



Evolving Darwin

A dynamic, different and diverse city

**Strategic Directions:
Towards 2020 and beyond**

**Progress Report
as at February 2012**

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
Council Achievements.....	5
Overview of Social Indicators.....	14
Overview of Economic Indicators.....	24
Overview of Environmental Indicators.....	35
Overview of Infrastructure Indicators	37
Goal 1: Progress against Corporate Plan actions	38
Goal 1: Strategic KPIs progress.....	41
Goal 2: Progress against Corporate Plan actions	42
Goal 2: Strategic KPIs progress.....	45
Goal 3: Progress against Corporate Plan actions	47
Goal 3: Strategic KPIs progress.....	49
Goal 4: Corporate Plan Action progress	51
Goal 4: Strategic KPIs progress.....	54
Goal 5: Corporate Plan Action progress	55
Goal 5: Strategic KPIs progress.....	58
Goal 6: Corporate Plan Action progress	59
Goal 6: Strategic KPIs progress.....	62
Goal 7: Corporate Plan Action progress	63
Goal 7: Strategic KPIs progress.....	66

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EXECUTIVE SUMMARY

The City of Darwin 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.

The Darwin population continues to grow, up by 1.82% from last year with an estimated residential population within the Darwin municipality of 77,290. The overall greater Darwin region (incorporating Palmerston and Litchfield) now totals 127, 532.

Unemployment rates in the Northern Territory have started to rise with the currently rate of unemployment at 4.2%, up from 2.4% 12 months ago. The overall average Australian unemployment rate has increased slightly to 5.2 %. However, Territorians are now earning 10.67% more than the Australian average which is mainly attributed mining and defence.

In terms of the City of Darwin's performance against the Evolving Darwin: Towards 2020 and Beyond Strategic Plan. Overall the majority of the 132 actions are on track to achieve the planned results. To date, 25 of the actions have been completed and achieved the desired results, 94 are progressing within specified timeframes, 1 has been deferred due to superseding priorities and the remaining 12 actions have fallen slightly behind schedule. Contained within the report are further details including the current status of all actions.

The majority of indicators (77%) have been met or exceeded expectations with 17% falling just short of the mark and just 6% not achieving the target . A number of these indicators have been based on trend data. Now that Council has new baseline data, targets will be set as part of the planned review of the Strategic Plan.

As this is the last report of progress against the strategic plan for the 20th Darwin Council, this report includes a section highlighting just some of the achievements of Council since the Evolving Darwin, Towards 2020 and Beyond Strategic Plan was endorsed in March 2009.

Until the next report "Progrediamur" – "let us go forward".

Overall performance as at February 2012

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

A 'traffic light' colour coding system has been adopted. In relation to action and key performance indicator (KPI) progress, green represents being on track (within a 5% variance) or better, yellow represents a marginal variance of 5% - 10% from the target and a red icon highlights that actual performance was greater than a 10% variance from target.

Council Achievements

Over the life of the 20th Council of Darwin and the life of the current Evolving Darwin Towards 2020 and Beyond Strategic Plan, a number of significant projects have been completed. These projects have been implemented for the benefit of the Darwin community including visitors to our municipality. The following section outlines just a few of these achievements which should be recognised and celebrated.

Goal 1 – Collaborative relationships

Council of Capital City Lord Mayors / National Urban Policy

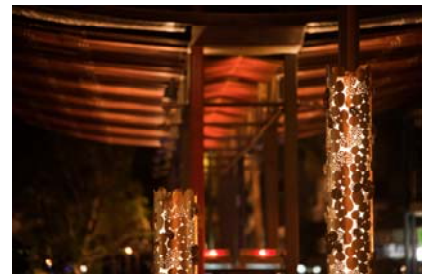
The City of Darwin is heavily involved in the Council of Capital City Lord Mayors (CCCLM) which brings together all of the capital city's councils to progress issues of national significance and strengthen relationships with the Australian Government to develop initiatives to build national prosperity.

Throughout the 2010 calendar year Darwin had the great honour of being the Chair of the CCCLM and was able to be at the forefront in advocating for the Australian Government's National Urban Policy and represented CCCLM on Minister Burke's Sustainable Population Strategy.

Goal 2 - Lifestyle

City Centre Revitalisation

Council instigated this project and was able to secure funding from all tiers of government and the private sector to revitalise existing facilities in the Darwin City Centre incorporating works on some of the Darwin's major streets, which now sets the tone for future development of the city. The project provided an economic boost during the construction and now provides for long term business growth and opportunities.



The key outcomes of the project were to create:

- **A sustainable city** - 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.
- **An event city** - creating streets and public spaces capable of staging important cultural and civic events.
- **A retail city** - building better, less cluttered connections whilst establishing a framework for private sector investment.
- **A 24 hour city** - promoting a safe and covered pedestrian movement.

The Mall redevelopment also included the commissioning of five artists with works that embraced traditional and contemporary Darwin lifestyle and culture, creating a sense of place within specific areas of The Mall.

Council Achievements

GRIND On-line



Since its inception in 2000, GRIND has been a project by young people for young people. The main aim of GRIND is to provide young people with a supported medium for expressing themselves artistically, creatively and politically, that highlights positive achievements and images of the young people themselves. What began as an A4 hard-copy 1 page fold-over, evolved into a 32 page, full colour magazine and GRIND has now transformed into a fully interactive website. This change was a direct response to the needs and demands of the youth team that produces GRIND.

Youth Energy Precinct

Council has launched the concept plan for the proposed Youth Energy Precinct. This plan came as a result of extensive consultation with youth across Darwin. The purpose of the Youth Energy Precinct is to develop as a hub that supports programs on and offsite and be a safe and vibrant place for our young people. Initial concept designs for a core facility have been costed at \$10million and operating costs are estimated at around \$1million per annum.

The City of Darwin will commit to 50 per cent funding of the annual net operating subsidy and is currently seeking Expressions of Interest for the sale of the Leanyer Depot site and adjoining land on the corner of Vanderlin Drive and Leanyer Drive to fund its capital contribution towards the Youth Energy Precinct and plans. Council will work with potential financial partners and the young people to find suitable locations for the hub and other elements of the Youth Energy Precinct.

Parap Sports and Leisure Precinct

Consultants were engaged by Council and the Northern Territory Government to undertake community consultation in relation to usage of a proposed sports and leisure precinct, to determine extent of community vs. commercial sporting venue requirements and to consider partnerships which may deliver community and/or commercial benefits. The community consultation on this project was completed which helped shape the Draft Master Plan which was finalised in May 2011. This draft was provided to the Northern Territory Government.

Council Achievements

Response to Cyclone Carlos

Category 1 Tropical Cyclone Carlos moved very slowly across Darwin on Wednesday, 16 February 2011 and through to the early hours of Thursday, 17 February 2011.

Prior to the cyclone forming, Darwin had received very high rainfalls for the period 1 December to 1 February and due to this the land areas around Darwin were saturated. Cyclone Carlos then dumped about 750mm of rain on the city during the five days from Monday, 14 February to Friday 18 February. Despite wind gusts of 95kph – 100kph which are at the low end for cyclonic conditions, a significant amount of damage occurred. The following is a summary from the period of Cyclone Carlos;

- In the height of the event the following resources were deployed by Council:

- 140 Council Staff
- 60 Correctional Services Prisoners
- Numerous Council Contractors

- Number of tasks logged through Guardian - 878
- Number of fallen trees removed - 1520
- Number of significant road failure and potholes repaired - 948
- Amount of asphalt utilised on roads - 2350 tonnes
- Number of damaged playgrounds repaired - 6
- Number of domestic user visits to Shoal Bay for the period 16 February to 23 February - 7723



Goal 3 - Connectivity

Public Parking Development in the CBD

Council has entered into final negotiations for the provision of an additional 287 public car parks within the heart of the CBD. This important strategic decision continues to show support and confidence to the future of the city. Local developers GAJ Nominees Pty Ltd plan to increase public parking within the CBD, following Council's public call for expressions of interest last year for private developers to supply public parking in their developments.

Council Achievements

Connecting Darwin: Building New Cycle Linkages

Council undertook the Connecting Darwin: Building New Cycle Linkages project, which was the result of a successful grant application to the Australian Government, through the Australian Government Jobs Fund. The grant was dollar for dollar and the Australian Government contribution was \$1,054,454. The project included:-

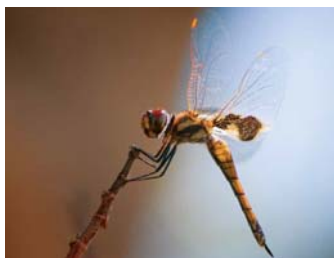
- Secure bike storage facilities and ten standard bike racks;
- Installation of 16 water bubblers ;
- Construction of the off-road bicycle path on Fitzer Drive between Bagot Road and Dick Ward Drive;
- Construction of the cycle paths including line marking along side of Rothdale Road, Jingili and asphalt widening along East Point Road and Progress Drive/Casuarina Drive;
- Construction of new cycle paths; 900 metres of cycle path at the western end of East Point reserve and 1,100 metres at the northern middle section of East Point Reserve; and
- Development of a Cycle Path Strategy



The final stage, which was finished during the year, was an extension of the East Point Cycle Path which completed the loop.

Goal 4 – Environmental Sustainability

2011-2020 Climate Change Action Plan



The City of Darwin has a strong focus on promotion and advocacy for the preservation and best practice management of Darwin's natural environment. Working with all levels of government and community, Council is committed to achieving long-term ecologically and culturally sustainable development within the Darwin municipality through planning and community consultation. As such, the City of Darwin adopted a Climate Change Policy in 2010 which commits

Council to finding practical and effective way to address climate change risks within the municipality. The policy set the scene for the 2011-2020 Climate Change Action Plan. The Plan outlines how Council will reduce its carbon footprint through a series of mitigation activities, and also how they will adapt to the effects of climate change.

Council Achievements

Goal 5 – Cohesive Community

Homeless Connect Events

The Homeless Connect program was developed to provide a pathway out of homelessness by bringing together services for a day to provide practical support, information and advice to this vulnerable client group.

The inaugural event in 2010 followed the release of the Federal Government's State of Australian Cities Report in March that found Darwin has the highest rate of homelessness in the country. It revealed more than 276 people in every 10,000 are homeless in the laid-back Northern Capital – a rate 39 times higher than Sydney.

The 2010 Homeless Connect event was held in the Jingli Water Gardens and brought together more than 58 service providers (both government, non-government, community groups and not-for-profit organisations).

In 2011, the City of Darwin in collaboration with 72 partner organizations, community groups and businesses, proudly hosted Darwin's second Homeless Connect event at Casuarina Pool. Drawing upon the success of last year's event, Homeless Connect reflects a genuine commitment by Council, NT and Australian Government agencies, community groups, businesses and volunteers to work together to provide accessible services and supports for people who are homeless, without shelter or at risk of homelessness. Work is underway for the 2012 event.



Free WiFi in The Mall

In May 2011 Council started providing free wireless internet access "WIFI" in The Mall. The service provides 1 hour usage, repeat usage every 6 hours and no data download or upload limits.

Upgrade of Council's Website

Council launched its new website in 2010. The new website recently scored the highest rating in a website usability study of Australia's Capital City Council websites. In 2010 an independent study, 600 random participants were asked to complete some simple tasks on each website.

At the end of the survey – the City of Darwin came out on top.

Council Achievements

Goal 6 – Branding Darwin

Frontline Australia

February 19, 2012 marked 70 years on from the first attack on Australian soil at Darwin by enemy forces and what became a 21 month-long raid on Australia's north. To commemorate this significant milestone in Australian history, national activities and events in Darwin and its surrounding area were held, as well as the annual re-enactment and commemorative ceremony held at the Darwin



Cenotaph. The program attracted a large number of Australian and international tourists, being one of the numbered occasions that aging veterans and survivors will attend. Ambassadors for the program included the Governor General, Mr David Hill, Austin Asche and Dr Valerie Asche and Mr Dick Smith. The program of events included the world premier of the Bombing of Darwin – An Awkward Truth, the Black Tie Gala Ball and a Commemorative Football Match.

The Prime Minister of Australian and the Leader of the Opposition also attended Frontline Australia events.

Brand Strategy

In August 2011, Council invited the community to have their say on the 'Darwin City Council' image and logo. Council considered the brand review was an opportunity to have a 'health check' to ensure our image reflected what the people of Darwin wanted from their Council. The findings of both quantitative and qualitative consultation supported the development of a brand strategy that:

- realigned the Council's brand values to meet the expectations of the Darwin community;
- evolved the current Council logo to achieve stronger visual impact and a more contemporary look
- refreshed the logo colours to better reflect a modern, tropical capital city
- renamed the Council the 'City of Darwin'.

Council has a staged implementation of the new brand. All Council signage, stationery, uniforms etc will be gradually updated to reflect the new brand (e.g. Council will continue to use all current stocks of stationery).

Council Achievements

Goal 7 – Governance

Review of Financial Sustainability

In 2009 Council undertook a review of its Asset Management & Financial Sustainability. The review led to Council implementing appropriate performance indicators and a comprehensive long-term financial model. In addition, it identified that Council's long-term financial sustainability must be driven by proactive asset management.

Rating Review

Council engaged Access Economics to undertake a review of its rating strategy. The review identified a number of areas of interest and has led to a change in the rating structure along with development of a social and economic impact statement on the effects of the rating strategy.

Awards Received

The City of Darwin has won a number of prestigious awards. Just some of these include:-

- 2010 Australian and New Zealand Internet Best Practice Awards – Won the category of Best Youth Initiative
- 2010 Keep Australia Beautiful National Awards - National Winner in the category of Heritage & Culture
- 2010 Safer Communities Award - Northern Territory Winner in the category of Local Government
- 2010 Keep Australia Beautiful - Northern Territory Winner in the category of Sustainable Cities
- Heart Foundation - Northern Territory Winner in the category of Healthy Community Awards (populations greater than 15,000)
- Parks and Leisure Australia - Northern Territory Winner in the category of Design, Development and Management Award for Open Space
- Local Government Managers Australia: Leadership Excellence Awards 2011 (SA Division) - Won the category of Local Hero Award for Leadership in Community Services

Council Achievements

Consolidation and Review of Policies and Caretaker Policy

Council had some 300 discrete policies which were last reviewed in 2007 prior to the introduction of a new Local Government Act. As Council is committed to maintaining a robust and integrated Corporate Governance Framework that assures stakeholders that the Council is pursuing its objectives and fulfilling its responsibilities with due diligence and accountability, a review of these policies commenced in 2009.

The review commenced with a new Policies and Procedures Framework Policy being developed was adopted by the Council at its meeting on 24/11/2009. The next stage was to develop a new standard template for policies which included; Policy Summary, Policy Objectives, Background, Legislation, Terminology and References, Implementation and Delegation and Evaluation and Review.

Council then undertook a review of these 300+ discrete policies which included updating all legislative references and any new mandated requirements, deletion of any obsolete or otherwise redundant material, editing and formatting changes to clarify the intent of the policy and improve 'readability'. By 2010 these 300+ policies were reduced to just over 50 which has improved the consistency, timeliness, clarity, transparency and accountability of the Council's decision making processes.

Since this review Council has introduced a new "Caretaker Policy". This policy was developed to ensure that the City of Darwin is adhering to the principles of governance. The "Caretaker Policy" is the first for Local Government in the Northern Territory. The primary objective of this policy is to restrict the Council from making major decisions, prior to an election, which would:

- bind an incoming Council; or
- allow the use of public resources in ways that are seen as advantageous or disadvantageous to the electoral prospects of sitting Elected Members who are seeking re-election or new candidates.

Grant funding received

Being successful in securing grant funding is an essential role that council undertakes. Whenever Council is successful in obtaining additional funds, whether it be from the Australian or Northern Territory Government or the private sector, it means that Council can deliver additional projects without using rate payer money – delivering more for less. In 2008 Council recognised that this was an essential role and created a dedicated position in the Council staff establishment. Since this position was created Council has secured over \$10m in additional funding.

Council Achievements

Control Self Assessment

Council has implemented a control self assessment program targeting risks and controls identified in the operational risk assessments. Control self assessment is now fully risk based and allows more economical use of limited resources to ensure regular assessment of the validity and strength of internal controls. Results of internal audits and control self assessments are fed back into the operational risk assessments to ensure an ongoing and continual review of the accuracy of risk assessments.

This has greatly reduced the requirement and associated expense of recruiting internal audit expertise from outside the organisation and helps to up-skill Council employees in this area.

Governance Training

The City of Darwin has a duty to our community to ensure that our Elected Members and Senior Management (i.e. those who have decision making powers that directly impact on the lives of our community) are equipped with best knowledge available. Council was successful in securing grant funding from the Department of Housing, Local Government and Regional Services to fund a tailored program developed by the Australian Institute of Company Directors (AICD). The AICD are seen as the leaders in the field of current and relevant Board and Governance information.

The training was held over four nights and included; The Role of Council and the Councilor, Leadership, Financial Information and the Strategic Role of the Director.

The City of Darwin has also introduced a strategic framework for the induction for the newly elected Council in 2012.

Elected Members bring a wide range of knowledge, experience and valuable skills when they are elected. Generally these need to be enhanced with Local Government specific knowledge relevant to the role and responsibilities of Elected Members. This newly developed induction package will assist Members to make significant decisions involving the use of public money, assets and natural resources and to take responsibility for those decisions.

The program incorporates key governance requirements, briefing sessions in relation to any major policy decisions requiring immediate determination as well as significant current projects, and a proposed approach to reviewing the Council's strategic directions.

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 77,290, up from 75,908 in 2009, which represents a growth of 1.82%¹.

The fastest growth area in the municipality occurred in Lyons with 732 residents, representing a growth rate of 56.39%. The other contributing factor was growth in the Inner City, with an additional 485 residents set up home in the City, representing 11.77% growth. Growth also occurred in the following suburbs; Bayview/Woolner (4.03%), Parap (2.86%), Tiwi (2.63%) and Wanguri (2.17%). All other suburbs remained relatively stable with the exception of Larrakeyah which decreased by 4.43%. Refer to **Figure 3** for further information.

As at June 2010, 127,532 resided in the overall Darwin Statistical Division (SD), which incorporates Litchfield and Palmerston, representing an increase of 2,600 (2.61%). The Darwin SD was the second fastest growing capital city SD in Australia, with Darwin continuing to account for approximately one-third of the entire NT population.

Darwin's growth rate was the lowest in the overall Darwin SD at 1.82%. The average growth rate for the statistical division was 2.17%. For the first time since 2006-07 Litchfield grew by 2.92% and overtook Palmerston as the fastest growing LGA in the NT. Palmerston experienced a 2.67% growth rate. The 2011 population figure for the whole of the Northern Territory is 230,172, an increase of 0.2%.

Not surprisingly, Darwin has the lowest population density of any capital city SD in Australia at 41 people per sq km. Nightcliff and Wagaman currently have the highest density rates at 2,700 people per sq km. The next update from the ABS will be on 30 March 2012.

Figure 4 is based on Census data, therefore no change in overall result since the last progress report. The 2011 Census data will start to become available in June 2012.

Although not at a local level, **Figures 5 - 7** break down the 'Youth' statistics for the entire Northern Territory (NT) into two categories; 0-16 and 17-25 year olds and also 60+ years. As the NT population increases over time it is not surprising that the raw numbers of the youth and aged populations also show a steady increase. However, as shown in **Figure 8**, in percentage terms it is only the aged population that is growing at a rate faster than the general population. Youth aged 0-16 years is actually decreasing as a segment (although still the largest segment) and youth aged 17 – 25 has remained relatively steady over the past 11 years. 0-16 years old now represents 25.79% of the NT population, 17-25 year olds represent 14.27% and those aged over 60 years old now represents 10.13% (up from 9.62% last year). This leaves the remaining 49.81% of the NT population aged between 26-59 years old.

