



# Evolving Darwin

A dynamic, different and diverse city

**Strategic Directions:  
Towards 2020 and beyond**

**Progress Report  
as at 31 March 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 have fallen over the past 12 months. The Northern Territory had an unemployment rate of 3.1% in March 2010, now at 2.4% as at March 2011, representing a decrease of 22.58%. The overall average Australian unemployment rate has also fallen, however at only a rate of 7.5% over the same period. In line with this, total earnings in Darwin have increased by 5.25% over the 12 month period compared to an increase of just 4.23% for the Australian average.

In regards to the housing market, the total number of recorded sale of houses and units within the Darwin municipality has again declined – down 41.3% over the past 12 months. Unit rental vacancy rates still remain tight at 2%, however vacancy rates for houses has increased to 3.6% (highest rate since December 2006). These trends are also reflected in the average weekly rental prices, with the most significant decrease occurring in 3 bedroom houses in the inner city where the average price is currently \$566, down from \$717 for the same period last year. Prices for houses in the Northern suburbs are only slightly lower and unit rental prices are relatively unchanged. The sale prices for houses and units have not yet shown any decreases.<sup>1</sup>

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 actions and supporting indicators are on track to achieve the planned results. Contained within the report are further details including the current status of all actions.

A number of the supporting indicators can only be measured annually, therefore will be reported in the June 2011 progress report.

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

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<sup>1</sup> The real estate data is lagged by several months. It is anticipated that the next data set will show a downturn.

## Overall performance as at 31 March 2011

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

Table 1

# STATE OF THE CITY - Social

## Overview of Social Indicators

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

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%.

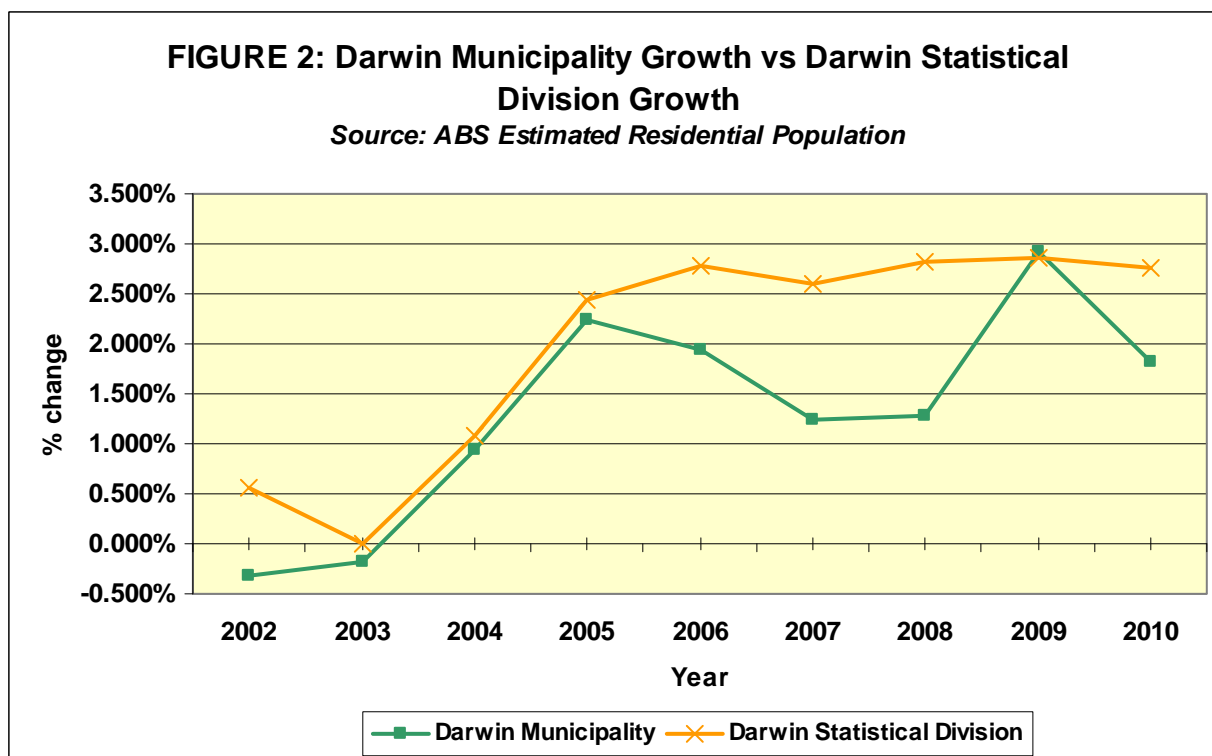
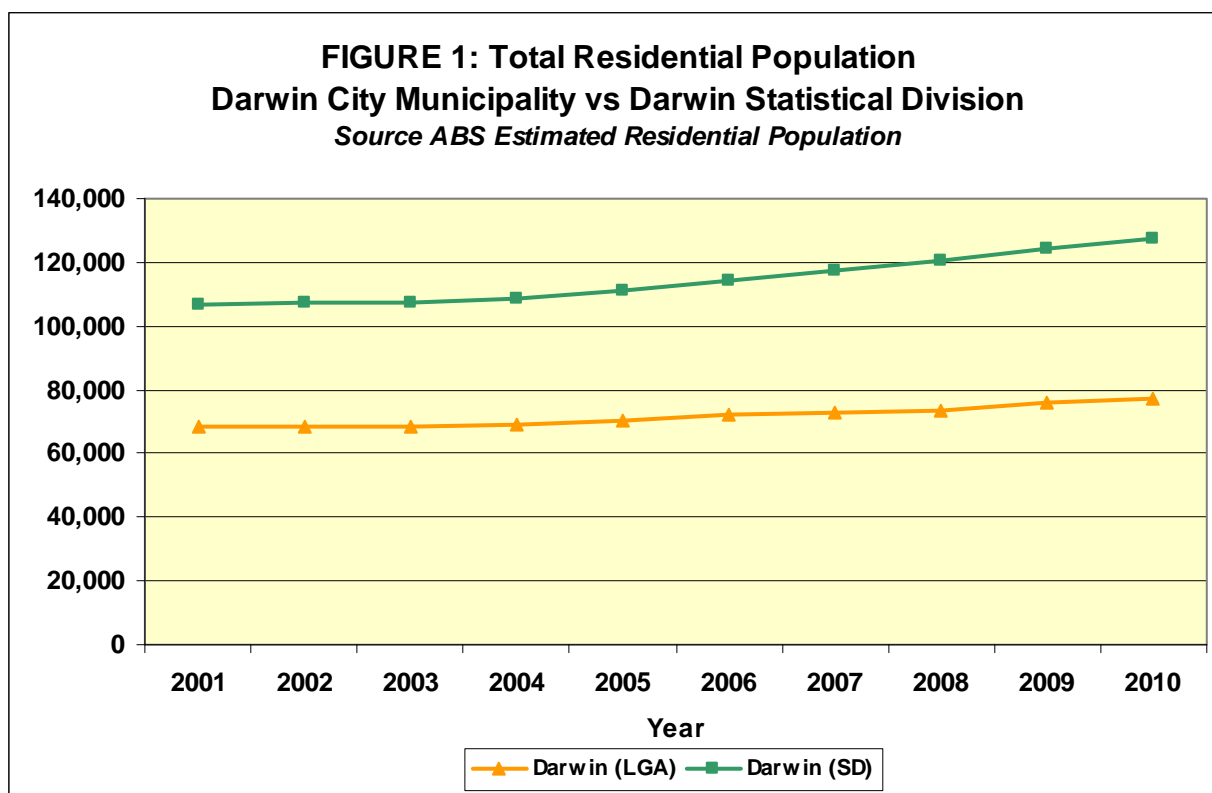
Not surprisingly, Darwin has the lowest population density of any capital city SD in Australia at 41 people per sq km. Nightcliff and Wagaman are currently have the highest density rates at 2,700 people per sq km.

**Figures 4-6** are based on Census data, therefore no change since the last progress report.

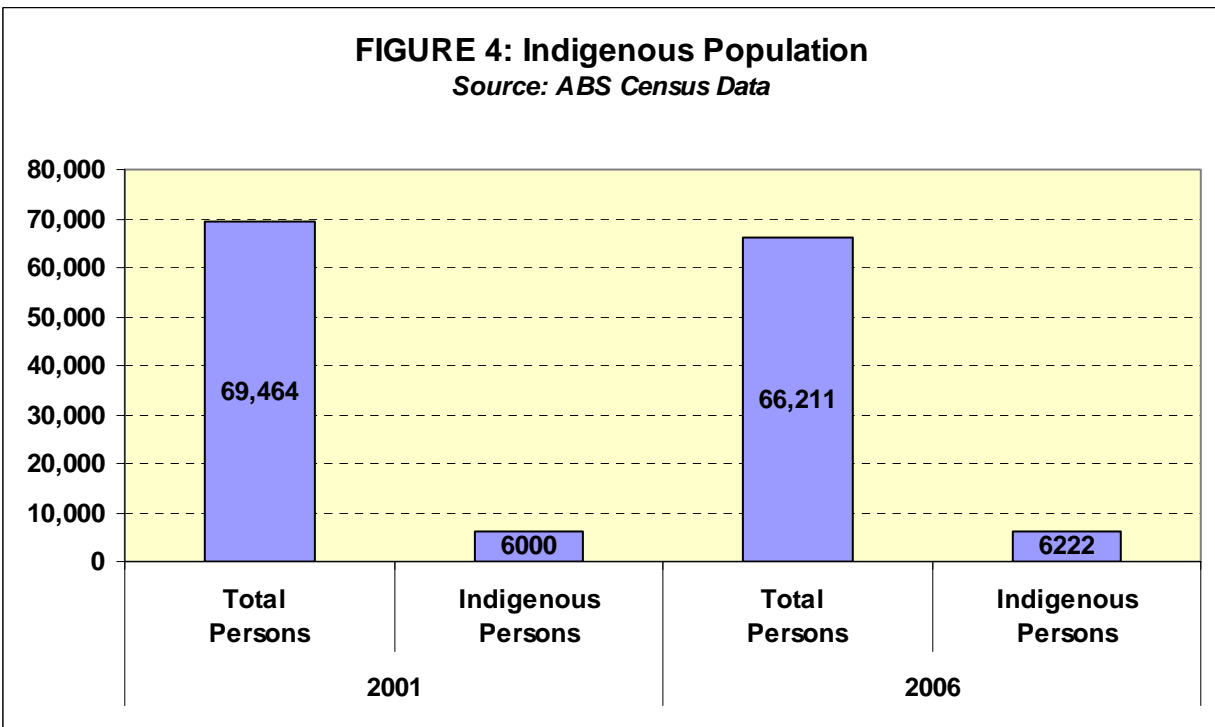
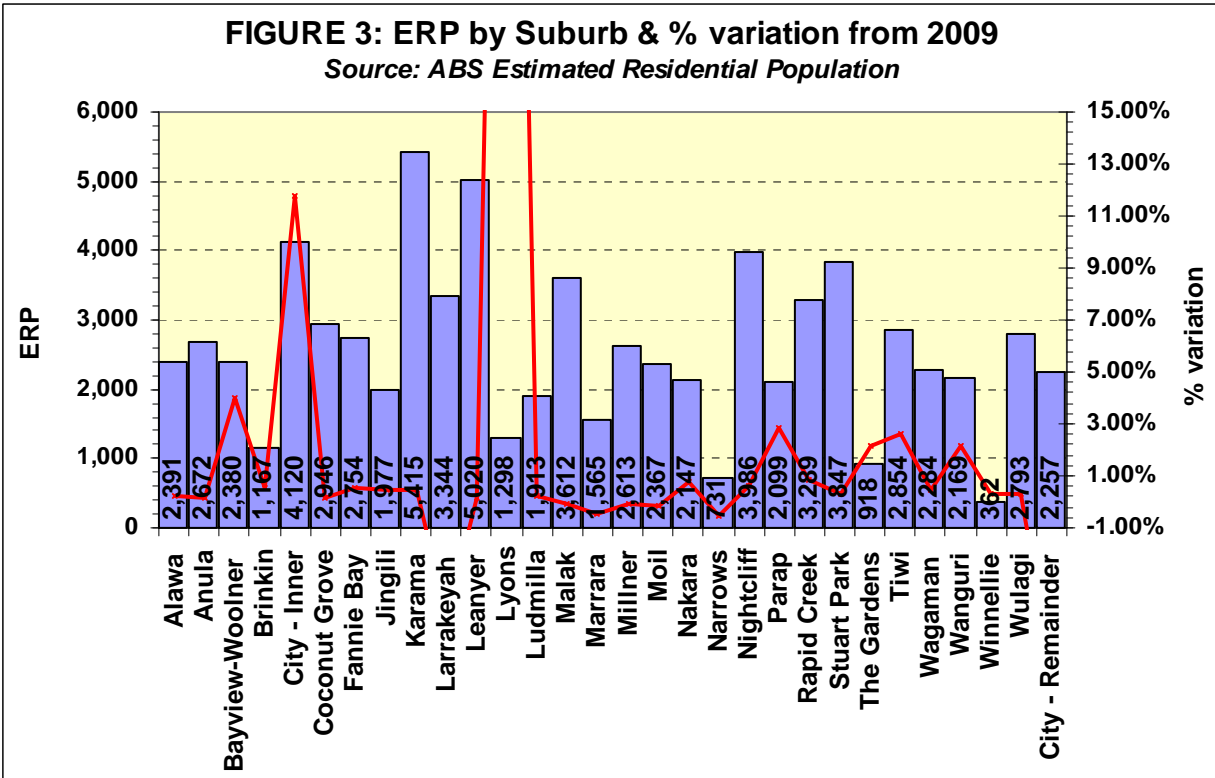
**Figure 7** shows that unemployment rate in the Territory is far lower than the Australian average (2.4% compared to 4.9%). Although NT unemployment is lower, it seems to be trending down in the same manner as the Australian average. **Figure 8** translates the unemployment rate into real persons. Currently there are 3,100 unemployed people in the Territory.

