new FY, with GoLive expected to occur during Q1 2021/22.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.39 Implement an enterprise-based information management system for Council	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - Office 365 Migration Project commenced. - Authority 7 upgrade completed. Office 365 to be completed within financial year - Q4 - roll out to all council computers.</p> <p>Q3 - Council has upgraded its Enterprise Resource Planning system which manages finance, contracts and human resources. Council is currently implementing Office365 and a reporting system that will manage risk, audit, compliance and WHS across the organisation.</p> <p>Q4 - Office 365 completion date end of July 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.40 Monitor and review Council's Strategic and Operational Risk Profiles	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Strategic Risk Assessment reporting included in quarterly reporting effective 2020/21. Operational Risk Assessments to progress in quarter 3, 2020/21.</p> <p>Q3 – The review of the risk framework and associated policy, procedures and guidance has been completed and adopted by Council on 13 April 2021. Operational Risk profiles have now been established and the identified strategic and operational risks will be subject to ongoing review and reporting in the new CAMMs risk system.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.41 Undertake an audit of Councils readiness and compliance with the national Disaster Recovery Funding Arrangements and Emergency Management Framework	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - City of Darwin was unsuccessful with its funding application to the Northern Territory Risk Reduction Program. Scope of works has been drafted and quotations will be sought in early 2021.</p> <p>Q3 - Project to assess readiness and compliance with the National Disaster Recovery Funding Arrangements (DRFA) and Emergency Management Framework has not progressed. DRFA replaces NDRRA.</p> <p>Q4 - Project budget has been reallocated to an FTE resource for Emergency Management and transferred to Corporate Services. Emergency Management position has been filled.</p>


TARGET – Accountability

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.42 Implement Councils Corporate Performance and Reporting Framework including integration of Place Score data	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - Annual Report for 2019/20 finalised including Place Score. Revised processes for quarterly reporting underway. Re-establishment of software solutions to support integrated reporting being scoped.</p> <p>Q3 - Continuous improvement is ongoing with the implementation of Council's Corporate Performance and Reporting Framework. A Corporate Performance Report as at November 2020 was presented to Council in December 2020. This was the first report to be presented to Council demonstrating progress against a number of Strategies and Plans including the Reconciliation Action Plan, Strategic Risk Profile, Economic Development Strategy and City Deal.</p> <p>CAMMS Strategy software re-implemented. Strategies as reported in November 2020 uploaded. Remaining</p>

Project planning for the 2020/21 Annual Report will commence from mid-June 2020.

Q4 – Defined 2020/21 actions complete. Program is ongoing. A performance report against the Municipal Plan, Economic Development Strategy and Reconciliation Action Plan were prepared for the period ending 31 March 2021 and presented in May 2021. A final performance report for the period ending 30 June 2021 will be presented at the Ordinary Meeting on 27 July 2021. CAMMS reporting tool (insights) has been loaded to support CAMMS Strategy reporting. Continued improvement of the reporting framework is ongoing.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.43 Develop a renewed Customer Complaints Management Framework	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q1/Q2 - The new Customer First Strategy and updated Customer Feedback and Customer Conduct Policies were adopted by Council on 29/9/20. Q3 - Completed.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.14 Implement Council's Internal Audit Function	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q1/Q2 - The internal policy, procedures and plan has been finalised and approved by SDG in August. Will be presented to RMAC at next meeting in Oct 2020. Delivery of agreed internal audits for 2020/21 is underway. Q3 - Completed.

City of Darwin

Quarter 4 Performance Report - 2020/21

Darwin City Deal (Council Actions)

DARWIN CITY DEAL (COUNCIL ACTIONS)

SUMMARY BY PERFORMANCE



1 OFF TRACK




1 MONITOR




7 ON TRACK




An Iconic New Education and Civic Precinct

Develop and Education and Civic Precinct					
Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.12 Q2 2020: Transfer of land ownership to Charles Darwin University	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		Q1/Q2 - Land transfer completed July 2020

Promote Darwin as a great place to live, study and visit


Civic and State Square Masterplan					
Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.50 Approval of the Masterplan, staging plan and commencement of the first stages of the Masterplan.	General Manager Government Relations & External Affairs	01-07-2020	31-12-2020		<p>Q1/Q2 - Integration of the Redevelopment of the Civic Centre with the Civic and State Square Masterplan will be announced in December 2020 with the commencement of community consultation.</p> <p>Q3 - Nil updates at end of Q3.</p> <p>Q4 - Civic Centre Redevelopment Project budgeted for in the 2021/22 Municipal Plan. Initial artist impression was sought and workshops with Council regarding the project have commenced. This Civic Centre Masterplan will be progressed by the 23rd Council of City of Darwin.</p>

Underground Carpark

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.51 The underground carpark is fully operational. Landscaping of the surface of the carpark carried out in accordance with the Civic and State Masterplan to support the NTG's greening and cooling initiatives	General Manager Government Relations & External Affairs	01-07-2020	31-07-2020		Q1/Q2 - State Square Underground Carpark is now fully operational and managed and operated by City of Darwin.

Laneways and Small Streets

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.57 Commencement of the design and construction for Stage 2 works in Austin Lane and Spain Place	General Manager Government Relations & External Affairs	01-07-2020	31-03-2021		<p>Q1/2 - Evaluation of the Austin Lane project as part of the commitment to review projects and apply lessons learnt. Engagement is underway with stakeholders as to their preference for utilisation, e.g. alfresco dining, events, etc</p> <p>Q4 - Austin Lane / Spain Place complete. Key stakeholders engaged to develop Activation guidelines for use by surrounding businesses.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.58 Evaluation of the Austin Lane project as part of the commitment to review projects and apply lessons learnt to future projects throughout the life of the Darwin City Deal	General Manager Government Relations & External Affairs	01-07-2020	31-03-2021		Q1/Q2 - Evaluation of the Austin Lane project as part of the commitment to review projects and apply lessons learnt. Engagement is underway with stakeholders as to their preference for utilisation, e.g. alfresco dining, events, etc

Improve Darwin's Liveability by Cooling the City

Darwin Living Lab

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.20 Commencement of newly identified priority projects and Darwin Living Lab future work program to be developed.	General Manager Government Relations & External Affairs	01-07-2020	31-03-2021		Q1/Q2 - Council is awaiting advice from CSIRO on the statement of newly identified priority projects. Q4 - Digital Twin project progressing. Darwin Heat Mitigation Strategy endorsed and released.

Heat Mitigation Trials

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.22 Engage stakeholders from research, industry, government and community in a workshop to explore the findings and co-design the elements of the Heat Mitigation Strategy. Once consultation with stakeholders is complete, the Heat Mitigation Strategy will be finalised and publicly released with further heat mitigation trials prioritised. There will be ongoing analysis of the data collected from the trials.	General Manager Government Relations & External Affairs	12-05-2021	30-06-2021		Q1/Q2 - Council endorsed the draft Heat Mitigation Strategy for community consultation in November 2020 Q4 - Completed May 2021


Advance Darwin's Digital Capability

Switching on Darwin

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.17 Switching on Darwin	General Manager Innovation, Growth and Development Services	01-07-2020	31-12-2020		<p>Q1/Q2</p> <ul style="list-style-type: none">• Advanced Darwin's digital capability through the development of the Community Dashboard which is almost complete and due to be rolled out in late 2020.• Development of the #SmartDarwin Strategy, which is currently subject to its first 12 month review.• Develop applications to promote Darwin's heritage and improve wayfinding progressed.

Planning, development and harbour foreshore connectivity

Integrated city-wide planning

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.50 Q2 2020: Review and update the existing Darwin City Centre Masterplan to align with the Central Darwin Area Plan	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 -</p> <ul style="list-style-type: none">• The evaluation of the Austin Lane project as part of the commitment to review projects and apply lessons learnt will be conducted shortly. Engagement is underway with stakeholders as to their preference for utilisation, e.g. alfresco dining, events, etc• Review and update the Darwin City Centre Masterplan to align with the Central Darwin Area Plan is underway and engagement with key stakeholders to achieve alignment. <p>Q4 - Darwin City Centre Masterplan review has commenced, however has been delayed. Stage 1 of the review is desktop based.</p>

City of Darwin

Quarter 4 Performance Report - 2020/21

Economic Development Strategy

ECONOMIC DEVELOPMENT STRATEGY

SUMMARY BY PERFORMANCE



2 OFF TRACK



10 MONITOR




14 ON TRACK



STRATEGIC GOAL - A capital city with best practice and sustainable infrastructure


STRATEGIC TARGET - By 2030, A number of strategic infrastructure projects will be developed, progressed in planning, formally funded and delivered

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.9 Implement Council's City Deal infrastructure projects	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2 - Civic Centre Development consultation to commence in 2021. Laneway projects continuing.</p> <p>Q3 - Laneway projects completed. Civic Centre Development consultation delayed.</p> <p>Q4 - 2020/21 FY City Deal projects finalised.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.4 Develop a Priority Infrastructure Plan	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Asset condition surveys and infrastructure studies will inform the development of a Priority Infrastructure Plan for the municipality, incorporating asset management and design/analysis principles.</p> <p>Q3 - The condition surveys are underway and a number of infrastructure studies have already been completed. It is envisaged that this process may take 3-5 years to complete.</p> <p>Q4 - The roads and light pole surveys have been completed and stormwater surveys are progressing.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.10 Increase local expenditure to 95% of Council's total expenditure in accordance with Council's revised procurement policy	Executive Manager Finance	01-07-2020	30-06-2021		<p>Q1/Q2 - Procurement policy and procedures have been reviewed to include local content considerations, 30% weighting to business staff, spend, location, training and contribution. Review of Accounts Payable systems and processes has commenced to enable reporting and analysis of metrics, results anticipated Q3 2021.</p> <p>Q3 - Accounts Payable module is being adapted to capture data and this is expected to be completed by year end.</p> <p>Q4 - Procurement Policy has been updated to reflect 95% expenditure intention and KPI will be available after the end of the financial year.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.11 Implement a City of Darwin 'Buy Local' policy which has a weighting of 30% local content requirements	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A revised procurement policy which includes a 30% weighting for local content was adopted by Council in February 2020</p> <p>Q3 - A revised procurement policy which includes a 30% weighting for local content was adopted by Council in February 2020</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.5 Undertake a review and develop a strategy for Council's landholdings to ensure their commercial value and advantage achieve best public value	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/2 - Deliverable to be referred to the 2021/22 budget process.</p> <p>Q3 - Deferred to 2021/22</p> <p>Q4 - Budget has been allocated in 2021/22 to undertake a commercial property strategy</p>

STRATEGIC GOAL - A cool, clean and green city

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


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.10 Facilitate forums for environmental service providers to share information and develop relationships within the sector and with other industries	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - 12–13 December 2019: Inaugural Science Continued participation in the Urban Living Lab. Symposium held in Darwin on tropical design and heat mitigation attracting 75 participants and 24 high quality speakers</p> <p>Q3 - Number of upcoming forums to share information and continue to develop relationships and further networks.</p> <p>Q4 - Number of upcoming forums to share information and continue to develop relationships and further networks.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.11 Implement a Waste Strategy that encourages innovative solutions for reducing and re-using waste resources	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Industry and intra-government consultation on the Waste Strategy is currently underway. Elected Member engagement occurred on 1 December 2020.</p> <p>Q3 - Strategy in draft form to be presented to Elected Members</p> <p>Q4 - Waste and Resource Recovery Strategy to be presented to Council for approval on 27 July 2021</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.3.1.8 Partner with the Northern Territory Government and CSIRO for the Urban Living Lab, as an initiative of the Darwin City Deal	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Regular participation and engagement with the CSIRO Urban Living Lab. Heat Mitigation Strategy endorsed.</p> <p>Q3 - Participated as a partner in the City Deal Display in The Mall.</p> <p>Q4 - Regular participation and engagement with the CSIRO Urban Living Lab.</p>


STRATEGIC GOAL - A safe, liveable and healthy city

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

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.1.5 Expand CCTV networks across the municipality as part of the #SmartDarwin Strategy	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - CCTV network expansion is depending on project funding. A Code of Practice has been between Council and NT Police has been developed to allow for secure analytics on the CCTV network for Council's use. Code of Practice to be endorsed by the NTPFES Commissioner in early 2021.</p> <p>Q3 - CCTV partnerships with NT Police are well established. Council will continue to seek opportunities to install further CCTV networks across the municipality</p> <p>Q4 - UCG project phase one to assess commercialisation of smart assets - report to be presented to the new Council post September 2021.</p> <p>The "Privacy Arrangements for Shared CCTV Infrastructure Code 2021" for CCTV partnerships with Northern Territory Police and City of Darwin is with the Police Commissioner for final sign off. CCTV network expansion to be considered in future budgets.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.7 Work with government, property owners and retail businesses to reinvigorate the city centre through membership of the Activate Darwin Advisory Board	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		<p>Q1/Q2 - Council is represented on the Activate Darwin Advisory Board as a partner of the Darwin City Deal.</p> <p>Q3 - Council is represented on the Activate Darwin Advisory Board as a partner of the Darwin City Deal.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.9 Partner with the Australian Government and Territory Government to deliver on the Darwin City Deal	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		<p>Q1/Q2 - Darwin City Deal projects are continuing with the redevelopment of the Civic Centre expected to commence planning in 2021/22</p> <p>Q3 - Darwin City Deal projects are continuing with the redevelopment of the Civic Centre expected to commence planning in 2021/22</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.8 Contribute strategic land to enable CDU to deliver the education and community precinct including student accommodation, underground parking and co-located libraries in the Darwin CBD	General Manager Government Relations & External Affairs	01-07-2020	30-06-2021		Q1/Q2 - Contribution of land at market value complete.

