

**ATTACHMENT C**

**SECOND QUARTER OPERATIONAL  
PLAN REPORT 2015/16**



## City of Sydney – Operational Plan

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## 1 A globally competitive and innovative city

Keeping Sydney globally competitive is central to Sydney's and Australia's future. The City must focus on the global economy and sustained innovation to ensure continuing prosperity.

### 1.1 Plans are in place to accommodate growth and change in the City Centre and other key economic areas.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>City Planning</b>				
Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.	2016	85	As part of a final component of the research and testing of the Central Sydney Planning Strategy, further economic feasibility assessment is being carried out on the proposed controls. This work is in its final stages and fundamental to support the robust analysis carried out to date. The Central Sydney Planning Strategy is to be supplemented by a Planning Proposal, potential changes to the Development Control Plan, supporting guidelines and contributions framework. Work is well under way targeting reporting to Council in the first quarter 2016.	<b>On Track</b>

### 1.2 Globally competitive clusters and networks are strong, innovative and continue to grow.

Major Programs	Progress To Date	Status
<b>Information and research</b>		
Analyse and report the data from the 2012 Floor Space and Employment Survey including publishing reports for key industry and economic sectors in the city economy.	The 2012 Floor Space and Employment Survey (FES) continues to provide information for both internal and external stakeholders. Data has been used predominantly for internal strategic and statutory planning and service delivery planning. Key projects included Section 94 Plan, Environmental Sustainability Platform, Energy Efficiency Masterplan, and C40 sector segmentation analysis.	<b>On Track</b>
Provide dialogue about demographic, business and economic development information to existing businesses through representative groups of local business precincts.	External stakeholders included the Potts Point Partnership (employment and business profiles).  In the first half of 2015/16, the City's FES related web pages had received 2,089 page views (average of 88 and 72 per week in Q1 and Q2 respectively) and 197 downloads of available reports and data specific to the FES.  The City of Sydney website business pages have been updated to include an extensive range of information about local economies across ten precincts. This includes demographic, business and economic development information.	<b>On Track</b>
<b>Networks and connections</b>		
Collaborate with partners and support the establishment of creative, digital and financial innovation precincts	The City continues to work with the University of Technology, Sydney (UTS) and industry partners to support their efforts to create an innovation precinct. UTS launched "The Hatchery Pre-Incubator" in February, designed to give students the start-up skills they need to be the entrepreneurs of the future. The City of Sydney is a key partner of UTS through our memorandum of understanding.	<b>On Track</b>
Support networking events, forums and seminars to foster business to business engagement and peer learning.	The City continued to host relevant business forums to a cross section of our business community. In the past year this has included our sponsorship of the Sydney China Business Forum run by the China Studies Centre at the University of Sydney, a business event during Chinese New Year that gave insights to the recent free trade agreements, a series of very successful business 101 seminars and a small business information session to provide assistance to businesses along and adjacent to the Light Rail route.	<b>On Track</b>

Provide support for the Retail Advisory Panel established to provide strategic advice on city-wide issues and opportunities faced by the sector.

- The Retail Advisory Panel met 4 times in 2015. Key matters that the Panel advised the City on this year included:
- Activation and business support programs during the construction of the Light Rail along George Street
  - Feedback on the City's draft commercial signage planning controls
  - Continued input into capturing retail and hospitality opportunities as part of Sydney Christmas
  - Examination of retail and hospitality opportunities around Chinese New Year 2016
  - Feedback to Business Events Sydney and the International Convention Centre around retail and hospitality opportunities when visiting business delegations are in Sydney; and
  - Feedback on the City's Outdoor Dining Policy

### Knowledge Exchange

Participate in the Council of Capital City Lord Mayors, Sydney Metropolitan Mayors, C40 Cities, other global/national networks, international visits etc.

City staff attended meetings of the Nation Local Government Drug and Alcohol Committee and the Council of Capital City Lord Mayors throughout the year. The City continues to engage in activities with C40, including leading the C40 Private Sector Buildings Energy Efficiency Network with Tokyo. The Sydney Metropolitan Mayors continued to meet to discuss issues related to the local government sector, particularly proposed reforms.

### Support for Business

Work with local businesses and the community to develop priority precincts including Oxford Street and William St.