¹ The 2011-2012 State of the Regions report recently released quotes "in Darwin the population growth accelerated to 2.6% a year (2006-11) on the basis of movements in defence personnel as well as resource investments".

STATE OF THE CITY - Social

As shown in **Figure 9** at the start of the time series in 1992 there was a significant difference between the NT rate of unemployment and the Australian average (8.3% compared to 10.1%). However as shown by the trend lines this gap has been diminishing over time. Over the past year the unemployment rate in the NT has started to increase, up from 2.4% in January 2011 to 4.2% in January 2012. **Figure 10** shows a comparative number of unemployed persons in the NT against the Australian total. At the beginning of the time series the Australian number of unemployed persons was far higher than the NT, and now the most recent data shows that for the first time, the Australian comparative number is below the NT. In January 2011 there were 3,100 unemployed persons compared to 5,400 in January 2012.

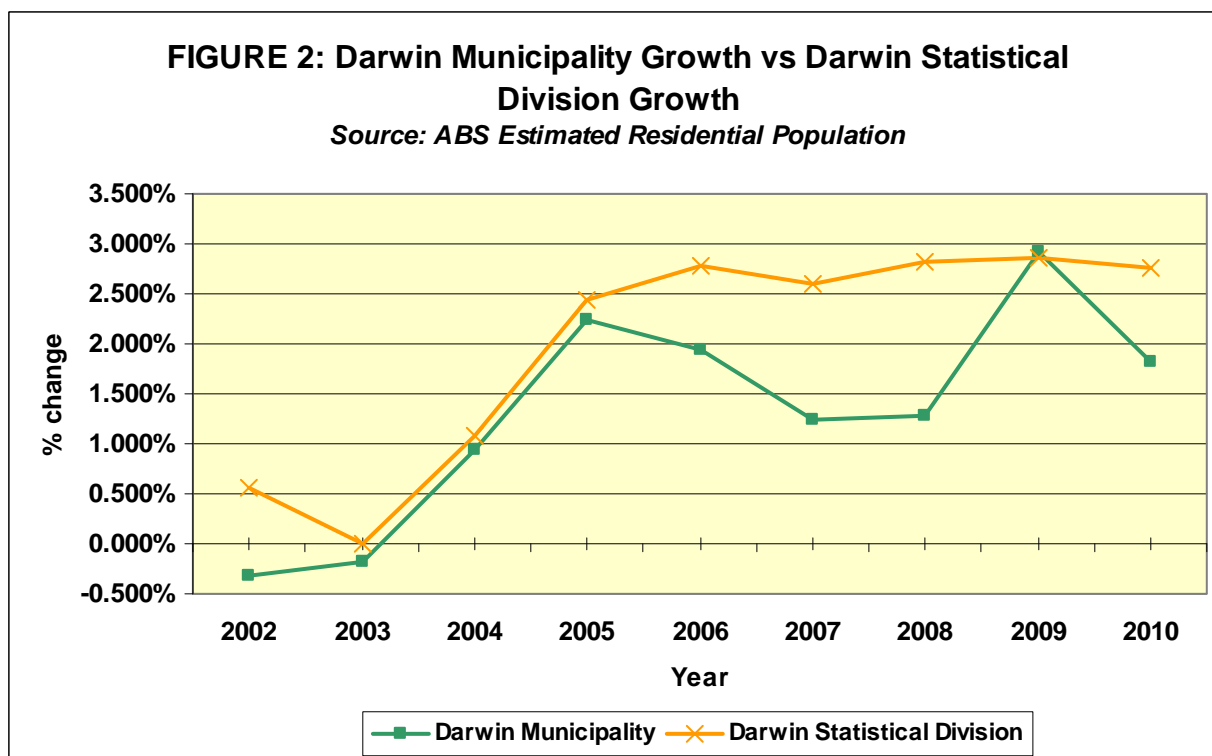
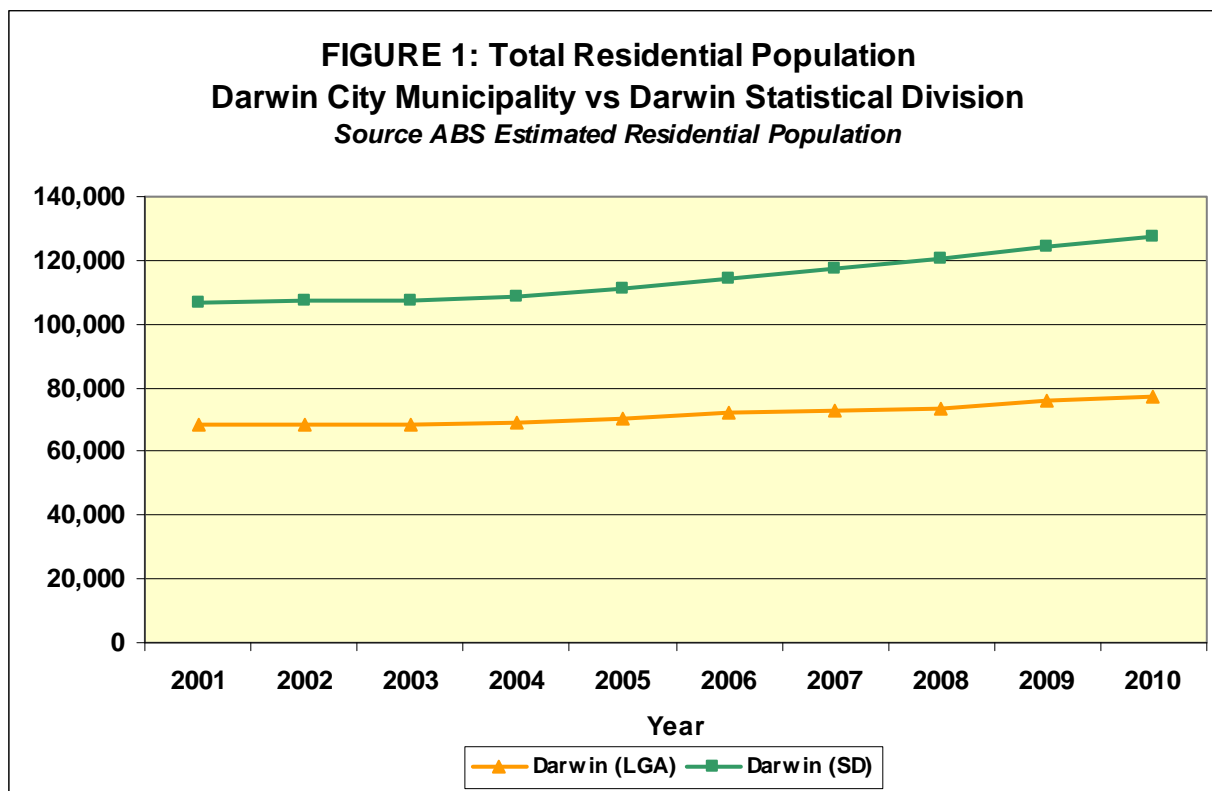
Figures 11-14, show the numbers of Higher Education and Vocational Education Training (VET) students attending the Casuarina Campus. All data is supplied by Charles Darwin University. These number have been revised slightly since the last report to reflect the final count of 2011 students.

After a recent downturn, the number of Higher Education students has again started to rise. Between the years of 2008 to 2011, the number of students who normally reside in the NT has declined and international students has increased. In 2011, students from the NT make up nearly 60% of overall students, followed by international students at 22%. Students from the rest of Australia are; Victoria 5.5%, QLD 3.8%, SA 3.5%, NSW 2.8%, WA 2.4%, TAS 0.4% and ACT 0.2%.

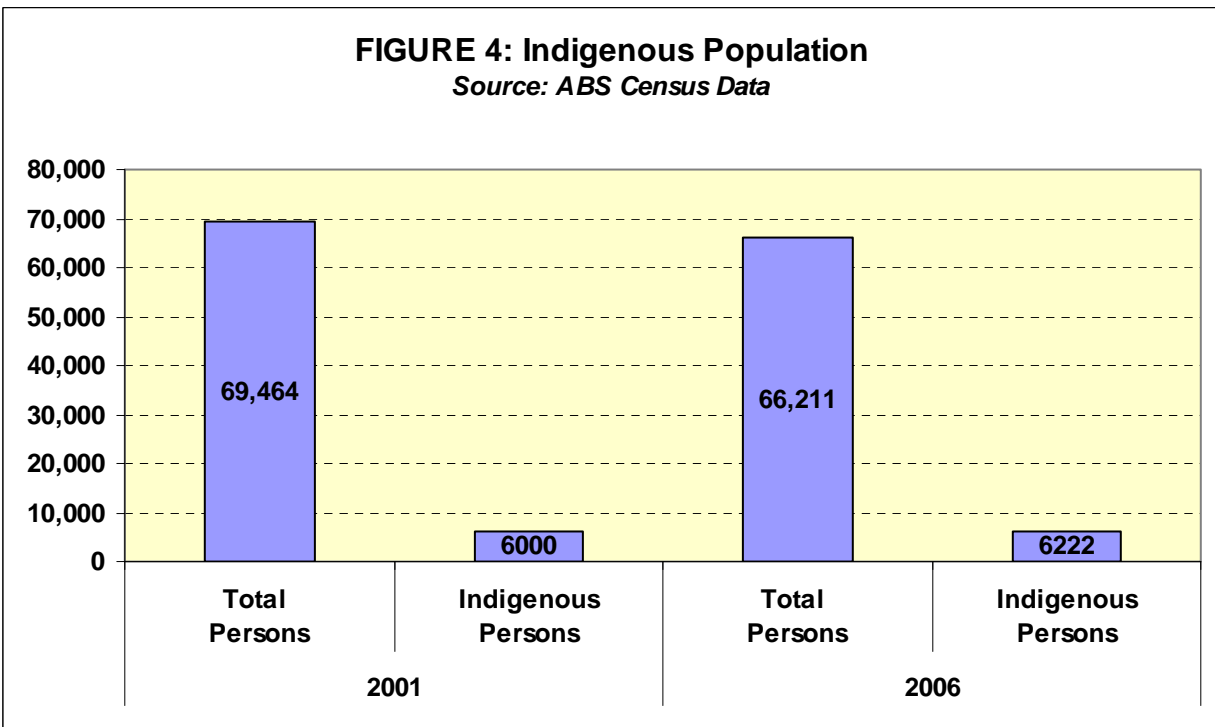
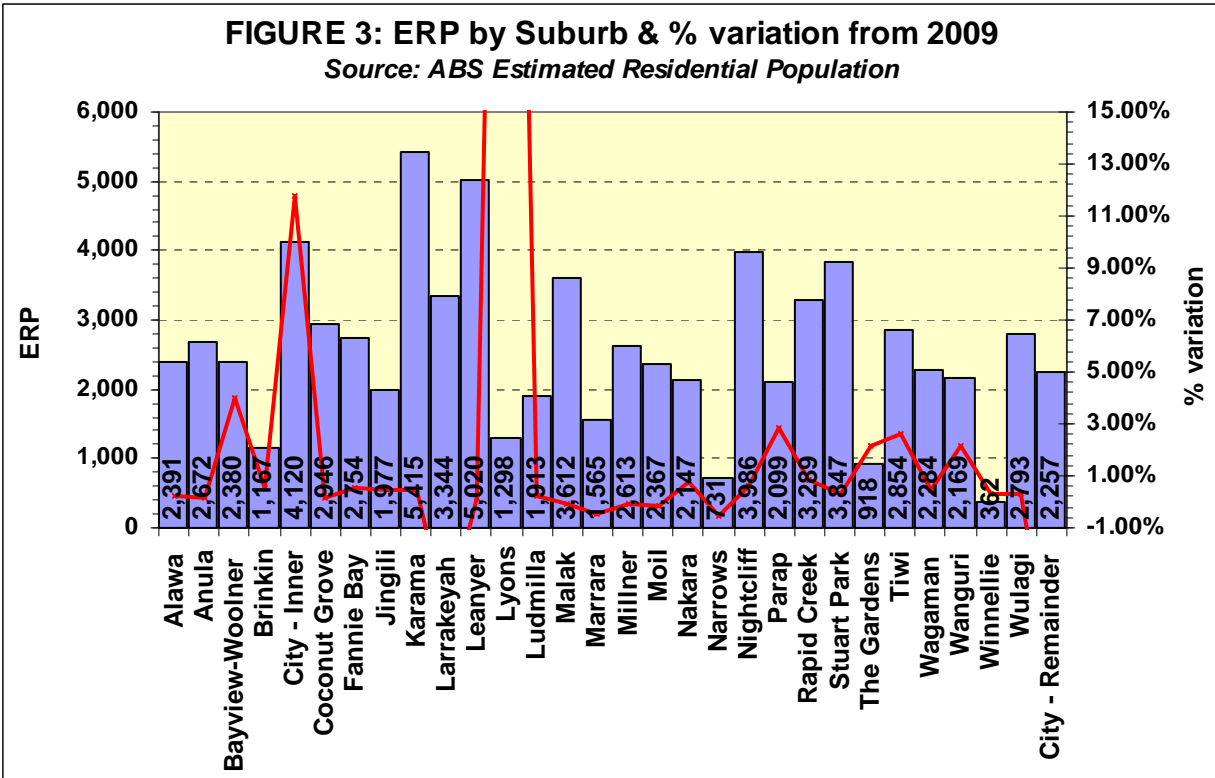
Figure 13 was a new inclusion in the previous report and has also been revised to reflect final figures for 2011. This graph identifies the countries from which the 2011 international students are from. The top three countries are; Philippines (15.05%), India (11.4%) and China (exc Sars and Taiwan) (10.3%). In total 57 different countries are represented at Charles Darwin University this year.

Figure 14 also shows that the number of VET students has seen a slight decline over the seven year time series.

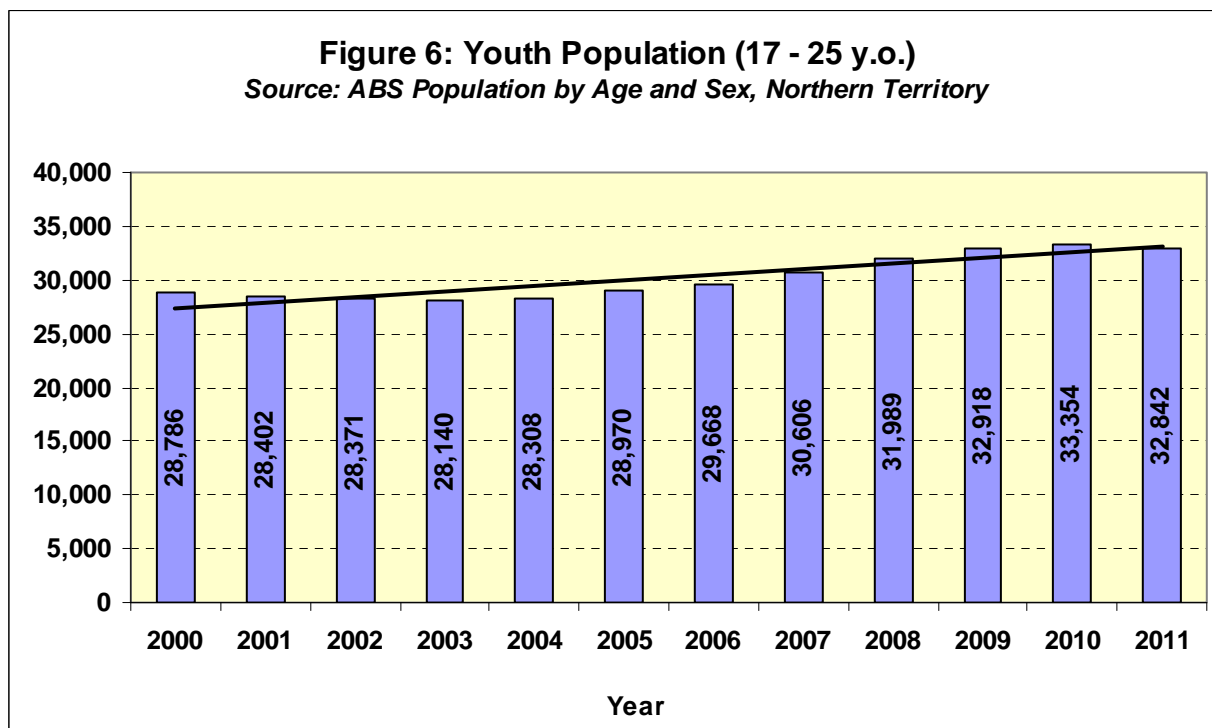
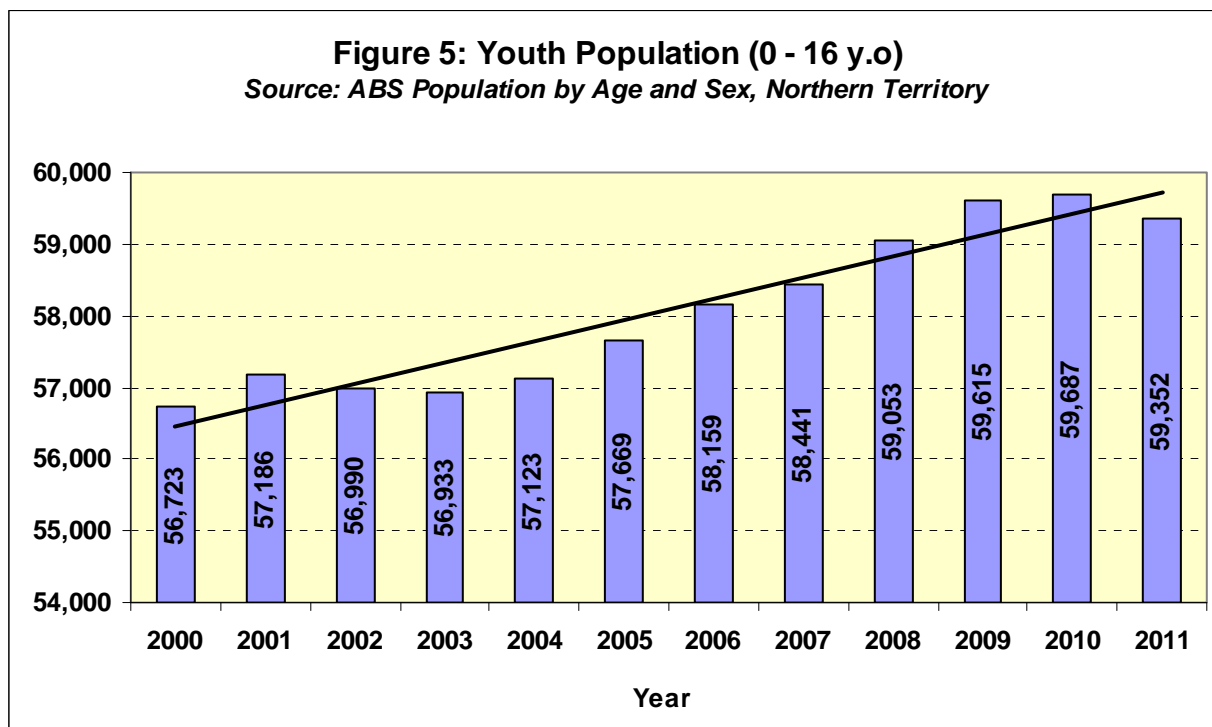
STATE OF THE CITY - Social



