



Evolving Darwin

A dynamic, different and diverse city

**Strategic Directions:
Towards 2020 and beyond**

**Progress Report
as at 30 June 2011**



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EXECUTIVE SUMMARY

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

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

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

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

Unemployment rates in the Northern Territory have started to rise with the currently rate of unemployment at 4.2%, up from 2.4% in March 2011. The overall average Australian unemployment rate has remained steady at 5%. However, Territorians are now earning 10.36% more than the Australian average which is mainly attributed mining and defence.

In regards to the housing market, the total number of recorded sale of houses and units within the Darwin municipality has again declined – down 26.76% when compared to last financial year. Unit rental vacancy rates still remain tight at 1.8%, housing vacancy rates have also tightened up with a current rate of 2.3%. These trends are also reflected in the average weekly rental prices which have started to rise again, however still below the prices witnessed throughout 2009/10. The average sale prices have also began to increase again with the most notable increase being in the sale price of houses within Inner Darwin.

In terms of Darwin City Council's performance against the Evolving Darwin: Towards 2020 and Beyond Strategic Plan, the overall picture is good. The majority of the 132 actions are on track to achieve the planned results. To date, 26 of the actions have been completed and achieved the desired results, 81 are of an 'ongoing' nature, 11 are progressing within specified timeframes, 1 is not yet scheduled to commence, 2 have been deferred due to superseding priorities and the remaining 11 actions have fallen slightly behind schedule. Contained within the report are further details including the current status of all actions.

The majority of indicators (74%) have met or exceeded expectations with 17% falling just short of the mark and just 9% not achieving the target . A number of these indicators have been based on trend data. Now that Council has sufficient baseline data, targets will be set for the 2011/12 year.

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

Overall performance as at 30 June 2011

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

Table 1

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

STATE OF THE CITY - Social

Overview of Social Indicators

As shown in **Figures 1 and 2**, the Darwin municipality (local government area), has experienced consistent population growth since 2003. The latest estimated residential population per the ABS data shows the Darwin population is currently 77,290, up from 75,908 in 2009, which represents a growth of 1.82%¹.

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

As at June 2010, 127,500 resided in the overall Darwin Statistical Division (SD), which incorporates Litchfield and Palmerston, representing an increase of 2,600 (2.61%). The Darwin SD was the second fastest growing capital city SD in Australia, with Darwin continuing to account for approximately one-third of the entire NT population.

Darwin's growth rate was the lowest in the overall Darwin SD at 1.82%. The average growth rate for the statistical division was 2.17%. For the first time since 2006-07 Litchfield grew by 2.92% and overtook Palmerston as the fastest growing LGA in the NT. Palmerston experienced a 2.67% growth rate. The current figure for the whole of the Northern Territory is 229,700, an increase of 1.5%.

Not surprisingly, Darwin has the lowest population density of any capital city SD in Australia at 41 people per sq km. Nightcliff and Wagaman are currently have the highest density rates at 2,700 people per sq km.

Figures 4-7 are based on Census data, therefore no change in overall results since the last progress report. We have however, been able to break down the 'Youth' statistics into two categories; 0-16 and 17-25 year olds. **Figure 8** is also a new inclusion with the results showing that in comparison with the overall increase in the NT population, the age group of 17-25 year olds has been relatively steady, representing 14.72% of the population in 2000, declined to 14.01% in 2004 and steadily increased up to 14.52% in 2010, whereas the 0-16 year old population has consistently reduced each year since 2000 (29.01% down to 25.98% in 2010). Not surprisingly those aged over 60 years old is the growth area, representing 5.91% of the population in 2000 up to 9.62% in 2010.

As shown in **Figure 9** at the start of the time series in 1992 there was a significant difference between the NT rate of unemployment and the Australian average (8.3% compared to 10.1%). However as shown by the trend lines this gap has been diminishing over time. Over the past year the unemployment rate in the NT has started to increase, up from 2.9% in July 2010 to 4.2% in July 2011. **Figure 10** shows the actual number of unemployed persons in the NT (as compared to the Australian total) is also increasing in line with the overall rate. In July 2010 there were 3,700 unemployed persons compared to 5,200 in July 2011.

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

STATE OF THE CITY - Social

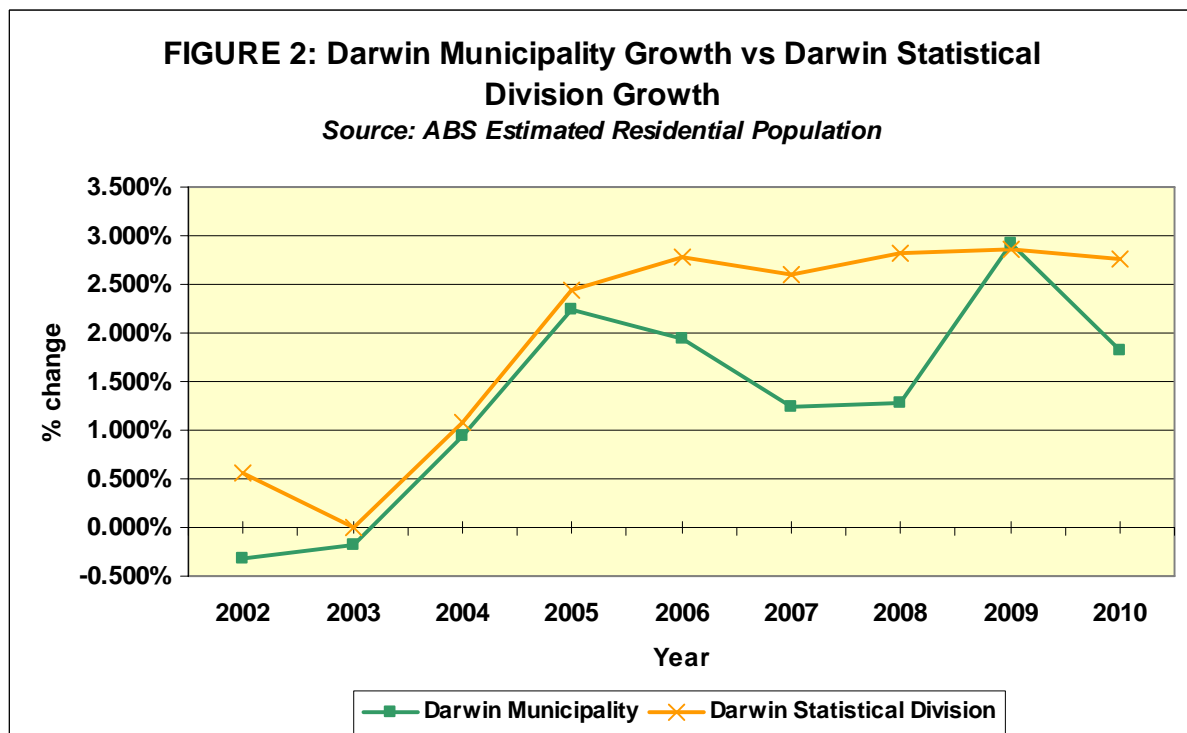
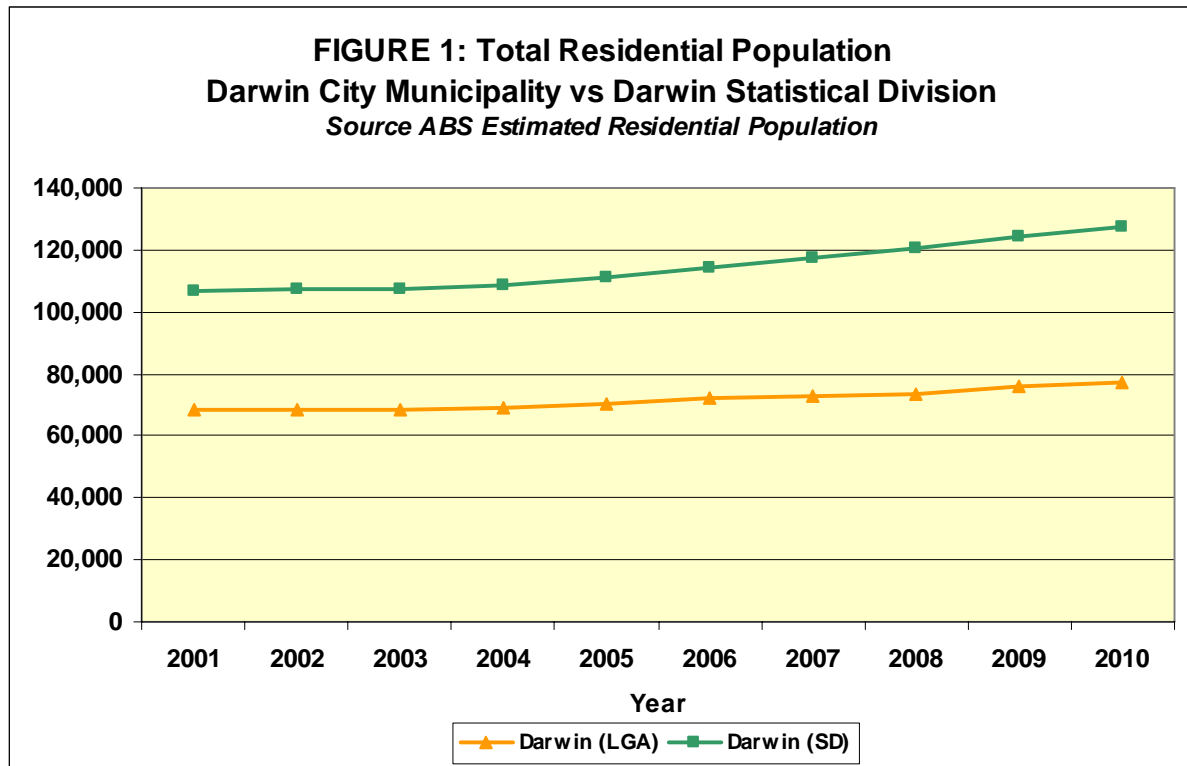
Figures 11-14, show the numbers of Higher Education and Vocational Education Training (VET) students attending the Casuarina Campus. All data is supplied by Charles Darwin University.

After a recent downturn, the number of Higher Education students has again started to rise. Between the years of 2008 to 2011, the number of students who normally reside in the NT has declined and international students has increased. In 2011, students from the NT make up nearly 60% of overall students, followed by international students at 22%. Students from the rest of Australia are; Victoria 5.5%, QLD 3.7%, SA 3.6%, NSW 2.8%, WA 2.5%, TAS 0.5% and ACT 0.2%.

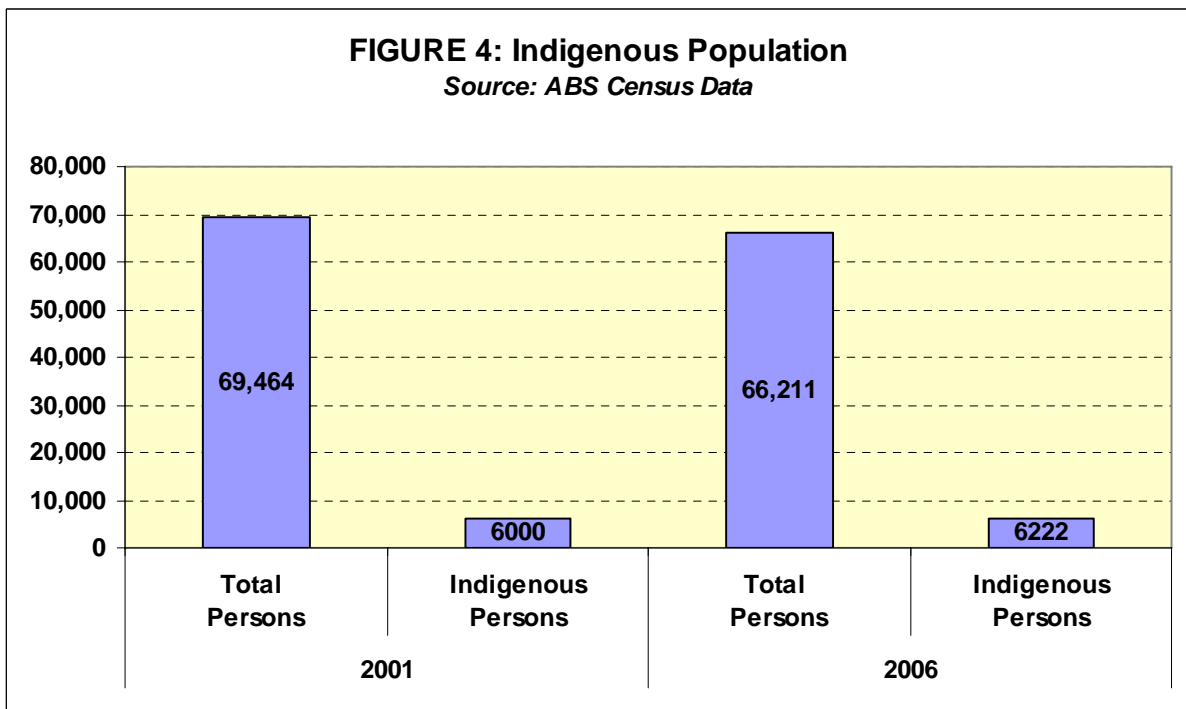
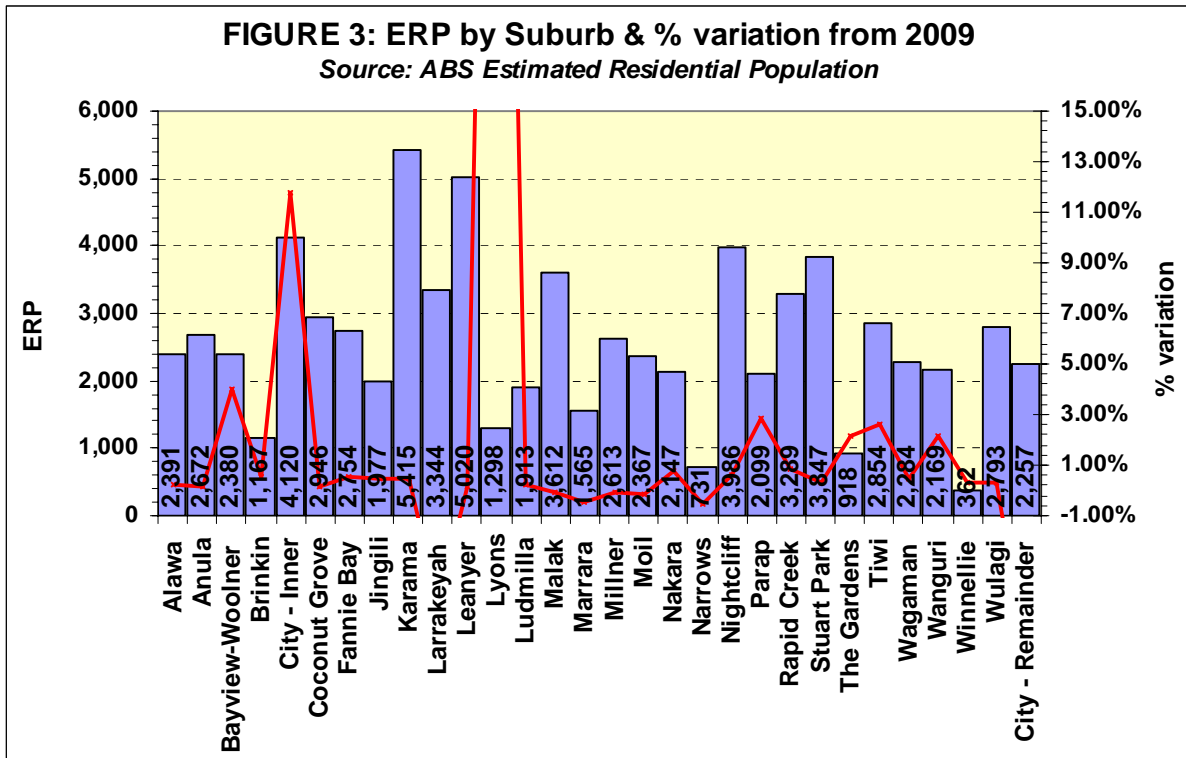
Figure 13 is a new inclusion; which identifies the countries from which the 2011 international students are from. The top three countries are; Philippines (14.9%), India (11.7%) and China (*exc Sars and Taiwan*) (10.3%). In total 57 different countries are represented at Charles Darwin University this year.

The number of VET students has seen a slight decline over the seven year time series. 2010 is the most recent data that Charles Darwin University was able to supply (unable to process the data halfway through a year).