- Supported by a City of Sydney Village Business Grant the Darlinghurst Business Partnership:
- Signed MOU with Potts Point and Surry Hills re VESPA project to collaboratively promote East Sydney as tourism destination
  - Do Darlo Christmas – local business activation showcasing 45 local businesses with in-store events/special offers etc.
  - 1 networking event
  - 1 online webinar – Changes in consumer law
  - Engaged Barrie Barton to work on VESPA branding project
  - Testing of 2 footfall counting prototype units in Oxford Street

Supported by a City of Sydney Village Business Grants the Paddington Business Partnership:

- Delivered the William Street Festival – Oct 2015
- Delivered the Creative Corner Festival – Nov 2015.

Oxford Street Working Party delivered a number of projects including:

- Installation for the establishment of street banners in upper Oxford Street
- Installed 35 footpath planter boxes along upper Oxford Street
- Delivered 'Dawn to Dusk' – local photography competition for 3 local primary schools, displayed in 35 local retailers.

The City's Oxford Street Creative Spaces tenant data (Jan-June 2015 data available):

- Since the commencement of the program in 2012, the total estimated spend by tenants on local goods and services is \$1,816,031.
- Total estimated spend by tenants on local goods and services during the period Jan – July 2015 was reported as \$346,775.
- An average of 203 people per quarter developed their business or delivered their programs from the spaces, with 30% of these working 30 hours or more.
- Co-share office spaces within the program hosted an average of 72 micro businesses and start-ups per quarter. Of these, an average of 32 micro businesses and start-ups (44%) had not previously worked from commercial, professional premises, demonstrating that the programs are playing a significant role in initiating creative workers into professional practice.
- Since the program commenced in 2012, there have been 877 connections / collaborations within the local area and 1,307 in the broader community.

Short term creative tenants currently occupy a number of City owned retail spaces along Oxford Street, which would otherwise be vacant awaiting tenancy, capital works or redevelopment.

The William Street Creative Hub (work and live/work space) continues to drive economic and cultural outcomes including:

- Aileen Sage Architects and Michelle Tabet - tenants in the William Street co-share workspace were selected as creative directors for the first architectural exhibition for the Australian Pavilion at the 2016 Venice Biennale.

## City Planning

Review current controls to ensure they support existing clusters of activity and encourage the growth of new clusters.

**On Track**

### 1.3 Sydney maintains its position as a global city.

#### Major Projects

Completion Date	% Complete	Progress To Date
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Status

#### Economy

Develop action plans to guide economic development and promote growth in a range of business sectors including Retail, Tourism, International Education, Village Businesses, Tech Startups, Eora Journey and to Strengthen Connections with Asia.

**On Track**

2016	80	Action Plans for the key economic sectors identified in the Economic Development Strategy continue to be developed and implemented. To date, action plans have been developed for Tourism, Retail and Tech Startups.
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#### Major Programs

Progress To Date

Status

#### Economy

Implement the economic development strategy

**On Track**

Since the adoption of the Economic Development Strategy in December 2013, work has continued on actions plans for a number of our key economic sectors or themes including international education, tech start-ups, retail, tourism, connections with Asia, small business and the Eora Journey Economic Development Plan.

Implement the OPEN Sydney strategy, a long term and wide reaching strategy and action plan for Sydney's night time economy

**On Track**

Work on OPEN Sydney is progressing well with 70% of actions currently in progress, ongoing or complete.

During this year, the innovative food truck program grew to 20 operating trucks, with another 24 approved and in various stages of build. There were 38 recorded media articles and 16,826 new Sydney Food Truck App downloads (with 200,462 total downloads since 2012).

The City has successfully delivered actions under the Sydney CBD Entertainment Precinct Plan of Management including establishment of the Safe Space and Take Kare Ambassador Program and two new Super Taxi Ranks in the City Centre to service the city's busiest late night entertainment precincts. The summer program of initiatives is implemented annually in both Kings Cross and the City Centre, including deployment of temporary toilets and variable message signs, extension of Information Kiosk opening hours to 9pm and consistent compliance activities across the City's late night trading precincts from mid-November through to the end of March.

