



Evolving Darwin

A dynamic, different and diverse city

**Strategic Directions:
Towards 2020 and beyond**

**Progress Report
as at 30 June 2010**



TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
Overview of Social Indicators.....	5
Overview of Economic Indicators.....	12
Overview of Environmental Indicators.....	19
Overview of Infrastructure Indicators	20
Goal 1: Progress against Corporate Plan actions	21
Goal 1: Strategic KPIs progress.....	25
Goal 2: Progress against Corporate Plan actions	26
Goal 2: Strategic KPIs progress.....	30
Goal 3: Progress against Corporate Plan actions	31
Goal 3: Strategic KPIs progress.....	33
Goal 4: Corporate Plan Action progress	34
Goal 4: Strategic KPIs progress.....	37
Goal 5: Corporate Plan Action progress	38
Goal 5: Strategic KPIs progress.....	42
Goal 6: Corporate Plan Action progress	43
Goal 6: Strategic KPIs progress.....	46
Goal 7: Corporate Plan Action progress	47
Goal 7: Strategic KPIs progress.....	51

Any enquiries about this report should be directed to
 Anne Hammond, Manager Strategy & Outcomes,
 telephone (08) 8930 0531 or email a.hammond@darwin.nt.gov.au.



EXECUTIVE SUMMARY

Darwin City Council made a commitment to regularly review and report on progress against Council's Evolving Darwin, Towards 2020 and Beyond Strategic Plan which was endorsed by Council on 31 March 2009.

The Evolving Darwin plan sets out the long term direction for Council, detailing Council's vision for the municipality, the goals and outcomes that Council will strive to achieve for our community and the strategies which illustrate how Council is going to achieve these outcomes.

The Evolving Darwin plan also contains a suite of "State of the City" indicators. These indicators, although in the majority of cases are outside of Council's control, are important to monitor. These indicators help us understand the current state of our municipality and will allow Council to more accurately plan for future services and infrastructure that match our changing population and community needs.

This report shows that the City appears to be in good shape, population numbers have grown by almost 3% since last year with considerable growth in our 'aged' population. Despite a small decrease in the number of higher education students attending the Charles Darwin University at the Casuarina campus, the numbers of students enrolled on in vocational education training has increased. Also, the number of international students has increased by 3% from last year.

This growth in population (residents and visiting students) has placed significant pressure on the rental market, with vacancy rates currently around 1%. Both house and unit sale and rental prices have been escalating. Currently the median sale price for a house is \$555,000 and \$437,500 for a unit. The median prices have especially risen within inner Darwin.

The unemployment rate in the Northern Territory is decreasing and is still better than the Australian average. The other positive is, of those Territorians employed, they are earning more than the Australian average and wages are steadily increasing.

This report also contains detailed information in relation to Darwin City Council's performance against the "Corporate Plan". The Corporate Plan, again endorsed by Council on 31 March 2009, sets out the long term, high profile actions that Council staff will be implementing to achieve the Evolving Darwin Strategic Plan.

The overall picture is very good. The majority of actions and supporting indicators are on track. However, it should be noted that with any new systems and processes, some minor refinements have been made to a few of the indicators.

At this point in time the Financial Performance can not be calculated against the Strategic Plan structure. This will be provided in future reports.

Until the next report "*Progre diamur*" – "let us go forward".

Overall performance as at 30 June 2010

Outcome		Action Performance	KPI Performance
Goal 1: Achieve Effective Partnerships and Engage in Collaborative Relationships			
1.1	Improve relations with all levels of Government		
1.2	Effectively engage with the community		
Goal 2: Enhance Darwin's Active, Positive and Flexible Lifestyle			
2.1	Improve urban enhancement around Darwin		
2.2	Increase recreational, leisure and heritage experiences		
2.3	Promote family friendly and healthy activities		
Goal 3: Assist Individuals and the Community Stay Connected with the Darwin Region			
3.1	Promote the use of public spaces		
3.2	Enhance transport systems		
3.3	Increase and promote use of technology		
Goal 4: Create and Maintain an Environmentally Sustainable City			
4.1	Be a leader with climate change policies		
4.2	Improve water conservation		
4.3	Increase efficiency of waste management		
4.4	Enhance, preserve and protect the Darwin environment		
Goal 5: Facilitate and Maintain a Cohesive Community			
5.1	Facilitate community access and inclusion		
5.2	Promote Darwin's culture		
5.3	Support harmony within the community		
Goal 6: Promote Brand Darwin			
6.1	Increase Council's profile		
6.2	Promote our Darwin city		
Goal 7: Demonstrate Effective, Open and Responsible Governance			
7.1	Effective governance		
7.2	Display strong and effective leadership, within Council and across Government		

Table 1

STATE OF THE CITY - Social

Overview of Social Indicators

As shown in **Figures 1 and 2**, the Darwin municipality (local government area), has experienced consistent population growth since 2003. The latest estimated residential population per the ABS data shows the Darwin population is currently 75,908, up from 73,754 in 2008, which represents a growth of 2.92%. This is the largest growth year since this data set started in 1996.

This growth rate was primarily driven from the increase in the Inner City, an additional 436 residents set up home in the City, representing 13.63% growth. The other contributing factor was the start of residents moving into Lyons – 301 residents, representing a growth rate of 113.6%. Growth also occurred in the following suburbs; Nightcliff (138 or 3.61%), Rapid Creek (109 or 3.46%) and Karama (109 or 2.06%). This still makes Karama Darwin's largest suburb with 5,392 residents followed by Leanyer (5,014) and Nightcliff (3,963). The smallest residential suburbs are Winnellie with just 361 residents, Lee Point / Lyons (566) and the Narrows (735), refer to **Figure 3** for further information..

Darwin's growth rate was higher than the overall Darwin 'statistical division', which incorporates Litchfield and Palmerston, which is the first time in a great number of years. The growth rate for the statistical division was 2.86%. However, when looking at the individuals Council, Palmerston experienced a 4.84% growth rate (1,384 residents) and Litchfield grew by 3.12% or 570 extra residents). The current estimated residential population for the Darwin statistical division is 124,101. The current figure for the whole of the Northern Territory is 225,938.

Figure 4 shows that between the 2001 Census and the 2006 Census the indigenous population has increased both in numbers (6,222 persons compared to 6,000 person) and in percentage terms (9.40% of the population compared to 8.64% in 2001).

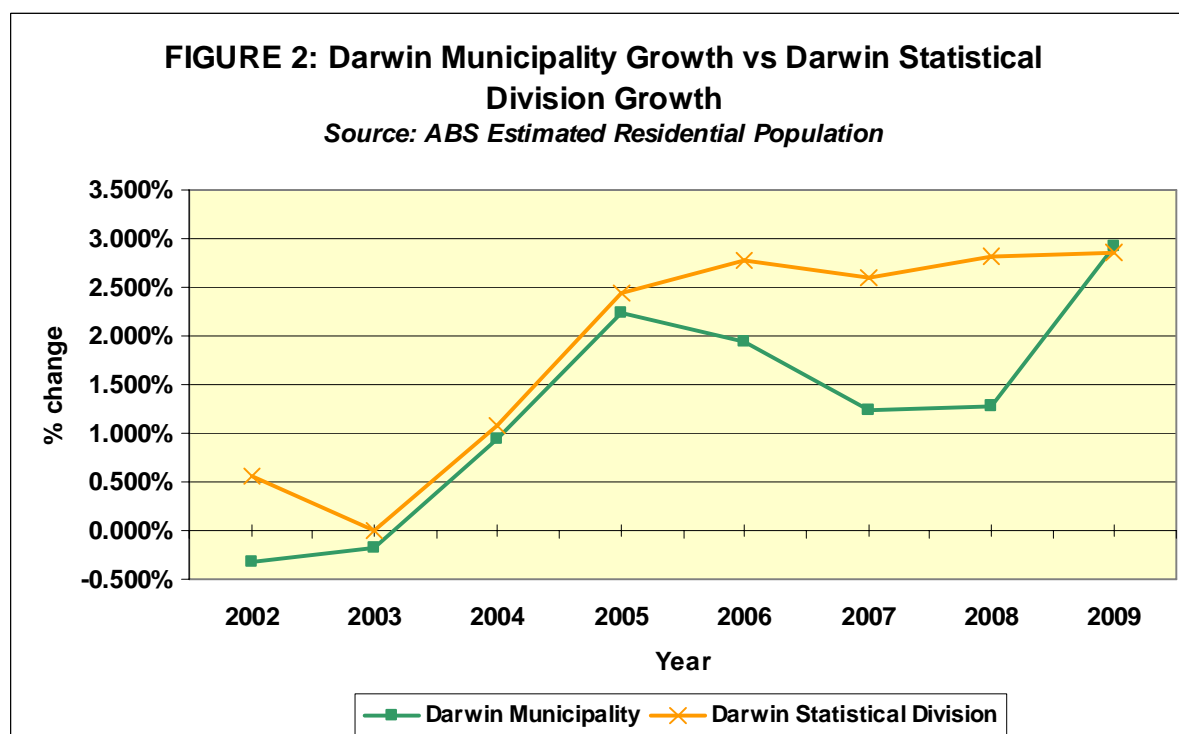
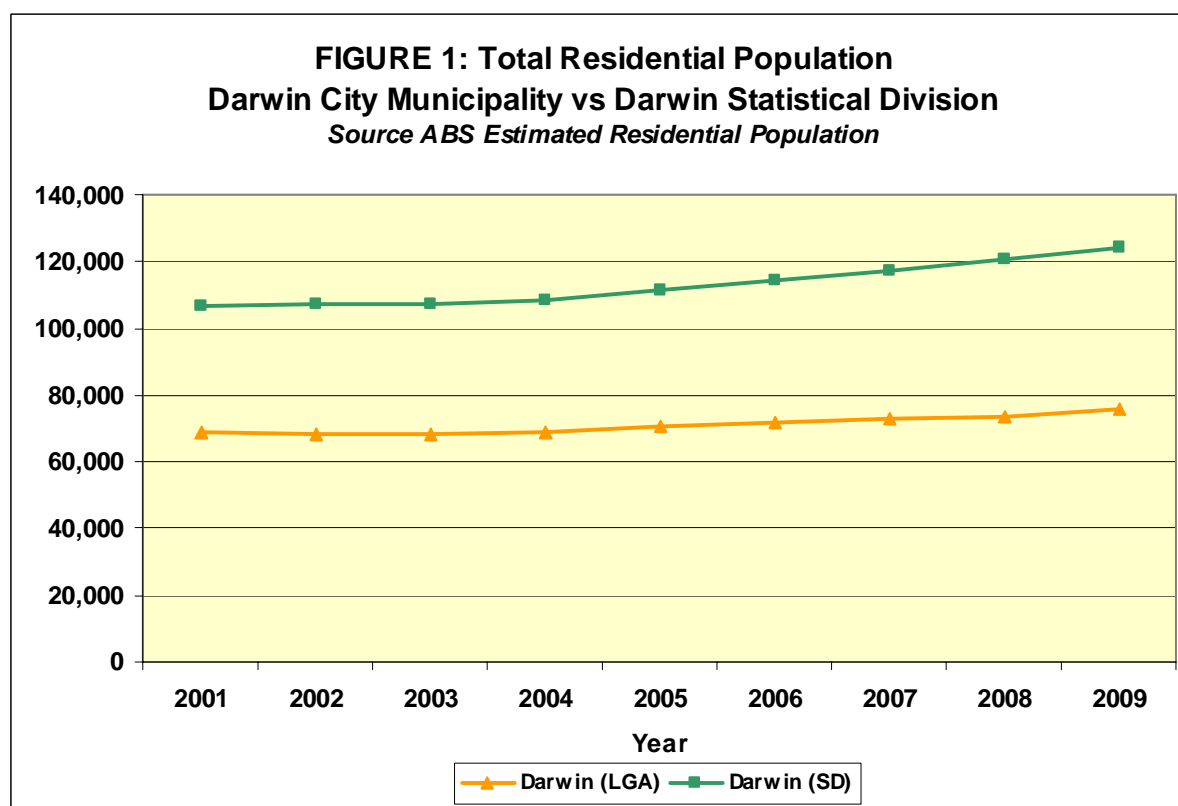
Regular data on our age profile is only currently gathered for the whole of the Northern Territory. As shown in **Figure 5**, it appears as though the youth population (aged 0 – 25 years old) has grown consistently; this growth is commensurate with the overall population growth in the Territory. The "youth" currently represent 40.68% of the Territory's population.

Although the figures are much smaller, there has been real growth in the 'aged' population'. **Figure 6** shows that there is currently 20,668 persons aged over 60 years old in the Territory. The 'aged' represents 9.15% of the overall population, up from 8.77% in 2008 and 8.38% in 2006.

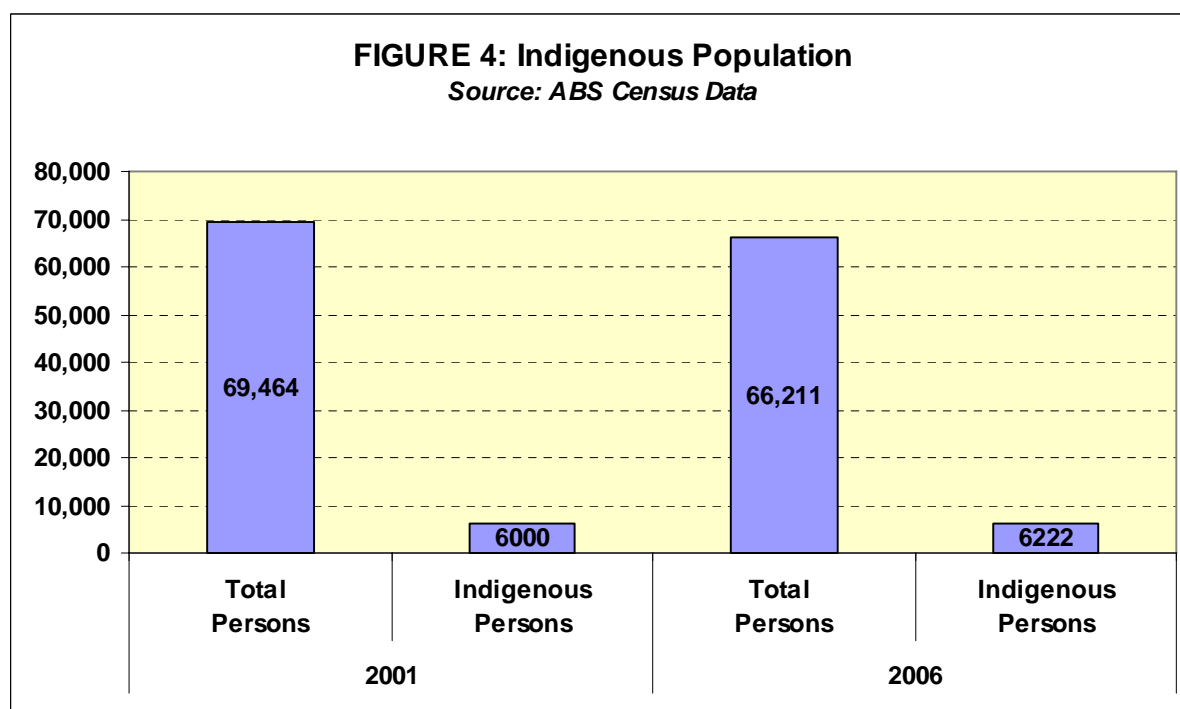
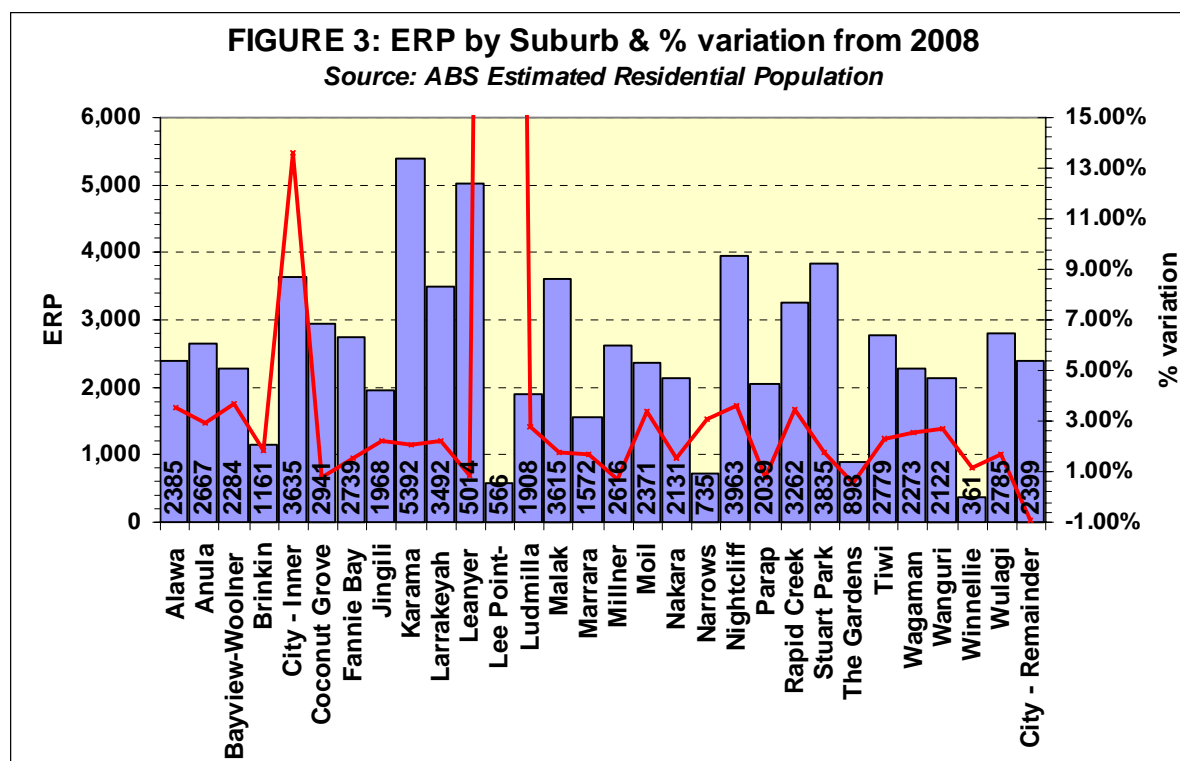
Figure 7 shows that employment rate in the Territory is far lower than the Australian average (2.6% compared to 5.2%), however employment seems to be far more volatile in the Territory. Although unemployment in the Territory is still better than the rest of Australia, the trend is changing. **Figure 8** translates the unemployment rate into real persons. Currently there are 3,300 unemployed people in the Territory.