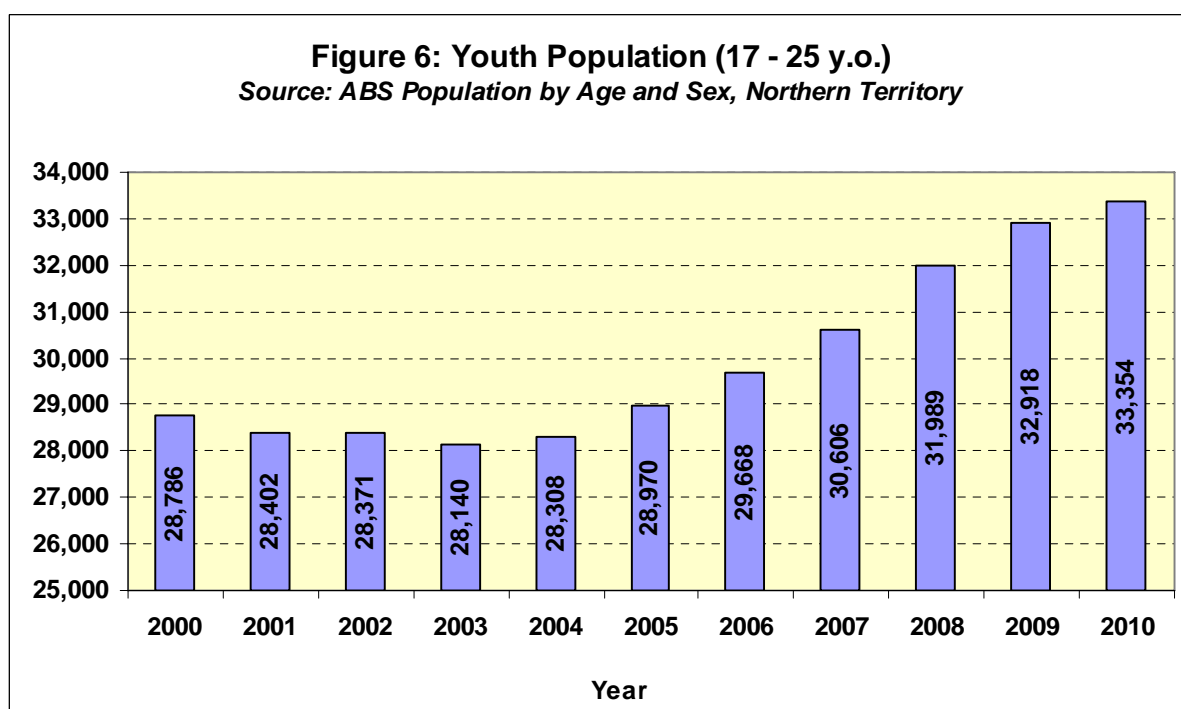
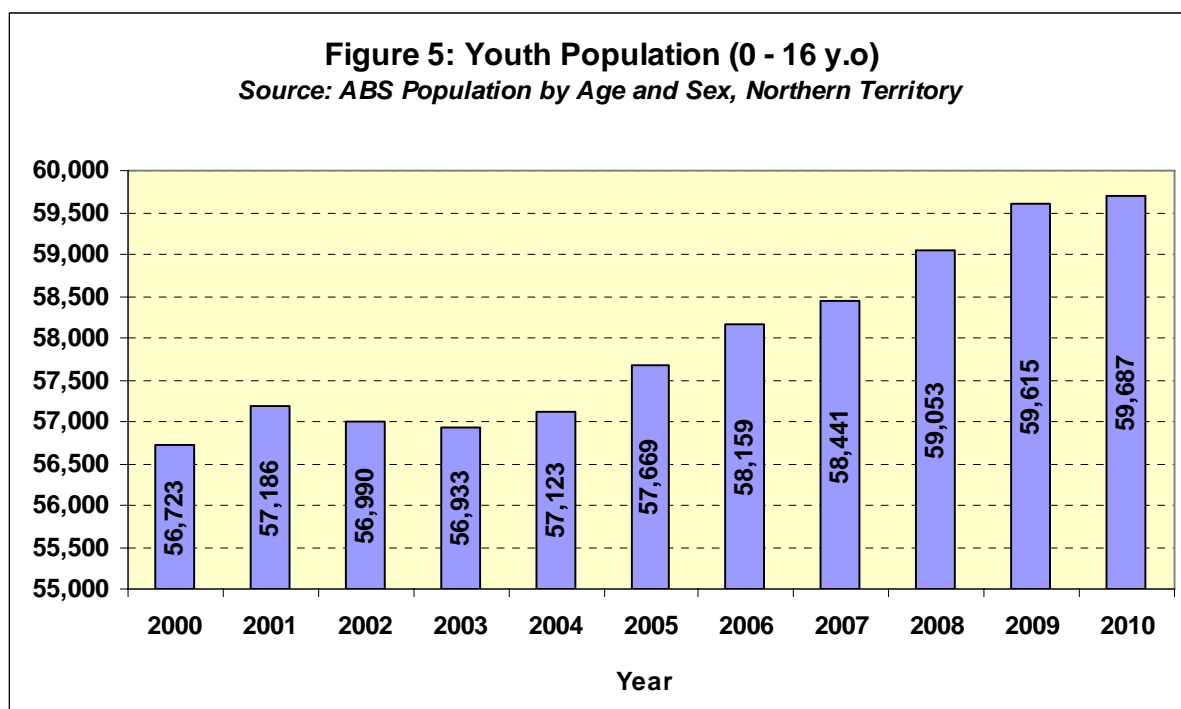
STATE OF THE CITY - Social



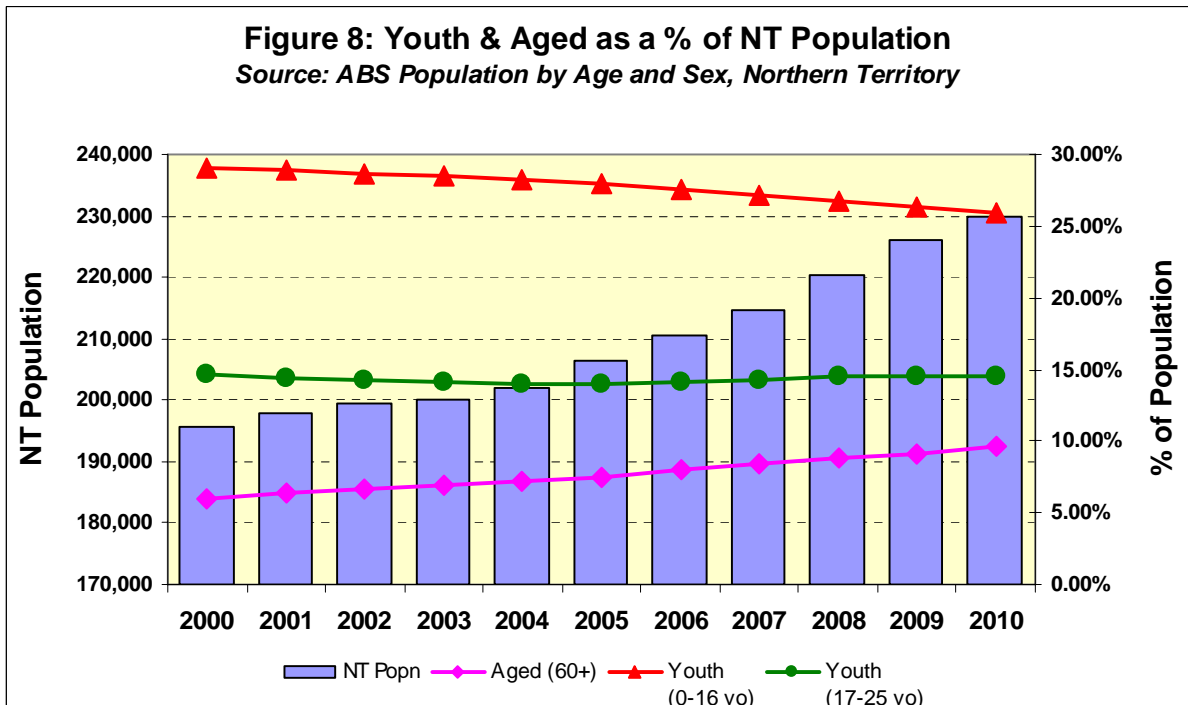
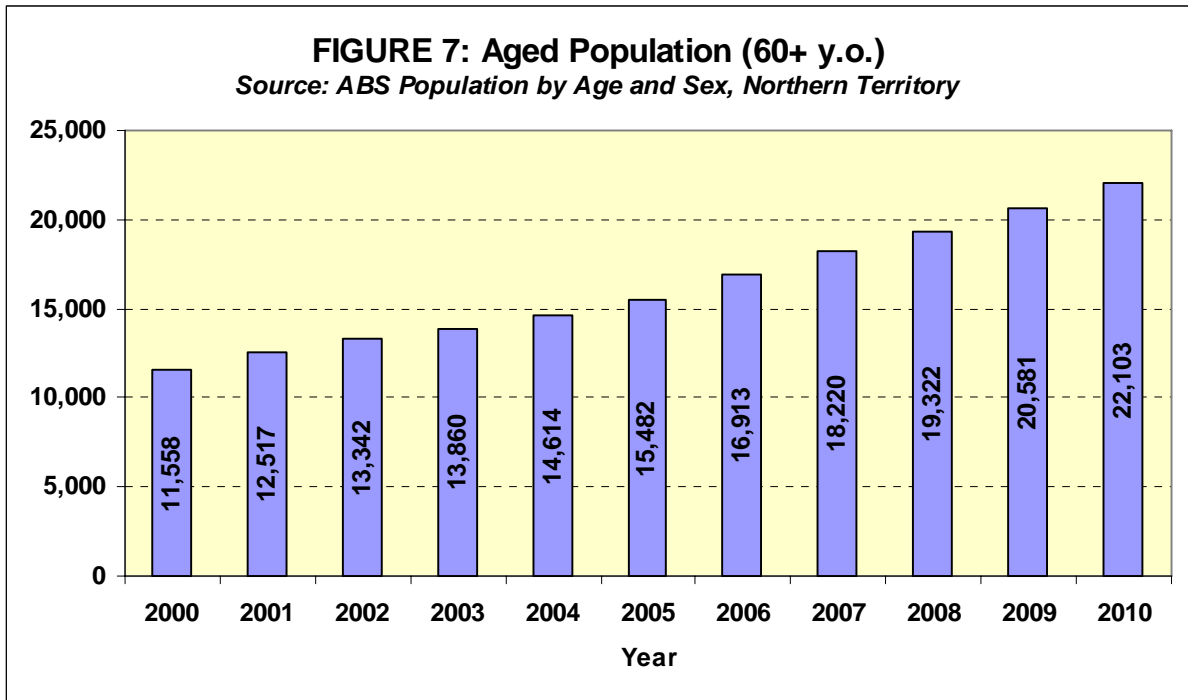
STATE OF THE CITY - Social



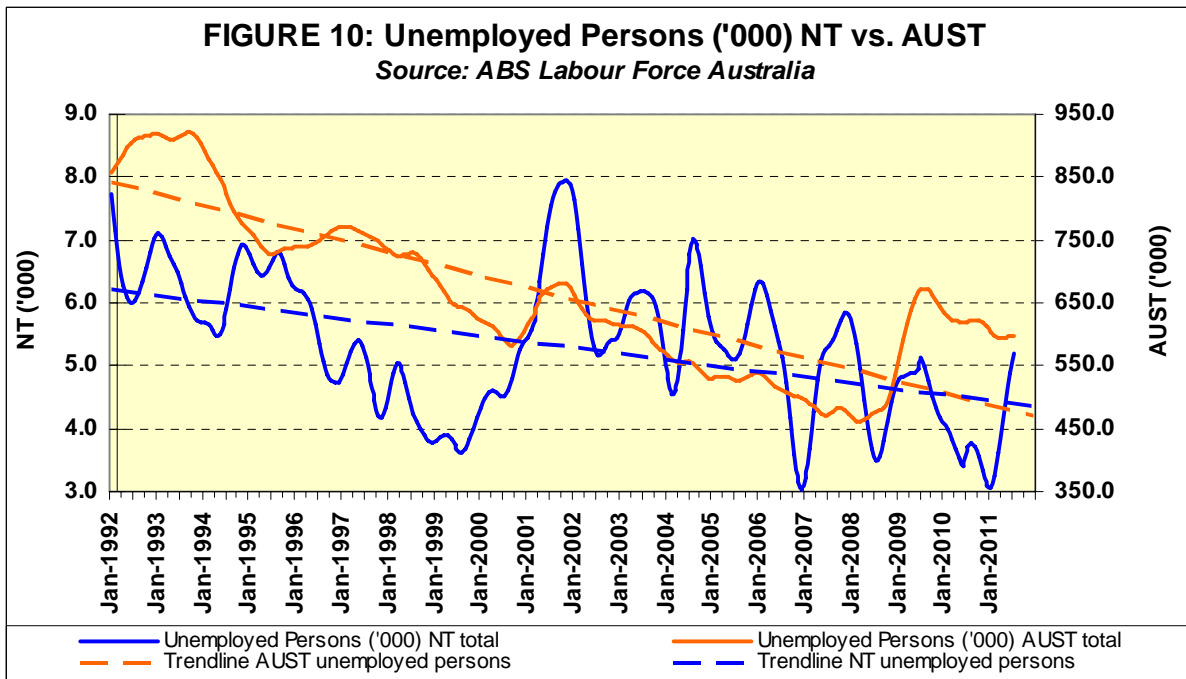
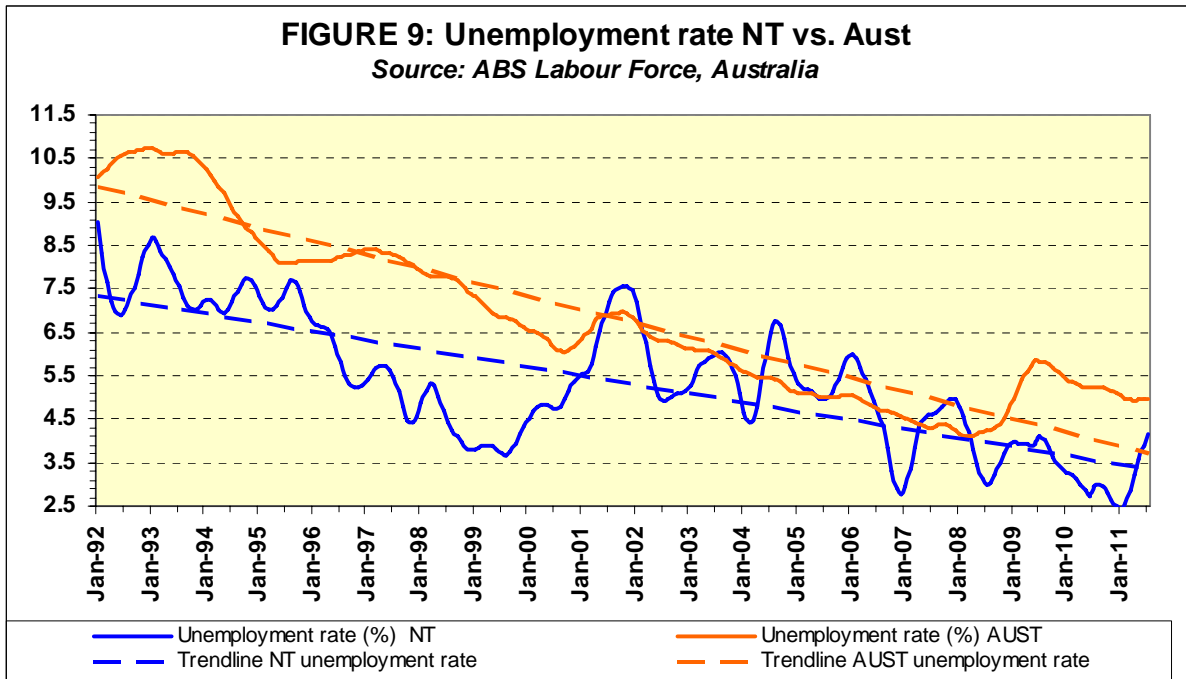
STATE OF THE CITY - Social