Phase 4 of the Late Night Management Areas Research (LNMAR) was carried out in March 2015. Undertaken every 2 years since 2010, the research includes pedestrian counts, observation surveys (anti-social behaviour, footpath congestion and land use) and intercept surveys (travel and perceptions of safety). The surveys were undertaken across late night entertainment precincts and Village main streets. The results of the research inform decision-making on deployment of City resources, program management and policy development and our submissions to public inquiries and reviews. The 2015 LNMAR report is available on the City's website.

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City staff engage with stakeholders through multi-agency and stakeholder working groups, industry forums such as precinct liquor accord meetings and meet with NSW Police and other NSW Government agencies on a regular basis.

Implement priority projects and programs from the International Education Action Plan that focus on student 'welcome', 'well-being' and 'work-integrated learning opportunities'

Projects and programs for our International Student community continue to be implemented. Key activities include:

- in September City staff gave briefings to 40 Consul-Generals and staff in conjunction with NSW Police and StudyNSW on the various programs that exist for international students. The briefing was organised by Department of Foreign Affairs and Trade and highlighted how the City is working with all levels of government to support international education.
- In September, the City concluded 5 paid internship positions for international students. These positions were made available after the City was awarded matched funding from StudyNSW at the end of 2014. All 5 interns were employed in relevant business units within Council.
- in October, the City hosted the International Education Provider Forum at Customs House. It was attended by over 120 international education providers and stakeholders to discuss relevant resources and opportunities for international students.
- on 20 October the Lord Mayor hosted an International Student Alumni event for students. Each student was presented with a global friendship certificate in recognition of the contribution they have made to Sydney and the lasting connections and networks.

Implement priority projects and programs from the Retail Action Plan; positioning Sydney as the premier retail destination.

Actions in the Retail Action Plan continue to be implemented. Key activities in 2015 include:

In October 2015, Council resolved to continue the Pitt Street Mall Retail Activation Program which allows for the use of Pitt Street Mall for certain retail-related events at no charge. The program was created to support new activities in Pitt Street Mall that are designed to attract shoppers by creating 'experiential opportunities' through events and performances involving broad public participation.

In September 2015, the Sydney is Fashion campaign was launched with Vogue Fashion's Night Out on 3 September and concluded with Mercedes Benz Fashion Festival Sydney in Town Hall between 24 and 28 September. The City is a key sponsor for both of these anchor events supporting our overarching Sydney is Fashion month.

The City continued to work closely with Transport for NSW around their Light Rail activation campaign and opportunities for retail and hospitality businesses along the route to be involved with activations and campaigns.

In July the City launched the 2015 Sydney Christmas campaign where our ambassadors, Guy and Jules Sebastian were announced along with the events and marketing overview presented to a number of our retail and hospitality industry representatives.

Implement priority actions arising from the plan to support local businesses to increase their engagement with Asia

Projects and programs strengthening the City's connections with Asia have continued to be delivered.

In June Council resolved to provide sponsorship as part of the Knowledge Exchange program to host an international delegation of up to eight key collectors, curators and decision-makers from South East Asia including Malaysia, Indonesia, the Philippines and Singapore. The sponsorship allowed the delegation to attend meetings with emerging and established artists, participating in industry and public panel discussions, and visiting galleries and collections across the City of Sydney Local Government Area (LGA).

In September 2015, Council resolved to support five partners to be part of the 30th anniversary celebrations with our sister city Guangzhou after the City called for expressions of interest from peak industry, educational and cultural organisations. Council approved funding of \$150,000 to support the partners' campaign activities in Guangzhou in

May 2016. The five partners are Australia China Business Council, UTS, University of Sydney, Sydney Symphony Orchestra and Asian Australian Artists Association Inc.

Implement projects arising from the Action Plan to support the growth of the tech startup ecosystem  
This program is on hold.

**Safety**

Prepare a Safe City Strategy.

The review of the Safe City Strategy is currently on hold pending the development of the Social Sustainability Strategy.

**On Track**

The City continues to deliver on the objectives of the current Safe City Strategy, including hosting a number of community events aimed at activating public spaces, connecting neighbourhoods and encouraging a sense of community guardianship over public places as well as raising awareness about violence against women, drug and alcohol impacts, international student safety and crime prevention.