**Figures 9 – 11**, represent students figures just for the Casuarina campus. The number of higher education students has decreased, however the number of vocational education and training (VET) students has risen. **Figure 10** shows that of the higher education students at the Casuarina campus, 65% are from the Territory, over 15% are from overseas representing an increase of 3% from last year (an additional 83 international students) with the remaining, 19% coming from interstate. Further analysis shows that of the 65% from the Territory, 28% are from outside of the municipality. This means that more than half (52.97%) of the 3,147 students attending CDU are from areas outside of the Darwin municipality. Updated figures for 2010 will be sourced from Charles Darwin University for the June final report.

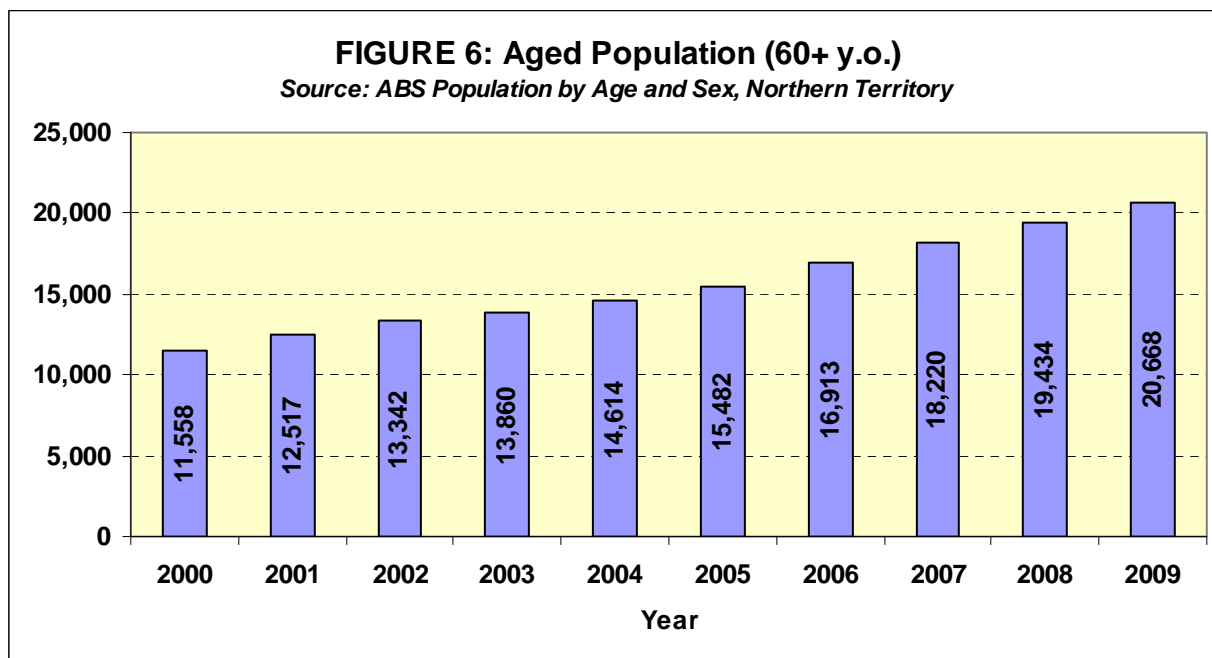
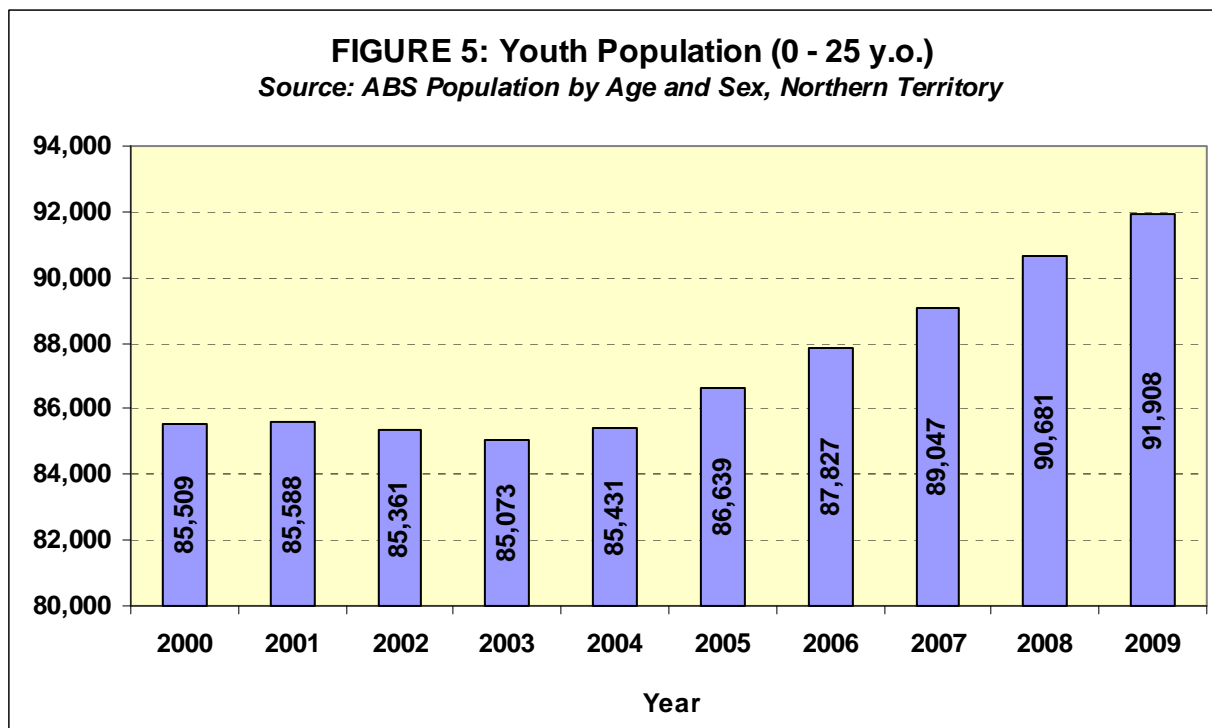
# STATE OF THE CITY - Social



# STATE OF THE CITY - Social

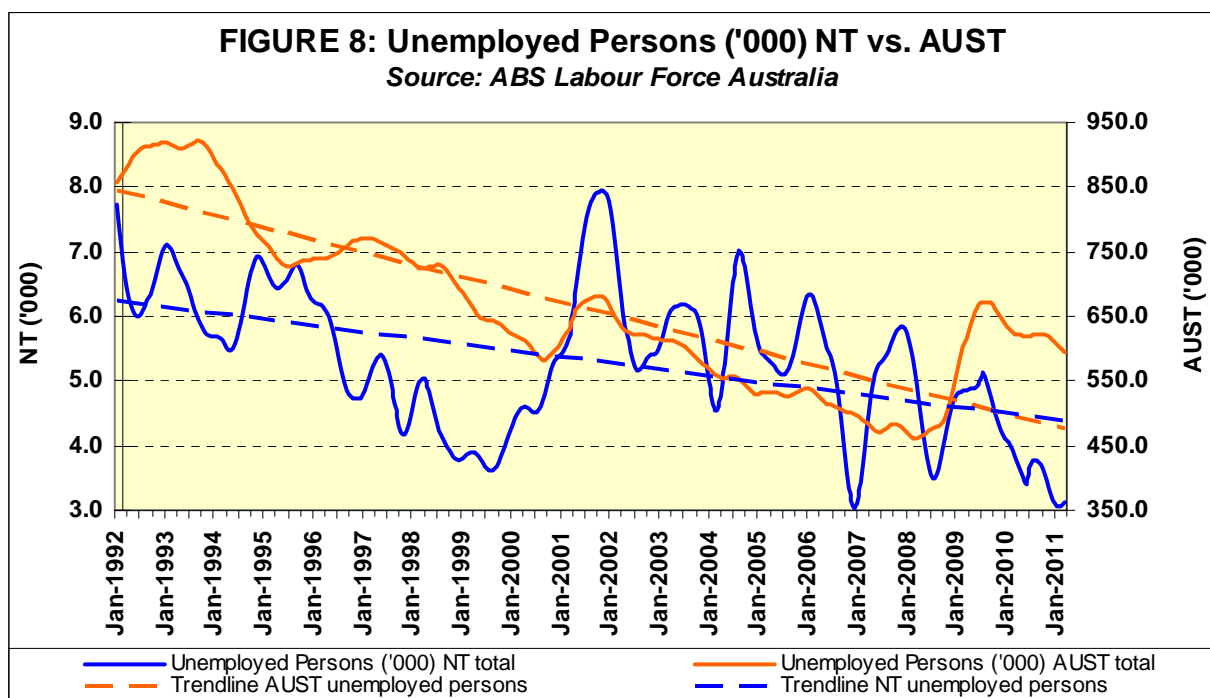
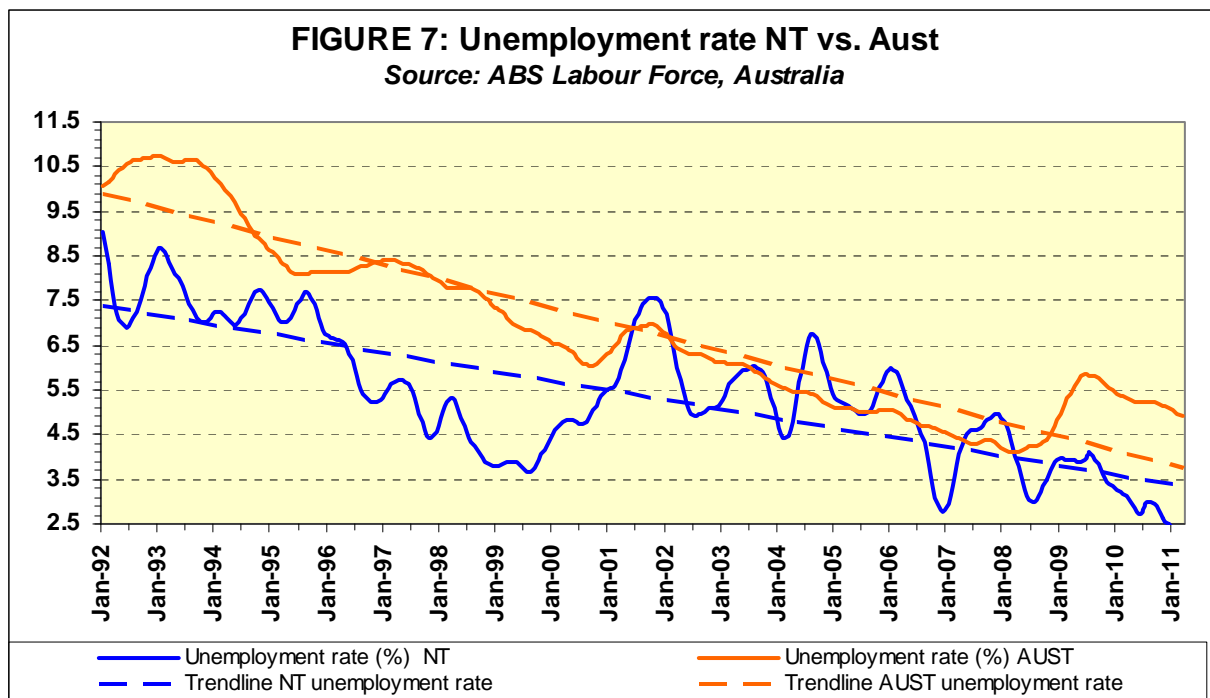