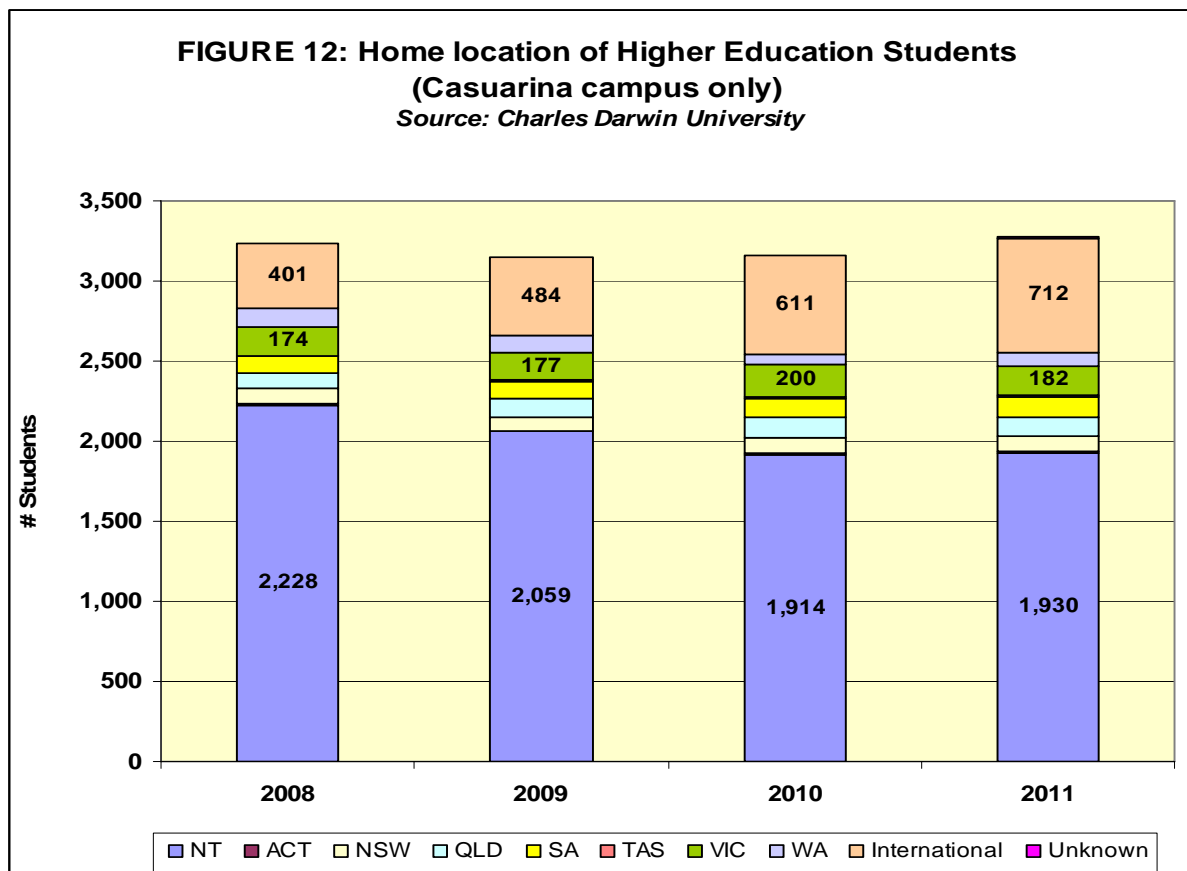
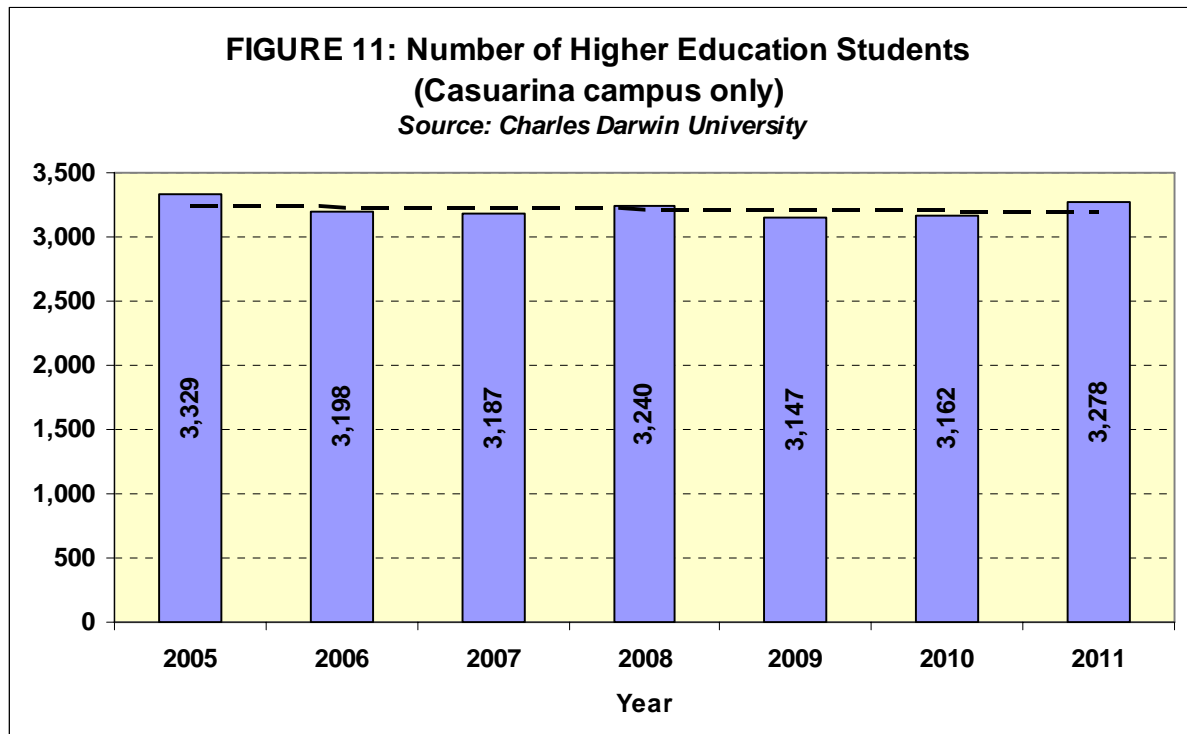
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STATE OF THE CITY - Social



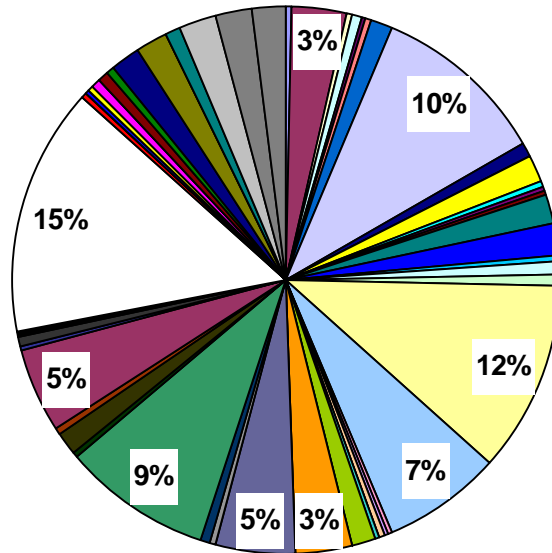
STATE OF THE CITY - Social



STATE OF THE CITY - Social

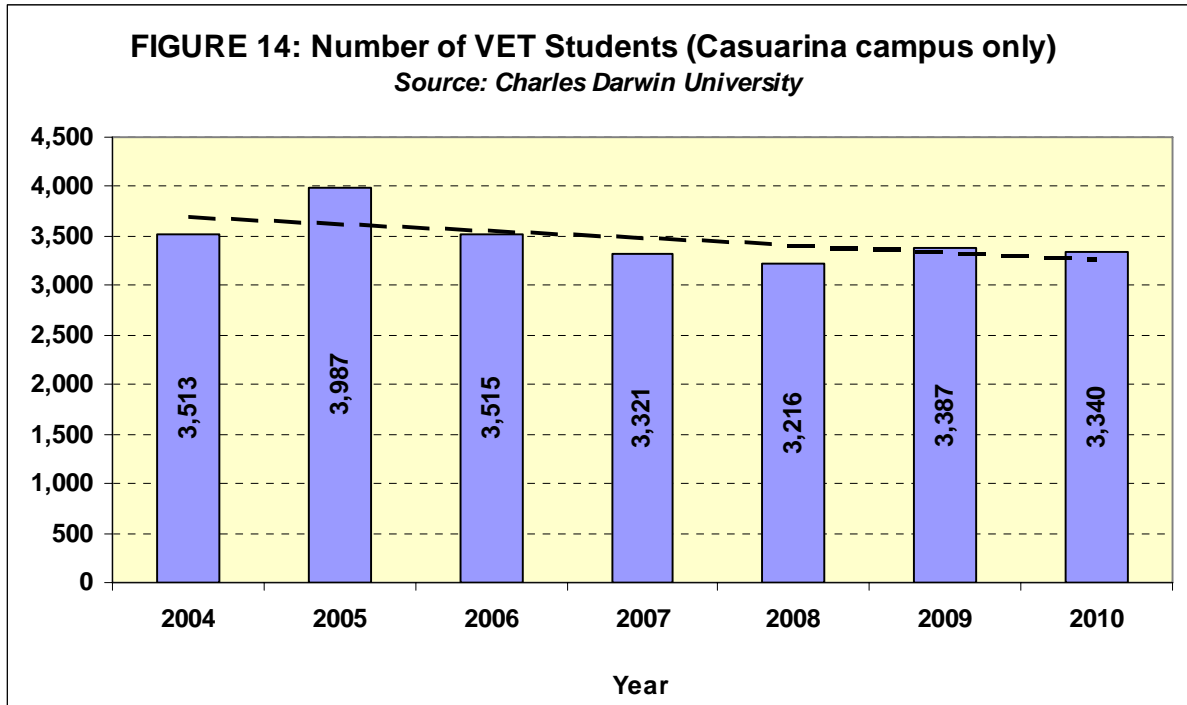
**FIGURE 13: Home location of International Students
(Casuarina Campus Only - 2011)**

Source: Charles Darwin University



- | | |
|---|---|
| <ul style="list-style-type: none"> ■ AUSTRIA ■ BOTSWANA ■ BURMA (MYANMAR) ■ CANADA ■ COLOMBIA ■ EAST TIMOR ■ FIJI ■ FRANCE ■ GHANA ■ HUNGARY ■ INDONESIA ■ IRELAND ■ JAPAN ■ KOREA, REPUBLIC OF (SOUTH) ■ LEBANON ■ MALAYSIA ■ MEXICO ■ NEW ZEALAND ■ NORWAY ■ PALAU ■ PERU ■ POLAND ■ SAMOA, AMERICAN ■ SOUTH AFRICA ■ SRILANKA ■ TAIWAN ■ UGANDA ■ UNITED STATES OF AMERICA ■ ZIMBABWE | <ul style="list-style-type: none"> ■ BANGLADESH ■ BRAZIL ■ CAMEROON ■ CHINA (EXCLUDES SARS AND TAIWAN) ■ CONGO, DEMOCRATIC REPUBLIC OF ■ ENGLAND ■ FINLAND ■ GERMANY ■ HONG KONG (SAR OF CHINA) ■ INDIA ■ IRAN ■ ITALY ■ KENYA ■ LAOS ■ LIBERIA ■ MAURITIUS ■ NEPAL ■ NIGERIA ■ PAKISTAN ■ PAPUA NEW GUINEA ■ PHILIPPINES ■ ROMANIA ■ SINGAPORE ■ SPAIN ■ SWEDEN ■ THAILAND ■ UNITED KINGDOM, CHANNEL ISLANDS AND ISLE OF MAN ■ VIETNAM |
|---|---|

STATE OF THE CITY - Social



STATE OF THE CITY - Economic

Overview of Economic Indicators

Figures 14 – 15 represents occupancy rates and takings for hotels, motels and serviced apartments (15 or more rooms) within the Darwin municipality. Seasonal fluctuations are expected for wet vs. dry season and this year seems to be tracking just a little better than previous years in both occupancy rates and takings from accommodation. Please note, the data is lagged therefore most recent data is as at March 2011.

Figure 16 shows that since the end of 2007, Territorians are progressively earning more than the Australian average. As at August 2007 Territorians were earning 0.36% more than the Australian average, the latest figures as at May 2011 show that Territorians are now earning an average of \$1,125.80 per week as compared to the Australian average of \$1,020.10, which is 10.36% higher. This figure is linked to a lower unemployment rate in the NT compared to the rest of Australia (as discussed in the previous section).

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”,

Figures 17 – 24 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 and units within the Darwin municipality has again declined. House sales have declined by 26.76% when compared to last financial year (the level of decline was exactly the same in both Inner Darwin and Northern Suburbs). Unit sales have declined by 30.11% when compared 2010/11 to 2009/10. The decline in units was slightly more prominent in Inner Darwin at 31.02% compared to a 28.13% decline in the Northern Suburbs.

The average cost of a house within Inner Darwin is at an all time high. For the 2010/11 financial year was \$806,250, compared with \$762,834 for 2009/10. The value of houses within the Northern Suburbs has declined slightly from last year; currently at \$558,750 as compared to \$561,663 in 2009/10. Conversely, the average value of units sold within Inner Darwin has decreased from \$528,154 in 2009/10 to \$498,250 in 2010/11 yet the price in the Northern Suburbs has increased from \$377,948 to \$387,832.

Both the house and unit vacancy rates have tighten up again. The current vacancy rate for houses was 2.3% as at June 2011 and 1.8% for units. The average weekly rental process for houses has also increased to \$672 for Inner Darwin and \$478 for Northern Suburbs. Although this is an increase from the previous few quarters, the prices have remained lower than the previous two financial years. Simile for the average weekly rental of units, the costs are below the average for 2009/10, yet slightly higher than 2008/09.

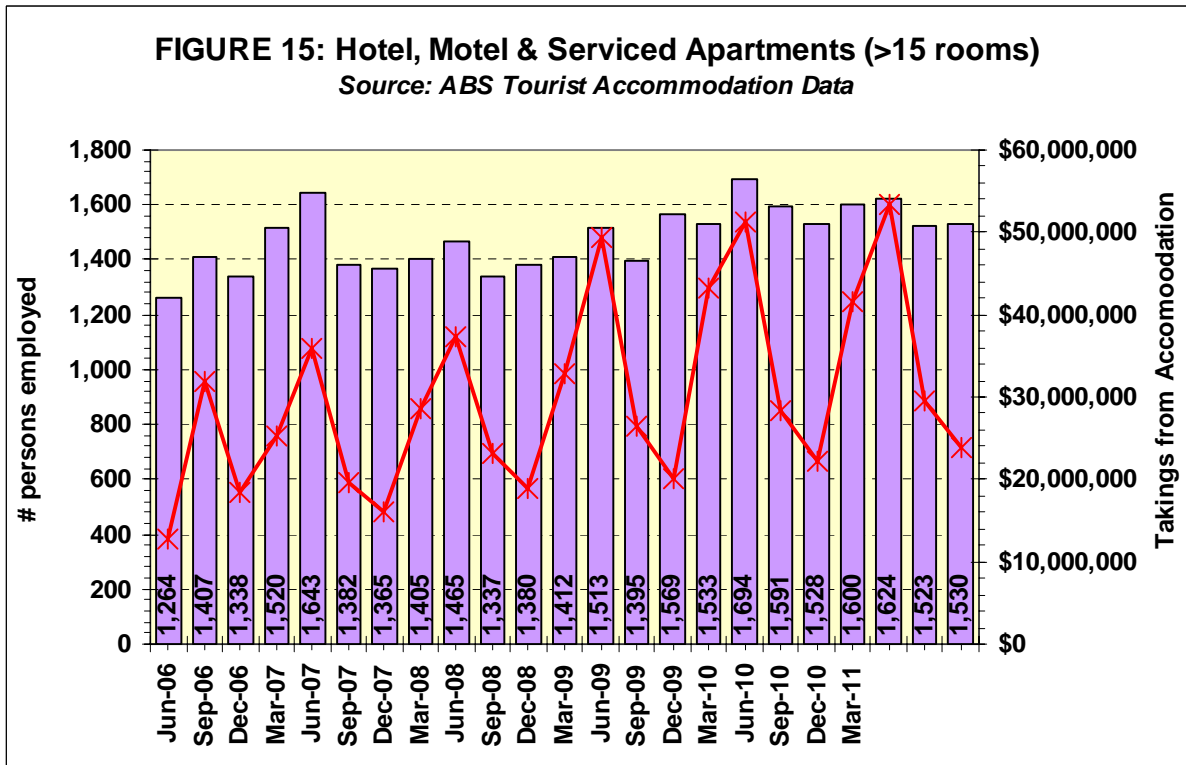
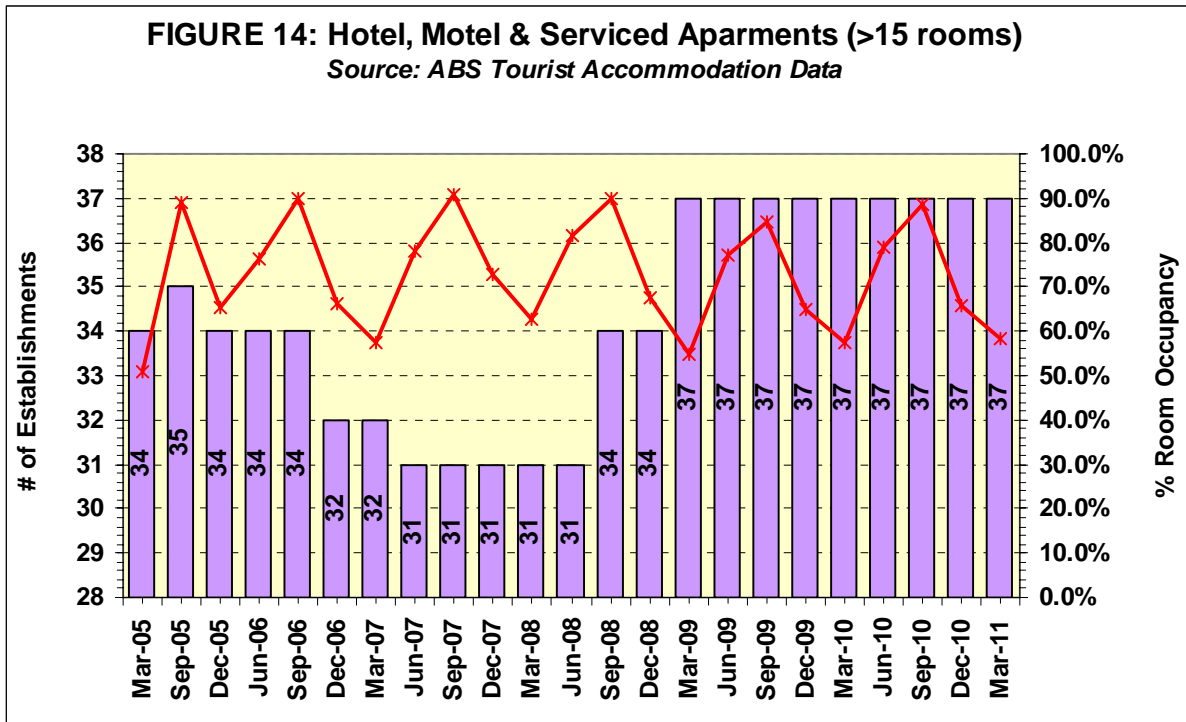
STATE OF THE CITY - Economic

The Property Council of NT released it's second Office Market Report for Darwin In February 2011. This has shown that the total amount of office space in Darwin has decreased by 10,872sqm.