Support police to rapidly assess and respond to situations through 24 hour monitoring of street activities and provision of CCTV footage.

The Street Safety Camera Program assisted in the management of 2,368 incidents between July and December 2015. The number of incidents increased between October and December, which coincides with the onset of warmer weather and the start of the Christmas holiday period.

**On Track**

The City received 716 applications for footage between July and December 2015, with a 15% increase between Q1 and Q2.

The City released 517 items of footage between July and December 2015.

20 Street Safe cameras have been upgraded to provide high definition image quality, bringing the total to 58 high definition digital cameras. These upgraded cameras are in the northern end of city enhancing the support provided to the Police during New Year's Eve celebrations.

Work with the community to build capacity to respond to and recover from emergencies.

The Local Emergency Management Risk Assessment final draft has been circulated to the members of the Local Emergency Management Committee for a final review and comment.

**On Track**

It is expected that the risk assessment will be adopted by the Local Emergency Management Committee at the next meeting in April 2016.

Develop and implement emergency management plans for all Council community facilities and properties

Emergency Management Plans are being reviewed for council properties in line with the latest Australian Standard. Plans will be updated in the new format and include additional information for emergency planning that has been identified by the Emergency Planning Committee.

**On Track**

New site plans indicating the locations of essential services are being developed for the aid of emergency services during an incident.

Training for wardens and evacuation exercises is on target for the first half of the year with further activities scheduled in compliance with the Australian Standard and Work Health and Safety Regulations.

Security Awareness training sessions for staff continue to be delivered on a monthly basis for new council employees.

**Regulatory Environment**

Provide ongoing support to business through skills development programs including the City's regulatory and approvals processes, and other business development programs.

The City continued its business programs throughout the period including the City's 101 business assistance seminars, China Connect forums and CitySwitch and Better Business Partnerships. These are planned to be ongoing, with some changes to the program timings and frequency. The City sponsored NSW Business Chamber

**On Track**

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Business Awards 'Excellence in Small Business' category, and developed its own Sydney City Region Awards with great success in 2015, with substantial engagement and uptake by businesses. Ongoing sponsorship for 2016.

### International Recognition

Deliver and contribute to the recognition of Sydney internationally by marketing, NYE international broadcasts, recognition programs, connectivity whether virtual or physical.

International positioning enhanced through ongoing collaborations with Tourism Australia including Art & About's Instagram outreach via Australian Life Photography competition, upcoming Chinese New Year 2016 time lapse video and global content sharing on New Year's Eve.

International outreach via expressions of interest such as City Art and Sydney Christmas (including Expression of Interest 2017-2021) through advertising in international publications, social media and newsletters.

Sydney is Fashion annually in September, leveraging existing global sponsorships (Vogue Fashion's Night Out and IMG's Fashion Festival Sydney) and developing the opportunity for internationally recognised designers, retailers and businesses through Sydney's villages with a related event/promotion, Fashion Saturday.

Marketing of Sydney through the 30th Guangzhou/Sydney Sister City Anniversary in 2016 via multi-lingual materials positioning Sydney as a leader in creative industries, education, environmental sustainability, tourism and economic development.

**On Track**

### 1.4 Sydney's tourism infrastructure, assets and brand contribute to its role as a global visitor destination.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Major events</b>				
Deliver the Christmas in the City Program as a celebration of Sydney Christmas.	2015	100	<p>Sydney Christmas 2015 was launched on 23 November. The Christmas Concert on November 26 at Martin Place and lighting of the Christmas Tree along with the Hyde Park Concert were well attended however audience attendance numbers were lower than previous years due to inclement weather.</p> <p>The Village concerts held on November 27 and 28 at Rushcutters Bay Park and Turruwal Park Rosebery, followed by Alexandria Park and Prince Alfred Park Surry Hills on 5 and 6 December were well attended with record crowds at the Rosebery and Alexandria concerts.</p> <p>The Choirs in the City program performed in Pitt Street Mall, Martin Place and Queen Victoria Building northern facade facing George Street, from November 26 to December 24 featuring thirteen Choirs across thirty performances.</p> <p>Christmas Light Projections were concentrated in Martin Place on the GPO and the Burberry buildings at 343 George Street with Town Hall having Christmas light illuminations programmed nightly utilising the recently installed architectural lighting system.</p> <p>The City provided a grant to the value of \$68,438 to support the Lights of Christmas at St. Mary's Cathedral.</p> <p>A Boulevard of Light canopy consisting over 60 000 lights was installed overhead in Pitt Street Mall with 100 live Christmas Trees installed throughout the Mall.</p>	<b>Complete</b>

