



Evolving Darwin

A dynamic, different and diverse city

Strategic Directions:
Towards 2020 and beyond

Progress Report as at 30 June 2012

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LORD MAYOR'S FOREWORD

The Evolving Darwin; Towards 2020 and Beyond Strategic Plan sets out the City of Darwin's aspirational vision for the City and acts as the basis upon which decisions are made.

This report provides an open and transparent account of Council's progress in delivering upon this Plan.

The City of Darwin Aldermen and I wish to acknowledge the work of the previous Council along with staff in their combined and continuing efforts to deliver upon the goals, outcomes and strategies of the Plan.

This Evolving Darwin Towards 2020 Strategic Plan was originally developed in 2008 following community consultation. The City of Darwin is now reviewing this plan with the aim of ensuring that Council's goals and outcomes are targeted and focused on achieving an agreed future for the Darwin municipality.



A handwritten signature in black ink that reads "Katrina Fong Lim". The signature is written in a cursive, flowing style.

Katrina Fong Lim
Lord Mayor

EXECUTIVE SUMMARY

The City of Darwin has made a commitment to regularly review and report on progress against Council's Evolving Darwin, Towards 2020 and Beyond Strategic Plan.

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 city 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 1.8% from last year with an estimated residential population within the Darwin municipality of 78,684. The overall greater Darwin region (incorporating Palmerston, Litchfield and the Waterfront) now totals 129,062.

Unemployment rates in the Northern Territory have started to rise with the currently rate of unemployment at 4.1%, just slightly up from 4.0% 12 months ago. The overall average Australian unemployment rate is now 5.2 %. However, Territorians are now earning 13.7% 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, the majority of the 132 actions have been completed. To date, 97 of the actions have been completed and achieved the desired results, 32 are progressing within specified timeframes, 2 have been deferred due to superseding priorities and the remaining 1 action has fallen slightly behind schedule. Contained within the report are further details including the current status of all actions.

The majority of indicators (70.6%) have been met or exceeded expectations with 26.4% in progress and just 3% not achieving the target . A number of these indicators have previously been based on trend data. Now that Council has new baseline data, targets will be set as part of the current review of the Strategic Plan and supporting indicators.

As shown throughout the report, 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.

Overall performance as at 30 June 2012

Outcome		Action Performance ¹	KPI Performance ²
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		N/A
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

¹ Action performance relates to the percentage complete of all key projects and activities that were identified in 2008 as being the main contributors to achieving the Strategic Plan goals and outcomes.

² KPI performance relates to the actual results of all measures developed to track achievement of the goals and outcomes.

STATE OF THE CITY - Social

Overview of Social Indicators

Figures 1 and 2, shows that the Darwin municipality (local government area), has again experienced population growth over the past year. The latest estimated residential population (ERP) per the ABS data shows the Darwin population is currently 78,684 up from 77,290 last year representing growth of 1.8%³. However, the recently released (first round) census data is showing a much lower figure of 72,930 (as at census night - 9 August 2011).

As reported via an ABS media release “The results show that the new Census population of Greater Darwin is 120,585, up from 105,993 in 2006 – an increase of 13.8 per cent.

The data also shows that the local government area with the biggest growth in Greater Darwin is Darwin, which now has 72,929 people up from 66,289 in 2006 – a rise of 10.0 per cent.

Housing in Greater Darwin has also seen some significant changes over the past five years with median household weekly rents up to \$360 from \$200 in 2006, an increase of 80 per cent. Median monthly household mortgage repayments also increased to \$2,167 from \$1,389 in 2006, an increase of 56 per cent”.

Using, the ERP data, the fastest growth area in the municipality occurred in Lyons with 2,062 residents, representing a growth rate of 37.05%. The other contributing factor was growth in the Inner City, with an additional 759 residents setting up home in the City, representing 15.56% growth. Growth also occurred in the following suburbs; Bayview/Woolner (8.53%), Larrakeyah (5.48%), Rapid Creek (7.35%) and Stuart Park (5.96%). All other suburbs remained relatively stable with the exception of Winnellie which decreased by 23.55% (69 people), Wanguri decreased by 9.99% (197 people) and The Gardens down by 15.76% (125 people). Refer to **Figure 3** for further information.

Again, the ERP figure for the Greater Darwin area reports higher population numbers as compared to the census data. The ERP shows that 129,062 resided in the overall Darwin Statistical Division (SD), which incorporates Litchfield and Palmerston, representing an increase of 1,530 (1.2%). Of the 1,530, 1,394 were in the Darwin municipality, 625 were within Litchfield (1.19% growth) and Palmerston experienced a decline of 730 people (-2.43%). Included in the 1,530 increase within the Greater Darwin area is the 241 residents at the Darwin Waterfront.

The 2011 ERP figure for the whole of the Northern Territory is 231,331, an increase of 0.71%.

Figure 4 has now been updated with the 2011 census data. The findings show that the overall percentage of residents within the Darwin municipality that identified themselves as Aboriginal and Torres Strait Islander Peoples has decreased from the last census. However it should be noted that the ABS introduced a new Indigenous Enumeration Strategy as part of the collection of the 2011 Census data in order to achieve the most accurate count, therefore any direct comparisons to previous years should be cautioned.

Again using the 2011 census data, **Figure 5** break down the ‘Age’ statistics for the Darwin municipality; into three categories 0-14⁴ and 15- 19 year olds and also 60+ years as compared to the Northern Territory and the Australian average..

³ Per ABS catalogue 3218.0 Regional Population Growth, Australia. Released 30 March each year (Updated 31/07/2012).

⁴ The City of Darwin categorises “Children” as 0 – 12 years and “Youth” as 15 – 20 years, however the ABS categories do not match exactly..

STATE OF THE CITY - Social

As shown in **Figure 6** 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 again started to increase, albeit, still lower than the Australian average (NT unemployment as at July 2012 = 4.1% compared to the Australian average of 5.2%) . **Figure 7** shows a comparative number of unemployed persons in the NT against the Australian total.

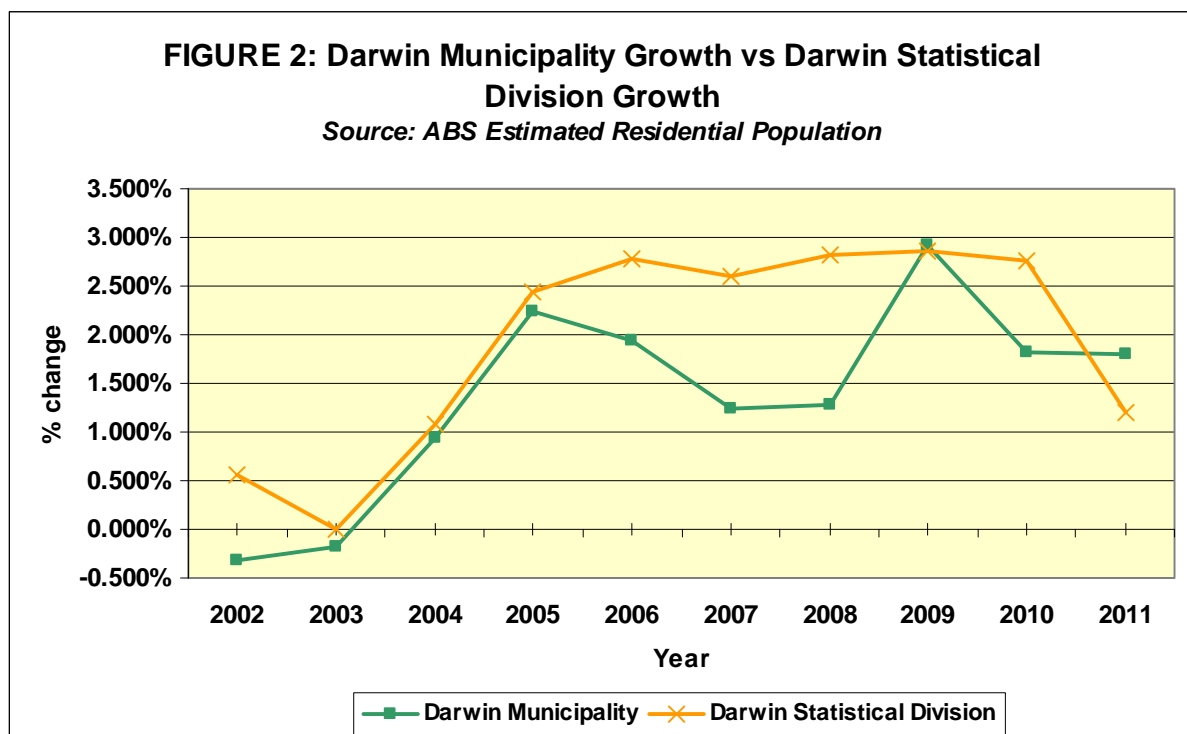
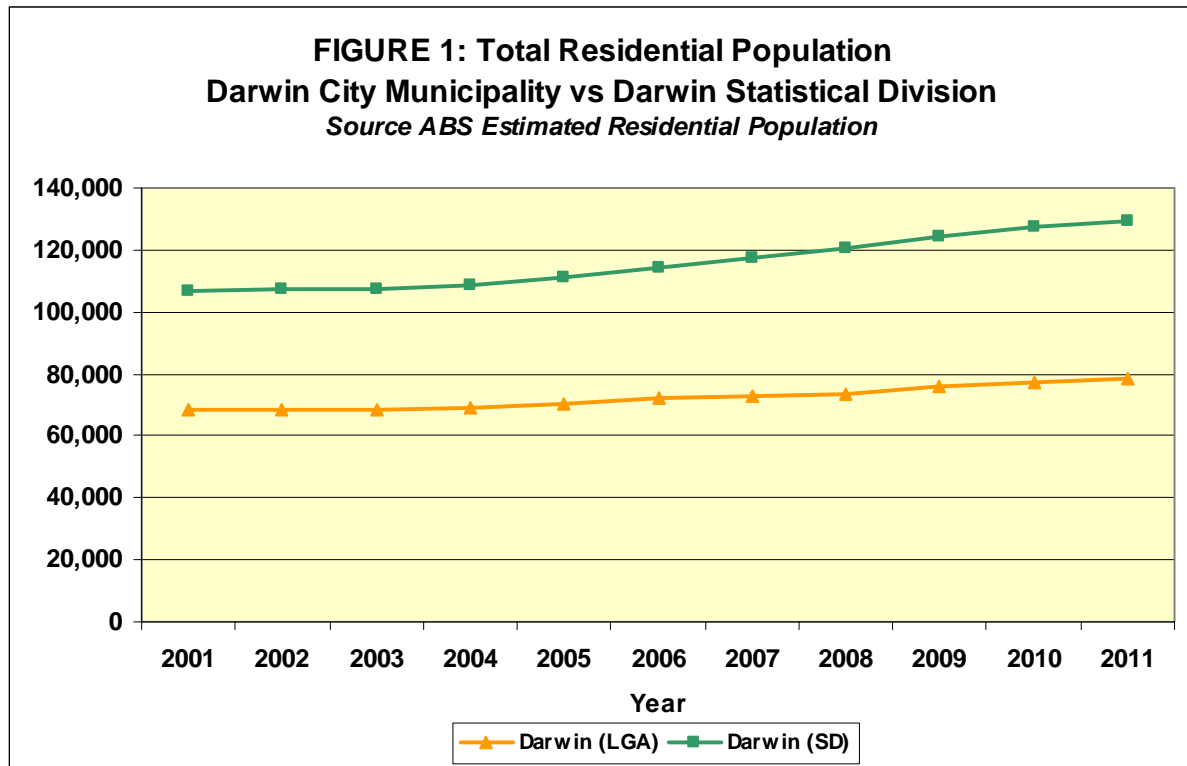
Figures 8-11, show the numbers of Higher Education and Vocational Education Training (VET) students attending the Casuarina Campus. All data is supplied by Charles Darwin University. These number have been revised slightly since the last report to reflect the 2012 YTD number of students.

After a recent downturn, the number of Higher Education students has again risen and the 2012 YTD figures show the highest number of students. . Between the years of 2008 to 2012, the number of students who normally reside in the NT had experienced a decline in 2010 and 2011 and is now increasing again. The number of international students continues to increase. In 2012, students from the NT represent 58.4% of overall students, followed by international students at 23.5%. Students from the rest of Australia are; Victoria 5.4%, QLD 3.5%, NSW 3.1%, SA 2.8%, WA 2.6%, ACT 0.4% and TAS 0.2%.

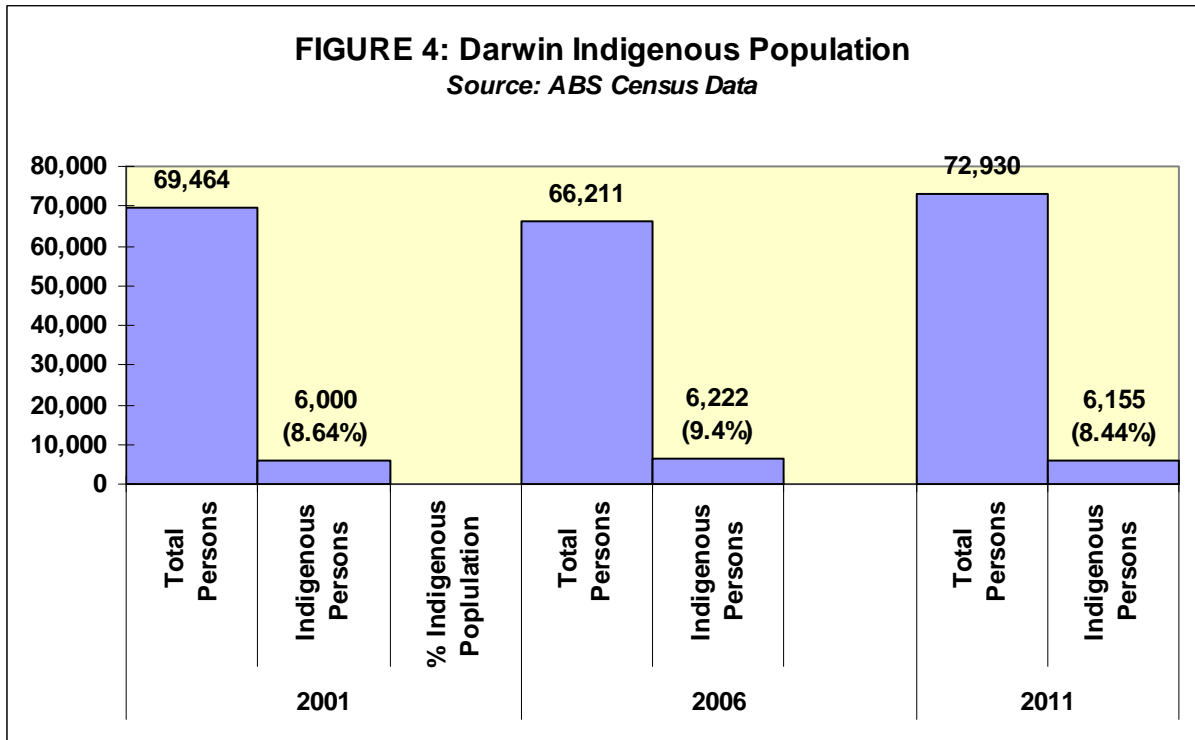
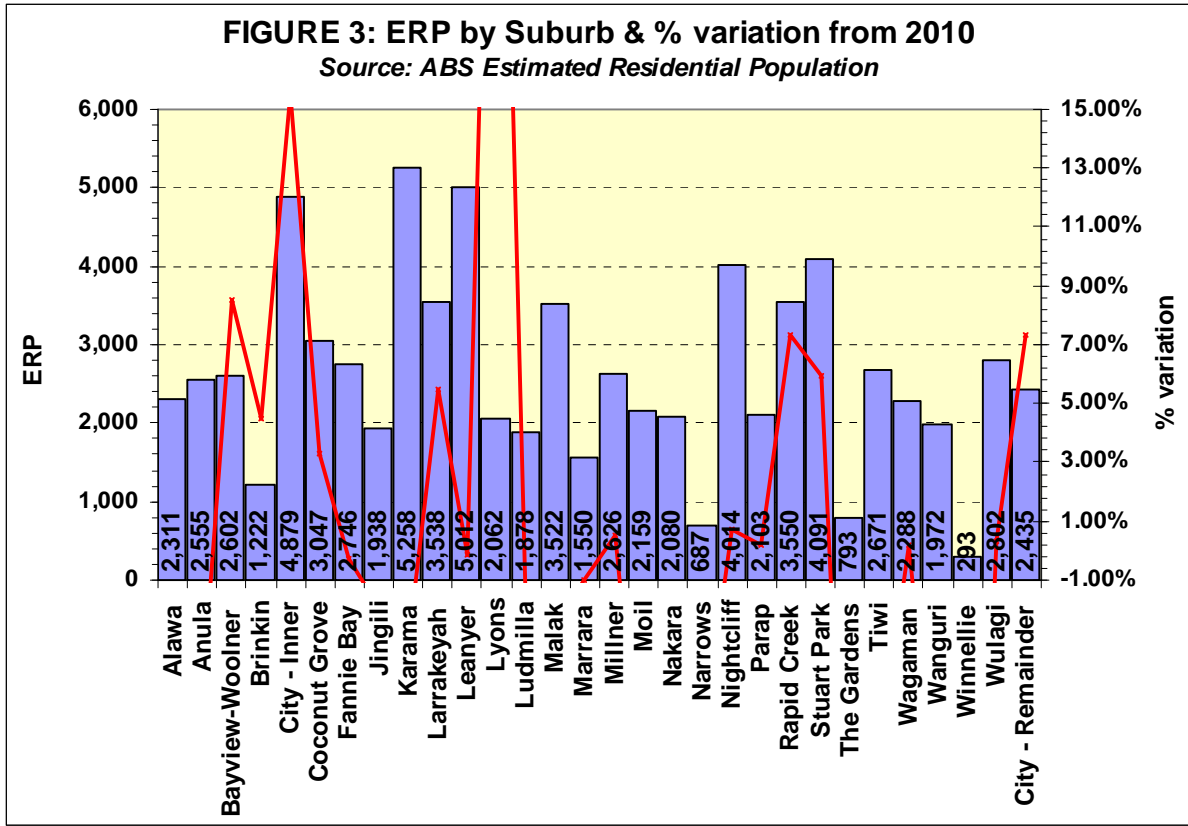
Figure 10 identifies the countries from which the 2012 international students are from. The top three countries are; Philippines (17.4%), Nepal (11.4%), India (9.1%) and China (exc Sars and Taiwan) (8.3%). In total 60 different countries are represented at Charles Darwin University this year. Since last year, the largest increase of students has been from Timor-Leste (an increase from 0 students to 31), the other notable increase has been from Nepal (an increase of an additional 27 students).