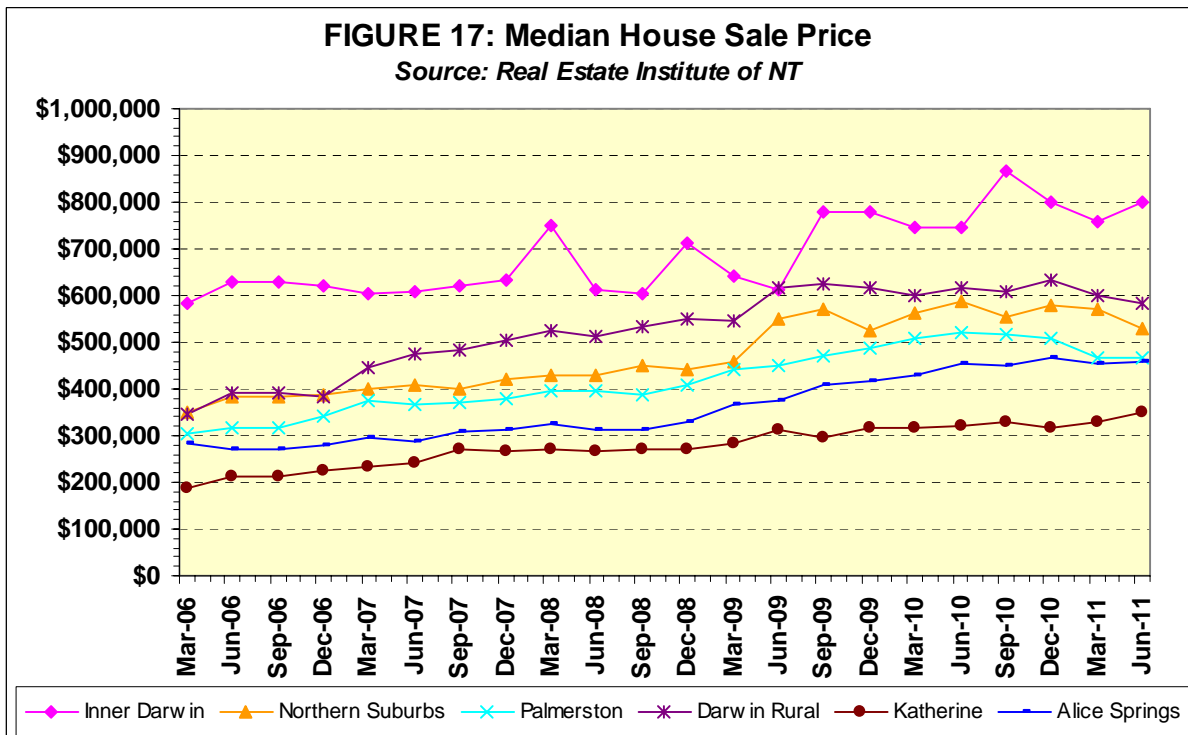
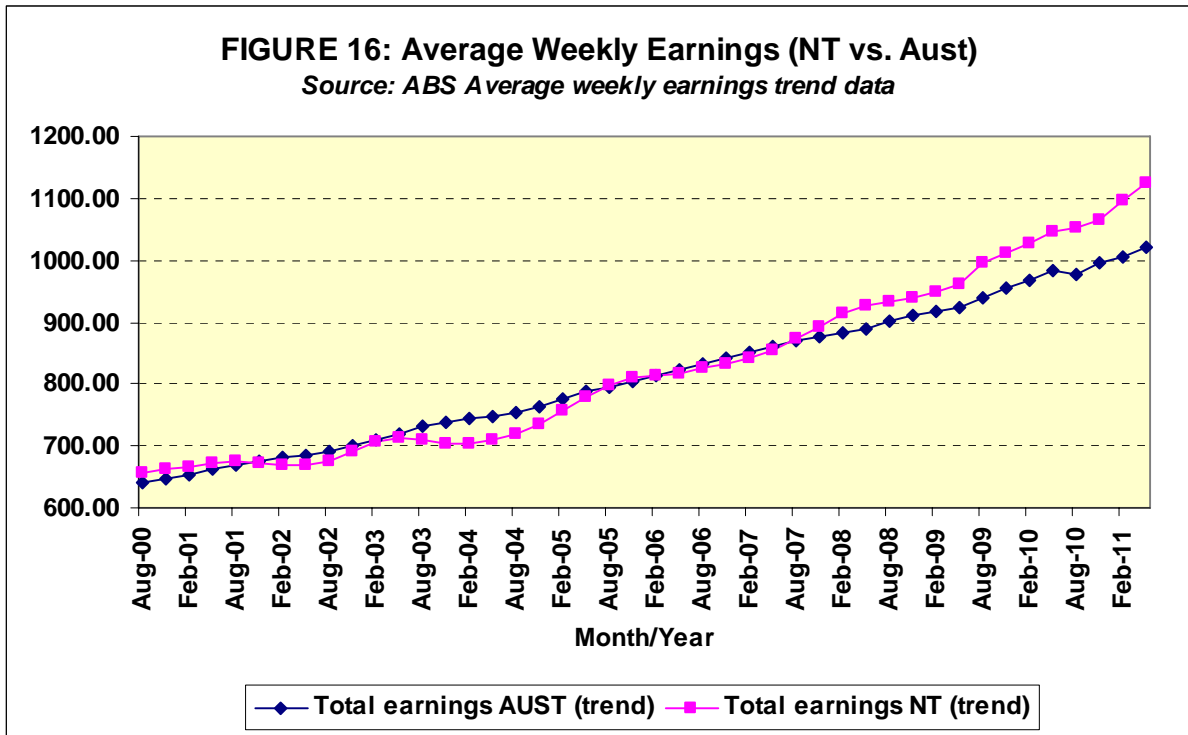
The majority of Darwin Office space is graded as "Premium / A Grade" at 49.74% (an increase of 2.48 percentage points). B grade has also increased from 30.82% to 32.44%, C and D grade stock has decreased.

The total vacancy rate of office space has decreased from 8.4% to 7.2%. Premium / A grade vacancies have decreased, C grade has decreased and the biggest decrease was in the D grade stock, falling from 62.6% to 14%. Only B grade stock vacancy rate has increased from 6.3% to 9.38%.

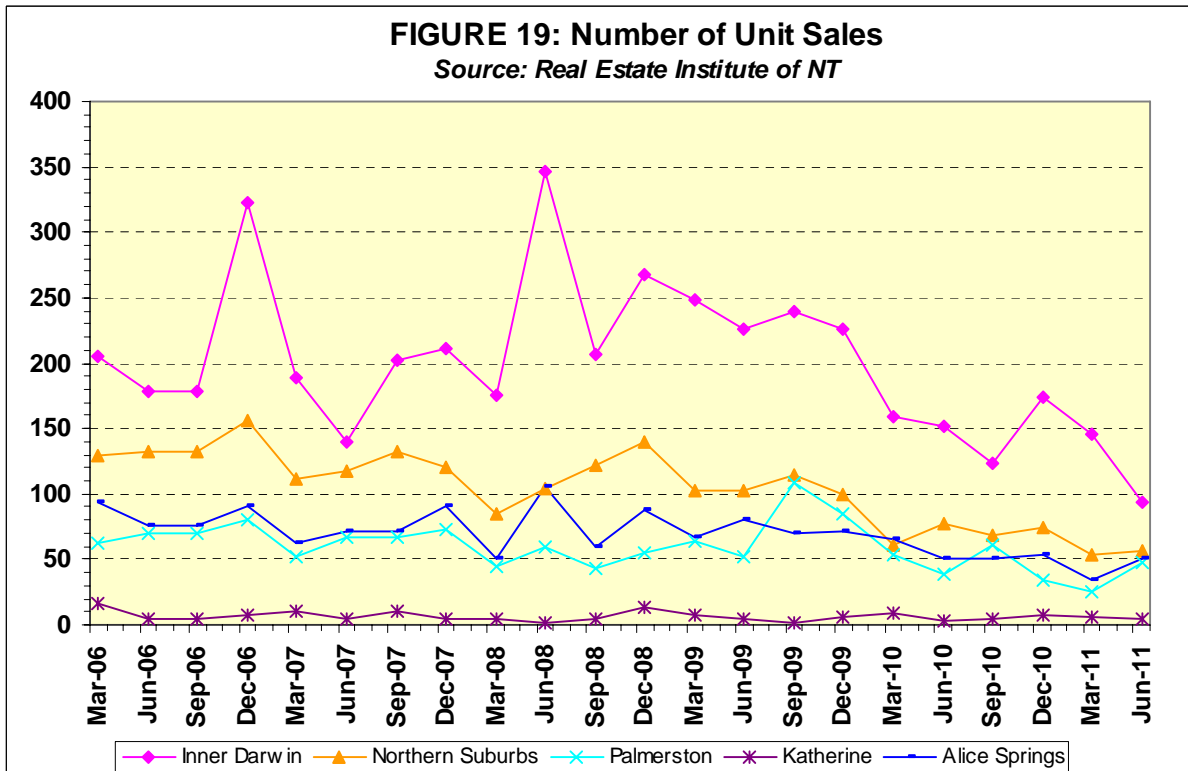
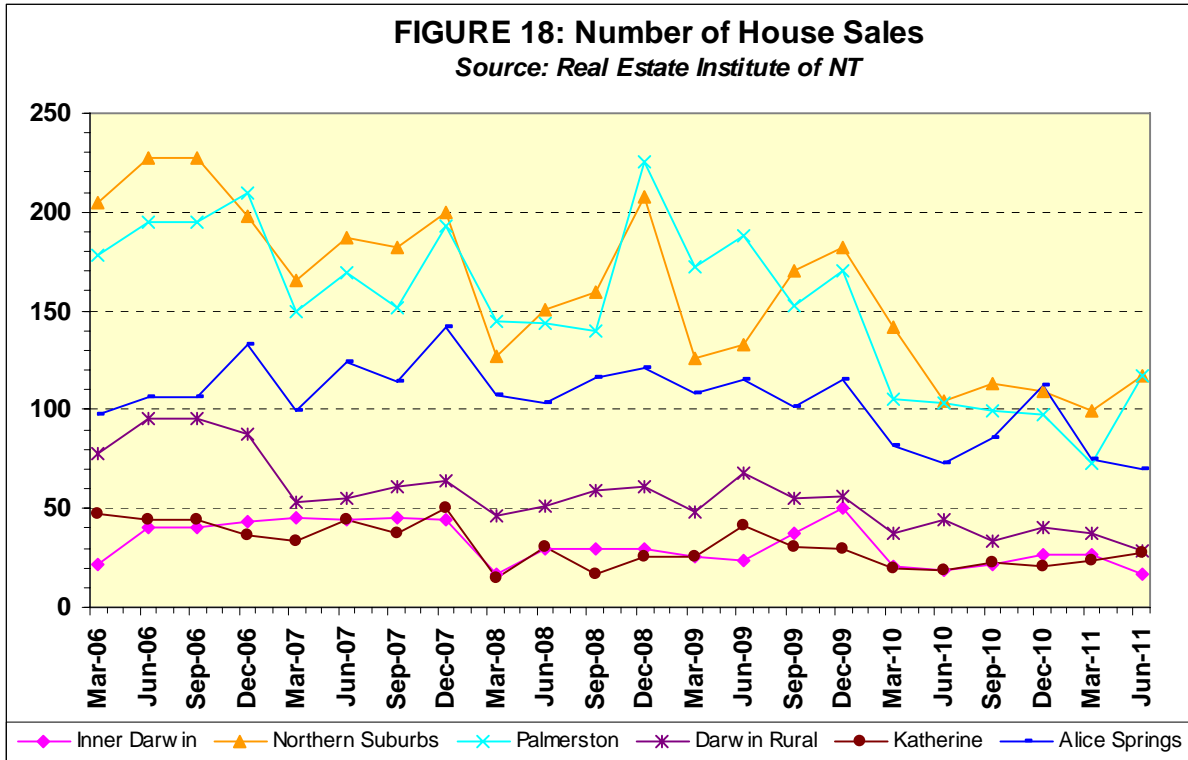
STATE OF THE CITY - Economic