## STATE OF THE CITY - Social

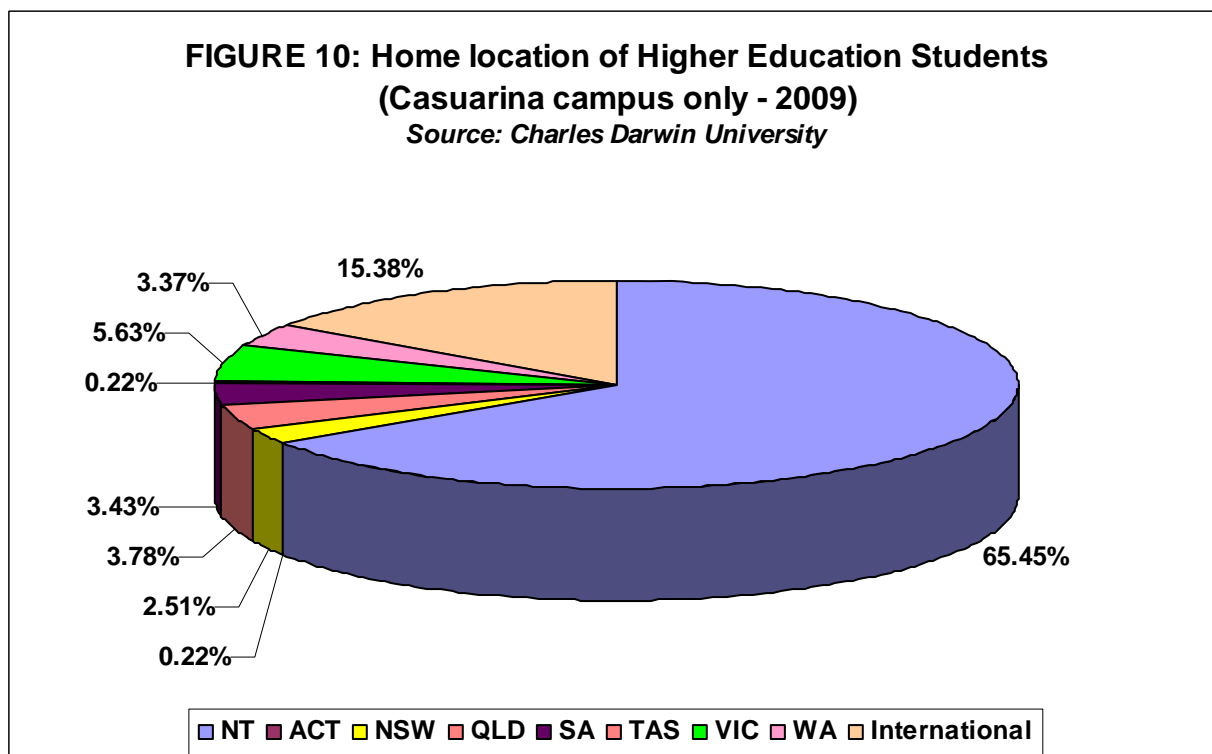
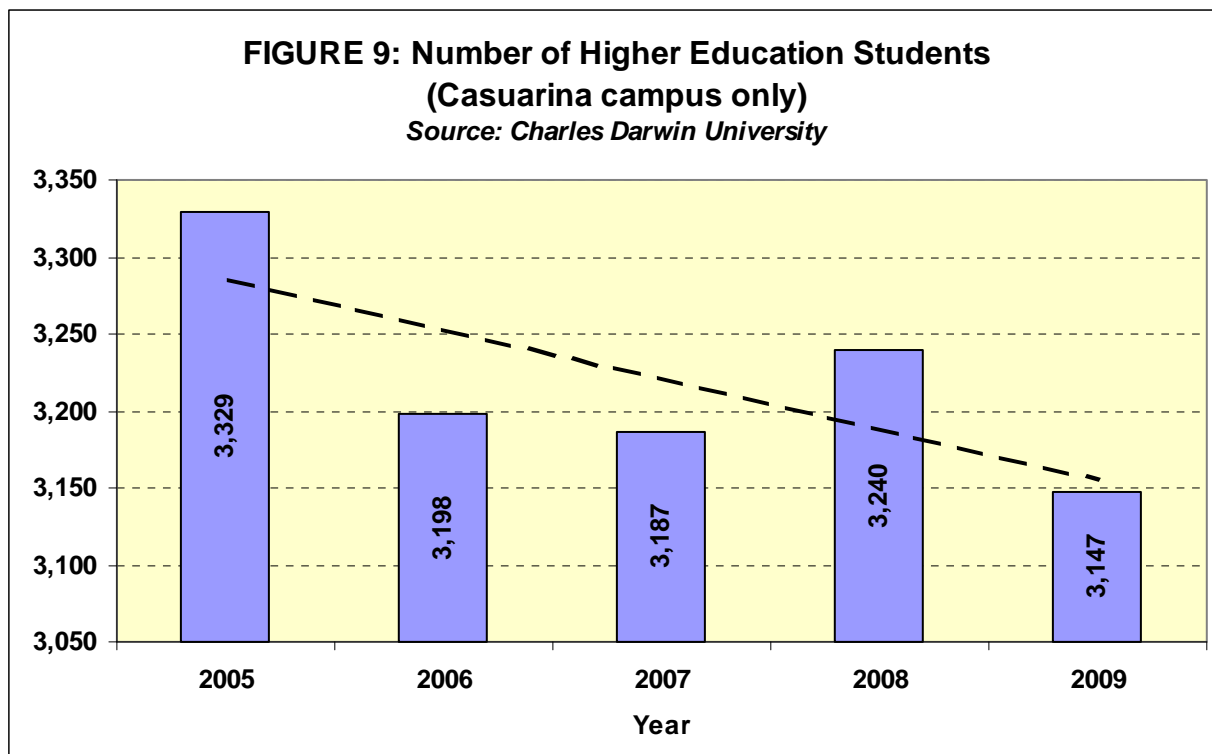




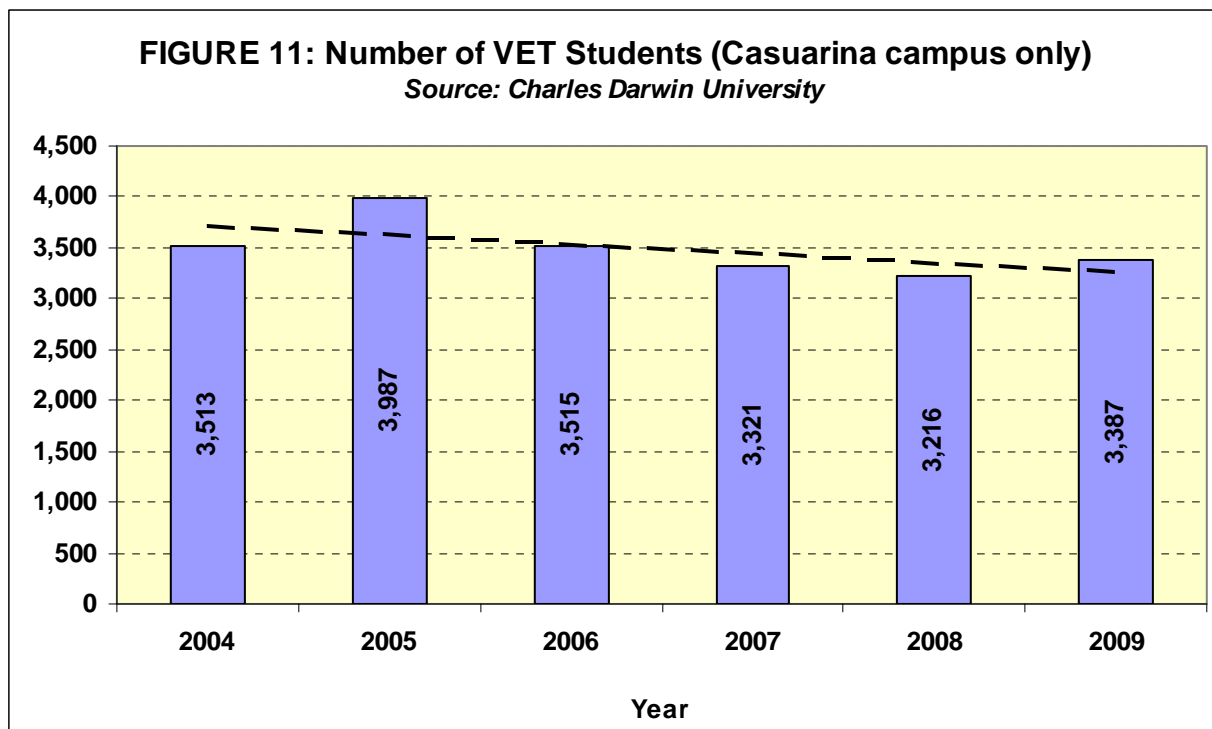
# STATE OF THE CITY - Social



# STATE OF THE CITY - Social



## STATE OF THE CITY - Social



# STATE OF THE CITY - Economic

## Overview of Economic Indicators

**Figures 12 – 13** represents occupancy rates and takings for hotels, motels and serviced apartments (15 or more rooms) within the Darwin municipality. Seasonal fluctuations are expected for wet vs. dry season 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 December 2010.

**Figure 14** shows that since the end of 2007, Territorians are earning more than the Australian average. This figure is linked to the current unemployment rate which is lower in the NT compared to the rest of Australia. The latest figures available are November 2010 which show that Territorians are earning an average of \$1,063.90 per week as compared to the Australian average of \$996.60. The NT average earning rose 5.25% since November 2009 compared to the average Australian increase of 4.42% over the same period.

**Figures 15 – 20** is 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 – down 41.3% over the past 12 months (inner Darwin down 46% and Northern suburbs down 40.1%). However the median price was increased slightly, up 3.6% from the same time last year (inner Darwin up by 2.6% and northern suburbs up by 10.3%). The highest number of house sales has occurred in Anula, followed by Karama, Lyons and Leanyer.

In relation specifically to units and townhouses, the majority of sales occurred in Darwin City followed closely by Stuart Park. The number of overall Darwin sales has decreased by 31.9% since last year (inner Darwin down by 23% and northern suburbs down by 26%). The median price for Darwin overall is up by 6.3% (inner Darwin still down by 0.7% since the same time last year but has experienced a 12.9% increase since last quarter).

This has also translated into lower rental prices with a 3 bedroom house in Darwin 4.4% lower than the same time last year (21.1% lower in inner Darwin and 1.6% lower in the northern suburbs).

Average rental prices for units have also decreased with a 2 bedroom unit in inner Darwin down 8.4% and down by 3.2% in the northern suburbs.

The Property Council of NT has released it's second Office Market Report for Darwin.

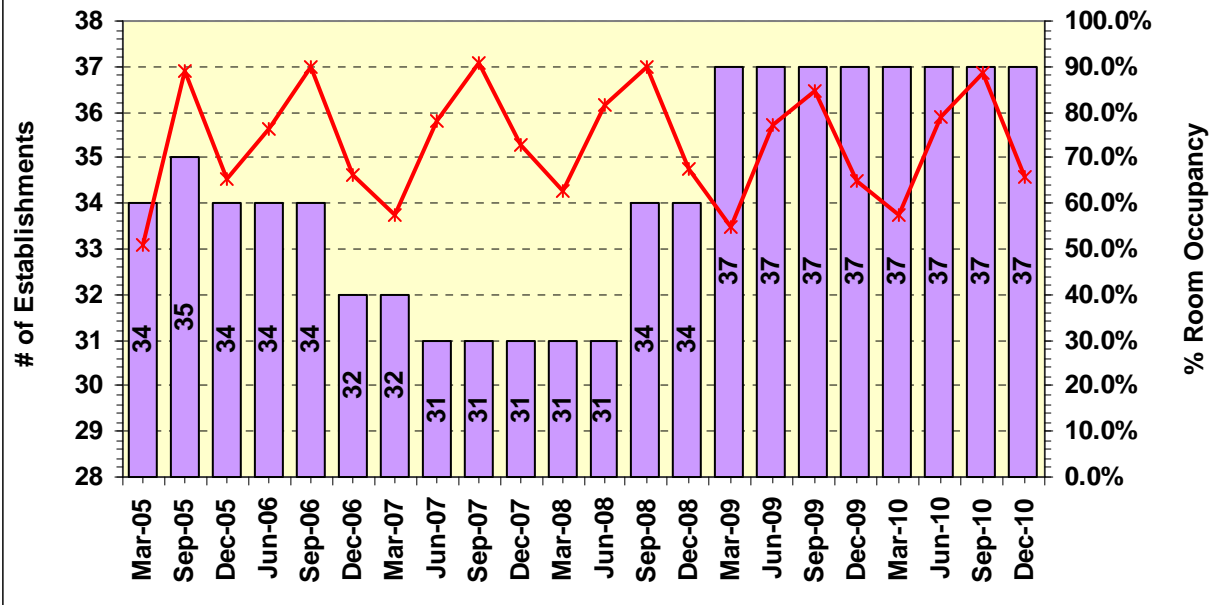
This has shown that the total amount of office space in Darwin has decreased by 10,872 sqm. The majority of Darwin Office space is graded as "Premium / A Grade" at 49.74% (an increase of 2.48 percentage points). B grade has also increased from 30.82% to 32.44%, C and D grade stock has decreased.