With thanks to the Charles Darwin University **Figures 9 – 11**, represent students figures just for the Casuarina campus. The number of higher education students has decreased, however the number of vocational education and training (VET) students has risen. **Figure 10** shows that of the higher education students at the Casuarina campus, 65% are from the Territory, over 15% are from overseas representing an increase of 3% from last year (an additional 83 international students) with the remaining, 19% coming from interstate. Further analysis shows that of the 65% from the Territory, 28% are from outside of the municipality. This means that more than half (52.97%) of the 3,147 students attending CDU are from areas outside of the Darwin municipality.

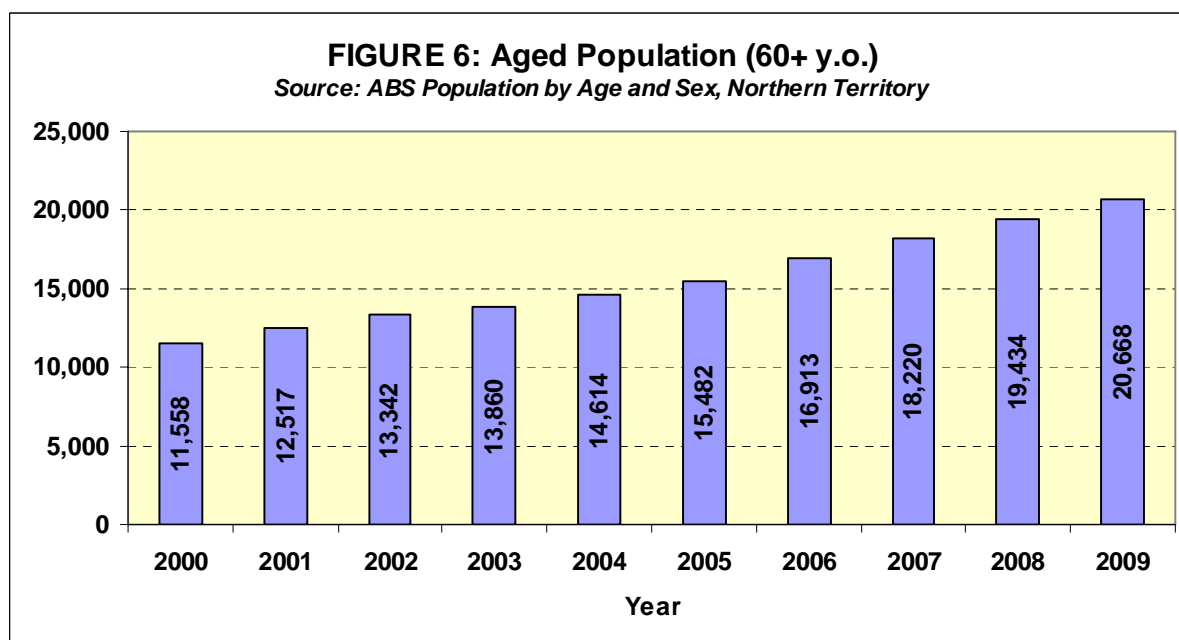
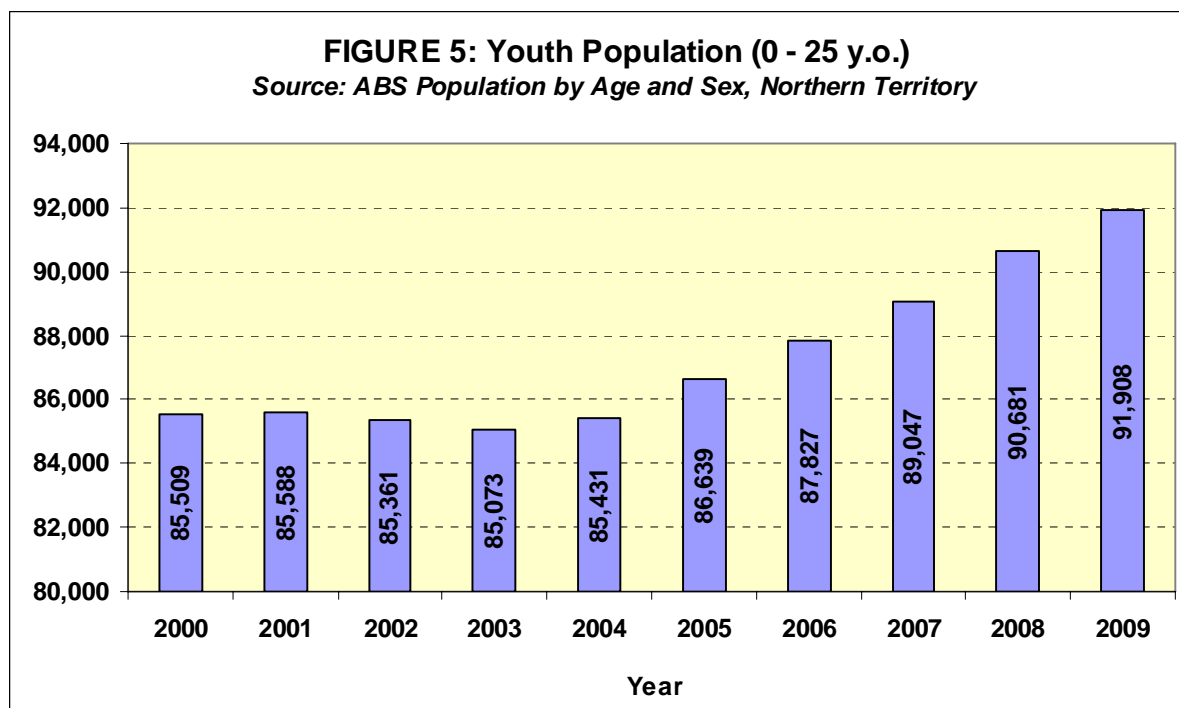
STATE OF THE CITY - Social



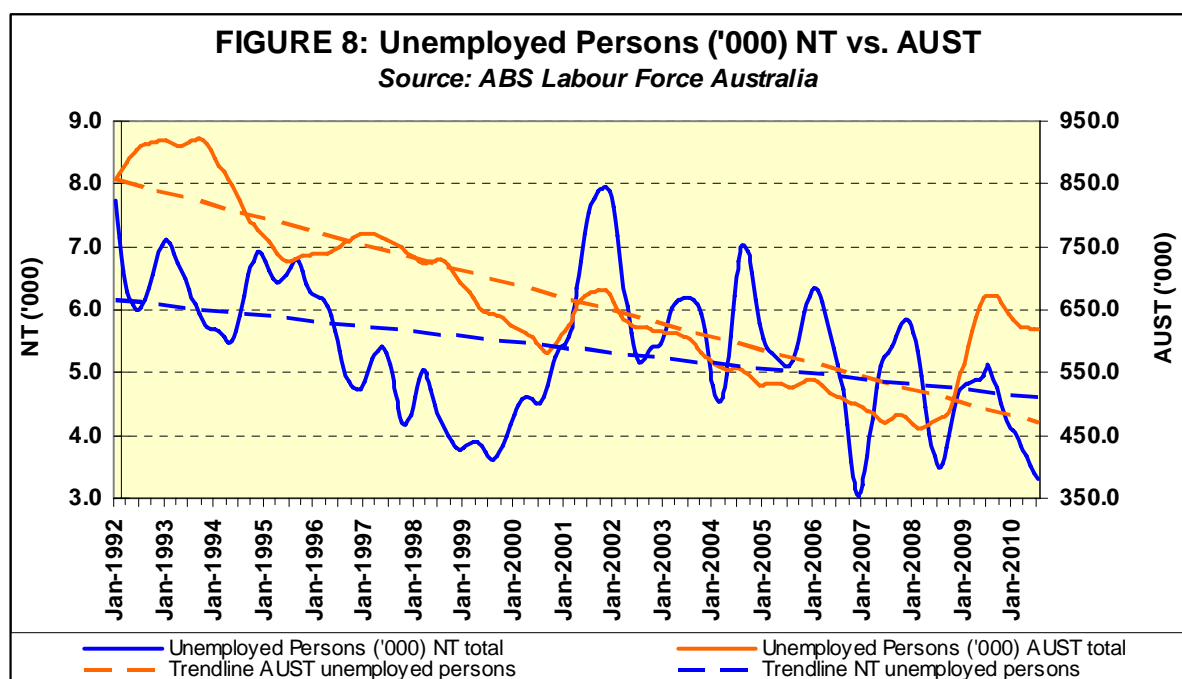
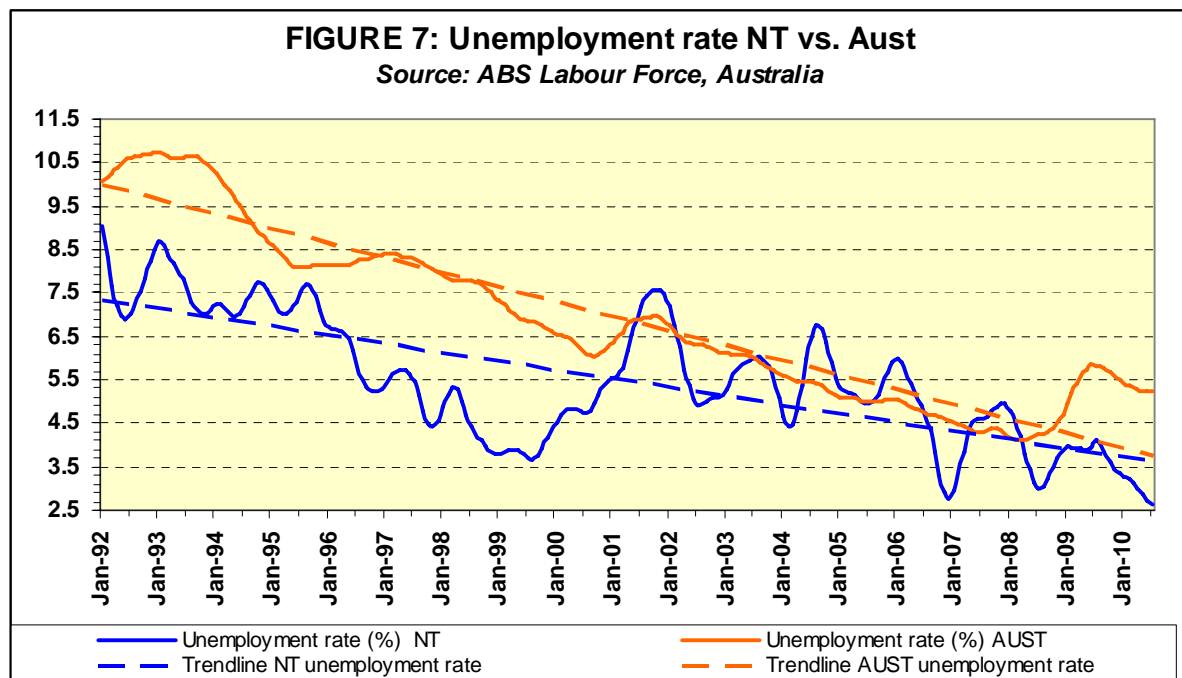
STATE OF THE CITY - Social



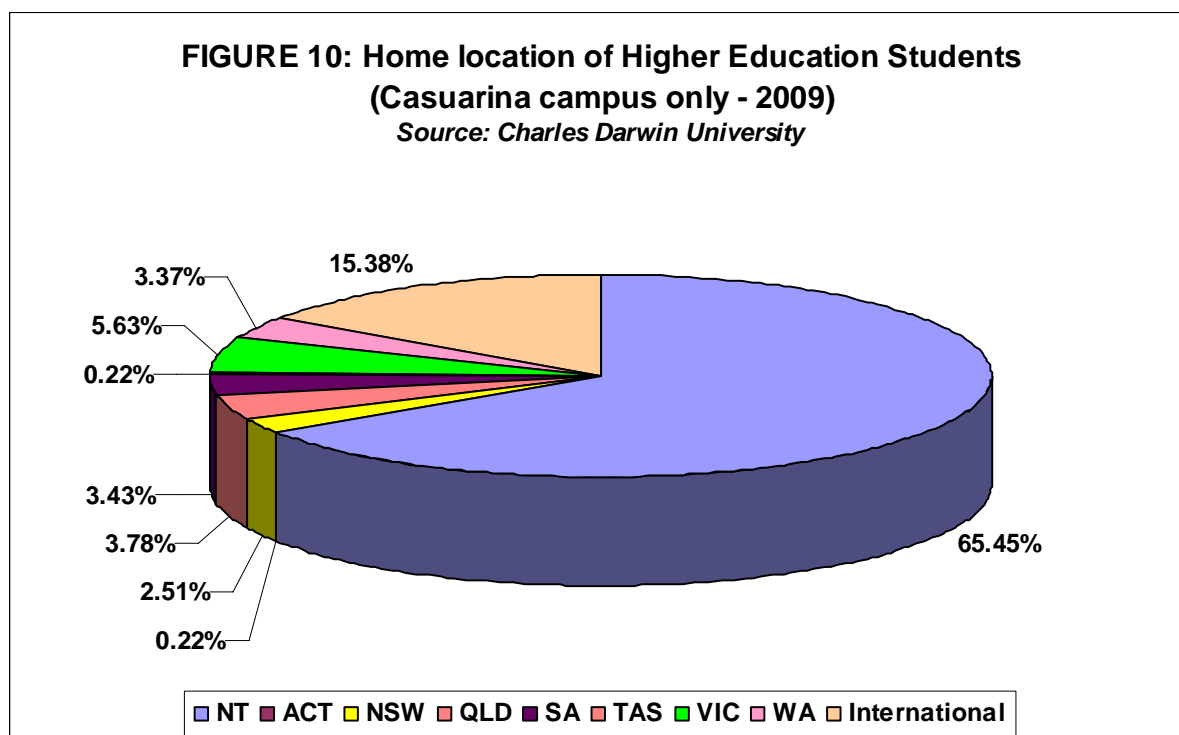
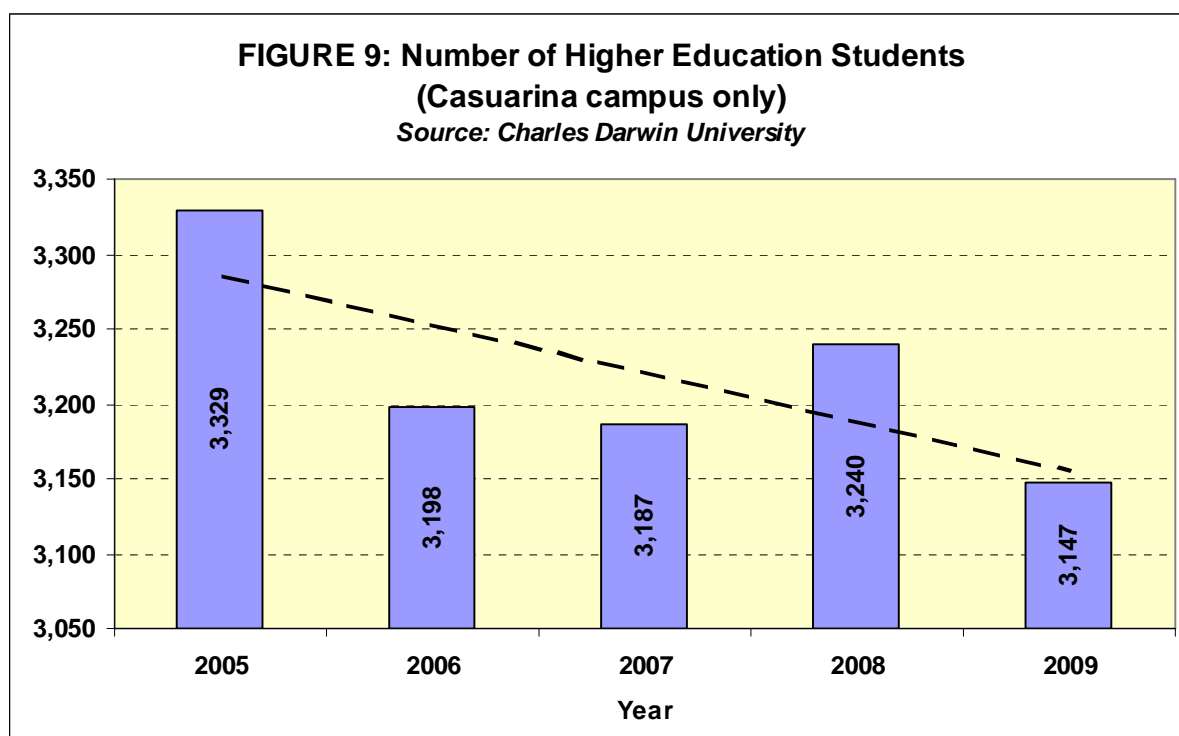
STATE OF THE CITY - Social