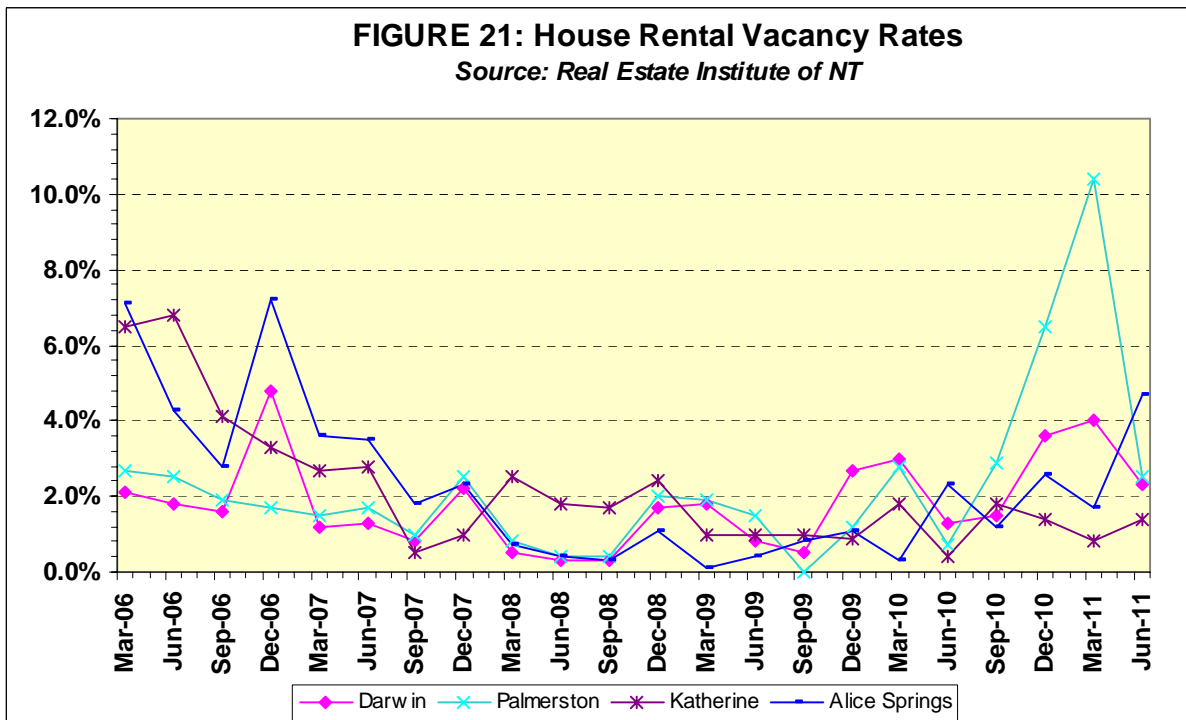
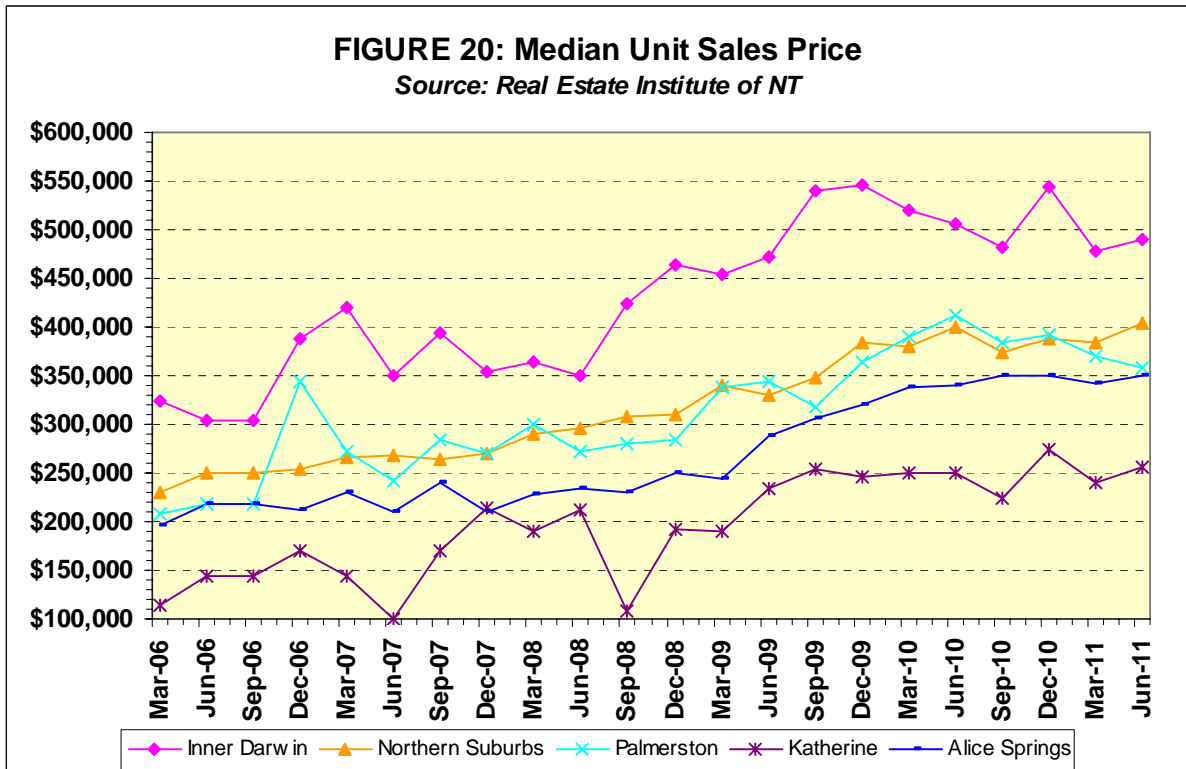
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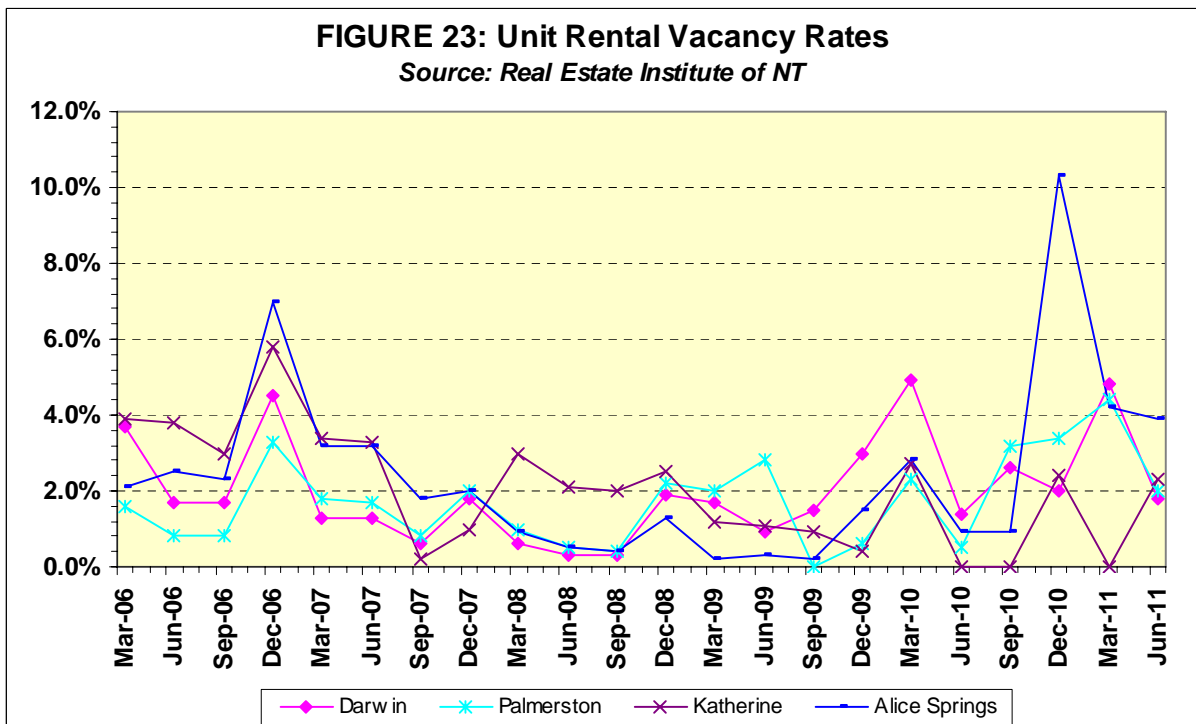
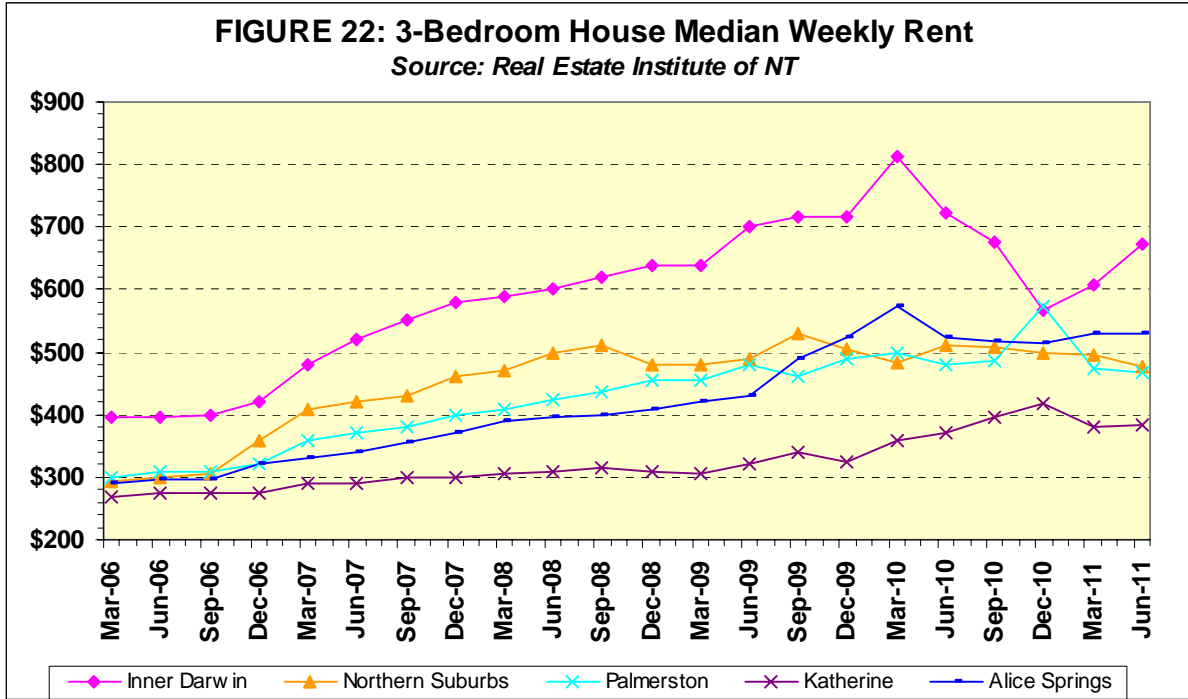
STATE OF THE CITY - Economic



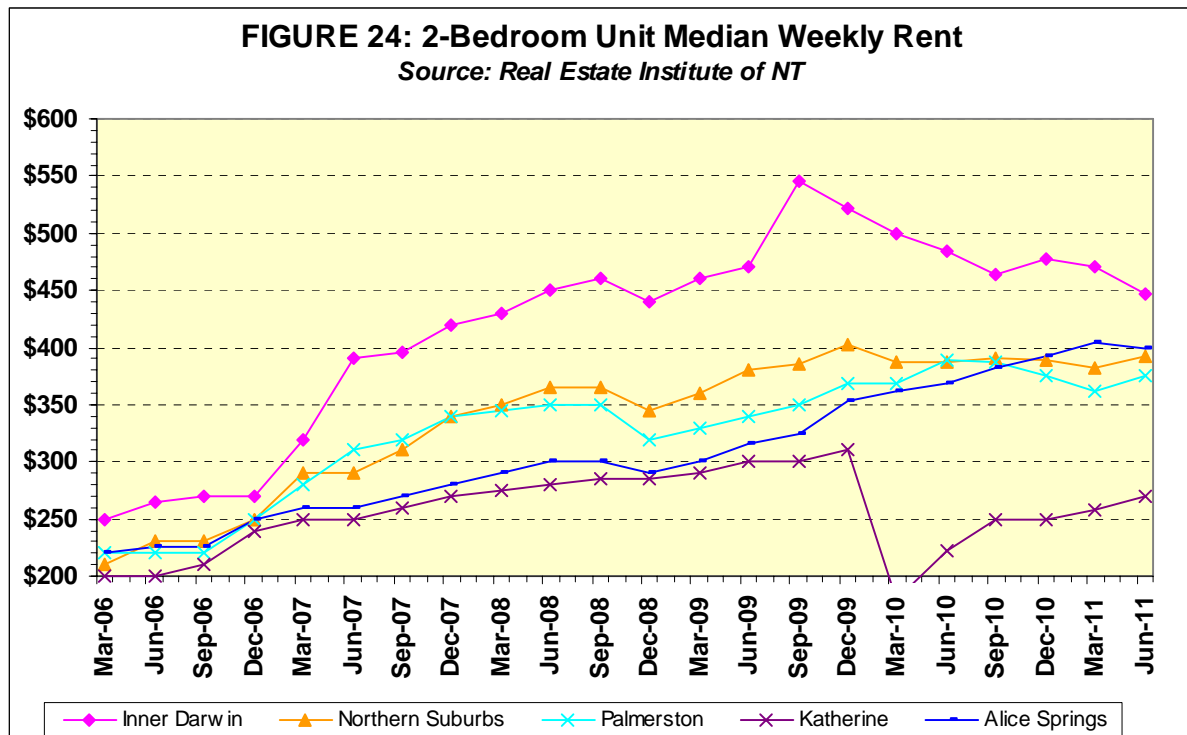
STATE OF THE CITY - Economic



STATE OF THE CITY - Economic



STATE OF THE CITY - Economic



STATE OF THE CITY - Environmental

Overview of Environmental Indicators

According to the latest ABS data (Energy in Focus: Energy Efficiency of Australian Homes, April 2010), solar energy was used by an average of 7% of Australian households for heating water in 2008, nearly double the use in 2005. However, the Northern Territory by far exceeds the Australian average and all other states and territories with 54% of Territorians using solar energy to heat water, up from 42% in 2005.

Also according to ABS statistics (Environmental Issues: Water use and conservation, March 2010), in percentage terms the Northern Territory ranks the highest in having dual flush toilet systems yet the lowest across Australia in having water-efficient shower heads. The Territory also ranks the lowest in using rainwater from rainwater tanks and in use of grey water (1.3% compared to Australian average of 9.1% and 5.6% compared to 15.9% respectively).

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

- In 2008-09, NT households consumed 39 GL of water, representing 25% of all water consumption in the territory. After households, agriculture was the second highest consuming sector, accounting for 35 GL (or 23% of all consumption).
- Household water consumption was 26% higher in 2008-09 than in 2004-05.
- Per capita household water use in 2008-09 was 173 kL.
- Total water consumption in the NT rose from 141 GL in 2004-05 to 154 GL in 2008-09, a 9% increase.
- At 10 June 2011, the reservoirs in the Darwin water collection area were over 97% full, holding approximately 277.3 GL. At the same time in 2010, these reservoirs were 96% full, holding 225.7 GL. Although the amount of water stored rose by 51.6 GL, or 23%, over the year, this increase may not be fully reflected in the 'percentage full' figure for 2011 owing to an increase in the holding capacity of Darwin's reservoirs during the same period.
- At 10 June 2011, the reservoirs servicing Darwin, Hobart and Canberra were all at, or near, 100% capacity while Perth had the lowest reservoir levels, at 17% full
- Energy consumption for the NT in 2009-10 totalled 106.9 petajoules, an increase of 3.5% from 2008-09.
- Most energy consumed in the NT in 2009-10 was used for Mining (25.4%), Transport (24.6%) and Manufacturing (21.3%),
- NT's energy consumption accounted for 1.8% of total Australian net energy consumption in 2009-10, the lowest of all states and territories, just below that of Tasmania.
- Carbon dioxide equivalent emissions for NT in 2009 totalled 17.3 million tonnes, an increase of 28.2% from 1999.
- Agriculture accounted for 55.2% of total emissions in 2009 followed by Energy production (43.4%), Industrial processes and Waste (each 0.7%).
- Of all states and territories, NT was the only one where most carbon dioxide equivalent emissions were produced as a result of activities associated with Agriculture rather than Energy production.

² 1367.0 - State and Territory Statistical Indicators, 2011

STATE OF THE CITY - Environmental

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

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

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

Table 2

| Form of transport | Daily | | | Most days | | | Several days a week | | | Once or twice a week | | | Between once a fortnight and once a month | | | Less than once a month | | | Never | | |
|-------------------|-------|------|------|-----------|------|------|---------------------|------|------|----------------------|------|------|---|------|------|------------------------|------|------|-------|------|------|
| | 2011 | 2010 | 2009 | 2011 | 2010 | 2009 | 2011 | 2010 | 2009 | 2011 | 2010 | 2009 | 2011 | 2010 | 2009 | 2011 | 2010 | 2009 | 2011 | 2010 | 2009 |
| Car | 73% | 74% | 73% | 13% | 9% | 10% | 6% | 7% | 6% | 4% | 4% | 5% | 1% | 0% | 1% | 0% | 0% | 1% | 3% | 5% | 4% |
| Public transport | 2% | 2% | 3% | 2% | 2% | 1% | 2% | 2% | 4% | 4% | 4% | 5% | 7% | 8% | 7% | 26% | 26% | 28% | 57% | 57% | 52% |
| Bicycle | 5% | 7% | 7% | 3% | 3% | 4% | 7% | 6% | 7% | 16% | 15% | 13% | 6% | 9% | 6% | 8% | 9% | 12% | 55% | 51% | 51% |
| Motor Bike | 1% | 2% | 3% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 0% | 2% | 1% | 3% | 94% | 94% | 91% |
| Walking | 43% | 43% | 41% | 14% | 9% | 16% | 13% | 14% | 13% | 16% | 16% | 13% | 3% | 5% | 4% | 2% | 4% | 6% | 7% | 7% | 8% |

Table 3

STATE OF THE CITY - Infrastructure

Overview of Infrastructure Indicators

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

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

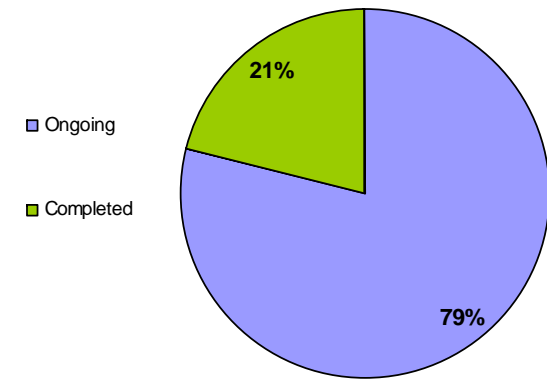
Table 4

³ - ⁴ This decrease is due to refinement in how Council calculates the data. All asset information has been recalculated to accurately record only Darwin City Council owned assets.

⁴ The method of calculating road maintenance has been refined, now includes all capital and operational costs associated with the maintenance. The 2008/09 and 2009/10 figures have been updated to reflect this change in calculation.

⁶ This figure and method of calculation is still being investigated in order to understand why it is higher than 2009/10.

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships








Goal 1: Progress against Corporate Plan actions

| Action | Progress | Status |
|--|--|--------|
| Outcome 1.1: Improve relations with all levels of Government | | |
| Strategy 1.1.1: Effectively engage with Territory and Australian Government officials, particularly in the Darwin region | | |
| Understand Council's role and the impacts of the Intervention | Council continues to maintain representation on a number of inter-agency committees concerned with safety and actions identified as being of Council control. An outcome achieved due to Council's participation in these forums is the reconsideration by the NTG of infrastructure to address wet season homelessness. | |
| Develop and maintain framework which ensures that Senior Officers and Elected Members effectively engage with NT and Australian Government | Regular monthly meetings of the Coordinating Committee of Officials Meetings (Darwin City Council, Dept of the Chief Minister and Dept Lands and Planning) have been progressing as per the schedule to support and progress projects of mutual interest between Council and the Northern Territory Government. Council is also a member of the Council of Capital City Lord Mayors which provides a conduit into the Australian Government. Council has been involved in developing submissions into the National Urban Policy, the Sustainable Population Strategy and the Productivity Commission Inquiry into the Economic Regulation of Airport Services. | |
| Strategy 1.1.2: Develop ways in which the Council can enhance relationships and develop opportunities with other Councils to build better cooperation and enhanced efficiencies in local government | | |
| Be an active member of the Local Government Association NT (LGANT) | This is an ongoing action. DCC continues to be an active member and have participated in all forums. The CEO and LGANT CEO now meet on a quarterly basis to discuss issues of mutual interest. | |
| Continue to participate in and actively support the Council of Capital City Lord Mayors (CCCLM) meetings | This is an ongoing action. The Lord Mayor and CEO ensure that DCC is represented at face to face meetings and participate in regular teleconferences. CEO's teleconferences are held every 6 weeks and all Capital City Lord Mayors are now teleconferencing every 6 weeks. The CEO also has regular telephone liaison with the CCCLM Executive Director regarding CCCLM / DCC issues. Darwin was the host city for CCCLM in 2010 during which time the strategic plan was established. In addition, input was provided to the Australian Government on urban policy in the form of the Towards a City Strategy document which was developed through CCCLM's Major Cities Working Group. | |