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

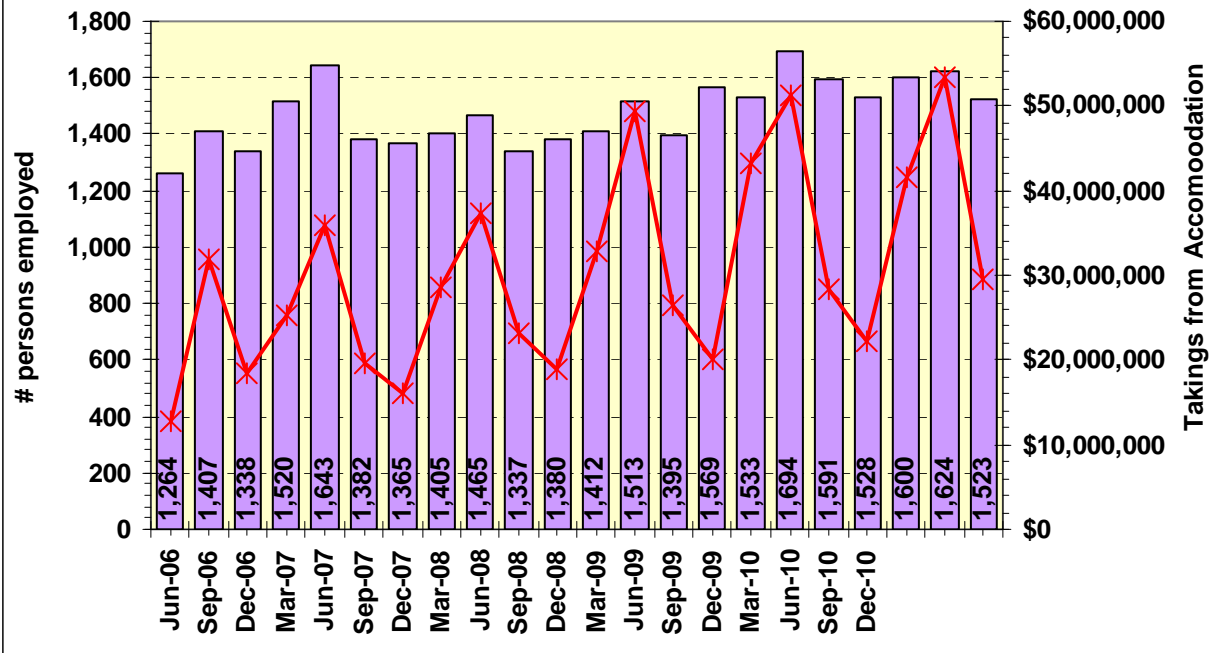
**FIGURE 12: Hotel, Motel & Serviced Apartments (>15 rooms)**

Source: ABS Tourist Accommodation Data



**FIGURE 13: Hotel, Motel & Serviced Apartments (>15 rooms)**

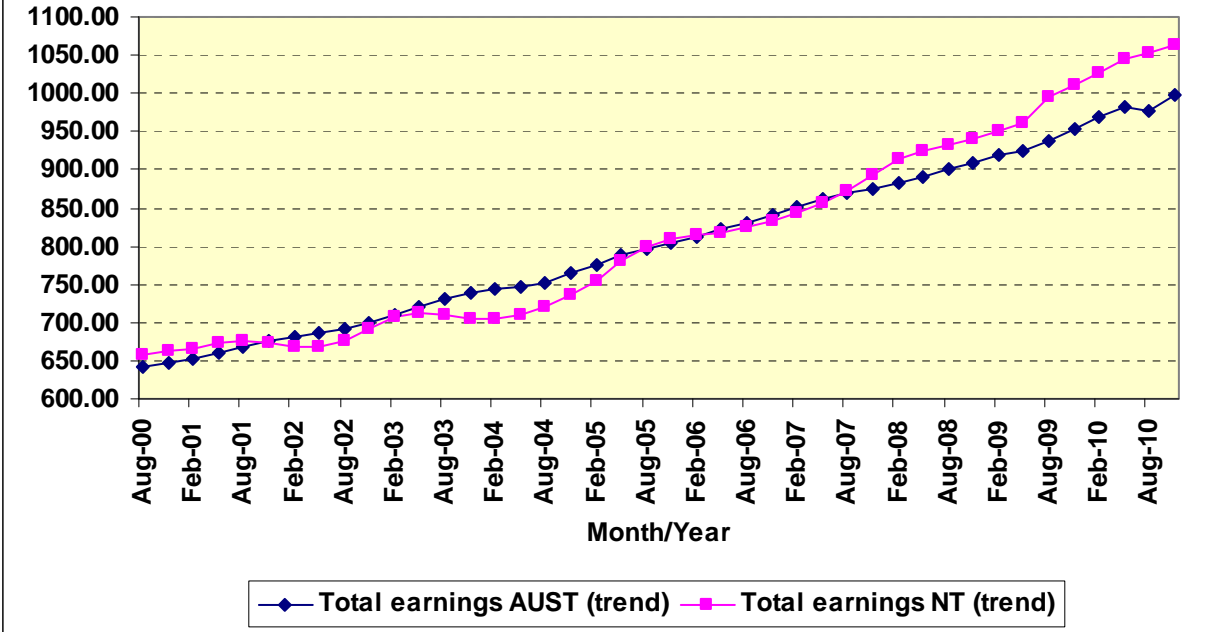
Source: ABS Tourist Accommodation Data



# STATE OF THE CITY - Economic

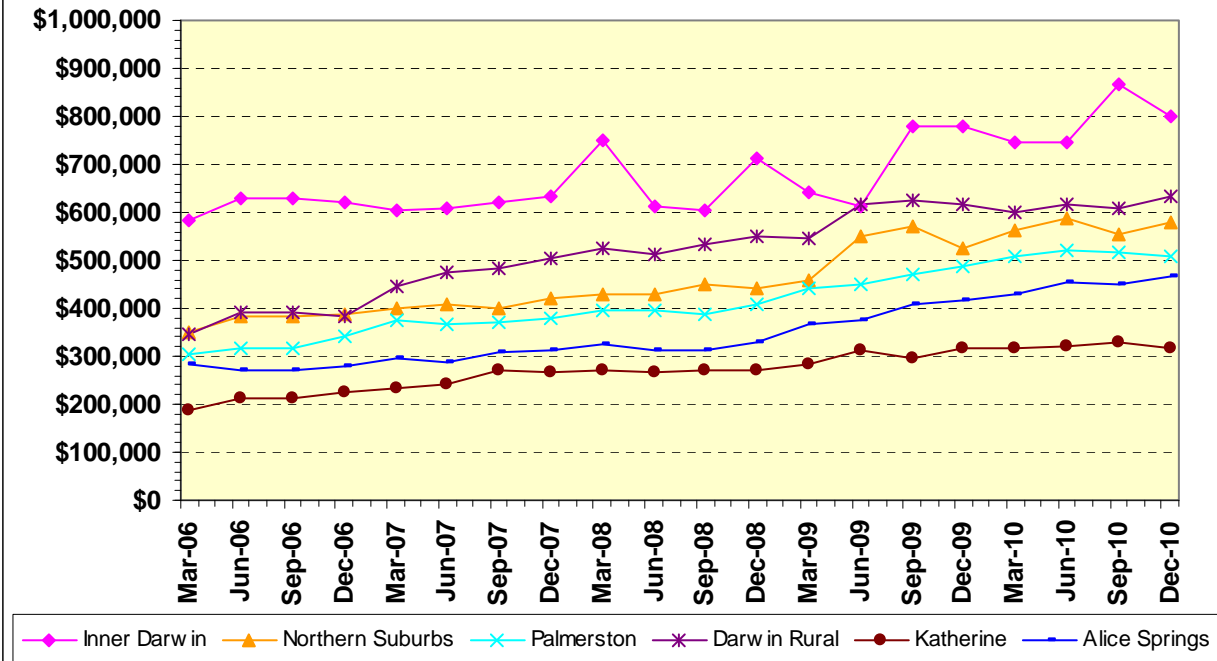
**FIGURE 14: Average Weekly Earnings (NT vs. Aust)**

Source: ABS Average weekly earnings trend data

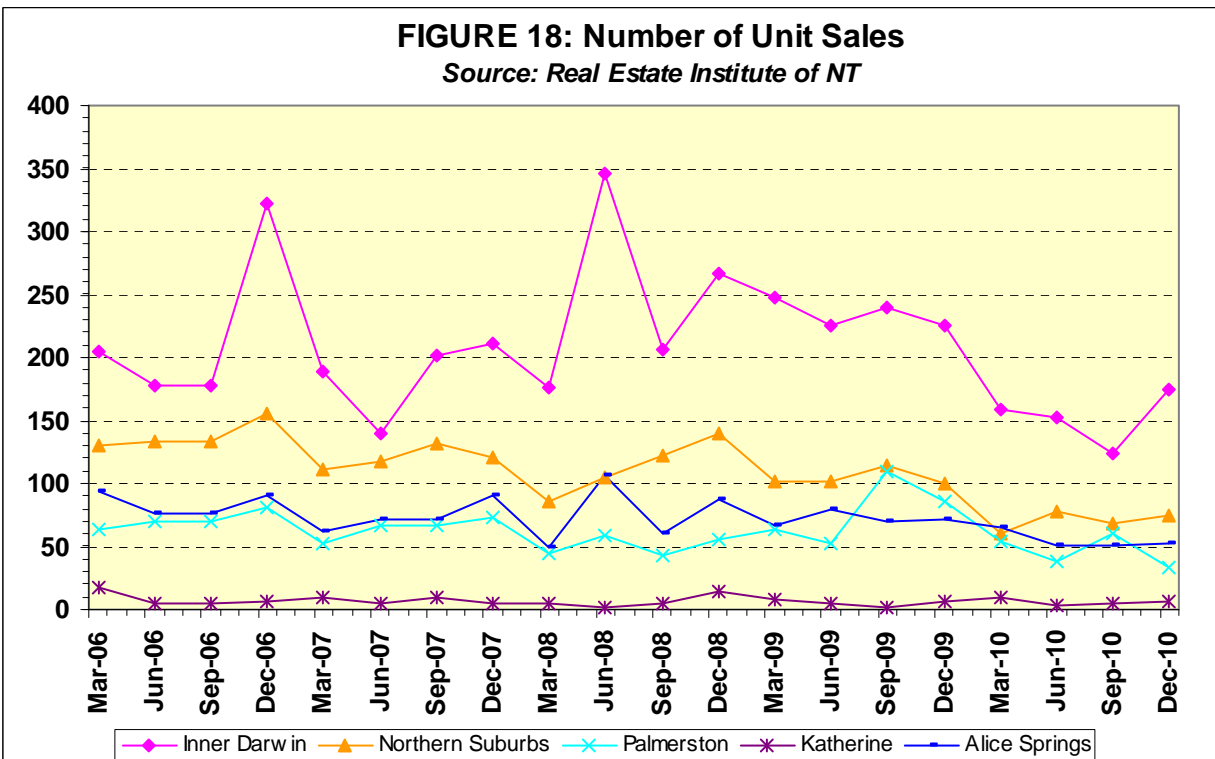
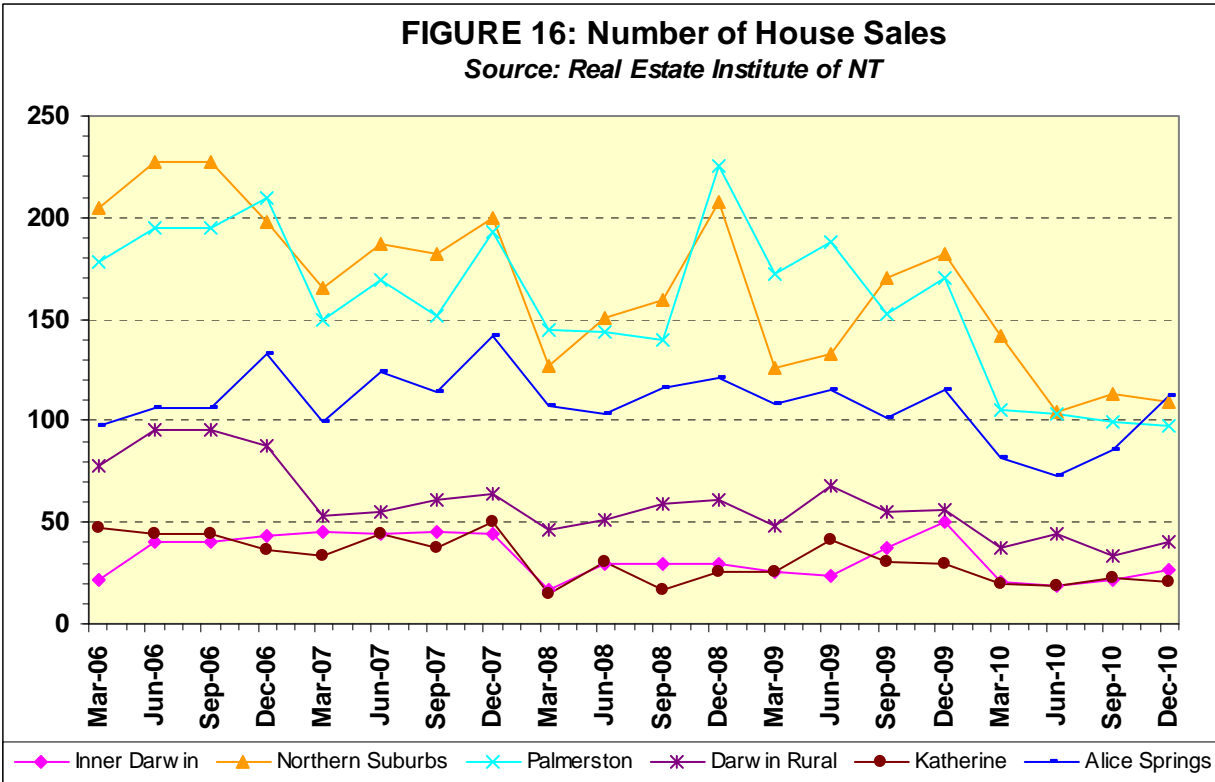