STRATEGIC GOAL - A smart and prosperous city

STRATEGIC TARGET - By 2030, Darwin will be recognised globally as a smart city

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.7 Implement and evolve #SmartDarwin and its pillars by 2030	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - A new 2020-2022 Action Plan is being developed and expected to be finalised quarter 3, 2020/21</p> <p>Q3 - The 2020-2022 #SmartDarwin Action Plan is completed and is pending advice from two external parties, for actions to commence next financial year, pending budget approval</p> <p>Q4 - continued work through the UCG project in 2021 will inform planning for 2021/22.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.8 Support the development of business centres that foster industry engagement, collaboration, and innovation across all markets	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Collaboration with Department of Trade, Business and Innovation on development of business centres and to address challenges at the program level across governments for business. Collaboration with CDU and the Darwin Innovation Hub is ongoing.</p> <p>Q3 - Further work has been completed in partnership with DTBI regarding the innovation challenges program and working with a pilot program to develop efficiencies in health procurement processed in Darwin and the Greater NT. This program will continue to be developed over the next 12 months.</p> <p>Q4 - Partnering with DIIT on activations within Darwin and collaborations with associations to support industry capability in Darwin.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.9 Develop innovation hubs for our community and future generations	Executive Manager Innovation & Information	01-07-2020	30-06-2021		<p>Q1/Q2 - Internal IDGS innovation program has commenced</p> <p>Q3 - Internal IDGS innovation program has commenced</p> <p>Q4 - partnerships have also been formed in collaboration with DIIT</p>


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

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.3 Implement the Darwin Economic Development Strategy	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A Economic Action Plan is being developed to support the implementation of the Darwin Economic Development Strategy. Inclusion of reporting against the implementation of the strategy into quarterly performance reporting has commenced.</p> <p>Q3 - SDG has endorsed the EDS action plan and received the stakeholder consultation feedback; a brief is to be completed for Council endorsement with an implementation plan for Q4, 2020/21.</p> <p>Q4 - Updated action plan for 2021-23 to be sent to SDG for endorsement August 2021</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.3 Develop a Darwin Tourism Strategy	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A workshop was held on 23 November 2020 to establish a vision for a Darwin Destination Management Plan. Key tourism stakeholders attended the workshop and engaged to contribute to the development of the plan. Expected completion quarter 3, 2020/21.</p> <p>Q3 - Policy -13 - Tourism Promotion revised and endorsed by Council 13 April 2021. Darwin Tourism Vision and Framework to be finalised Q4, 2020/21.</p> <p>Q4 - TourismNT has commenced Destination Management Plan (DMP) work and City of Darwin has completed the vision for destination Darwin which forms a key element of the DMP, a presentation was recently delivered and endorsed by the Larrakia corporation to support the vision and promote the development of the experiences identified within.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.8 Support initiatives to grow the economy and retain people and jobs in Darwin	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced as a specific strategy, however local economy and jobs supported broadly across Council as a result of continued investment in local infrastructure and services. An assessment of the economic impact of Council's local spend has been included in the 2019/20 Annual Report.</p> <p>Q3 - Building Better Business information sessions scheduled for Q4 2020/21 Through Sister City Committee recommendations, Council provides sponsorship to multicultural events across the Darwin municipality Council working with Local Multicultural Groups to identify new opportunities for Sister City and Friendship relationships.</p> <p>Q4 - Building Better Business information sessions completed. Sponsorship for GleNTi, India Street Food Festival, Australia China Foundation dinner completed. Denpasar/Darwin Letter of Intent Sister City Relationship signed. Discover Darwin website drafted. Investigating options for the Australian Event Awards in Darwin in October 2021.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.4 Develop an International Relations Program	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A revised Council Advisory Committee structure to support international relations has been endorsed and is being implemented.</p> <p>Q3 - International Relations Advisory Committee plus Sister City Committee, meets quarterly and projects ongoing.</p> <p>Q4 - Continued meetings and actions through 2021 including recently signing a relationship agreement with Denpasar, Bali, Indonesia.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.1 Develop the Darwin 2030 Partners Program including an Advocacy Plan for funding opportunities	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - Work has commenced to develop a Council Advocacy Plan. Council is liaising with relevant stakeholders with a view to developing a strategy for external funding for key Council projects and opportunities.</p> <p>Q3 - Development of Council's Advocacy and Partnership Strategy is underway with presentation to Council in June 2021.</p> <p>Q4 - City of Darwin Advocacy Strategy and 2 year priority projects plan finalised and presented to Council for adoption 29 June 2021. Place Score liveability data has been assessed and project prioritisation is underway. Council reports for 29 June meeting were deferred to 13 July 2021 as a result of a COVID lockdown. The Advocacy and Partnerships Strategy and Priority Projects 2 year plan were adopted by Council 13 July 2021.</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.2.7 Support initiatives to increase the population of Darwin through engagement with business and industry, and all levels of Government	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Promotion of Darwin through Sister and Friendship City relationships</p> <p>Q3 - Investment and Strategic Prospectus promotion ongoing</p> <p>Q4 - Continued collaboration opportunities in 2021 across the international and domestic partners</p>

STRATEGIC GOAL - A vibrant and creative city

STRATEGIC TARGET - By 2030, Darwin will be recognised as an iconic destination


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.4 Partner with other stakeholders to grow the visitor economy of Darwin	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - A workshop was held on 23 November 2020 to establish a vision for a Darwin Destination Management Plan. Key tourism stakeholders attended the workshop and engaged to contribute to the development of the plan. Expected completion quarter 3, 2020/21</p> <p>Q3 - Darwin Tourism Vision and Framework has been developed and endorsed by Council. Council working with Tourism Top End to promote the City of Darwin. Funding provided to Tourism Information Centre to promote Darwin as a tourism destination</p> <p>Q4 - Partnerships continue to be realised. A new partnership developed with Hospitality NT for 2021. Operating Subsidy with Tourism Top End drafted.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.2 Deliver a City of Darwin events program and events management practices with a focus on developing and marketing of Council owned facilities for events	Manager Engagement & Events	01-07-2020	30-06-2021		<p>Q1/Q2 - Council's events program is delivered in accordance with various event plans with the Christmas Calendar of events delivered in December 2020. Council's Events Guidelines were finalised and implemented.</p> <p>Q3 - Council's events program is delivering value to the community through successful Christmas, Australia Day and Bombing of Darwin event. Upcoming events including Band in the Park series, Darwin Show 2021 and Freedom of Entry event. Council's Events Guidelines continue to provide guidance to event organisers for event planning on Council owned land.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.1.5 Support the promotion of Darwin as a cruise ship and yachting destination and as a home port for expedition ships	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Council supports the NT Government Cruise Strategy</p> <p>Q3 - Council supports the NT Government Cruise Strategy</p> <p>Q4 - Collaborating with Darwin Port to identify the potential in developing a tourism master plan for Darwin</p>

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

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.70 Promote Darwin as a destination known for its Aboriginal cultures and landmarks	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced</p> <p>Q3 - Incorporated into the Darwin Destination Management Plan for implementation in 2021/22</p> <p>Q4 - Tourism experience development workshops to commence with Larrakia in 2021. Discover Darwin website to incorporate Larrakia Nation as a business and Destination Darwin to be incorporated on website.</p> <p>Advocacy at the Australian Local Government Association (ALGA) National General Assembly promoted Council's commitment to reconciliation at the national level and gained support as a resolution of the NGA. ALGA will advocate to the Australian Government for funding to local government for Cultural Safety and Awareness training for all local government elected members and employees nationally.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.71 Deliver events and activities which recognise Darwin's rich and multi-faceted cultural history	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Community events are carried out in accordance with an event plan</p> <p>Q3 - Community events are carried out in accordance with an event plan</p> <p>Q4 - Community events are carried out in accordance with an event plan</p>

City of Darwin

Quarter 4 Performance Report - 2020/21

Customer First Strategy 2020-2025

CUSTOMER FIRST STRATEGY

SUMMARY BY PERFORMANCE



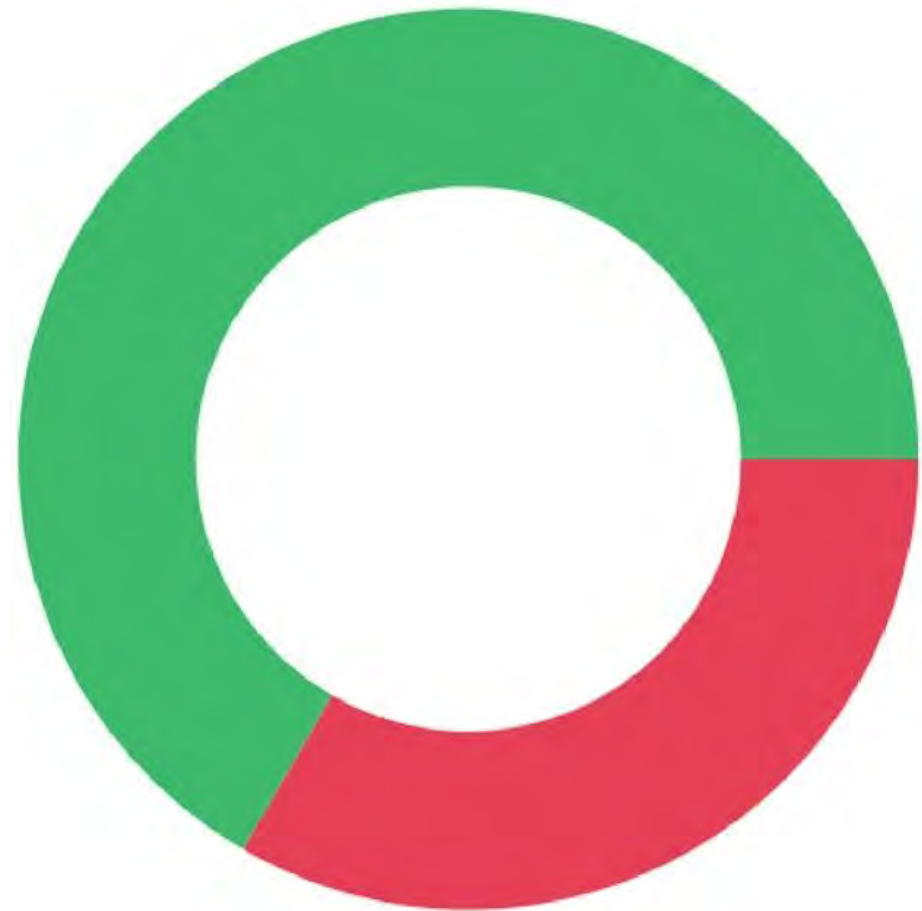
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10 ON TRACK



Principle 1 - Find Out What Our Customer Want and Expect


1.1 Ensure CoD has an effective customer feedback system which facilitate external and internal customer feedback and suggestions					
Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.136 Research and review options for customer feedback via the website and other channels	Executive Manager Corporate and Customer Services	01-10-2020	30-06-2022		Q4 - Review and scoping of options has commenced. Reviewing feedback questions and workflow for feedback tool on new website and use of analytics for phone engagement

Principle 2 - Improve Communication


2.2 Communicate customer service initiatives in plain language					
Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.140 Develop guidelines for communicating in plain language and undertake a review of current communications against these guidelines	Manager Marketing and Communications	01-07-2020	30-06-2022		Q4 - Underway responsibility of the GREa team. The Style Guide is being redeveloped by GREa Team.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.141 Review current offering of information for CALD (Culturally and Linguistically Diverse), elderly, disabled or other marginalised audiences	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q3 - Enhancements will be delivered to the new website including accessibility and translation tools.</p> <p>Q4 - Customer Service and HR have investigated using multilingual staff for translation, however this proved to be impractical. Council will advertise and use where required NT Translating Services which is broader and available at all times</p>

2.3 Enhance awareness of CoD's customer service via the promotion of the Customer First Strategy

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.142 Communicate the Customer First Strategy via a targeted communications plan to internal, external and community stakeholders	Executive Manager Corporate and Customer Services	01-07-2020	31-12-2020		Q4 - Training has been delivered to approximately 70 frontline customer service staff, including Supervisors on a "train the trainer" basis. The Customer First Strategy is also being promoted on Council's website, Customer Service Foyer and is also located on the Intranet.