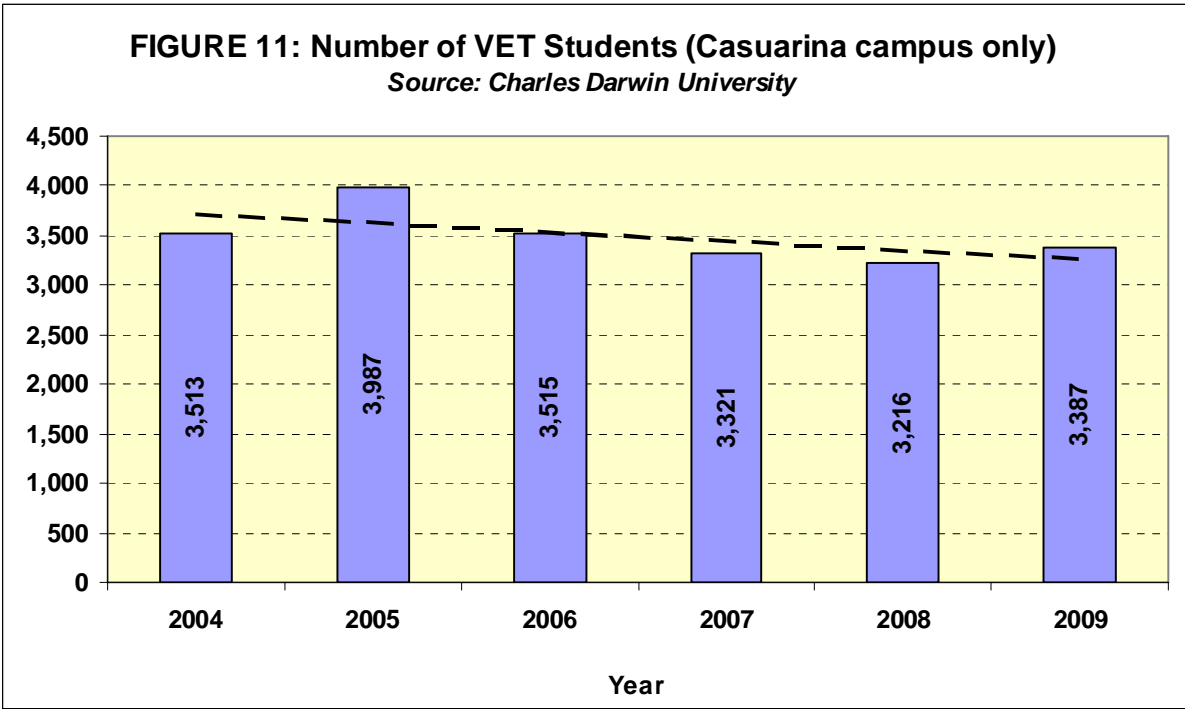
STATE OF THE CITY - Social



STATE OF THE CITY - Social



STATE OF THE CITY - Social



STATE OF THE CITY - Economic

Overview of Economic Indicators

Figures 12 – 13 represents occupancy rates and takings for hotels, motels and serviced apartments (15 or more rooms) within the Darwin municipality. Seasonal fluctuations are expected for wet vs. dry season, however when comparing the average occupancy rate for each year, the 2009/10 looks as though it will be lower than the previous year (this data is lagged, therefore June 2010 is not yet available), with an average rate for July 2009 – March 2010 at 71.2% compared to 72.4% in 2008/09 and 77.1% in 2007/08. This lowering vacancy rate would be influenced by the growth in the number of establishments during this time. This however is offset by the constantly growing hotel takings each year and the number of people employed. To date (July 2009 – March 2010) takings have summed \$145m and over 1,500 people are employed.

Figure 14 shows that since the end of 2007, Territorians are earning more than the Australian average. This figure is linked to the current unemployment rate which is lower in the NT compared to the rest of Australia. The latest figures available are May 2010 which show that Territorians are earning an average of \$1,044.80 per week as compared to the Australian average of \$982.80.

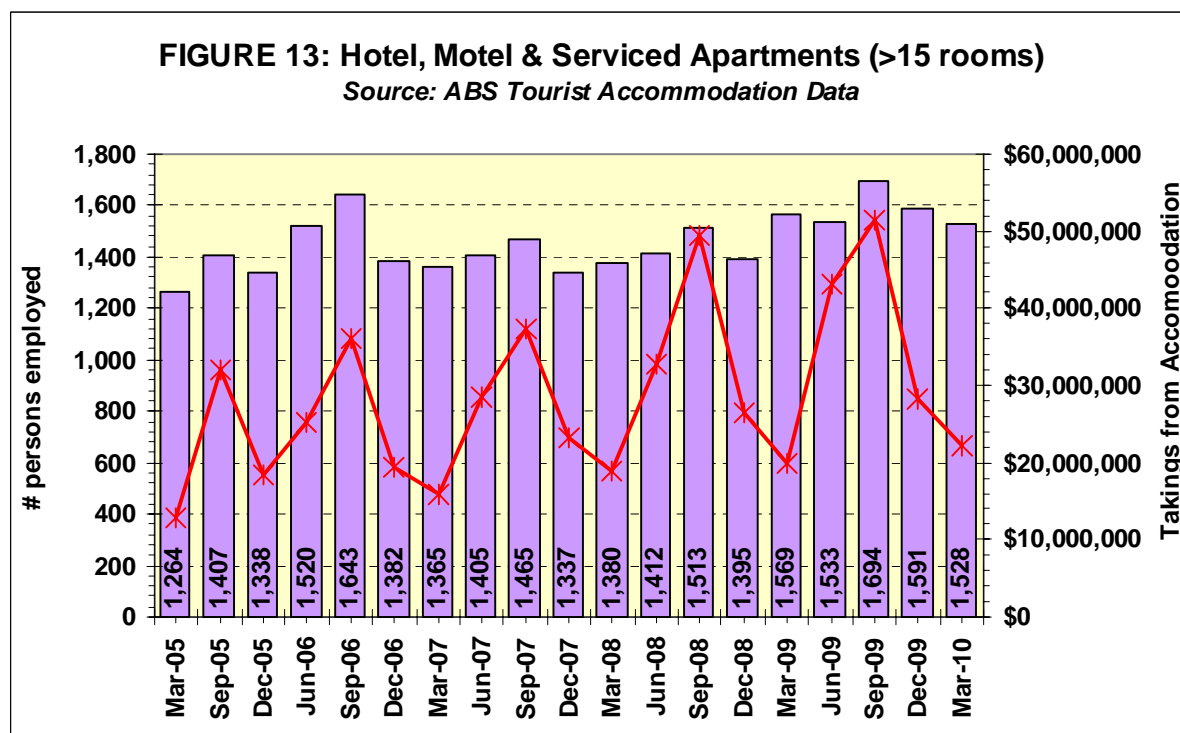
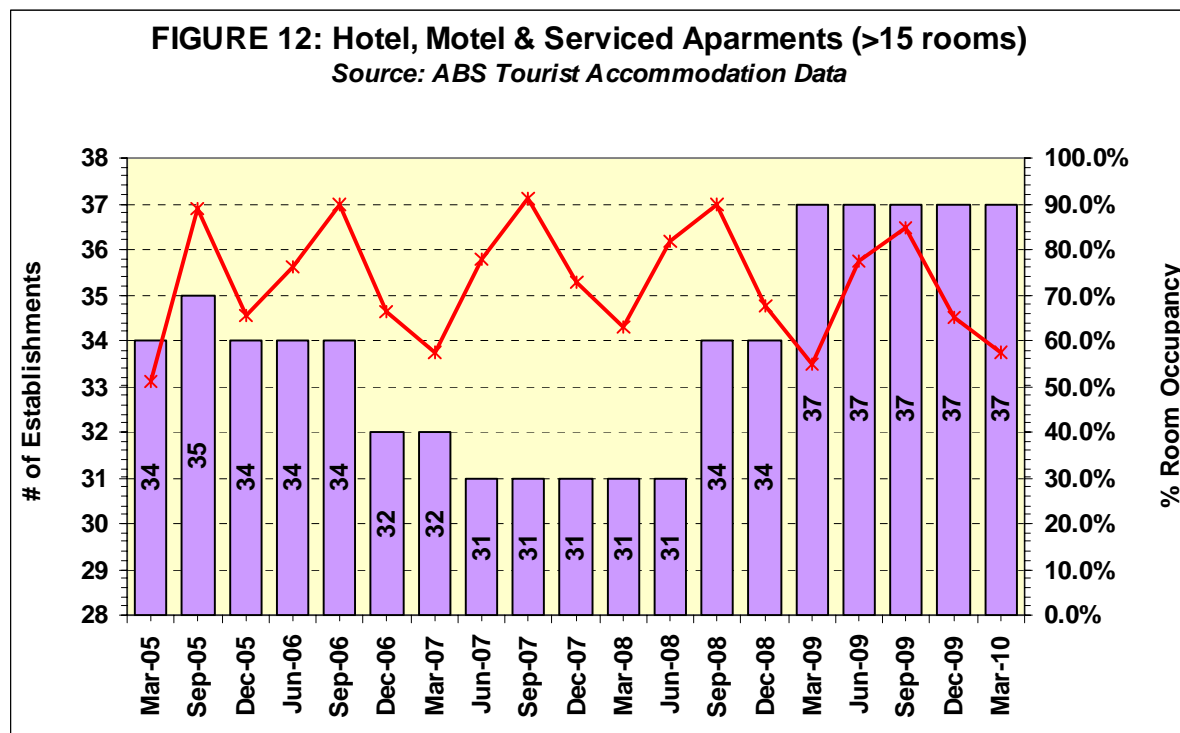
Figures 15 – 20 used data from the Real Estate Institute of NT's "Real Estate Local Market" (RELM) report. The number of recorded sale of houses and units within the Darwin municipality declined during 2009/10. The number of recorded house sales for the year was 1,031 and the number of units sold was 1,415 compared to 2008/09 with 1,116 and 1,628 respectively. As at June 2010 the median house price was \$555,000, up just 3.33% at the same time last year. However, when comparing the average median price for the whole financial year, substantial growth has occurred. The average median house price for 2009/10 was \$562,290 as compared to \$462,523. The median price in inner Darwin is currently \$747,747 compared to \$588,750 in the northern suburbs. There has been quite a steady increase over the years within the Northern suburbs, whilst in inner Darwin there was a significant spike around March 2008 and again in December 2008 and most recently in September 2009.

The median unit price has increased by nearly 14% within the municipality to \$437,500. Within inner Darwin prices have increased by over 16% to \$506,475 compared to the 17% increase in the northern suburbs, making the current median price \$400,000.

The rental market in Darwin has a tight 1.3% vacancy rate for houses. The cost of renting a 3-bedroom house in inner Darwin is currently \$723 per week compared to the northern suburbs which has a current average rent of \$510, both areas have seen an increase of less than 4% from June 2009. The picture is quite similar for unit rentals, with the current vacancy rate being 1.4%. A 2-bedroom unit in inner Darwin will cost an average of \$465 per week (up 3.2%) compared to \$387 for the northern suburbs (up just 1.8%)

In relation to the proposed indicator of "occupancy rates of office space" within Darwin, this information will be sourced from the Property Council of Australia (NT Division). The Property Council launched their inaugural "Office Market Report" in February 2010. Darwin has 218,213 sqm of office space, of which 47.26% is rated as Grade A, 30.82% is grade B, 19.41% is Grade C and the remaining 2.5% is Grade D. Grade A has the smallest vacancy rate at 8.5% and Grade B has the highest vacancy rate at 10.4%. Overall Darwin has a vacancy rate of 9.3% (compared to the Australian average of 8.0%).

STATE OF THE CITY - Economic



STATE OF THE CITY - Economic

FIGURE 14: Average Weekly Earnings (NT vs. Aust)