The number of VET as shown in **Figure 11** represents the YTD figures as at 30 June (therefore not comparable to previous full year totals).

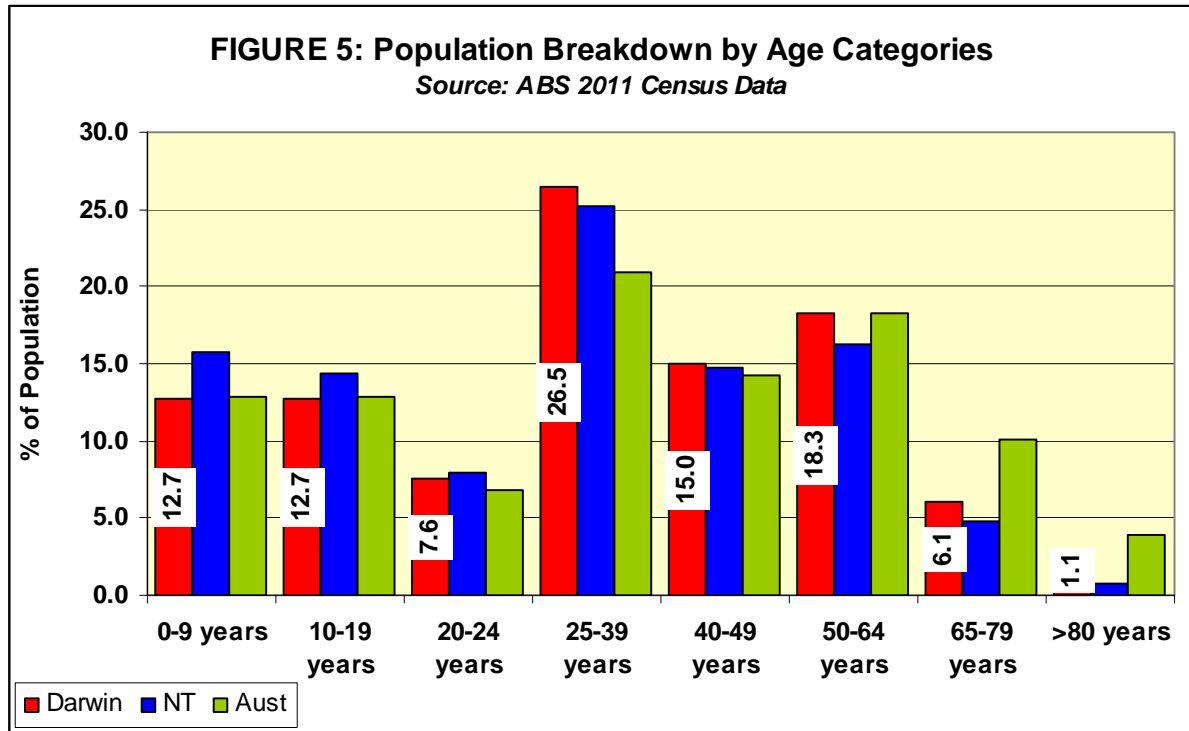
STATE OF THE CITY - Social



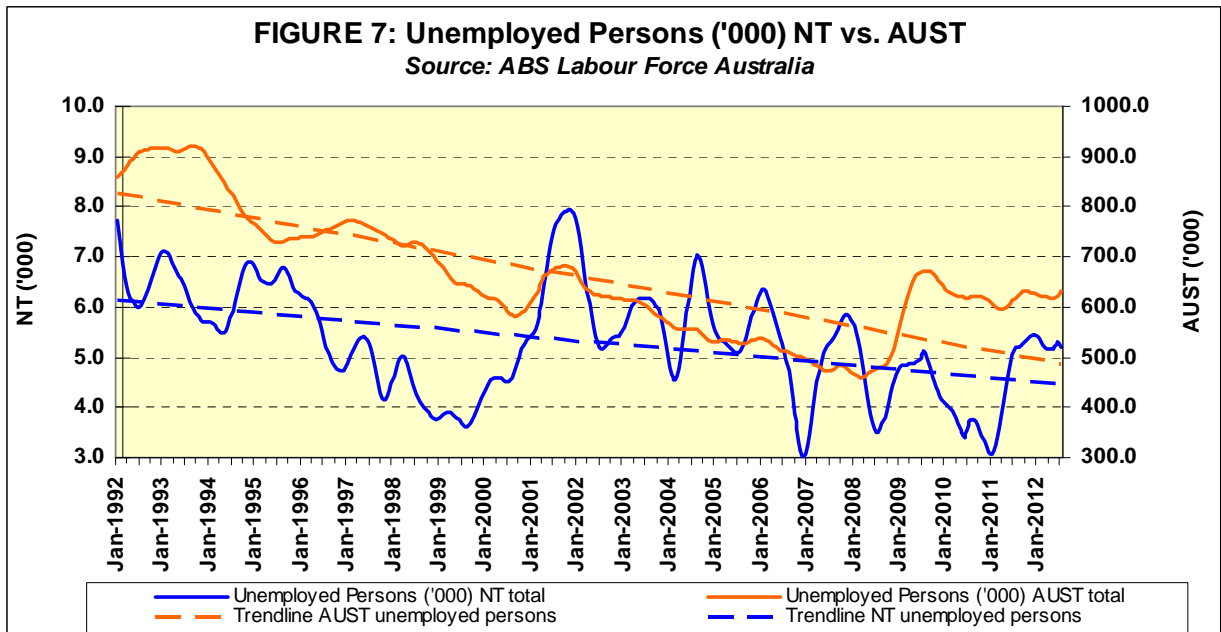
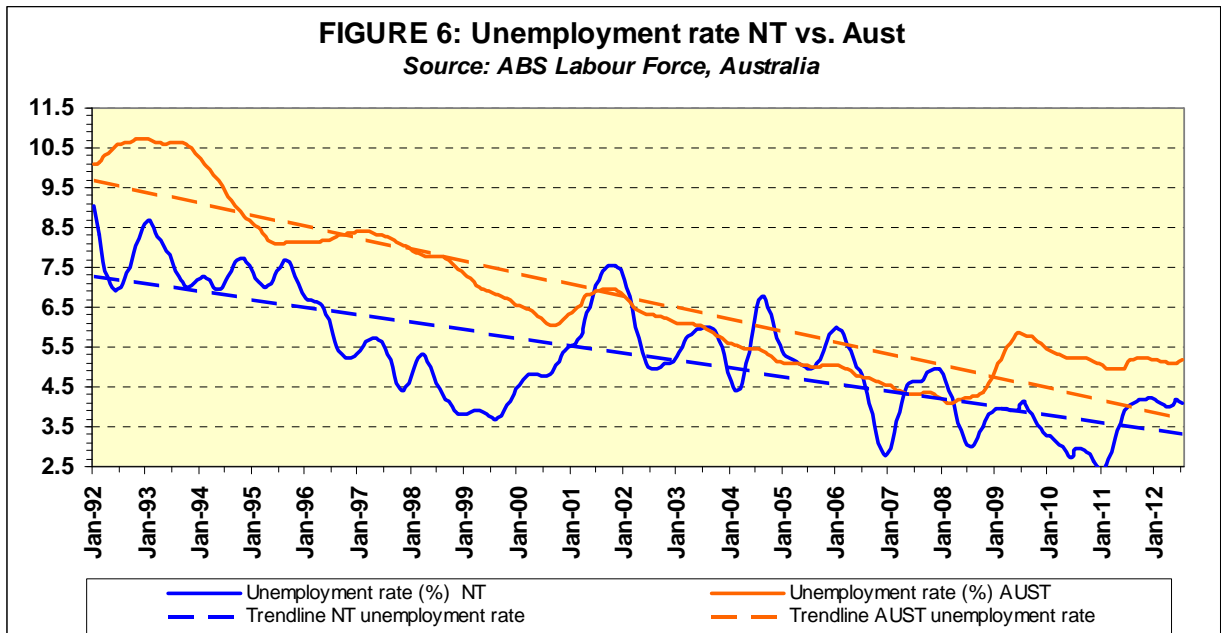
STATE OF THE CITY - Social



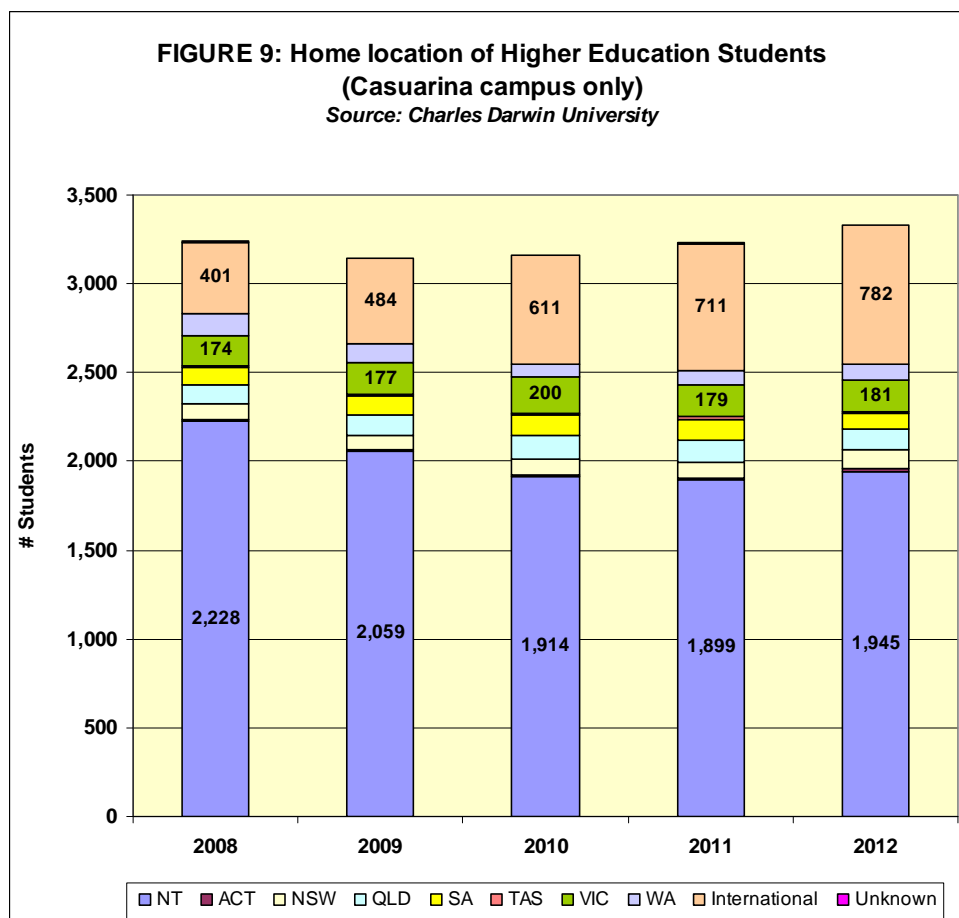
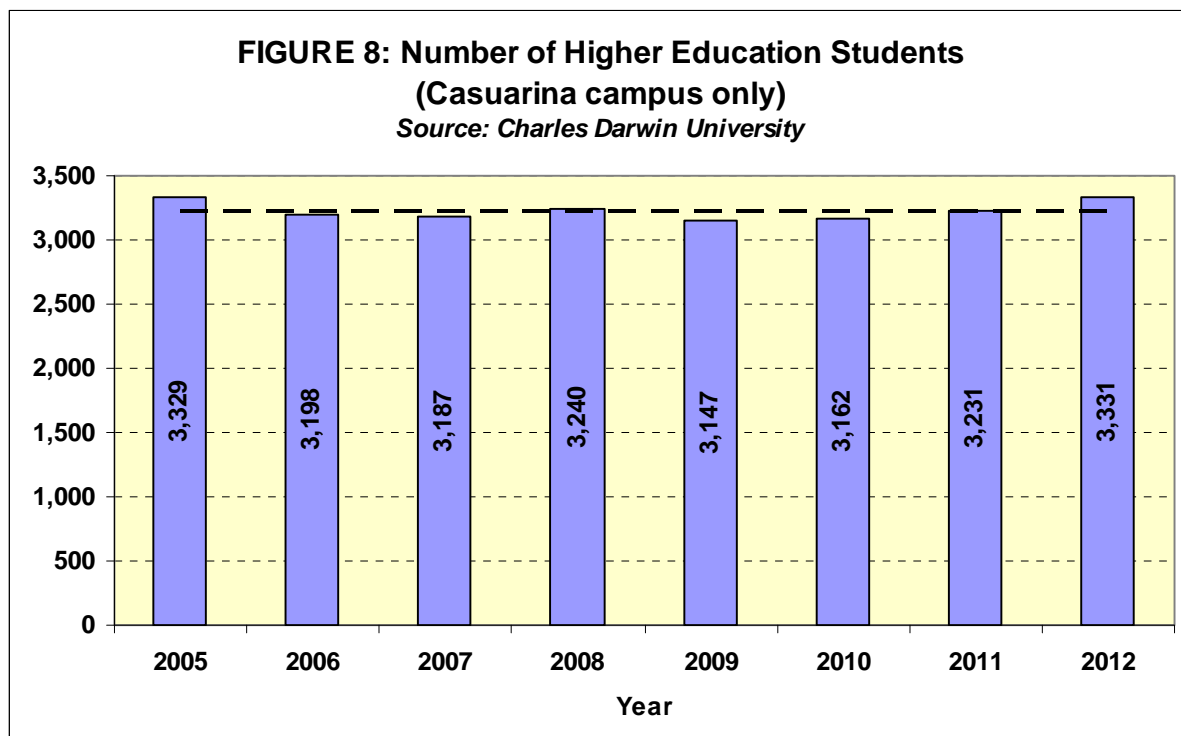
STATE OF THE CITY - Social