2.4.Improve cross departmental communication and internal engagement

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.144 Assess requirements and then draft Service Level Agreements (SLAs) between internal CoD departments in relation to customer service information	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2022		Q4 - Underway. Policy framework is approved. The Customer Service Solutions Advisor has identified the relevant business areas and is engaging to draft agreed SLA's.

Principle 3 - Respond in a Timely Manner

3.1.Design and implement our First Contact Resolution (FCR) approach and procedures

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.145 Define the First Contact Resolution and review current guidelines including service targets, escalation, governance, communication, training	Executive Manager Corporate and Customer Services	01-10-2020	30-06-2022		<p>Q3 - Underway. Policy framework has been developed and is working its way through internal approval. The Customer Service Solutions Advisor has identified the relevant business areas and is engaging to draft agreed SLA's.</p> <p>Q4 - FCR Policy is now completed and training will be provided as part of the Customer Service Training Plan to be rolled out in 2021.</p> <p>The upgrade to CRM is not yet commenced. The 3CX telephone system does not provide accurate FCR data for measurement will not occur at this time.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.146 Develop First Contact Resolution framework and measurement	Executive Manager Corporate and Customer Services	01-10-2020	30-06-2022		<p>Q3 - Underway. Policy framework has been developed and is working its way through internal approval. The Customer Service Solutions Advisor has identified the relevant business areas and is engaging to draft agreed SLA's.</p> <p>Q4 - FCR Framework is completed</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.147 Design and implement First Contact Resolution training	Executive Manager Corporate and Customer Services	01-10-2020	30-06-2022		<p>Q3 - Underway. Policy framework has been developed and is working its way through internal approval. The Customer Service Solutions Advisor has identified the relevant business areas and is engaging to draft agreed SLA's.</p> <p>Q4 - FCR training will be provided as part of the Customer Service Training Plan to be rolled out in 2021/22</p>

Principle 4 - Streamline Services

4.1.Design and document customer journey flow charts which streamline both internal and external service delivery

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.149 Review current customer service business processes and after consultation make adjustments to processes to enhance value add for customers	Executive Manager Corporate and Customer Services	01-10-2020	30-06-2024		Q4 - Underway in staged approach over 5-year plan


4.2.Upgrade customer service infrastructure and implement enabling technologies as guided by CoDs Digital Strategy

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.150 Incrementally upgrade IT hardware and software as part of the continuous improvement plan	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q4 - Computer upgrade has occurred. Corporate systems upgrade has commenced, with Authority 7 upgrade complete, CMS complete. ARBS and CAMMS currently being rolled out. Both of these systems will have direct and indirect customer service benefits


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.152 Review and redevelopment of CoDs website and staff intranet including consideration: -easy to use electronic and web forms -enhanced public information -flexible online payment options -booking of facilities online -increased website viewing options for people with disabilities	Manager Marketing and Communications	01-10-2020	30-06-2022		Q4 – Marketing and Communications Project. Website upgrade project complete and live. Redevelopment on Intranet will include similar elements where relevant.

Principle 5 - Track our Performance


5.1.Create opportunities for staff to understand and communicate with confidence with Customer First means in their daily activities

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.154 Develop a targeted customer service excellence training program	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q3 - Plan is approved and being implemented.

5.2.Recognise staff and their contribution to the achievement of Customer First service excellence

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.155 Develop a mechanism for identifying and rewarding staff who demonstrate and lead Customer First service excellence	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q3 - CARES values language was reviewed in 2020. Messaging and intent of Customer Service CARES award aligns with Customer First Strategy objectives.

5.3.Ensure CoD departments develop and agree service levels for internal services

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.156 Implement Service Level Agreements (SLAs) between internal CoD departments in relation to customer service information and expectations and monitor SLA success via regular reporting	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2024		Q4 - Underway. Policy framework has been developed and is working its way through internal approval. The Customer Service Solutions Advisor has identified the relevant business areas and is engaging to draft agreed SLA's. Operations and Revenue Team SLA's have been drafted and adopted. Others are under development.

5.4.Track, evaluate and report an external and internal customer service performance

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.157 Implement mechanisms to seek feedback including customer satisfaction surveys	Executive Manager Corporate and Customer Services	01-10-2020	30-06-2022		Q4 - Underway. Council will report externally on strategy progress through the CAMMS Strategy module currently being implemented.

City of Darwin

Quarter 4 Performance Report - 2020/21

Library Strategy 2020-2024

LIBRARY STRATEGY

SUMMARY BY PERFORMANCE



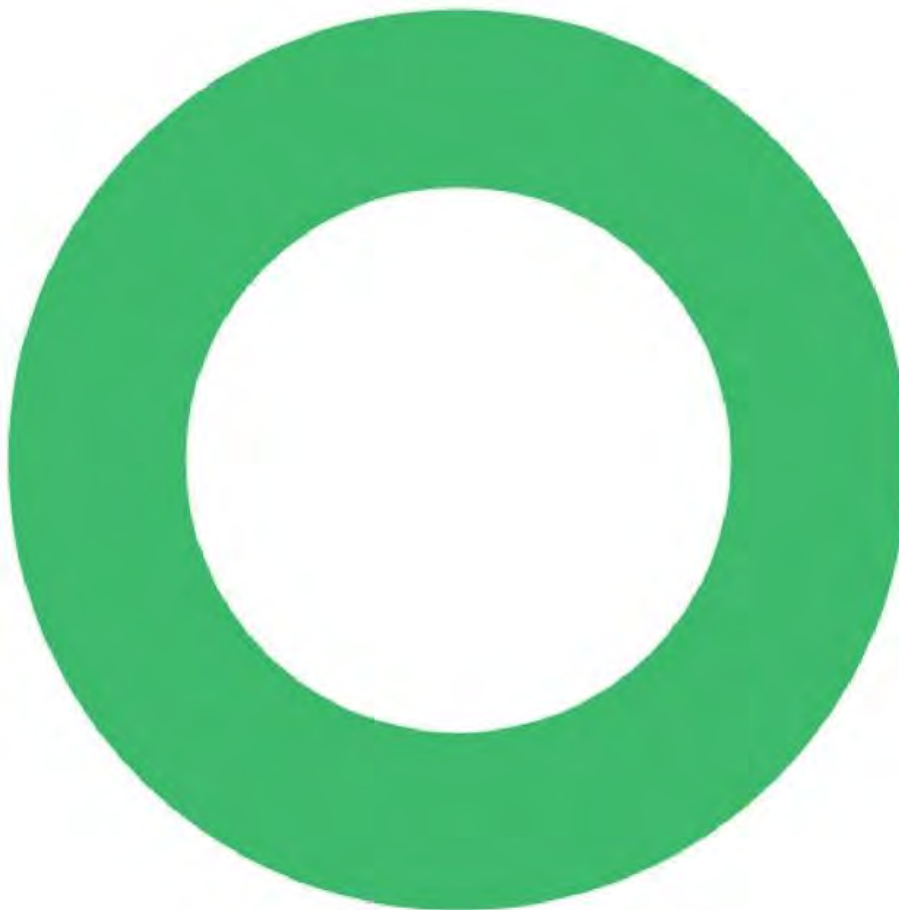
0 OFF TRACK



0 MONITOR



19 ON TRACK



STRATEGIC DIRECTION - 1. An integrated, efficient library service


THEME - 1.1.A new staffing structure based on a three-level framework of strategic projects and keeping the doors open

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.19 Develop and adopt a new staffing structure and FTE allocation at branches to 'keep the doors open' and respond to customer enquiries	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 New staffing structure has been adopted.

THEME - 1.2.Key library activities are centralised


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.22 Develop and implement cross-service collection development guidelines with centralised collection management	Executive Manager Library and Family Services	01-07-2020	30-03-2021		Q4. Collection Development guidelines have been completed and are with Governance, Strategy and Performance for review.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.23 Develop and implement a programming plan that considers target audiences and programming gaps across all target audiences	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. Libraries and Family services provide ongoing programming for the Community of note in this quarter was the were the Family Week events. One was at Sunset Park on Wednesday the 19 May from 3.30pm to 6.30pm. Everyone enjoyed playing family games together and playing musical chairs. Approximately 400 people attend. The other event was held at Bicentennial Park on Friday 21 May. The Fun Bus in partnership with ten community organisations provided activities and resources for the whole family. Approximately 300 people enjoyed the morning. The Libraries provided a pop Library and children's activities at both events.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.24 Use door count data and customer feedback to adjust branch opening hours, opening hours for all branches are well publicised	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. Libraries continually monitor and collect customer visitations statistics and feedback to inform if any adjustments are needed to branch opening hours.


THEME - 1.3. We are focused on efficiency gains to release staff for strategic and customer-facing roles

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.25 Identify efficiency and resourcing gains from outsourcing, automating or redesigning transactional tasks to release staff for strategic and customer-facing tasks	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. Efficiencies and resourcing gains have been achieved through the staffing restructure and review of transactional tasks.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.26 Develop and enforce consistent service standards and messages for staff assisting customers using PCs and BYODs and communicate to customers	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. We worked within the COVID restrictions placed by the government. Training program has been developed in the use of eBooks and magazines, which will be rolled out to library staff this year. Updated signage has been rolled out across all libraries to assist customers in use of printing from PCs, instructions at photocopiers.

STRATEGIC DIRECTION - 2. Engaging target audiences


THEME - 2.1. We leverage library services through partnerships

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.30 Our programming plan actively seeks opportunities to partner with other Council teams and external providers to extend the reach and quality of our programs	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. Libraries continue to work with Council teams and external agencies to provide engaging programs for the community.

THEME - 2.2. Our libraries provide new residents and visitors with information, digital engagement, and connection to social networks

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.34 Put information about the services that visitors and new residents use 'front and centre' on the library web page	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. Libraries feature on the front page of the new City of Darwin Website.

THEME - 2.3. Libraries are more relevant and engaging for Aboriginal and Torres Strait Islander people and communities

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.36 Work with trusted services and agencies that have good relationships with Aboriginal and Torres Strait Islander people to develop opportunities to partner in the delivery of library services (both at branches and in the community)	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. Libraries work with local Indigenous services and agencies in partnership, in the past quarter we celebrated Reconciliation Week at the Fun Bus to promote Aboriginal and Torres Strait Island activities. The highlight for the morning were the Traditional Torres Strait Island dance group, singing, dancing, telling stories and sharing their culture.