Source: ABS Average weekly earnings trend data

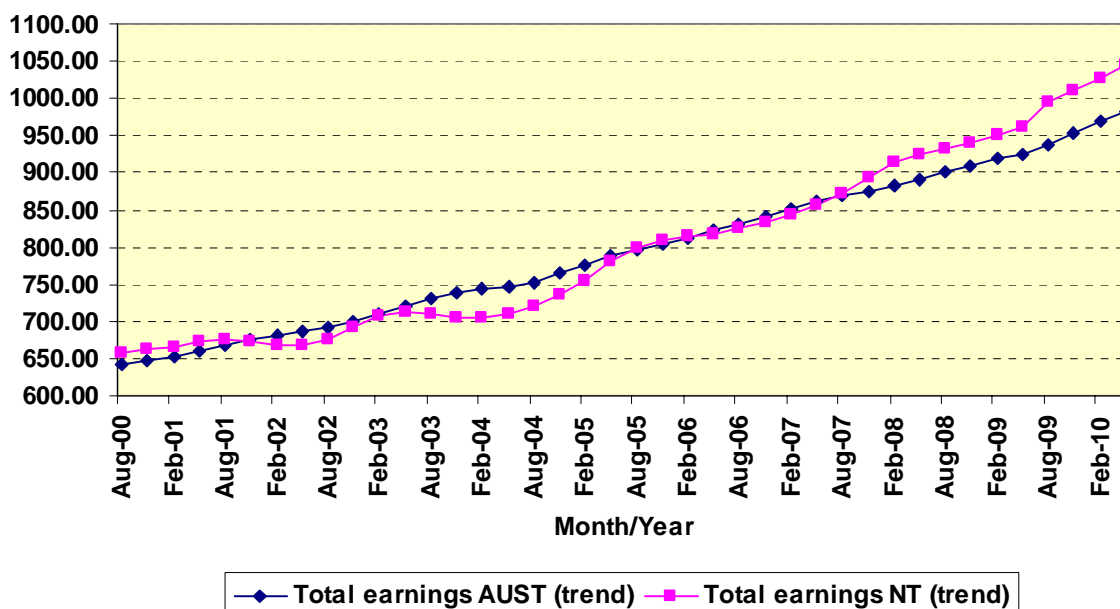
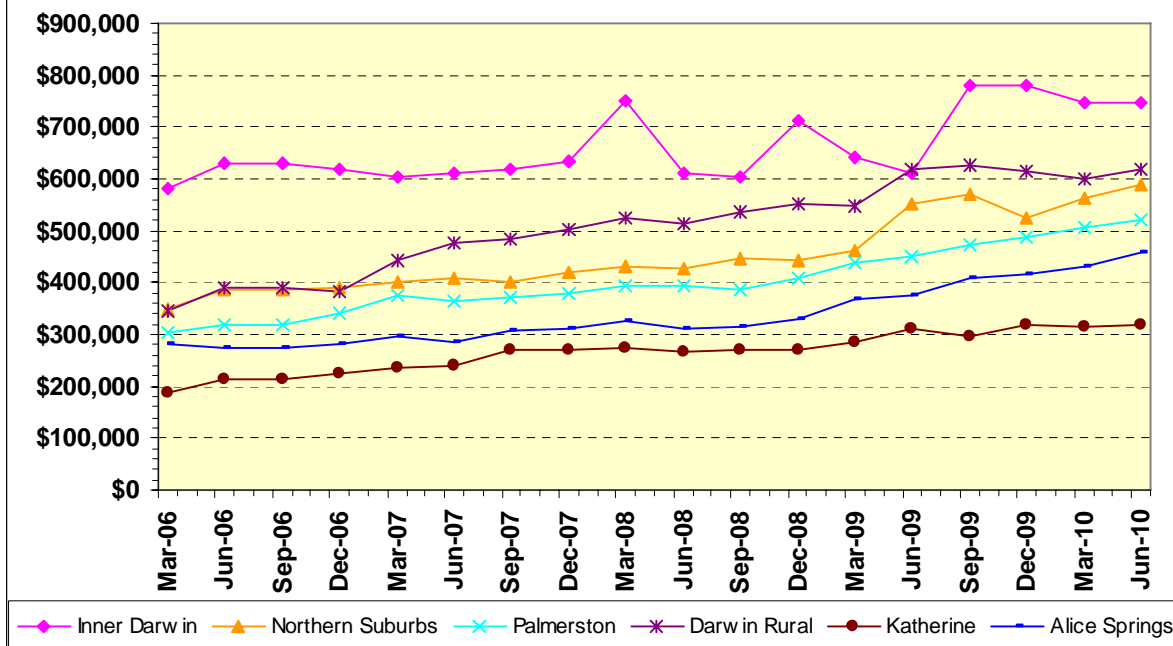
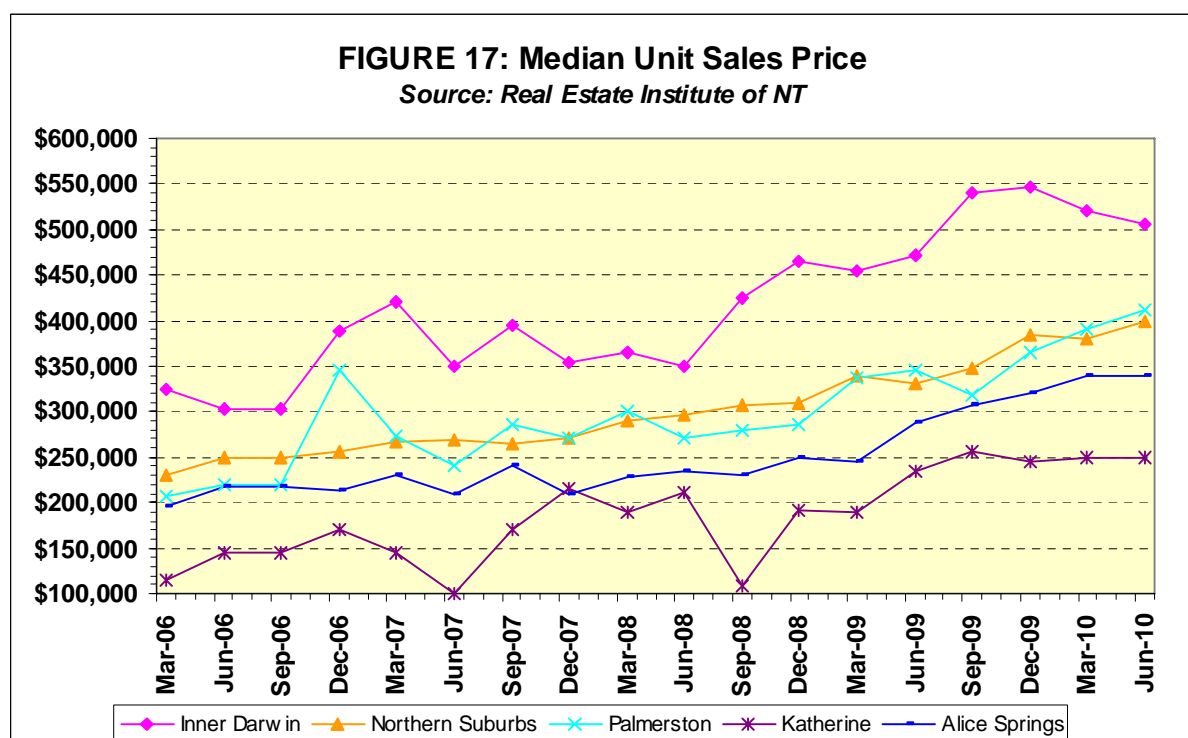
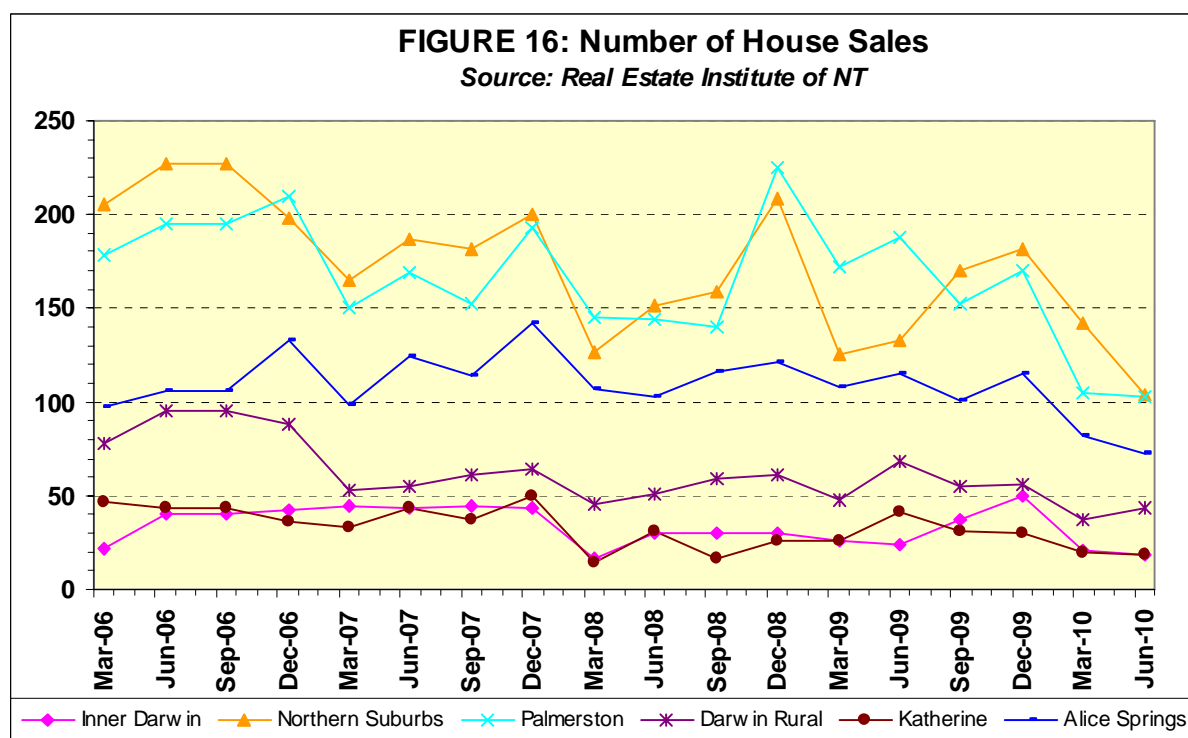


FIGURE 15: Median House Sale Price

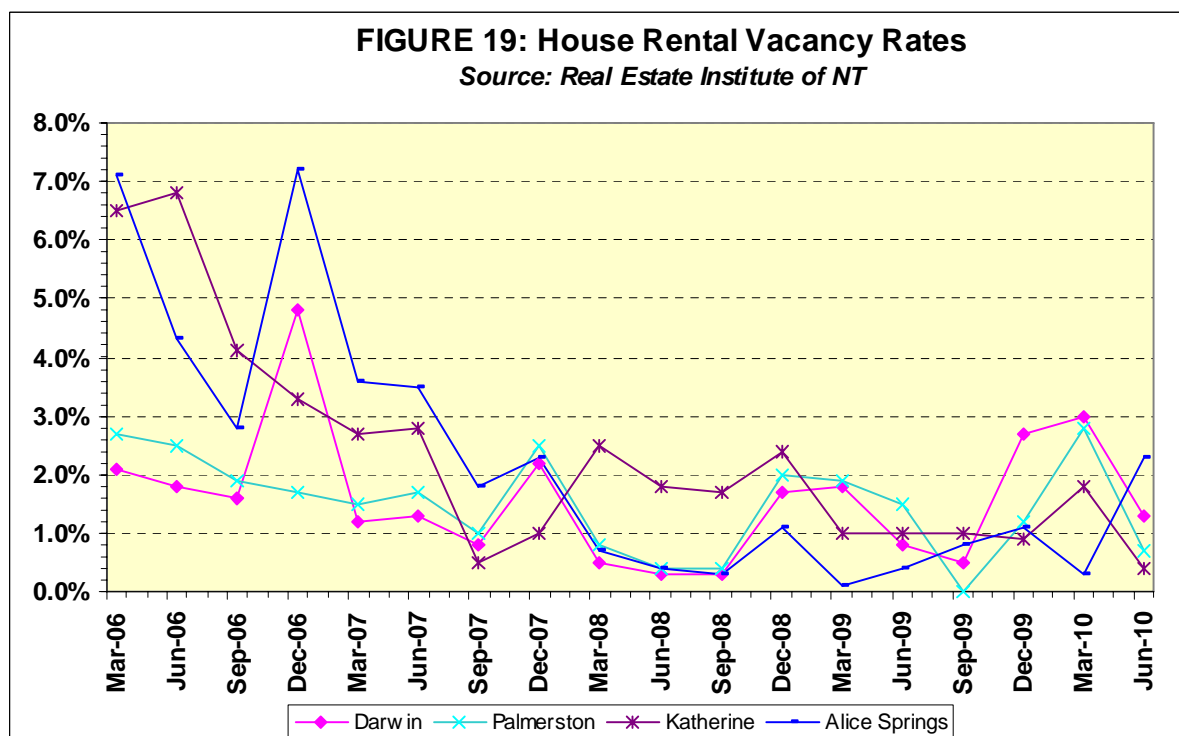
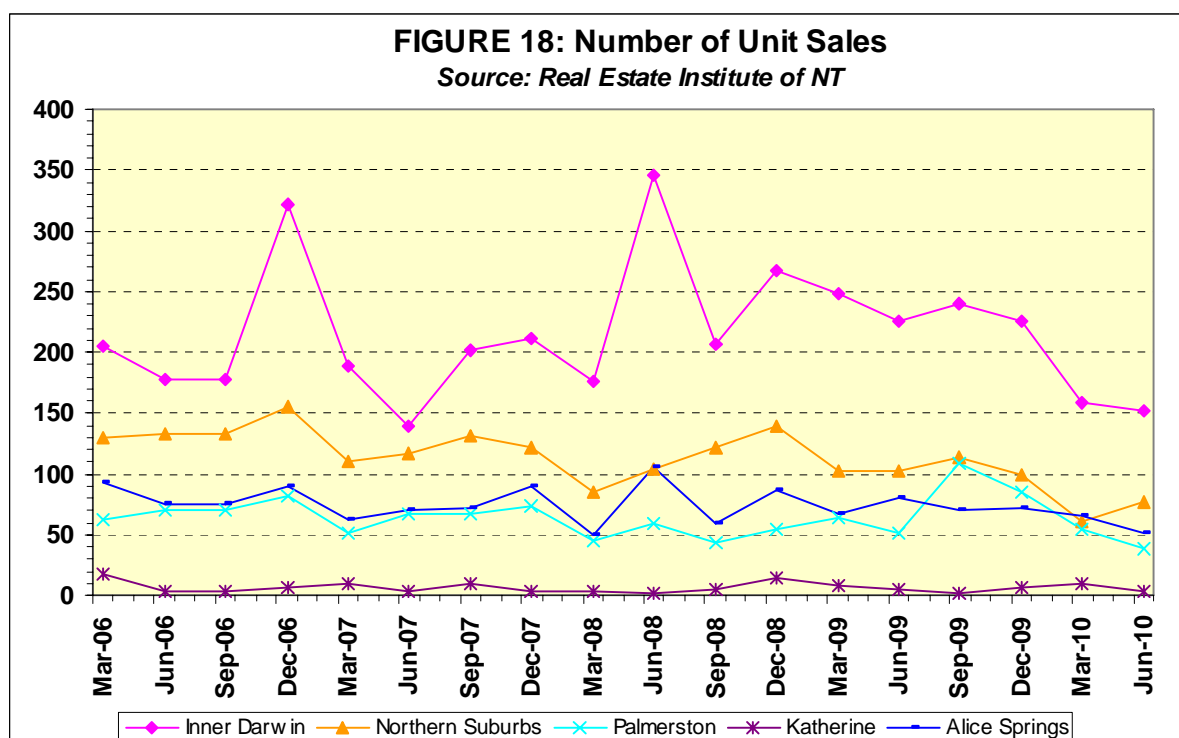
Source: Real Estate Institute of NT



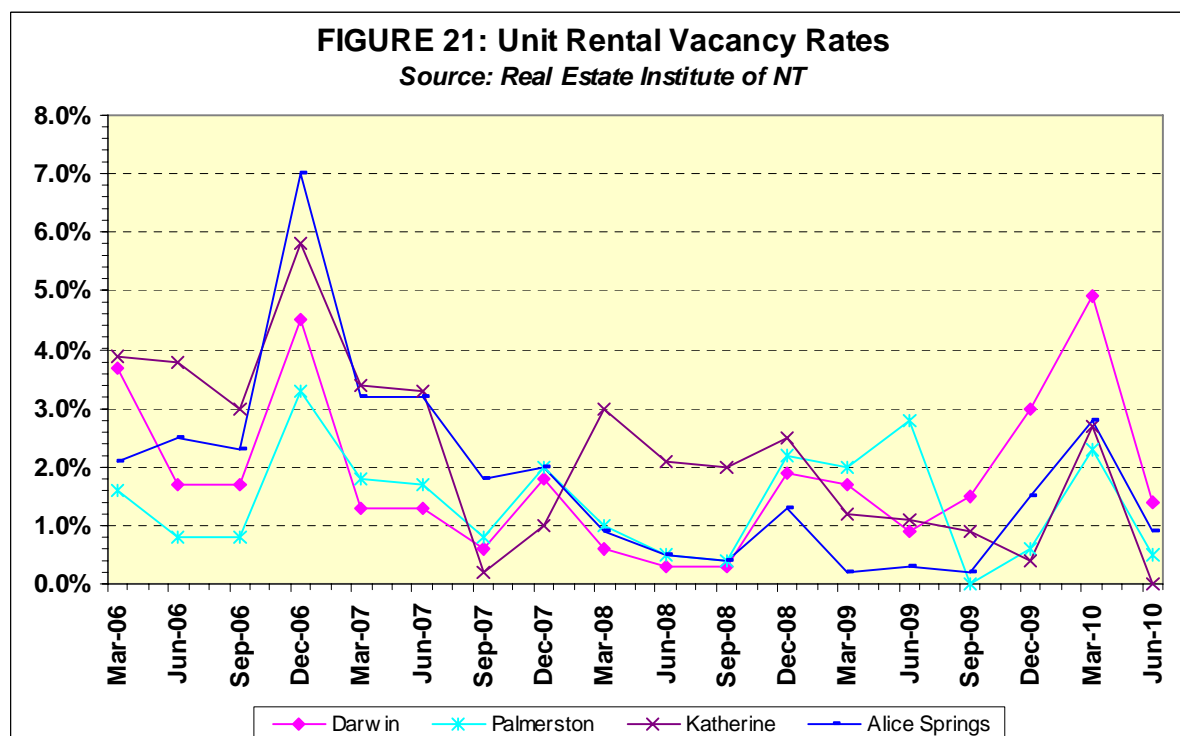
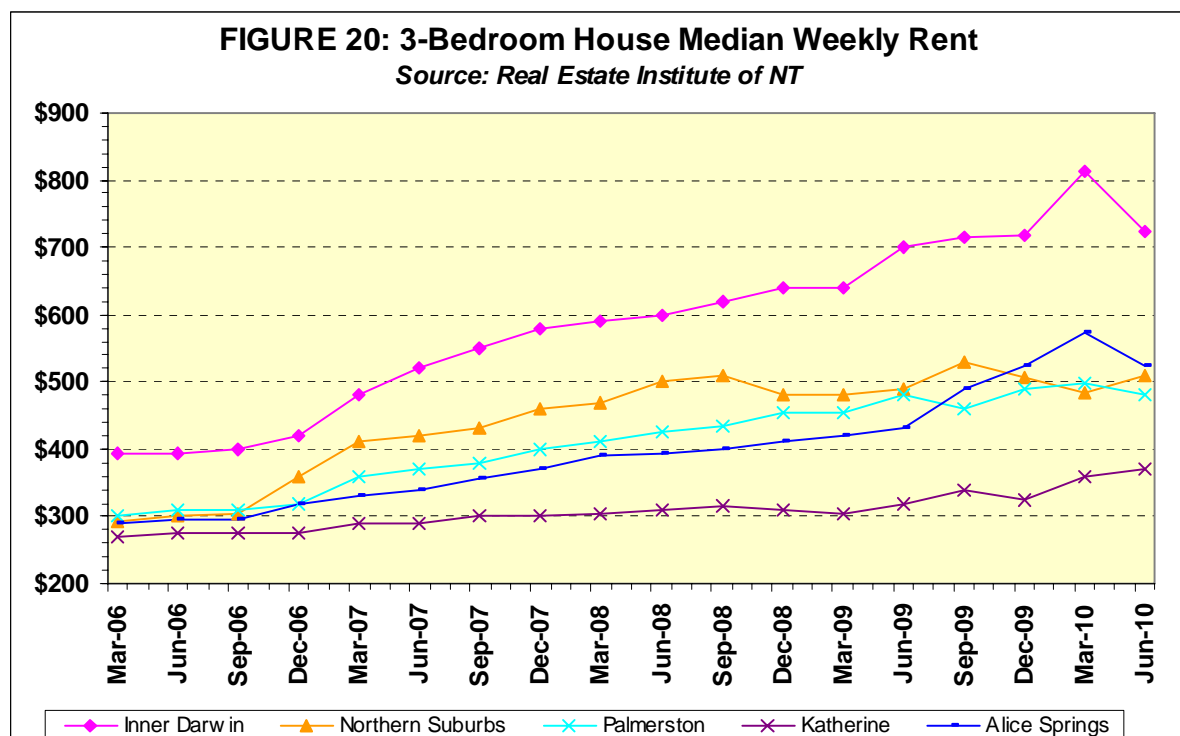
STATE OF THE CITY - Economic