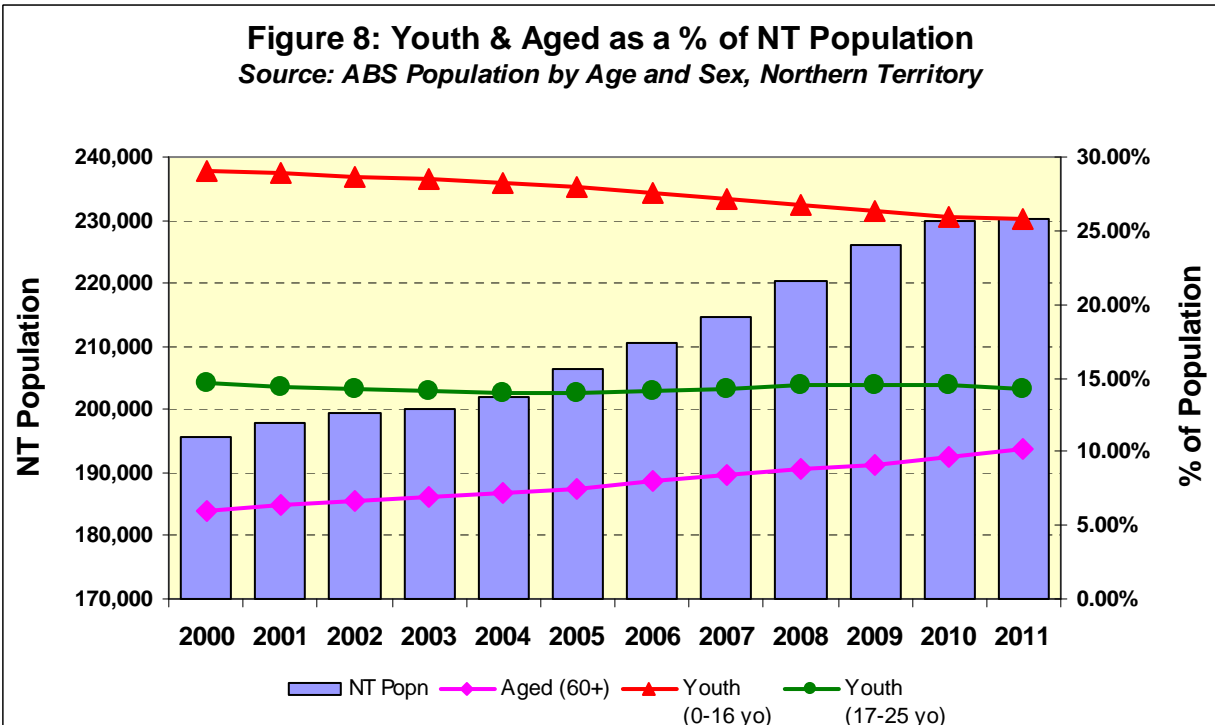
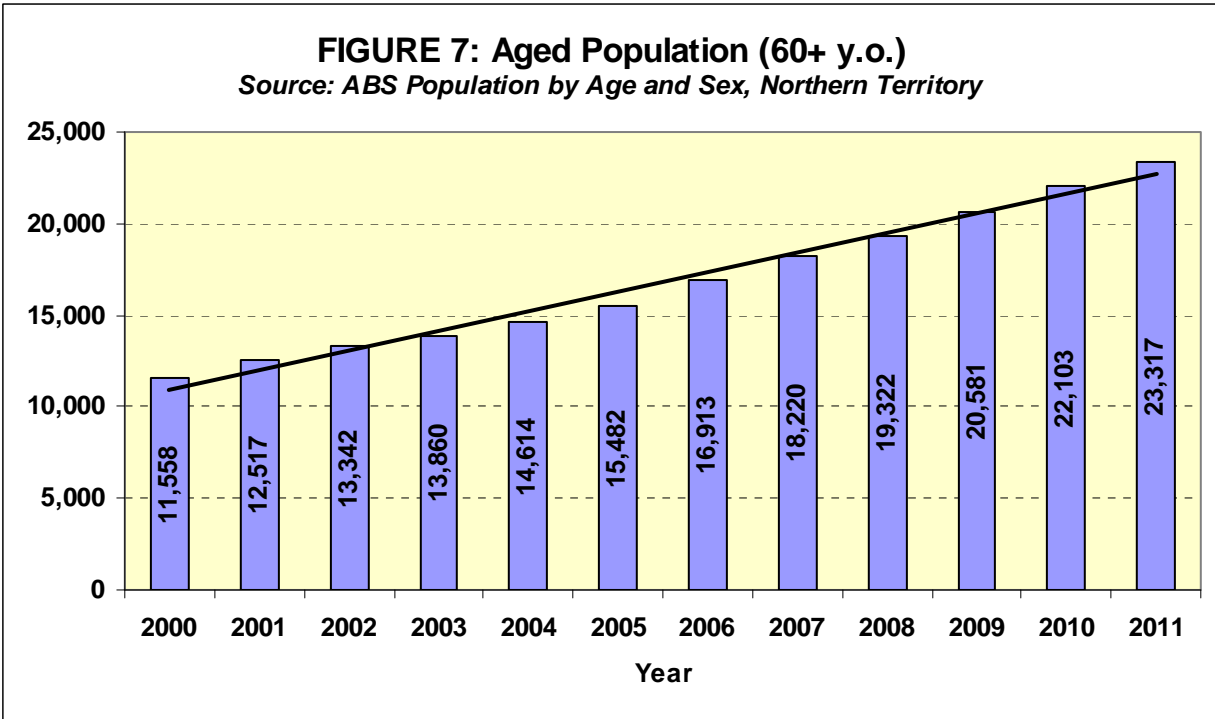
STATE OF THE CITY - Social



STATE OF THE CITY - Social



STATE OF THE CITY - Social



STATE OF THE CITY - Social

FIGURE 9: Unemployment rate NT vs. Aust

Source: ABS Labour Force, Australia

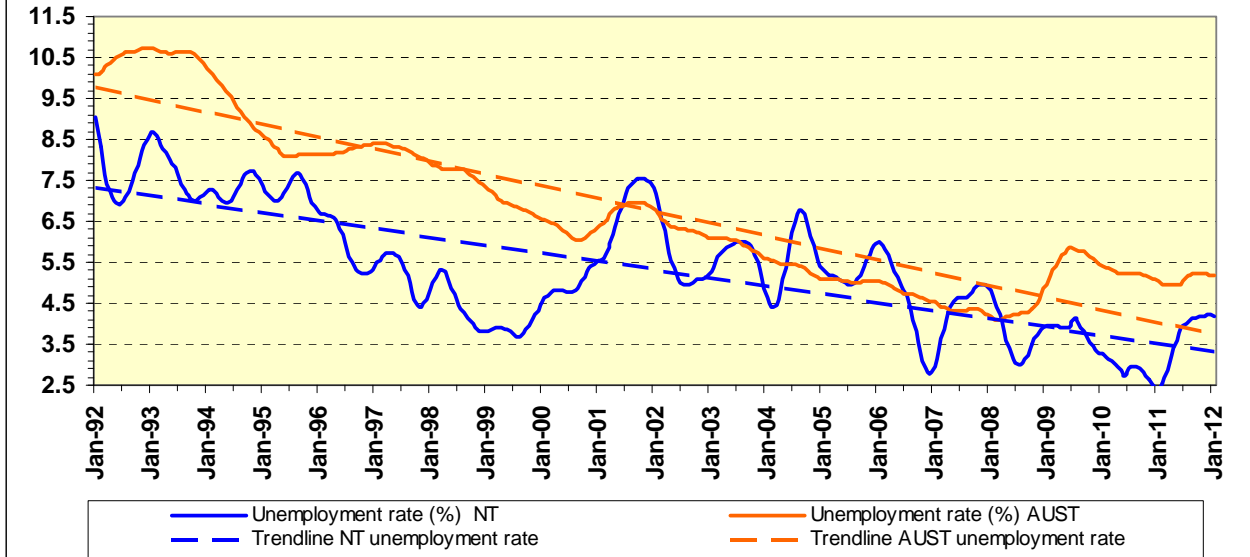
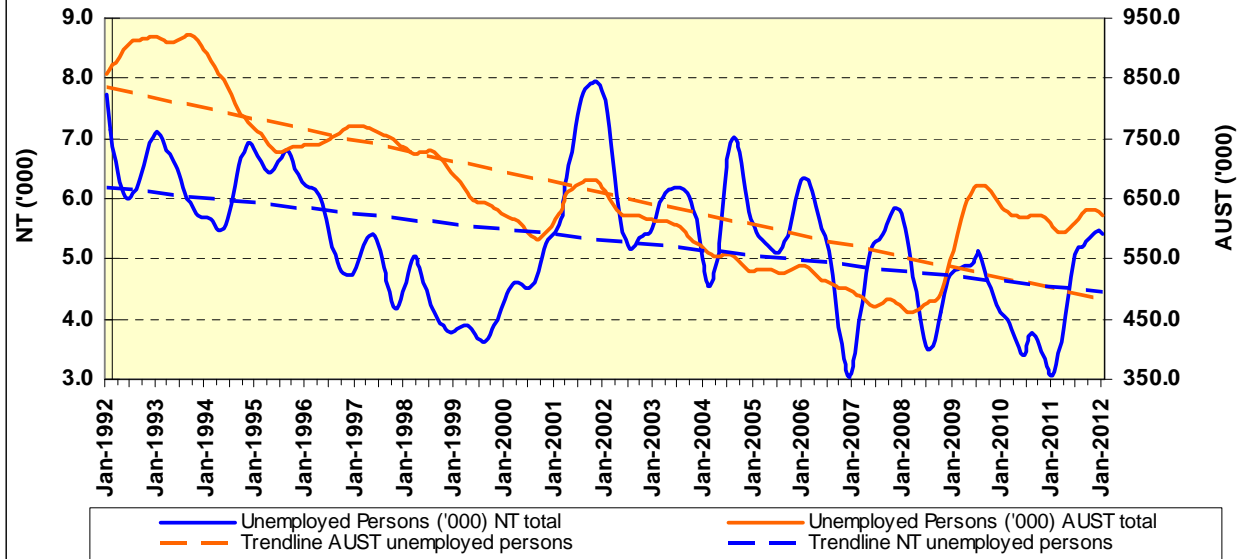


FIGURE 10: Unemployed Persons ('000) NT vs. AUST

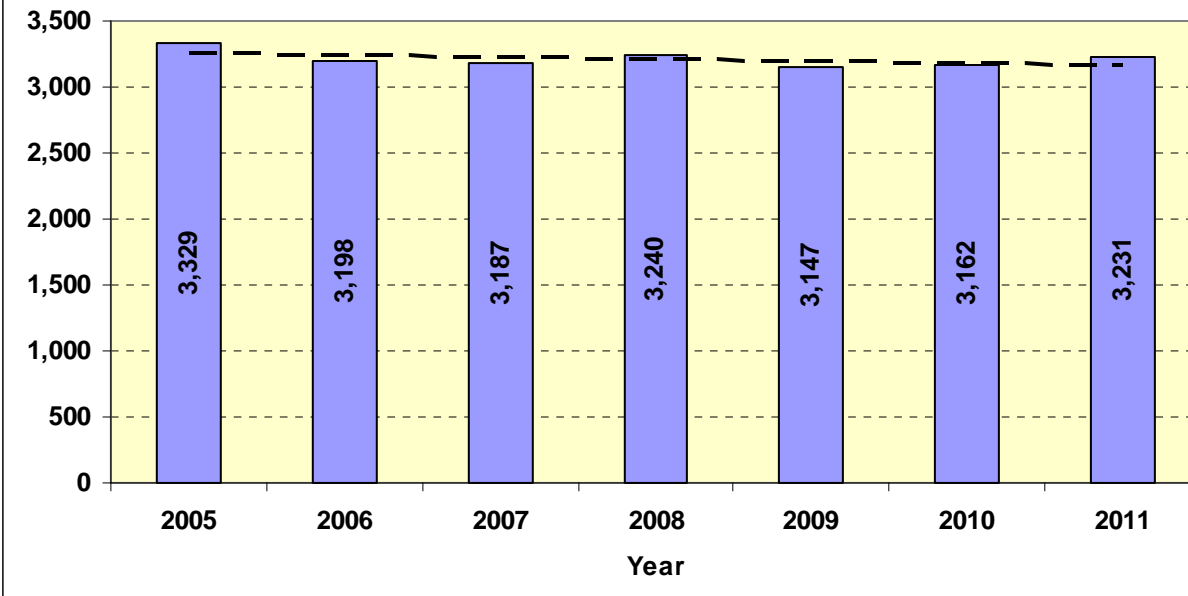
Source: ABS Labour Force Australia



STATE OF THE CITY - Social

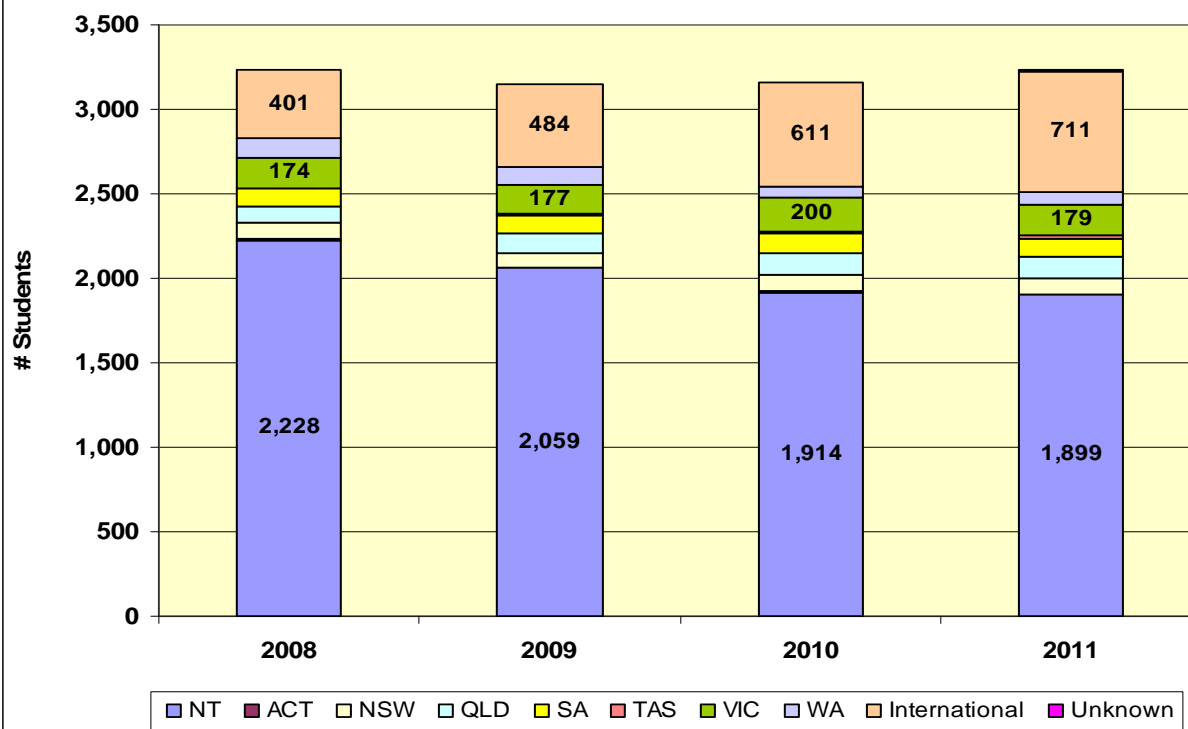
**FIGURE 11: Number of Higher Education Students
(Casuarina campus only)**

Source: Charles Darwin University



**FIGURE 12: Home location of Higher Education Students
(Casuarina campus only)**

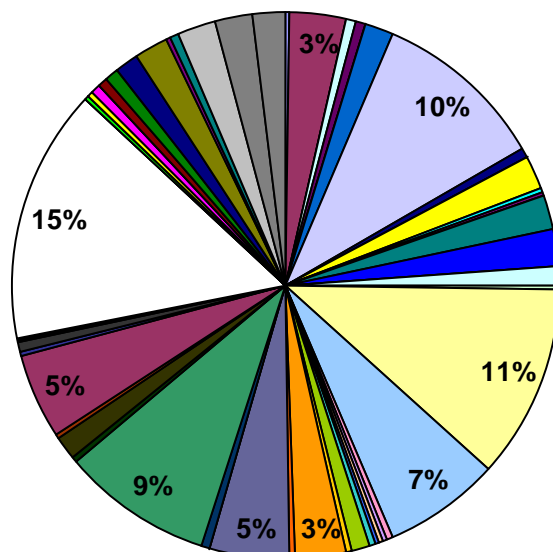
Source: Charles Darwin University



STATE OF THE CITY - Social

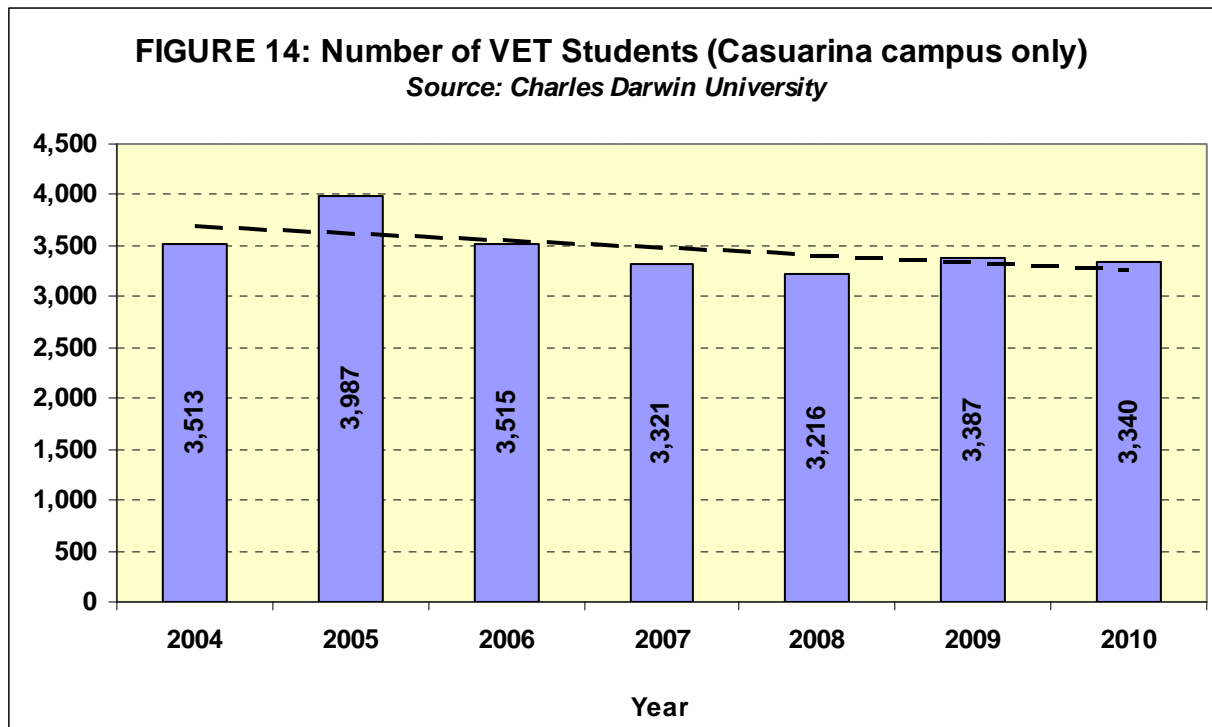
**FIGURE 13: Home location of International Students
(Casuarina Campus Only - 2011)**

Source: Charles Darwin University



- | | |
|------------------------------|---|
| ■ AUSTRIA | ■ BANGLADESH |
| ■ BOTSWANA | ■ BRAZIL |
| ■ BURMA (MYANMAR) | ■ CAMEROON |
| ■ CANADA | ■ CHINA (EXCLUDES SARS AND TAIWAN) |
| ■ COLOMBIA | ■ CONGO, DEMOCRATIC REPUBLIC OF |
| ■ EAST TIMOR | ■ ENGLAND |
| ■ FIJI | ■ FINLAND |
| ■ FRANCE | ■ GERMANY |
| ■ GHANA | ■ HONG KONG (SAR OF CHINA) |
| ■ HUNGARY | ■ INDIA |
| ■ INDONESIA | ■ IRAN |
| ■ IRELAND | ■ ITALY |
| ■ JAPAN | ■ KENYA |
| ■ KOREA, REPUBLIC OF (SOUTH) | ■ LAOS |
| ■ LEBANON | ■ LIBERIA |
| ■ MALAYSIA | ■ MAURITIUS |
| ■ MEXICO | ■ NEPAL |
| ■ NEW ZEALAND | ■ NIGERIA |
| ■ NORWAY | ■ PAKISTAN |
| ■ PALAU | ■ PAPUA NEW GUINEA |
| ■ PERU | ■ PHILIPPINES |
| ■ POLAND | ■ ROMANIA |
| ■ SAMOA, AMERICAN | ■ SINGAPORE |
| ■ SOUTH AFRICA | ■ SPAIN |
| ■ SRILANKA | ■ SWEDEN |
| ■ TAIWAN | ■ THAILAND |
| ■ UGANDA | ■ UNITED KINGDOM, CHANNEL ISLANDS AND ISLE OF MAN |
| ■ UNITED STATES OF AMERICA | ■ VIETNAM |
| ■ ZIMBABWE | |

STATE OF THE CITY - Social



STATE OF THE CITY - Economic

Overview of Economic Indicators

Figures 14 – 15 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, the last two quarters of 2011 don't appear to be as strong as previous years in both occupancy rates and takings from accommodation. Please note, the data is lagged therefore most recent data is as at September 2011.