THEME - 2.5. Young people have stronger engagement with libraries via redesign of library space, and collaborations with Council's Youth Team to improve access, service and communications

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.41 Participate in Council activities for youth week, NAIDOC and other cultural harmony initiatives	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 - Youth week activities were held at the Casuarina library and special NAIDOC week story at Karama library has been arranged.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.42 Work with the Youth Services team to identify after school developmental activities for young people that can be delivered in libraries or with library input	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 - Libraries have provided input and feedback on the review of the Youth strategy assist in the delivery of this action. The cultural youth engagement officer has been recruited to work in the afternoons with young people in our libraries.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.43 Ensure library events and programs relevant to young people are listed on Council's website	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 - Library website has been updated to include events for young people.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.44 Incorporate STEAM into programming plan and branch development plan	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. STEAM programming is continuing to be delivered in all our branches, these will inform the branch development plan.

THEME - 2.6. Increasingly, libraries are used by people who are neither members or borrowers, we need to design space and services to support this cohort and we need more robust measures that reflect the level of resourcing invested

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.45 Monitor the way people use library spaces (including structured observation and action0based focus groups that explore different layout options) and move furnishing and equipment (eg charging stations, sofas) to accommodate user layout and usage, factor larger cost upgrades into the branch development plan	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4. Consulted with library expert Kevin Hennah and as a result redesigned the Casuarina library space, making room for a large sitting/display area at the front of the library. Charging stations purchased. Currently consulting with focus groups of Indigenous library users about the placement of the indigenous display at the front of the libraries, finding out what they think about the content/location and considering changes to the Aboriginal collection. Undergoing a statistical analysis of the use of library space in comparison between branches for people through the door vs borrowing vs event attendance vs wifi and computer use – this will be used to inform the branch development plan.


THEME - 2.8. Greater involvement and more effective deployment of volunteers

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.50 Include volunteer engagement in the programming plan and document the volunteer skills and abilities needed to support expended programming	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 - Libraries continue to engage volunteers to assist with tasks in our libraries.


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.51 Update volunteering information on library websites and social media ages (including the contact details of the person coordinating library volunteers) and publicise CoDL's volunteer roles	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 - Library website has been updated.

STRATEGIC DIRECTION - 3. Designing the future through UX


THEME - 3.3. Easy online access

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.59 Work with NTL and software suppliers to work towards 'One Click' registration, logon and shared discovery (searching) across all platforms	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 - A business case was presented to LANT to purchase a library app that would integrate with the LMS and allow for 'One Click' registration, logon and shared discovery (searching) across all platforms. The proposal was not supported by LANT, and LANT are currently looking into another possible option.

THEME - 3.4. Contemporary library website

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.60 Develop a contemporary library website which will reflect UX expectations of layout, intuitive landing pages, and one click access to all library services	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 - Library website has been updated.

THEME - 3.7. Wayfinding, signage

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.4.1.64 Review wayfinding (street and transport) signage to ensure all branches are easy to find by people with their own transport, by people who use public transport or who walk or cycle - monitor impact on visitation	Executive Manager Library and Family Services	01-07-2020	30-06-2021		Q4 - Internal signage review is complete. A full review of the existing library collections signage has been done – and an order has been placed with 'Merchandising Libraries' for new signs, collection dividers and shelf talkers that will be rolled out to all four libraries. The new signs have a sleek, modern design – and will provide consistency across the four City of Darwin Libraries' locations

City of Darwin

Quarter 4 Performance Report - 2020/ 21

Reconciliation Action Plan

RECONCILIATION ACTION PLAN

SUMMARY BY PERFORMANCE



2 OFF TRACK



9 MONITOR





42 ON TRACK





GOAL - 1.1. Relationships

TARGET - 1.1.1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisation

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.6 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Manager Engagement & Events	01-07-2020	30-06-2021		Q1/Q2 Commencement scheduled for March 2021 Q3 Not yet commenced. Deferred to 2021/22
1.5.2.7 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop a) guiding principles for future engagement; and b) Memorandum of Understanding	Manager Engagement & Events	01-07-2020	30-06-2021		Q1/Q2 - Initial discussions with Larrakia Nation to develop MOU occurred. Broader principles of engagement and MOU to fall out of the Engagement Plan work. Q3 - Initial planning to commence in Q4 2020/21



TARGET - 1.1.2. Build relationships through celebrating National Reconciliation Week (NRW)





Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.8 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	Manager Community & Cultural Development	01-07-2020	30-06-2021		Q1/Q2 - Reconciliation Week occurs in May each year. Planning for the event in 2021 will commence during Quarter 3, 2020/21 Q3 - Planning commenced for 2021 programming. Internal marketing to occur to encourage staff attendance. Q4 - National Reconciliation Week resources and materials made available to all staff. Annual event. Ongoing in 2021/22

1.5.2.9 Deliver a NRW event for staff, inclusive of all Council departments	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Reconciliation Week occurs in May each year. Planning for the event in 2021 will commence during Quarter 3, 2020/21</p> <p>Q3</p> <ul style="list-style-type: none"> - Planning commenced for 2021 programming - Internal marketing to occur to encourage staff attendance <p>Q4.</p> <ul style="list-style-type: none"> - Two internal staff events delivered across the two work sites. - Information about NRW shared on intranet - One external event, with option for staff to participate <p>Ongoing deliverable for 2022 NRW</p>
1.5.2.10 RAP Working Group members to participate in an external NRW event	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Reconciliation Week occurs in May each year. Planning for the event in 2021 will commence during Quarter 3, 2020/21</p> <p>Q3</p> <ul style="list-style-type: none"> - Planning commenced for 2021 programming - Internal marketing to occur to encourage staff attendance <p>Q4</p> <ul style="list-style-type: none"> - 75% of working group members attended NRW events organised by City of Darwin <p>Ongoing deliverable for 2022.</p>

1.5.2.11 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Reconciliation Week occurs in May each year. Planning for the event in 2021 will commence during Quarter 3, 2020/21</p> <p>Q3</p> <ul style="list-style-type: none"> - Planning commenced for 2021 programming - Internal marketing to occur to encourage staff attendance <p>Q4</p> <ul style="list-style-type: none"> - Staff permitted time within work hours to attend NRW event with permission from supervisors <p>Ongoing in 2022</p>
1.5.2.69 Register all our NRW events on Reconciliation Australia's NRW website	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Reconciliation Week occurs in May each year. Planning for the event in 2021 will commence during Quarter 3, 2020/21</p> <p>Q3 - A communications plan will support this initiative.</p>

TARGET - 1.1.3.Promote reconciliation through our sphere of influence

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.14 Consult with local Traditional Owners, to communicate our commitment to reconciliation publicly	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - New website to be implemented by June 2021, that includes link providing regular updates on RAP deliverables</p> <p>Process for Larrakia names on building to be reinstated from prior staff work</p> <p>Q3 - Names identified from past consultation process. Discussions with property to get quotes and with funding install signage. Needs funding allocation to be installed.</p> <p>Deferred while a suite of designs is commissioned that can be used across external Council facing materials. RAP incorporated into the wireframe for new COD website in development with delivery in June 2021. Planning commenced to develop display spaces at Casuarina and City Libraries</p> <p>Q4 - This has been a focus in recent months, including developing guidelines on use of Larrakia elements in design across council projects. A communications plan will support this initiative.</p>
1.5.2.15 Explore opportunities to positively influence our external stakeholders and business partners to drive reconciliation outcomes	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 Initial exploration has taken place, further exploration to take place</p> <p>Q3 - Draft By-Laws to acknowledge the Larrakia people as the traditional custodians of the municipal land area. By-Laws to be complete, endorsed and approved by Parliamentary Council by 1 July 2021.</p> <p>Q4 - 2020/21 actions to acknowledge Larrakia people as the traditional custodians of the municipal land area have been included in the draft By-Laws. Further opportunities will be explored in 2021/22.</p>

1.5.2.16 Collaborate with RAP partners and other like-minded organisations to promote collaboration	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Further planning for this action will occur through the RAP Implementation Plan.</p> <p>Q3 - Council collaborating with like minded businesses as opportunities arise.</p> <p>Q4 - Council collaborating with like minded businesses as opportunities arise.</p> <p>Ongoing in 2021/22</p>
1.5.2.17 Attend the annual RAP conference	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Attendance at the RAP Conference in 2020 could not occur due to COVID-19. Attendance will be considered in 2021</p> <p>Q3 - Two staff attended the online 2021 RAP conference. Filmed sessions from the conference were made available for all staff to access after the conference, including options of attendance at lunch time screenings. Excellent networking and learning had by all participants</p>
1.5.2.18 Promote and celebrate achievements of RAP deliverables through our intranet and externally through social media.	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Discussions about setting up back end infrastructure for internal communication commenced</p> <p>Q3 - A communications plan will support this initiative.</p>
1.5.2.19 Implement strategies to engage our staff in reconciliation.	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Implementation plan developed and supported by Leadership. Progressing as per the implementation plan.</p> <p>Q3 - Reconciliation Action Plan Staff Roadshows planned for delivery Q4, 2020/21</p> <p>Q4 - Roadshows delivered. Over 50% staff participation.</p>



TARGET - 1.1.4. Promote positive race relations through anti-discrimination strategies

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.20 Conduct a review of HR policies, procedures and practices to identify existing anti-discrimination provisions, and future needs	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced</p> <p>Q3 - Planned from March 2021 onwards. Sessions booked with external consultant to support cultural review of documentation</p> <p>External consultant engaged for Q4 2020/21. Policy and procedure review underway, will continue into 2021/22</p> <p>Q4 as per Q3 update, review will continue into 2021/22</p>
1.5.2.21 Implement and communicate revised anti-discrimination policy	Alexandra Vereker - Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced</p> <p>Q3 - Planning commenced to incorporate review of policies in HR work plans. Communication with wider organisation incorporated into the planning.</p> <p>Policy has been reviewed pending consultation and due for implementation by 30 June 2021.</p> <p>Q4 - Policy has been consulted, finalisation and approval processes expected to be completed in Q1 2021/22</p>

<p>1.5.2.22 Educate senior leaders on the effects of racism</p> <ul style="list-style-type: none"> • Strategic Direction Group (SDG), Senior Leadership Team (SLT) and Elected Members to participate in Cultural Respect and Cultural Safety two day workshop • SDG receives six monthly reports from City of Darwin Aboriginal Staff Support Network, on outcomes of anti-discrimination strategies 	<p>Manager Community & Cultural Development</p>	<p>01-07-2020</p>	<p>30-06-2021</p>		<p>Q1/Q2 Ongoing education requirements will be considered as part of Council's Learning and Development Program and included in future budget submissions.</p> <p>Q3 50 people (SDG, SLT, Team leaders and supervisors) attended two-day Cultural Respect and safety workshop in March 2021. An additional session budgeted for Elected Members following the election. This bring a total of 75 people in the organisation who have attended this in-depth workshop.</p> <p>Aboriginal and Torres Strait Islander Staff Support Network to be discussed with Aboriginal and Torres Strait Islander staff members May 2021. In particular the role they have in reporting as this particular reporting by Support Network may be removed as an action in the RAP.</p> <p>Q4. Ongoing discussion with Aboriginal and Torres Strait Islander Staff Support Network in relation to their contribution to anti-discrimination strategies.</p> <p>Ongoing into 2021/22 financial year.</p>
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GOAL - 1.2.Respect




TARGET - 1.2.1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.23 Conduct a review of cultural learning needs within our organisation	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced</p> <p>Q3 - Planning commenced for this to be incorporated into HR work plans throughout the duration of the RAP period.</p> <p>Undertaken within the Diversity and Inclusion training will require more focus, will be in 2021/22</p> <p>Q4 - as per Q3 update, to be further progressed in 2021/22</p>
1.5.2.24 City of Darwin induction package to include information on Traditional Owners, and the Aboriginal cultural history of Darwin	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced</p> <p>Q3 - Content being developed. Mechanism to deliver to be planned.</p> <p>Acknowledgment to country delivered as part of the corporate induction.</p> <p>Q4 - Content under development, different mechanisms to deliver are being considered</p>