**FIGURE 15: Median House Sale Price**

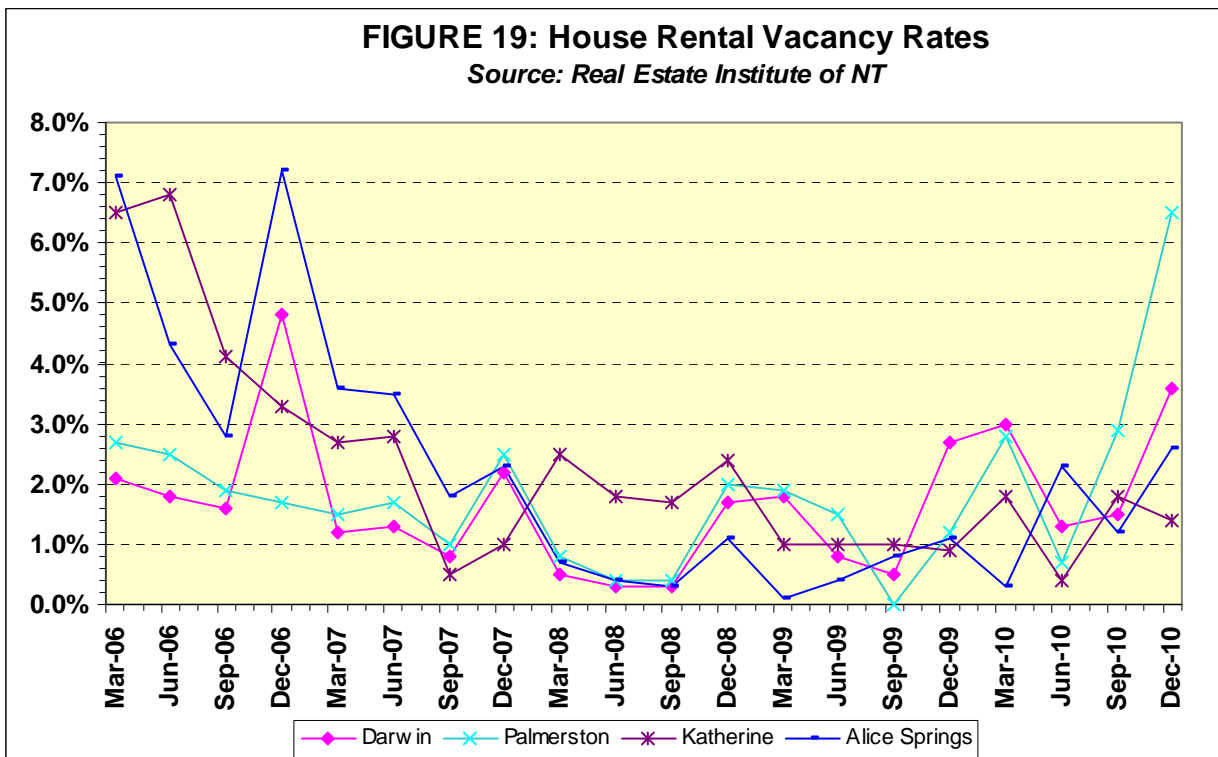
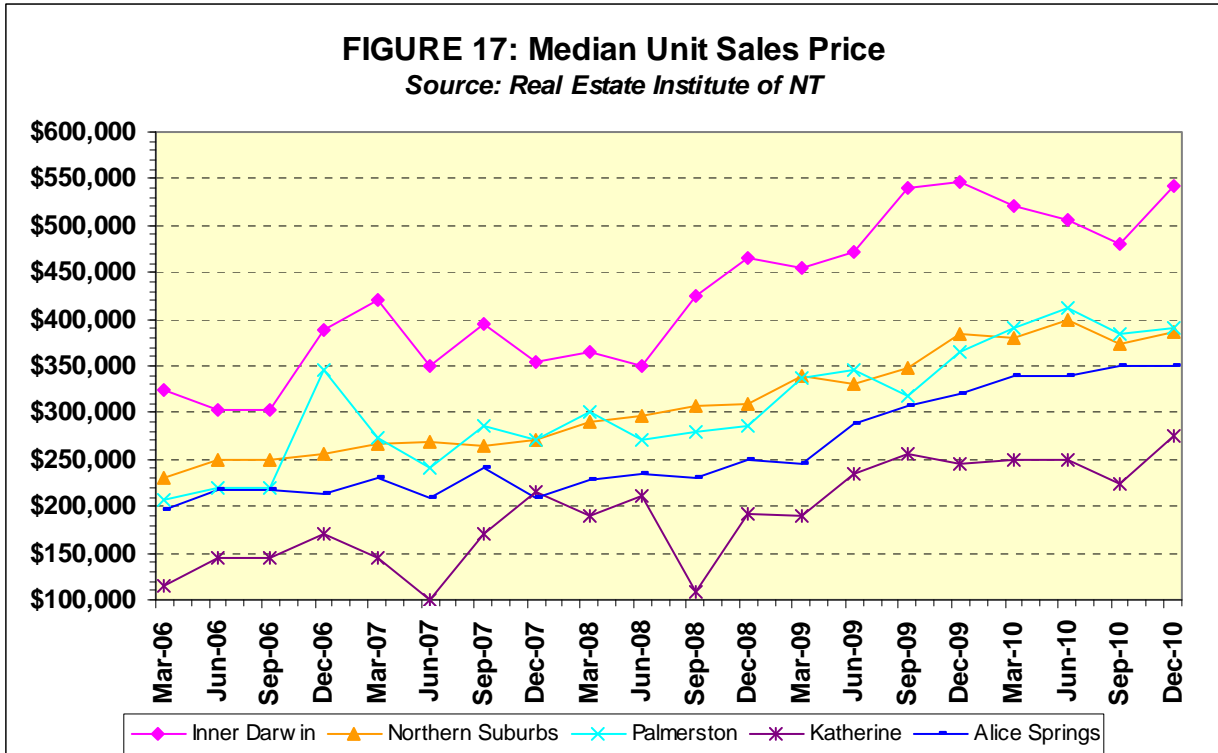
Source: Real Estate Institute of NT



# STATE OF THE CITY - Economic

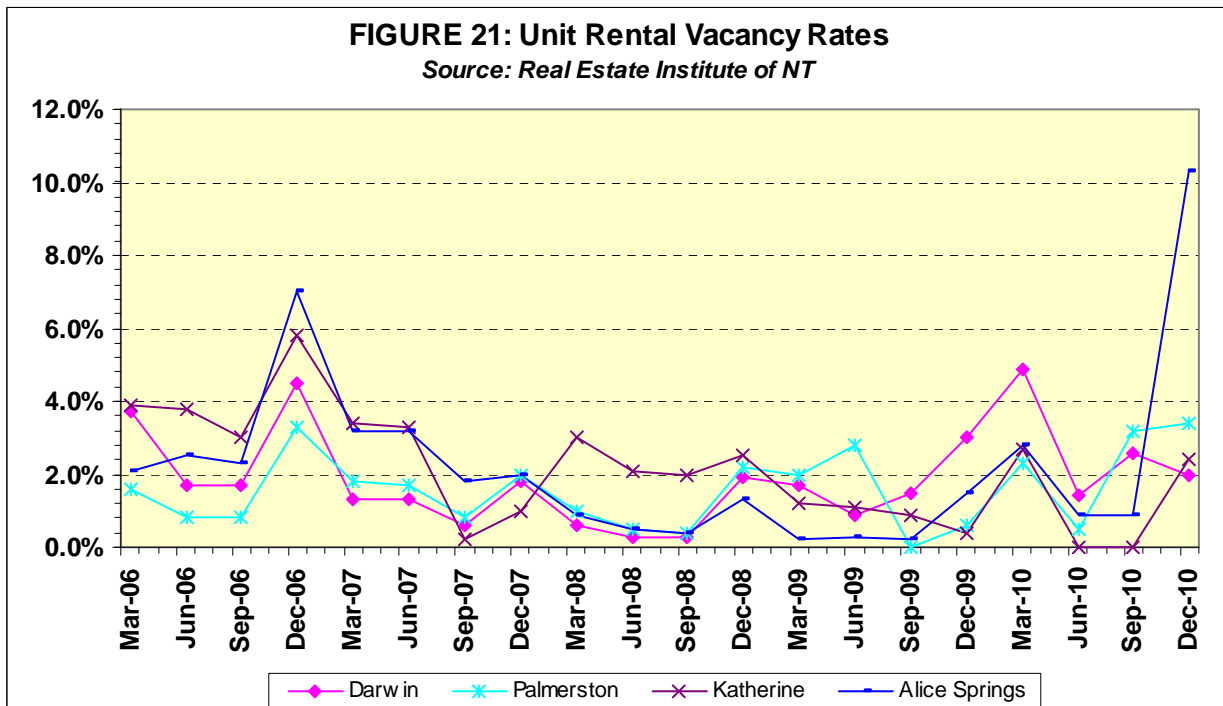
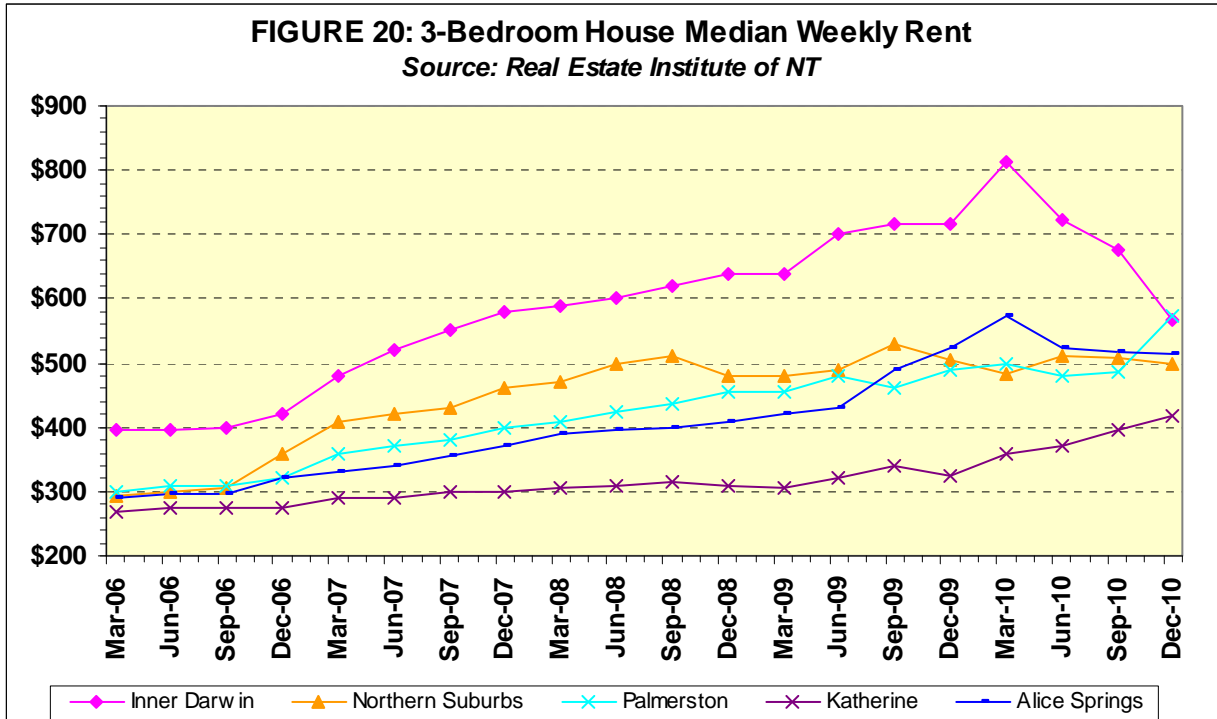


# STATE OF THE CITY - Economic

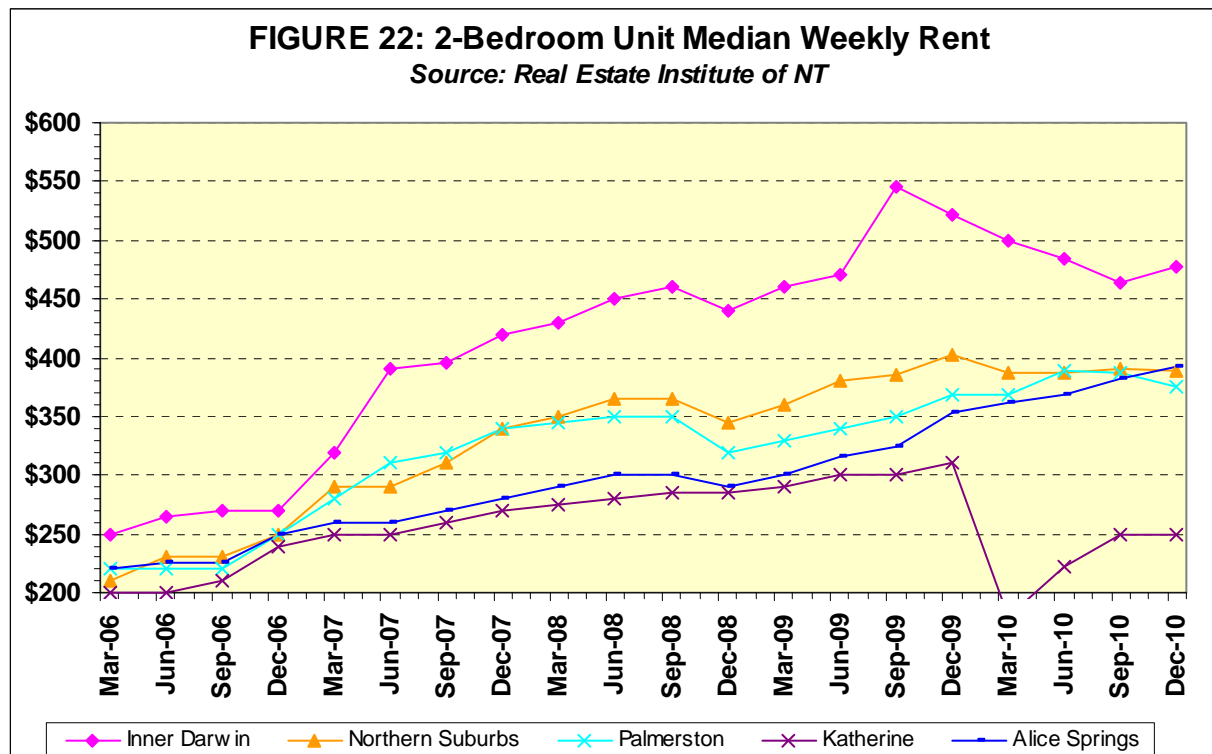




# STATE OF THE CITY - Economic



# STATE OF THE CITY - Economic



# STATE OF THE CITY - Environmental

## Overview of Environmental Indicators

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 positive areas of this report shows that Territorians are above the Australian average when it comes to using mulch, watering at cooler times of the day, watering more thoroughly but less frequently and watering only when necessary.