Figure 16 shows that since the end of 2007, Territorians are progressively earning more than the Australian average. As at August 2007 Territorians were earning 0.36% more than the Australian average, the latest figures as at August 2011 show that Territorians are now earning an average of \$1,135.50 per week as compared to the Australian average of \$1,026.00, which is 10.67% higher.

The higher earnings are discussed in the 2011-2012 State of the Regions Report which quotes "The most rapid increase in NT Darwin, can be related to the mining boom through the defence build up in Northern Australia was also important. Defence yields high hours of work per adult because it provides full-time employment for defence personnel and frequently for their spouses". The report goes on to state that "The ACT is unchallenged as the region with the highest wages per capita....the four Sydney regions with highly paid knowledge economy populations have just maintained their second positions...NT Darwin and WA Pilbara Kimberly come next with wages per capita of \$36,000 and over. No other region exceeds \$30,000 per capita". However mining only represents 1% of jobs in Darwin (3.4% of jobs across NT). Within Darwin the majority of jobs are still within Public Administration and Safety (14.2%), followed closely by Health Care and Social Assistance (11.4%) and Retail (10.5%).

These increases are therefore reflected in "Darwin's Household Disposable" Income as shown in **Figure 17**. As shown in the graph the percentage increase in the Darwin municipality is greater than those shown for the NT or the Australian average. For the Darwin municipality, the figures have increased from \$4.030m in 2009 to \$4.135m in 2010 and is now \$4.441m in 2011.

Figures 18 – 25 are based on data from the Real Estate Institute of NT's "Real Estate Local Market" (RELM) report. The total number of recorded sale of houses within the Darwin municipality has increased both over the last quarter (up 1.2%) and over the past 12 months (up 7.2%). The most significant change has been a 41.2% increase in Inner Darwin since last quarter. Despite this increase in the volume sold, the median sales prices have declined. This decline in price has occurred in both Inner Darwin and the Northern Suburbs, but most predominately in Inner Darwin. The volume of unit sales have declined most significantly – the overall change is down 19.8% since last quarter and down by 38.8% in the past 12 months. These figures are quite similar when viewing either Inner Darwin or the Northern Suburbs. However, the recorded median process for unit sales is slightly more encouraging. Overall there has been a 2.4% increase since the same period last year (up 2.9% for Inner Darwin and up 1.6% for the Northern Suburbs. The only decline was witnessed in the quarterly change in the Northern Suburbs which showed a decline of 6.2%.

Both the house and unit vacancy rates have eased. The current vacancy rate for houses was 2.6% as at September 2011 and 3.2% for units. The average weekly rental price for houses in Inner Darwin has also eased from \$672 to \$623 over the last quarter. The converse was witnessed in the price for a 3 bedroom house in the Northern Suburbs – the average price showed a significant increase in this past quarter – up 12.1% from last quarter and up 5.3% since

STATE OF THE CITY - Economic

September 2010. The current average price is now \$536 per week. This may just be an anomaly, a longer term trend will need to be established.

Unit rental prices have witnessed a marginally quarterly and annual increase for both the Inner Darwin and Northern Suburbs.

In all of the housing statistics, there have been mixed results in all other locations across the Northern Territory.

Recent trends across Australia show that capital city home values have fallen and weekly rents have increased.

Figures 26 -27 shows the results from the Property Council of NT's third Office Market Report for Darwin as at February 2012. The reports identifies that the total amount of office space in Darwin has decreased by 10,872sqm.

The majority of Darwin Office space is graded as "Premium / A Grade" at 49.74% (an increase of 2.48 percentage points). B grade has also increased from 30.82% to 32.44%, C and D grade stock has decreased.

The total vacancy rate of office space has increased from 7.2% to 8.4%. Premium / A grade vacancies have increased, B grade stock vacancy rate has increased from 9.38% to 11.5%, C grade has increased from 15.45% to 20.8% .

Whilst the overall vacancy rate for Darwin has increased, the trend across Australia show that vacancies have dropped significantly.

Figures 28 – 29 are new inclusions this quarter. These graphs look at the Gross Regional Product (GRP) of the Darwin municipality. The GRP as at June 2011 was \$7.10m, up from \$6.69m in June 2010. The GRP of Darwin represents 47.77% of the entire GRP for the Northern Territory. The next graph represents the annual change for both Darwin, the NT and Australia, as shown, there is quite a bit of volatility in the Darwin GRP.

Figure 30 displays the annual change in the value for building approvals for the Darwin municipality, which is another new inclusion. For the 2010/11 year, the value of approvals for Darwin has increased quite significantly at a sum of \$525.4m, up from \$430.8m last year – a decade ago building approvals were at \$138.0m. Building approvals were unusually high in 2007/08 at a sum of \$559.2m which is represented by the sharp spike in Figure 30. Building approvals in Darwin currently represent 55% of the NT value and 0.7% of the entire Australian value.

STATE OF THE CITY - Economic

FIGURE 14: Hotel, Motel & Serviced Apartments (>15 rooms)

Source: ABS Tourist Accommodation Data

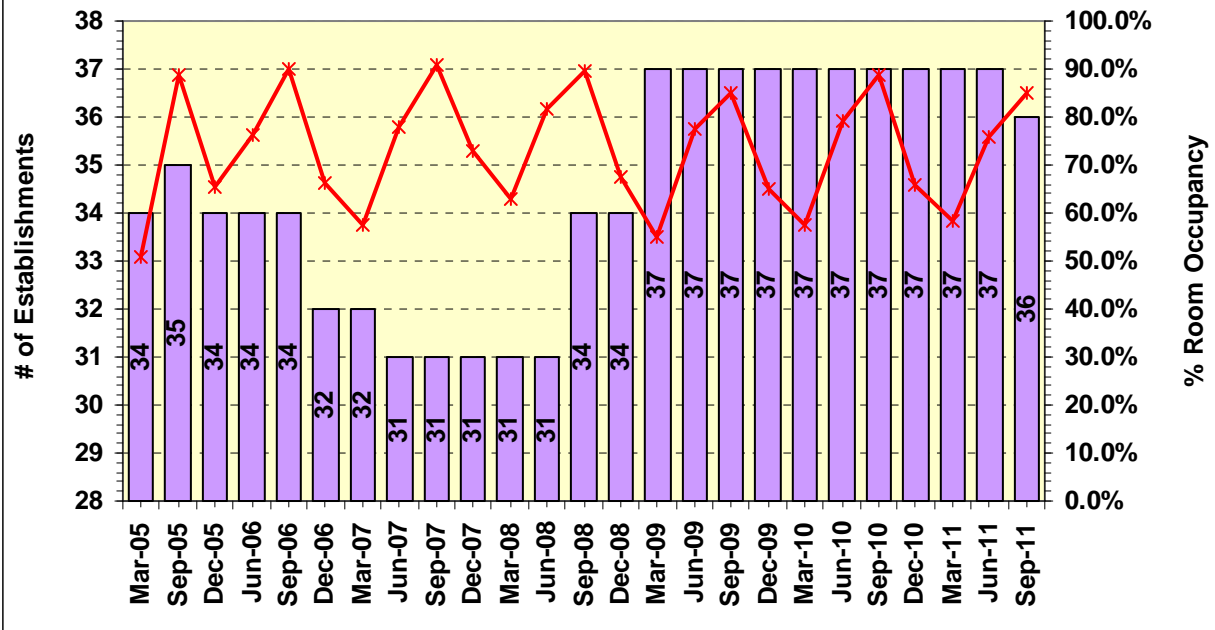
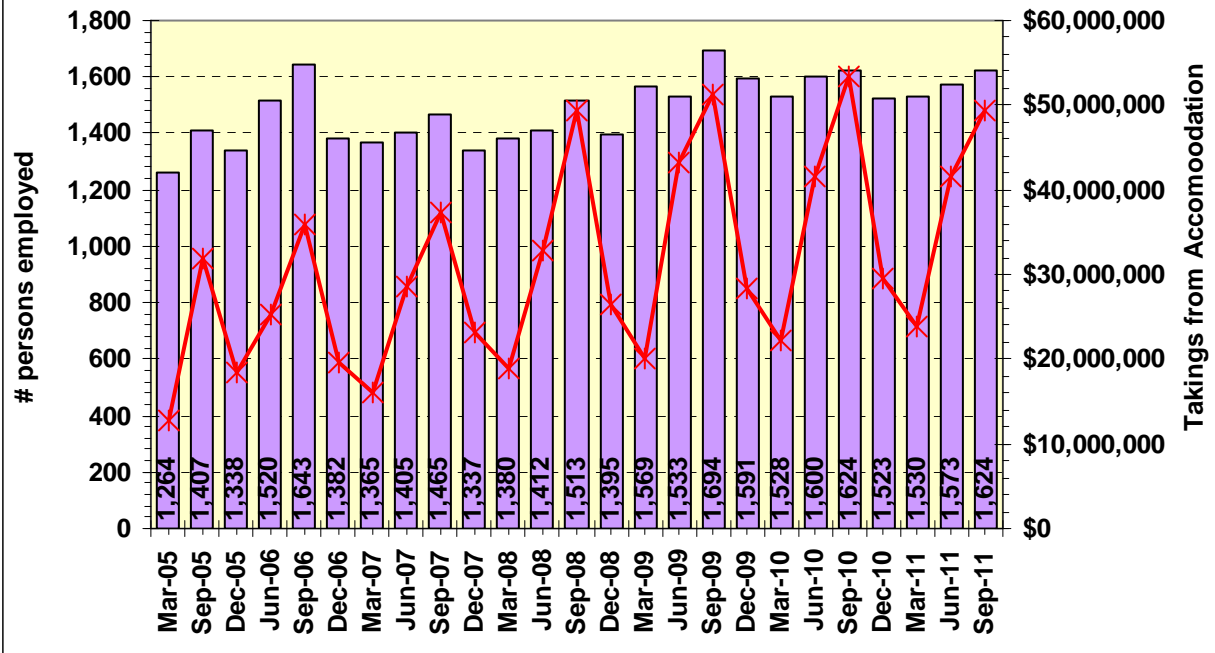


FIGURE 15: Hotel, Motel & Serviced Apartments (>15 rooms)

Source: ABS Tourist Accommodation Data



STATE OF THE CITY - Economic

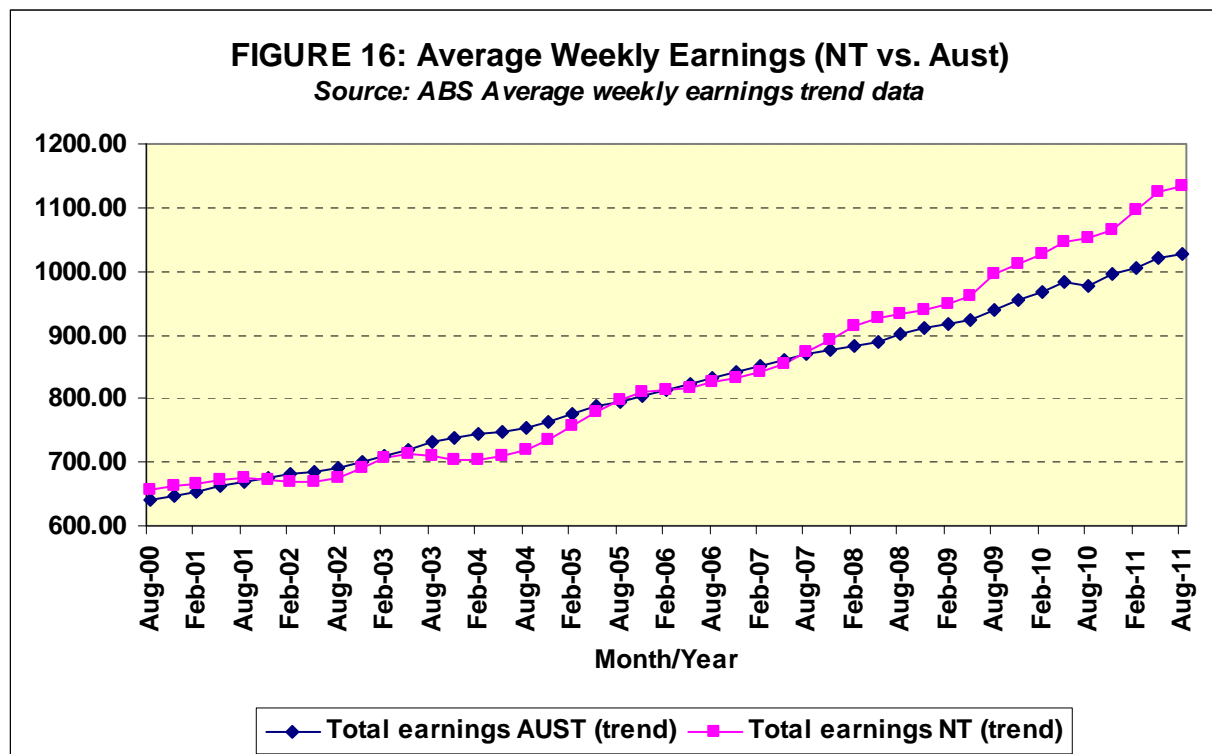
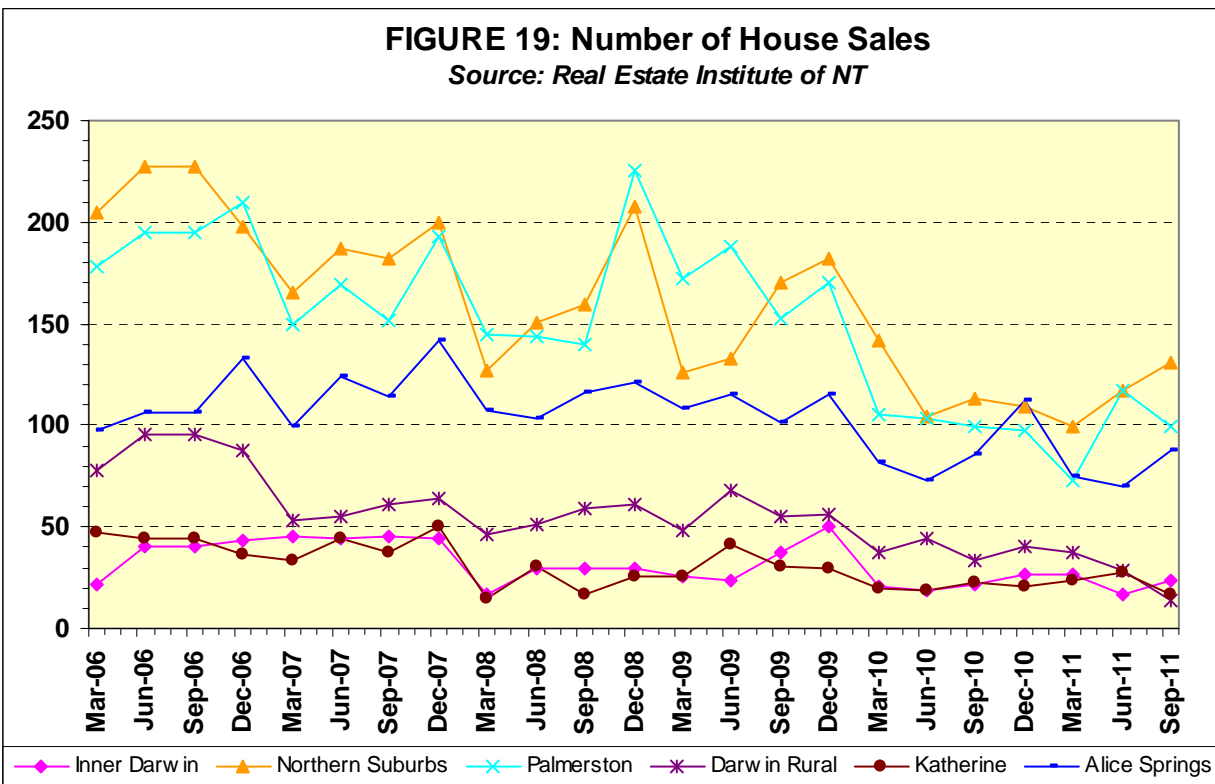
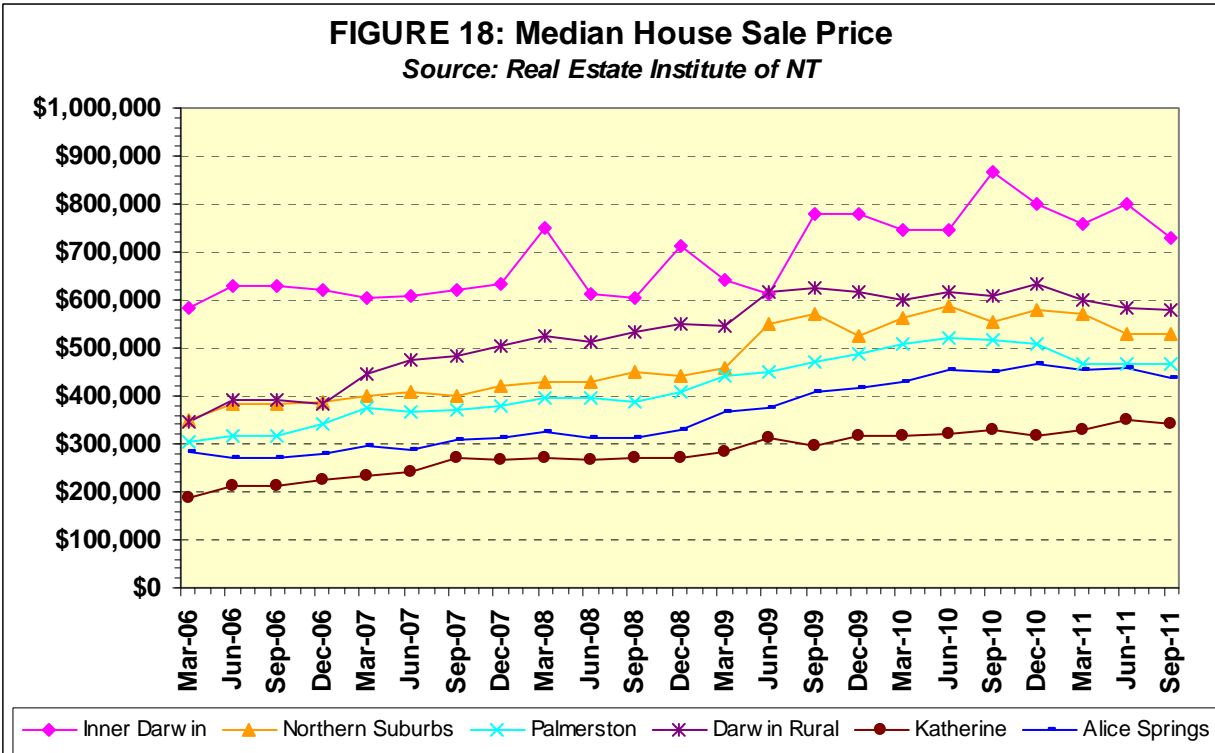