1.5.2.25 Consult local Traditional Owners and/or Aboriginal Support Network on the development of a cultural learning strategy	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Not yet commenced</p> <p>Q3 - Aboriginal staff support network to be established in Q4 2020/21 to allow further conversations to take place in this space</p> <p>Q4 - Discussion with Larrakia Nation regarding Larrakia education program, and incorporation into the city of Darwin overall development plan</p> <p>Ongoing into 2021/22</p>
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TARGET - 1.2.2. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.29 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country (include appropriate payment for cultural activities)	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Research commenced for development of a cultural protocol document</p> <p>Q3 - Cultural Protocol document in draft form. To be completed by end of May 2021.</p> <p>Q4. Initial draft presented to RAP Steering Committee. Changes to be implemented before organisation wide circulation.</p>
1.5.2.30 Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Manager Engagement & Events	01-07-2020	30-06-2021		<p>Q1/Q2 - To be factored into Cultural protocols</p> <p>Q3 - The Reconciliation Action Plan task is to be factored into the drafting of Cultural protocols</p> <p>Welcome to Country was delivered by a Larrakia representative at first Ordinary Meeting of Council on 9 February 2021.</p> <p>Acknowledgement of Country was also delivered at the 2021 Bombing of Darwin event. Discussions have commenced to incorporate Welcome to Country at the 80th anniversary of Bombing of Darwin in 2021</p>

1.5.2.31 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - All staff Saltwater Ceremony in November 2020</p> <p>Q3 - RAP Staff Roadshows incorporate acknowledgement of Country conversations - Welcome to Country Smoking Ceremony included in International Women's Day Walk, March 2021</p> <p>Q4 - Staff Roadshows included component on Acknowledgement of Country and Welcome to Country protocols</p> <p>Ongoing in 2021/22</p>
1.5.2.32 Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events, including Council Meetings	Executive Manager Governance Strategy & Performance	01-07-2020	30-06-2021		<p>Q1/Q2 - Acknowledgement of Country included in meeting agendas for all Advisory Committee meetings, Senior Leadership Meetings, Council Briefing and Council Ordinary meetings.</p> <p>Q3 - Ongoing implementation</p> <p>Q4 - 2020/21 actions completed with Acknowledgement of Country now being consistently applied across all Council strategy documents, meeting agendas and displayed in Council Chambers and Meeting Room 1 as part of use of meeting room procedures.</p>
1.5.2.33 Identify multi-lingual staff to assist with interactions with Aboriginal and Torres Strait Islander customers where communication barriers are present, for example in customer service, libraries, and outreach services.	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Further investigation into best model of supporting customers where English is a second language to take place. Potential better options to use Aboriginal Interpreter Service.</p> <p>Q3 - Identify that the NTG Aboriginal Interpreter Service better placed to provide expert translation services and have a service level agreement for the safety and privacy of clients and staff. Details provided to Customer Service teams in Jan 2021. Initial sessions held with Regulatory staff with Aboriginal Interpreter Service. Organisational Development team to investigate option for learning to be provided to other outward facing services including customer service and libraries.</p>




TARGET - 1.2.3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.34 RAP Working Group to participate in an external NAIDOC Week event	Manager Community & Cultural Development	01-07-2020	30-06-2021		Q1/Q2 - 2020 - All staff, Elected Members, and RAP Working Group invited to attend Saltwater Ceremony
1.5.2.35 Promote and encourage participation in an external NAIDOC events to all staff	Manager Community & Cultural Development	01-07-2020	30-06-2021		Q1/Q2 - 2020 - Staff supported to attend a NAIDOC week event
1.5.2.36 Review HR policies to remove barriers to staff participating in NAIDOC Week	Executive Manager HR & Safety	01-07-2020	30-06-2021		Q1/Q2 - Policies are continuing to be reviewed. Q3 - Allowance for staff to attend a NAIDOC week event, within work hours up to one hour.
1.5.2.37 Continue to provide funding and in-kind support to businesses/organisations during NAIDOC Week	Manager Community & Cultural Development	01-07-2020	30-06-2021		Q1/Q2 - 2020 provided two community grants for the delivery of NAIDOC events. These grants were for Larrakia Nation, and Deadly Football event.



GOAL - 1.3. Opportunities




TARGET - 1.3.1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development




Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.38 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Currently captured via staff questionnaire if staff identity as Aboriginal or Torres Strait Islander. More focus on this will be completed in 2021/22</p> <p>Q4 - as per previous update, data is being collected and reported on a regularly, opportunities for refinement continue to be explored</p>
1.5.2.39 Establish a City of Darwin Aboriginal and Torres Strait Islander Staff Support Network	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Research and planning for Network commenced. First gathering of staff scheduled for May 2021 to introduce the Network and seek advice and input from staff. Further planning on the Network to occur after the initial meeting.</p> <p>Q4 - Network concept finalised and initial meeting held</p>
1.5.2.41 Advertise job vacancies using media platforms ² and networks that will effectively reach potential Aboriginal and Torres Strait Islander applicants.	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Targeted traineeships released in November 2020.</p> <p>Q3 - Commenced identifying media platforms and networks, further investigation required into FY 2021/22</p>

1.5.2.42 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Recruitment complete for Civil Works identified trainee.</p> <p>Q3 - Second identified traineeship the position a WHS trainee and is based in the HR and Safety team. Position to be advertised in May 2021.</p> <p>- Suite of interview questions developed to incorporate in interviews.</p> <p>- Review of procedures and policies to commence in April 2021 with external consultant providing support to apply cultural framework to documentation</p> <p>Aboriginal and Torres Strait Islander encouraged to apply included in all advertisements.</p> <p>Incorporating in HR recruitment business practices.</p> <p>Train and upskills panel</p> <p>Q4 - WHS Trainee recruited and will commence in July 2021</p> <p>Interview questions utilised in recruitment processes</p> <p>Aboriginal and Torres Strait Islander staff on recruitment panels for all identified positions</p>
1.5.2.43 Optimise the number of Aboriginal and Torres Strait Islander staff employed in our organisation, to mirror the nine percent across our municipality.	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - To be considered in recruitment strategies</p> <p>Q3 - 28 staff identify as Aboriginal and Torres Strait Islander, which equates to 7% which is an increase compared to 2020. 21 Staff = 6%</p> <p>Q4 - ongoing</p>
1.5.2.44 Identify two of the existing traineeship program positions, specifically for Aboriginal and Torres Strait Islander applicants.	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 - Library Traineeship, and Civil Works Traineeship</p> <p>Q3 - Recruitment complete for Civil Works identified trainee. Second identified traineeship the position a WHS trainee and is based in the HR and Safety team. Position to be advertised in May 2021.</p> <p>Q4 - completed</p>


TARGET - 1.3.2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.45 Review procurement practices to remove barriers and improve procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Procurement Policy has been reviewed and staff are required to consider whether Aboriginal and Torres Strait Islander weighting should be included, and the policy provides some consideration of objectives to be achieved. There are no barriers identified within current practices. Close and continue per below to promote via procurement review.</p> <p>Q3 - Initial review of procurement practices taken place. No identified barriers for Aboriginal and Torres Strait Islander businesses.</p> <p>Part of broader work taking place in 2021 that looks at</p> <ul style="list-style-type: none"> - review of compliance - economic development - establish of industry partnerships - incorporate Aboriginal and Torres Strait Islander in procurement criteria
1.5.2.46 Host an annual workshop for Aboriginal and Torres Strait Islander businesses, on how to tender for works at the City of Darwin.	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Conversations commenced with NTIBN to be included in their conferences and present to their membership group.</p> <p>Q3 - Building Better Business information session including how to tender for works at the City of Darwin to be held in Q4 2020/21 with Aboriginal and Torres Strait Islander business groups invited.</p> <p>Q4 - Completed workshop for doing business with Council and Grant Guru grant writing. A further experience development workshop will be completed in 2021 with the Larrakia development corporation to support tourism experience business development for destination Darwin.</p>



<p>1.5.2.47 Promote opportunities for Aboriginal and Torres Strait Islander suppliers to apply for:</p> <ul style="list-style-type: none"> • Supplier panels; and • Advisory Panels i.e. Public Art Advisory Panel 	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Procurement Policy has been reviewed and staff are required to consider whether Aboriginal and Torres Strait Islander weighting should be included and the policy provides some consideration of objectives to be achieved. Currently there is no system in place to track success.</p> <p>Q3 -Initial review of procurement practices taken place. No identified barriers for Aboriginal and Torres Strait Islander businesses. Part of broader work taking place in 2021 that looks at</p> <ul style="list-style-type: none"> - review of compliance - economic development - establish of industry partnerships - incorporate Aboriginal and Torres Strait Islander in procurement criteria
<p>1.5.2.48 Develop and implement an overarching strategy for Aboriginal and Torres Strait Islander procurement.</p>	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - An overarching strategy around Aboriginal and Torres Strait Islander procurement, is now included into the review of the procurement plan. The procurement plan now contains a matrix to consider how we assess Aboriginal and Torres Strait Islander businesses.</p> <p>Q3 -Close this item however this item cascades into identification of Aboriginal and Torres Strait Islander supply networks and interlinks with current access.</p>
<p>1.5.2.49 Identify local businesses within Supply Nation membership.</p>	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - City of Darwin has engaged with the NT Indigenous Business Network which has various Aboriginal and Torres Strait Islander business network connections and identifiers for various levels of Aboriginal Torres Strait Islander business content. Council will however approach further Aboriginal and Torres Strait Islander business network associations in the coming months including IBN (Indigenous Business Network), Larrakia Nation, Supply Nation (Federal network).</p> <p>Q3 - Procurement Plan encourages staff to review Supply Nation list of membership available on their website.</p>

1.5.2.50 Develop a commercial relationship with the NT Indigenous Business Network.	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - City of Darwin has engaged with the NT Indigenous Business Network which has various Aboriginal and Torres Strait Islander business network connections and identifiers for various levels of Aboriginal and Torres Strait Islander business content. Council will however approach further Aboriginal and Torres Strait Islander business network associations in the coming months including IBN (Indigenous Business Network), Larrakia Nation, Supply Nation (Federal network).</p> <p>Q3 - No further update Q3</p> <p>Council will continue to engage with NTIBN but won't enter a commercial relationship.</p>
1.5.2.51 Develop and communicate a list of Aboriginal and Torres Strait Islander suppliers, across the range of City of Darwin purchasing categories, to staff.	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - City of Darwin will not approach individual businesses rather Council will utilise already established networks that amalgamate Aboriginal and Torres Strait Islander businesses.</p> <p>Q3 - Incorporating NT Indigenous Business Network, and Supply Nation checks within the procurement workflow</p>
1.5.2.52 Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		<p>Q1/Q2 - City of Darwin has engaged with the NT Indigenous Business Network which has various Aboriginal and Torres Strait Islander business network connections and identifiers for various levels of Aboriginal and Torres Strait Islander business content. Council will however approach further Aboriginal and Torres Strait Islander business network associations in the coming months including IBN (Indigenous Business Network), Larrakia Nation, Supply Nation (Federal network).</p> <p>Q3 - No further update</p> <p>Upon review, Council will continue to engage with peak bodies, but not enter commercial relationships, unless it is as a result of tested procurement processes. A review has been done of Council's procurement framework to include ATSI criteria.</p>

TARGET - 1.3.3. Promote capacity building opportunities with Aboriginal and Torres Strait Islander communities and businesses




Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.54 Develop opportunities for in kind support and/or skills exchanges with Aboriginal and Torres Strait Islander community groups and businesses.	Manager Community & Cultural Development	01-07-2020	30-06-2021		Q1/Q2 - Communication and engagement strategy being developed to support implementation Q3 - No further update Q3 Q4 - Deferred for action in 2021/22

TARGET - 1.3.4. Provide funding opportunities for Aboriginal and Torres Strait Islander community groups and businesses




Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.56 Promote City of Darwin grants and sponsorship through: • Advertising on Aboriginal and Torres Strait Islander media platforms and through networks; and • Encouraging Aboriginal and Torres Strait Islander staff to be part of the assessment panel for grants and sponsorships to ensure higher diversity and representation of panel	Manager Community & Cultural Development	01-07-2020	30-06-2021		Q1/Q2 - Requirements built into Council's Community Grants Program for 2020/21 Q3 - Community Grants panel members to consist of minimum of one member who is Aboriginal and Torres Strait Islander person.
1.5.2.57 Look for further opportunities to establish City of Darwin grants and sponsorship programs specifically for Aboriginal and Torres Strait Islander businesses and community groups and/or NAIDOC Week and NRW events.	Manager Community & Cultural Development	01-07-2020	30-06-2021		Q1/Q2 - November 2020 - To be considered in future Community Grant Programs Q3 - Community Grants Guidelines updated to ensure that projects and submissions address RAP Initiatives. Q4 - No further update. Ongoing for 2021/22 Grants