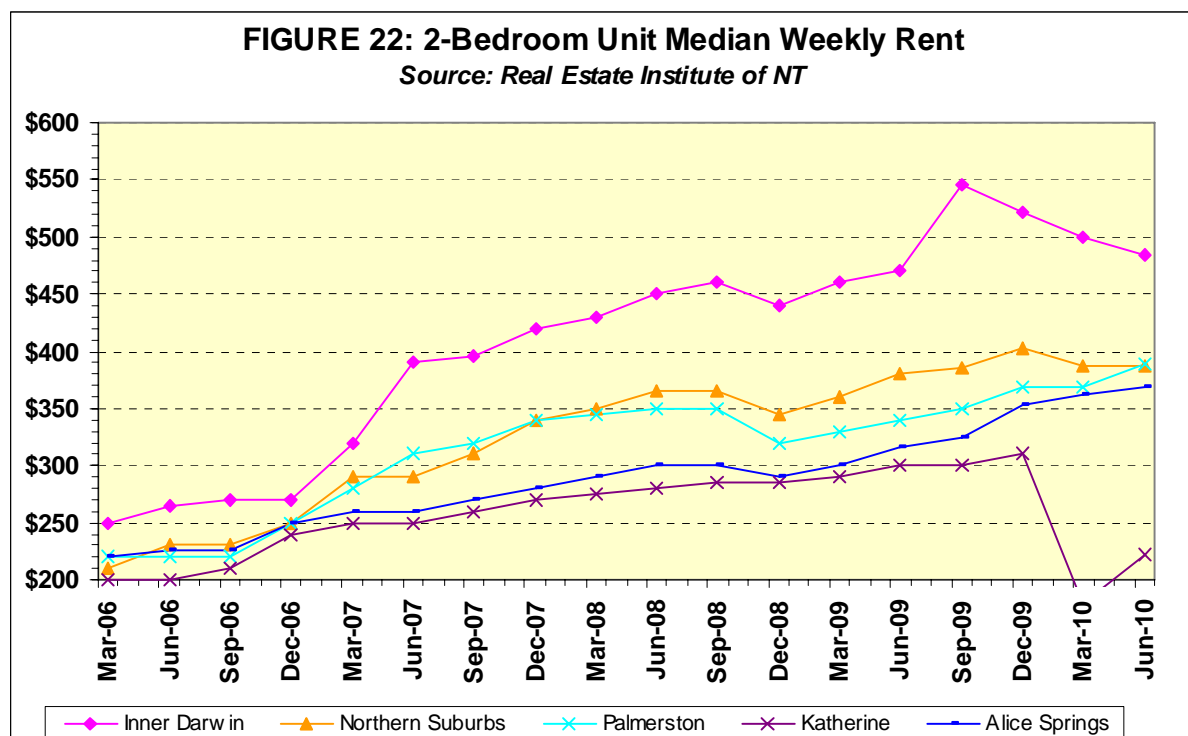
STATE OF THE CITY - Economic



STATE OF THE CITY - Economic



STATE OF THE CITY - Economic



STATE OF THE CITY - Environmental

Overview of Environmental Indicators

Last year the ABS released a new survey on “Environmental views and behaviours”. Within this survey they reported that across Australia 82% of adults were concerned about the environment, with the highest concern being shown by residents of the ACT. People aged less than 24 years old were less concerned with 26% not being concerned at all about the environment. 53% of residents born in Australia were most likely to say that the natural environment was declining. Regarding the topic of ‘climate change’ the Northern Territory showed the lowest levels of concern (69%) compared to the highest result in the ACT (81%). Not surprisingly the Territory ranked the lowest when it came to personal water use. More than half the population of Australia reported that their personal water use had decreased in the last 12 months whilst in the Territory 11% actually reported an increase in their consumption.

The ABS data shows that the average electricity usage in the Northern Territory is increasing. The average recorded in 2006/07 was 21,646kwh per customer to 23,002 in 2007/08 and rising again to 23,509kwh in 2008/09 (most recent data).

When looking across Australia, Territorians were more likely to be dissatisfied with waste collection services. However, according to our own Annual Community Satisfaction survey that has just been completed by McGregor Tan Research, the residents of the Darwin municipality actually cited their highest satisfaction levels when it came to the ‘wheelie bin emptying’ service (4.3 out of 5) and the services provided by the Shoal Bay Waste Management Facility recording a satisfaction level of 4.1 out of 5.

Table 2 outlines current Council data against the Environment indicators. **Table 3** has been collected through the recent Annual Community Satisfaction survey. Residents within the Darwin municipality have a very high propensity for travelling by car with a very disappointing number utilising public transport, with results worsening from 2009.

Environment ¹	
Total volume of kerbside recycling	4726.54 tonnes
Waste to landfill	162,565.14 tonnes
Commercially generated and industrial waste as a % of total waste	58%
Domestic Waste Collected Per Capita Per Annum	0.164t per person

Table 2

Form of transport	Daily		Most days		Several days a week		Once or twice a week		Between once a fortnight and once a month		Less than once a month		Never	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
Car	74%	73%	9%	10%	7%	6%	4%	5%	0%	1%	0%	1%	5%	4%
Public transport	2%	3%	2%	1%	2%	4%	4%	5%	8%	7%	26%	28%	57%	52%
Bicycle	7%	7%	3%	4%	6%	7%	15%	13%	9%	6%	9%	12%	51%	51%
Motor Bike	2%	3%	1%	1%	1%	1%	1%	1%	1%	0%	1%	3%	94%	91%
Walking	43%	41%	9%	16%	14%	13%	16%	13%	5%	4%	4%	6%	7%	8%

Table 3

¹ An improved method of data collection was implemented in 2009/10 in relation to the Environment indicators, therefore these results should not be compared to previous years.

STATE OF THE CITY - Infrastructure

Overview of Infrastructure Indicators

Table 4 outlines Council's current data on our Infrastructure indicators. As with the environment indicators further data will be collected over time so we can demonstrate any increasing or decreasing trends.

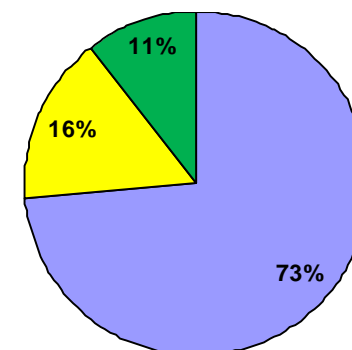
Infrastructure	2009/10	2008/09
Amount of green space in the Darwin municipality	673 hectares	655 hectares
% of irrigated versus non-irrigated green space	49.60%	49.59%
Quantity of water used per hectare of green space in the Darwin municipality	1,936 kl	N/A
Total kilometres of Council managed sealed roads	442kms	420kms
Maintenance costs per kilometre of sealed roads	\$33,454	\$22,000
% of road length resealed to total sealed roads	2%	3%
Total kilometres of Council footpaths	372kms	362kms
Maintenance costs per kilometre of footpaths	\$1,444	\$950
Total kilometres of cycle paths	63kms	57kms
Maintenance costs per kilometre of cycle paths	\$190.05	\$380
Total kilometres of Council managed storm water pipes	385kms	362kms
Total kilometres of Council managed lined open drains	15.5kms	15kms
Maintenance costs per kilometre of storm water pipes	\$424	N/A
Total number of driveways	17,800	17,900
Maintenance costs per driveway	\$10.62	\$1.20

Table 4

GOAL 1 - Achieve effective partnerships and engage COLLABORATIVE relationships








Goal 1: Progress against Corporate Plan actions

■ Ongoing
■ In progress
■ Completed






Action	Progress	Status
Outcome 1.1: Improve relations with all levels of Government		
Strategy 1.1.1: Effectively engage with Territory and Australian Government officials, particularly in the Darwin region		
Understand Council's role and the impacts of the Intervention	On-going engagement with NT and Federal government officers in relation to the possible impact of the Intervention. This occurs in Capital Cities, ITCG and CSWG forums as well as in out-of-session partnerships and engagements. One outcome has been the funding (via Federal funds to the NT police) of Larrakia Nation AC to recommence the Watchhouse pick up service as a result of Council lobbying. After significant lobbying, Council has secured a role on the NT Homelessness Working Group enabling strategic level input into the issue of chronic homelessness in the Darwin municipality Council has engaged with two peak Aboriginal agencies (Northern Australian Aboriginal Justice Agency and FORWAARD) in Darwin to seek to understand aspects of the impact of the intervention upon the Darwin locale including the availability of alcohol, the lack of short-term, appropriate accommodation for Aboriginal people and services for alcohol and drug rehabilitation and the release of prisoners from the city watch house.	
Develop and maintain framework which ensures that Senior Officers and Elected Members effectively engage with NT and Australian Government	Regular monthly meetings of the Coordinating Committee of Officials Meetings (Darwin City Council, Dept of the Chief Minister and Dept Lands and Planning) have been progressing as per the schedule to support and progress actions from the Capital City.	
Strategy 1.1.2: Develop ways in which the Council can enhance relationships and develop opportunities with other Councils to build better cooperation and enhanced efficiencies in local government		
Be an active member of the Local Government Association NT (LGANT)	This is an ongoing action. Darwin City Council continues to be an active member and have participated in all forums.	
Continue to participate in and actively support the Council of Capital City Lord Mayors (CCCLM) meetings	Ongoing action - Lord Mayor and CEO ensure that Darwin City Council is represented at face to face meetings and participate in regular teleconferences. Darwin City Council is currently the 'host city' and Chair of the CCCLM.	

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships

Strategy 1.1.3: Develop partnerships and joint projects with other levels of government		
Develop effective partnerships and initiate joint projects with Northern Territory and Australian Government	Ongoing, examples include: City Centre Revitalisation, Woolner Road upgrade, Bagot Park upgrade.	
In partnership with the NT Police and the City of Palmerston implement the Graffiti Management Plan	The Graffiti Service Level Agreement has commenced in partnership with the Northern Territory Government as a six month trial. City Of Palmerston has not joined the partnership on account of the limited number of NTG assets in that municipality. Council's six month trial includes a small number of assets and during the past 4 months, 228 pieces of graffiti have been reported and removed.	
Support, facilitate and attend the Top End Regional Organisation of Councils (TOPROC) meetings	Ongoing - Meetings are now held every 8 weeks at rotating venues with Darwin City Council provides the secretariat support for this group.	
Participate in the Public Transport Project Control Group with the NTG	Have participated in project control group meetings as required. Consultancy was completed. Report recommendations were presented to Council in early 2010, project control group focus on implementation of Cavenagh Street as a primarily bus route, which was supported by Council in principle, subject to joint public consultation by NTG and DCC.	
Identify partnership opportunities with NTG, neighboring Councils, community groups and private developers when seeking grant funding	Application for "City Centre Revitalisation Project" under the RLCIP - Strategic Project funding includes partnering with the Northern Territory Government and a private developer. This has been a successful application with Darwin City Council being awarded \$3.6m from the Australian Government. An application was submitted in Feb 2009 under the Local Adaptation Pathway Program (Dept of Climate Change) was proposing a joint project with Palmerston City Council and Litchfield Council plus Larrakia Nation, however this application was not successful.	
Participate in LGANT Chief Executive Officers Forum	Ongoing action. Regular participation has occurred, including provision of venues at Darwin City Council.	
Partner with NT Police to locate external funding to enhance Council's role in community safety.	Via the General Manager of Community and Cultural Services, Darwin City Council attends an Interagency Tasking Coordination Group meeting fortnightly and the Community Safety Working Group in accordance with the schedule. Council successfully negotiated the development of a Service Level Agreement with the Northern Territory Government to ensure a fee for service model was in place for the rapid removal graffiti. Council was unsuccessful in a bid for community safety funding from the Australian Government.	

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships

Partner with NTG, CDU and other stakeholders to deliver the Darwin 200 program of events	<p>DCC partners in the delivery of Darwin200 program of events have included:</p> <ul style="list-style-type: none"> - NTG, including Dept of the Chief Minister, Arts NT, Museum and Art Gallery of the NT, Northern Territory Library. - Charles Darwin University including the Charles Darwin Symposium - Corrugated Iron Youth Arts - Historical Society of the NT - Darwin Symphony Orchestra - Darwin Theatre Company - The Beagle Project (UK) - Royal Darwin Show - Christ Church Cathedral - Brown's Mart <p>Activities have included:</p> <ul style="list-style-type: none"> - Commission of new work of Public Art, The HMS Beagle Ship Bell. - Contribution to the Darwin 200 Asia-Pacific website coordinated by Charles Darwin University. - Sponsorship of the Museum and Art Gallery of the NT's "Supercrocodilians" exhibition launch, through the production and display of street banners and provision of a Darwin200 "crocodile" cake. - Production and Distribution of Darwin 200 promotional material including postcards, cotton bags, banners including FREEPS, Fun Bus and Fun in the Parks banners, and car magnets. Distributed through Council libraries and at Council events. - Sponsorship of the Charles Darwin Symposium. - Sponsorship of "Origins" multi Arts event and partnership with Corrugated Iron Youth Arts and participating agencies. 	
Strategy 1.1.4: Play a strategic role in the planning and developmental processes that impact Darwin		
Coordinate the approval of the design and construction of all private and/or government capital works, subdivisions and development works including approvals	Approvals of storm water, driveways and landscaping on individual lots and subdivision plans within Lyons are ongoing. Handover, maintenance and certificate of compliance inspections are completed timely as requested by developer	
Participate the Darwin's Urban Design Advisory Panel	DCC attended meetings, however the Urban Design Advisory Panel's term concluded with the NT Government re-instigating in mid 2010 with Council representation. No meetings of new group have commenced.	

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships






Strategy 1.1.5: Influence Government and developers to develop sustainable projects which reflect Darwin's lifestyle		
Undertake a leadership role in relation to Climate Change and the Environment	<p>Climate Change and Environment Advisory Committee Planning Day held on Saturday 20 June 2009. Subsequently Committee met on 13 Aug 2009 to prioritise actions. This now forms the forward work plan to 2012 (term of this Council).</p> <p>Council responded to a request from the Australian Government to host the Environment Minister Peter Garrett by showing him the outcomes of the Protecting the Primary Dunes of Mindil Beach (funded in part by the Australian Government Coast Care grant).</p> <p>Council's Manager of Climate Change and the Environment represented Council at the National Climate Change Conference (International Public Participation Association) in August 2009.</p> <p>Darwin City Council has ongoing discussions with the Northern Territory Government's Climate Change and Policy Coordination Unit.</p>	
Darwin City Council to provide comments on new developments to the Northern Territory Government's Development Consent Authority (DCA)	<p>Council continues to provide comment to the NT Government Development Consent Authority in relation to development application on both technical servicing issues and issues that are relevant to the local community.</p> <p>Some of the large developments include large residential and mixed use developments in the CB zone and surrounding areas e.g. The Avenue, the redevelopment of the old Bunnings site.</p>	
Outcome 1.2: Effectively engage with the community		
Strategy 1.2.1: Increase involvement of the Business Community for developing solutions to local issues		
Investigate the impacts of major developments on the Darwin community and Council services	<p>Inpex provided an overview of the Environmental Impact Statement to Council's Chief Officers Group in July 2010. Community & Cultural Services provided a brief social planning overview of concerns to the Environment section's report to Council. This is the only 'major' development currently impacting the Darwin environs.</p>	
Participate in annual business forums to exchange information and raise awareness of Council issues and services	<p>Manager Communications & Marketing is a member of Public Relations Institute of Australia.</p>	
Strategy 1.2.2: Engage, communicate and work collaboratively with the community including schools		
Assist sport/community groups to identify funding and write grant applications	<p>Darwin City Council provides information as required to sport/recreation groups on where/how to access alternate funding sources as requested. Funding opportunities are also distributed regularly as they become available to Council's community services networks.</p>	

Table 5

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships

Goal 1: Strategic KPIs progress

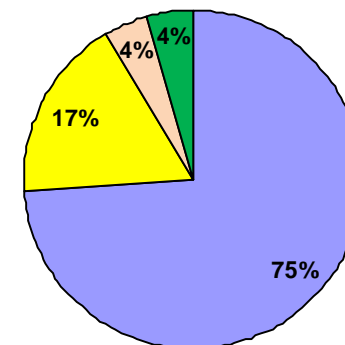
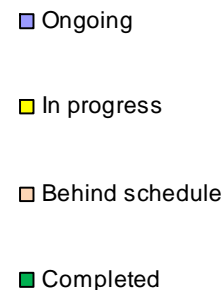
Outcome		Indicator	Target	Actual Result		
Goal 1: Achieve Effective Partnerships and Engage in Collaborative Relationships						
				2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	100%	100%	
1.1	Improve relations with all levels of Government	Number of new joint initiatives initiated	Trend	23	20	
		Number of joint projects completed	Trend	8	2	
		Number of development applications received	Trend	390	520	
		Number of DCC recommendations adopted by DCA	Trend	N/A ²	360	
1.2	Effectively engage with community	Number of business development enquiries	Trend	6	3	
		Number of new community wellbeing initiatives recommended to Council based on community needs	Trend	369	288	
		Number of Youth Advisory Group meetings held	Trend	9	8	
		Youth Advisory Group meeting attendance	Trend	92	113	
		Community agreement rating that Council consults with community sufficiently	> 3.3	3.4	3.4	

Table 6

² The previous method of calculation for this indicator was subjective and open to interpretation, therefore this indicator will be reviewed during 2010/2011 to develop an indicator with greater accuracy.