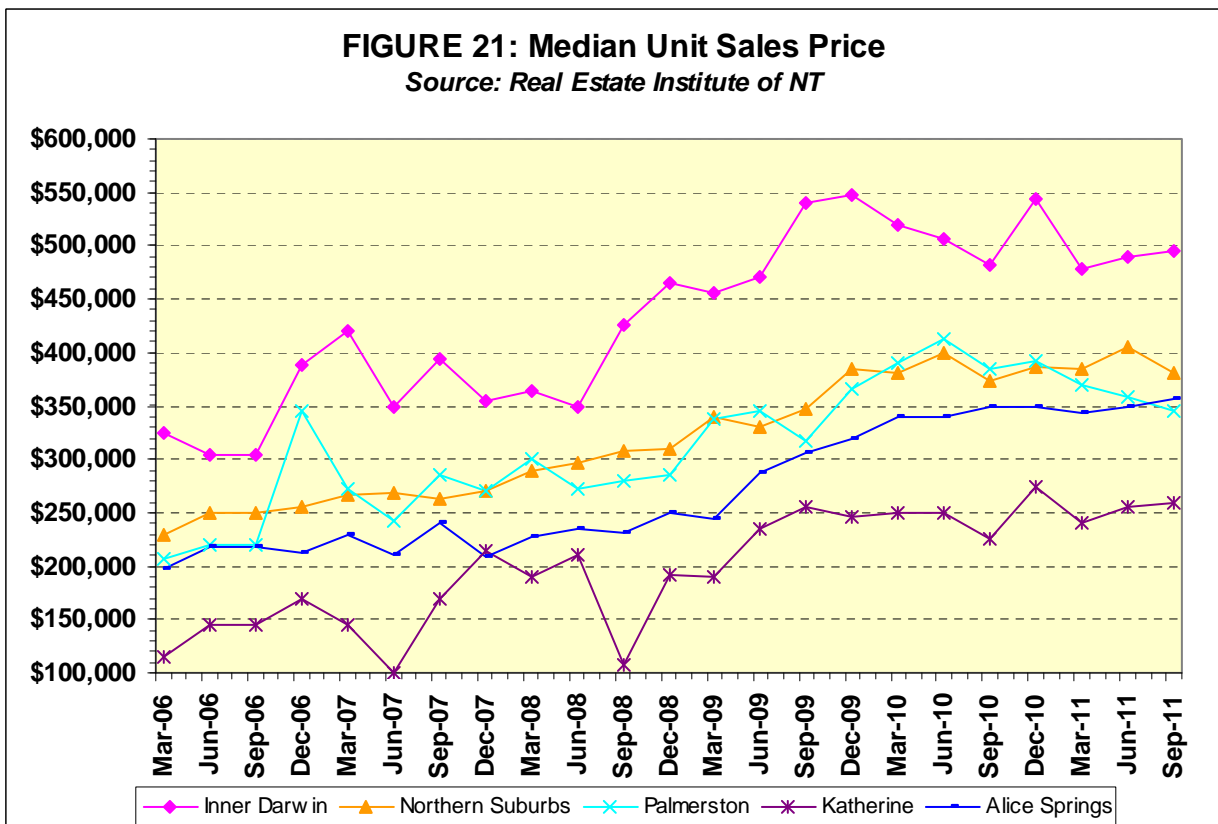
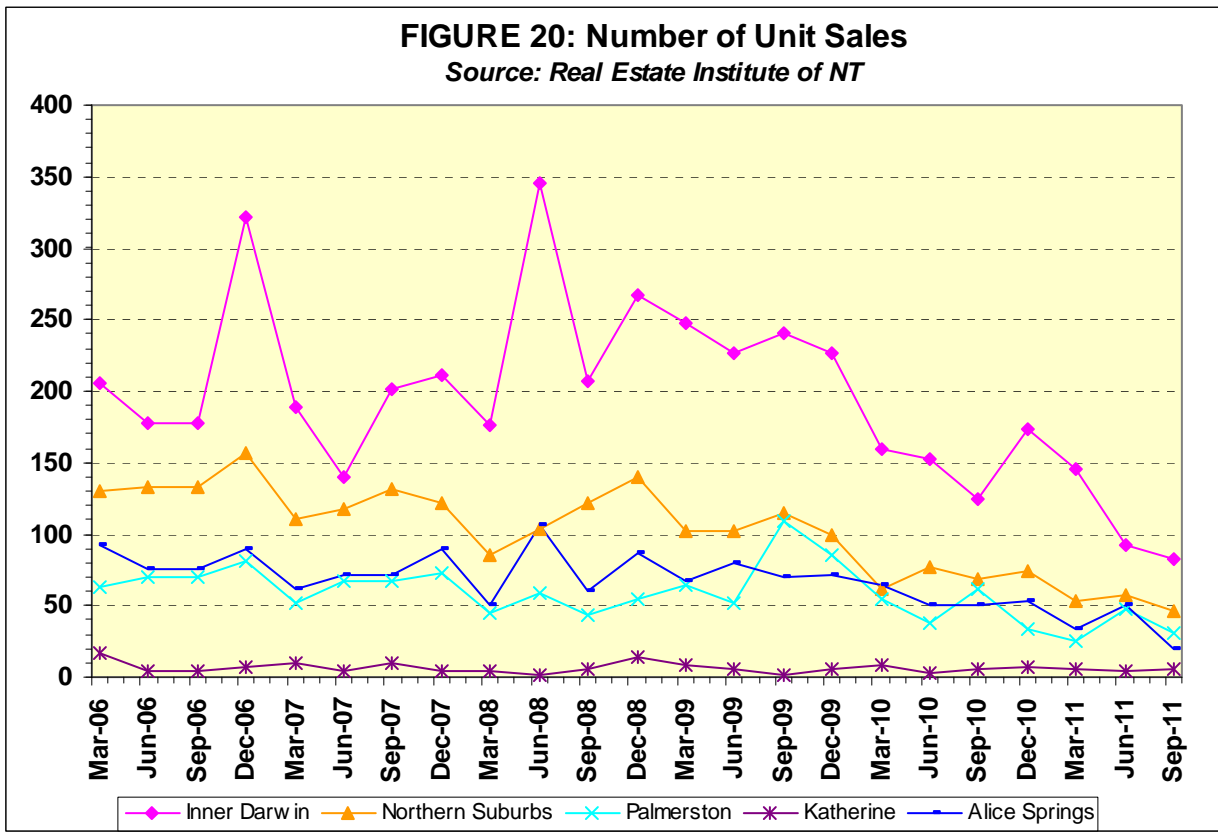
FIGURE 17: Household Disposable income, % change from previous year
 Source: National Institute of Economic and Industry Research (NIEIR) ©2011



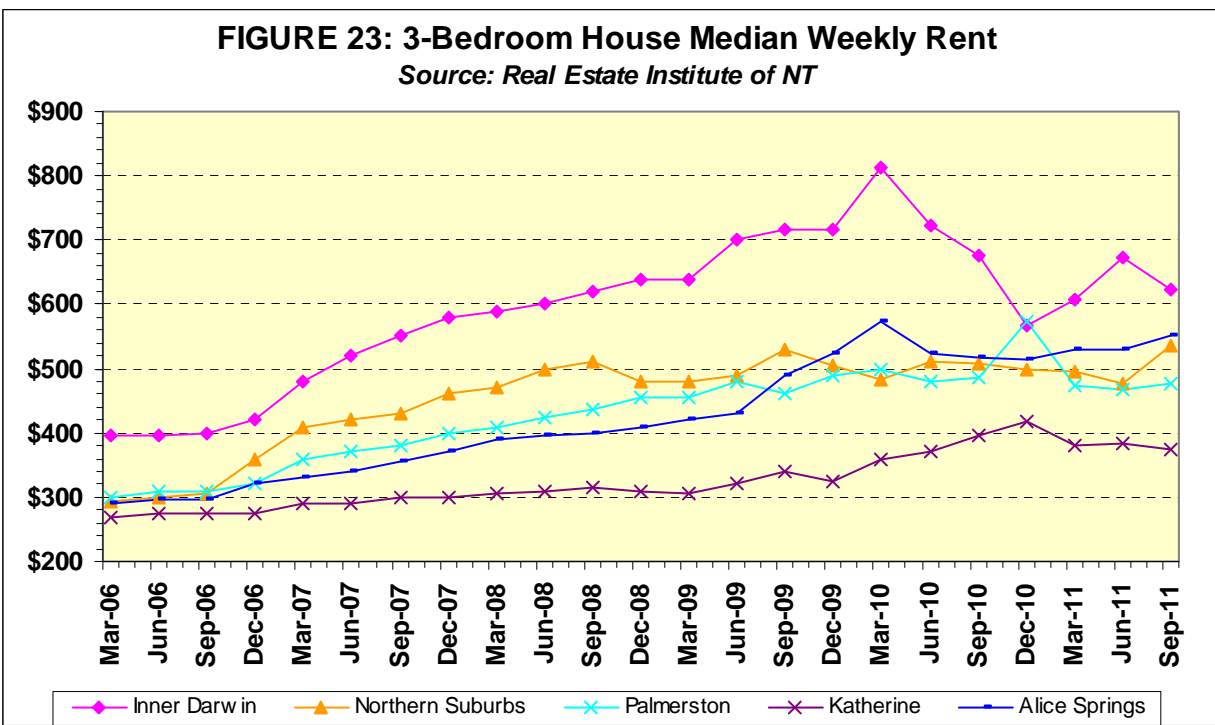
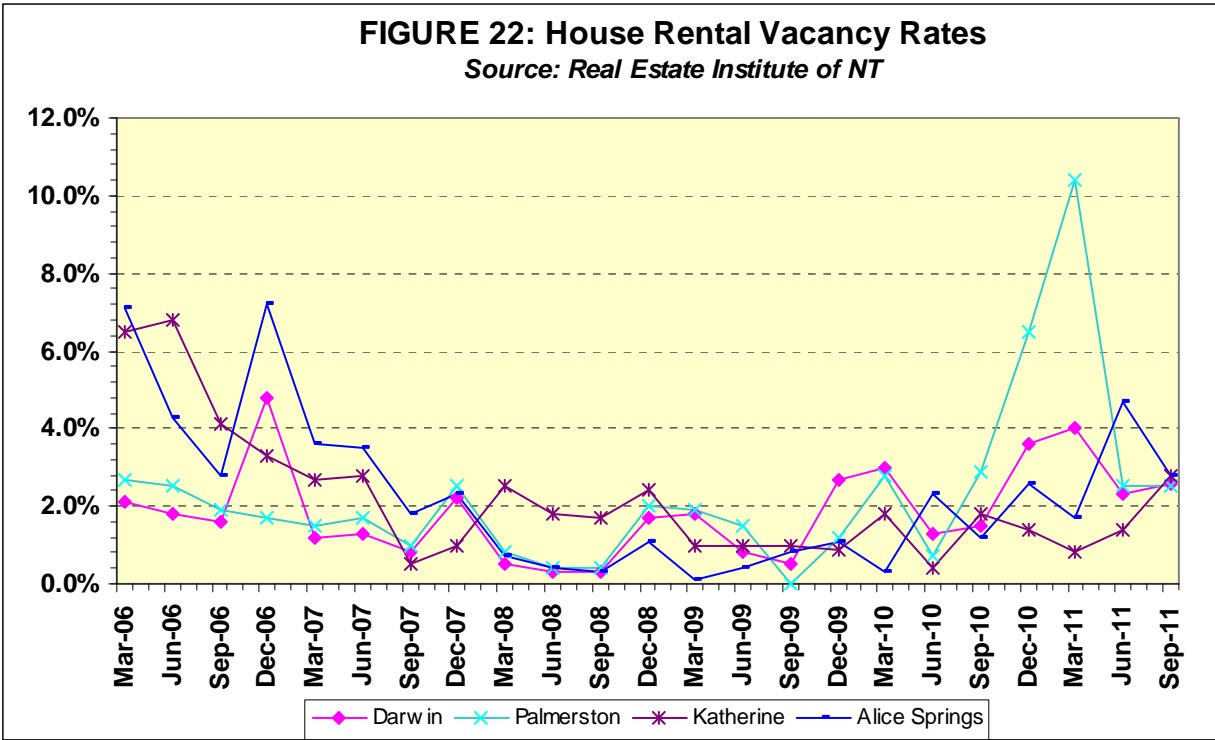
STATE OF THE CITY - Economic



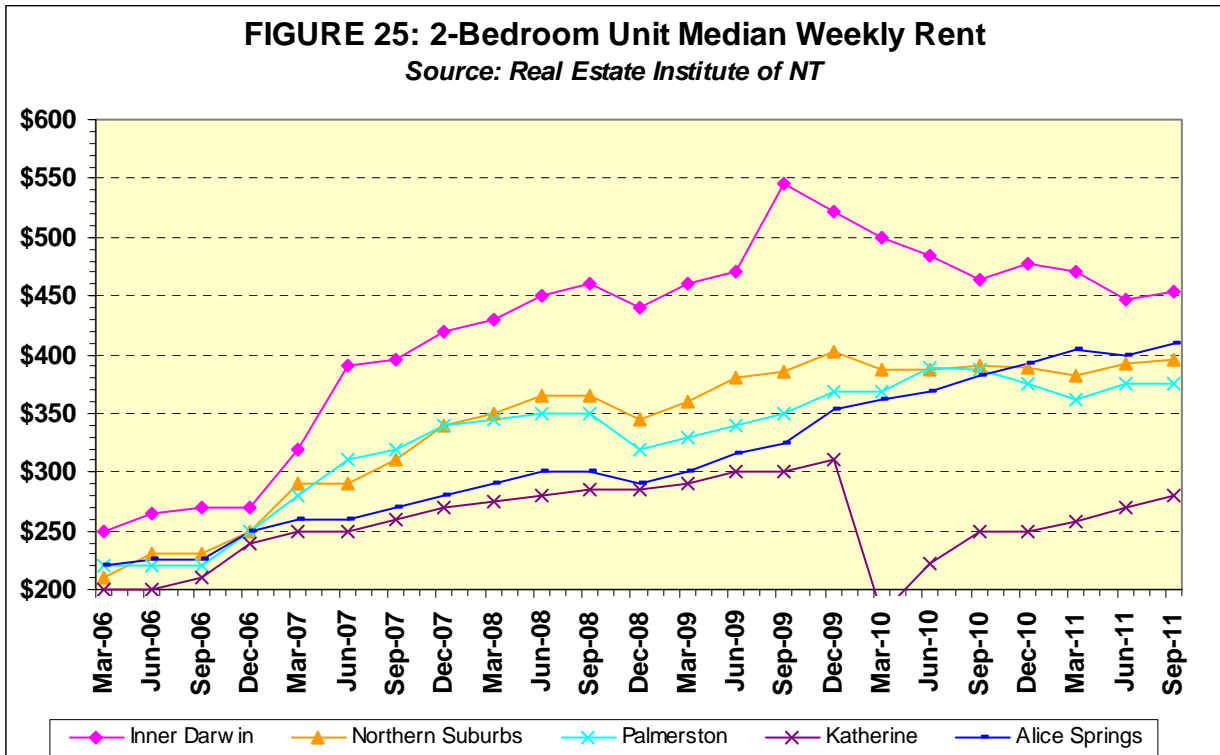
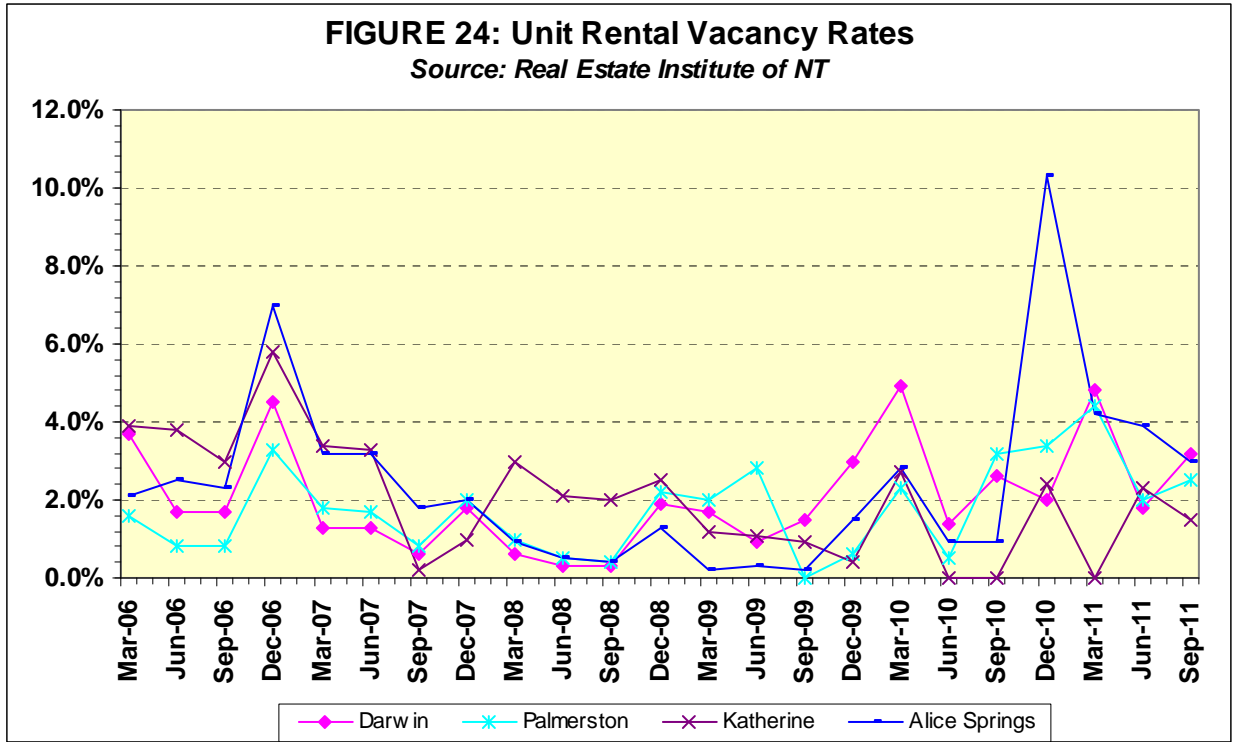
STATE OF THE CITY - Economic