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

Environment		
Indicator	2010/11 YTD	2009/10
Total volume of domestic kerbside collected (red bin)	12,646.54 tonnes	16,419.75 tonnes
Domestic waste collected per capita per annum (red bin)	0.164 t per person	0.216 t per person
Total volume of domestic kerbside recycling (yellow bin exc. contamination)	3,412 tonnes	4,700 tonnes
Waste to landfill (kerbside, commercial and Council)	120,429.37 tonnes	162,565.14 tonnes
Commercial and industrial waste to landfill	105,753.85 tonnes	141,990.84 tonnes
Commercially generated and industrial waste as a % of total waste	87.8%	87.3%

**Table 2**

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

**Table 3**

# STATE OF THE CITY - Infrastructure

## Overview of Infrastructure Indicators

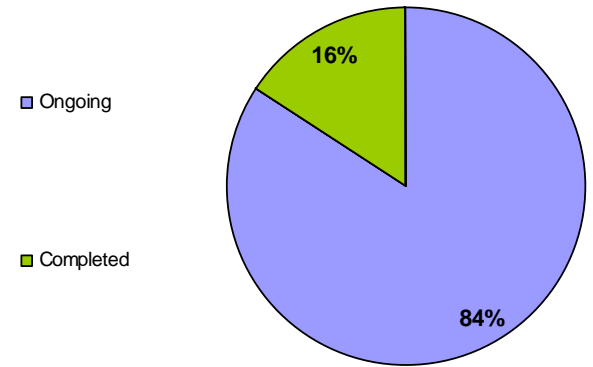
**Table 4** outlines Council's current data on our Infrastructure indicators. As with the environment indicators further data will be collected over time so we can demonstrate any increasing or decreasing trends.

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

**Table 4**

*NB: These are annual indicators, therefore will not be updated again until the end of the financial year.*










# GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships



## Goal 1: Progress against Corporate Plan actions

Action	Progress	Status
<b>Outcome 1.1: Improve relations with all levels of Government</b>		
<b>Strategy 1.1.1: Effectively engage with Territory and Australian Government officials, particularly in the Darwin region</b>		
Understand Council's role and the impacts of the Intervention	Further outcome per Council's participation in intergovernmental forums is the reconsideration by the Northern Territory Government of infrastructure to address wet season homelessness , probably exacerbated by the impact of the Intervention, including the commissioning of a data collection project to enhance insight into the breadth and nature of the issues.	
Develop and maintain framework which ensures that Senior Officers and Elected Members effectively engage with NT and Australian Government	Regular monthly meetings of the Coordinating Committee of Officials Meetings (Darwin City Council, Dept of the Chief Minister and Dept lands and Planning) have been progressing as per the schedule to support and progress actions from the Capital City Committee.	
<b>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</b>		
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.	
Continue to participate in and actively support the Council of Capital City Lord Mayors (CCCLM) meetings	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. The Lord Mayor and Chief Executive Officer ensure that Darwin City Council is represented at the three face-to-face meetings per year and participate regularly in the monthly teleconferences.	

## GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships

<b>Strategy 1.1.3: Develop partnerships and joint projects with other levels of government</b>		
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. Through the Capital City Committee the ongoing joint projects include: WWII Defence of Darwin Museum, Secure Taxi Ranks, the development of solutions regarding vacant/derelict sites.	
In partnership with the NT Police and the City of Palmerston implement the Graffiti Management Plan	Graffiti SLA has been negotiated for a further 12 month period following the success of the Graffiti SLA trial period. The number of assets in the new Agreement period has increased to include additional Government Departments.	
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 due to be completed 30 May 2011.	
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.	
<b>Strategy 1.1.4: Play a strategic role in the planning and developmental processes that impact Darwin</b>		
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.	

## GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships







Participate the Darwin's Urban Design Advisory Panel	DCC continues to participate in meetings as required.	
<b>Strategy 1.1.5: Influence Government and developers to develop sustainable projects which reflect Darwin's lifestyle</b>		
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"> <li>• Australian Government Minister Garrett visit to East Point Mindil Projects - July 2010.</li> <li>• Darwin Harbour Cleanup - July 2010.</li> <li>• Development of Darwin City Council Climate Change Policy.</li> <li>• Development and implementation of Darwin City Council Energy Audits.</li> <li>• Development and implementation of Darwin City Council Greenhouse Gas Inventory.</li> <li>• Development of the Draft Climate Change Action Plan 2010 - 2020.</li> </ul>	
Darwin City Council to provide comments on new developments to the Northern Territory Government's Development Consent Authority (DCA)	DCC currently having early involvement with proposed Muirhead development. Raising issue such as buffer zones, vegetation retention, waste management, appropriate housing design and orientation preparedness for impacts of Climate Change.	
<b>Outcome 1.2: Effectively engage with the community</b>		
<b>Strategy 1.2.1: Increase involvement of the Business Community for developing solutions to local issues</b>		
Investigate the impacts of major developments on the Darwin community and Council services	DCC have 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.	
Participate in annual business forums to exchange information and raise awareness of Council issues and services	DCC was a member of the Public Relations Institute of Australia but has now ceased this membership. Other opportunities will be explored.	
<b>Strategy 1.2.2: Engage, communicate and work collaboratively with the community including schools</b>		
Assist sport/community groups to identify funding and write grant applications	DCC provides information as required to sport/recreation groups on where/how to access alternate funding sources as requested. Grant opportunities are researched regularly and kept as an electronic document for emailing.	

Table 5

# GOAL 1 - Achieve effective partnerships and engage in COLLABORATIVE relationships

## Goal 1: Strategic KPIs progress

Outcome		Indicator		Target	Actual Result		
Goal 1: Achieve Effective Partnerships and Engage in Collaborative Relationships							
				2010/11 YTD	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	16	23	20	
		Number of joint projects completed	Trend	4	8	2	
		Number of development applications received	Trend	290	390	520	
		Average percentage of DCC recommendations adopted by DCA	Trend	86.67% <sup>2</sup>	N/A	N/A	
1.2	Effectively engage with community	Number of business development enquiries	Trend	8	6	3	
		Number of new community wellbeing initiatives recommended to Council based on community needs	Trend	213 <sup>3</sup>	369	288	
		Number of Youth Advisory Group meetings held	Trend	6	9	8	
		Youth Advisory Group meeting attendance	Trend	90	92	113	
		Community agreement rating that Council consults with community sufficiently	> 3.3	TBA <sup>4</sup>	3.4	3.4	

Table 6

<sup>2</sup> Indicator has been changed this year to reflect DCC's effectiveness (i.e. % of recommendations adopted rather than a number).

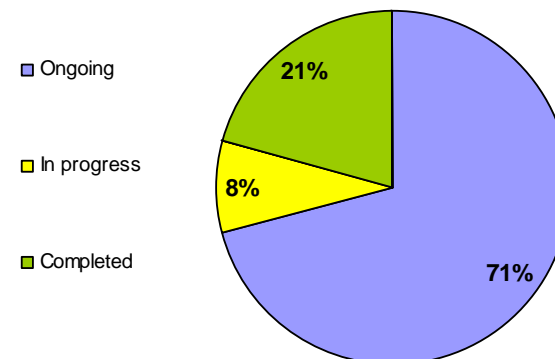
<sup>3</sup> The method of calculating this indicator has been further refined, therefore is not comparable to previous years.

<sup>4</sup> Results are based on Council's Annual Community Satisfaction Survey which is next scheduled to be undertaken in July 2011.











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

### Goal 2: Progress against Corporate Plan actions









Action	Progress	Status
<b>Outcome 2.1: Improve urban enhancement around Darwin</b>		
<b>Strategy 2.1.1: Manage and improve the landscaping, streetscape and infrastructure to a standard that meets community needs</b>		
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.	
<b>Strategy 2.1.2: Develop and maintain a vibrant and active Central Business Area</b>		
No current actions as yet		
<b>Strategy 2.1.3: Support the NT Government's Ribbons of Green and CBD entry node upgrade initiatives</b>		
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, DCC is part of the Project Control Group for these works. NTG is also continuing with works to	





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

	the CBD Entry Statements. DCC'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.	
<b>Strategy 2.1.4: Provide a clean and liveable municipality</b>		
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.	
<b>Strategy 2.1.5: Participate and partner in activities that contribute to a safer Darwin</b>		
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. The Casuarina Liquor Accord Committee have not met since October.	
<b>Outcome 2.2: Increase recreational leisure and heritage experiences</b>		
<b>Strategy 2.2.1: Enhance library facilities</b>		
Actively participate in the Library Review Committee	Community & Cultural Services participation in the Library Review Committee has been on-going throughout the year.	
<b>Strategy 2.2.2: Promote Darwin as a host city for sport and other recreational events</b>		
Develop new events, attract events and enhance existing events in Darwin	DCC continues to explore possibilities to enhance current suite of events and the current focus is on developing a program of activities for the 70 <sup>th</sup> 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 etc. DCC's GIG Gear is also Free to hire and is available to not-for-profit organisations, community groups, charities and young people for non-commercial events that are open to the community.	

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

<b>Strategy 2.2.3: Manage and improve the pathway and cycleway network and encourage safe cycling and walking</b>		
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, which is well advanced and will be completed shortly, weather permitting. 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.	
<b>Strategy 2.2.4: Progress aquatic facility planning and delivery</b>		
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.	
<b>Outcome 2.3: Promote family friendly and healthy activities</b>		
<b>Strategy 2.3.1: Promote and host family orientated activities</b>		
Oversee and represent Council's interests in the Darwin Entertainment Centre	DCC 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 2010. 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.	
<b>Strategy 2.3.2: Pursue the development of a purpose designed youth space and positive youth activities</b>		
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.	
<b>Strategy 2.3.3: Provide facilities and programs which encourage healthy lifestyle choices</b>		
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 YTD	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	93.47%	99.96%	97%	
2.1	Improve urban enhancement around Darwin	Community satisfaction rating with the standard of maintenance of suburban parks and playgrounds	> 3.8	TBA <sup>5</sup>	3.8	3.8	
		Community rating against generally feel safe in their local suburb	> 70%	TBA <sup>6</sup>	74%	72%	
		Community satisfaction rating with the standard of litter collection from public areas	> 3.5	TBA <sup>7</sup>	3.4	3.5	
		Number of incidents resulting in an injury	Trend	28	38	13	
		Community satisfaction rating with the standard of street lighting	> 3.8	TBA <sup>8</sup>	3.6	3.6	
		Community satisfaction rating with the standard of footpaths/ cyclepaths	> 3.8	TBA <sup>9</sup>	3.6	3.4	
2.2	Increase recreational, leisure and heritage experiences	Community satisfaction rating with Library services	> 3.8	TBA <sup>10</sup>	4.2	4.1	
		Library membership as a % of the population	Trend	42.50	47.40	43.99	
		Total number of library visits	Trend	330,961	465,135	509,442	
		Total swimming pool attendance	Trend	136,040	163,973	183,350	
		Total attendance to cultural institutions <sup>11</sup>	Trend	TBA	2,862	2,458	
		Community satisfaction rating with the standard of recreation facilities such as tennis courts	> 3.8	TBA <sup>12</sup>	3.9	3.9	

<sup>5- 11 & 13</sup> Results are based on Council's Annual Community Satisfaction Survey which is next scheduled to be undertaken in July 2011.

<sup>11</sup> At this stage visitation numbers are limited to just visitor attendance at Parliament House. It is planned to expand this to include other cultural institutions within the municipality which will be reported in the June 2011 report.

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

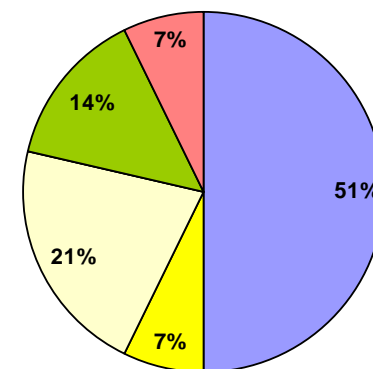
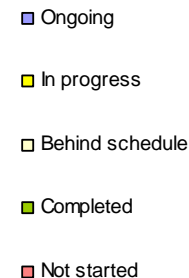
Outcome		Indicator	Target	Actual Result			
2.3	Promote family friendly and healthy activities	Total Fun Bus attendance numbers	Trend	8,555	15,146	9,812	
		Total Fun In The Parks attendance numbers	Trend	2,945	2,265	3,115	
		Average number of bookings for sporting areas	Trend	695	3,384	2,561	
		Total participation in ActivateNT	Trend	TBA <sup>13</sup>	280	200	

Table 8

<sup>13</sup> The 2011 Activate NT program is currently underway. Total participants will not be known until the end of the program.