GOAL 2: Enhance Darwin's Active, Positive and Flexible Lifestyle

Goal 2: Progress against Corporate Plan actions










Action	Progress	Status
Outcome 2.1: Improve urban enhancement around Darwin		
Strategy 2.1.1: Manage and improve the landscaping, streetscape and infrastructure to a standard that meets community needs		
Deliver Urban Enhancement Improvements Program	This program was previously used for the redevelopment around shopping centres, last project completed was the Wulagi Shopping Centre in 2008/09. No further Northern Territory Government funding has been supplied for further projects.	
Develop and implement the City Revitalisation Program	The Knuckey Street Stage 1 component of the project is complete. Construction on the Smith Street landscaping and hardworks component of the project is proceeding and the works are expected to be completed in August 2010. A contract for The Mall and Raintree Park was awarded in July 2010.	
Finalise the overarching Recreation Strategic Plan	The Recreation and Strategic Plan Framework has been completed, and the ongoing development of the underpinning strategies (walking, ovals, aquatics, playground, open spaces etc) continued throughout 2009/10 with endorsement of the strategies scheduled for 2010.	
Manage the use and policy in respect to cyclepaths, ovals, sporting court and swimming pools	Review of Northern Territory Government and Council bike paths has been completed. Recommendations will be reported to Council in August or September 2010.	
Oversee the maintenance and construction in relation to cyclepaths, ovals, sporting court and swimming pools	Maintenance programs for each of these areas are currently on schedule and on budget. The construction of new assets or the reconstruction of existing assets are completed in accordance with the Capital Works program. In 2009/10 Darwin City Council received Australian Government grant funding which provided Council an extra \$1m to complete cyclepaths in East Point, Progress Drive, Rothdale Road and Fitzler Drive.	
Strategy 2.1.2: Develop and maintain a vibrant and active Central Business Area		
No current actions as yet		

GOAL 2: Enhance Darwin's Active, Positive and Flexible Lifestyle

Strategy 2.1.3: Support the NT Government's Ribbons of Green and CBD entry node upgrade initiatives		
Support the NTG's Ribbons of Green and CBD Entry Node developments	<p>Ongoing discussions are occurring with Dept of Lands and Planning (DLP). DLP provided DCC with grant funding as part of the City Centre Revitalisation Project, of which the Knuckey St component is part of the NTG's Ribbons of Green strategy, this work was completed by end 2009/10.</p> <p>CBD Entry Nodes and Ribbons of Green continues to be an agenda item at the Capital City Committee and the Coordinating Committee of Officials Meetings. A presentation was made to Council in 2010 regarding Entry Statement/Nodes and Council provided feedback.</p>	
Strategy 2.1.4: Provide a clean and liveable municipality		
Deliver animal education programs	Council's Animal Education Officer has delivered education programs at all four of Council's libraries. Council also has stands at the Royal Show, Pet Expo and conducts micro-chipping days.	
Review and maintain Street Cleaning and Litter Services	Constant review of current operations. Good feedback received through urban areas and in particular CBD.	
Strategy 2.1.5: Participate and partner in activities that contribute to a safer Darwin		
Contribute to a safer Darwin through the various safety initiatives	<p>Darwin City Council was successful in its objection to a CBD licensed premise application for a variation to serve alcohol until 4am.</p> <p>Council has ongoing involvement in two high-level cross government initiatives – the Community Safety Working Group and the Interagency Tasking Coordination Group to address anti-social behavior, alcohol management and graffiti remediation. Council also participates in Alcohol Management Plan development and negotiations with the Northern Territory Government's Licensing, Regulation and Alcohol Strategies of the Dept of Justice.</p> <p>Council was successful in lobbying for the re-introduction of the Watch House pick up service. Also, refer below.</p>	
Support the delivery of the Alcohol Management Plan	<p>A very progressed draft Alcohol Management Plan was presented to the May 2nd Ordinary Council Meeting by the Executive Director of Licensing Regulation and Alcohol Strategy after substantial engagement between the Northern Territory Government and Darwin and Palmerston Councils.</p> <p>Council also participates in the Casuarina Business Precinct CPTED group (cross sector stakeholders) which successfully achieved a determination from the ACCC to negotiate a Liquor Accord with business in the precinct.</p>	

GOAL 2: Enhance Darwin's Active, Positive and Flexible Lifestyle

Outcome 2.2: Increase recreational leisure and heritage experiences		
Strategy 2.2.1: Enhance library facilities		
Actively participate in the Library Review Committee	Darwin City Council's participation in the Library Review Committee has been ongoing throughout the year.	
Strategy 2.2.2: Promote Darwin as a host city for sport and other recreational events		
Develop new events, attract events and enhance existing events in Darwin	Manager Communications and Marketing is a supporting member of Bombing of Darwin and Military History Advisory Committee. Council also established the Fun & Games community events resource program. Council also provided funding and in-kind support to the Darwin Festival	
Provide support for the Arafura Games	Games finalised successfully.	
Provide support for community groups and organisations through the provision of leisure/event equipment and venues	The Fun and Games program is now fully operational and includes a range of large equipment and leisure pieces to be loaned free of charge to community. The "Gig Gear" project is now operational and Council also completed a face painting skills development workshop.	
Strategy 2.2.3: Manage and improve the pathway and cycleway network and encourage safe cycling and walking		
Construct and maintain cyclepaths in accordance with the Cyclepath Strategy	Construction of Rapid Creek cyclepath between Water Gardens and Sprigg Street is complete. Work on the cycle routes treated under the Connecting Darwin: Building Better Cycle Linkages project has been completed, except for the Stage 2 of the East Point which is scheduled for August – September 2010.	
Review and improve the Cyclepath Strategy	Darwin City Council worked with the Northern Territory Government to produce a scope and plan for the entire Darwin area. GHD Consultants were engaged to work with the NTG, DCC and Litchfield Council to look at the existing linkages. The report has been received from the consultants and will be presented to Council early in the 2010/2011 financial year.	
Strategy 2.2.4: Progress aquatic facility planning and delivery		
Finalise the Aquatics Facilities Masterplan	The Northern Territory Government assisted with funds to develop the Parap Masterplan. Consultants were engaged to progress the masterplan process. Significant community consultation was undertaken and the draft Feasibility Study has now been received by Council.	

GOAL 2: Enhance Darwin's Active, Positive and Flexible Lifestyle








Outcome 2.3: Promote family friendly and healthy activities		
Strategy 2.3.1: Promote and host family orientated activities		
Oversee and represent Council's interests in the Darwin Entertainment Centre	Darwin City Council continues to oversee and progress Council's interests in DEC by negotiating funding agreements, engaging with the Northern Territory Government as required. A Project Control Group convened in November 2009 to progress minor works. Council has commissioned a review of DEC's strategic directions in conjunction with the NTG and DEC.	
Work with the youth community to host low cost and accessible youth events	In-kind provision of workshop space at Leanyer Depot for Darwin Community Arts and YMCA Brotherz Program to run "Legal Walls" street art workshops culminating in an exhibition during the Darwin Festival. Council provided support and venue for the United Nations Youth Association Representative to meet and hold a forum with young people. Also provided support to NAPCAN in hosting the launch of Child Protection Week, to Jeremiah Rasing to present and deliver a Break Dance competition in December 2009. . Council received funding for a school holiday program "Vods and Pods" from the Office of Youth Affairs. Council also received funding to present the BIG GIG on 17 April 2010 as part of National Youth Week and collaborated with Corrugated Iron to present Epic Central also as part of National Youth Week. .	
Strategy 2.3.2: Pursue the development of a purpose designed youth space and positive youth activities		
Coordinate the National Youth Week event	Council was successful in obtaining grant funding from the Office of Youth Affairs for an event during National Youth Week. Epic Central and the BIG GIG were presented as part of the Youth Week.	
Develop and implement the Youth Space Masterplan	Extensive consultation has occurred. A design workshop was held in August 2009. Further investigation into possible site locations was presented at a Special Council meeting on 30 November 2009. A Site Analysis Workshop was held in February 2010. A further report has now been prepared addressing financial sustainability of the potential sites.	
Strategy 2.3.3: Provide facilities and programs which encourage healthy lifestyle choices		
Deliver community health and well being programs (ie Activate NT, Heart Foundation Walking, Making Tracks, Pedometers)	Activate NT 2010 was very successful with 280 participants. Activate NT finalised successfully for 2009. Pedometers are being used for Activate NT and other community events to encourage daily activity. Heart Foundation Walking is ongoing and is continuing to attract regular walkers. Making Tracks brochures will be updated upon completion of the Cycling Strategy.	
Deliver Sporting Areas Services	Sporting areas services include ongoing programs for mowing turf, irrigation maintenance, fertiliser application, infrastructure and furniture maintenance and renovation of turf surfaces. These programs are continuing on schedule and on budget.	
Deliver Recreation & Leisure Services	Ongoing, FREEPS, swimming pools, courts, oval allocations, playgrounds	

Table 7

GOAL 2: Enhance Darwin's Active, Positive and Flexible Lifestyle

Goal 2: Strategic KPIs progress

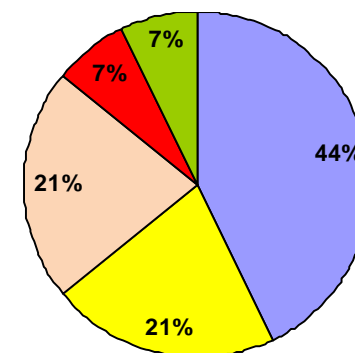
Outcome		Indicator	Target	Actual Result		
Goal 2: Enhance Darwin's Active, Positive and Flexible Lifestyle						
				2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	93.11%	97%	
2.1	Improve urban enhancement around Darwin	Community satisfaction rating with the standard of maintenance of suburban parks and playgrounds	> 3.8	3.8	3.8	
		Community rating against generally feel safe in their local suburb	> 70%	74%	72%	
		Community satisfaction rating with the standard of litter collection from public areas	> 3.5	3.4	3.5	
		Number of incidents resulting in an injury	Trend	38	13	
		Community satisfaction rating with the standard of street lighting	> 3.8	3.6	3.6	
		Community satisfaction rating with the standard of footpaths/ cyclepaths	> 3.8	3.6	3.4	
2.2	Increase recreational, leisure and heritage experiences	Community satisfaction rating with Library services	> 3.8	4.2	4.1	
		Library membership as a % of the population	Trend	47.40	43.99	
		Total number of library visits	Trend	465,135	509,442	
		Total swimming pool attendance	Trend	163,973	183,350	
		Total attendance to cultural institutions ³	Trend	2,862	2,458	
		Community satisfaction rating with the standard of recreation facilities such as tennis courts	> 3.8	3.9	3.9	
2.3	Promote family friendly and healthy activities	Total Fun Bus attendance numbers	Trend	15,146	9,812	
		Total Fun In The Parks attendance numbers	Trend	2,265	3,115	
		Average number of bookings for sporting areas per week	Trend	3,384	2,561	
		Total participation in ActivateNT	Trend	280	200	

Table 8

³ At this stage visitation numbers are limited to just visitor attendance at Parliament House. It is planned to expand this to include other cultural institutions within the municipality during 2010/2011.

GOAL 3: Assist Individuals and the community stay connected with the Darwin Region

Goal 3: Progress against Corporate Plan actions



Action	Progress	Status
Outcome 3.1: Promote the use of public spaces		
Strategy 3.1.1: Enhance public spaces and encourage greater use by the community		
Implement the grounds and infrastructure refurbishment program	Bagot Oval complete. Ongoing activities continue.	
Review the Playground strategy (inc 10 year plan)	This item has now been deferred 2011/2012.	
Outcome 3.2: Enhance transport systems		
Strategy 3.2.1: Review transport and parking needs		
Develop and implement car park contribution plan for areas outside of the CBD	The first stage of a car park contribution plan for Casuarina was completed. A draft report has been completed regarding car park generation rates. This will be progressed throughout 2010/2011.	
Review the CBD parking policy, strategy and financial model	The parking contribution for the CBD has been reviewed and amended. The Advisory Committee was formalized and has had several meetings to progress the review of CBD parking policy strategy and model.	
Deliver a planning and design framework in relation to the Cavenagh Street car parking	Report to Council early 2010 where Council resolved to call expressions of interest for a Strategic Property Consultant.	
Influence the delivery of passenger and commercial transport	Council continues to fund the secure taxi rank in the CBD in conjunction with the Australian Hotels Association. In regards to the long term funding of the rank, Council has provided the Northern Territory Government with a research report detailing rank funding models.	

GOAL 3: Assist Individuals and the community stay connected with the Darwin Region








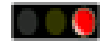
Strategy 3.2.2: Manage and improve the road network and infrastructure to a standard that meets the needs of the community		
Deliver and implement municipal street lighting upgrade program	Upgrade of street lighting undertaken in accordance with approved budget.	
Develop and implement Council's ongoing Local Area Traffic Management Plan	A submission listing Council's projects for the 2009/2010 Local Area Traffic Management (LATM) program for Northern Territory Government's, Roads Network Division was successful. 13 projects were approved and all 13 projects have been constructed.	
Implement the Roads to Recovery program	Design/Documentation for Cavenagh Street reconstruction under the R2R Program is 90% complete. A joint consultation process between the Darwin City Council and Northern Territory Government based on the vision of Cavenagh Street becoming the principal public bus route in the Darwin CBD, as outlined in the NTG's Public Transport Framework study and Council's Cavenagh Street upgrading master plan will commence on 19 August 2010 and continue for a period of 4 weeks. Upon completion of the public consultation a report will go to Council summarizing the outcomes of the consultation and pending the outcomes of the consultation, Council's endorsement of the proposed works along Cavenagh Street.	
Strategy 3.2.3: Provide parking facilities and management systems which meet the needs of the community		
Manage, maintain and ensure optimal performance of Council's off street car parks	Total revenue for off street in 2009/2010 was \$1,650,358 representing an average occupancy rate of 89.42%	
Outcome 3.3: Increase and promote use of technology		
Strategy 3.3.1: Develop and promote Council's IT capability for informing the community and seeking feedback		
Expand Council's connectivity IT capability (e.g. website and intranet, mobile devices etc)	Installed wireless connection in Council Chambers and completed improvement of network core. Completed Bishop St PABX in Oct 2009.	
Implement IT's Five Year Strategic Plan	Project commenced on 1st Sept 2009. External assistance was engaged to develop the plan. Completion expected in October 2010.	
Investigate the functionality and process for obtaining Council papers, reports and agendas electronically	Council business papers are now placed on a secure Elected Members intranet site. All business papers are available on Council's website. Further work is continuing.	
Strategy 3.3.2: Advocate for the provision of a wireless service for the CBD		
Investigate wireless internet in key locations, including using wireless devices for accessing Darwin information (historical, botanical, good and services)	Work progressed throughout 2009/10. Final report regarding wireless internet access is due to Council in October 2010. Once Council decision is made, implementation will take approximately 4 weeks.	