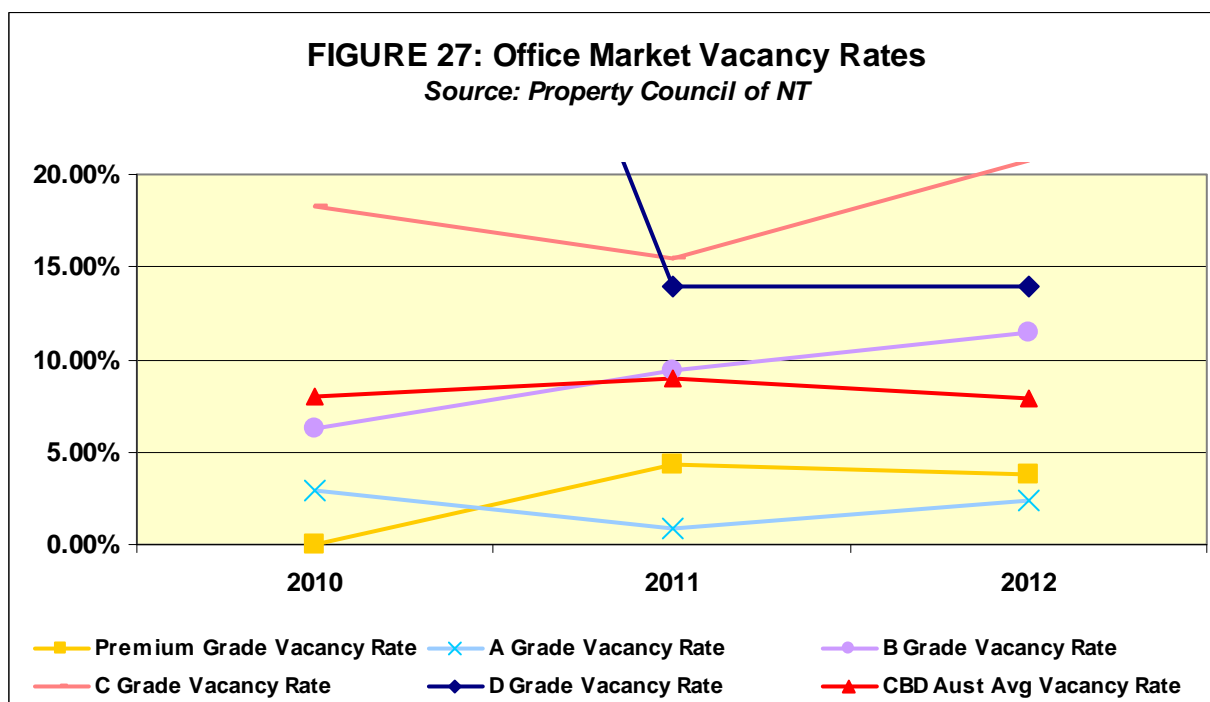
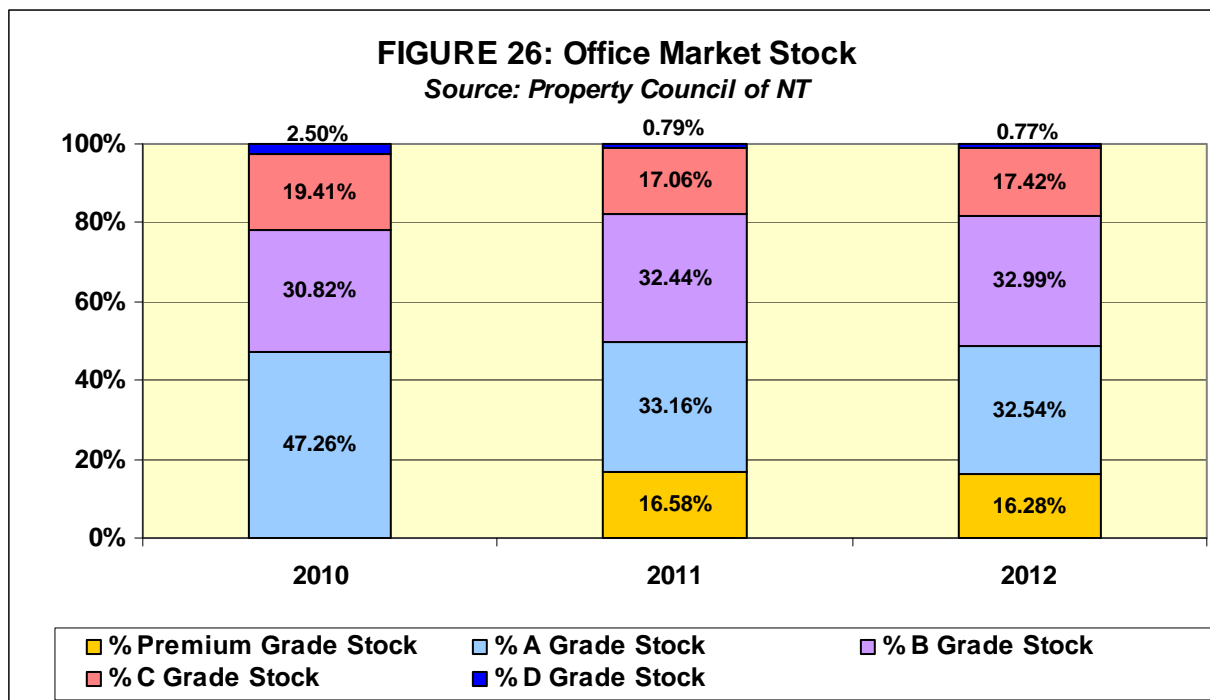
STATE OF THE CITY - Economic



STATE OF THE CITY - Economic



STATE OF THE CITY - Economic



STATE OF THE CITY - Economic

FIGURE 28: Gross Regional Product (GRP)
 Source: National Institute of Economic and Industry Research

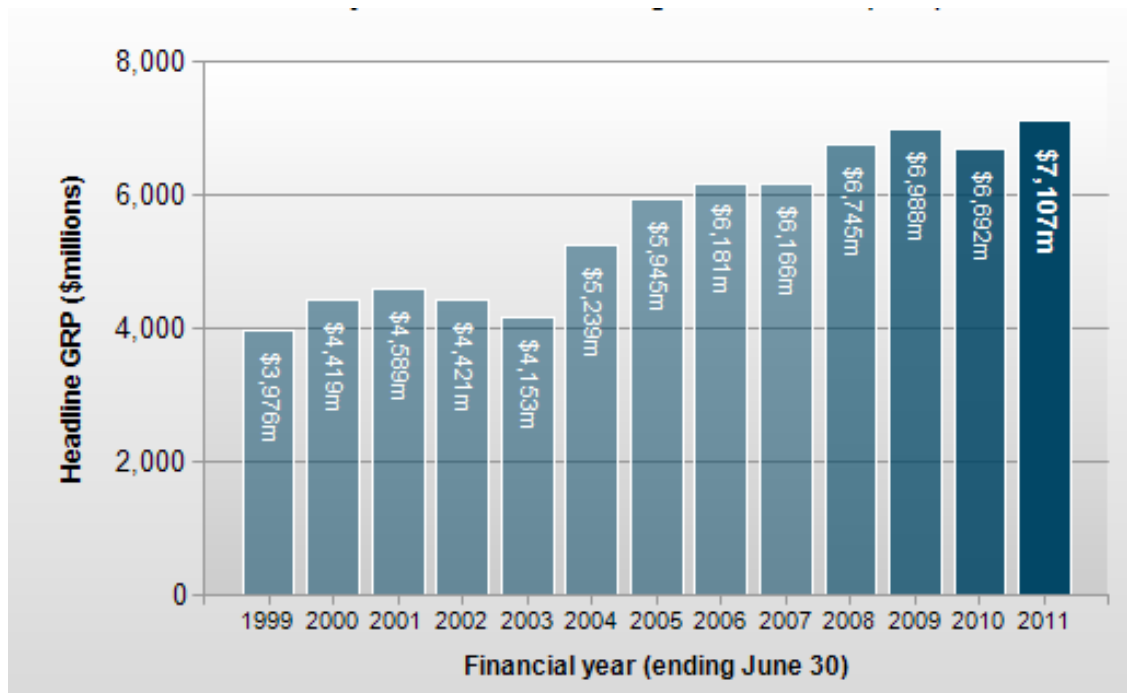
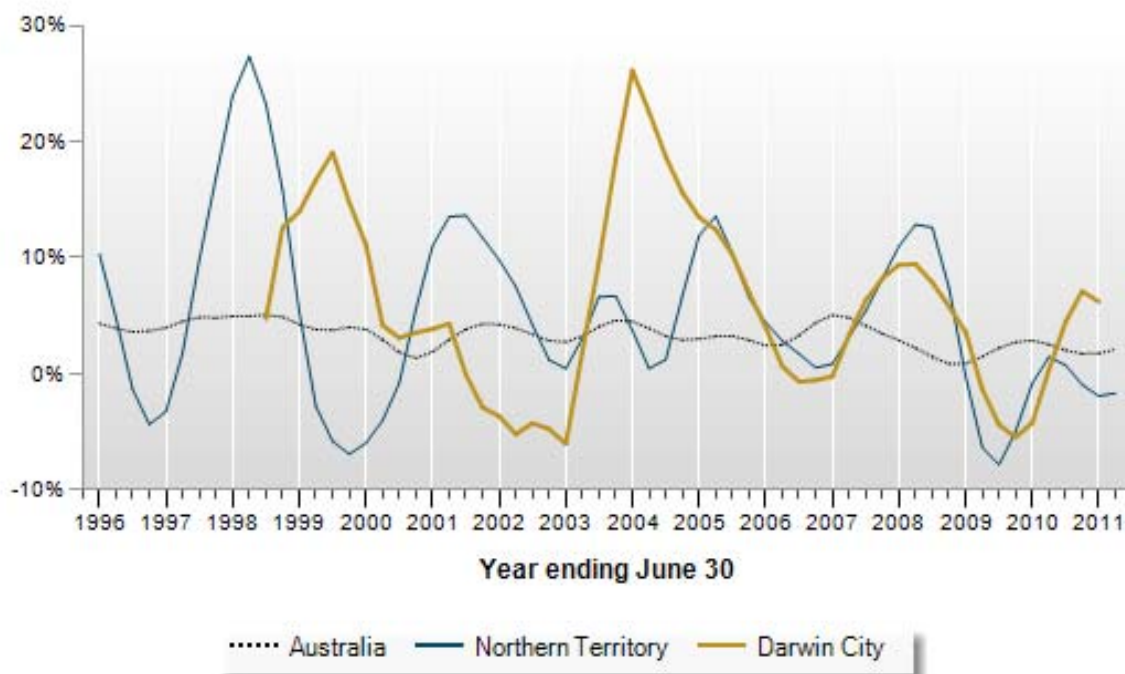


FIGURE 29: % Change in GRP (annual change in smoothed quarterly data)
 Source: ABS, Australian National Accounts: National Income, Expenditure and Product



STATE OF THE CITY - Economic

FIGURE 30: Value of Building Approvals, % change from previous year
Source: ABS, Building Approvals



STATE OF THE CITY - Environmental

Overview of Environmental Indicators

The following points in regards to water use, energy consumption and carbon emissions have been sourced directly from a recent ABS publication²:-

- In 2009-10, NT households consumed 38 GL of water, representing 23% of all water consumption in the Territory. Agriculture was the highest consuming sector, accounting for 49 GL (or 29% of all consumption).
- Household water consumption decreased marginally from 39 GL in 2008-09 to 38 GL in 2009-10.
- Per capita household water use in 2009-10 (167 kL) decreased by 3% from 2008-09 (173 kL).
- Total water consumption in the NT continues to rise. The NT experienced an increase of 9% from 141 GL in 2004-05 to 154 GL in 2008-09 and a further 9% increase in 2009-10 with consumption of 168 GL.
- At 8 December 2011, the reservoirs in the Darwin water collection area were 81.7% full, holding approximately 233.1 GL. At the same time in 2010, these reservoirs were 77.0% full, holding 181.0 GL. Although the amount of water stored rose by 52.1 GL, or 28.8%, over the year, this increase may not be fully reflected in the 'percentage full' figure for 2011 owing to a change in the holding capacity of Darwin's reservoirs during the same period.
- At 8 December 2011, the reservoirs servicing Hobart and Canberra were both near 100% capacity while Perth had the lowest reservoir levels, at 28.5% full.
- Energy consumption for the NT in 2009-10 totalled 106.9 petajoules, an increase of 3.5% from 2008-09.
- Most energy consumed in the NT in 2009-10 was used for Mining (25.4%), Transport (24.6%) and Manufacturing (21.3%),
- NT's energy consumption accounted for 1.8% of total Australian net energy consumption in 2009-10, the lowest of all states and territories, just below that of Tasmania.
- Carbon dioxide equivalent emissions for NT in 2009 totalled 17.3 million tonnes, an increase of 28.2% from 1999.
- Agriculture accounted for 55.2% of total emissions in 2009 followed by Energy production (43.4%), Industrial processes and Waste (each 0.7%).
- Of all states and territories, NT was the only one where most carbon dioxide equivalent emissions were produced as a result of activities associated with Agriculture rather than Energy production.

² 1367.0 - State and Territory Statistical Indicators, 2012

STATE OF THE CITY - Environmental

Table 2 outlines current Council data against the Environment indicators, with a specific focus on waste and recycling. As shown, the amount of domestic waste collected per resident has decreased slightly and the volume going into land fill has decreased which is a good achievement.

Environment		
Indicator ³	2010/11	2009/10
Total volume of domestic kerbside collected (red lid bin)	16,536.84 tonnes	16,419.75 tonnes
Domestic waste collected per capita per annum (red lid bin)	0.214 t per person	0.216 t per person
Total volume of domestic kerbside recycling (yellow lid bin exc. contamination)	4,144 tonnes	4,700 tonnes
Waste to landfill (kerbside, commercial and Council)	157,622.95 tonnes	162,565.14 tonnes
Commercial and industrial waste to landfill	136,746.93 tonnes	141,990.84 tonnes
Commercially generated and industrial waste as a % of total waste	86.6%	87.3%
Population numbers	77,290	75,908

Table 2

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, which is increasing with a very low number utilising public transport. However, the amount of residents walking has increased slightly.

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		
	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009	2011	2010	2009
Car	73%	74%	73%	13%	9%	10%	6%	7%	6%	4%	4%	5%	1%	0%	1%	0%	0%	1%	3%	5%	4%
Public transport	2%	2%	3%	2%	2%	1%	2%	2%	4%	4%	4%	5%	7%	8%	7%	26%	26%	28%	57%	57%	52%
Bicycle	5%	7%	7%	3%	3%	4%	7%	6%	7%	16%	15%	13%	6%	9%	6%	8%	9%	12%	55%	51%	51%
Motor Bike	1%	2%	3%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	2%	1%	3%	94%	94%	91%
Walking	43%	43%	41%	14%	9%	16%	13%	14%	13%	16%	16%	13%	3%	5%	4%	2%	4%	6%	7%	7%	8%

Table 3

³ These indicators are largely calculated at the end of the financial year. 2011/12 results will be included in the June 2012 report.

STATE OF THE CITY - Infrastructure

Overview of Infrastructure Indicators

Table 4 outlines Council's current data on our Infrastructure indicators. These figures are only calculated at the end of each financial year, therefore most current data is as at 30 June 2011.

As with the environment indicators further data will be collected over time so we can demonstrate any increasing or decreasing trends.

Infrastructure	2010/11	2009/10	2008/09
Amount of green space in the Darwin municipality	653 ⁴ hectares	673 hectares	655 hectares
% of irrigated versus non-irrigated green space	55.3%	49.60%	49.59%
Quantity of water used per hectare of green space in the Darwin municipality	1,303 kl	1,936 kl	N/A
Total kilometres of Council managed sealed roads	445kms	442kms	420kms
Maintenance costs per kilometre of sealed roads	\$8,711 ⁵	\$8,517	\$7,206
% of road length resealed to total sealed roads	3%	2%	3%
Total kilometres of Council footpaths	410.3kms	372kms	362kms
Maintenance costs per kilometre of footpaths	\$1,363	\$1,444	\$950
Total kilometres of cycle paths	69.1kms	63kms	57kms
Maintenance costs per kilometre of cycle paths	\$190.40	\$190.05	\$380
Total kilometres of Council managed storm water pipes	346.25kms ⁶	385kms	362kms
Total kilometres of Council managed lined open drains	17.51kms	15.5kms	15kms
Maintenance costs per kilometre of storm water pipes	\$1,262 ⁷	\$424	N/A
Total number of driveways	18,260	17,800	17,900
Maintenance costs per driveway	\$7.06	\$10.62	\$1.20

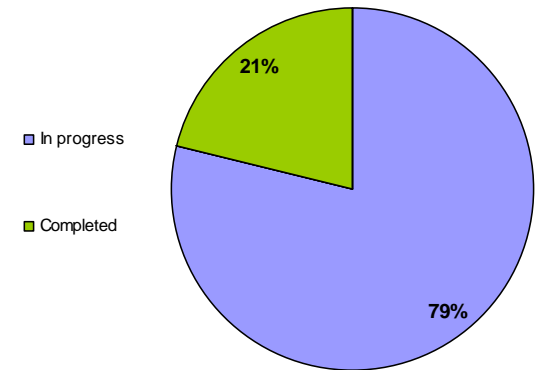
Table 4

⁴ - ⁴ This decrease is due to refinement in how Council calculates the data. All asset information has been recalculated to accurately record only the City of Darwin's owned assets.

⁵ The method of calculating road maintenance has been refined, now includes all capital and operational costs associated with the maintenance. The 2008/09 and 2009/10 figures have been updated to reflect this change in calculation.

⁷ This figure and method of calculation is still being investigated in order to understand why it is higher than 2009/10.









GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships



Goal 1: Progress against Corporate Plan actions

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		
Respond to socially critical issues in partnership with Territory and Australian Governments	Extensive work has been carried out in respect to the progression of the University Capital Project, inclusive of the conduct of a public forum, the development of a strategic plan and action plan.	
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 (City of Darwin, 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 Committee.	
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. DCC continues to be an active member and has participated in all forums. CEO participates in LGANT CEO's Forum and liaises directly with LGANT CEO on strategic issues.	
Continue to participate in and actively support the Council of Capital City Lord Mayors (CCCLM) meetings	Ongoing action - Lord Mayor and CEO ensure that DCC is represented at face to face meetings and participate in regular teleconferences. CEO's teleconferences are held every 6 weeks. Lord Mayors now teleconferencing every 6 weeks.	

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	Regular monthly meetings of the Coordinating Committee of Officials Meetings (The City of Darwin, 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 Committee. Through the Council of Capital City Lord Mayors there is regular engagement with senior Australian Government Officials and Ministers.	
In partnership with the NT Police and the City of Palmerston implement the Graffiti Management Plan	This action has been completed.	
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 the City of Darwin providing secretariat functions. City of Darwin hosted a forum on the NTG's Greater Darwin Land Use Plan Consultation Paper and formulated response on behalf of TOPROC. TOPROC's Regional Development Framework is currently under review.	
Participate in the Public Transport Project Control Group with the NTG	This action has been completed.	
Identify partnership opportunities with NTG, neighboring Councils, community groups and private developers when seeking grant funding	\$100k was received for the review of possible amalgamation with the Belyuen Community Government Council and Wagait Council from Dept of Local Government. Consultancy has been completed. The agreed short term action is that the three councils will further explore options for provision of core services and the issue of amalgamation will be subject to further discussions post the March 2012 elections.	
Participate in LGANT Chief Executive Officers Forum	Ongoing action. Regular participation has occurred, including provision of venues at the City of Darwin.	
Partner with NT Police to locate external funding to enhance Council's role in community safety.	Senior Liveability Officer attends regular meetings of the ITCG and will consider funding opportunities when they arise.	
Partner with NTG, CDU and other stakeholders to deliver the Darwin 200 program of events	Completed in 2009.	