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 | The City Centre Revitalisation Project, which was funded by all 3 tiers of Government (+ a private developer) was completed in December 2010. Through the Capital City Committee the ongoing joint projects include: WWII Defence of Darwin Museum, the Green Heart of the City strategy, CBD Entry Statements, Regional Waste Management and planning for Darwin's growth |  |
| In partnership with the NT Police and the City of Palmerston implement the Graffiti Management Plan | Graffiti SLA continues with a total number of NTG assets now increased to Level 1 (11 properties), Level 2 (19 assets) and Level 3 (5 assets). Meeting held with NTG stakeholders in late July 2011. The Service Level Agreement continues to progress well with incremental increase of assets as contractual arrangements allow. |  |
| 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 DCC providing secretariat functions. Key highlights from this year include the development and signing of a Memorandum of Agreement between all TOPROC Councils and TOPROC's joint submission to the NTG regarding the Greater Darwin Land Use Plan Towards 2030 Consultation Paper. |  |
| Participate in the Public Transport Project Control Group with the NTG | DCC participated in project control group meetings as required. The consultancy was completed in 2009 with report recommendations presented to Council in early 2010. |  |
| Identify partnership opportunities with NTG, neighboring Councils, community groups and private developers when seeking grant funding | \$100k was received from the Dept of Local Government for review of possible amalgamation with the Belyuen Community Government Council and Wagait Council. Consultancy awarded to GHD Pty Ltd. Consultancy commenced 10 Feb 2011 and is soon due for completion. |  |
| Participate in LGANT Chief Executive Officers Forum | Ongoing action. Regular participation has occurred, including provision of venues at DCC. |  |
| Partner with NT Police to locate external funding to enhance Council's role in community safety. | There is no further engagement in this strategy at this time. Council staff participate in the Interagency Tasking & Coordination Group fortnightly and LGANT now represents DCC in the NTG Community Safety Working Group. Partnership development is ongoing and issue dependant. |  |
| Partner with NTG, CDU and other stakeholders to deliver the Darwin 200 program of events | Completed in 2009. |  |

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships

| Strategy 1.1.4: Play a strategic role in the planning and developmental processes that impact Darwin | | |
|---|---|---|
| Coordinate the approval of the design and construction of all private and/or government capital works, subdivisions and development works including approvals | Approvals of storm water, driveways and landscaping on individual lots and subdivision plans within Lyons are ongoing. Handover, maintenance and certificate of compliance inspections are completed timely as requested by developer. |  |
| Participate the Darwin's Urban Design Advisory Panel | DCC continues to participate in meetings as required. |  |
| Strategy 1.1.5: Influence Government and developers to develop sustainable projects which reflect Darwin's lifestyle | | |
| Undertake a leadership role in relation to Climate Change and the Environment | <p>DCC has ongoing discussions with the NTG's Climate Change and Policy Coordination Group and also participates in Senior Govt Officer level interagency meetings with NRETAS, Dept of Health and various sections within these agencies such as aquatic health.</p> <p>Other key initiatives include:-</p> <ul style="list-style-type: none"> • Australian Government Minister Garrett visit to East Point Mindil Projects - July 2010. • Darwin Harbour Cleanup - July 2010. • 2010/11 NT Government - EnvironmeNT Grants meeting - July 2010. • Visit Millner Primary School for "Sola Project Presentation" - July 2010. • Development of Darwin City Council Climate Change Policy. • Development and implementation of Darwin City Council Energy Audits. • Development and implementation of Darwin City Council Greenhouse Gas Inventory. • Development of the Draft Climate Change Action Plan 2011 - 2020. • Monthly 'Green Notes' to COTA for connection with senior members of the community • Tropical Garden Spectacular & Top End Sustainable Living Festival - June 2011.. |  |
| Darwin City Council to provide comments on new developments to the Northern Territory Government's Development Consent Authority (DCA) | Council has had early involvement with proposed Muirhead development. Raised issues such as buffer zones, vegetation retention, waste management appropriate housing design and orientation preparedness for impacts of Climate Change. Also responded to the draft guidelines for EIS for Inpex gas project in Darwin Harbour. |  |
| 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 | Council attended briefings in relation to the INPEX – Ichthys Gas Field Development Project and Council provided a very detailed response to the INPEX Draft Environmental Impact Statement. Council has also met with the NRETAS Aquatic Health Unit in relation to common issues of Darwin Harbour water health. |  |

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships



| | | |
|--|--|---|
| Participate in annual business forums to exchange information and raise awareness of Council issues and services | Council was previously a member of the Public Relations Institute of Australia which has now ceased. Council continues to be a member of the NT Property Council and also attends regular Dept of Business and Employment forums. |  |
| Strategy 1.2.2: Engage, communicate and work collaboratively with the community including schools | | |
| Assist sport/community groups to identify funding and write grant applications | Council continues to provide 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 to interested members of the community. |  |

Table 5

GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships

Goal 1: Strategic KPIs progress

| Outcome | | Indicator | Target | Actual Result | | | |
|---|---|---|--------|---------------------|----------------|----------------|--|
| Goal 1: Achieve Effective Partnerships and Engage in Collaborative Relationships | | | | | | | |
| | | | | 2010/11 | 2009/10 | 2008/09 | |
| Completion of all key projects / initiatives within specified timeframes | | >90% | 100% | 100% | 100% | | |
| 1.1 | Improve relations with all levels of Government | Number of new joint initiatives initiated | Trend | 21 | 23 | 20 | |
| | | Number of joint projects completed | Trend | 7 | 8 | 2 | |
| | | Number of development applications received | Trend | 390 | 390 | 520 | |
| | | Average percentage of DCC recommendations adopted by DCA | Trend | 87.50% ⁷ | N/A | N/A | |
| 1.2 | Effectively engage with community | Number of business development enquiries | Trend | 9 | 6 | 3 | |
| | | Number of new community wellbeing initiatives recommended to Council based on community needs | Trend | 281 ⁸ | 369 | 288 | |
| | | Number of Youth Advisory Group meetings held | Trend | 9 | 9 | 8 | |
| | | Youth Advisory Group meeting attendance | Trend | 124 | 92 | 113 | |
| | | Community agreement rating that Council consults with community sufficiently | > 3.3 | 3.2 | 3.4 | 3.4 | |

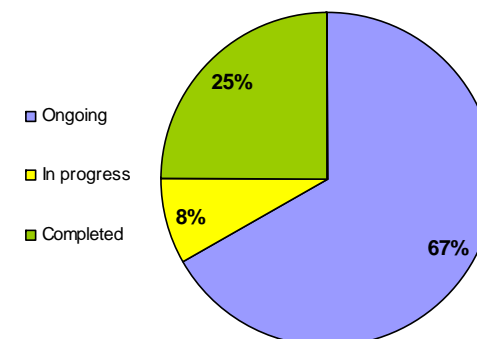
Table 6

⁷ Indicator has been changed this year to reflect DCC's effectiveness (i.e. % of recommendations adopted rather than a number).

⁸ The method of calculating this indicator has been further refined, therefore is not comparable to previous years.

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 | There were no further shopping centres programmed for works during 20010/11. | |
| Develop and implement the City Revitalisation Program | This project was successfully completed with the launch of the revitalized CBD held on 8 December 2011, attended by all 3 tiers of government. | |
| Finalise the overarching Recreation Strategic Plan | 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 | The Dept of Lands & Planning in collaboration with DCC and Litchfield Council completed the review of cycle paths in the Greater Darwin area in August 2010. The review made recommendations regarding a scope of works and DCC committed to continuing its program of upgrades to cycle paths in consideration of the recommendations in the review report. | |
| Oversee the maintenance and construction in relation to cyclepaths, ovals, sporting court and swimming pools | Maintenance programs for each of these areas are currently on schedule and on budget. The construction of new assets or the reconstruction of existing assets are completed in accordance with the Capital Works program. | |
| Strategy 2.1.2: Develop and maintain a vibrant and active Central Business Area | | |
| No current actions as yet | | |
| 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 | Ongoing discussion are occurring with Dept of Lands and Planning through both the Capital City Committee and at Senior Officer level. DLP provided grant funding as part of the City Centre Revitalisation project for works in both Knuckey Street and along Smith St. All works are complete. NTG are undertaking further works around Rapid Creek as part of the Ribbons of Green project, Council is part of the Project Control Group for these works. NTG is also continuing with works to the CBD Entry Statements. Council's Public Art's Officer has been consulted in regards to these works and the NTG will work with DCC for input into the design. | |

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

| | | |
|--|---|--|
| Strategy 2.1.4: Provide a clean and liveable municipality | | |
| Deliver animal education programs | DCC's Animal Education Officer has been to three libraries and ran education programs for staff and attendees to the libraries. Registration of companion animals has increased and there has been an increase in the number of resolved barking complaints. | |
| Review and maintain Street Cleaning and Litter Services | Constant review of current operations. Good feedback received through urban areas and in particular CBD. | |
| 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 | DCC continues to maintain representation on a number of inter-agency committees concerned with safety and actions items identified as being of Council control. | |
| Support the delivery of the Alcohol Management Plan | Casuarina Business Precinct CPTED group (cross sector stakeholders) met in March to discuss safety concerns for the new year. Darwin City Council in conjunction with the City of Palmerston worked closely with the NTG in regards to the adoption of the Alcohol Management Plan. | |
| Outcome 2.2: Increase recreational leisure and heritage experiences | | |
| Strategy 2.2.1: Enhance library facilities | | |
| Actively participate in the Library Review Committee | Council's Community & Cultural Services participation in the Library Review Committee has been on-going throughout the year. | |
| Strategy 2.2.2: Promote Darwin as a host city for sport and other recreational events | | |
| Develop new events, attract events and enhance existing events in Darwin | Council continues to explore possibilities to enhance current suite of events and the current focus is on developing a program of activities for the 70th Anniversary of the Bombing of Darwin. | |
| Provide support for the Arafura Games | DCC again supported the Arafura Games through both financial sponsorship and through works provided by Council. | |
| Provide support for community groups and organisations through the provision of leisure/event equipment and venues | The Fun and Games program is now fully operational and includes a range of large equipment and leisure pieces to be loaned free of charge to community organisations and groups. The equipment includes large chess sets, large Connect 4's, Belly Bumpers and large inflatable soccer balls etc. Organisations have commenced loaning the equipment which is proving very popular and supports the not for profit sector in the delivery of community events and activities. In addition, PA equipment, referred to as 'Gig Gear' is now available for loan to community groups, young bands, not-for-profit organisations and open community events. The facilities at Malak, Nightcliff and Lyons Community Centres are available at low cost to community groups and continue to be in high demand. | |

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

| Strategy 2.2.3: Manage and improve the pathway and cycleway network and encourage safe cycling and walking | | |
|---|--|---|
| Construct and maintain cyclepaths in accordance with the Cyclepath Strategy | Construction of Rapid Creek cyclepath between Water Gardens and Sprigg Street is complete. Work on the cycle routes treated under the Connecting Darwin-Building Better Cycle Linkages project has been completed, except for the Stage 2 of the East Point shared path extension to lake Alexander, is also completed. Further cycleways may emanate from the recommendations of the Cycleway Strategy undertaken by the NTG (co-funded by DCC). |  |
| Review and improve the Cyclepath Strategy | The review of the Cyclepath Strategy was completed and presented to Council in August 2010. |  |
| Strategy 2.2.4: Progress aquatic facility planning and delivery | | |
| Finalise the Aquatics Facilities Masterplan | The Casuarina Feasibility report and Parap Master Plan drafts have been completed and were presented to Council in late 2010. The Parap Leisure and Sports Precinct Masterplan has been completed. Work is now underway to develop a communications plan for the public release of the Parap Leisure and Sports Centre Masterplan and Council is now seeking grant funding to progress Stage 1 of this project. |  |
| Outcome 2.3: Promote family friendly and healthy activities | | |
| Strategy 2.3.1: Promote and host family orientated activities | | |
| Oversee and represent Council's interests in the Darwin Entertainment Centre | Council commissioned a strategic and operational review of DEC in conjunction with Arts NT and the DEC Board, this review is currently underway. DCC continues to undertake repairs and maintenance as required. |  |
| Work with the youth community to host low cost and accessible youth events | DCC successfully hosted the Big Gig at the Casuarina Pool site as part of the 2011 National Youth Week. Council also 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 2010 Darwin Festival. |  |
| Strategy 2.3.2: Pursue the development of a purpose designed youth space and positive youth activities | | |
| Coordinate the National Youth Week event | Planning for National Youth Week 2011 commenced in October 2010. A Steering Group was formed with Darwin City Council Libraries, Corrugated Iron Youth Arts and Music NT Youth Services, YAG, GRIND, Corrugated Iron Youth Arts, Music NT, MyNT, headspace, Neighbourhood Watch NT and Council Libraries who worked together to present the BIG GIG 2011. Grant funding received from Office of Youth Affairs to help facilitate this. DCC's Casuarina Library also received grant funding from Office of Youth Affairs to host the Casuarina Courtyard Bazaar as part of National Youth Week. |  |

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





| | | |
|--|---|---|
| Develop and implement the Youth Space Masterplan | The Youth Energy Precinct (YEP) Feasibility Study, undertaken by the Strategic Leisure Group and independently analysed by Deloitte, has completed its preliminary consultation phase and has identified a range of services and locations for the YEP. Further work is continuing. |  |
| Strategy 2.3.3: Provide facilities and programs which encourage healthy lifestyle choices | | |
| Deliver community health and well being programs (ie Activate NT, Heart Foundation Walking, Making Tracks, Pedometers) | Activate NT 2010 very successful with 280 participants. Activate NT 2011 is currently underway with a record number of participants. |  |
| Deliver Sporting Areas Services | Sporting areas services include ongoing programs for mowing turf, irrigation maintenance, fertiliser application, infrastructure and furniture maintenance and renovation of turf surfaces. These programs are continuing on schedule and on budget. |  |
| Deliver Recreation & Leisure Services | Ongoing, FREEPS, swimming pools, courts, oval allocations, playgrounds. |  |

Table 7

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

Goal 2: Strategic KPIs progress

| Outcome | | Indicator | Target | Actual Result | | | |
|--|---|--|--------|------------------|---------|---------|--|
| Goal 2: Enhance Darwin's Active, Positive and Flexible Lifestyle | | | | | | | |
| | | | | 2010/11 | 2009/10 | 2008/09 | |
| Completion of all key projects / initiatives within specified timeframes | | | >90% | 99.30% | 99.96% | 97% | |
| 2.1 | Improve urban enhancement around Darwin | Community satisfaction rating with the standard of maintenance of playgrounds | > 3.8 | 3.7 ⁹ | 3.8 | 3.8 | |
| | | Community rating against generally feel safe in their local suburb | > 70% | 76% | 74% | 72% | |
| | | Community satisfaction rating with the standard of litter collection from public areas | > 3.5 | 3.5 | 3.4 | 3.5 | |
| | | Number of incidents resulting in an injury | Trend | 35 | 38 | 13 | |
| | | Community satisfaction rating with the standard of street lighting | > 3.8 | 3.6 | 3.6 | 3.6 | |
| | | Community satisfaction rating with the standard of footpaths/ cyclepaths | > 3.8 | 3.5 | 3.6 | 3.4 | |
| 2.2 | Increase recreational, leisure and heritage experiences | Community satisfaction rating with Library services | > 3.8 | 4.2 | 4.2 | 4.1 | |
| | | Library membership as a % of the population | Trend | 42.50 | 47.40 | 43.99 | |
| | | Total number of library visits | Trend | 420,249 | 465,135 | 509,442 | |
| | | Total swimming pool attendance | Trend | 174,112 | 163,973 | 183,350 | |
| | | Community satisfaction rating with the standard of recreation facilities such as tennis courts | > 3.8 | 4.0 | 3.9 | 3.9 | |

⁹ Maintenance of parks and playgrounds was separated into 2 questions in this years Community Satisfaction Survey.