Table 9

GOAL 3: Assist Individuals and the community stay connected with the Darwin Region

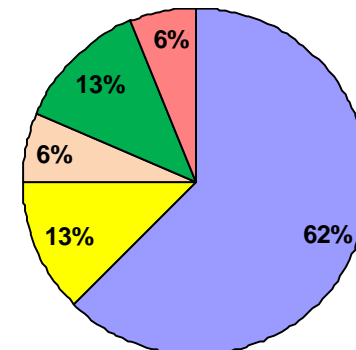
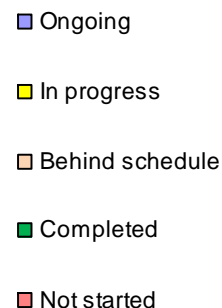
Goal 3: Strategic KPIs progress

Outcome		Indicator	Target	Actual Result		
Goal 3: Assist Individuals and the Community Stay Connected with the Darwin Region						
				2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	94.7%	97%	
3.1	Promote the use of public spaces	Community satisfaction rating with the standard of public toilet maintenance	> 3.0	3.2	3.1	
		Community satisfaction rating with the standard of maintenance of larger public parks, foreshores and beaches	> 3.9	3.8	3.8	
3.2	Enhance transport systems	Community satisfaction rating with the standard of car parking in the CBD	> 3.0	2.9	3.0	
		Community satisfaction rating with the standard of car parking in suburban areas	> 3.7	3.6	3.6	
		Community satisfaction rating with the standard of road maintenance	> 3.7	3.6	3.5	
		Percentage of road length resealed to total sealed roads	Trend	2%	3%	
		% utilization of public transport	Trend	18%	20%	
3.3	Increase and promote use of technology	Total number of on-line payments made via e-services	Trend	13,401	8,907	
		% of community surveyed who have accessed Council's website in the past 12 month	> 20%	30%	32%	
		% of community surveyed who made contact with Council via the internet or email	> 6%	11%	5%	
		Availability of agendas and minutes on Council's internet	> 99%	100%	100%	
		System uptime	> 99%	99.60%	99.62%	

Table 10








GOAL 4: Create and Maintain Environmentally Sustainable City

Goal 4: Corporate Plan Action progress



Action	Progress	Status
Outcome 4.1: Be a leader with climate change policies		
Strategy 4.1.1: Develop and implement a climate change policy and strategies for the reduction of carbon emissions		
Investigate the impact on Council of the introduction of Carbon Pollution Reduction Scheme (CPRS)	No policy decisions were made by the Australian Government – CPRS not being pursued. In preparation Council sought legal clarification from Cridlands of DCC's status under Constitutional requirements in terms of "Trading" which is necessary for the trigger for Emissions Reporting.	
Implement findings of the Building Energy Efficiency Audits	New chiller been installed at West Lane.. Work in progress for new air conditioning for the Civic Centre.	
Actively pursue environmentally friendly options for fleet operations	Council's new Council vehicle policy to address issues of fuel efficiency and use of alternative fuels is still under consideration. Council has purchased 8 hybrid cars and 1 truck.	
Develop a climate change policy and strategy	A draft Climate Change Policy and report has been completed and will be presented to Council for endorsement in early 2010/2011.	
Strategy 4.1.2: Develop and implement a coastal erosion management plan		
Develop & implement a Coastal Management Plan	Council completed the Nightcliff and East Point foreshore erosion study in 2008, and have received two proposals for continuing work as recommended in the Study as above. Ongoing applications to the Australian Government seeking funding to undertake erosion mitigation and risk mapping projects.	
Outcome 4.2: Improve water conservation		
Strategy 4.2.1: Develop and implement a water efficiency plan		
Develop and implement a Water Sustainability Plan	Climate change policy is being developed, and will be delivered to Council in early 2010/2011. The Water Sustainability Plan will be developed through the proposed climate change action plan, anticipated available early 2011. The water plan as a subset of the action plan will be developed in consultation with Council's Infrastructure Department.	

GOAL 4: Create and Maintain Environmentally Sustainable City

Strategy 4.2.2: Manage and improve Council's storm water management system		
Develop and implement an ongoing stormwater management plan for the municipality	Ongoing upgrades and maintenance occurred throughout 2009/10. Investigations into Westralia St and West Lane stormwater issues occurred. Funds have now been made available in the 2010/2011 capital works program for a storm water study for Stuart Park and other major projects.	
Develop a policy for the transfer of NTG stormwater drains to DCC	Stormwater drainage will not be transferred until this matter is finalized.	
Outcome 4.3: Increase efficiency of waste management		
Strategy 4.3.1: Lobby for, provide and develop contemporary waste management practices		
Conduct education campaigns in relation to waste, litter and recycling	Council has continued to run education programs with schools and has also had exhibitions in public places such as the Royal Show and the Tropical Gardens Spectacular.	
To advocate and participate in the development of a Regional Waste Management Facility including the use of alternate waste technologies	This is an ongoing action that is being progressed via the Top End Regional Organisations of Councils..	
Implement recommendations of the Gross Pollution Trap (GPT) Master Plan to reduce litter in stormwater	Ongoing maintenance and upgrades to gross pollutant traps with design work undertaken for 2010/2011 works.	
Review, develop and manage Council's waste management facilities and services	This is an ongoing action. Council is currently reviewing the contracts for the supply of the waste management service. Community satisfaction with the service is high and community satisfaction with the wheelie bin emptying service remains as Council's most highly rated service.	
Advocate for the introduction of container deposit legislation	This is completed. The Northern Territory Government are now introducing the container deposit legislation. Council is still involved in ongoing discussion regarding the details.	

GOAL 4: Create and Maintain Environmentally Sustainable City





Outcome 4.4: Enhance, preserve and protect the Darwin environment		
Strategy 4.4.1: Advocate for the preservation of the Darwin Harbour		
Advocate for the protection and enhancement of Darwin Harbour	Applied for community Coast Care and Caring for our Country funding from the Australian government. Completed Nightcliff and East Point foreshore erosion study. DCC is a member of the Darwin Harbour Advisory Committee (DHAC). Attended and responded to DHAC meetings and requirements.	
Strategy 4.4.2: Enhance water quality, ecological systems and biodiversity in Darwin		
Develop and implement water quality and conservation education programs with partner groups	Implemented Flushed With Success (installation of water saving toilets in the civic centre) program funded by the Australian Government Water Smart program 2006. Council is included in an interagency beach monitoring group investigating water quality issues in Darwin Harbour, including the development of potential Pollutant Source Map for Darwin Harbor to assist with sanitation surveys in the occurrence of other events resulting in a decline of water quality. Council has installed automatic shut off taps throughout the Civic Centre. Council also had a display at this years Tropical Garden Spectacular and Top End Sustainable Living Festival.	
Develop and implement the establishment of a weed management plan for Council	Darwin City Council's Weed Management Plan is in draft stage at 95% complete and requires further consultation with other internal departments. Council staff and NT Health, work together coordinating weed control and drain maintenance with mosquito control programs	
Advocate for legislative regulatory to enhance, preserve and protect the Darwin environment	BHP Billiton Olympus Dam (DCC looking at port of Darwin section) Responded to draft DHAC Regional Management Strategic Framework 2009 - 2013. Darwin City Council received Ministerial approval to join the Darwin Harbour Advisory Committee (DHAC). Council also responded to the Australian Government's Australian Biodiversity Conservation Strategy Consultation Draft and the Integrated Natural Resource Management Plan 2010-2015 Consultation Draft.	

Table 11

GOAL 4: Create and Maintain Environmentally Sustainable City

Goal 4: Strategic KPIs progress

Outcome		Indicator	Target	Actual Result		
Goal 4: Create and Maintain an Environmentally Sustainable City						
				2009/2010	2008/2009	
Completion of all key projects / initiatives within specified timeframes			>90%	96.52%	94%	
4.1	Be a leader with climate change policies	Decrease in greenhouse gas emissions*	Trend	N/A ⁴	12,777 CO2 emissions	
4.2	Improve water conservation	Quantity of water used per hectare of open space	Trend	1,936 kl	2,073 kl	
		Community satisfaction rating with the standard of storm water drainage	> 4.0.	3.7	3.8	
4.3	Increase efficiency of waste management	Increased volume of kerbside recycling	6% increase	4726.54 tonnes ⁵	1,885 tonnes	
		Increased participation in recycling	90%	N/A ⁶	83.9%	
		Community satisfaction rating with the standard of the wheelie bin emptying service	> 4.2	4.3	4.3	
4.4	Enhance, preserve and protect the Darwin environment	Number of environmental projects completed per annum	2	4	2	

Table 12

⁴ This is a complex and resource intensive indicator to collect. The next time that this data will be calculated will be end September/ early October 2010. The result will be reported in Council's Annual Report for 2009/10.

⁵ An improved method of data collection was implemented in 2009/10 in relation to the Environment indicators, therefore these results are not strictly comparative with 2008/09.

⁶ Darwin City Council does not have an accurate method of capturing this data. This indicator will be reviewed during 2010/2011.

GOAL 5: Facilitate and Maintain a Cohesive Community

Goal 5: Corporate Plan Action progress

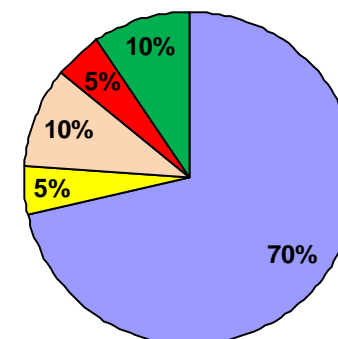
■ Ongoing

■ In progress

■ Behind schedule


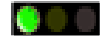

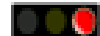

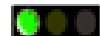

■ Deferred

■ Completed








Action	Progress	Status
Outcome 5.1: Facilitate community access and inclusion		
Strategy 5.1.1: Create more opportunities for the community to access services and facilities		
Undertake the Child Care Centre Review and determine Council's role in delivering child care services	The first stage of a report to Council regarding a review of child care centres and Council's role in delivering child care services has been drafted. Deloitte has concluded its commissioning to conduct a risk assessment in relation to a range of options in respect to Council's role in the provision of child care and the matter of attendant assets.	
Investigate options for improving public accessibility to Council services	Council has implemented its new web site which now provides much greater functionality and accessibility to Council services.	
Strategy 5.1.2: Create employment opportunities within the Council for disadvantaged members of the Darwin community		
Investigate and implement ways for marginalised members of the community to gain employment opportunities within Council	Council had sought grant funding for a project that targeted violence against young women via community education programs, however it was unsuccessful. Council has held meetings with Ironbark Employment to determine possible scope of creating traineeships for young women to be affiliated with the Fun Bus/Bagot community. Council hosted its inaugural Homeless Connect event which facilitated connections with service providers and employment support agencies. Council also hosted "Arts in the Grass" exhibition to encourage commercial opportunities for people who are homeless.	
Strategy 5.1.3: Improve access for people with disabilities		
Work with all relevant stakeholders to improve access for people with disabilities	Council has facilitated sponsorship of an award for excellence in inclusive art practice which was presented at International Day of People with Disability celebration at Parliament House on 3 December 2009. Council's Disability Advisory Committee facilitated an Inclusive Access Disability Public Forum on 27 November 2009. The forum focused on accessibility of transport in the Darwin area and inclusive recreational activities. Work carried out to date includes the upgrade of 6 x pram crossings at Rapid Creek Business Village, Rapid Creek and a hearing loop has been ordered for installation at Casuarina Library. An updated Disabled Car Parking advertisement has been produced and televised on local television.	

GOAL 5: Facilitate and Maintain a Cohesive Community

Facilitate Disability Services Forum	An Inclusive Access Disability Public Forum was held at Council's Casuarina Library on 27 November 2009. The forum focused on accessibility of transport in the Darwin area and inclusive recreational activities and was attended by approx. 50 people. Representatives from NT Dept of Lands and Planning and Disabled Sports Association presented information to attendees. Outcomes from this forum have been forwarded to the CEO of the NT Dept of Lands and Planning for investigation.	
Facilitate Disability Awareness Week Activities by Community Development and Library activities	Council attended an Assistive Technology forum. \$5,000 budget allocated annually for Disability Awareness Week which raises awareness of disability issues, celebrates achievements of people with a disability and provides information regarding services available for people with a disability. Disability Awareness Week held from 3-10 September 2009. Darwin City Council partnered with the City of Palmerston and community organizations to plan and facilitate events for the week. Eight activities were held during the week which raised awareness of disability issues and services. Public awareness of disability issues was increased due to print and radio media exposure. Attendance at all activities was high and the week was a success.	
Commence revision of the Disability Action Plan 2006-2010	Work has commenced in gathering best practice examples and service trends. A review of Council's policies that relate to disability access has commenced.	
Develop a 5 year strategy which will shape Council's community service scope and continuation of Council's Disability Action Plan	Research has commenced. End date to be changed to 30/06/2011.	
Strategy 5.1.4: Encourage and recognise volunteers		
Investigate and implement strategies to increase volunteer numbers	Council is working on a volunteers policy and program for 2010/2011. The project will commence with an audit to identify opportunities that could be enhanced by volunteers. Meetings with Volunteering SA/NT have commenced. A report recommending Council participation in the National Golden Gurus volunteering program was presented to Council in February 2010.	
Hold annual Lord Mayoral reception to thank all volunteers	Program has been implemented. Last event was held on 3 December 2009.	
Outcome 5.2: Promote Darwin's culture		
Strategy 5.2.1: Promote and support activities and programs that celebrate cultural diversity		
Organise Citizenship Ceremonies	This is an ongoing program. Six ceremonies occurred in the last financial period.	

GOAL 5: Facilitate and Maintain a Cohesive Community

Assist with in-kind support for NAIDOC	Darwin City Council became a silver sponsor of the 2010 Top End NAIDOC celebrations by providing a cash sponsorship of \$5,000 + GST in cash sponsorship. In-kind sponsorship of up to \$1,000 was also provided. In-kind support was provided to Danila Dilba for the Family Fun Day held during NAIDOC 2010 celebrations.	
Participate in Harmony Day	A function to celebrate Harmony Day was held on Saturday 27 March 2010 in Council's function room. The celebration was jointly facilitated by Multicultural Council of Australia NT and was attended by approx. 120 people.	
Improve and coordinate the facilitation role of Council in its provision of arts, cultural development activities, in-kind supports and sponsorship	<p>Council's facilitation role in the provision of arts and cultural development activities, in-kind supports and sponsorship in 2010 has included:</p> <ul style="list-style-type: none"> - Acting as a point of contact for local artists and arts workers; - Sponsorship and in-kind support of the Darwin Festival; - Participation in discussions with the Northern Territory Government on the development of a Developer Contribution Scheme for Darwin; - Development of best practice Public Art Commissioning Guidelines and the commission of new Public Art for The Mall; - Development of a Darwin City Centre Public Art Master Plan, including consultation with the Larrakia community; - Facilitating the use of Council's Civic Centre as an Art exhibition space, working with local artists, schools and community groups; - Engaging Charles Darwin University students for the Casuarina Library Temporary Art Project; - Delivery of the arts and music program for the Homeless Connect Event; - Sponsorship and in-kind support of Fist Full of Films Festival in Civic Park; and - Working with the children's and libraries school holiday programs and community events. 	
Strategy 5.2.2: Create opportunities for the expression of cultural diversity through art		
Assist with support for the Darwin Festival	<p>Council supports the Darwin Festival through cash and in-kind sponsorship.</p> <p>Council staff across the three Departments have provided in-kind assistance to the Darwin Festival including preparation of Civic Park for use as the main Festival venue, use of Council facilities and equipment as required (e.g. traffic and safety equipment, bicycles), ongoing advice.</p> <p>Regular meetings have been convened between DCC staff and the Darwin Festival Management and Production staff. Customer Services administer the in-kind sponsorship.</p>	
Implement Council's Five Year Arts Plan and Public Art Policy which informs Council's direction and service scope in facilitating development of the arts in Darwin	<p>The Arts and Cultural Development Officer and ACDAC continue with strategic planning and project implementation in line with the Five Year Arts Plan and Council's arts policies.</p> <p>In 2010 a number of strategic planning projects have been initiated including:</p> <ul style="list-style-type: none"> - Establishment of a pooled fund for Public Art, comprising 2% of the Capital Works budget; - Darwin City Centre Public Art Mater Plan; and - Public Art Policy and commissioning guidelines. 	

GOAL 5: Facilitate and Maintain a Cohesive Community

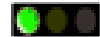
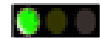
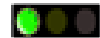
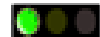

Outcome 5.3: Support harmony within the community		
Strategy 5.3.1: Develop and support programs to promote community spirit, cohesion and safety		
Investigate and implement best practice programs that will promote community cohesion and safety	Council resolved at its meeting of 30/06/09 (Decision Number 20\1720) to create a Safety Officer position to promote community cohesion and safety. New position entitled "Senior Community Development Officer: Livability" has been created and will encompass community safety aspects of Community Development.	
Develop and implement an Annual Good Neighbour Award program	The marketing program conducted the inaugural award to coincide with International Good Neighbour Day.	
Investigate and implement if appropriate services to assist neighbourhood dispute mediation	Research of local, interstate and international models of neighbourhood dispute resolutions has commenced including a follow up of a Council-supported research project regarding dispute models undertaken by Charles Darwin University in 2006. A report was presented to Council in February 2010. Council's decision is that Council links this report (commending CDU's research into neighborhood dispute models) to its Complaint Management Procedure which highlights the option to refer constituents to the Northern Territory Government's neighborhood dispute resolution service.	
Provide coordination of community markets and facilitate works as required	Council Officer met with Parap Village Traders to discuss upgrade requirements. Monthly meetings are held at the Mindil market regarding maintenance requirements.	
Finalise the Senior Services strategy	Full Council Workshop held November 2008. New initiative submitted 2009/2010 budget for Seniors Transport Service but declined.	