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships








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 are ongoing. Handover, maintenance and certificate of compliance inspections are completed within appropriate timeframes.	
Participate the Darwin's Urban Design Advisory Panel	Meet regular throughout the year approximately every 6-8 weeks.	
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	Developed Climate Change Action Plan 2011 - 2020 (endorsed by Council Oct 2011, launched Dec 2011). As part of the range of initiatives outlined within the plan, Council has now launched the Darwin Green Office which is aimed at Council reducing its own carbon footprint. Council continues to provide responses to Environmental Impact Statements.	
The City of Darwin to provide comments on new developments to the Northern Territory Government's Development Consent Authority (DCA)	Council provides responses to Development Applications and Planning Scheme Amendments in the required timeframes.	
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	This action is completed. Inpex provided an overview to Council at July's 1st Ordinary 2009 meeting regarding the potential impact on the Darwin Greater Region in relation to the company's gas industry developments.	
Participate in annual business forums to exchange information and raise awareness of Council issues and services	This action is ongoing. Council continues to be a member of the NT Property Council and also attends regular Dept of Business and Employment Forums	
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	Council provides information as required to sport/recreation groups on where/how to access alternate funding sources as requested. Grant opportunities are researched regularly and kept as an electronic document for emailing.	

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								
				2011/12 YTD	2010/11	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	97%	100%	100%	100%	
1.1	Improve relations with all levels of Government	Number of new joint initiatives initiated	Trend	13	21	23	20	
		Number of joint projects completed	Trend	10	7	8	2	
		Number of development applications received	Trend	231 ⁸	390	390	520	
		Average percentage of DCC recommendations adopted by DCA	Trend	88.5%	87.50% ₉	N/A	N/A	
1.2	Effectively engage with community	Number of business development enquiries	Trend	3	9	6	3	
		Number of new community wellbeing initiatives recommended to Council based on community needs	Trend	95	281 ¹⁰	369	288	
		Number of Youth Advisory Group meetings held	Trend	5	9	9	8	
		Youth Advisory Group meeting attendance	Trend	48	124	92	113	
		Community agreement rating that Council consults with community sufficiently	> 3.3	N/A ¹¹	3.2	3.4	3.4	

Table 6

⁸ This data is collected quarterly, therefore this result reflect applications for the period July – December 2011 only.

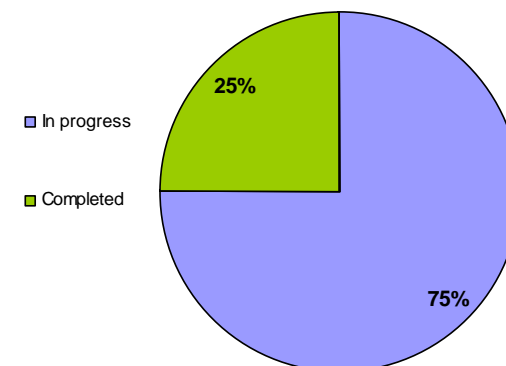
⁹ Indicator has been changed this year to reflect DCC's effectiveness (i.e. % of recommendations adopted rather than a number).

¹⁰ The method of calculating this indicator has been further refined, therefore is not comparable to previous years.

¹¹ This indicator is part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.










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	MY0800 CBD Revitalisation completed. Current shopping centre upgrade program has been completed.	
Finalise the overarching Recreation Strategic Plan	This action has been completed. Recreation Strategic Plan framework has been completed and endorsed by Council. It has been agreed that a single overarching Strategic Plan is not feasible, instead the framework is in place to guide the organisation including the overarching policy statement. Individual strategies are currently being progressed such as the Parap Leisure and Sports Precinct Masterplan and the Urban Oval Strategy incorporating the Urban Oval Lighting Strategy	
Manage the use and policy in respect to cyclepaths, ovals, sporting court and swimming pools	This is an ongoing action – all tasks are on schedule and on budget.	
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.	
Strategy 2.1.2: Develop and maintain a vibrant and active Central Business Area		
Develop and implement the City Revitalisation Program	Project successfully completed and officially launched in December 2010.	
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	This action has been completed	
Strategy 2.1.4: Provide a clean and liveable municipality		
Deliver animal education programs	Ongoing process. Staff have visited three libraries and ran education. Registration of companion animals has increased. There has also been an increase in the number of resolved barking complaints.	
Review and maintain Street Cleaning and Litter Services	Constant review of current operations. Good feedback received through urban areas and in particular CBD	

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

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	City of Darwin continues to maintain representation on a number of inter-agency committees concerned with safety and actions items identified as being of Council control. The Inter Agency Task Force Coordination Group met 18 January and 1 February.	
Support the delivery of the Alcohol Management Plan	The Casuarina Liquor Accord Committee will next meet 28 March 2012. The Accord has been in place since the beginning of 2011 with no major problems to report.	
Outcome 2.2: Increase recreational leisure and heritage experiences		
Strategy 2.2.1: Enhance library facilities		
Actively participate in the Library Review Committee	The Northern Territory Government has decided not to continue with this Committee.	
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	70th Anniversary Bombing of Darwin completed. Partnership established with the Christmas in Darwin Association to conduct Christmas Carols. 100 Anniversary of the Naming of Darwin event held in Raintree Park. Discussions underway with the newly established CBD retailers association for future events.	
Provide support for the Arafura Games	This action has been completed. Council again supported the Arafura Games through both financial sponsorship and through works provided by Council.	
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 organisations and groups. The equipment includes large chess sets, large Connect 4's, Belly Bumpers and large inflatable soccer balls etc. Organisations have commenced loaning the equipment which is proving very popular and supports the not for profit sector in the delivery of community events and activities. In addition, PA equipment, referred to as 'Gig Gear' is now available for loan to community groups, young bands, not-for-profit organisations and open community events.	
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	Cyclepaths completed and maintained in accordance with approved budgets and schedule.	
Review and improve the Cyclepath Strategy	Undertaking investigation in collaboration with Council's Infrastructure Dept. to identify preferred routes for cyclists in the CBD. Draft Feasibility Report has been completed.	
Strategy 2.2.4: Progress aquatic facility planning and delivery		
Finalise the Aquatics Facilities Masterplan	On-going and contingent upon the Parap Master Plan project progression and the status of the Casuarina feasibility study.	

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	Consultant appointed in July 2011 to assist in the development of a business strategy for the DEC. The City of Darwin is represented on the DEC Board.	
Work with the youth community to host low cost and accessible youth events	Community Youth Engagement Officer employed and has commenced service mapping and gap analysis. A program plan will be developed to deliver a diverse range of events and activities for young people by young people across the municipality (ward by ward)..	
Strategy 2.3.2: Pursue the development of a purpose designed youth space and positive youth activities		
Coordinate the National Youth Week event	This action has been completed for 2011. Planning underway for The Big Gig 2012 to be held April 13 th .	
Develop and implement the Youth Space Masterplan	Council workshop held with members of GRIND, YAG and full Council held 4 October 2011. Final Feasibility Study report developed in February 2012 coupled with final 8 page promotional materials. Completed Feasibility Report will be provided to the 21st Council in view of care taker mode.	
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)	Planning for Activate 2012 is underway with an 8 week program commencing 22 April. The program this year targets activation of Council's open space and infrastructure. Partners include Heart Foundation.	
Deliver Sporting Areas Services	Sporting areas services include ongoing programmes for mowing turf, irrigation maintenance, fertiliser application, infrastructure and furniture maintenance and renovation of turf surfaces. These programmes are continuing on schedule and on budget.	
Deliver Recreation & Leisure Services	Ongoing, FREEPS, swimming pools, courts, oval allocations, playgrounds. Activate Program for 2012 under development. Dry season allocations form circulated to sporting clubs for bookings.	

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								
				2011/12 YTD	2010/11	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	94%	99.30%	99.96%	97%	
2.1	Improve urban enhancement around Darwin	Community satisfaction rating with the standard of maintenance of playgrounds	> 3.8	N/A ¹²	3.7	3.8	3.8	
		Community rating against generally feel safe in their local suburb	> 70%	N/A ¹³	76%	74%	72%	
		Community satisfaction rating with the standard of litter collection from public areas	> 3.5	N/A ¹⁴	3.5	3.4	3.5	
		Number of incidents resulting in an injury	Trend	11	35	38	13	
		Community satisfaction rating with the standard of street lighting	> 3.8	N/A ¹⁵	3.6	3.6	3.6	
		Community satisfaction rating with the standard of footpaths/ cyclepaths	> 3.8	N/A ¹⁶	3.5	3.6	3.4	
		2.2	Increase recreational, leisure and heritage experiences	Community satisfaction rating with Library services	> 3.8	N/A ¹⁷	4.2	4.2
Library membership as a % of the population	Trend			49.16	42.50	47.40	43.99	
Total number of library visits	Trend			237,567	420,249	465,135	509,442	
Total swimming pool attendance	Trend			126,630	174,112	163,973	183,350	

^{12 - 17} These indicators are part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.

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

Outcome		Indicator	Target	Actual Result				
Goal 2: Enhance Darwin's Active, Positive and Flexible Lifestyle								
				2011/12 YTD	2010/11	2009/10	2008/09	
		Community satisfaction rating with the standard of recreation facilities such as tennis courts	> 3.8	N/A ¹⁸	4.0	3.9	3.9	
2.3	Promote family friendly and healthy activities	Total Fun Bus attendance numbers	Trend	7,711	13,690	15,146	9,812	
		Total Fun In The Parks attendance numbers	Trend	1,714	4,228	2,265	3,115	
		Average number of bookings for sporting areas	Trend	427 ¹⁹	912	3,384	2,561	
		Total participation in ActivateNT	Trend	N/A ²⁰	465	400	200	

Table 8

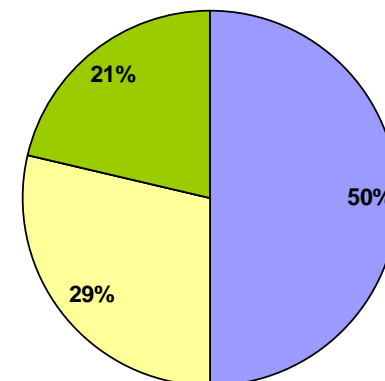
¹⁸ This indicator is part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.

¹⁹ This figure has reduced quite significantly due to peak sporting bodies now making bookings rather than individual clubs, therefore not comparable to previous years.

²⁰ This figure will be known after the 2012| Activate NT program is concluded for the year.

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

■ In progress
■ Behind schedule
■ Completed



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	Ongoing programmed activities occurring per the agreed schedule.	
Review the Playground strategy (inc 10 year plan)	Project scope and brief to be developed. Project commenced in February 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	This matter has been deferred pending the outcome of the CBD Parking Strategy.	
Review the CBD parking policy, strategy and financial model	Contract awarded by Council July 2011. Works are progressing with occupancy and turn over study completed in November 2011. Update reports provided to Council and Council's CBD Parking Advisory Committee.	
Deliver a planning and design framework in relation to the Cavenagh Street car parking	Contract awarded by Council in July 2011. Study is progressing.	
Influence the delivery of passenger and commercial transport	The Northern Territory Government are currently co funding the Mitchell Street Taxi Rank. Council is contributing to the security costs.	
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	2010/2011 roads program completed. Northern Territory Government's, Roads Network Division confirmed funding and specific projects for the 2011/2012 Local Area Traffic Management (LATM) program. These works are currently underway and in accordance with approved budget.	

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







Implement the Roads to Recovery program	Original project was deferred by Council following the outcomes of community consultation. Project has been re-scoped and tender documentation to follow completion of design/documentation. Civil and landscaping design/documentation is nearing completion and tender documents are being developed. Community consultation will take place in April/May 2012 with construction commencing shortly thereafter .	
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	Currently looking at the option of introducing credit car payment to Westlane car park. All other activities undertaken in accordance with approved budget.	
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 commenced improvement of network core.	
Implement IT's Five Year Strategic Plan	The Strategic Plan was finalised and all actions within the plan are underway or completed.	
Investigate the functionality and process for obtaining Council papers, reports and agendas electronically	Council agenda papers and reports loaded directly onto the Elected Members Intranet site.	
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)	Wireless in The Mall has implemented with the service being access by approx 4000 to 5000 users per month. Install was completed in April 2011.	

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								
				2011/12 YTD	2010/11	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	94%	88.42%	94.7%	97%	
3.1	Promote the use of public spaces	Community satisfaction rating with the standard of public toilet maintenance	> 3.0	N/A ²¹	3.1	3.2	3.1	
		Community satisfaction rating with the standard of maintenance of larger public parks, foreshores and beaches	> 3.9	N/A ²²	3.8	3.8	3.8	
3.2	Enhance transport systems	Community satisfaction rating with the standard of car parking in the CBD	> 3.0	N/A ²³	2.8	2.9	3.0	
		Community satisfaction rating with the standard of car parking in suburban areas	> 3.7	N/A ²⁴	3.5	3.6	3.6	
		Community satisfaction rating with the standard of road maintenance	> 3.7	N/A ²⁵	3.5	3.6	3.5	
		Percentage of road length resealed to total sealed roads	Trend	N/A ²⁶	3%	2%	3%	
		% utilization of public transport	Trend	N/A ²⁷	17%	18%	20%	
3.3	Increase and promote use of technology	Total number of on-line payments via e-services	Trend	10,481	11,215	13,401	8,907	
		% of community surveyed who have accessed Council's website in the past 12 month	> 20%	N/A ²⁸	34%	30%	32%	

^{21 - 28} This indicator is part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.

²⁶ This indicator is only calculated at the end of each financial year.

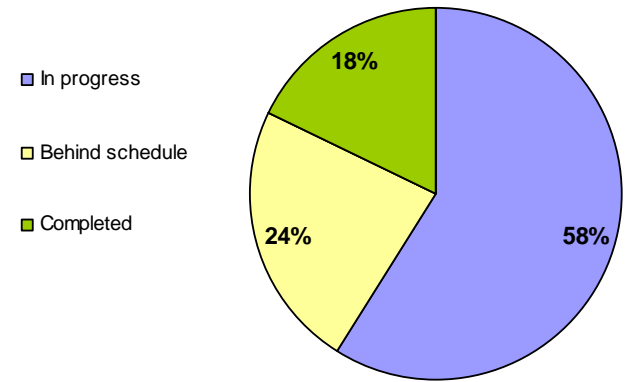
GOAL 3: Assist Individuals and the community stay connected with the Darwin Region

Outcome		Indicator	Target	Actual Result				
Goal 3: Assist Individuals and the Community Stay Connected with the Darwin Region								
				2011/12 YTD	2010/11	2009/10	2008/09	
3.3	Increase and promote use of technology	% of community surveyed who made contact with Council via the internet or email	> 6%	N/A ²⁹	14%	11%	5%	
		Availability of agendas and minutes on Council's internet	> 99%	100%	100%	100%	100%	
		System uptime	> 99%	99.82%	99.79%	99.60%	99.62%	

Table 10

²⁹ This indicator is part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.








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)	This action has been completed. Decision on CPRS from Australian Government in Nov 2009 was to not go ahead with the scheme.	
Implement findings of the Building Energy Efficiency Audits	Recommendations of Building Energy Efficiency Audits are being implemented progressively.	
Actively pursue environmentally friendly options for fleet operations	Currently testing, six utilities on LPG. Difficulty in LPG supplies, Vehicle fleet is being replaced with Hybrid vehicles as they become due for replacement.	
Develop a climate change policy and strategy	Completed. Developed Climate Change Action Plan 2011 - 2020 (Council endorsed Oct 2011, launched Dec 2011).	
Strategy 4.1.2: Develop and implement a coastal erosion management plan		
Develop & implement a Coastal Management Plan	Brief complete and consultant engaged, study is underway. Expected completion is June 2012.	
Outcome 4.2: Improve water conservation		
Strategy 4.2.1: Develop and implement a water efficiency plan		
Develop and implement a Water Sustainability Plan	This action has been superseded by the new action contained in the 2011-2020 Climate Change Action Plan. A number of actions are now underway – Developing a water efficiency action plan for Council open space assets, installation of water saving equipment in Council facilities and building partnerships with external agencies to provide community education campaigns. These works are all underway	

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	Areas within the municipality identified as having existing stormwater problems will be assessed to determine what new infrastructure is required to improve stormwater flows and help eliminate flooding. Works identified have been included in the 2011/12 capital works program and are all underway in accordance with approved budgets.	
Develop a policy for the transfer of NTG stormwater drains to City of Darwin	Negotiations ongoing with the Northern Territory Government without resolution.	
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	Ongoing education campaigns run through Council libraries and continuing school tours to Shoal Bay. Council also provides a program of activities as part of the Darwin Show.	
To advocate and participate in the development of a Regional Waste Management Facility including the use of alternate waste technologies	Council continues to lobby for a Regional Waste Facility via various forms. Council participated in NTG study tour regarding waste models.	
Implement recommendations of the Gross Pollution Trap (GPT) Master Plan to reduce litter in stormwater	Council continues to maintain and operate the existing GPTs in accordance with approved budgets and on schedule.	
Review, develop and manage Council's waste management facilities and services	This is an ongoing action. Contracts for the services continue to be negotiated when required and Council's waste collection contractors, Transpacific Cleanaway has now expanded their recycling services for Darwin residents from just two types of plastic to seven.	
Advocate for the introduction of container deposit legislation	This action has been completed. Container Deposit legislation now in place. Council continues to liaise with the Northern Territory Government on technical concerns regarding the current system.	

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	<p>Applied for community Coast Care and Caring for our Country funding from the Australian government. Lord Mayor, CEO and Executive Manager met with Minister Vatskalis and his advisors on 6 May 2011 to discuss collaborative arrangements.</p> <p>Council's Executive Manager is a member of the Beach Monitoring Task Force and the Manager Climate Change and Environment a member of the Darwin Harbour Advisory Committee (DHAC).</p>	
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	Council is included in an interagency Beach Monitoring Task Force investigating water quality issues with Darwin Harbour. This includes the development of potential Pollutant Source Map for Darwin Harbour to assist with sanitation surveys in the occurrence of other events resulting in a decline of water quality in Darwin Harbour	
Develop and implement the establishment of a weed management plan for Council	Council's weed management plan in draft stage 95% complete require further consultation with parks operational staff.	
Advocate for legislative regulatory to enhance, preserve and protect the Darwin environment	Council is a member of the Darwin Harbour Advisory Committee and the Beach Monitoring Taskforce.	