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

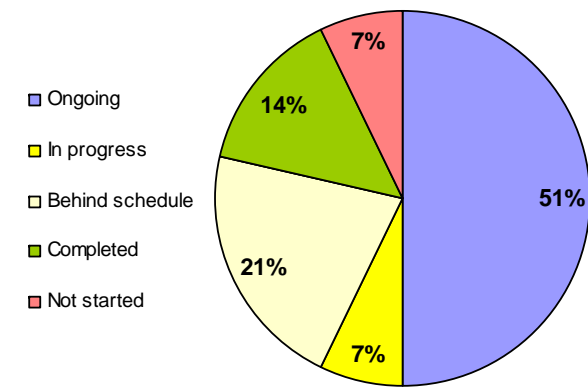
| Outcome | | Indicator | Target | Actual Result | | | |
|--|--|---|--------|-------------------|---------|---------|--|
| Goal 2: Enhance Darwin's Active, Positive and Flexible Lifestyle | | | | | | | |
| | | | | 2010/11 | 2009/10 | 2008/09 | |
| 2.3 | Promote family friendly and healthy activities | Total Fun Bus attendance numbers | Trend | 13,690 | 15,146 | 9,812 | |
| | | Total Fun In The Parks attendance numbers | Trend | 4,228 | 2,265 | 3,115 | |
| | | Average number of bookings for sporting areas | Trend | 912 ¹⁰ | 3,384 | 2,561 | |
| | | Total participation in ActivateNT | Trend | 465 | 280 | 200 | |

Table 8

¹⁰ 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



| 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) | This item is due to commence in the 2011/12 financial year. | |
| 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 | A preliminary overview of a car parking contribution plan for Casuarina has been undertaken and other areas outside the CBD will be researched following the completion of the CBD parking study. | |
| Review the CBD parking policy, strategy and financial model | Council has reviewed the parking contribution value for the CBD and also reviewed the terms of reference and make up of the Advisory Committee. | |
| Deliver a planning and design framework in relation to the Cavenagh Street car parking | Council developed a brief for the development framework for Lot 5803 and called tenders which closed in December 2010. Consultancy to commence in August 2011 with expected completion date of December 2011. | |
| Influence the delivery of passenger and commercial transport | Council continues to fund the secure taxi rank in the CBD in conjunction with the Australian Hotels Association. | |
| Strategy 3.2.2: Manage and improve the road network and infrastructure to a standard that meets the needs of the community | | |
| Deliver and implement municipal street lighting upgrade program | Upgrade of street lighting undertaken in accordance with approved budget. | |
| Develop and implement Council's ongoing Local Area Traffic Management Plan | 2010/2011 roads program completed. Advice received from the Northern Territory Government's, Roads Network Division confirming funding and specific projects for the 2011/20112 Local Area Traffic Management (LATM) program. | |
| Implement the Roads to Recovery program | The Australian Government have approved the change in scope – now Cavenagh St between Daly and Searcy Streets. Project can still be completed within funding timeframe. | |

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






| 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 | The roll out and installation of 280 Parkeon Strata Rapids parking machines has been completed all of which have been working effectively for the past 9 months with no signification issues and little or no complaints. |  |
| Outcome 3.3: Increase and promote use of technology | | |
| Strategy 3.3.1: Develop and promote Council's IT capability for informing the community and seeking feedback | | |
| Expand Council's connectivity IT capability (e.g. website and intranet, mobile devices etc) | Installed wireless connection in Council Chambers and commenced improvement of network core. |  |
| Implement IT's Five Year Strategic Plan | The IT Strategic Plan has been developed and is currently being implemented. |  |
| Investigate the functionality and process for obtaining Council papers, reports and agendas electronically | As at the 2nd Ordinary Council Meeting held on 28 September 2010. Decision No. 20\3258 All Council business papers are now placed on a secure Elected Members intranet site. All business papers are also available on Council's website for the community. |  |
| 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) | Council has implemented WIFI in The Mall. |  |

Table 9

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

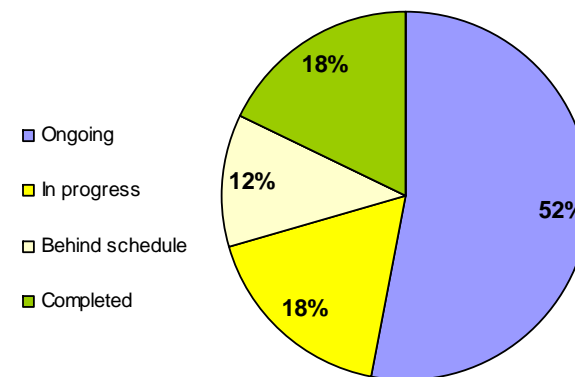
Goal 3: Strategic KPIs progress

| Outcome | | Indicator | Target | Actual Result | | | |
|---|--|---|--------|----------------|----------------|----------------|--|
| Goal 3: Assist Individuals and the Community Stay Connected with the Darwin Region | | | | | | | |
| | | | | 2010/11 | 2009/10 | 2008/09 | |
| Completion of all key projects / initiatives within specified timeframes | | | >90% | 88.42% | 94.7% | 97% | |
| 3.1 | Promote the use of public spaces | Community satisfaction rating with the standard of public toilet maintenance | > 3.0 | 3.1 | 3.2 | 3.1 | |
| | | Community satisfaction rating with the standard of maintenance of larger public parks, foreshores and beaches | > 3.9 | 3.8 | 3.8 | 3.8 | |
| 3.2 | Enhance transport systems | Community satisfaction rating with the standard of car parking in the CBD | > 3.0 | 2.8 | 2.9 | 3.0 | |
| | | Community satisfaction rating with the standard of car parking in suburban areas | > 3.7 | 3.5 | 3.6 | 3.6 | |
| | | Community satisfaction rating with the standard of road maintenance | > 3.7 | 3.5 | 3.6 | 3.5 | |
| | | Percentage of road length resealed to total sealed roads | Trend | 3% | 2% | 3% | |
| | | % utilization of public transport | Trend | 17% | 18% | 20% | |
| 3.3 | Increase and promote use of technology | Total number of on-line payments via e-services | Trend | 11,215 | 13,401 | 8,907 | |
| | | % of community surveyed who have accessed Council's website in the past 12 month | > 20% | 34% | 30% | 32% | |
| | | % of community surveyed who made contact with Council via the internet or email | > 6% | 14% | 11% | 5% | |
| | | Availability of agendas and minutes on Council's internet | > 99% | 100% | 100% | 100% | |
| | | System uptime | > 99% | 99.79% | 99.60% | 99.62% | |

Table 10








GOAL 4: Create and Maintain Environmentally Sustainable City

Goal 4: Corporate Plan Action progress



| Action | Progress | Status |
|---|---|--------|
| Outcome 4.1: Be a leader with climate change policies | | |
| Strategy 4.1.1: Develop and implement a climate change policy and strategies for the reduction of carbon emissions | | |
| Investigate the impact on Council of the introduction of Carbon Pollution Reduction Scheme (CPRS) | 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 | A number of recommendations have been implemented. An audit of the remaining recommendations is currently being reviewed and agreed recommendations will be scheduled for programmed implementation. | |
| Actively pursue environmentally friendly options for fleet operations | Six utilities on LPG have been tested, results found difficulty in LPG supplies and the vehicles are not viable due to the extra costs not being recoverable. Currently reviewing legislation on modifications to light vehicles. Many of the councils utilities are now using diesel resulting in better consumption and lower emissions. Council now has five hybrid sedans in the fleet with one more on order. Meetings have taken place with Hino Australia regarding new hybrid trucks being released in 2011/12. | |
| Develop a climate change policy and strategy | The Climate Change Policy was developed and adopted by Council in September 2010. The 2011-2020 Climate Change Action Plan has been developed and was presented to the Environment and Infrastructure Committee and is scheduled to be presented to Council in October 2011. | |
| Strategy 4.1.2: Develop and implement a coastal erosion management plan | | |
| Develop & implement a Coastal Management Plan | A coastal erosion proposal currently being developed. | |
| Outcome 4.2: Improve water conservation | | |
| Strategy 4.2.1: Develop and implement a water efficiency plan | | |
| Develop and implement a Water Sustainability Plan | The development and implementation of a Water Efficiency Plan has been indentified in the Draft 2011-2020 Climate Change Action Plan and a brief is currently being developed for funding considerations. | |

GOAL 4: Create and Maintain Environmentally Sustainable City

| Strategy 4.2.2: Manage and improve Council's storm water management system | | |
|--|---|---|
| Develop and implement an ongoing stormwater management plan for the municipality | Areas within the municipality identified as having existing stormwater problems will be assessed to determine what new infrastructure is required to improve stormwater flows and help eliminate flooding. Works identified have been included in the 2011/12 capital works program. |  |
| Develop a policy for the transfer of NTG stormwater drains to DCC | No formal, policy developed to date, however Council's position that it will only accept the transfer of assets that meets Council's standards have been conveyed to the NTG. A pilot project is currently underway with the NTG regarding transfer which will then inform update of Council's policy position. |  |
| Outcome 4.3: Increase efficiency of waste management | | |
| Strategy 4.3.1: Lobby for, provide and develop contemporary waste management practices | | |
| Conduct education campaigns in relation to waste, litter and recycling | Ongoing education campaigns run through Council libraries and continuing school tours to Shoal Bay. Council also provides a program of activities as part of the Darwin Show. |  |
| To advocate and participate in the development of a Regional Waste Management Facility including the use of alternate waste technologies | This is an ongoing issues that is being progressed via the Top End Regional Organisations of Councils (TOPROC) and has been raised as an issue through the Capital City Committees. A joint NTG/DCC working group has been formed to progress issues regarding industrial waste management opportunities. |  |
| Implement recommendations of the Gross Pollution Trap (GPT) Master Plan to reduce litter in stormwater | Council has installed a new GPT this year at Nightcliff and continues to maintain and operate the existing GPT's. |  |
| Review, develop and manage Council's waste management facilities and services | This is an ongoing action. Contracts for the services continue to be negotiated when required and Council's waste collection contractors, Transpacific Cleanaway has now expanded their recycling services for Darwin residents from just two types of plastic to seven. |  |
| Advocate for the introduction of container deposit legislation | This is completed. The Northern Territory Government are now introducing the container deposit legislation which will commence in late 2011. Council has been involved in discussions regarding how this initiative will be implemented. |  |

GOAL 4: Create and Maintain Environmentally Sustainable City





| Outcome 4.4: Enhance, preserve and protect the Darwin environment | | |
|---|---|---|
| Strategy 4.4.1: Advocate for the preservation of the Darwin Harbour | | |
| Advocate for the protection and enhancement of Darwin Harbour | <p>Darwin City Council is a member of the Darwin Harbour Advisory Committee (DHAC) and meets regularly to progressed strategies to protect the health of the Harbour. Council has attended and responded to all DHAC meetings and requirements.</p> <p>NTG and Council met to discuss a collaborative process to address the issue of contamination in sea water and Lake Alexander - a staff Working Group has now been established which had its inaugural meeting on 12 May 2011.</p> |  |
| Strategy 4.4.2: Enhance water quality, ecological systems and biodiversity in Darwin | | |
| Develop and implement water quality and conservation education programs with partner groups | <p>DCC is included in an interagency beach monitoring group 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.</p> <p>Council continues to be part of the Tropical Garden Spectacular and Top End Sustainable Living Festival – through a joint Council display to align with other partner groups at the festival.</p> <p>Council also provided support to 2010 NT Student Sustainability Summit.</p> |  |
| Develop and implement the establishment of a weed management plan for Council | <p>Council Operations Staff and NT Health, work together coordinating weed control and drain maintenance with mosquito control programs.</p> <p>Council took part in Darwin Harbour Catchment Gamba Strategic Planning Workshop with representatives from NTG, Pastoral Industry, Local Govt, Landowners. NTES, Bushfire Council, Private Contractors, Landcare Groups and NGOs in September 2010.</p> |  |
| Advocate for legislative regulatory to enhance, preserve and protect the Darwin environment | <p>Darwin City Council is a member of the Darwin Harbour Advisory Committee and meets regularly to progressed strategies to protect the health of the Harbour and Council works closely with other agencies to progress strategies to protect the Darwin environment. Council has a presence on various water committees and participates in jointly held seminars.</p> |  |

Table 11

GOAL 4: Create and Maintain Environmentally Sustainable City

Goal 4: Strategic KPIs progress

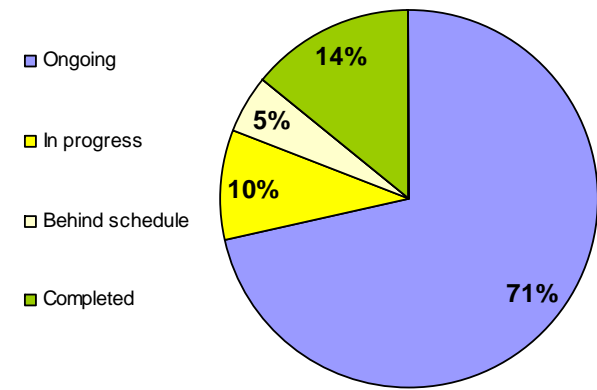
| Outcome | | Indicator | Target | Actual Result | | | |
|--|--|---|--------------|-------------------|--------------|----------------------|--|
| Goal 4: Create and Maintain an Environmentally Sustainable City | | | | | | | |
| | | | | 2010/11 | 2009/10 | 2008/09 | |
| Completion of all key projects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

Table 12

¹¹ This data is currently calculated on a 3 yearly cycle. New data will be calculated in late 2011.

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 raft of options in respect to Council's role in the provision of child care and the matter of attendant assets. | |
| Investigate options for improving public accessibility to Council services | Council has implemented its new website which provides much greater functionality and accessibility to Council services. In addition to this, Council has developed its IT Strategic Plan which includes some further actions. Council's Customer Service Section is currently investigating 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 | A new initiative for 2010/11 project funds have been carried forward. With the project completion date to be amended to 30 June 2012. Council is currently investigating supplementary funding via IronBark Community Services. Draft position description being prepared and candidate will be supported by Iron Bark and Council to enable the progression of a traineeship to be located in Children's Services. Position will attach to Fun Bus & Fun in the Parks programs and where possible Library services. | |
| Strategy 5.1.3: Improve access for people with disabilities | | |
| Work with all relevant stakeholders to improve access for people with disabilities | Council continues to progress requests for upgrades to driveways/footpaths etc as they arise. The Disability Advisory Committee was held on 10 February 2011 - three recommendations made to Council. The program for Disability Awareness Week 2011 has been developed, refer to action below. | |
| Facilitate Disability Awareness Week Activities by Community Development and Library activities | Disability Awareness Week (DAW), a week long program designed to highlight the achievements of people with disability and their positive contribution to the Darwin community, will be celebrated from 1-8 September. This year six inspiring, local people with disability have been invited to be Ambassadors for Disability Awareness Week. The DAW Coordination Committee have finalized the program of events to be held during the week and preparation of promotional material has commenced. | |

GOAL 5: Facilitate and Maintain a Cohesive Community

| | | |
|---|--|--|
| Facilitate Disability Services Forum | Disability Resources into the Future Community Forum was held on 3 December 2010. Council has prepared a report regarding the proposed National Disability Insurance Scheme which will collate information presented to Forum attendees. A Community Forum will be facilitated during 2011 to inform the new Community Access Plan 2011 - 2016. | |
| Commence revision of the Disability Action Plan 2006-2010 | Council is currently undertaking research into suitable format and content for totally revamped and revised Disability Action Plan. A proposal is being considered for development of Community Access Plan 2011 - 2016 which will serve as Council's access and inclusion strategy for the next 5 years. On track for completion by 31 December 2011. | |
| Develop a 5 year strategy which will shape Council's community service scope and continuation of Council's Disability Action Plan | This has been combined with the above action. | |
| Strategy 5.1.4: Encourage and recognise volunteers | | |
| Investigate and implement strategies to increase volunteer numbers | A report has been prepared to investigate the possible introduction of a Council facilitated volunteer program and is presented in concert with an invitation from the Federal Minister for Social Inclusion, The Hon Tanya Plibersek MP to local government authorities to mark the tenth anniversary of the United Nations International Year of Volunteers (IYV+10) during 2011. Volunteering is increasingly recognised as a key capacity building instrument in civic and community life. It is timely for Council to consider further engagement of volunteers by establishing a formal volunteers program and embrace the International Year of the Volunteer +10 (IYV+10). Homeless Connect 2011 volunteer rates trebled that of 2010. Strategies undertaken to recruit volunteers included print media and web based advertising. | |
| Hold annual Lord Mayoral reception to thank all volunteers | Volunteer's Christmas Party held on 3 December 2010 and held in the Function Room Civic Centre. | |
| 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 held a total of 8 Citizenship Ceremonies (5 large and 3 small) throughout the 2010/11 financial year. All ceremonies consisted of the official ceremony followed by a light refreshment catered by the County Women's Association. In total 361 conferees have participated in the ceremonies.. | |
| Assist with in-kind support for NAIDOC | Council became a silver sponsor of the 2010 Top End NAIDOC celebrations by providing cash sponsorship of \$5,000. In-kind sponsorship of up to \$1,000 was also provided plus in-kind support was provided to Danila Dilba for the Family Fun Day held during NAIDOC 2010 celebrations in July 2010 - 5 x Fun in the Parks staff attended for three hours. In addition, 'Fun and Games' equipment and 'Gig Gear' were loaned free of charge to Danila Dilba for the Family Fun Day event. | |

GOAL 5: Facilitate and Maintain a Cohesive Community

| | | |
|---|--|--|
| Participate in Harmony Day | Council facilitated an art exhibition in the Community Art Space during March 2011, in which 7 schools participated. The official opening of the exhibition, held on Harmony Day, 21 March 2011, had a multicultural theme and was well attended by contributing artists and the wider community. In kind support was provided by Fun Bus and Fun in the Parks programs to a Family Fun Day held in celebration of Harmony Day at Malak Community Centre on Wednesday March 2011. The event was facilitated by Family & Children's Coordinator in partnership with Early Childhood Australia and Territory Childcare Group. Approximately 400 people (parents and children) attended the event. | |
| Strategy 5.2.2: Create opportunities for the expression of cultural diversity through art | | |
| Improve and coordinate the facilitation role of Council in its provision of arts, cultural development activities, in-kind supports and sponsorship | Currently planning for 2011 Recycled Art Festival. Recycled jewellery workshops at Council events: Naming of Darwin celebration (19 March): Big Gig (8 April): Homeless Connect (24 May) Fun Bus (18 July) Council continues to facilitate the use of the Council Civic Centre as an Exhibition Space for community art projects, e.g. Harmony Day Art Exhibition in March 2011 featuring work by 6 local primary schools (ongoing program with monthly or six weekly changeover). Council also delivers the ongoing program of Live Music at the City and Casuarina Libraries. Council facilitated an Arts Sector Forum on 3 March 2011 at the Civic Centre to encourage dialogue with Council around our Arts and Cultural Development program. | |
| Assist with support for the Darwin Festival | Council supports the Darwin Festival through cash and in-kind sponsorship. Council staff across the three Departments provide in-kind assistance to the Darwin Festival including preparation of Civic Park for use as the main Festival venue, use of Council facilities and equipment as required (e.g. traffic and safety equipment, bicycles), ongoing advice. Customer Services administer the in-kind sponsorship work closely with Festival staff to assist with logistics and venues. | |
| 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 | This strategy is being achieved through:- - Setting priorities through consultation with the sector and the Arts and Cultural Development Advisory Committee; - Arts Sector Forum held 3 March 2011 to facilitate dialogue with the sector around priorities from the 5 Year Arts Plan / Public Art Policy to action in 2011 and beyond; - Darwin City Centre Public Art Master Plan; - Public Art Policy and commissioning guidelines (based upon previous planning documents); and - Civic Park Cultural Usage Plan incorporating landscaping and cultural planning. | |
| Outcome 5.3: Support harmony within the community | | |
| Strategy 5.3.1: Develop and support programs to promote community spirit, cohesion and safety | | |
| Investigate and implement best practice programs that will promote community cohesion and safety | Community Development staff have helped inform a draft community consultation policy and framework that presents the International Public Participation model. This approach fosters community engagement and participation in civic life. The Community Engagement framework will be the subject of a separate report. | |
| Develop and implement an Annual Good Neighbour Award program | Council supports the National Neighbour Day and for the past two years has distributed a "Know Your Neighbour?" card to all letterboxes in the Darwin municipality prior to Neighbour Day. Council is currently discussing the concept of linking this to Neighbour Day in March 2012 | |