STATE OF THE CITY - Social



STATE OF THE CITY - Social



STATE OF THE CITY - Social

Home location of International Students (Casuarina Campus only)

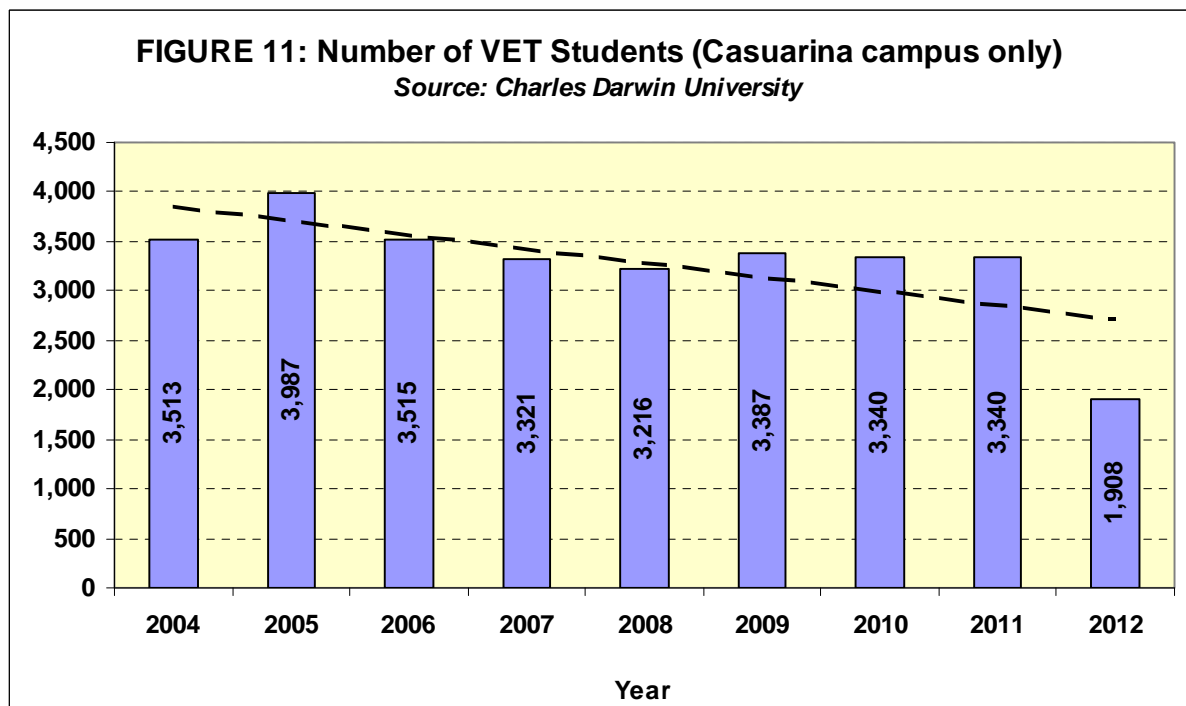
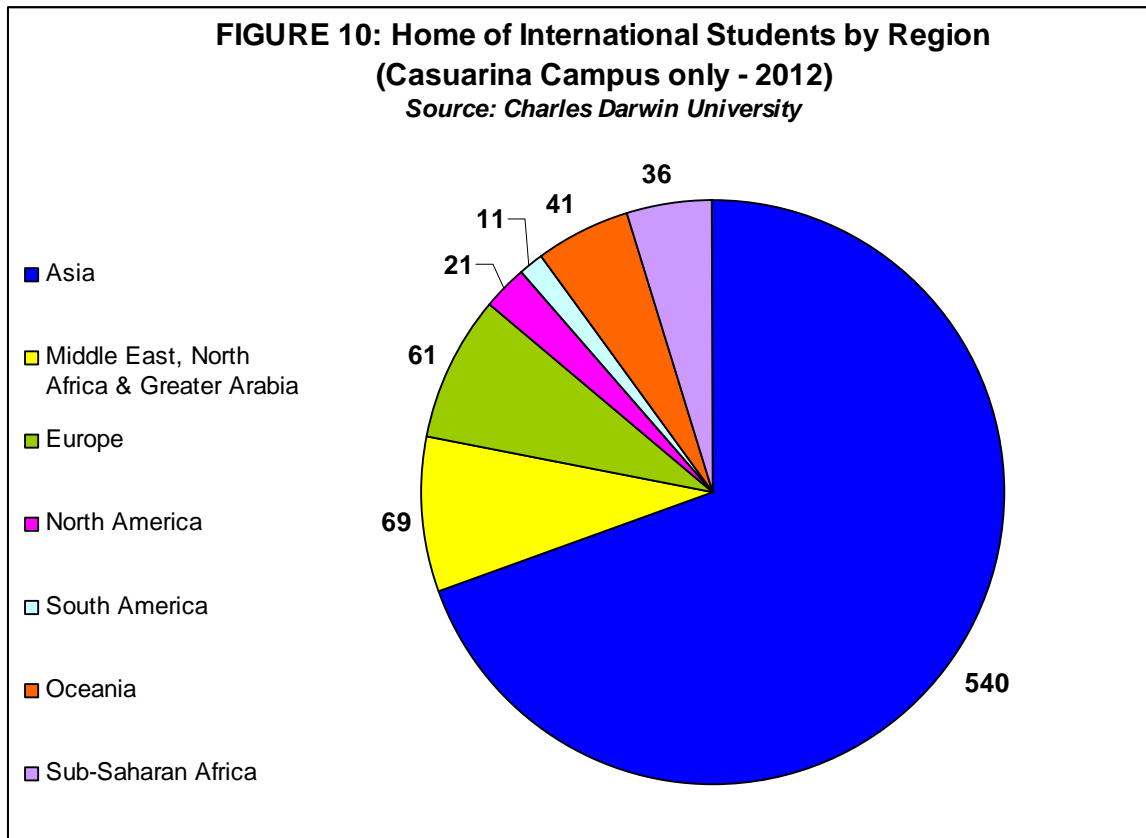
Country	2012	
	Number	%
Austria	3	0.38%
Bangladesh	43	5.50%
Botswana	1	0.13%
Brazil	7	0.90%
Burma (Myanmar)	4	0.51%
Canada	10	1.28%
China (excludes SARS and Taiwan)	65	8.31%
Chinese Asia (includes Mongolia)	1	0.13%
Colombia	3	0.38%
Cyprus	1	0.13%
Denmark	2	0.26%
Fiji	3	0.38%
Finland	1	0.13%
France	20	2.56%
Germany	13	1.66%
Hong Kong (SAR of China)	6	0.77%
Hungary	1	0.13%
India	71	9.08%
Indonesia	34	4.35%
Iran	2	0.26%
Iraq	1	0.13%
Ireland	1	0.13%
Israel	1	0.13%
Italy	3	0.38%
Japan	1	0.13%
Kenya	3	0.38%
Korea, Republic of (South)	17	2.17%
Laos	1	0.13%
Lebanon	22	2.81%
Liberia	1	0.13%
Malaysia	20	2.56%
Maldives	1	0.13%
Mexico	3	0.38%
Nepal	89	11.38%
Netherlands	1	0.13%
New Zealand	3	0.38%
Nigeria	16	2.05%
Pakistan	43	5.50%
Palau	1	0.13%
Papua New Guinea	2	0.26%

STATE OF THE CITY - Social

Country	2012	
	Number	%
Peru	1	0.13%
Philippines	136	17.39%
Poland	1	0.13%
Portugal	1	0.13%
Russian Federation	2	0.26%
Samoa, American	1	0.13%
Seychelles	1	0.13%
Singapore	2	0.26%
South Africa	2	0.26%
Sri Lanka	7	0.90%
Sudan	1	0.13%
Sweden	7	0.90%
Taiwan	10	1.28%
Thailand	9	1.15%
Timor-Leste	31	3.96%
Uganda	1	0.13%
United Kingdom, Channel Islands and Isle of Man	4	0.51%
United States of America	8	1.02%
Vietnam	23	2.94%
Zimbabwe	10	1.28%
Unknown	3	0.38%
	782	100.00%

Table 2: Source – Charles Darwin University

STATE OF THE CITY - Social



STATE OF THE CITY - Economic

Overview of Economic Indicators

Figures 12 – 13 represents occupancy rates and takings for hotels, motels and serviced apartments (15 or more rooms) within the Darwin municipality. Seasonal fluctuations are expected for wet vs. dry season however, the last two quarters appear to be improving and are back to 2007-08 results in terms of both occupancy rates and takings from accommodation. Please note, the data is lagged therefore most recent data is as at March 2012.

Figure 14 shows that since the end of 2007, Territorians are progressively earning more than the Australian average and the gap is widening. As at August 2007 Territorians were earning 0.36% more than the Australian average, the latest figures as at May 2012 show that Territorians are now earning an average of \$1,203.60 per week as compared to the Australian average of \$1,058.70, which is 13.7% 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 reflected in “Darwin’s Household Disposable” Income as shown in **Figure 15**. 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 16 – 23 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 5.5%) and over the past 12 months (up 29.4%). The most significant change has been a 30.7% increase in Inner Darwin since last quarter. Despite this increase in the volume sold, the median sales are only now slowly increasing. In the last quarter within the Northern Suburbs⁵, the highest median sales price was recorded since this time series began (March 2006) and the overall figure is up 7.7% since June 2011. House prices in Inner Darwin are still lower than the past couple of years.

It is a similar story with Unit / Townhouse sales. The recorded volume of sales are up on both the last quarter and the previous 12 months, the median sales prices are still below previous years.

As reported by the ABS on 1 Aug 2012, Perth and Darwin were the only capital cities where the annual house price had not fallen. Whilst the annual figures for house prices had fallen between 4.8% (Melbourne) and 0.9% (Sydney), Perth prices were up 1.1% whilst Darwin rose 12.3%

⁵ It should be noted that prior to December 2011, the Real Estate Institute of NT used a single category described as “Northern Suburbs”. Since December, they have broken this down to Marrara, Nightcliff and Sanderson. An average of these 3 figures is now used for comparative purposes.

STATE OF THE CITY - Economic

Both the house and unit vacancy rates have tightened up considerably in the last quarter. The current vacancy rate for houses is 0.7% and 0.9% for units.

The average weekly rental price for houses in Inner Darwin has risen from \$660 to \$689 over the last quarter and the annual average is up 1.4% from June 2011. More noticeably, the price for a 3 bedroom house in the Northern Suburbs rose to \$580 from \$557 last quarter. The annual average is up 10% since June 2011.

Unit rental prices also witnessed a quarterly and annual increase for both the Inner Darwin and Northern Suburbs. The average for a 2 bedroom unit in Inner Darwin is now \$504 representing a 4.3% increase since June 2011 and in the Northern Suburbs, the average price is now \$410, up 3.6% since June 2011.

Figures 24 -25 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% .

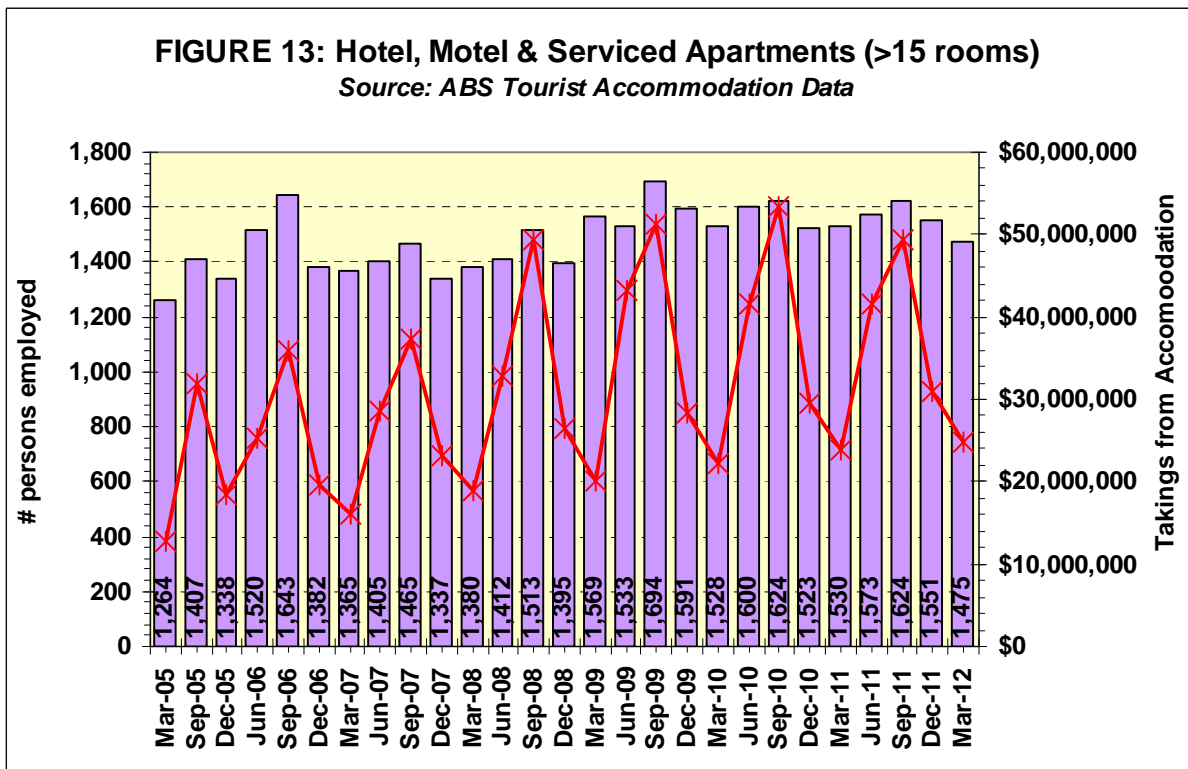
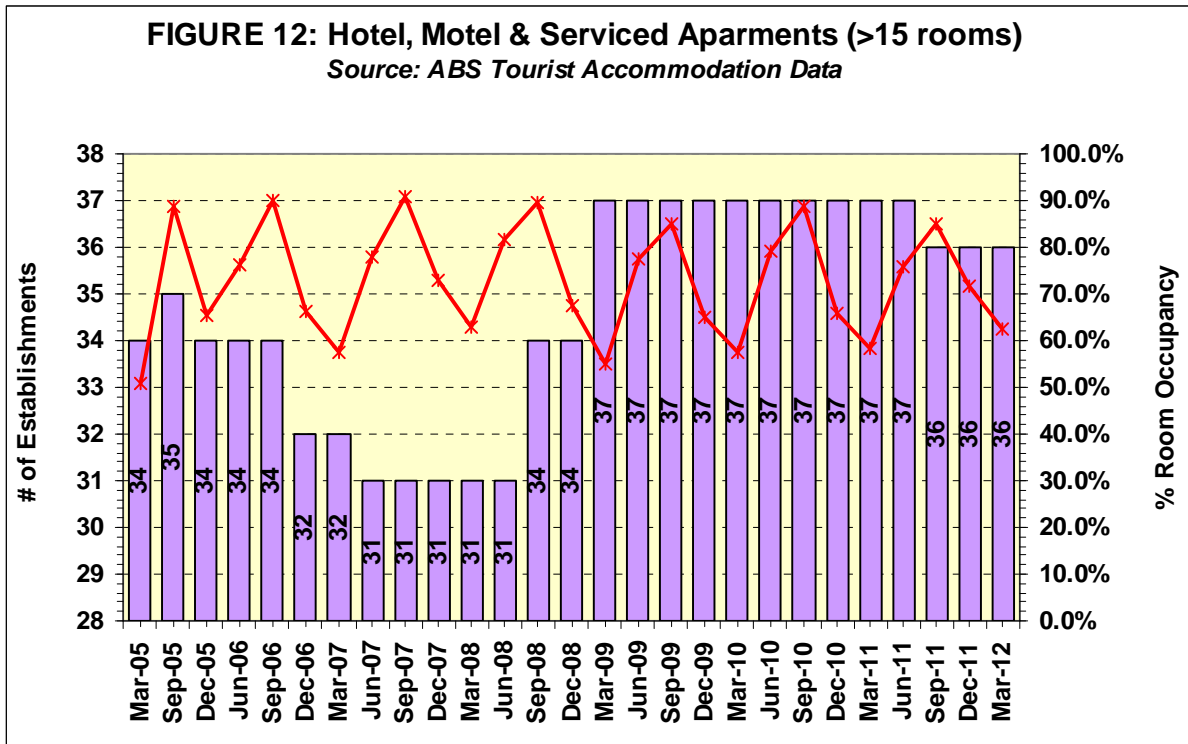
Whilst the overall vacancy rate for Darwin has increased, the trend across Australia show that vacancies have dropped significantly.