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

### Goal 3: Progress against Corporate Plan actions



Action	Progress	Status
<b>Outcome 3.1: Promote the use of public spaces</b>		
<b>Strategy 3.1.1: Enhance public spaces and encourage greater use by the community</b>		
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.	
<b>Outcome 3.2: Enhance transport systems</b>		
<b>Strategy 3.2.1: Review transport and parking needs</b>		
Develop and implement car park contribution plan for areas outside of the CBD	The first stage of a car park contribution plan for Casuarina is in draft form and other areas outside the CBD have been researched. This work will be carried forward into the next financial year.	
Review the CBD parking policy, strategy and financial model	DCC 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	The preliminary concept framework has been developed. Community consultation has now taken place with Council to make a final determination based on feedback received.	
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.	
<b>Strategy 3.2.2: Manage and improve the road network and infrastructure to a standard that meets the needs of the community</b>		
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	With the 2010/2011 roads program underway a submission listing possible projects for the 2011/2012 Local Area Traffic Management (LATM) is being prepared and will be forwarded to the Northern Territory Government's, Roads Network Division for consideration/approval.	
Implement the Roads to Recovery program	Pending Council's decision regarding the feedback received for the Cavenagh St project will determine the ongoing Roads to Recovery project.	

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






<b>Strategy 3.2.3: Provide parking facilities and management systems which meet the needs of the community</b>		
Manage, maintain and ensure optimal performance of Council's off street car parks	282 new Parkeon machines were installed in November 2010.	
<b>Outcome 3.3: Increase and promote use of technology</b>		
<b>Strategy 3.3.1: Develop and promote Council's IT capability for informing the community and seeking feedback</b>		
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.	
<b>Strategy 3.3.2: Advocate for the provision of a wireless service for the CBD</b>		
Investigate wireless internet in key locations, including using wireless devices for accessing Darwin information (historical, botanical, good and services)	DCC is seeking further proposals from alternate providers.	

Table 9



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

## Goal 3: Strategic KPIs progress

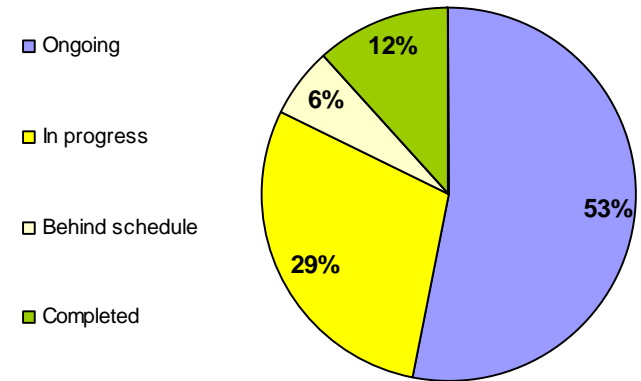
Outcome		Indicator	Target	Actual Result			
Goal 3: Assist Individuals and the Community Stay Connected with the Darwin Region							
				2010/11 YTD	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	92.42%	94.7%	97%	
3.1	Promote the use of public spaces	Community satisfaction rating with the standard of public toilet maintenance	> 3.0	TBA <sup>14</sup>	3.2	3.1	
		Community satisfaction rating with the standard of maintenance of larger public parks, foreshores and beaches	> 3.9	TBA <sup>15</sup>	3.8	3.8	
3.2	Enhance transport systems	Community satisfaction rating with the standard of car parking in the CBD	> 3.0	TBA <sup>16</sup>	2.9	3.0	
		Community satisfaction rating with the standard of car parking in suburban areas	> 3.7	TBA <sup>17</sup>	3.6	3.6	
		Community satisfaction rating with the standard of road maintenance	> 3.7	TBA <sup>18</sup>	3.6	3.5	
		Percentage of road length resealed to total sealed roads	Trend	TBA <sup>19</sup>	2%	3%	
		% utilization of public transport	Trend	TBA <sup>20</sup>	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%	TBA <sup>21</sup>	30%	32%	
		% of community surveyed who made contact with Council via the internet or email	> 6%	TBA <sup>22</sup>	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

<sup>14 - 19 & 21-23</sup> Results are based on Council's Annual Community Satisfaction Survey, next scheduled to be undertaken in July 2011.








# GOAL 4: Create and Maintain Environmentally Sustainable City

## Goal 4: Corporate Plan Action progress



Action	Progress	Status
<b>Outcome 4.1: Be a leader with climate change policies</b>		
<b>Strategy 4.1.1: Develop and implement a climate change policy and strategies for the reduction of carbon emissions</b>		
Investigate the impact on Council of the introduction of Carbon Pollution Reduction Scheme (CPRS)	Decision on CPRS from Australian Government in Nov 2009 as to revised scheme was to not go ahead with the scheme. DCC did seek legal clarification from Cridlands regarding DCC's status under Constitutional requirements in terms of "Trading" which was necessary for the trigger for Emissions Reporting.	
Implement findings of the Building Energy Efficiency Audits	Current audit of all buildings by Consultant to be finalised and presented to Council for review action.	
Actively pursue environmentally friendly options for fleet operations	Currently testing, six utilities on LPG. Difficulty in LPG supplies and the completion of the test showed that LPG not viable due to extra cost is not recovered in fuel savings and local infrastructure, e.g. pumps constantly breaking down would result in excessive down time purely for the lack of fuel. Have purchased three hybrid Camrys with more to follow in the next year. Many of the councils utilities are now using diesel resulting in better consumption and lower emissions.	
Develop a climate change policy and strategy	The Climate Change Policy was developed and adopted by Council in September 2010 and Council is currently developing Climate Change Action Plan 2010 – 2020.	
<b>Strategy 4.1.2: Develop and implement a coastal erosion management plan</b>		
Develop & implement a Coastal Management Plan	Ongoing applications to the Australian Government seeking funding to undertake erosion mitigation and risk mapping projects.	
<b>Outcome 4.2: Improve water conservation</b>		
<b>Strategy 4.2.1: Develop and implement a water efficiency plan</b>		
Develop and implement a Water Sustainability Plan	The water plan is a subset of the Climate Change Action Plan 2010 – 2020 which is currently being developed by Council's Climate Change and Environment and Infrastructure Sections.	

## GOAL 4: Create and Maintain Environmentally Sustainable City

<b>Strategy 4.2.2: Manage and improve Council's storm water management system</b>		
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 will then be placed on the future capital works program for funding consideration.	
Develop a policy for the transfer of NTG stormwater drains to DCC	No policy developed as of yet.	
<b>Outcome 4.3: Increase efficiency of waste management</b>		
<b>Strategy 4.3.1: Lobby for, provide and develop contemporary waste management practices</b>		
Conduct education campaigns in relation to waste, litter and recycling	Ongoing education campaigns run through Council libraries and continuing school tours to Shoal Bay.	
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.	
Implement recommendations of the Gross Pollution Trap (GPT) Master Plan to reduce litter in stormwater	DCC has installed a new GPT this year at Nightcliff. DCC also continues to maintain and operate the 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 tow 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. DCC 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	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.	
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	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. To contribute to water conservation DCC has installed automatic shut off taps in toilets at Civic Centre and 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. Council also provided support to 2010 NT Student Sustainability Summit.	
Develop and implement the establishment of a weed management plan for Council	DCC operations staff and NT Health, work together coordinating weed control and drain maintenance with mosquito control programs. DCC 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.	
Advocate for legislative regulatory to enhance, preserve and protect the Darwin environment	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.	

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 YTD	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	91.45%	96.52%	94%	
4.1	Be a leader with climate change policies	Decrease in greenhouse gas emissions*	Trend	N/A <sup>23</sup>	N/A	12,777 CO2 emissions	
4.2	Improve water conservation	Quantity of water used per hectare of open space	Trend	1013 kl	1,936 kl	2,073 kl	
		Community satisfaction rating with the standard of storm water drainage	> 4.0.	TBA <sup>24</sup>	3.7	3.8	
4.3	Increase efficiency of waste management	Increased volume of kerbside recycling (non contaminated)	6% increase	3,412 tonnes	4,700 tonnes	3,853 tonnes	
		Reduce amount of contaminated waste	90%	174 tonnes	357 tonnes	385 tonnes	
		Community satisfaction rating with the standard of the wheelie bin emptying service	> 4.2	TBA <sup>25</sup>	4.3	4.3	
4.4	Enhance, preserve and protect the Darwin environment	Number of environmental projects completed per annum	2	2	4	2	

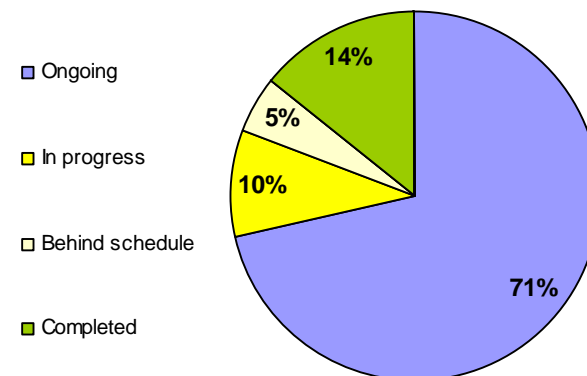
Table 12

<sup>23</sup> This is a complex and resource intensive indicator to collect. The next time that this data will be calculated will in June 2011.

<sup>24-26</sup> Results are based on Council's Annual Community Satisfaction Survey which is next scheduled to be undertaken in July 2011.








## GOAL 5: Facilitate and Maintain a Cohesive Community

### Goal 5: Corporate Plan Action progress










Action	Progress	Status
<b>Outcome 5.1: Facilitate community access and inclusion</b>		
<b>Strategy 5.1.1: Create more opportunities for the community to access services and facilities</b>		
Undertake the Child Care Centre Review and determine Council's role in delivering child care services	On behalf of DCC, Deloitte 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.	
<b>Strategy 5.1.2: Create employment opportunities within the Council for disadvantaged members of the Darwin community</b>		
Investigate and implement ways for marginalised members of the community to gain employment opportunities within Council	Meetings have been held with Ironbark Employment to determine possible scope of creating traineeships for young women to be affiliated with the Fun Bus.	
<b>Strategy 5.1.3: Improve access for people with disabilities</b>		
Work with all relevant stakeholders to improve access for people with disabilities	DCC 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.	
Facilitate Disability Services Forum	Disability Resources into the Future Community Forum was held on 3 December 2010. Notes from Forum are being finalised and will be distributed to service providers and community members. DCC currently preparing report for Council 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.	
Facilitate Disability Awareness Week Activities by Community Development and Library activities	Ideas for Disability Awareness Week 2011 being formulated. Venue for opening event booked. Banner sites have been booked. The first meeting of the Disability Awareness Week 2011 Coordination Committee has been scheduled for May 2011.	

## GOAL 5: Facilitate and Maintain a Cohesive Community

Commence revision of the Disability Action Plan 2006-2010	DCC 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.	
<b>Strategy 5.1.4: Encourage and recognise volunteers</b>		
Investigate and implement strategies to increase volunteer numbers	DCC is working on a volunteers policy and program which will see the active identification of voluntary opportunities within Council programs and services. The project will commence with an audit to identify opportunities that could be enhanced by volunteers. The Manager Community Services attended the Volunteer Managers network meeting in October 2010.	
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. 146 invitations sent 73 attended.	
<b>Outcome 5.2: Promote Darwin's culture</b>		
<b>Strategy 5.2.1: Promote and support activities and programs that celebrate cultural diversity</b>		
Organise Citizenship Ceremonies	Five major ceremonies have been held so far for this financial year including the Australia Day ceremony plus there have been five minor ceremonies held. DCC is currently planning it's largest ceremony to be held in May 2011.	
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.	
Participate in Harmony Day	DCC 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.	