Guide Dogs NSW/ ACT were the Charity partner activating at each of the Christmas Concerts, and occupying a City Kiosk adjacent to Customs House for two weeks to raise awareness and sell merchandise.

The 2015 Christmas Ambassadors were Guy and Jules Sebastian, engaged to promote the Christmas program and inspire people to come into the city to shop, attend the scheduled events and enjoy the festivities.

In 2015 the Art and About Festival became an annual event designed to showcase art in unusual place throughout the calendar year, providing an opportunity to strategically present works at specific times and allowing artists to showcase their work in their preferred periods.

The year to date program has included The Terrace, a ten day music event staged on the Marconi Terrace, featuring ten different groups attracting nearly 6000 people.

Games and Actions for a Quiet City by Super Critical Mass during October included performances and workshops featuring ambient masses of volunteers, performing a cascading symphony of identical, democratic instruments.

Near Kin Kin by Cave Urban showcased a 25 metre Bamboo sculpture installation in Customs House forecourt from 18 September to Sunday 11 October attracting nearly 60 000 visitors.

Australian Life and Little Sydney Lives is the recurring photographic exhibition installed in Hyde Park during the same period.

'To be free is to have no fear' in Loftus Lane Circular Quay is the first of a new three part City Walls art project, featuring curated works painted on city surfaces.

50

2016

Deliver Art & About as a significant local and international program of public domain activity year round.

**On Track**

**Major Programs**

**Major events**

Deliver Sydney New Year's Eve celebrations as part of increasing awareness of Sydney as a tourist destination.

2015 Sydney New Year's Eve was a safe and exciting event with well more than a million people gathering around the harbour. Feedback and media coverage to date has been positive by a vast majority, with some referring to it as the "best ever".

2015 saw very low incidence of anti-social behaviour and arrests in many years. Police praised Sydneysiders and visitors for their behaviour and Sydney showed how we can come together as a community in spite of the difficulties of the year.

The third year of the ABC broadcast was successful with the relation transitioning to a sponsor partnership, the footage of the fireworks displays was once again exceptional. The broadcast received strong ratings with a peak audience at Midnight of more than 2.2 million.

The online broadcast, provided through sponsorship by Telstra, was very well received. Initial reports indicate that viewer numbers were increased despite significantly less marketing.

**Progress To Date**

**Status**

**On Track**

# ATTACHMENT C

Crowd management was a key focus for 2015 Sydney New Year's Eve with the City leading the response. A crowd management plan was created for the first time encompassing all agencies response to the mass gathering. While the plan was a trial, feedback from the Department of Premier & Cabinet and NSW Police has been very positive.

Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.

The City's support for Business Events Sydney continues as part of a five year partnership endorsed by Council in June 2015.

In recognition of the important role that Business Events Sydney plays for the City's retail, accommodation and hospitality sectors, the CEO of Business Events Sydney was invited to join the City's Retail Advisory Panel in August 2015. The CEO is well-placed to provide strategic advice to the city's retail, accommodation and hospitality industry on opportunities that business event delegates and conferences bring in terms of economic benefit.

Provide support and sponsorship to identified major events and organisations in recognition of their significant contribution to the social, cultural and economic life of Sydney.

In the first half of the year, the City supported a number of events to the total value of \$606,557 in cash and value in kind. The events include the Sydney Fringe Festival, Vogue Fashion Night Out, Mercedes Benz Sydney Fashion Festival, Art Fairs Australia for Sydney Contemporary at Carriageworks, Beams Arts Festival in Chippendale, Kaldor Public Art Projects, Antenna Documentary Film Festival 2015, the Sydney International Women's Jazz Festival, Newtown Festival and Glebe Street Fair.