Figures 26 – 27 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 28 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 \$527.6m, up from \$430.8m in 2009/10 – a decade ago building approvals were at \$138.0m. For 2011/12 the 11 month figure as at May 2012 was \$438.7m.

Building approvals were unusually high in 2007/08 at a sum of \$559.2m which is represented by the sharp spike in Figure 28. Building approvals in Darwin for 2010/11 represented 55% of the NT value and 0.7% of the entire Australian value.

STATE OF THE CITY - Economic



STATE OF THE CITY - Economic

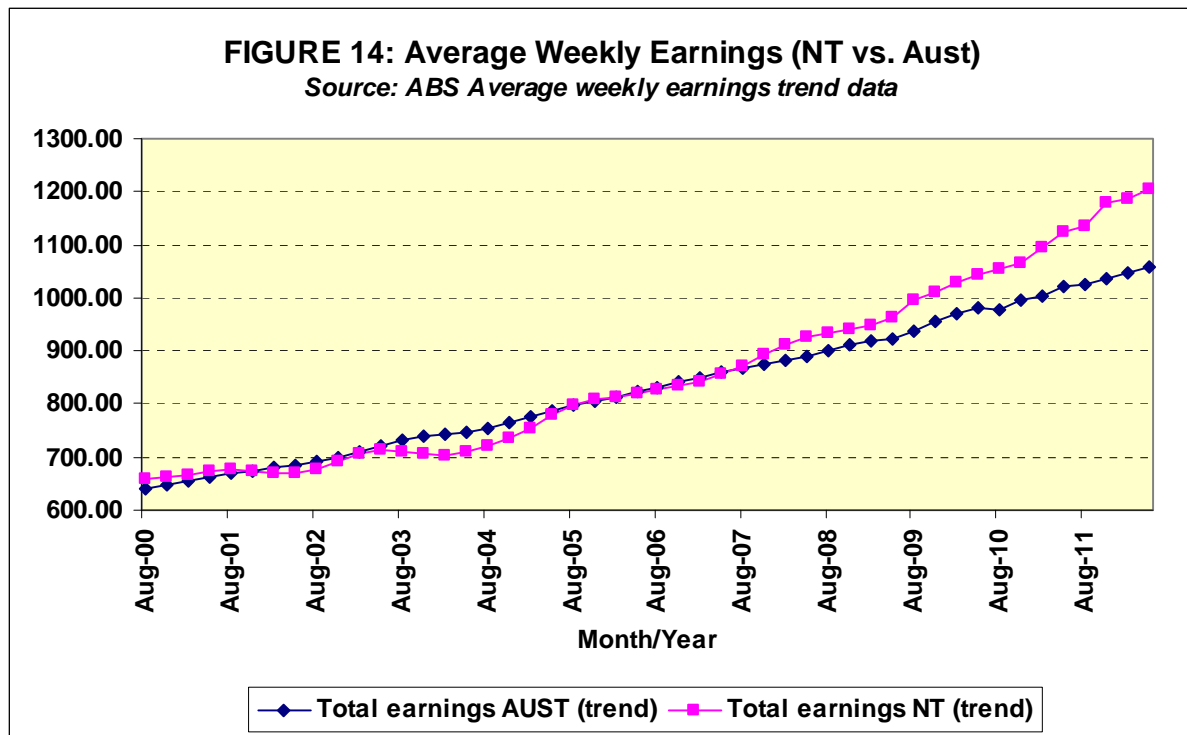
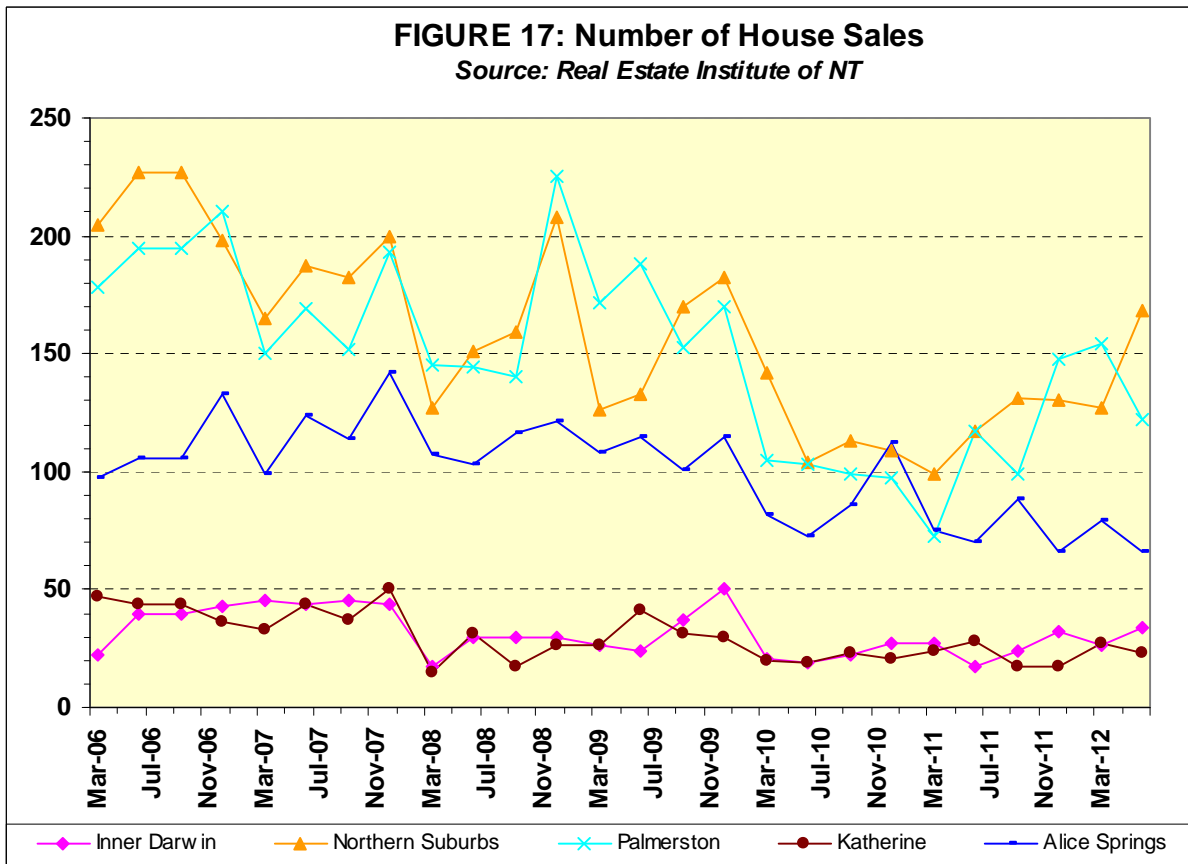
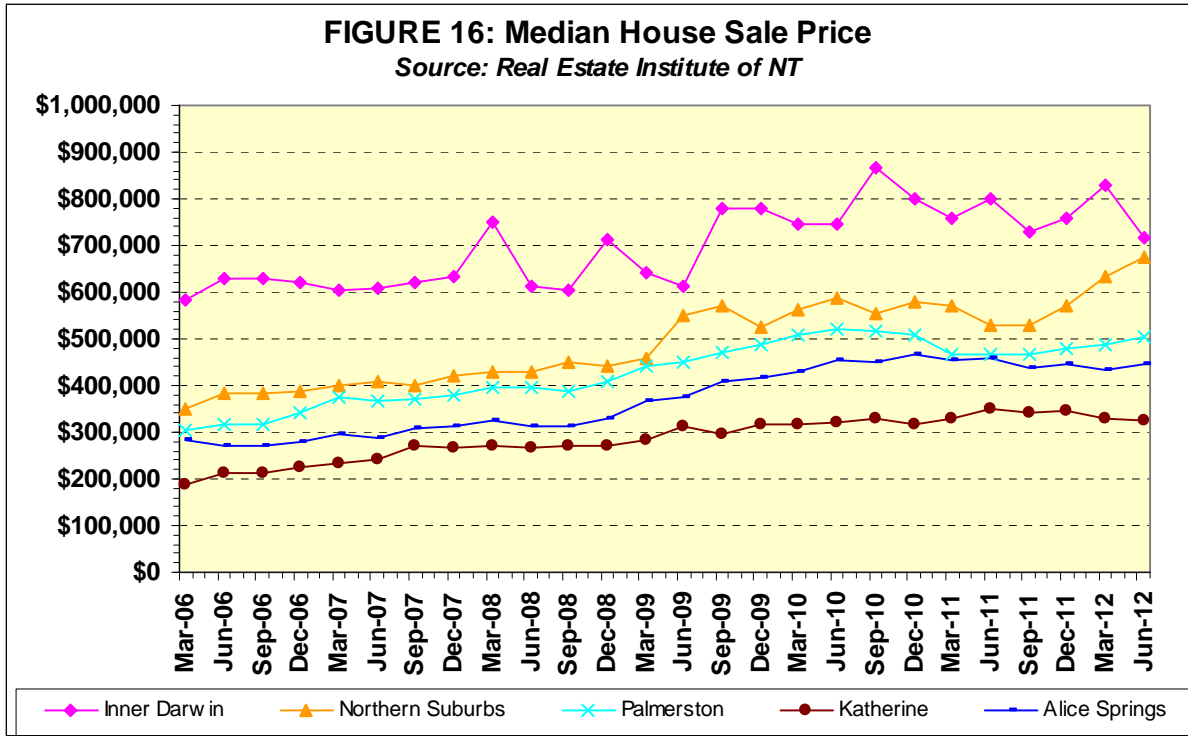


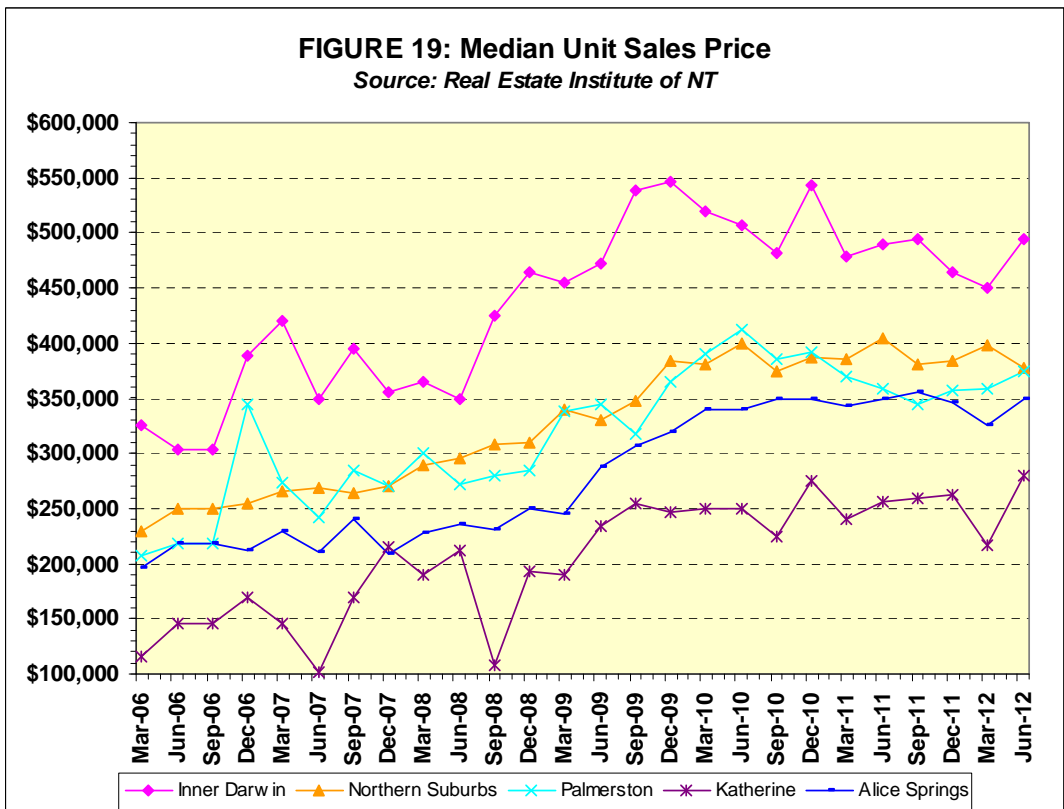
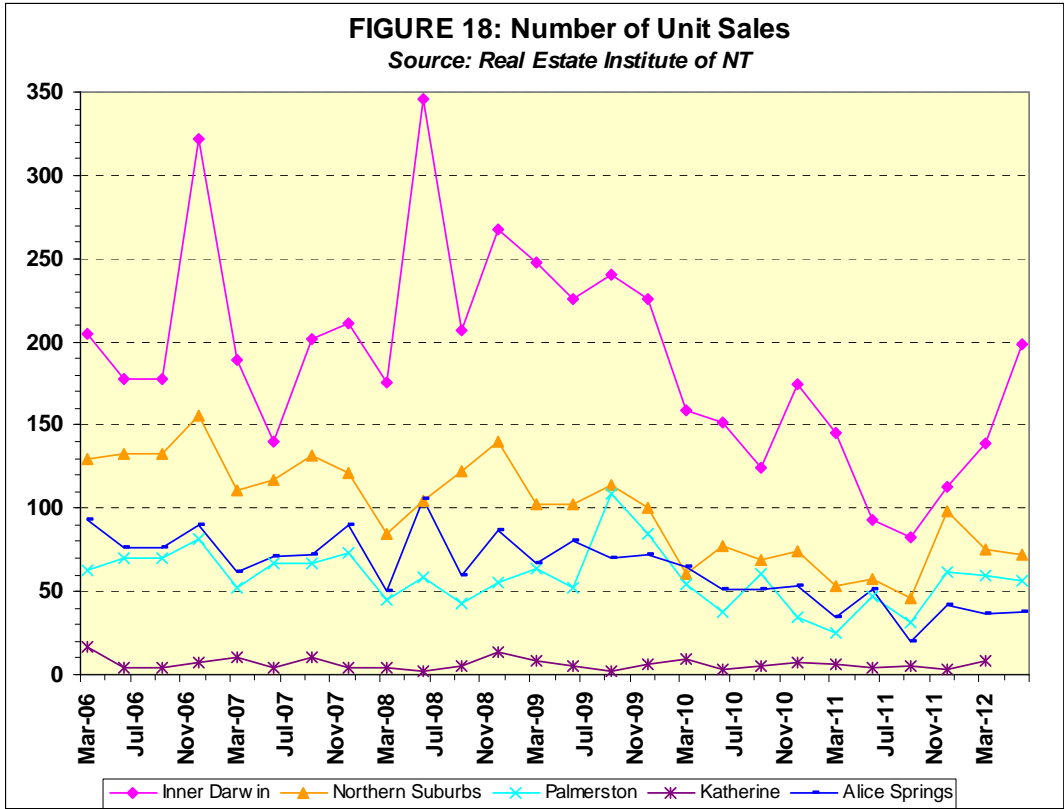
FIGURE 15: Household Disposable income, % change from previous year
 Source: National Institute of Economic and Industry Research (NIEIR) ©2011