## GOAL 5: Facilitate and Maintain a Cohesive Community

<b>Strategy 5.2.2: Create opportunities for the expression of cultural diversity through art</b>		
Improve and coordinate the facilitation role of Council in its provision of arts, cultural development activities, in-kind supports and sponsorship	<p>Currently planning for 2011 Recycled Art Festival</p> <ul style="list-style-type: none"> <li>- Delivering recycled jewellery workshops at Council events, e.g. upcoming Naming of Darwin celebration (19th March) and Big Gig (8th April).</li> <li>- Facilitating 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</li> <li>- Live Music at Casuarina Library and City Library (ongoing program)</li> <li>- Facilitated Arts Sector Forum on 3 March 2011 at Civic Centre to encourage dialogue with Council around our Arts and Cultural Development program</li> </ul>	
Assist with support for the Darwin Festival	<p>DCC supports the Darwin Festival through cash and in-kind sponsorship.</p> <p>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.</p>	
Implement Council's Five Year Arts Plan and Public Art Policy which informs Council's direction and service scope in facilitating development of the arts in Darwin	<p>This strategy is being achieved through:-</p> <ul style="list-style-type: none"> <li>- Setting priorities through consultation with the sector and the Arts and Cultural Development Advisory Committee</li> <li>- 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</li> <li>- Darwin City Centre Public Art Master Plan</li> <li>- Public Art Policy and commissioning guidelines (based upon previous planning documents)</li> <li>- Civic Park Master Plan incorporating landscaping and cultural planning.</li> </ul>	
<b>Outcome 5.3: Support harmony within the community</b>		
<b>Strategy 5.3.1: Develop and support programs to promote community spirit, cohesion and safety</b>		
Investigate and implement best practice programs that will promote community cohesion and safety	<p>Council resolved to create a Safety Officer position to promote community cohesion and safety.</p> <p>This position replaced the previous Sister Cities Coordinator position. The new position encompasses community safety aspects of Community Development as well as facilitate Council's Sister Cities program.</p>	
Develop and implement an Annual Good Neighbour Award program	<p>DCC 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.</p>	
Investigate and implement if appropriate services to assist neighbourhood dispute mediation	<p>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.</p>	
Provide coordination of community markets and facilitate works as required	<p>A Council Officer met with Mindil market staff to discuss maintenance issues prior to first market 28 April 2011. DCC also facilitated Parap market maintenance issues.</p>	



## GOAL 5: Facilitate and Maintain a Cohesive Community


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 - still pending a Council decision.	
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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 YTD	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	97.14%	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	TBA <sup>26</sup>	2.7	2.9	
		Total number of community groups supported (e.g. in-kind, advocacy, facilitation, financial)	Trend	73	72 <sup>27</sup>	80	
5.2	Promote Darwin's culture	Number of Disability Advisory Committee decisions endorsed	Trend	16	5	18	
		Number of Arts & Culture Events Sponsored	Trend	60	33	52	
		Number of arts and cultural forums or projects	Trend	41	56	36	
5.3	Support harmony within the community	Total number of vandalism incidents reported (Graffiti)	Trend	529	228 <sup>28</sup>	2,579	

Table 14

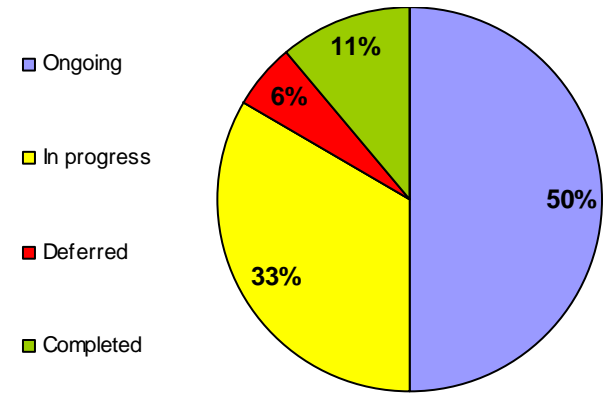
<sup>26</sup> Results are based on Council's Annual Community Satisfaction Survey which is next scheduled to be undertaken in July 2011.

<sup>27</sup> 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.

<sup>28</sup> 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
<b>Outcome 6.1: Increase Council's profile</b>		
<b>Strategy 6.1.1: Provide strategic sponsorship for major events</b>		
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.	
Provide in-kind support to community based events	Loan of Gig Gear from 1 July 2010 includes Danila Dilba - Family Fun Day held during NAIDOC 2010 celebrations, Corrugated Iron Youth Arts, Terrorfest & Brown's Mart, Bagot Community, HEAL and Indigenous Hip Hop Projects. Loan of Fun and Games Equipment from July 2010 includes:- Danila Dilba - Family Fun Day held during NAIDOC 2010 celebrations, Dragons Abreast - Fundraising Event, Kormilda College - Child Protection Week, Fun in the Parks program, DCC/Early Childhood Australia/Territory Childcare Group - Children's Week event at Jingili Water Gardens and Leanyer Recreation Park, Volunteering SA&NT - International Volunteers Day at Darwin Botanical Gardens, Stuart Park Childcare Centre - Children's Christmas Party, Total Recreation - Youth Holiday Program at Malak Community Centre, Chief Minister's Youth Round Table - Family Fun Day at Nightcliff Swimming Pool and Australia Day Council - Australia Day Fun Run event.	
<b>Strategy 6.1.2: Implement a communications strategy that promotes Council and informs the community</b>		
Through media campaigns showcase Council's innovation and achievements	This is an ongoing program. Media campaigns include the City Centre Revitalisation Project and official launch in December, Activate NT, various award successes, youth and art functions and exhibitions.	
Develop and implement a communication strategy which will keep the community informed	DCC continues to develop and distribute the My Darwin quarterly residents newsletter which is distributed to all households within the municipality.	
Update Council's website and showcase Council's innovation and achievements	DCC new website is completed.	

## 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 destroying tents. At very short notice the ceremony was moved to the Darwin Entertainment Centre, 89 veterans and families attended. Planning underway for the 70 <sup>th</sup> anniversary with a program of activities currently being developed.	
Support the World War II Museum initiative at East Point	The Military Museum is currently at 75% drawing phase and is under construction. Council's role has completed excluding some potential engagement regarding the Water Mains, bus parking issues and stormwater disposal etc.	
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. DCC also engaged with Fanny Bay Historical Society and Darwin High School to celebrate the 100 <sup>th</sup> 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. DCC continues to support and participate in the Annual Tropical Garden Spectacular and provides major sponsorship to the Arafura Games. DCC also continues to promote Darwin's unique tropical lifestyle through Council responses to key strategic planning documents.	
Strategy 6.2.3: Celebrate the city's evolution		
Promote and celebrate the city's evolution	DCC continues to promote Darwin as the capital city of the Northern Territory, including the 100 <sup>th</sup> Anniversary of the Naming of Darwin celebrations, Public Art in the Mall has been developed to promote the City's evolution.	
Support the Charles Darwin Symposium - Shaping our Science, Society and Future	Completed action. DCC sponsored the Charles Darwin Symposium by providing \$2,000, 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 and Symposium organizers borrowed the matching stand-up Darwin200 banner for the event. DCC continued to promote Darwin 200 throughout 2009.	
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.	

## GOAL 6: Promote Brand Darwin






Maintain the Sister Cities Calendar of Events and promote all significant events and holidays concerning our sister cities	Chinese New Year advertisement was placed in the NT News to celebrate year of the rabbit. Celebrating Sister Cities with Arafura Games (Monday 11 May) and the Sister City Film Night (Thursday 30 June) are currently being 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 met on 29 March 2011. At this meeting the Committee received 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. Three artists from Haikou have been invited to develop a concept for the Artwork for the Sister City Show. Concept designs are due 16 May 2011. The Australia China Friendship Society has developed a dance and specific costumes that represent the Darwin and Haikou relationship. It will be performed for the first time on Monday 9 May 2011 as part of the Arafura Games. DCC continues to liaise with Sister City members on an individual basis.	
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. Three representatives from Action for Change Foundation, Dili, Timor-Leste visited Darwin from 28 March until 13 April. During this time they undertook work experience with Council's Youth Services and Libraries as well as with Red Cross, Music NT, Brown Mart and Corrugated iron Youth Arts.	
<b>Strategy 6.2.5: Facilitate joint visits and delegations with business, government and the community to promote Darwin</b>		
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 and the Ambassador of the Republic of Korea, the German Ambassador, the Ambassador of Egypt, the Ambassador of Timor-Leste, the Ambassador of Finland and the Ambassador of Mexico.	

Table 15

# GOAL 6: Promote Brand Darwin

## Goal 6: Strategic KPIs progress

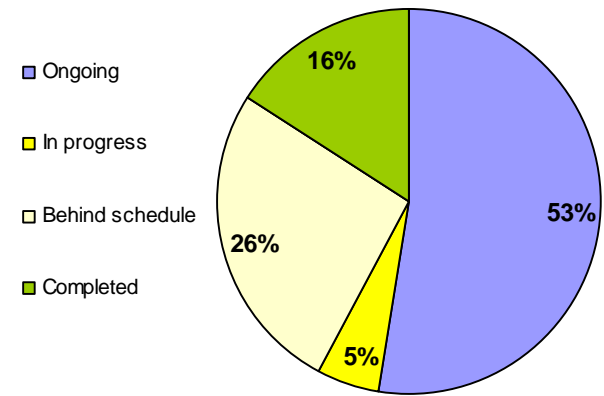
Outcome		Indicator	Target	Actual Result			
<b>Goal 6: Promote Brand Darwin</b>							
				<b>2010/11 YTD</b>	<b>2009/10</b>	<b>2008/09</b>	
Completion of all key projects / initiatives within specified timeframes			>90%	88.77%	97.88%	99%	
6.1	Increase Council's profile	Total value of sponsorships provided for events	Trend	\$319k	\$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%	TBA <sup>29</sup>	43%	50%	
		Number of Sister City Committee decisions endorsed	Trend	45	29	32	
		Number of Sister City projects completed	Trend	0	2	N/A	

Table 16

<sup>29</sup> Results are based on Council's Annual Community Satisfaction Survey which is next scheduled to be undertaken in July 2011.








# GOAL 7: Demonstrate Effective, Open and Responsible Governance

## Goal 7: Corporate Plan Action progress








Action	Progress	Status
<b>Outcome 7.1: Effective governance</b>		
<b>Strategy 7.1.1: Continuously review service delivery to meet communities needs and expectations</b>		
Undertake a whole of organisation review of program delivery to ensure outcomes are being achieved in a cost efficient and effective manner	This action had been delayed from the initial start date. Preliminary work/research has been undertaken, including how DCC will approach this project. 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.	
<b>Strategy 7.1.2: Minimise exposure of Council through effective risk management practice</b>		
Deliver the Internal Audit Plan within specified timeframes	Internal audit deadlines being met.	
Ensure compliance with all relevant OHS legislation	All DCC staff, contractors and associated stakeholders are to ensure OHS compliance with the following legislation or practice: <ul style="list-style-type: none"> <li>• NT Workplace Health and Safety Act and Regulations 2007</li> <li>• Australian Standards and National Codes of Practice approved by NT Work Health Act and Regulations</li> <li>• DCC OHS policies and procedures</li> <li>• NOHSC:1016 (2005) National Standard for Construction Work</li> <li>• DCC OHS inspection mix</li> </ul> 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	Highlighted as a high residual risk in the Risk Management Framework and subject to an internal audit Jan-March 2011.	

## GOAL 7: Demonstrate Effective, Open and Responsible Governance

Develop and implement an organisational Risk Management Strategy in accordance with Australian Standards	Risk Register has been completed with Strategic & Operational Risks identified. Awaiting final sign off. Audit Plan & CSA Plan developed & 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.	
<b>Strategy 7.1.3: Manage Council's affairs based on a sustainable financial strategy</b>		
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.	
<b>Strategy 7.1.4: Apply a total asset management approach to Council assets</b>		
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).	
<b>Strategy 7.1.5: Be active in the review and development of relevant legislation</b>		
Participate in the Local Government Administration and Legislation Committee and the Local Government Accounting Advisory Committee	This is an ongoing action. ALAC Meeting was held on 18 March 2011. The agenda consisted of an update on Legislative Amendments by Departmental Representatives, Rate Exemptions and a Review of the ALAC Governance Charter and Membership Appointment.	
<b>Strategy 7.1.6: Apply contemporary management policies and by-laws</b>		
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.	



## GOAL 7: Demonstrate Effective, Open and Responsible Governance

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.	
<b>Outcome 7.2: Display strong and effective leadership, within Council and across Government</b>		
<b>Strategy 7.2.1: Display contemporary leadership and management practices within Council</b>		
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 &amp; 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>Other award nominations included a staff member for Tribute to NT Women.</p>	
<b>Strategy 7.2.2: Invest in our people so they can perform at their best</b>		
Develop and implement a Workforce Plan and Strategy	<p>A Workforce Committee has been developed which includes employee and management representatives. A number of priorities for the next 6 months have been determined.</p> <p>This is now an ongoing action.</p>	
<b>Strategy 7.2.3: Use contemporary community engagement techniques to inform decision making</b>		
Undertake annual Community Satisfaction Survey and ensure results inform future decision making	<p>Community Satisfaction is conducted each July. The 2010 report and analysis was endorsed by Council on 26 October 2010.</p> <p>Planning is now underway for the 2011 survey.</p>	
Review the community consultation and engagement policy	It is anticipated that the reviewed and revised policy will be tabled at Council before the end of the financial year.	

## 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 eg Local Govt Managers Association, CPA, Engineers Australia, etc	
Undertake a review of the Evolving Darwin, Towards 2020 Strategic Plan, including undertaking an environmental analysis to identify any new external issues	Review was not undertaken due to competing priorities.	

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 YTD	2009/10	2008/09	
Completion of all key projects / initiatives within specified timeframes			>90%	80.09%	96.69%	96%	
7.1	Effective governance	% of internal audit recommendations implemented within specified timeframes	> 90%	96.7%	92%	99.95%	
		% of annual expenditure within budget	> 85%	93.98%	93.72%	97.77%	
		% of rate debtors outstanding	< 4%	10.7% <sup>30</sup>	2.89%	2.84%	
		Debt Servicing Ratio	< 5%	0.30%	1.13%	1.22%	
		Liquidity Ratio	> 1.0	1.62	1.33	1.16	
		Rates Ratio	> 65%	92%	73.22%	70%	
		Investment earnings	> \$500k	\$2.3m	\$2.02m	\$2.17m	
7.2	Display strong and effective leadership, within Council and across Government	% overall community satisfaction with DCC	> 65%	TBA <sup>31</sup>	64%	62%	

Table 18

<sup>30</sup> The target of <4% is only applicable at the end of the year after the 4<sup>th</sup> quarter instalment due date has passed.

<sup>31</sup> Results are based on Council's Annual Community Satisfaction Survey which is next scheduled to be undertaken in July 2011.