GOAL - 1.4. Governance

TARGET - 1.4.1. Maintain an effective RAP Working Group

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.58 Maintain 50% Aboriginal and Torres Strait Islander representation on the RAP Working Group	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Six of eight members are Aboriginal or Torres Strait Islander people</p> <p>Q3 - No further update</p> <p>Q4 - Five of eight members are Aboriginal or Torres Strait Islander people</p>
1.5.2.59 Annually review Terms of Reference	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Working Group Terms of Reference and RAP Steering Committee Terms of Reference to be re-endorsed in early 2021</p> <p>Q3 - No further update</p> <p>Q4 - Terms of Reference to be presented to new Council in late 2021.</p>
1.5.2.60 Meet at least four times per year to drive and monitor RAP implementation	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - RAP Working Group continuing to meet quarterly</p> <p>Q3 - RAP external implementation group established as a Steering Committee, and as such an identified Committee of Council.</p> <p>Q4. RAP Steering Committee continuing to meet quarterly</p>

TARGET - 1.4.2. Provide appropriate support for effective implementation of RAP commitments

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.61 Define resource needs for RAP implementation	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Commenced identification of resources needs, budget needs to be sought through 2021/22 budget request</p> <p>Q3 - Resources identified and submitted to Council in March 2021 meetings.</p>
1.5.2.62 Engage our senior leaders and other staff in the delivery of RAP commitments	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Engagement in facilitated workshops; and commencement of Implementation Plan</p> <p>Q3 - Staff Roadshow a mechanism to discuss reconciliation with all staff members</p> <p>Q4 - Attendance at NRW an opportunity to discuss reconciliation with all staff members</p> <p>Ongoing in 2021/22</p>
1.5.2.63 Define and maintain appropriate systems to track, measure and report on RAP commitments	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Tracking systems in progress. Council's planning and performance system CAMMS Strategy to be utilised from 2021</p> <p>Q3 - Quarterly reporting as per the Municipal Plan</p> <ul style="list-style-type: none"> - Bi-monthly meetings with internal implementation group that are minuted - Bi-monthly meetings with external Steering Committee that are reported back to Council - Detailed implementation reporting within this document <p>Q4 - Ongoing actions from Q3</p> <p>Ongoing for 2021/22</p>

1.5.2.64 Appoint and maintain an internal RAP Champion from senior management

Manager Community & Cultural Development

01-07-2020

30-06-2021



Q1/Q2 - Approaches to SLT will occur in early 2021.

Q3 - Council has establish an internal RAP Implementation Group with Senior Leadership Group.

Q4. No changes from Q3.

TARGET - 1.4.3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.5.2.66 Report RAP progress through quarterly reporting process	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - RAP Quarterly Reporting has commenced as part of Council's integrated planning and reporting framework.</p> <p>Q3 - RAP Quarterly Reporting has commenced as part of Council's integrated planning and reporting framework.</p> <p>Q4 - RAP Quarterly Reporting has commenced as part of Council's integrated planning and reporting framework.</p>

City of Darwin

Quarter 4 Performance Report - 2020/21

Access and Inclusion Plan

ACCESS AND INCLUSION PLAN SUMMARY BY PERFORMANCE



0 OFF TRACK



6 MONITOR




32 ON TRACK



AREA - 1.Built and natural environment

TARGET - 1.1.Buildings and Facilities

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.15 Major assets and infrastructure projects are designed in line with relevant access standards and incorporate Universal Design principles. Where appropriate, qualified and accredited Access Consultants are engaged to provide advice to ensure improved access outcomes for all users, including those who use manual or bariatric wheelchairs, mobility scooters, and pushchairs.	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2</p> <p>Planned/Underway:</p> <ul style="list-style-type: none">• Jingili Watergardens redevelopment• THRIVE projects one and two (Jingili and Bicentennial Park)• Streetscape beautification• Casuarina Pool Re-development <p>Completed:</p> <ul style="list-style-type: none">• Daly Street beautification• Municipal Ward projects <p>Q3</p> <p>Underway:</p> <ul style="list-style-type: none">• Jingili Watergardens accessible playground and associated infrastructure redevelopment• Casuarina Pool Re-development (Concept design) <p>Q4 - projects delivered meet with universal design principals</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.16 Continue access auditing of Council facilities and buildings allocating priorities collaboratively with staff and community. Includes: <ul style="list-style-type: none">• prioritising of Council office building works,• continuing to engage with Access and Inclusion Advisory Committee (AIAC) to identify priorities,• liaising with community service and support agencies, and• identifying potential for external funding and government grants	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2</p> <p>Underway:</p> <ul style="list-style-type: none">• Shoal Bay Resource and Recovery Shed - access ramp <p>Planned:</p> <ul style="list-style-type: none">• Jingili Watergardens redevelopment• Amphitheatre access review <p>Q3</p> <p>Underway:</p> <ul style="list-style-type: none">• Shoal Bay Resource and Recovery Shed - access ramp

Planned:

- Jingili Watergardens redevelopment
- Amphitheatre access review

Review of accessible toilets at Darwin Entertainment Centre

Complete:

Shoal Bay Resource and Recovery Shed

Q4 -

Underway

- Assessment of the accessibility of footpath at Fannie Bay shops

Complete

- Review of Accessible toilets at Darwin Entertainment Centre

Action

Responsible Officer

Start Date

End Date

Performance

Progress Comments

1.2.2.17 Continue to improve the accessibility of public toilets and promote the location and access features.

Includes:

- undertaking an audit and identifying schedule and budget for priorities,
- advocating for an increase in City Centre,
- development of additional toilets including changing places and adult change facilities,
- mapping accessible toilets and making this information available to the public on the National Toilet Map

Manager Community & Cultural Development

01-07-2020

30-06-2021



Q1/Q2

Underway:

- Accessible toilets at Rapid Creek

Planned:

- Accessible toilets at Chrisp St Oval
- Adult change facility at Jingili Watergardens

Completed:

- Accessible toilets at Chrisp St Oval and Jingili Watergardens
- Update of accessible toilet signage across Council facilities
- Esplanade amenities

Q3

Underway:

- Accessible toilets at Rapid Creek

- Accessible toilets at Chrisp St Oval
- Adult change facility at Jingili Watergardens

Completed:

- Accessible toilets at Chrisp St Oval and Jingili Watergardens
- Update of accessible toilet signage across Council facilities
- Esplanade amenities
- Accessible toilets at Rapid Creek
- Adult change facility at Jingili Watergardens

Q4

Ongoing

- Promotion and marketing to the sector of adult change facility at Jingili Watergardens

Planned:

- Accessible toilets at Chrisp St Oval


Completed:

- Accessible toilets at Rapid Creek


TARGET - 1.2. Pedestrian access and connectivity


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.18 Explore the development of a Pedestrian Access and Mobility Plan (PAMP) to support accessible paths of travel in key commercial precincts, which meets the needs of all users, including those who use manual or bariatric wheelchairs, mobility scooters, and pushchairs.	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 Underway:</p> <ul style="list-style-type: none"> • Movement Strategy <p>Completed:</p> <ul style="list-style-type: none"> • A-frames considered as part of the Signage code review <p>Q3 Underway:</p> <ul style="list-style-type: none"> • Movement Strategy <p>Completed:</p> <ul style="list-style-type: none"> • A-frames considered as part of the Signage code


Q4 - Actions being considered in draft movement strategy

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.6 Ensure that trees surrounding footpaths and pathways are kept free from overhanging foliage, which can create barriers and impede access	Executive Manager Operations	01-07-2020	30-06-2021		<p>Q1/Q2 - Ongoing</p> <p>Q3 - Scheduled program complete. Reactive works ongoing</p> <p>Q4 - Scheduled program completed for 2020/21</p>


TARGET - 1.3.Accessible Parking

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.20 Undertake an assessment and review of accessible parking in key locations – shopping precincts, sporting clubs and community facilities – to improve number available, function, location, design, monitoring and use	Executive Management Growth and Development Services	01-07-2020	30-06-2021		<p>Q1/Q2 Underway:</p> <ul style="list-style-type: none"> • CBD – 18 non-compliant bays to be upgraded in 2020/21 using \$427k from the Parking Reserves budget <p>Planned:</p> <ul style="list-style-type: none"> • Jingili Watergardens Completed: • Knuckey Street/Wood Street accessible parking bay completed, with funding from AIAC budget • Survivors' Lookout, The Esplanade accessible parking bay footpath upgrades, with funding from AIAC budget • East Point Reserve • Pavonia Place <p>Q3 - Future reviews to be incorporated into the Movement Strategy</p> <p>Q4 - Actions to be reflected in Movement Strategy</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.21 Promote the availability and location of accessible parking through key online and offline publications and communications	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 Communication Plan to be developed following completion of Action 1.7. Collaboration with NT Tourism, to communicate as part of the NT Accessible Tourism strategy</p> <p>Q3 - Accessible parking review promotion to take place in April 2021.</p> <p>Q4 - Promote new accessible bays installed across municipality.</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.22 Explore opportunities to educate community and increase understanding of the use and importance of accessible parking	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Communication Plan to be developed following completion of Action 1.7</p> <p>Q2 - Promotion of Lord Mayor Disability Awards</p> <p>Q3 - Accessible parking review promotion to take place in April 2021.</p> <p>Q4 - Media and comms following completion of the accessible parking project in Darwin</p>

TARGET - 1.4. Public Transport

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.23 Work with public transport providers to advocate for improvements to public transport in terms of availability, increasing service level, frequency and duration	Executive Manager Technical Services	01-07-2020	30-06-2021		<p>Q1/Q2 - Ongoing:</p> <ul style="list-style-type: none"> Technical Services review Department of Infrastructure, Planning and Logistics' designs for


- location of bus stops at all Council facilities, and
- education of drivers and providers of the availability and use of the Companion Card

Completed:

- Met NTG Passenger Transport, in June 2020 to discuss - opportunities to identify bus stops that need improvements, e.g. installation of bike racks, improvements to signage.


Q3 - Any feedback resulting from Movement Strategy consultation will be referred to NTG Public Transport section for consideration. Council will continue to advocate for improved accessibility for public transport and provide feedback on public transport infrastructure located in Council road reserves.