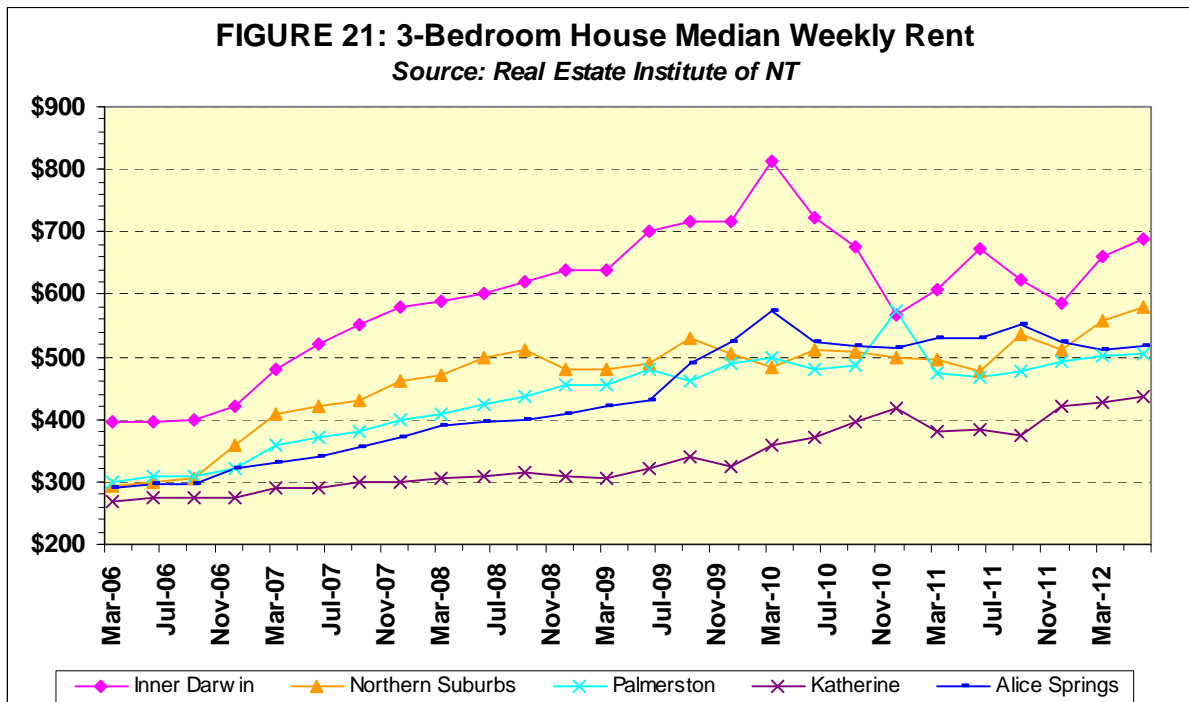
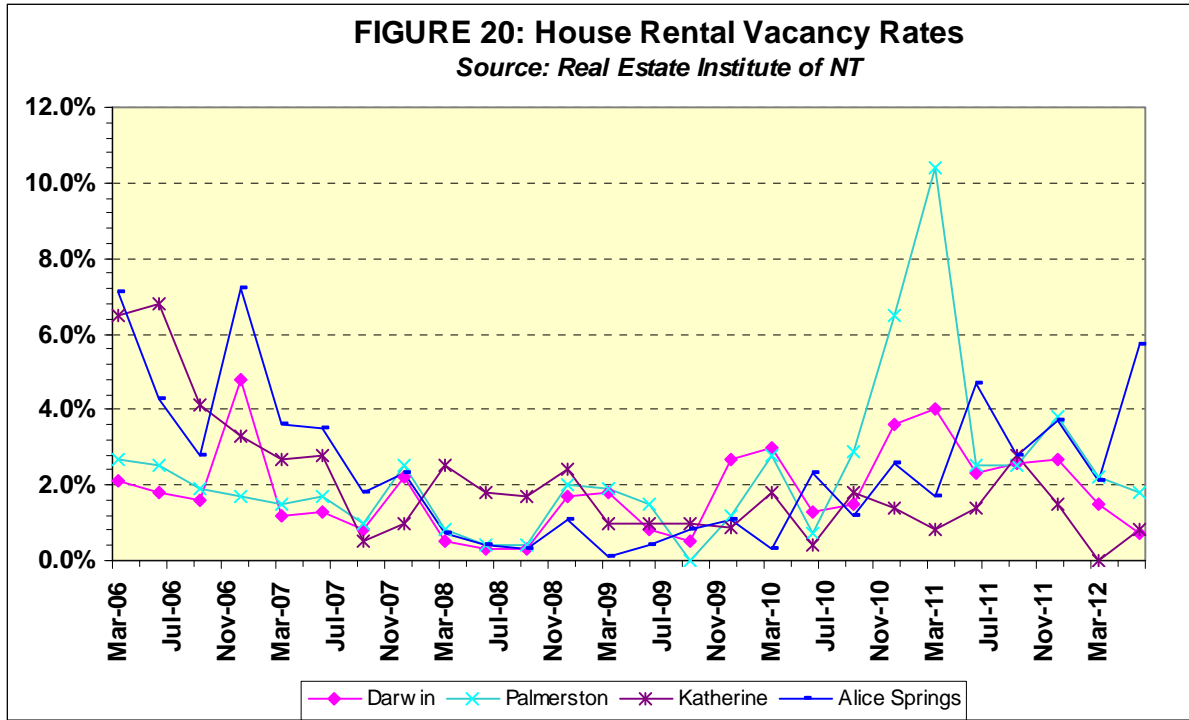
STATE OF THE CITY - Economic



STATE OF THE CITY - Economic



STATE OF THE CITY - Economic



STATE OF THE CITY - Economic

FIGURE 22: Unit Rental Vacancy Rates

Source: Real Estate Institute of NT

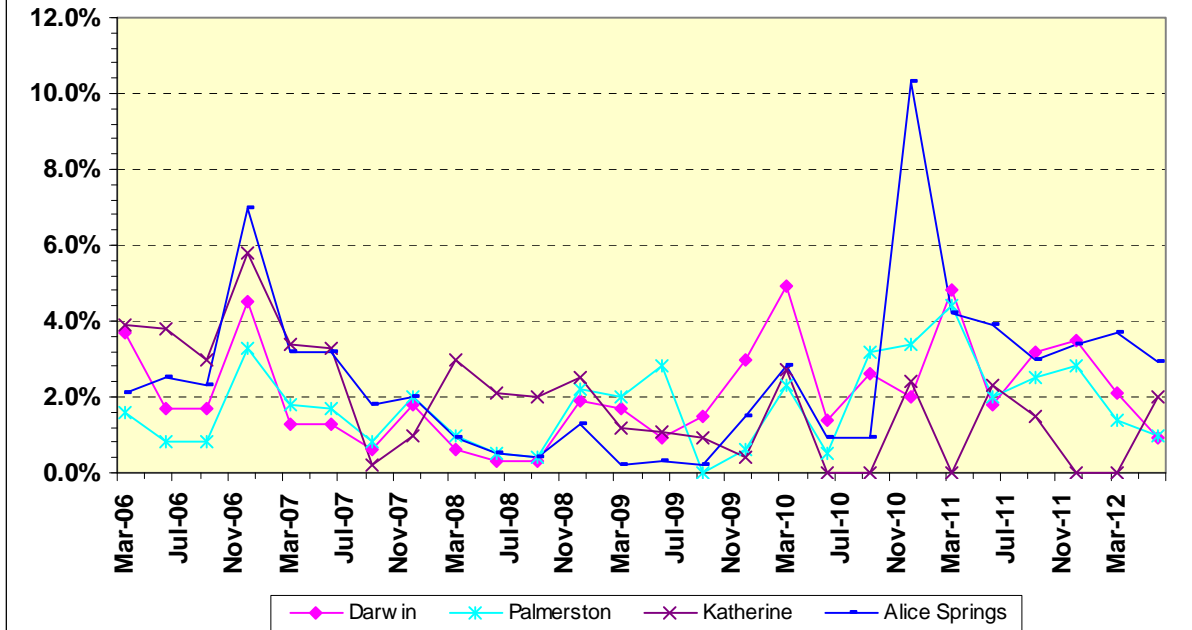
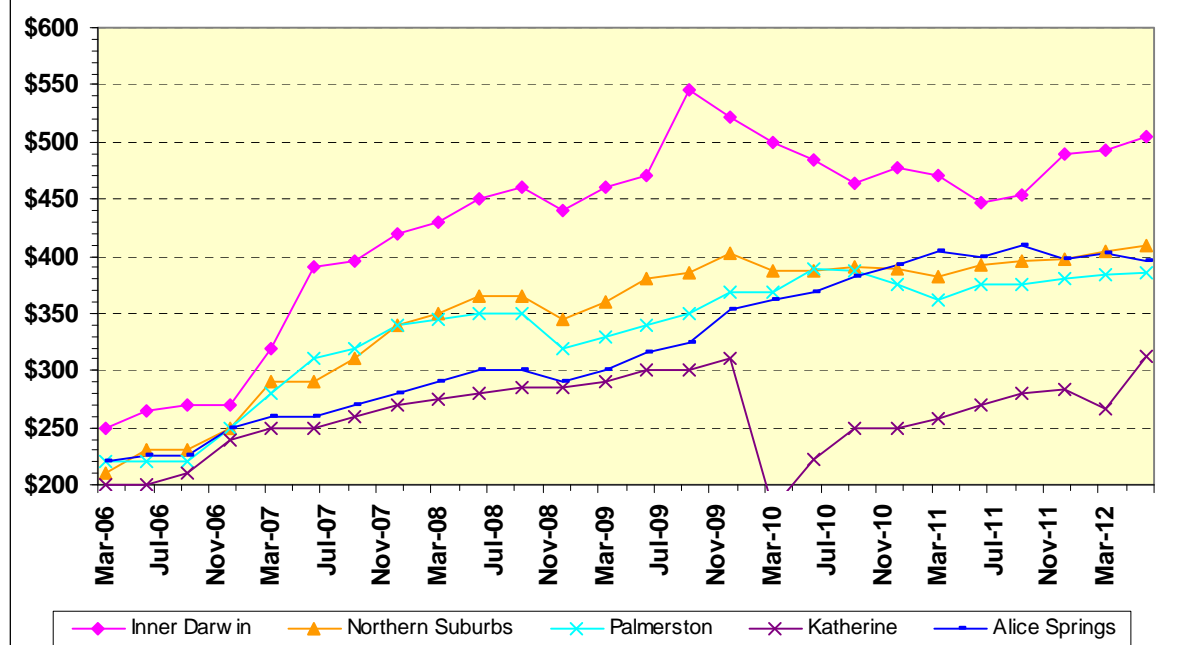
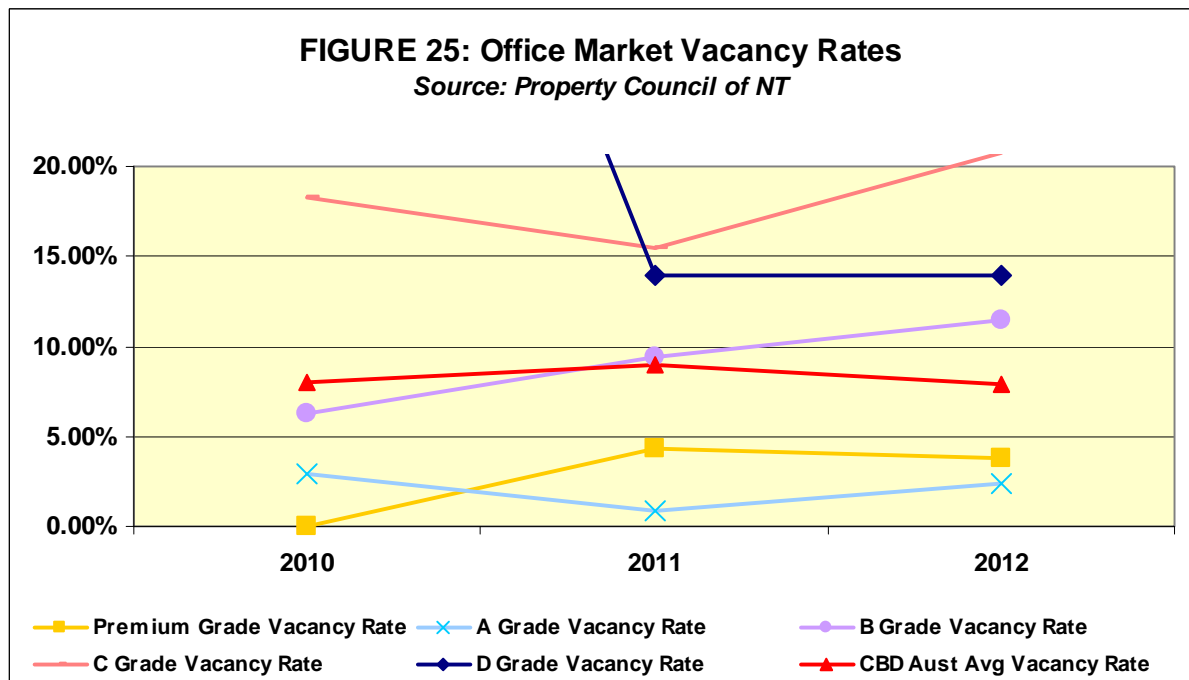
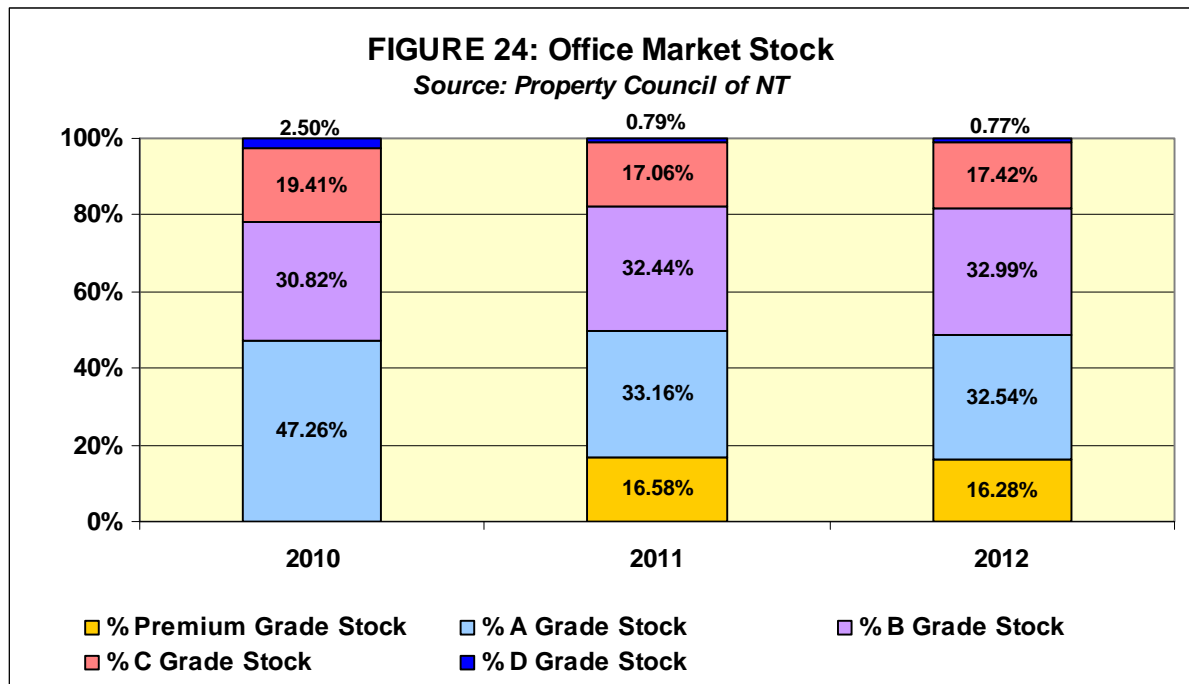