GOAL 5: Facilitate and Maintain a Cohesive Community




| | | |
|---|--|---|
| Investigate and implement if appropriate services to assist neighbourhood dispute mediation | 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 | Council continues to facilitate Nightcliff, Parap and Mindil market maintenance issues. |  |
| Finalise the Senior Services strategy | A representative from the NTG Seniors Advisory Council attended Council in April and a detailed report for proposed senior services response has been prepared. |  |

Table 13

GOAL 5: Facilitate and Maintain a Cohesive Community

Goal 5: Strategic KPIs progress

| Outcome | | Indicator | Target | Actual Result | | | |
|--|---|--|--------|-------------------|-------------------|---------|--|
| Goal 5: Facilitate and Maintain a Cohesive Community | | | | | | | |
| | | | | 2010/11 | 2009/10 | 2008/09 | |
| Completion of all key projects / initiatives within specified timeframes | | | >90% | 98.51% | 92.31% | 98% | |
| 5.1 | Facilitate community access and inclusion | Total occupancy rate at the Community Centres | >95% | 100% | 100% | 100% | |
| | | Community satisfaction rating with ability to contact Council staff out of office hours | > 3.5 | 2.9 ¹² | 2.7 | 2.9 | |
| | | Total number of community groups supported (e.g. in-kind, advocacy, facilitation, financial) | Trend | 107 | 72 ¹³ | 80 | |
| 5.2 | Promote Darwin's culture | Number of Disability Advisory Committee decisions endorsed | Trend | 23 | 5 | 18 | |
| | | Number of Arts & Culture Events Sponsored | Trend | 76 | 33 | 52 | |
| | | Number of arts and cultural forums or projects | Trend | 57 | 56 | 36 | |
| 5.3 | Support harmony within the community | Total number of vandalism incidents reported (Graffiti) | Trend | 751 | 228 ¹⁴ | 2,579 | |

Table 14

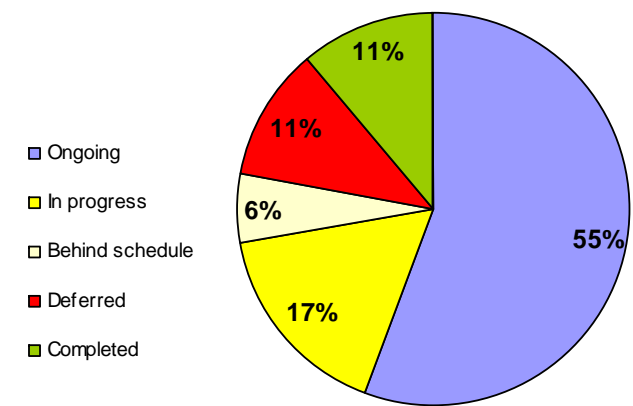
¹² Sourced from Council's Annual Community Satisfaction Survey. Only a very small percentage of residents responded that they have contacted DCC out of hours. Despite the small number of residents using this service, Council has committed to undertake further investigations in order to improve this result.

¹³ 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.

¹⁴ 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 | This policy was previously scheduled to be delivered, however due to changes in staff and conflicting priorities this has been deferred to 2011/2012. Council has begun researching existing major Council sponsorships, the first step has been to leverage existing sponsorships through linking the sponsorship with overall Council objectives and communication goals. | |
| Provide in-kind support to community based events | The loan of the Gig Gear and the Fun and Games equipment has been highly sought after throughout the year. Council has provided in-kind support to a variety of organisations including Danila Dilba, Corrugated Iron Youth Arts, Terrorfest & Brown's Mart, Bagot Community, HEAL, Dragons Abreast, Kormilda College, Volunteering SA&NT, Stuart Park Childcare Centre, Total Recreation, Chief Minister's Youth Round Table - Family Fun Day at Nightcliff Swimming Pool and the Australia Day Council. In total Council has provided over 80 instances of in-kind support via the Community Development Section through out 2010/2011. | |
| Strategy 6.1.2: Implement a communications strategy that promotes Council and informs the community | | |
| Through media campaigns showcase Council's innovation and achievements | This is an ongoing program. Media campaigns include the Pre-Cyclone Clean Up, the City Centre Revitalisation Project and official launch in December, Activate NT, Fun Bus, various award successes, youth and art functions and exhibitions. | |
| Develop and implement a communication strategy which will keep the community informed | In conjunction with the above web strategy, Council continues to develop and distribute the My Darwin quarterly residents newsletter which is distributed to all households within the municipality. During 2010/11 Council undertook several major communication campaigns including the City Centre Revitalisation Project. | |
| Update Council's website and showcase Council's innovation and achievements | Council's new website upgrade is complete. Council continues to promote innovation and achievements through the new scrolling feature and new stories. | |

GOAL 6: Promote Brand Darwin

| Outcome 6.2: Promote our Darwin city | | |
|--|--|---|
| Strategy 6.2.1: Promote Darwin's history, particularly its WWII experiences | | |
| Utilise the Bombing of Darwin Commemoration and other significant events to promote Darwin's history | 69th Anniversary successfully completed despite Cyclone Carlos. At very short notice the ceremony was moved to the Darwin Entertainment Centre, 89 veterans and families attended. For the 70 th Anniversary of the Bombing of Darwin, an Advisory Committee has been formed. The Committee has developed a draft program of 2 weeks of activities including various promotional materials. A range of Ambassadors for the event have been nominated and the Federal Government has now supported the event through a financial contribution from the Dept of Veteran Affairs. |  |
| Support the World War II Museum initiative at East Point | The Military Museum is currently under construction. Council's role has completed excluding some potential engagement regarding the Water Mains, bus parking issues and stormwater disposal etc. Council is part of an Advisory Group to be informed of this project. |  |
| Develop initiatives with other key stakeholders (NTG, Tourism NT, Tourism Top End) to promote Darwin's history | Formed the Bombing of Darwin and Military History Advisory Committee. Council also engaged with Fanny Bay Historical Society and Darwin High School to celebrate the 100th Anniversary of the naming of Darwin. |  |
| Utilise the website for promoting Darwin's history | All events are promoted through Council's 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. In addition to this, Council 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 | Council continues to promote Darwin as the capital city of the Northern Territory, including the 100th Anniversary of the Naming of Darwin celebrations, 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 | Completed action. DCC sponsored the Charles Darwin Symposium by providing \$2,000 sponsorship, in addition to this, Darwin 200 postcards produced by Council in partnership with the Northern Territory Government and Charles Darwin University were distributed to all Symposium delegates. |  |

GOAL 6: Promote Brand Darwin

| Strategy 6.2.4: Strengthen international relationships through Sister Cities and other activities | | |
|--|---|--|
| Facilitate Sister City relationships between schools | The Hainan Overseas Middle School and the Darwin Language Centre have been introduced so that they might begin discussions about a Sister School Relationship. No further relationships have been developed, however other opportunities are currently being explored. | |
| Maintain the Sister Cities Calendar of Events and promote all significant events and holidays concerning our sister cities | International Sister Cities day was celebrated with a joint Sister Cities film night in July 2010. The 20 year anniversary of the Sister City relationship between Darwin and Haikou was celebrated on 2 September 2010. Thanks Giving event held by the Australian American Association of Northern Territory was promoted via the International Relation's eNewsletter. Chinese New Year advertisement was placed in the NT News to celebrate year of the rabbit. Celebrated Sister Cities with Arafura Games on 11 May and the Sister City Film Night 30 June 2011 which was promoted through various channels. | |
| Promote sister cities through a range of community events and displays | Rogers Park Elementary in Anchorage and Sanderson Middle School in Darwin have now been linked up as Pen Pal Schools and have begun communicating. Dili Committee continues to meet regularly. Items progressed have included Sister City Film Night, Library Concept Paper, Darwin City Council becoming an Australian Partner Organisation and the No. 3 School Tuana-Laran proposal and a presentation from three visiting representatives from Action for Change Foundation (ACF) from Dili, Timor-Leste. The Dili delegation from ACF completed two weeks of work experience with Council Youth Services and Libraries, Corrugated Iron Youth Arts, Browns Mart, Red Cross and Music NT. The Dili delegation was particularly involved with the Big Gig and helped in the planning and delivery of this event. The Haikou Committee also continues to meet regularly. Items have included the Sister City Film Night, Artwork for Sister City Show Window and a proposal requesting support for enhancement of Lao Ou Memorial Garden. Techy Masero has been selected as the artist for the commission and has begun developing her artwork for the sister city display window. The Australia China Friendship Society performed the commissioned dance for the first time on 9 May 2011 as part of the Sister City Cultural Night at Arafura Games. | |
| Host visiting delegations from sister cities | A delegation of representatives from Haikou, lead by Mr Lin Beichuan visited Darwin from 28th February to 2nd of March. During their visit they visited the Royal Darwin Hospital, attended a briefing by the Australia China Business Council, attended a Sister City Project Briefing and a welcome banquet with Chief Office's Group, Aldermen and Haikou Sister City Community Committee Members. As reported above, three representatives from Action for Change Foundation, Dili, Timor-Leste visited Darwin. | |
| Strategy 6.2.5: Facilitate joint visits and delegations with business, government and the community to promote Darwin | | |
| Develop policy and guidelines for participating in visits | This work has been rescheduled as a priority for 2011/2012. | |
| 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, 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. | |

Table 15

GOAL 6: Promote Brand Darwin

Goal 6: Strategic KPIs progress

| Outcome | | Indicator | Target | Actual Result | | | |
|--|----------------------------|---|--------|------------------------|----------------|----------------|--|
| Goal 6: Promote Brand Darwin | | | | | | | |
| | | | | 2010/11 | 2009/10 | 2008/09 | |
| Completion of all key projects / initiatives within specified timeframes | | | >90% | 96.50% | 97.88% | 99% | |
| 6.1 | Increase Council's profile | Total value of sponsorships provided for events | Trend | \$539.7k ¹⁵ | \$278k | \$68,932 | |
| 6.2 | Promote our Darwin city | % of community that have attended special events and festivals (e.g. Bombing of Darwin) in the past 12 months | > 50% | 40% | 43% | 50% | |
| | | Number of Sister City Committee decisions endorsed | Trend | 74 | 29 | 32 | |
| | | Number of Sister City projects completed | Trend | 5 | 2 | N/A | |

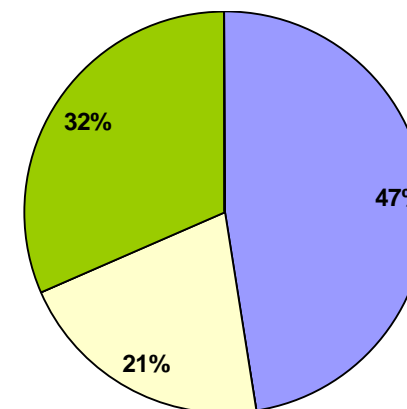
Table 16

¹⁵ 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.

GOAL 7: Demonstrate Effective, Open and Responsible Governance





Goal 7: Corporate Plan Action progress

- Ongoing
- Behind schedule
- Completed







| Action | Progress | Status |
|---|---|--------|
| Outcome 7.1: Effective governance | | |
| Strategy 7.1.1: Continuously review service delivery to meet communities needs and expectations | | |
| Undertake a whole of organisation review of program delivery to ensure outcomes are being achieved in a cost efficient and effective manner | This action had been delayed from the initial start date. Preliminary work/research has been undertaken, including how Council will approach this project. The research includes reviewing how other Councils have implemented similar projects and methodologies used. Council's Chief Officers Group are currently assessing specific consultants and their approaches. | |
| 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 | Development of OHS Management System is completed, development of OHS Standards and operating procedures commenced October 2010 and the OHS audit program has been developed. | |
| Finalise the Business Continuity / Disaster Recovery Plan | Business Continuity Consultant has been engaged and has commenced the project. It is anticipated that this project will be finalised by December 2011. | |
| 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 has been developed and approved by the Audit Committee. | |
| Develop an All Hazards Emergency Management Plan | Work has commenced on the plan. This is expected to be completed by 30 June 2012. | |

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 | Council's 10 Year Forward Financial Plan, including recommended budget parameters is reviewed and updated each year as part of DCC's annual business plan and budgeting process. Software has been purchased and is currently being updated as part of the 2011-12 budget process. All outstanding financial sustainability review actions pertaining to long term financial plan software have been resolved. |  |
| 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 | This action has been completed. Council endorsed the Corporate Asset Management Plan on 14/07/2009 (refer Council Decision No 20\1778). |  |
| Strategy 7.1.5: Be active in the review and development of relevant legislation | | |
| Participate in the Local Government Administration and Legislation Committee and the Local Government Accounting Advisory Committee | Darwin City Council continues to participate on the Local Government Administration and Legislation Advisory Committee. Darwin City 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>Award nominations for the LGMA-SA awards were submitted for Council staff in the following categories: Local Hero in Community Services, Leadership in Financial Management and Emerging Leader. Three Council staff were shortlisted in these categories with Council winning the category of Local Hero in Community Services.</p> <p>DCC's youth website GRIND won the 2010 Australian and New Zealand Internet Best Practice Award in the Best Youth Initiative category and was also a finalist in the Best Access Initiative category.</p> <p>DCC was also the NT finalist in the Keep Australia Beautiful – Sustainable Cities awards. Council won the Heritage & Culture Award category at the Nationals on 1st November 2010.</p> <p>DCC was the NT finalist in the Safer Communities Award for the Guardian project. National awards were held in Canberra on 29 November and Darwin received a High Commendation.</p> <p>Council also received an award in recognition of the Read Hot Readers (RHR) and Caught Read Hander (CRH) programs from the Australian Library and Information Association of Northern Territory.</p> <p>DCC was also awarded runner up in the NT Training Awards - 2010 Employer of the Year category.</p> <p>Darwin City Council also won the 2011 Parks and Leisure Australia Award for Design, Development and Management Award for "Open Space Development" and Council's most recent award win was the Darwin City Council has been named the Northern Territory State Winner in the Healthy Community Awards.</p> |  |
| Strategy 7.2.2: Invest in our people so they can perform at their best | | |
| Develop and implement a Workforce Plan and Strategy | A Workforce Committee has been developed which includes employee and management representatives. A number of priorities for the next 6 months have been determined. This is now an ongoing action. |  |
| Strategy 7.2.3: Use contemporary community engagement techniques to inform decision making | | |
| Undertake annual Community Satisfaction Survey and ensure results inform future decision making | Community Satisfaction is conducted each July. The 2010 report and analysis was endorsed by Council on 26 October 2010. 2011 Community Satisfaction Survey was completed with the fieldwork conducted in mid-July 2011. The 2011 report and analysis has been scheduled to go to Council in September 2011. |  |
| Review the community consultation and engagement policy | The draft policy was endorsed by Council's Chief Officers Group and was listed for Council's in 16 August 2011. |  |

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's Working Group and Major Cities Working Group, Australian/New Zealand Chief Officers Group etc. |  |
| Encourage active participation in professional and industry associations | This is an ongoing action. Staff are invited to a range of associations e.g. Local Government Managers Association, CPA, Engineers Australia, Australian Human Resources Institute, Australian Institute of Management and Australian Computing Society. |  |
| Undertake a review of the Evolving Darwin, Towards 2020 Strategic Plan, including undertaking an environmental analysis to identify any new external issues | Review was not undertaken due to competing priorities. A new strategic plan will be developed in line with the next Council term. A complete review will be undertaken as part of the preparations of developing the new plan. Darwin City Council does however, review the priorities within the plan and performance on a regular basis. |  |

Table 17

GOAL 7: Demonstrate Effective, Open and Responsible Governance

Goal 7: Strategic KPIs progress

| Outcome | | Indicator | Target | Actual Result | | | |
|--|---|---|----------|---------------|---------|---------|--|
| Goal 7: Demonstrate Effective, Open and Responsible Governance | | | | | | | |
| | | | | 2010/11 | 2009/10 | 2008/09 | |
| Completion of all key projects / initiatives within specified timeframes | | | >90% | 84.34% | 96.69% | 96% | |
| 7.1 | Effective governance | % of internal audit recommendations implemented within specified timeframes | > 90% | 81.25% | 92% | 99.95% | |
| | | % of annual operating expenditure within budget | > 85% | 99.54% | 93.72% | 97.77% | |
| | | % of rate debtors outstanding | < 4% | 3.29% | 2.89% | 2.84% | |
| | | Debt Servicing Ratio | < 5% | 0.63% | 1.13% | 1.22% | |
| | | Liquidity Ratio | > 1.0 | 1.01 | 1.33 | 1.16 | |
| | | Rates Ratio | > 65% | 73% | 73.22% | 70% | |
| | | Investment earnings | > \$500k | \$2.84m | \$2.02m | \$2.17m | |
| 7.2 | Display strong and effective leadership, within Council and across Government | % overall community satisfaction with DCC | > 65% | 61% | 64% | 62% | |

Table 18