Table 13

GOAL 5: Facilitate and Maintain a Cohesive Community

Goal 5: Strategic KPIs progress

Outcome		Indicator	Target	Actual Result		
Goal 5: Facilitate and Maintain a Cohesive Community						
				2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	92.31%	98%	
5.1	Facilitate community access and inclusion	Total occupancy rate at the Community Centres	>95%	100%	100%	
		Community satisfaction rating with ability to contact Council staff out of office hours	> 3.5	2.7	2.9	
		Number of community groups supported (e.g. in-kind, advocacy, facilitation, financial)	Trend	72 ⁷	80	
5.2	Promote Darwin's culture	Number of Disability Advisory Committee decisions endorsed	Trend	5	18	
		Number of Arts & Culture Events Sponsored	Trend	33	52	
		Number of arts and cultural forums or projects	Trend	56	36	
5.3	Support harmony within the community	Total number of vandalism incidents reported (Graffiti)	Trend	228 ⁸	2,579	

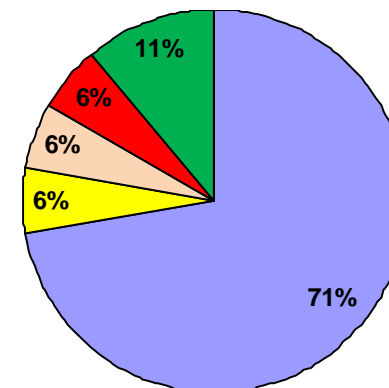
Table 14

⁷ The 2008/09 results was based on a sample of two months data and extrapolated out to produce a full year result. Changes were implemented in 2009/10 to ensure greater accuracy of data, therefore results should not be compared to the previous year.

⁸ A different method of calculating this indicator as a result of Council's new Service Legal Agreement with the Northern Territory Government for graffiti remediation which commenced in March 2010. This result therefore only represents 4 months of data and should not be compared to the previous years results






GOAL 6: Promote Brand Darwin

Goal 6: Corporate Plan Action progress



Action	Progress	Status
Outcome 6.1: Increase Council's profile		
Strategy 6.1.1: Provide strategic sponsorship for major events		
Develop and implement a policy for strategic sponsorship of major events	The draft Sponsorship Policy was scheduled to delivered to in 2009/10. Due to resourcing issues, this task has now been deferred to 2010/2011.	
Provide in-kind support to community based events	Recreational equipment, referred to as the "Fun and Games" has been purchased to be loaned free of charge to community organizations. The Fun and Games equipment includes several pieces, (for example, a large chess set and large inflatable soccer balls) that would be cost prohibitive for organizations to access through other means and that will promote healthy activities. Administration processes to manage the loaning of the equipment are in place and organizations have commenced loaning the equipment. In addition, PA equipment, referred to as "Gig Gear" has been purchased for loan to community groups, young bands, not for profit organizations and open community events, the "Gig Gear" is currently in high demand..	
Strategy 6.1.2: Implement a communications strategy that promotes Council and informs the community		
Through media campaigns showcase Council's innovation and achievements	Through Council's new website and Council's My Darwin residents magazine, good news stories are actively promoted. Electronic media is also utilised for showing achievements.	
Develop and implement a communication strategy which will keep the community informed	My Darwin quarterly resident's magazine has been developed and first 2 quarters have been distributed to all residents.	
Update Council's website and showcase Council's innovation and achievements	Council's new website has been implemented. Councils' new website recently scored the highest rating in a website usability study of Australia's Capital City Council websites. To see full report go to www.loop11.com/council-websites/	

GOAL 6: Promote Brand Darwin

Outcome 6.2: Promote our Darwin city		
Strategy 6.2.1: Promote Darwin's history, particularly its WWII experiences		
Utilise the Bombing of Darwin Commemoration and other significant events to promote Darwin's history	Council has commenced the planning for the 70 th anniversary of the Bombing of Darwin in 2012.	
Support the World War II Museum initiative at East Point	Darwin City Council participates in a multi-stakeholder advisory committee which oversight the WW11 Museum initiative at East Point, primarily in conjunction with the Northern Territory Government. Sites have been explored by Council and the NTG. Community consultation is occurring.	
Develop initiatives with other key stakeholders (NTG, Tourism NT, Tourism Top End) to promote Darwin's history	Assisted in developing BOD Advisory Committee. Engaged with Fanny Bay Historical Society to support the development of an event to celebrate the 90th Anniversary of the Great Air Race.	
Utilise the website for promoting Darwin's history	Council participate in annual events e.g. the Celebration of the Landing of Goyder. All events are promoted through Council's new website.	
Strategy 6.2.2: Promote Darwin as a place for tourists and residents to enjoy a tropical lifestyle		
Promote Darwin's tropical lifestyle	<p>The Darwin City Centre Revitalisation project (MY0800) Council is contributing to maintaining Darwin's tropical lifestyle – through recognising and valuing the role of street and park planting in defining the unique tropical character of the city and promoting Darwin as a walk-able city through the provision of safe and covered pedestrian to protect from Darwin's heat and torrential wet weather. .</p> <p>In 2009/10 Council's committed over \$1m of its own funds combined with \$1m in Australian Government grant funding to expand Darwin's cyclepath network. Darwin's wonderful weather is not the only thing that encourages cyclists — the generally flat terrain and roads with less traffic than larger cities also lend themselves to the pleasures of cycling in the Top End. Residents and visitors can cycle in safety by using the city's extensive local network of excellent shared paths. Paths have been installed to take you right along the breezy coastal fringe of the city and suburbs</p> <p>Council's, in conjunction with City of Palmerston's award winning Activate NT program brings people in the community together and supports them to achieve good health by making long-term changes to their lifestyle.</p> <p>In June 2010 the Australian Conservation Foundation's Sustainable Cities Index ranked Darwin as Australia's most sustainable city.</p> <p>Council's key projects are promoted through regular features in Darwin Life magazine.</p>	

GOAL 6: Promote Brand Darwin

Strategy 6.2.3: Celebrate the city's evolution		
Promote and celebrate the city's evolution	Council was a key contributor to the celebration of the 200 th anniversary of Charles Darwin's birth and also the 150 th anniversary of his book – Origin of Species.	
Support the Charles Darwin Symposium - Shaping our Science, Society and Future	Council sponsored the Charles Darwin Symposium by providing \$2,000 towards a morning or afternoon tea. In addition to this cash sponsorship, Darwin200 postcards produced by Council in partnership with the Northern Territory Government and Charles Darwin University were distributed to all Symposium delegates and Symposium organisers borrowed the matching stand-up Darwin200 banner for this event. Council continued to promote Darwin 200 throughout 2009 through the inclusion of the Darwin 200 logo on all vehicles, promotional banners, all advertising, correspondence and at community events. This project is now complete.	
Strategy 6.2.4: Strengthen international relationships through Sister Cities and other activities		
Facilitate Sister City relationships between schools	Council staff met with Dripstone Middle School to discuss the Aridagawa-Cho / Darwin Student Exchange. A Council decision on 27 October 2009 resolved that Lord Mayor donation of \$500 in-kind to Dripstone Middle School in support of this exchange. New 'pen pals' programs are in development.	
Maintain the Sister Cities Calendar of Events and promote all significant events and holidays concerning our sister cities	This is an ongoing action. Calendar update and events report was submitted up to December 2009. No further report submitted as the position of Sister City Officer was vacant for the remainder of 2009/10.	
Promote sister cities through a range of community events and displays	The Sister Cities program was promoted at a number of events including the Greek Glenti in June and a major sister cities fund-raising event was held at the Deckchair Cinema on Thursday 2 July to celebrate National Sister Cities Day.	
Host visiting delegations from sister cities	The Youth Advisory Group and Council staff met with the Director of Fundasaun Hafoun Rai Timor (FHRT) who briefly transited through Darwin.	
Strategy 6.2.5: Facilitate joint visits and delegations with business, government and the community to promote Darwin		
Develop policy and guidelines for participating in visits	Due to resourcing issues, this action has been deferred to 2010/2011.	
Promote Darwin through facilitated and coordinated delegations	Lord Mayor visited Timor as part of the Sister Cities delegation and the Lord Mayor has hosted a variety of dignitaries when they visited Darwin. In February 2010 as part of the Bombing of Darwin Commemoration, the Lord Mayor hosted the US Ambassador. Other dignitaries have included Ambassadors from Israel, Ireland, Austria, Indonesia, Japan and Switzerland, plus the Korean Consulate, the High Commissioner of South Africa and the Consulate General of Japan.	

Table 15

GOAL 6: Promote Brand Darwin

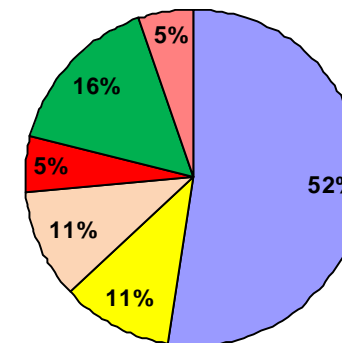
Goal 6: Strategic KPIs progress

Outcome		Indicator	Target	Actual Result		
Goal 6: Promote Brand Darwin						
				2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	97.88%	99%	
6.1	Increase Council's profile	Total value of sponsorships provided for major events	Trend	\$278k	\$68,932	
6.2	Promote our Darwin city	% of community that have attended special events and festivals (eg Bombing of Darwin) in the past 12 months	> 50%	43%	50%	
		Number of Sister City Committee decisions endorsed	Trend	29	32	
		Number of Sister City projects completed	Trend	2	N/A	

Table 16








GOAL 7: Demonstrate Effective, Open and Responsible Governance

Goal 7: Corporate Plan Action progress






Action	Progress	Status
Outcome 7.1: Effective governance		
Strategy 7.1.1: Continuously review service delivery to meet communities needs and expectations		
Undertake a whole of organisation review of program delivery to ensure outcomes are being achieved in a cost efficient and effective manner	This action had been delayed from the initial start date. Preliminary work/research has been undertaken, including how DCC will approach this project. This research includes reviewing how other Councils around Australia have implemented similar projects. A recommended approach was presented to Council's Senior Management in March 2010. It is anticipated that this review will commence in October 2010.	
Strategy 7.1.2: Minimise exposure of Council through effective risk management practice		
Deliver the Internal Audit Plan within specified timeframes	Council has developed a risk management framework which will inform all future internal audit plans. Internal audit deadlines were met throughout 2009/2010.	
Ensure compliance with all relevant OHS legislation	Council is developing an OHS management system and a new OHS Committee has been established. All DCC staff, contractors and associated stakeholders are to ensure OHS compliance with the following legislation or practice: * NT Work Health Act and Regulations 2008 * Australian Standards and National Codes of Practice approved by NT Work Health Act and Regulations * DCC OHS policies and procedures * NOHSC:1016 {2005} National Standard for Construction Work * DCC OHS inspection matrix	
Finalise the Business Continuity / Disaster Recovery Plan	Due to commence in October 2010.	
Develop and implement an organisational Risk Management Strategy in accordance with Aust Stds	Council is developing a risk management framework that is compliant with ISO31000 standards.	

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Develop an All Hazards Emergency Management Plan	Work has commenced on the plan. This is expected to be completed by 30 June 2012.	
Strategy 7.1.3: Manage Council's affairs based on a sustainable financial strategy		
Review and update the 10 Year Forward Financial Plan	The 2009/2010 review has been completed (refer to Council report 09A0128, 28 July 2009). A draft review based on the 2010/2011 budget has been prepared and will be finalised towards the end of 2010 in line with the purchase of new software to enable more accurate long term forecasting to occur.	
Review Council's long term financial sustainability	This action has been completed. An independent review by Access Economic determined that Council is financially sustainable.	
Strategy 7.1.4: Apply a total asset management approach to Council assets		
Develop and implement a Corporate Asset Management Plan	Council endorsed the Corporate Asset Management Plan on 14/07/2009 (Refer to Council Decision No. 20\1778).	
Strategy 7.1.5: Be active in the review and development of relevant legislation		
Participate in the Local Government Administration and Legislation Committee and the Local Government Accounting Advisory Committee	Both committees met during the year and considered issues such as investment guidelines, rate exemptions, employees being Council members, voting systems, road opening regulations and removal of abandoned vehicles.	
Strategy 7.1.6: Apply contemporary management policies and by-laws		
Investigate the implications of the new Local Government Act on Council's regulatory functions	Procedures have now been drafted reflecting both the Act and Council By-laws and some regulatory audits have been conducted in the removal of cyclone hazards as a trial.	
Enforce new animal management by-laws	Council's animal management Officers are currently enforcing all By-laws relating to animal regulations including the new cat licence requirement. The dog and cat bylaws have been fully implemented, including cat registration and regulation. Results have been positive.	

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Outcome 7.2: Display strong and effective leadership, within Council and across Government		
Strategy 7.2.1: Display contemporary leadership and management practices within Council		
Identify, nominate and promote all awards that Council would be eligible to apply for	<p>In this financial year, Council has applied for:- Australian reporting Awards for the 2008/09 Annual Report Melaleuca Awards - Mindil Beach National Awards for Local Govt - 2010 – Protecting the Primary Dunes of Mindil Beach National Awards for Local Govt -2010 – My0800 National Awards for Local Govt – 2010 - Protecting the Primary Dunes of Mindil Beach and Zero Toads National Awards for Local Govt 2010 – Kaos at Karama Kookaburra Award for the Homeless Connect Event 2010 Australian Safer Communities Awards for Council's Guardian 'On Duty in Darwin' Heart Foundation Awards for Council's Workforce Wellness Committee</p> <p>Council received a "Highly Commended" for the Activate NT program through the 2009 National Awards for Local Government and the Activate NT program also won the State Regional award in the SA/NT Parks & Leisure Award.</p> <p>The Zero Toads project took out the Northern Territory Local Government LandCare Partnership Award and the Protecting the Primary Dunes of Mindil Beach project won the Northern Territory Australian Government Coastcare Award on 10 July 2009.</p> <p>Council also received an award in recognition of the Read Hot Readers (RHR) and Caught Read Hander (CRH) programs from the Australian Library and Information Association of Northern Territory.</p>	
Strategy 7.2.2: Invest in our people so they can perform at their best		
Develop and implement a Workforce Plan and Strategy	<p>A Workforce Committee has been developed which includes employee and management representatives. A number of priorities for the next 6 months have been determined.</p> <p>This is now an ongoing action.</p>	
Strategy 7.2.3: Use contemporary community engagement techniques to inform decision making		
Undertake annual Community Satisfaction Survey and ensure results inform future decision making	<p>The 2009 Community Satisfaction report was presented to Elected Members at a special meeting on 20 October 2009. The report has now been finalised with uploading to Council's website on 30 Oct 2009.</p> <p>A further Special Council meeting was called on 9 March 2010 to advise what actions Council has undertaken to address any areas of poorer results.</p> <p>2010 Survey commenced in July 2010.</p>	

GOAL 7: Demonstrate Effective, Open and Responsible Governance





Review the community consultation and engagement policy	The policy has been reviewed and a revised draft policy has been developed. It is anticipated that the policy will be finalised and endorsed by Council by the end of 2010.	
Strategy 7.2.4: Keep abreast of Australian and world trends to ensure Darwin is prepared and can make informed decisions		
Participate in domestic and international networking opportunities	Ongoing, examples include CCCLM's Working Group and Major Cities Working Group, Australian/New Zealand Chief Officers Group etc.	
Encourage active participation in professional and industry associations	This is an ongoing action. Staff are invited to a range of associations e.g. Local Government Managers Association, CPA, Engineers Australia etc	
Undertake a review of the Evolving Darwin, Towards 2020 Strategic Plan, including undertaking an environmental analysis to identify any new external issues	Review was not undertaken due to competing priorities, this has been rescheduled to the 2010/2011 financial year.	

Table 17

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Goal 7: Strategic KPIs progress

Outcome			Indicator	Target	Actual Result		
Goal 7: Demonstrate Effective, Open and Responsible Governance							
					2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes				>90%	96.69%	96%	
7.1	Effective governance	% of internal audit recommendations implemented within specified timeframes	> 90%	92%	99.95%		
		% of annual expenditure within budget	> 85%	93.72%	97.77%		
		% of rate debtors outstanding	< 4%	2.89%	2.84%		
		Debt Servicing Ratio	< 5%	1.13%	1.22%		
		Liquidity Ratio	> 1.0	1.33	1.16		
		Rates Ratio	> 65%	73.22%	70%		
		Investment earnings	> \$500k	\$2.02m	\$2.17m		
7.2	Display strong and effective leadership, within Council and across Government	% overall community satisfaction with DCC	> 65%	64%	62%		

Table 18