FIGURE 23: 2-Bedroom Unit Median Weekly Rent

Source: Real Estate Institute of NT



STATE OF THE CITY - Economic



STATE OF THE CITY - Economic

FIGURE 26: Gross Regional Product (GRP)
 Source: National Institute of Economic and Industry Research

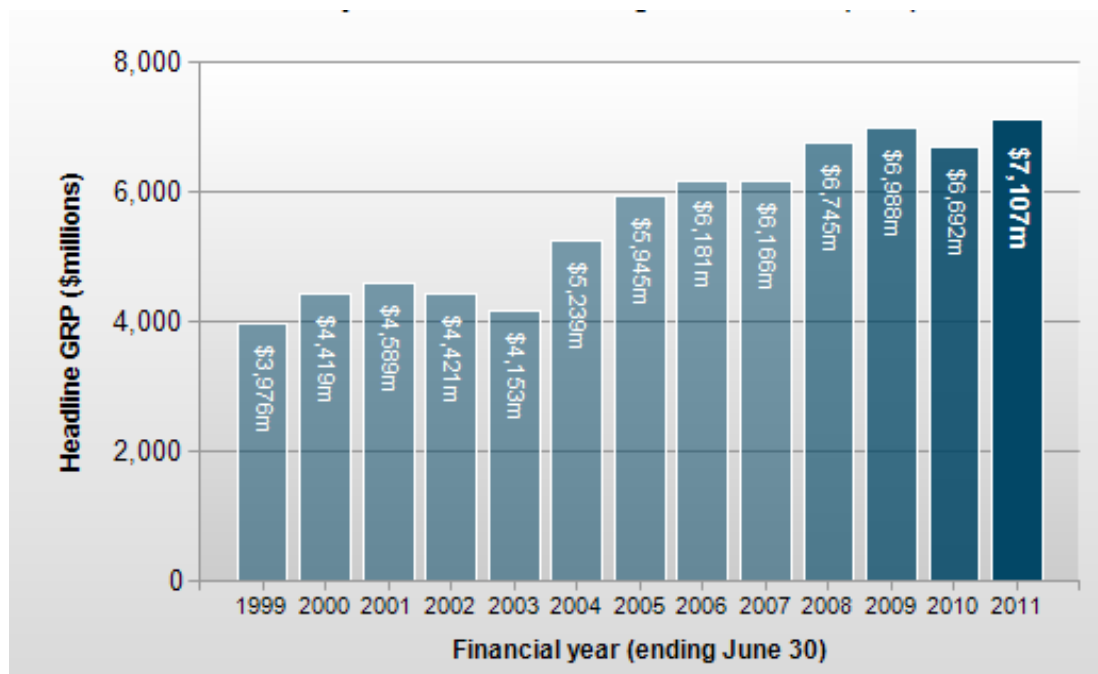
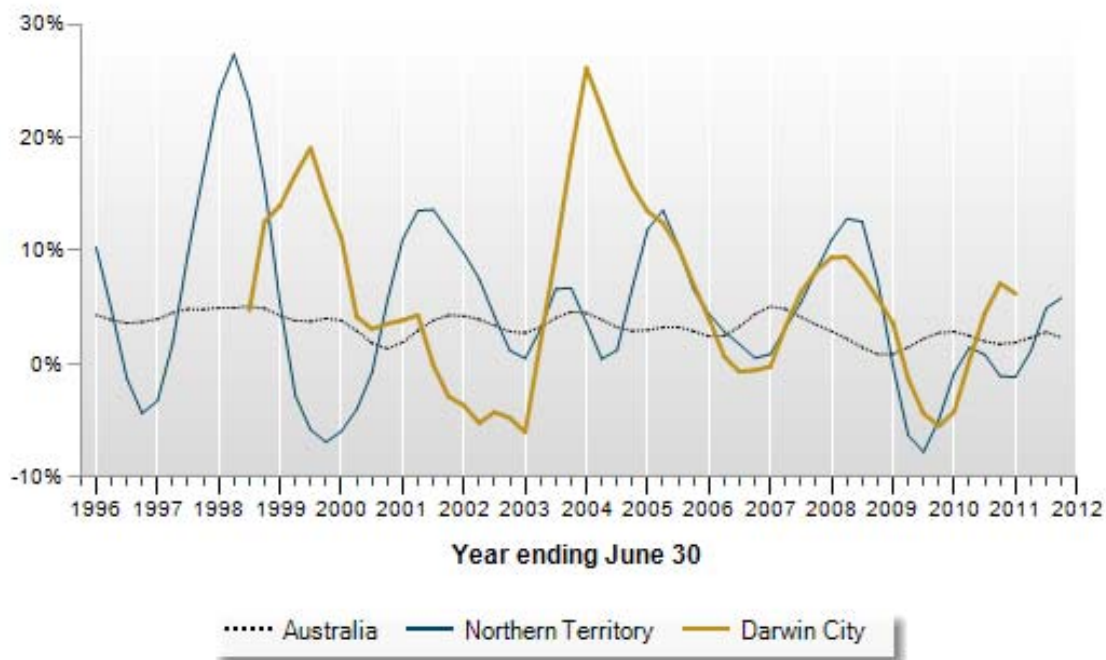
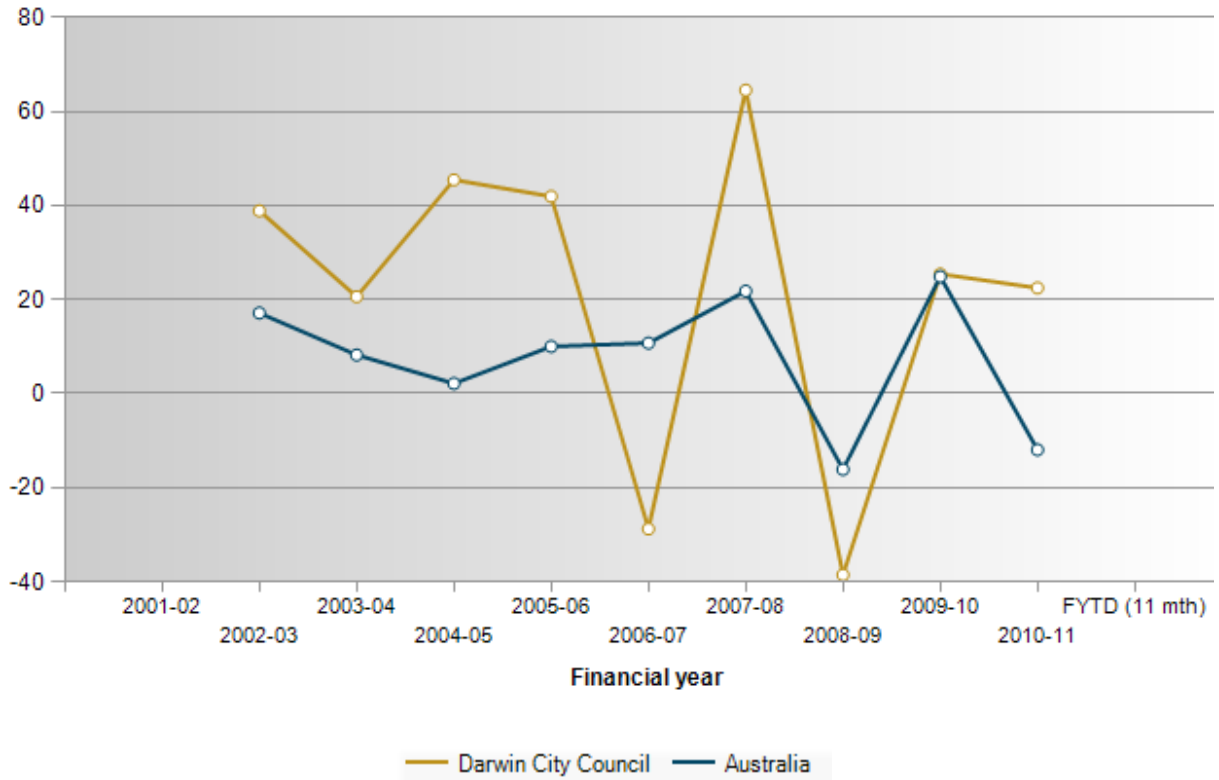


FIGURE 27: % Change in GRP (annual change in smoothed quarterly data)
 Source: ABS, Australian National Accounts: National Income, Expenditure and Product



STATE OF THE CITY - Economic

FIGURE 28: 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 publication⁶:-

- 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.

⁶ 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 total volume of domestic, commercial and industrial waste is declining and the volume of domestic recycling has increased. However, despite these good results, the total amount ending up in landfill has increased. Further work is currently underway to understand why this is occurring.

Environment			
Indicator	2011/12	2010/11	2009/10
Total volume of domestic kerbside collected (red lid bin)	16,385.01 tonnes	16,536.84 tonnes	16,419.75 tonnes
Domestic waste collected per capita per annum (red lid bin)	0.208 t per person	0.214 t per person	0.216 t per person
Total volume of domestic kerbside recycling (yellow lid bin exc. contamination)	4,287 tonnes ⁷	4,144 tonnes	4,700 tonnes
Waste to landfill (kerbside, commercial and Council)	168,388.96 tonnes	157,622.95 tonnes	162,565.14 tonnes
Commercial and industrial waste to landfill	136,723.27 tonnes	136,746.93 tonnes	141,990.84 tonnes
Commercially generated and industrial waste as a % of total waste	84.8%	86.6%	87.3%
Population number	78,684	77,290	75,908

Table 3

⁷ This figure includes 115 tonnes of glass fines.

STATE OF THE CITY - Environmental

Table 3 has been collected through the Annual Community Satisfaction survey. Residents within the Darwin municipality have a high propensity for travelling by car, which is increasing with a very low number utilising public transport. However, the amount of residents walking daily has increased.

Form of transport	Daily				Most days				Several days a week				Once or twice a week			
	2012	2011	2010	2009	2012	2011	2010	2009	2012	2011	2010	2009	2012	2011	2010	2009
Car	77%	73%	74%	73%	9%	13%	9%	10%	6%	6%	7%	6%	4%	4%	4%	5%
Public transport	2%	2%	2%	3%	1%	2%	2%	1%	2%	2%	2%	4%	2%	4%	4%	5%
Bicycle	7%	5%	7%	7%	3%	3%	3%	4%	7%	7%	6%	7%	12%	16%	15%	13%
Motor Bike	2%	1%	2%	3%	<1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Walking	49%	43%	43%	41%	8%	14%	9%	16%	14%	13%	14%	13%	12%	16%	16%	13%
Private Hire Car	1%	n/a	n/a	n/a	<1%	n/a	n/a	n/a	0%	n/a	n/a	n/a	<1%	n/a	n/a	n/a
Taxi	<1%	n/a	n/a	n/a	<1%	n/a	n/a	n/a	1%	n/a	n/a	n/a	4%	n/a	n/a	n/a

Form of transport	Between once a fortnight and once a month				Less than once a month				Never			
	2012	2011	2010	2009	2012	2011	2010	2009	2012	2011	2010	2009
Car	0%	1%	0%	1%	1%	0%	0%	1%	3%	3%	5%	4%
Public transport	7%	7%	8%	7%	24%	26%	26%	28%	60%	57%	57%	52%
Bicycle	9%	6%	9%	6%	8%	8%	9%	12%	55%	55%	51%	51%
Motor Bike	1%	1%	1%	0%	3%	2%	1%	3%	92%	94%	94%	91%
Walking	3%	3%	5%	4%	6%	2%	4%	6%	9%	7%	7%	8%
Private Hire Car	2%	n/a	n/a	n/a	21%	n/a	n/a	n/a	76%	n/a	n/a	n/a
Taxi	17%	n/a	n/a	n/a	46%	n/a	n/a	n/a	32%	n/a	n/a	n/a

Table 4

STATE OF THE CITY - Infrastructure

Overview of Infrastructure Indicators

Table 4 outlines Council's current data on our Infrastructure indicators. These figures are as at 30 June 2012. As with the environment indicators further data will be collected over time so we can demonstrate any increasing or decreasing trends.

Infrastructure	2008/09	2009/10	2010/11	2011/12
Amount of green space in the Darwin municipality	655 hectares	673 hectares	653 ⁸ hectares	647 ⁹ hectares
% of irrigated versus non-irrigated green space	49.59%	49.60%	55.3%	42.39% ¹⁰
Quantity of water used per hectare of green space in the Darwin municipality	N/A	1,936 kl	1,303 kl	1,611 kl
Total kilometres of Council managed sealed roads	420kms	442kms	445kms	441 kms
Maintenance costs per kilometre of sealed roads	\$7,206	\$8,517	\$8,711	\$8,706
% of road length resealed to total sealed roads	3%	2%	3%	3%
Total kilometres of Council footpaths	362kms	372kms	410.3kms	425 kms
Maintenance costs per kilometre of footpaths	\$950	\$1,444	\$1,363	\$1,550
Total kilometres of shared paths	57kms	63kms	69.1kms	71.6 kms
Maintenance costs per kilometre of shared paths	\$380	\$190.05	\$190.40	\$200.00
Total kilometres of Council managed storm water pipes	362kms	385kms	346.kms ¹¹	328 kms ¹²
Total kilometres of Council managed lined open drains	15 kms	15.5 kms	17.5 kms	17.5 kms
Maintenance costs per kilometre of storm water pipes	N/A	\$424	\$1,262 ¹³	\$1,262
Total number of driveways	17,900	17,800	18,260	18,468
Maintenance costs per driveway	\$1.20	\$10.62	\$7.06	\$7.65

Table 5

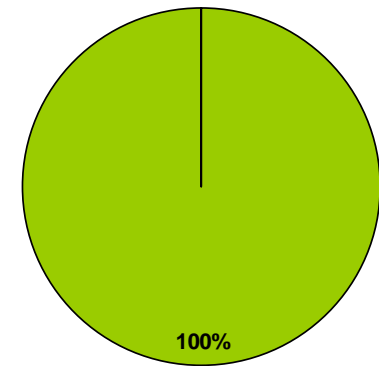
⁶⁻⁹ This decrease is due to refinement in how Council calculates the data. All asset information has been recalculated to accurately record only the City of Darwin's owned assets.

¹⁰ The reason for the reduction from previous years is due to the parks areas being refined which includes better clarification of bushlands vs. water bodies which don't require irrigation.

¹³ This method for calculating this data was revised following 2009/10.