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								
				2011/12 YTD	2010/11	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	81%	89.30%	96.52%	94%	
4.1	Be a leader with climate change policies	Decrease in greenhouse gas emissions*	Trend	N/A ³⁰	N/A	N/A	12,777 CO2 emissions	
4.2	Improve water conservation	Quantity of water used per hectare of open space	Trend	1,438 kl ³¹	1,303 kl	1,936 kl	2,073 kl	
		Community satisfaction rating with the standard of storm water drainage	> 4.0.	N/A ³²	3.7	3.7	3.8	
4.3	Increase efficiency of waste management	Increased volume of kerbside recycling (non contaminated)	6% increase	2,973 tonnes	4,144 tonnes	4,700 tonnes	3,853 tonnes	
		Reduce amount of contaminated waste	6% reduction	158 tonnes	242 tonnes	357 tonnes	385 tonnes	
		Community satisfaction rating with the standard of the wheelie bin emptying service	> 4.2	N/A ³³	4.4	4.3	4.3	
4.4	Enhance, preserve and protect the Darwin environment	Number of environmental projects completed per annum	2	4	4	4	2	

Table 12

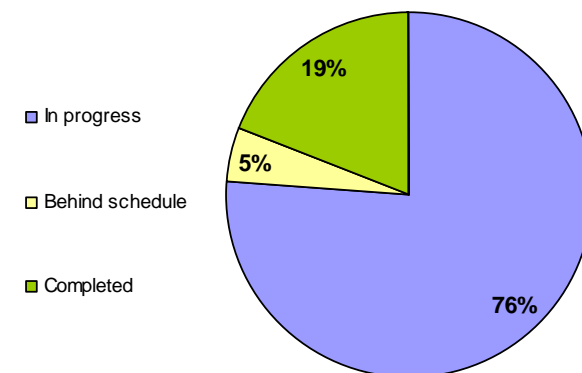
³⁰ This data is currently calculated on a 3 yearly cycle. New data is currently being calculated.

³¹ The half yearly figure only represents July – December, therefore a number of 'dry season' months.

^{32 - 33} This indicator is part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.










GOAL 5: Facilitate and Maintain a Cohesive Community

Goal 5: Corporate Plan Action progress



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	This action has been completed. On behalf of Council, Deloitte's 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	Additional customer services staff employed. A new initiative has been flagged for 2012/13 to purchase and install a new booking system for park permits.	
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	Currently investigating supplementary funding via IronBark Employment Services. Position Description finalized and candidates from Iron Bark to be short-listed for interview, March 2012. Position is in the form of a traineeship to be located in Community Services. Project will officially commence in April 2012 and run for a period of 12 months.	
Strategy 5.1.3: Improve access for people with disabilities		
Work with all relevant stakeholders to improve access for people with disabilities	City of Darwin's Community Access Plan 2012 - 2017 has been drafted. Actions have been reviewed by Council's Managers. Draft Plan is currently being reviewed by Manager Community Development and John Evernden, Accredited Access Consultant. Disability Advisory Committee (DAC) meetings held regularly every two months. Special DAC meetings held July 2011 and September 2011. 9 x DAC recommendations endorsed by Council so far in 2011/2012 financial year.	
Facilitate Disability Awareness Week Activities by Community Development and Library activities	Disability Awareness Week (DAW) 2011 was celebrated from 1st to 8th September. Ten community events/activities were held throughout the week as well as a reception at Parliament House hosted by Minister for Health. Council sponsored DAW 2011. 20 community organisations and government agencies were involved in planning, hosting and facilitating activities. Six inspiring, local people were Ambassadors for DAW 2011. DAW was promoted by print and radio media. Very positive feedback has been received. Work is progressing for DAW 2012.	

GOAL 5: Facilitate and Maintain a Cohesive Community

Facilitate Disability Services Forum	This action is complete. Community Access Forum held on 13 July 2011 at Casuarina Library Meeting Room. The Forum focused on general access issues and discussion was led by John Evernden, Accredited Access Consultant. Information gathered informed Council's Community Access Plan 2012 - 2017. The Forum was attended by 25 people.	
Commence revision of the Disability Action Plan 2006-2010	This action has been superseded by action below.	
Develop a 5 year strategy which will shape Council's community service scope and continuation of Council's Disability Action Plan	City of Darwin's Community Access Plan 2012 - 2017 has been drafted. Actions have been reviewed by middle managers. Draft Plan is currently being reviewed by Manager Community Development and John Evernden, Accredited Access Consultant.	
Strategy 5.1.4: Encourage and recognise volunteers		
Investigate and implement strategies to increase volunteer numbers	A report has been completed and presented to Council concerning volunteering. A budget bid for a dedicated Coordinator of volunteer capital has been submitted for the 2012/2013 Budget process.	
Hold annual Lord Mayoral reception to thank all volunteers	Annual functions held during the term of this Council.	
Outcome 5.2: Promote Darwin's culture		
Strategy 5.2.1: Promote and support activities and programs that celebrate cultural diversity		
Organise Citizenship Ceremonies	Council continues to facilitate large and small Citizenship Ceremonies throughout the year. All ceremonies consist of the official ceremony followed by a light refreshments. Council's largest Citizenship Ceremony held on Australia Day at the Darwin Entertainment Centre.	
Assist with in-kind support for NAIDOC	NAIDOC: Sponsorship of \$5,000 was provided for Top End NAIDOC celebrations in July.	
Participate in Harmony Day	In kind support will be provided by Fun Bus and Fun in the Parks programs to a Family Fun Day in celebration of Harmony Day at Malak Community Centre in March 2012. The event will be facilitated by Family & Children's Coordinator in partnership with Early Childhood Australia and Territory Childcare Group. Approximately 400 people (parents and children) are expected to attend the event.	
Strategy 5.2.2: Create opportunities for the expression of cultural diversity through art		
Improve and coordinate the facilitation role of Council in its provision of arts, cultural development activities, in-kind supports and sponsorship	The dedicated officer role (Arts & Cultural Development) is achieving a high level of program coordinator by occupying a central contact point for arts and cultural development matters, in addition to implementing a diverse range of activities.	

GOAL 5: Facilitate and Maintain a Cohesive Community








Assist with support for the Darwin Festival	Council supports the Darwin Festival through cash and in-kind sponsorship. Council staff across the three Departments provide 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. Customer Services administer the in-kind sponsorship. The Darwin Festival submission will be presented to the 21st Council.	
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	The dedicated officer role (Arts & Cultural Development) is achieving a high level of program coordinator by occupying a central contact point for arts and cultural development matters, in addition to implementing a diverse range of activities. Activities include: Music In The Libraries Monthly Community Art Space Exhibitions Contribution to the National Cultural Policy framework Development of a Cultural Usage Plan for Civic Park Rejuvenation of the Arts & Cultural Development Advisory Committee Development of concepts and short-listing for the Centenary of the Naming of Darwin major public artwork Development of enhancement to community noticeboard signage opportunities for community arts organization's and not for profits. Development of a brief and concepts for a Darwin Entry statement	
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	Community Development staff have helped inform a community consultation policy adopted by Council. The framework presents the International Public Participation model. This approach fosters community engagement and participation in civic life.	
Develop and implement an Annual Good Neighbour Award program	Council supports the National Neighbour Day and for the past two years has distributed a "Know Your Neighbour" card to all letterboxes in the Darwin municipality prior to Neighbour Day. Council is currently discussing the concept of linking this to Neighbour Day in March 2012	
Investigate and implement if appropriate services to assist neighbourhood dispute mediation	This action has been completed. In January 2010 a report was developed for Council that provided an overview of neighbourhood dispute mediation models in a local and interstate context. The Council resolution was to link this report to its Complaint Management Procedure which highlights the option to refer constituents to the NT Government's neighbourhood dispute resolution service as appropriate.	
Provide coordination of community markets and facilitate works as required	Met with Mindil market staff to inspect maintenance issues prior to last market December 2011. Facilitated Parap market maintenance issues	
Finalise the Senior Services strategy	A representative from the NTG Seniors Advisory Council attended Council in April and a detailed report for proposed senior services response was presented to Council.	

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								
				2011/12 YTD	2010/11	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	92%	98.51%	92.31%	98%	
5.1	Facilitate community access and inclusion	Total occupancy rate at the Community Centres	>95%	100%	100%	100%	100%	
		Community satisfaction rating with ability to contact Council staff out of office hours	> 3.5	N/A ³⁴	2.9 ³⁵	2.7	2.9	
		Total number of community groups supported (e.g. in-kind, advocacy, facilitation, financial)	Trend	79	107	72 ³⁶	80	
5.2	Promote Darwin's culture	Number of Disability Advisory Committee decisions endorsed	Trend	7	23	5	18	
		Number of Arts & Culture Events Sponsored	Trend	24	76	33	52	
		Number of arts and cultural forums or projects	Trend	31	57	56	36	
5.3	Support harmony within the community	Total number of vandalism incidents reported (Graffiti)	Trend	569	751	228 ³⁷	2,579	

Table 14

³⁴ This indicator is part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.

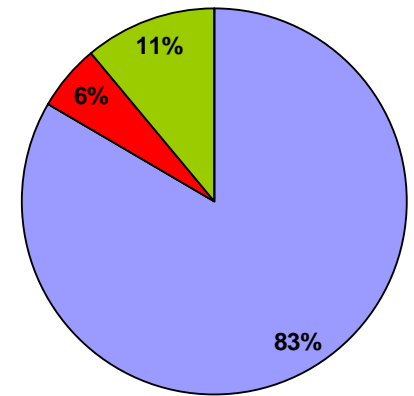
³⁵ Sourced from Council's Annual Community Satisfaction Survey. Only a very small percentage of residents responded that they have contacted DCC out of hours. Despite the small number of residents using this service, Council has committed to undertake further investigations in order to improve this result.

³⁶ 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.

³⁷ 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	Researching existing major Council sponsorships First step has been to leverage existing sponsorships through linking the sponsorship with overall Council objectives and communication goals	
Provide in-kind support to community based events	Council continues to support community based events through the provision of Face Painters, Fun Bus, Fun and Games and GIG GEAR equipment. Sponsorships of \$5,000 will be provided for the Darwin Lions Beer Can Regatta and the Beat 2012 events prior to end of 2011/2012 financial year. This will be the end of these 3 year agreement. Council supports the Darwin Festival through cash and in-kind sponsorship. 28 applications for funding under the 2nd round of the 2011/2012 Community Grants Program received totaling \$199,515.50. Funding of \$50,367.00 was allocated to 11 community organisations for community projects and activities to be undertaken from 1 January 2012 to 30 June 2012. Submissions for 1st round 2012/2013 Community Grants Program will be invited on Saturday 10 March with a closing date of 13 April 2012. Funding of up to \$50,000 will be allocated to community projects and \$50,000 for community based climate change and environment projects.	
Strategy 6.1.2: Implement a communications strategy that promotes Council and informs the community		
Through media campaigns showcase Council's innovation and achievements	A number key campaigns have been implemented including: <ul style="list-style-type: none"> New Brand Strategy - City of Darwin 70th Anniversary of the Bombing of Darwin First phase recycling campaign 	
Develop and implement a communication strategy which will keep the community informed	With all outgoing communications, briefs are now used to guide and refine the communications to the community. Media matrix developed. Media policy updated. Now includes section on the policy for social media.	
Update Council's website and showcase Council's innovation and achievements	This action has been completed with the launch of the new Council website. Council continues to promote current activities and achievements though the new scrolling feature and new stores.	

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	Newsletters were sent to veterans, R&SL branches and schools to promote the Bombing of Darwin commemorations. The Frontline Australia activities raised the profile of the Bombing of Darwin across Australia.	
Support the World War II Museum initiative at East Point	Action complete - the museum was opened on 18 February 2012 by the Governor General and is now open to the public.	
Develop initiatives with other key stakeholders (NTG, Tourism NT, Tourism Top End) to promote Darwin's history	Current initiatives include Christmas in The Mall developed in conjunction with the Mall traders. 70th Bombing of Darwin and Military History Advisory Committee. History of Darwin periodically promoted on the electronic screens within The Mall and the Civic Centre	
Utilise the website for promoting Darwin's history	Frontline Australia material was linked to Council website.	
Strategy 6.2.2: Promote Darwin as a place for tourists and residents to enjoy a tropical lifestyle		
Promote Darwin's tropical lifestyle	The major revitalisation of the Darwin CBD was based on the promotion of the Darwin lifestyle and focused on maintaining a tropical theme. Council continues to support and participate in the Annual Tropical Garden Spectacular and provides major sponsorship.	
Strategy 6.2.3: Celebrate the city's evolution		
Promote and celebrate the city's evolution	The City of Darwin continues to promote Darwin as the capital city of the Northern Territory, including the 70th Anniversary of the Bombing of Darwin. Public Art in the Mall has been developed to promote the City's evolution.	
Support the Charles Darwin Symposium - Shaping our Science, Society and Future	This action has been completed.	

GOAL 6: Promote Brand Darwin







Strategy 6.2.4: Strengthen international relationships through Sister Cities and other activities		
Facilitate Sister City relationships between schools	Recently met with the Principal of Kormilda college who conveyed confirmed Kormilda's commitment to another exchange in 2012.	
Maintain the Sister Cities Calendar of Events and promote all significant events and holidays concerning our sister cities	An advertisement wishing everyone a happy lunar new year was put in the NT News on behalf of the Haikou Sister City Community Committee. No Committee meetings held in January.	
Promote sister cities through a range of community events and displays	The 2012 Anchorage and Darwin Art Exchange has been launched. \$1450 in sponsorship has been presented to the East Timor Brothers United towards the medals and trophies for the Timor Cup which will be held 27 December - 7 January in Darwin. All materials for COMPOSITE: A Sister Cities Photographic Competition have been developed and promotion for the competition is currently underway through all possible channels	
Host visiting delegations from sister cities	No recent inbound or outbound delegations.	
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	This work has been rescheduled as a priority for 2012/2013.	
Promote Darwin through facilitated and coordinated delegations	The Lord Mayor has hosted a number of delegation including:- The Commander of the Chinese Navy Task Group, the High Commissioner of Kenya, the Mayor of Philippines, the Mayor of Ipswich and the Ambassador of the Republic of Korea, the German Ambassador.	

Table 15

GOAL 6: Promote Brand Darwin

Goal 6: Strategic KPIs progress

Outcome		Indicator	Target	Actual Result				
Goal 6: Promote Brand Darwin								
				2011/12 YTD	2010/11	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	100%	96.50%	97.88%	99%	
6.1	Increase Council's profile	Total value of sponsorships provided for events	Trend	\$851.5k	\$539.7k ³⁸	\$278k	\$68,932	
6.2	Promote our Darwin city	% of community that have attended special events and festivals (e.g. Bombing of Darwin) in the past 12 months	> 50%	N/A ³⁹	40%	43%	50%	
		Number of Sister City Committee decisions endorsed	Trend	12	74	29	32	
		Number of Sister City projects completed	Trend	5	5	2	N/A	

Table 16

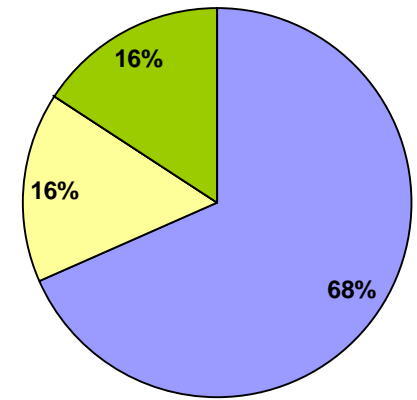
³⁸ This figure now represents actual expenditure for all sections of Council that provide sponsorship, not just the Communications and Marketing section, therefore not comparable to previous years.

³⁹ This indicator is part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Goal 7: Corporate Plan Action progress

- In progress
- Behind schedule
- Completed



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	Numerous methodologies have been reviewed and considered by Council's Chief Officers Group (COG). A preferred consultant has been identified. COG have agreed to implementing a pilot project which will be fully evaluated before rolling out through the whole organisation.	
Strategy 7.1.2: Minimise exposure of Council through effective risk management practice		
Deliver the Internal Audit Plan within specified timeframes	Internal audit deadlines being met.	
Ensure compliance with all relevant OHS legislation	All Council staff, contractors and associated stakeholders are to ensure OHS compliance with the relevant legislation or practices.	
Finalise the Business Continuity / Disaster Recovery Plan	Work is almost completed on this action. An consultant has been engaged (BCM Solutions P/L), Emergency Management Plan developed, Business Continuity software purchased and implemented and the Business Continuity Management Plans have been completed.	
Develop and implement an organisational Risk Management Strategy in accordance with Australian Standards	Risk Register has been completed with Strategic & Operational Risks identified. Audit Plan and Control Self Assessment Plan developed and approved by the Audit Committee.	
Develop an All Hazards Emergency Management Plan	Current City of Darwin Cyclone Plan has been updated. Work has commenced on the All Hazards Plan for the City of Darwin	

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Strategy 7.1.3: Manage Council's affairs based on a sustainable financial strategy		
Review and update the 10 Year Forward Financial Plan	As the Long Term Financial Plan has been updated for the 2012-13 budget, changes from the previous forecast have been recorded in line with the above recommendation, and will be detailed in the Long Term Financial Plan.	
Review Council's long term financial sustainability	This action has been completed. An independent review by Access Economics 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	Roads and Pathways Asset Management Plan through basic template input has started in line with NAMS.PLUS training and template available through IPWEA. Parks and Reserves, Buildings and Stormwater haven't started, Roads and Pathways being completed first.	
Strategy 7.1.5: Be active in the review and development of relevant legislation		
Participate in the Local Government Administration & Legislation Committee and the LG Accounting Advisory Committee	Council continues to participate on the Local Government Administration and Legislation Advisory Committee. Council's designated term on the Local Government Accounting Advisory Committee has finished.	
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	This action has been completed with new procedures developed reflecting both the Act and Council By-laws.	
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.	
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	Current award nominations that have been lodged and are still under assessment are:- <ul style="list-style-type: none"> • LGMA-SA/NT Awards in the categories of Risk Manager, Leadership in Financial Management & Emerging Leader • National Awards for Local Government in the categories of Asset, Financial Management, Regional Collaboration and Youth. • Australasian Reporting Awards for the 2010/2011 Annual Report. 	

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Strategy 7.2.2: Invest in our people so they can perform at their best		
Develop and implement a Workforce Plan and Strategy	This action has been completed. A Workforce Committee has been developed which includes employee and management representatives. A number of priorities are progressing	
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	Community Satisfaction is conducted each July. The 2010 report and analysis was endorsed by Council on 26 October 2010. 2011 Community Satisfaction Survey was completed with the fieldwork conducted in mid-July 2011. The 2011 report and analysis was endorsed by Council in September 2011.	
Review the community consultation and engagement policy	Council has adopted a Community Consultation Policy.	
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	This is an ongoing action. 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, Australian Human Resources Institute, Australian Institute of Management and Australian Computing Society.	
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.	

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								
				2011/12 YTD	2010/11	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	93%	84.34%	96.69%	96%	
7.1	Effective governance	% of internal audit recommendations implemented within specified timeframes	> 90%	64%	81.25%	92%	99.95%	
		% of annual operating expenditure within budget	> 85%	97.52%	99.54%	93.72%	97.77%	
		% of rate debtors outstanding	< 4%	N/A ⁴⁰	3.29%	2.89%	2.84%	
		Debt Servicing Ratio	< 5%	0.34%	0.63%	1.13%	1.22%	
		Liquidity Ratio	> 1.0	1.76	1.01	1.33	1.16	
		Rates Ratio	> 65%	135%	73%	73.22%	70%	
		Investment earnings	> \$500k	\$1.47m	\$2.84m	\$2.02m	\$2.17m	
7.2	Display strong and effective leadership, within Council and across Government	% overall community satisfaction with DCC	> 65%	N/A ⁴¹	61%	64%	62%	

Table 18

⁴⁰ This is an annual indicator as the target refers to only the end of year position after the 4th quarterly instalments have fallen due.

⁴¹ This indicator is part of Council's Annual Community Satisfaction Survey. Next results will be available after the July 2012 survey is conducted.