Q4 - No further update.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.24 Advocate for good access and amenities for public transport. This can include: <ul style="list-style-type: none"> • bus stops with adequate shade, shelter and access to water, • continuous paths of travel suitable for all users, including those who use manual or bariatric wheelchairs, mobility scooters, and pushchairs, with no missing links, and • signage and information 	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Underway;</p> <ul style="list-style-type: none"> • Request through AIAC to NTG to consider the upgrade of bus stop opposite Casuarina Senior College on Trower Road, to a bus shelter; the location is now on their design list for 2020-21 and should be installed in 2021-22. <p>Q3 - Engineering and City Services approves the location and any infrastructure associated with public bus stops on Council roads. Advocacy to Transport NT through Youth Sector and Access and Inclusion Sector meetings</p> <p>Q4 - Advocacy to Transport NT through Access and Inclusion Advisory Committee</p> <p>Ongoing as part of Access and Inclusion Plan</p>


TARGET - 1.5. Public Realm


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.25 Advocate to, and work with relevant authorities, developers and commercial operators to support and improve accessible places where community and visitors frequent and gather. This can include: <ul style="list-style-type: none"> • beaches, waterfronts, wharfs and jetties, • shopping centres and private businesses, and • tourist destinations and places of interest. 	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 Underway: <ul style="list-style-type: none"> • Mindi Beach Accessibility - Mobi-Matting - requested within Making Mindi Safer federal funded grant </p> <p>Q3 - Advocacy and enhancement programs have been planned or completed. Making Mindil Safe Project design underway</p> <p>Q4 - Making Mindil Safe project ongoing to 2021/22</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.26 Support initiatives that maintain and develop the greening of public spaces as a crucial element to achieve accessible environments that create shade and shelter	Executive Manager Environment, Climate and Waste Services	01-07-2020	30-06-2021		<p>Q1/Q2 Underway/Completed: <ul style="list-style-type: none"> • 4,000 trees project • Gardens for Wildlife advocacy • Climate Emergency response </p> <p>Q3 Greening Strategy currently drafted and to be presented to Council by 30 June 2021. Movement Strategy community consultation has concluded. Strategy being drafted.</p> <p>Q4 Greening Strategy and Climate Emergency response strategies being presented to Council for approval on 27 July 2021</p>

TARGET - 1.6.Parks and Recreation

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
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1.2.2.27 Support the development of fully accessible playgrounds and spaces that cater for all abilities. This can include:	Executive Manager Program Manager	01-07-2020	30-06-2021		<p>Q1/Q2</p> <p>Underway:</p> <ul style="list-style-type: none"> • Jingili Watergardens playground redevelopment • Accessibility is a key design principle within the Draft Playground Strategy. <p>Planned:</p> <ul style="list-style-type: none"> • Mindi Beach playground Completed: • CoD participation in Say Hi to the Dry Family Fun Day, Carnival of Fun celebration as part of International Day pf People with Disability • Accessible swings installed at Anula and The Esplanade, funded through the Disability Access Program budget • CityLife Lightbox collaboration with Arts Access artists, on the theme of 'Identity' • Strategic audits playgrounds included scoring on accessibility of each playground. <p>Q3 - Jingili Watergardens accessible playground and associated infrastructure redevelopment progressing</p> <p>Q4 - Jingili Watergardens accessible playground construction contract awarded, construction to commence September 2021.</p>
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Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.28 Identify initiatives to support improved access to parks, beaches and waterways. This can include:	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2</p> <p>Underway:</p> <ul style="list-style-type: none"> • Mindi Beach Accessibility - Moby-Matting - requested within Making Mindi Safer federal funded grant • Movement Strategy <p>Planned:</p> <ul style="list-style-type: none"> • Accessible furniture purchased through Disability Access Program budget for Jingili Playground upgrade <p>Q3</p> <p>Initiatives identified through Access and Inclusion Committee, progress takes place through Infrastructure team.</p>

Complete:

- Accessible furniture purchased through Disability Access Program budget for Jingili Playground upgrade

Q4

Access audit of footpath at Fannie Bay Shops
Ongoing initiatives identified through Access and Inclusion Advisory Committee

AREA - 2.Services and Programs

TARGET - 2.1.Access and Inclusion Advisory Committee (AIAC)

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.8 Continue to support, profile and build capacity of the Access Inclusion Advisory Committee	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 Planned/Underway:</p> <ul style="list-style-type: none"> • Continuing to provide leadership and develop opportunities for collaboration within the DiversAbility Collective forum • Development of an annual plan/ priorities for <p>Completed:</p> <ul style="list-style-type: none"> • Introduction of a structured induction process with new committee members <p>Q3 No further update Q3</p> <p>Q4 - Ongoing initiatives through the Access and Inclusion Advisory Committee</p>

TARGET - 2.2.Events and Festivals

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.9 Continue to celebrate access and inclusion through disability awareness events and activities	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 Planned/Underway:</p>

DiversAbility Collective
 Completed:
 • Participation in the Say Hi to the Dry event
 • Feedback into Darwin Festival's Access and Inclusion Plan
 • Annual collaborative event, Carnival of Fun sponsored by CoD for International Day of People with Disability
 • Launch in 2019 of the Lord Mayoral Awards program to celebrate the contributions of people with disability

Q3
 Regular networking meetings through the DiversAbility Collective and Lord Mayor Award is now ongoing

Q4
 Planning commenced for 2021 International Day of People with Disability, and planning for Lord Mayor Award

Ongoing into 2021/22

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.10 Ensure that events, festivals and celebrations are supported by access tools, guides, training and information that can assist staff and community in delivering proactive approaches to access and inclusion	Manager Engagement & Events	01-07-2020	30-06-2021		<p>Q1/Q2 Planned/Underway:</p> <ul style="list-style-type: none"> • Staff diversity and inclusion awareness training • Review accessible equipment available for community use, e.g. replacement of accessible flooring • Review access and inclusion improvements for outdoor venues through the development of dedicated site plans to our most popular outdoor event venues <p>Completed:</p> <ul style="list-style-type: none"> • Inclusion of Access and Inclusion section in to the Events Planning Guide and a stop light check list within the Events Planning Guide • Dedicated advice and support to: • The Darwin Festival – with advice and technical support to create an additional (temporary) accessible bay in the vicinity of Festival Park • The Darwin Festival – providing dedicated advice to organisers in the provision of an additional accessible

- The Tropical Light Exhibition – providing dedicated support to organisers in confirming the exhibition route was accessible – e.g. astro turf and temporary pathway approved in Civic Park
- Ongoing:
- Up to 300 (approximate) event organisers (annually) are considering access for patrons with mobility issues – through the updated application process

Q3

Community engagement is carried out in accordance with an event plan

TARGET - 2.3.Programs

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.11 Develop opportunities for the provision of leisure, recreation and cultural programs that support people with a disability	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2</p> <p>Completed:</p> <ul style="list-style-type: none"> • Community Grants funding allocated to a total of totalling \$31,980.00 to the following projects: <ul style="list-style-type: none"> i. Clubhouse Territory for the Be Inclusive Games, to support their wheelchair basketball games (2019/20) ii. Nature's Flow for yoga for people with disabilities (2019/20) iii. Integrated disability Action for their Peer Support Program (2020/21 and COVID-19 Response Grant)iv. Total Recreation for the development of online programming (COVID-19 Response Grant) • Healthy Darwin program offers inclusive activities where possible, including Disability Dance that was part of the program for multiple seasons <p>Q3</p> <p>Not yet completed Q3</p>


Q4

Two community grants awarded to projects where primary audience are people with a disability, total of \$10,840.

Ongoing into 2021/22

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.13 Ensure that planning and providing for older adults participation and engagement is a focus of programming for access and inclusion	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2</p> <p>Ongoing:</p> <ul style="list-style-type: none">• Annual Seniors Expo and Seniors Month programming <p>Planned:</p> <ul style="list-style-type: none">• Extend Seniors programming throughout the year <p>Completed:</p> <ul style="list-style-type: none">• Community Grants funding allocated to Digital Inclusions to extend their Seniors digital literacy program in 2020• Healthy Darwin program offers weekly activities suitable for older adults including Aqua classes, chair aerobics or Tai Chi <p>Q3</p> <p>Ongoing programming through seniors month</p> <p>Q4</p> <p>Seniors Month programming complete. For delivery in August 2022.</p> <p>Ongoing in 2021/22</p>

TARGET - 2.4.Community Development and Education

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3.14 Encourage and support community groups to be inclusive and provide good access	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Completed:</p> <ul style="list-style-type: none">• Access and Inclusion criteria added to sponsorship


- Accessible events guidelines included within Council's Event Planning Guide

Q3

No further action Q3


Q4


Ongoing provision of accessible matting to community groups


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.3,15 Increase community awareness about the diverse types of disabilities and access issues to reduce stigma and increase understanding	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Completed:</p> <ul style="list-style-type: none"> • Lord Mayoral Awards for IDPwD launched in 2019 <p>Ongoing:</p> <ul style="list-style-type: none"> • Promotion of community events through the Vibrant Communities e-bulletin • MarCom's team is working to ensure there is diverse representation in images, for example the fly-through for the Casuarina Pool Master Plan was edited to increase the diversity of people represented. Requirements for diversity are now included in briefs to contractors <p>Q3 - Marketing and Communications continue to support access and inclusion projects. Additional training such as unconscious bias are assisting in ensuring Marketing and Communications team maintain access and inclusion values.</p> <p>Q4 - New website developed to support better accessibility, and inclusion of people with disabilities.</p>

AREA - 3.Information and Communication


TARGET - 3.1.Digital and Online Communication


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.29 Increase the level of World Wide Web Consortium (W3C) compliance, using the Web Content Accessibility Guidelines (WCAG), and develop an action plan for improvement where required	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 Ongoing/Completed:</p> <ul style="list-style-type: none"> As at July 2020, 3,009 pages and documents on our website have been audited, 25,256 issues have been found, and the website has a current Web Content Accessibility Guidelines (WCAG) A/AA compliance rating of 95.21% Ongoing maintenance is required; AA rating requires extensive code changes - the aim is to maintain the AA rating <p>Planned:</p> <ul style="list-style-type: none"> Accessibility features will be prioritised in website upgrades, e.g. access icons on home page for increasing font size, and more prominence of the translate tool <p>Q3 AA Rating has been maintained. New website development underway with improvements W3C compliance including more accessible tools for increasing font size, translate tool etc</p> <p>Q4 AA rating has been maintained. New website launched with increased accessibility, for example options to increase font size, select language, captions</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.30 Ensure all access information is centrally and easily located on Council website to support people's decision making in visiting or utilising Council's facilities and programs	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Completed:</p> <ul style="list-style-type: none"> Review of web page content relating to access and inclusion <p>Underway/Planned:</p> <ul style="list-style-type: none"> CDO is part of NTCOSS' Steering Committee for review of NT-wide Service Directory, which we will link to from our website <p>Q4 - Delivery of new website with enhanced user</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.31 Develop a communications plan to ensure social media strategies support information exchange and the communication and promotion of positive access and inclusion messages	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 - Completed:</p> <ul style="list-style-type: none"> • Promotion of ongoing programming including Seniors Month, IDPWD event, etc. • Promotion of new initiatives/ one-off events, e.g. Neighbours Day art exhibition • Promotion of Community Grants Program and relevant projects <p>Planned:</p> <ul style="list-style-type: none"> • Develop a comms plan and KPIs for the 20/21 FY <p>Q3 - Promotion of ongoing programming including Seniors Month, IDPWD event, etc.</p> <ul style="list-style-type: none"> • Promotion of new initiatives/ one-off events, e.g. accessible parking upgrades • Promotion of Community Grants Program and relevant projects <p>Planned:</p> <ul style="list-style-type: none"> • Comms and Engagements on upcoming capital works projects such as Casuarina Pool and Civic Centre redevelopment to include positive access and inclusion messages <p>Q4 - Working with teams across Council to ensure all project comms look inclusive, include diversity, are accessible.</p>


TARGET - 3.2.Communication mechanisms - access supports and services


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.32 Increase awareness about what programs and services are available from Council and in the community through a variety of accessible communication channels	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Completed:</p> <ul style="list-style-type: none"> • Promoted Council programs and services through community events including Say Hi to the Dry, Seniors Expo, Carnival of Fun, All Abilities Expo, etc. - Team uses a range of communication channels - traditional and digital to continue to reach a broad

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.34 Provide advice and information on preparation and delivery of accessible communications for staff and community, including the use of Plain English. Can include style guides, basic tools and checklists to guide staff, as well as options for alternate accessible formats	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Completed:</p> <ul style="list-style-type: none"> • Shared with Marketing and Comms team reference material from Universal Design Australia newsletter on accessible social media posts <p>Ongoing:</p> <ul style="list-style-type: none"> • Discuss as part of Diversity and Inclusion section within staff orientations

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
<p>1.2.2.36 Ensure information relating to a range of access challenges (to assist staff in communicating with people with a disability) is provided and made available to all staff. Key elements include how to improve access for people with:</p> <ul style="list-style-type: none"> • physical and mobility disabilities, • intellectual disability, • psychiatric disability, • vision and hearing loss, and • Acquired Brain Injury (ABI) 	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2</p> <p>Ongoing:</p> <ul style="list-style-type: none"> • Discuss as part of Diversity and Inclusion section within staff orientations <p>Planned:</p> <ul style="list-style-type: none"> • Increased use of subtitles in Council videos <p>Q3</p> <p>No further action Q3</p> <p>Q4</p> <p>No further action Q4. For review in 2021/22</p>