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships









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





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	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. Council has also commenced the development of Community Resilience Plan and the identification of required resources.	
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. Committee of Officials established to support Capital City Committee which has continued to meet on a regular basis. City of Darwin regularly attends the Council of Capital City Lord Mayors (CCCLM) (3 face to face meetings a year and teleconference meetings every 6 weeks) which provides a conduit into the Australian Government.	
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. The City of Darwin continues to be an active member and has participated in all forums. Council CEO participates in LGANT CEO's Forum also meets with the LGANT CEO meet on a quarterly basis to discuss issues of strategic importance.	
Continue to participate in and actively support the Council of Capital City Lord Mayors (CCCLM) meetings	Ongoing action - Lord Mayor and CEO ensure that the City of Darwin is represented at face to face meetings and participate in regular teleconferences. Both the Lord Mayor's and CEO's groups teleconference 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	The Graffiti Management Plan has been implemented and ongoing actions are completed as required.	
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	It was announced on 27 April 2012 that Council was successful in receiving \$250,000 through the Australian Government's Liveable Cities Program. This funding will be used to complete a Precinct Based Masterplan for the Darwin CBD in partnership with the Australian and NT Governments and other key stakeholders.	
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 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. Council is an active member of the Panel.	
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). Monthly dissemination of 'Green Notes' to all Council staff and Aldermen. Superseded by the launch of the Darwin Green Office (Mar 12). Responses to Council of Capital Cities of Lord Mayor's submissions including extensive engagement with Productivity Commission in their report on Barriers to Climate Change Adaptation (ongoing). Input into Greater Darwin Plan from Council and DHAC perspective (Mar 12). Act as mentor for local schools in Kids Teaching Kids program (April 12 - ongoing). Top End Sustainability Living Festival Committee (2012). Co-sponsored Allan Jones City of Sydney for Business Breakfast for Sustainability Week 2012 with Environment Centre NT (June 2012) and hosted Allan Jones of City of Sydney for a Local Government Forum as part of Sustainability Week 2012 (June 2012). Hosted The Climate Change Challenge youth event as part of Sustainability Week 2012 (June 2012).	
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. Council considered and provided comments against a total of 404 development applications during 2011/2012.	
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 is an ongoing action which responds to any new major developments as they occur. 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	

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships


Strategy 1.2.2: Engage, communicate and work collaboratively with the community including schools		
<p>Assist sport/community groups to identify funding and write grant applications</p>	<p>Provide information to sporting bodies as to changes in policy and standards, e.g. Australian Standards for moveable soccer goals. Communication with FFNT, Darwin Football League and individual clubs where required.</p> <p>Council provides ongoing assistance to sporting groups with the allocation of ovals, maintenance requests, assistance with special events and bookings, permits for sale of liquor.</p> <p>Council also 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.</p>	

Table 6

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								
				2008/09	2009/10	2010/11	2011/12	
Completion of all key projects / initiatives within specified timeframes			100%	100%	100%	100%	100%	
1. 1	Improve relations with all levels of Government	Number of new joint initiatives initiated	Trend	20	23	21	14	
		Number of joint projects completed	Trend	2	8	7	13	
		Number of development applications received	Trend	520	390	390	404	
		Average percentage of Council recommendations adopted by DCA	Trend	N/A	N/A	87.5% ¹⁴	85.2%	
1. 2	Effectively engage with community	Number of business development enquiries	Trend	3	6	9	6	
		Number of new community wellbeing initiatives recommended to Council based on community needs	Trend	288	369	281 ¹⁵	141 ¹⁶	
		Number of Youth Advisory Group meetings held	Trend	8	9	9	8	
		Youth Advisory Group meeting attendance	Trend	113	92	124	76	
		Community agreement rating that Council consults with community sufficiently	> 3.3	3.4	3.4	3.2	3.3	

Table 7

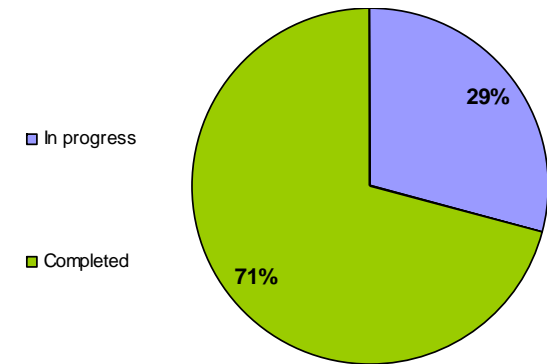
¹⁴ Indicator has been changed this year to reflect DCC's effectiveness (i.e. % of recommendations adopted rather than a number).

¹⁵ The method of calculating this indicator has been further refined, therefore is not comparable to previous years.

¹⁶ The lower result is partially contributed to Council being in caretaker mode, therefore no Council meetings for 2 months.








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. Council continues to participate on the Urban Design Advisory Panel.	
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	Ongoing management of pool maintenance, shade repair, customer service and sporting ground and facility maintenance. Council has liaised with FFNT RE: pavilion maintenance. Stage One of the Dick Ward Drive Cyclepath improvements has been completed and Stages 2 & 3 are scheduled for completion in 2012/13.	
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	Actions required by Council have been completed. This was a NT Government projects which is no longer proceeding.	

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

Strategy 2.1.4: Provide a clean and liveable municipality		
Deliver animal education programs	<p>This is an ongoing program for Council. The Animal Education Officer (AEO) has attended Council libraries to run education programs for both the community and staff. Registration of companion animals has increased and staff have increased the number of resolved barking complaints.</p> <p>The AEO has promoted the pet care help line and has received numerous calls via this avenue where assistance has been provided to residents in the care and welfare of their animals at the same time promoting the by-law requirements of Council.</p> <p>Council's new Animal Education Officer is running animal management programs at the Darwin Show in July. The focus of this program is to highlight the need for dog registration, barking dogs, animals at large, dog attacks and proper fencing requirements.</p>	
Review and maintain Street Cleaning and Litter Services	All planned actions have been completed in accordance with service levels and budget.	
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 2 and 20 June. The Casuarina Liquor Accord met 20 June and discussed implementation of the accord.	
Support the delivery of the Alcohol Management Plan	The Casuarina Liquor Accord Committee met 20 June 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	<p>70th Anniversary Bombing of Darwin completed. Partnership established with the Christmas in Darwin Association and held a successful in Raintree Park and The Mall. 100 Anniversary of the Naming of Darwin event held in Raintree Park. V8 parade, Queen's Diamond Jubilee and Lord Mayor's Biggest Morning Tea events also held.</p> <p>Discussions underway with the newly established CBD retailers association for future events.</p>	
Provide support for the Arafura Games	Council again supported the Arafura Games through both financial sponsorship and through works provided by Council.	

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

<p>Provide support for community groups and organisations through the provision of leisure/event equipment and venues</p>	<p>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.</p>	
<p>Strategy 2.2.3: Manage and improve the pathway and cycleway network and encourage safe cycling and walking</p>		
<p>Construct and maintain cyclepaths in accordance with the Cyclepath Strategy</p>	<p>Shared paths completed and maintained in accordance with approved budgets and schedule.</p>	
<p>Review and improve the Cyclepath Strategy</p>	<p>Undertaking investigation to identify potential routes for cyclists in the CBD. Draft Feasibility Report has been completed.</p>	
<p>Strategy 2.2.4: Progress aquatic facility planning and delivery</p>		
<p>Finalise the Aquatics Facilities Masterplan</p>	<p>On-going and contingent upon the Parap Master Plan project progression and the status of the Casuarina feasibility study.</p>	
<p>Outcome 2.3: Promote family friendly and healthy activities</p>		
<p>Strategy 2.3.1: Promote and host family orientated activities</p>		
<p>Oversee and represent Council's interests in the Darwin Entertainment Centre</p>	<p>Council Officers continue to oversee and progress Council's interests in DEC by negotiating funding agreements, engaging with the NT government as required, providing support and expertise to its Management, engaging with Board members as required, participating in repairs and maintenance control groups and all other matters as required. A new General Manager is in place at the DEC and tasks have been identified for the DEC Board .</p>	
<p>Work with the youth community to host low cost and accessible youth events</p>	<p>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). Council has provided in-kind provision of workshop space at Leanyer Depot for Darwin Community Arts and YMCA Brotherz Program to run "Legal Walls" street art workshops culminating in an exhibition during the Darwin Festival. Worked with Special Projects Officer to provide young bands during Darwin Show</p>	

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






Strategy 2.3.2: Pursue the development of a purpose designed youth space and positive youth activities		
Coordinate the National Youth Week event	Council coordinated bands, security, activities, stall holders and first aid for the Big Gig Media campaign completed including TV, radio and NT news commercials and a Face book campaign plus flyer Distribution at schools and in the young people hangs The Big Gig held at Museum and Art Gallery of the NT. 800 people attended with a peak of 450	
Develop and implement the Youth Space Masterplan	Feasibility study, operational modeling, financial model, marketing materials all completed. Location remains undetermined and a wide community of interest describe preference for city, Casuarina and locations. Call to action from potential funding bodies/philanthropics undertaken via media conference without result. Item deferred pending direction from 21st Council.	
Strategy 2.3.3: Provide facilities and programs which encourage healthy lifestyle choices		
Deliver community health and well being programs (ie Activate NT, Heart Foundation Walking, Making Tracks, Pedometers)	Activate NT Darwin program ran to 15 June with a total of 422 participants. Freeps event conducted as part of the Seabreeze festival. Healthy Darwin running a range of programs on healthy lifestyle and activity, gentle exercise for seniors, cycling workshops, Hoops for Health engaging younger people in healthy lifestyles, exercise and eating.	
Deliver Sporting Areas Services	Sporting areas services include ongoing programs for mowing turf, irrigation maintenance, fertiliser application, infrastructure and furniture maintenance and renovation of turf surfaces. These programs are continuing on schedule and on budget.	
Deliver Recreation & Leisure Services	Ongoing, FREEPS, swimming pools, courts, oval allocations, playgrounds. Activate Program for 2012 completed. Dry season allocations form circulated to sporting clubs for bookings.	

Table 8

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								
				2008/09	2009/10	2010/11	2011/12	
Completion of all key projects / initiatives within specified timeframes			>90%	97.0%	99.9%	99.3%	99.6%	
2.1	Improve urban enhancement around Darwin	Community satisfaction rating with the standard of maintenance of playgrounds	> 3.8	3.8	3.8	3.7	3.7	
		Community rating against generally feel safe in their local suburb	> 70%	72%	74%	76%	77%	
		Community satisfaction rating with the standard of litter collection from public areas	> 3.5	3.5	3.4	3.5	3.5	
		Number of incidents resulting in an injury	Trend	13	38	35	21	
		Community satisfaction rating with the standard of street lighting	> 3.8	3.6	3.6	3.6	3.6	
		Community satisfaction rating with the standard of footpaths/ cyclepaths	> 3.8	3.4	3.6	3.5	3.6	
2.2	Increase recreational, leisure and heritage experiences	Community satisfaction rating with Library services	> 3.8	4.1	4.2	4.2	4.2	
		Library membership as a % of the population	Trend	43.99	47.40	42.50	54.0	
		Total number of library visits	Trend	509,442	465,135	420,249	530,083	
		Total swimming pool attendance	Trend	183,350	163,973	174,112	180,080	

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								
				2008/09	2009/10	2010/11	2011/12	
		Community satisfaction rating with the standard of recreation facilities such as tennis courts	> 3.8	3.9	3.9	4.0	4.0	
2.3	Promote family friendly and healthy activities	Total Fun Bus attendance numbers	Trend	9,812	15,146	13,690	16,523	
		Total Fun In The Parks attendance numbers	Trend	3,115	2,265	4,228	3,993	
		Average number of bookings for sporting areas (exc. swimming pools)	Trend	2,561	3,384	912	694 ¹⁷	
		Total participation in ActivateNT	Trend	200	400	465	422	

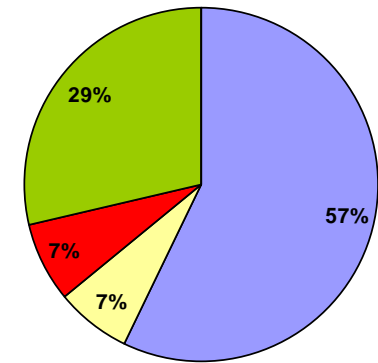
Table 9

¹⁷ This figure has reduced quite significantly due to peak sporting bodies now making bookings rather than individual clubs, therefore not comparable to previous years.

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

Goal 3: Progress against Corporate Plan actions

- In progress
- Behind schedule
- Deferred
- Completed



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.	
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 (see below).	
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. Draft plan for community consultation expected in September 2012.	
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	Northern Territory Government's, Roads Network Division confirmed funding and specific projects for the 2011/2012 Local Area Traffic Management (LATM) program. These works have largely been completed within specified timeframes with the final projects nearing completion and within 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 the contract has been awarded for the project. Community consultation took place in April/May 2012 and construction will commence in Aug 2012. Works will be completed by December 2012.	
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	All planned activities undertaken in accordance with approved budget. Further works to ensure optimal performance will be identified as part of Council's CBD Parking Study.	
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)	Completion of new network, storage and server environment. Next phase will be the implementation of new workstations and software for staff.	
Implement the IT 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 10

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								
				2008/09	2009/10	2010/11	2011/12	
Completion of all key projects / initiatives within specified timeframes			>90%	97%	94.7%	88.4%	73.7%	
3.1	Promote the use of public spaces	Community satisfaction rating with the standard of public toilet maintenance	> 3.0	3.1	3.2	3.1	3.1	
		Community satisfaction rating with the standard of maintenance of larger public parks, foreshores and beaches	> 3.9	3.8	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	3.0	2.9	2.8	2.9	
		Community satisfaction rating with the standard of car parking in suburban areas	> 3.7	3.6	3.6	3.5	3.5	
		Community satisfaction rating with the standard of road maintenance	> 3.7	3.5	3.6	3.5	3.6	
		Percentage of road length resealed to total sealed roads	Trend	3%	2%	3%	3%	
		% utilization of public transport	Trend	20%	18%	17%	14%	
3.3	Increase and promote use of technology	Total number of on-line payments via e-services	Trend	8,907	13,401	11,215	14,724	
		% of community surveyed who have accessed Council's website in the past 12 month	> 20%	32%	30%	34%	33%	

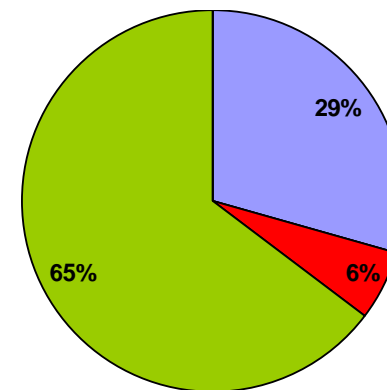
GOAL 3: Assist Individuals and the community stay connected with the Darwin Region

Outcome		Indicator	Target	Actual Result				
Goal 3: Assist Individuals and the Community Stay Connected with the Darwin Region								
				2008/09	2009/10	2010/11	2011/12	
3.3	Increase and promote use of technology	% of community surveyed who made contact with Council via the internet or email	> 6%	5%	11%	14%	14%	
		Availability of agendas and minutes on Council's internet	> 99%	100%	100%	100%	100%	
		System uptime	> 99%	99.62%	99.60%	99.79%	98.59%	

Table 11







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. All new electrical work is specified to be energy efficient and LED.	
Actively pursue environmentally friendly options for fleet operations	Council has now introduced a number of hybrid sedans in the fleet and has purchased new hybrid trucks that were recently released into Australia.	
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 August 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. The majority of works indentified in the 2011/12 capital works program have been completed with the remaining projects 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. This action has been deferred.	
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	A total of 76 School based talks were undertaken by Cleanaway and a further 15 Shoal Bay tours were provided by Council and Shoal Bay contractors. A swap party was held in November during National Recycling Week. Cleanaway and Council are trialing new recycling signage at unit complexes that have been identified with regular contamination of recycling bins. Waste and Recycling provided a display at Central Library during Adult Learners Week. TV advertising was conducted in January and February 2012. Council's Waste Team were also present at the Darwin Royal Show and various other events.	
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. Council is reviewing potential alternative waste technologies.	
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. Presence at Garden spectacular in June. Tours at Shoal Bay are well attended. Shoal Bay operating to acceptable standards.	