### Visitor Experience

Continue to deliver Visitor Information Services to promote Sydney attractions and events and assist visitor orientation and movement around the city.

There were 33,211 visitors to the Tourism Kiosks in 2015/16, a 5% decrease compared to the previous year.

Visits to the Circular Quay kiosk decreased by 5%, and can be attributed to a reduction in cruise related tourism due to a change in some ships schedules of arrival to Sydney. Visits to Town Hall kiosk decreased by 6%.

The Meet & Greet programme recommenced in October 2015 and volunteers met with 9 international ships and assisted more than 900 passengers during the first 3 months of the Cruise Ship season. The City continued to provide the Meet and Greet service at White Bay.

Implement priority actions from the Tourism Action Plan; working with partners to maintain and grow a vibrant tourism sector in Sydney

Actions in the Tourism Action Plan continue to be implemented. Key activities in 2015 include:

- The City continued to support the Vivid Festival as part of a three year sponsorship agreement with DestinationNSW
- The City continued its support of Business Events Sydney through a new 5 year funding agreement endorsed by Council in June 2015
- The City continues to provide meet and greet services for cruise ship passengers and this was expanded to include White Bay in partnership with Leichhardt Council
- The City continued to support Fashion Week through a sponsorship agreement. Fashion Week brings overnight stays from national and international attendees
- The City continued its support for premiere musicals through a sponsorship agreement with DestinationNSW for Matilda the Musical in August 2015. It is anticipated a 9 month season will run with over 110,000 intrastate, interstate and international visitors travelling to Sydney to see the production. It is estimated to generate over \$35 million in new money for NSW. The City's hospitality, tourism and retail businesses in particular are beneficiaries of events such as premiere musicals and this economic benefit aligns with actions in the Tourism Action Plan.

### 1.S.1 Key Performance Indicators

#### Brand Sydney

Key Performance Indicator	Unit	2013/14		2014/15		2015/16		2015/16 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Percentage of the population using the City after 6pm aged >40 years old (measured bi-annually)	%	17	-	14	-	-	-	14	-	14	The target for this measure is 40%. Indicator Only
Percentage of retail premises open after 6pm (measured bi-annually)	%	19	-	21	-	-	-	26	-	26	The increase of 5% from 13/14 works toward achieving the target of 40%. Indicator Only
Estimated global audience of broadcast and online viewers of City of Sydney events, including New Year's Eve, Chinese New Year, Christmas, Art and About etc.	B	-	1	1	1	-	-	1	-	1	International broadcast reach was on par with previous year's events with the footage available both live and packaged from Australian Associated Press, Agence France-Press, RT Ruptly (a new German agency) and Reuters. CCTV also took feeds for distribution across its networks in China. On Track

#### City Development

Key Performance Indicator	Unit	2013/14		2014/15		2015/16		2015/16 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Commercial Development Approved	m2	-	-	126,843	-	24,754	-	175,981	-	200,735	Indicator Only
Commercial Development Completed	m2	-	-	575,964	-	97,138	-	8,332	-	105,470	Indicator Only

#### Business Events

Key Performance Indicator	Unit	2013/14		2014/15		2015/16		2015/16 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Number of bids submitted	No.	-	-	20	-	-	-	10	-	10	Indicator Only
Number of events secured	No.	-	-	9	-	-	-	4	-	4	Indicator Only
Delegate numbers of events secured	No.	-	-	8,405	-	-	-	2,650	-	2,650	Indicator Only
Economic impact of events secured	\$	-	-	28,304,032	-	-	-	8,872,935	-	8,872,935	Indicator Only
Delegate days of events secured	No.	-	-	31,227	-	-	-	10,900	-	10,900	Indicator Only

## 2 A leading environmental performer

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets and will work towards a sustainable future for the City's use of water, energy and waste.

### 2.1 Energy consumption and greenhouse gas emissions are reduced across the local government area.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Energy Planning</b>				
Identify and implement priority enabling actions from the City's Decentralised Energy Master Plans with key internal and external stakeholders.	2016	50	Ongoing. Installation of solar PV, trigeneration for Town Hall House, and work on removing regulatory barriers to local energy.	<b>On Track</b>

### Major Programs

Status

### Energy Services

Advocate for the continued roll out of low energy consumption lamps The roll out of the program continues and is on track for completion later in the year.