TARGET - 3.3.Consultation and engagement

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.38 Ensure consultations and Council meetings are conducted in accessible venues, and organising staff are aware of specific access considerations in their planning	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 Ongoing:</p> <ul style="list-style-type: none"> • Opportunity to join meetings remotely via WebEx • Discuss as part of Diversity and Inclusion section within staff orientations <p>Q3 - Community consultations continue to be conducted both online and at location throughout the community. Recent By Law consultation has a range of information / feedback stall in the markets and the Mall as well as online. WebEx Council meetings continue to be offered.</p> <p>Q4 - No community council meetings and some meetings online (COVID)</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.39 Ensure that the community has access to a range of options to communicate, engage and interact with Council both formally and informally for service and support. Includes alternate options for: <ul style="list-style-type: none"> • paying rates and bills, • making enquiries and seeking information, • lodging forms and applications, • reporting a complaint or issue, and • applying for a grant or funding. 	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 Ongoing:</p> <ul style="list-style-type: none"> • Workshops for potential grant recipients on how to apply for a community grant or sponsorship <p>Planned</p> <ul style="list-style-type: none"> • Online customer service "bots" • Review capabilities within new website <p>Q3 - A range of options for the community to communicate, engage and interact with Council both formally and informally for service and support continue to be offered. Planned 'chat bots' on website have not been included in website redevelopment but will be considered as a separate project.</p> <p>Q4 - As COVID restrictions have eased (apart from brief period) the number of Council workshops and information sessions increased again. Community</p>

presence have provided opportunities for Face-to-face. Digital platforms including the new website provide a range of options. Webforms are continually being added to give more options for interaction.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
<p>1.2.2.40 Ensure that supports and systems are available to facilitate equitable access to Council meetings and information dissemination. This can include:</p> <ul style="list-style-type: none"> • availability of communication supports such as live captions at Council, hearing loops, tactile and Braille signage, AUSLAN interpreters etc., • displaying the communication access symbol at customer service centres, • continuing with the video recording of Council meetings, and • options for provision of meeting info in alternative formats 	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 Ongoing:</p> <ul style="list-style-type: none"> • Community Development Officer to continue to champion access and inclusion issues with Government Relations and External Affairs and Corporate Services teams <p>Q3 - Continue to facilitate equitable access to Council meetings and information dissemination. This challenge was well met during COVID-19 response with Council continuing to hold virtual Council meetings and ensure they are accessible. Due to COVID, no community Council meetings have been held in the past 12 months.</p> <p>Q4 - No further progress during quarter 4, 2020/21. Ongoing actions to support access to Council meetings and information to be considered in 2021/22.</p>

AREA - 4.Council Operations

TARGET - 4.1.Staff development and training

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.41 A program of disability access awareness training and support is implemented across the Council	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 Ongoing:</p> <ul style="list-style-type: none"> • CDO to continue to deliver Diversity and Inclusion

Planned:

- A Diversity and Inclusion Training Program has been developed with HR & Safety - with some operational budget identified; currently awaiting decision on funding for the training

Q3

No further progress Q3

Q4

Ongoing:

- CDO to continue to deliver Diversity and Inclusion section within staff orientations

Training options to continue in 2021/22


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.42 Support staff to develop their ability to produce accessible website and social media content	Manager Marketing & Communications	01-07-2020	30-06-2021		<p>Q1/Q2 Underway:</p> <ul style="list-style-type: none">• Web accessibility project <p>Planned:</p> <ul style="list-style-type: none">• Staff will be supported to create content pitched at a lower reading level – the majority of content is currently pitched too high <p>Completed:</p> <ul style="list-style-type: none">• Shared with Marketing and Communications team reference material from Universal Design Australia newsletter on accessible social media posts <p>Q3 - The website project has included significant training of support staff across the organisation to produce accessible web content. All content is being reviewed ahead of relaunch of website.</p> <p>Q4 - Staff supported departments to update content to be more accessible. Where necessary Marketing and Comms team completed this work ahead of launch of new website.</p>


TARGET - 4.2. Employment and volunteering, student placement


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.43 Conduct a review of employment policies, practices and procedures to ensure consistent organisational approaches and incorporation of appropriate disability access requirements	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Q1/Q2 Identified as a gap in the AIAC's annual planning for 2020/21 Planned/ underway: • HR will commence review of the Recruitment and Selection Policy, Procedure and associated processes in Q2 FY2020/21</p> <p>Q3 • HR has commenced review of the Recruitment and Selection Policy, Procedure and associated processes, due for completion by 30 June 2021</p> <p>Q4 • Review under way, revised completion date by end of Q2 FY2021/22</p>


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.45 Develop volunteer policies and practices to ensure access and inclusion principles are incorporated and address key elements such as: • recruitment and induction, • training, • advertising, and • benefits	Executive Manager HR & Safety	01-07-2020	30-06-2021		<p>Planned/Underway: • Unpaid Workplace Participants Procedure is currently being developed. The procedure will align with to the Learning & Development Framework, which is on track to be approved and implemented in Q4</p> <p>Q4: Review under way, revised completion date by end of Q1 FY2021/22</p>

TARGET - 4.3. Integration of AIP

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.46 Adopt a whole of Council approach to the Access and Inclusion Plan 2019-2022 and ensure that the plan is successfully integrated within all teams	Manager Community & Cultural Development	01-07-2020	30-06-2021		Q4 - Access and Inclusion Plan 2019-22 has been integrated with Departmental Business Plans and Quarterly Performance Reporting

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.47 Ensure that the plan is considered as part of Council's budget process to enable successful implementation of priorities.	Manager Community & Cultural Development	01-07-2020	30-06-2021		Integration with Departmental Business Planning will enable new initiatives to be captured in future budget submissions

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.48 Investigate any external funding opportunities and partnerships to improve access and assist in implementing actions identified in the plan	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 Planned:</p> <ul style="list-style-type: none"> Funding for the Mindi Beach Mobi-Mat matting within Making Mindi Safer project <p>Underway:</p> <ul style="list-style-type: none"> Information Linkages and Capacity Building (ILC) Grant with Arts Access for the THRIVE public art project at Jingili Watergardens <p>Q3 - Making Mindi Safe Project design underway</p> <p>Q4 - Continue as part of Access and Inclusion Plan in 2021/22</p>

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.2.2.49 Monitor and evaluate the implementation of the plan and provide an annual report to Council in relation to the progress of implementation of actions identified	Manager Community & Cultural Development	01-07-2020	30-06-2021		<p>Q1/Q2 - Underway:</p> <ul style="list-style-type: none"> Continue to develop this implementation spreadsheet

Planned:

- Opportunity to embed in department business plans and other reporting mechanisms across Council

Q3 – Access and Inclusion Plan actions are now embedded in departmental business plans and Plan has been created within Planning and Reporting system for integrated reporting.

Q4 - Actioned reporting. Reporting to continue until end of Access and Inclusion Plan in 2022

City of Darwin

Quarter 4 Performance Report - 2020/21

Privacy Management Plan 2020-2022

PRIVACY MANAGEMENT PLAN

SUMMARY BY PERFORMANCE



1 OFF TRACK



1 MONITOR




16 ON TRACK




Privacy Management Plan Implementation


Guiding Principle 1 - Transparency

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.95 Provide key staff with an information briefing on Council's privacy strategy, privacy management framework and privacy management plan	General Manager Innovation Growth & Development Services	01-06-2021	30-06-2021		SDG and SLT provided with a briefing on 10/03/2021

Guiding Principle 2 - Value


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.103 Document process for public access and correction of personal information	Executive Manager Innovation & Information	01-06-2021	30-06-2021		Completed. Available on CoD website

Guiding Principle 3 - Collection Limitation


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.107 Review personal information collection by any of the #SwitchingOnDarwin technologies to identify whether consent is required	Executive Manager Innovation & Information	01-07-2020	30-06-2021		Not yet commenced Q4 - finalised and continues as per new technology implemented in 2021


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.108 Undertake a PIA process for all new projects or projects that have a new or changed way of handling personal information, including an assessment of the use of PI only for the stated purpose of collection, and not for secondary uses	Executive Manager Corporate and Customer Services	01-07-2020	30-06-2021		Q4 - Process is available and has been used.

Guiding Principle 4 - Safety First

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.109 Review the information security policies and procedures and revise where necessary to reflect the unique risks posed by digital (and connected) technologies and environments	Executive Manager Innovation & Information	01-06-2021	30-06-2021		Not yet commenced Q4 - assessment and audit completed for procedural updates in 2021


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.112 Implement an assessment process for contracted service providers (e.g. vendors) involved in the collection or management of personal information for a Council project, including #SwitchingOnDarwin technologies	Executive Manager Corporate and Customer Services	01-06-2021	30-06-2021		Q4 - Completed. PI is now considered and identified as part of all sourcing strategies, with Privacy management strategies required from vendors where personal information is involved


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.113 Review all contracts with CSPs to ensure that appropriate clauses relating to privacy, data security and management of suspected or actual data breach events have been included	Executive Manager Corporate and Customer Services	01-06-2021	30-06-2021		Q4 - Template for future contracts have been developed and includes relevant clauses


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.114 Formalise the terms of Council CCTV arrangements with NT Police in a Memorandum of Understanding (MOU) and affirm Council's strict position that CCTV footage collected via Council Smart CCTV cameras will not be subjected to facial recognition analysis	Executive Manager Innovation & Information	01-06-2021	30-06-2021		Q4 - Complete

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.115 Explore with NT Police and the NT Privacy Commissioner the appropriateness of entering into a Code of Practice, in the manner set out in Division 3 of the Information Act, for the collection and use of CCTV footage	Executive Manager Innovation & Information	01-07-2020	30-06-2021		Q3 - Not yet commenced Q4 - draft endorsed by NT Privacy Commissioner - notification to be provided 2021


Guiding Principle 5 - Fair Decisions


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.120 Create a community strategy or plan to understand the community values and expectations about privacy in relation to Smart Darwin	Executive Manager Innovation & Information	01-06-2021	30-06-2021		Q3 - Not yet commenced Q4 - completed 2021 within the framework and approach to privacy updates including organisational training and the implementation of the Privacy Management Plan


Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.121 Provide opportunities to engage with the community, and accept community feedback, about privacy concerns relating to #SwitchingOnDarwin technologies	General Manager Innovation Growth & Development Services	01-06-2021	30-06-2021		Q3 - Not yet commenced Q4 - Strategic Action Plan updated for review operationally in 2021

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.124 Undertake the actions included in the #SwitchingOnDarwin Framework privacy controls, and further contained herein	Executive Manager Innovation & Information	01-06-2021	30-06-2021		Q3 - Not yet commenced Q4 - complete


Guiding Principle 6 - Accountability

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.126 Implement the #SwitchingOnDarwin Privacy Framework	Executive Manager Innovation & Information	01-06-2021	30-06-2021		

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.127 Assign responsibility for the Council's privacy policies and program, including assigning actions contained in this Plan to a responsible Council person	Executive Manager Corporate and Customer Services	01-06-2021	30-06-2021		Q4 - Complete. The Privacy Champion, through the CFO to SDG, have accountability for Council's privacy policies and program. Actions have been assigned as part of the development of the Implementation Plan

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.128 Provide staff training and communication of privacy roles and obligations and consequences of not adhering to privacy requirements	Executive Manager Corporate and Customer Services	01-05-2021	31-12-2022		Q4 - Training has been provided for all corporate staff, with operational staff to follow later in 2021. Elected Member training will be provided following induction of 23rd Council in late 2021

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.129 Include privacy performance of the Privacy Champion as a key performance indicator	Chief Financial Officer	01-05-2021	31-12-2022		Q4 - Privacy Plan progress updates are provided on a quarterly basis. First progress update due early 2021/22.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.130 Undertake a once yearly privacy audit on Council's privacy program	Executive Manager Corporate and Customer Services	01-06-2021	30-06-2021		Q4 - Complete. Benchmarked at 2.2 out of 5. Will occur annually.

Action	Responsible Officer	Start Date	End Date	Performance	Progress Comments
1.1.1.132 Establish a process for the handling of privacy queries and complaints. Provide training to staff who have access to the public, how to appropriately handle privacy complaints and queries, and when to escalate a privacy complaint to the Privacy Champion or Information Security Champion	Executive Manager Corporate and Customer Services	01-05-2021	31-12-2022		Q4 - Council recently completed a review of its Complaints Framework. As part of this, complaints are escalated to the relevant Executive Manager. Privacy training will advise staff to escalate privacy complaints to EMCCS as Privacy Champion.



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