GOAL 4: Create and Maintain Environmentally Sustainable City






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.	
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	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).	
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 Climate Change and Environment section is currently developing a new Weed Management Plan which will be used as the guideline when developing ongoing schedule of works. Council has just received some funding via the NT Government Environment Grants that will assist with the development of the policy	
Advocate for legislative regulatory to enhance, preserve and protect the Darwin environment	Council is a member of Beach Monitoring Taskforce and the Darwin Harbour Advisory Committee (DHAC). Provided response to Greater Darwin Plan for Council and as part of DHAC (Mar 12).	

Table 12

GOAL 4: Create and Maintain Environmentally Sustainable City

Goal 4: Strategic KPIs progress

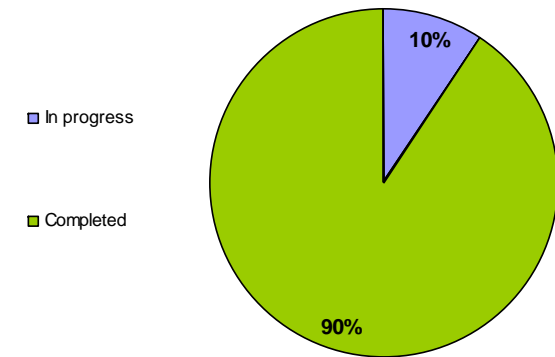
Outcome		Indicator	Target	Actual Result				
Goal 4: Create and Maintain an Environmentally Sustainable City								
				2008/09	2009/10	2010/11	2011/12	
Completion of all key projects / initiatives within specified timeframes			>90%	94%	96.5%	89.3%	89.8%	
4.1	Be a leader with climate change policies	Decrease in greenhouse gas emissions*	Trend	12,777 CO2 emissions	N/A	N/A	N/A ¹⁸	N/A
4.2	Improve water conservation	Quantity of water used per hectare of open space	Trend	2,073 kl	1,936 kl	1,303 kl	1,611 kl	
		Community satisfaction rating with the standard of storm water drainage	> 4.0.	3.8	3.7	3.7	3.8	
4.3	Increase efficiency of waste management	Increased volume of kerbside recycling (non contaminated)	6% increase (over 4 year period)	3,853 tonnes	4,700 tonnes	4,144 tonnes	4,287 tonnes	
		Reduce amount of contaminated waste	6% reduction (over 4 year period)	385 tonnes	357 tonnes	291 tonnes	347 tonnes	
		Community satisfaction rating with the standard of the wheelie bin emptying service	> 4.2	4.3	4.3	4.4	4.4	
4.4	Enhance, preserve and protect the Darwin environment	Number of environmental projects completed per annum	2	2	4	4	9	

Table 13

¹⁸ This data is currently calculated on a 3 yearly cycle. This work is planned for early in the 2012/13 financial year.

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	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	A new initiative has been approved 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	Two trainees have been recruited with support from Iron Bark Employment Service and commenced in early May 2012 in Children's Services. Both positions are undertaking studies and traineeships in Children's Services at Batchelor College and working with Fun Bus, Fun in the Parks and Community Events.	
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 endorsed by Council and will be available in printed and electronic version. Disability Advisory Committee (DAC) meetings are held regularly every two months. Special DAC meetings held July 2011 and September 2011. 11 DAC recommendations endorsed by Council in 2011/2012.	
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 endorsed by Council and will be available in printed and electronic version.	
Strategy 5.1.4: Encourage and recognise volunteers		
Investigate and implement strategies to increase volunteer numbers	A report was presented to Council discussing volunteers, strategies for recruitment and identification of ways Council can engage volunteers more actively. Council's existing Community Development and Library programs continue to engage volunteers an further engagement will occur on a program needs basis.	
Hold annual Lord Mayoral reception to thank all volunteers	Annual functions held during the term of the 20 th 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 was to be provided by Fun Bus and Fun in the Parks programs to a Family Fun Day on Wednesday 14 March 2012 that was facilitated in collaboration with Early Childhood Australia NT Branch and Territory Childcare Group. The event was postponed to 28 March 2012 due to a Cyclone warning on the 13 March 2012. The even on 28 March attracted approximately 150 people over the morning. The Fun Bus provided Harmony activities through out the week of 19 to 23 March 2012.	

GOAL 5: Facilitate and Maintain a Cohesive Community

Strategy 5.2.2: Create opportunities for the expression of cultural diversity through art		
<p>Improve and coordinate the facilitation role of Council in its provision of arts, cultural development activities, in-kind supports and sponsorship</p>	<p>The Arts & Cultural Development Officer provides a central point of coordination all for arts & cultural activities and facilitates arts and cultural activity in internal all community development programs (youth, sister cities, community services and children's services). Activities delivered include</p> <ul style="list-style-type: none"> • Music In The Libraries. • Monthly Community Art Space Exhibitions showcasing variety of community groups and projects. • Development of a Cultural Usage Plan for Civic Park. • Resourcing 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. <p>A Community Support In-Kind register also operates and is located centrally to enable staff from all departments to ensure equity of access to resources.</p>	
<p>Assist with support for the Darwin Festival</p>	<p>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. Support for the Darwin Festival will continue for 2012/13.</p>	
<p>Implement Council's Five Year Arts Plan and Public Art Policy which informs Council's direction and service scope in facilitating development of the arts in Darwin</p>	<p>Ongoing public art projects include:</p> <ul style="list-style-type: none"> • HMS Beagle Ship Bell Chime live demonstrations held at the request of community groups • Google map interface for Public Art in Darwin City on DCC website. <p>Ongoing Public Art policy/planning work includes:</p> <ul style="list-style-type: none"> • Setting priorities through consultation with the sector and the Arts and Cultural Development Advisory Committee (ACDAC meetings are convened bi-monthly) • Arts Sector Forum, held annually • Darwin City Centre Public Art Master Plan • Public Art Policy and commissioning guidelines (based upon previous planning documents) • Civic Park Cultural Usage Plan incorporating landscaping and cultural planning - commissioned from Creative Sight, currently in progress 	

GOAL 5: Facilitate and Maintain a Cohesive Community






Outcome 5.3: Support harmony within the community		
Strategy 5.3.1: Develop and support programs to promote community spirit, cohesion and safety		
Investigate and implement best practice programs that will promote community cohesion and safety	Community Development staff have help inform Council's now adopted community consultation and engagement policy and framework. The new policy is underpinned by International Public Participation principals. This approach fosters community engagement and participation in civic life whilst building community capacity. Staff community engagement capacity has also been built by way of internal cross departmental training in the implementation of the IAP2 model. The intensive training concluded in March 2012.	
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 supported the latest Neighbour Day celebrations by placing an advertisement in the Darwin Sun's Neighbour Day feature on 21 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	Ongoing action - Facilitated all market maintenance issues as they arose.	
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 14

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								
				2008/09	2009/10	2010/11	2011/12	
Completion of all key projects / initiatives within specified timeframes			>90%	98%	92.3%	98.5%	98.8%	
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	2.9	2.7	2.9 ¹⁹	2.7	
		Total number of community groups supported (e.g. in-kind, advocacy, facilitation, financial)	Trend	80	72 ²⁰	107	123	
5.2	Promote Darwin's culture	Number of Disability Advisory Committee decisions endorsed	Trend	18	5	23	11	
		Number of Arts & Culture Events Sponsored	Trend	52	33	76	87	
		Number of arts and cultural forums or projects	Trend	36	56	57	62	
5.3	Support harmony within the community	Total number of vandalism incidents reported (Graffiti)	Trend	2,579	228 ²¹	751	893	

Table 15

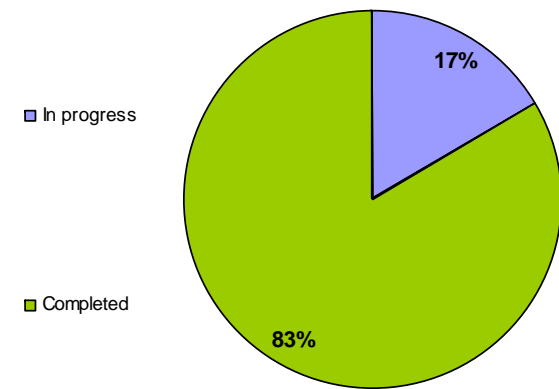
¹⁹ Sourced from Council's Annual Community Satisfaction Survey. Only a very small percentage of residents responded that they have contacted DCC out of hours. Despite the small number of residents using this service, Council has committed to undertake further investigations in order to improve this result.

²⁰ 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.

²¹ A different method of calculating this indicator as a result of Council's new Service Legal Agreement with the Northern Territory Government for graffiti remediation which commenced in March 2010. This result therefore only represents 4 months of data and should not be compared to the previous years results.









GOAL 6: Promote Brand Darwin

Goal 6: Corporate Plan Action progress



Action	Progress	Status
Outcome 6.1: Increase Council's profile		
Strategy 6.1.1: Provide strategic sponsorship for major events		
Develop and implement a policy for strategic sponsorship of major events	The Sponsorship Policy was reviewed in February 2011. Currently researching existing major Council sponsorships and sponsorship policies of other local governments have been reviewed. A revised draft policy for City of Darwin has been put developed for review by the Chief Officers Group in August 2012.	
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 and also numerous financial support via and community grants.	
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. Council's Media policy has been updated and now includes a section within the policy for social media. To be endorsed by Council during 2012. A workshop with Elected Members was conducted in June 2012 in relation to the strategy and a Draft Communication Strategy has now been developed for consideration by Council's Chief Officers Group.	
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.	
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.	

GOAL 6: Promote Brand Darwin

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 CBD traders and Council assisted the Mall traders with the Easter Egg Hunt . 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. Working with NT Govt on the Centenary celebrations of Anzac.	
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 to the Arafura Games. Council also continues to promote Darwin's unique tropical lifestyle through Council responses to key strategic planning documents.	
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 promotes the City's evolution.	
Support the Charles Darwin Symposium - Shaping our Science, Society and Future	This action has been completed.	
Strategy 6.2.4: Strengthen international relationships through Sister Cities and other activities		
Facilitate Sister City relationships between schools	The Sister Cities program has worked with the following schools and community groups in delivering Sister City projects: Sanderson Middle School, Millner Primary School, Girraween Primary School, Namarluk School, Darwin Middle School, Carers NT and others.	
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. The 30th Anniversary of the Kalymnos and Darwin Sister City Relationship was celebrated in June.	

GOAL 6: Promote Brand Darwin

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	Two inbound delegation were hosted in June. A delegation from Kalymnos visited Darwin to celebrate the 30th Anniversary and a delegation from Ambon visited Darwin to reconfirm commitment to the student and teacher exchange.	
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, the Ambassador of Egypt, the Ambassador of Timor-Leste, the Ambassador of Finland and the Ambassador of Mexico. A number of Sister City delegations have been received including Kalymnos and Ambon.	

Table 16

GOAL 6: Promote Brand Darwin

Goal 6: Strategic KPIs progress

Outcome		Indicator	Target	Actual Result				
Goal 6: Promote Brand Darwin								
				2008/09	2009/10	2010/11	2011/12	
Completion of all key projects / initiatives within specified timeframes			>90%	99%	97.8%	96.5%	97.0%	
6.1	Increase Council's profile	Total value of sponsorships provided for events	Trend	\$69k	\$278k	\$539k ²²	\$238k ²³	
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%	50%	43%	40%	50%	
		Number of Sister City Committee decisions endorsed	Trend	32	29	74	16	
		Number of Sister City projects completed	Trend	N/A	2	5	10	

Table 17

²² 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.

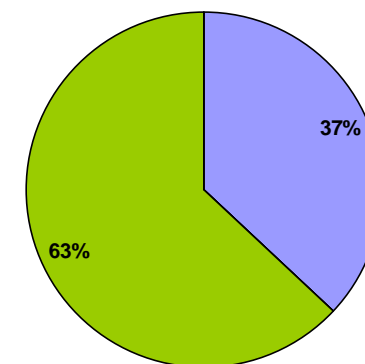
²³ The method of calculating Council's sponsorship has been further refined to account purely for endorsed sponsorship agreements and now excludes programmed operational costs.

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Goal 7: Corporate Plan Action progress







■ In progress

■ 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). COG have agreed to implementing a pilot project which will be fully evaluated before rolling out through the whole organisation. Work is currently underway with the pilot project.	
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	BCM plans complete for all essential services as at February 2012. Testing of plans were completed March/April 2012 and further testing will be done in November 2012 in conjunction with Guardian Cyclone Exercise.	
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. The Long Term Financial Plan has been updated and was presented to the Chief Officers Group in June 2012.	
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 software training and template available through Institute of Public Works Engineering Australia (IPWEA). Parks and Reserves, Buildings and Stormwater have not yet commenced with Roads and Pathways being completed first. Roads Asset Management Plan (AMP) template has set up using NAMS, financial modeling for AMP underway. Pathways draft plan is over 50% complete.	
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.	

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Outcome 7.2: Display strong and effective leadership, within Council and across Government		
Strategy 7.2.1: Display contemporary leadership and management practices within Council		
Identify, nominate and promote all awards that Council would be eligible to apply for	<p>Procedures for applying for awards has been started. Awards Database has been completed and is available on Council's Intranet.</p> <p>The following award submissions have been made in 2011/2012:</p> <ul style="list-style-type: none"> -ALIA NT Recognition Awards: Production, Publication and Promoting of City of Darwin Libraries e-newsletter (pending) -ALIA NT Recognition Awards: City of Darwin Libraries Exhibition for the Bombing of Darwin 70th Anniversary (pending) -Power and Water Melalueca Awards: East Point Community Planting Day and Launch of Climate Change Action Plan 2011-2020 (unsuccessful) -2012 National Awards for Local Government: Regional Collaborations Category and Financial Management Category (unsuccessful). -LGMA SA/NT Awards - Risk Manager of the Year: Tony Simons (SA/NT Winner) -LGMA SA/NT Awards - Leadership in Financial Management: Kelly Stidworthy(SA/NT Finalist) -LGMA SA/NT Awards - Emerging Leader of the Year: Anne Hammond (SA/NT Finalist) -2011 NT Landcare Awards: Local Government Landcare Partnership Award -Parks and Leisure Australia Awards of Excellence - Open Space Development (State Winner) -Heart Foundation Healthy Communities Award (State Winner) -Resilient Australian Communities Awards for the All Hazards Emergency Management Plan (pending) -Parks and Leisure Australia Awards for the Healthy Darwin program (pending). 	
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 2011 report and analysis was endorsed by the 20 th Council. McGregor Tan engaged to commence survey in early July 2012 (commencing a couple of weeks earlier this year to avoid clashing with NTG Election campaigning). High level results have been received.	
Review the community consultation and engagement policy	Council has adopted a Community Consultation Policy.	

GOAL 7: Demonstrate Effective, Open and Responsible Governance




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, ALGA, LGANT, TOPROC, Capital City Committee, Major Cities Working Group and 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	Work in the revised Evolving Darwin Strategic Plan has commenced. The Chief Officers Group and Elected Members have completed an environmental scan which was used as the basis for determining forward priorities.	

Table 18

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								
				2008/09	2009/10	2010/11	2011/12	
Completion of all key projects / initiatives within specified timeframes			>90%	96%	96.7%	84.3%	95.3%	
7.1	Effective governance	% of internal audit recommendations implemented within specified timeframes	> 90%	99.95%	92%	81.25%	100%	
		% of annual operating expenditure within budget	> 85%	97.77%	93.72%	99.54%	94.72%	
		% of rate debtors outstanding	< 4%	2.84%	2.89%	3.29%	2.52%	
		Debt Servicing Ratio	< 5%	1.22%	1.13%	0.63%	0.62%	
		Liquidity Ratio	> 1.0	1.16	1.33	1.01	1.18	
		Rates Ratio	> 65%	70%	73.22%	73%	67%	
		Investment earnings	> \$500k	\$2.17m	\$2.02m	\$2.84m	\$3.12m	
7.2	Display strong and effective leadership, within Council and across Government	% overall community satisfaction with DCC	> 65%	62%	64%	61%	71%	

Table 19