**On Track**

### Advocacy

Continue to prepare submissions and develop a rule change proposal for fair treatment of generation, supply and use of local low and zero-carbon electricity and gas.

The City submitted a rule change for a local generation network credit to the Australian Energy Market Commission (AEMC) in July 2015. The Property Council and the Total Environment Centre are joint partners with the City. AEMC commenced its initial round of public consultation on the rule change in December 2015. The Institute for Sustainable Futures has started trials of a methodology to implement the rule change.

**On Track**

### 2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Planning</b>				
Finalise Waste Management Strategy for the local government area to achieve the waste objectives in Sustainable Sydney 2030	2017	75	Draft strategy expected to Council late 2016. Review of relevant background documentation complete. Engagement of internal and external stakeholders commenced.	<b>On Track</b>

Develop Interim Targets and action plans for the local government area to achieve the objectives of the City Waste Management Strategy.

Interim targets being drafted for internal and external consultation.

**On Track**

Finalise Waste Management in New Developments Guidelines and amend City Development Control Plan to facilitate implementation of the Guidelines.

Draft Waste Management in New Development Guidelines for the City of Sydney have been completed. In late 2015 NSW Environment Protection Authority (EPA) announced that it will be revising the existing 2005 Guideline for residential multi unit dwellings. The City is awaiting confirmation of expected release date and content of the new NSW EPA guideline to determine if there are any material impacts on the City's draft guideline. This could delay the public exhibition and engagement on the City's new guideline.

**On Track**

**Waste Management Services**

Provide high quality waste and recycling services that meet the needs of our community

The City provides waste and recycling collection services to over 97,000 households each week. In addition to kerbside collection services and managing the City's domestic waste and recycling processing contracts, the City provides e-waste recycling events, household chemical drop-off days and recycling stations at libraries for mobiles, light bulbs and batteries and partners with the community to solve waste issues through targeted engagement and education programs.

**On Track**

The City's leadership and innovation in waste and recycling was recognised by winning two industry awards this year for the City's reverse vending machine trial, delivering Sydney's first underground bin system and trialling e-waste collection from apartment buildings. In October 2015 the City's Resource Recovery team won the waste and recycling category at this year's NSW Government's Green Globes. In December 2015 the City also won the resource recovery category at the NSW Local Government Environment Awards.

This year the City implemented the 'Clean Streets' campaign to promote the City's bulky waste pick-up service and to communicate that illegal dumping is antisocial and can attract fines. This involved collaboration with Rangers who patrolled dumping hotspots to discourage repeated incidents, large 3D vinyl art installations in prominent public spaces, producing a 30 second video for local cinemas and YouTube reaching 194,000 viewers, online ads and social media posts that generated 125,358 Facebook views and 13,000 unique page views to the City's website, a 200 per cent increase from the previous month. Overall, Clean Streets helped the City log 3,765 bulky waste pick-up bookings during the campaign period, the highest monthly volume recorded. Bookings increased by 10% on the previous month, and by 30% on the previous year.

Provide a high quality, customer-focused street cleansing service

Cleansing crews collected 4,561.30 tonnes of street cleansing waste, 110.69 tonnes of white goods and 1,620 mattresses.

**On Track**

A dedicated stain removal crew continued to target stains and chewing gum throughout the City, operating for 3,914 hours.

**Partnerships**

Advocate for and facilitate waste prevention and avoidance through extended producer responsibility schemes.

NSW Government released a discussion paper in late Dec 2015 on options for implementing a container deposit scheme. The City is contributing to the Southern Sydney Regional Organisation of Councils lead response to the discussion paper, due Feb 2016.

**On Track****Regulation**

Proactive patrols of at least 130 hours per month to detect and deter the inappropriate discarding of litter, waste or unapproved distribution of advertising materials.

Between July and December 2015 the rangers spent over 3,123 hours in proactive patrols to deter dumping, illegal advertising, cigarette butt littering and related offences. 726 penalty notices were issued.

**On Track**

Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Advanced Waste Master Plan and the City's Waste Strategy.

The City in consultation with the Environmental Protection Authority (EPA) is exploring ways in which State based waste recovery targets can be met in areas such as the City of Sydney that are dominated by multi-unit dwellings. City is providing input to an EPA issues paper on the need for waste management infrastructure across metro Sydney.

**On Track**



**2.3 Potable water consumption and gross pollutant loads to the catchment are reduced across the local government area.**

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Planning</b>				
Lead and facilitate the implementation of recycled water precincts within the City of Sydney including Green Square and Sydney Park.	2016	60	Construction continues on the Green Square Town Centre Water Reuse Scheme (stage 1) On 10 August 2015, Council resolved to seek expressions of interest for proposals from organisations capable of funding and providing alternative water utility services in the greater Green Square urban renewal area (stage 2). Three expression of interests were received from suitably qualified, private organisations. On 14 December 2015, Council resolved to grant an exemption from tender and enter negotiations with one respondent, for the provision of water utility services in the greater Green Square urban renewal area. Opportunities for recycled water use in areas surrounding Sydney Park continue.	<b>On Track</b>

**Water Services**

Identify and implement priority enabling actions from the City's Decentralised Water Master Plan with key internal and external stakeholders.	2016	60	Example actions include Environmental grants to incentivise water efficient solutions in the local government area, City submissions to Water Industry Competition Act review and Sydney Water price review and operating licence, and sub-metering in multi-unit dwelling now required. The Master Plan enabling actions are being reviewed for inclusion in the Draft Environmental Sustainability Strategy (2.4.4.1) due in the first half of 2016.	<b>On Track</b>
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**Major Programs**

**Progress To Date**

Major Programs	Progress To Date	Status
<b>Planning</b>		
Ensure the City's Planning Controls promote actions that assist in the delivery of targets outlined in the Decentralised Water Master Plan.	Response to Green Square Water Reuse Stage 2 expression of interest approved by Council in late 2016. This project will allow Council to understand implications for future development within the broader local government area. Advocacy with NSW Government regarding the ability to increase Building Sustainability Index (BASIX) scores, require dual planning (where appropriate) and improve developer compliance continue.	<b>On Track</b>

**Advocacy**

Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Decentralised Water Master Plan.	Regular discussions with key Government agencies to advocate for regulatory change to facilitate delivery of the Decentralised Water Master Plan. Ongoing consultation with regulatory authorities and industry stakeholders. Active participation in Local Water Solutions Forum. Submission to IPART's current review of Sydney Water's prices October 2015 and attendance and participation at the two public hearings November and December 2015 relating to the current review of Sydney Water prices.	<b>On Track</b>
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## 2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<p><b>Planning</b></p> <p>Develop an overarching Environmental Sustainability Strategy that covers the activities within the local government area and the operation of Council.</p>	2016	60	Internal project control group and external reference groups have been established to guide the development of the Strategy. Research and review of existing documentation has been completed, workshops with internal and external stakeholders to assist with drafting relevant actions have been completed. Work has commenced on the production of the Environmental Strategy document.	<b>On Track</b>
<b>Major Programs</b>				
<b>Commercial office buildings and tenant engagement</b>				
<p>Deliver the CitySwitch Green Office Sydney program to office based businesses to facilitate improved environmental performance.</p>			<p>A key focus for the first half of the year has been on supporting CitySwitch Sydney signatories through their annual reporting process and then delivering the NSW and National Award ceremony on 24 November.</p> <p>During the period many of the CitySwitch signatories attended two significant leadership events. The C40 Private Buildings Efficiency Network was hosted by the City in September, and a 'Learning from the Leaders' forum was facilitated for 139 key stakeholders to hear about relevant initiatives and achievements from 6 global Cities. The Australian Climate Leadership Summit, part funded by the City, was held in October and provided an opportunity for leaders from Australian organisations to learn about the significant climate commitments that business has made in the lead up to the Paris climate change conference in December.</p> <p>A 'Greening your ICT (Information and Communication Technology)' interactive game and guide were completed and successfully launched with the cooperation of media partner The Fifth Estate.</p> <p>Three new businesses joined the program, as Signatories, in the half year (with square meter floor space in brackets): Landers &amp; Rogers Lawyers (2,114); URS (3,281) and Herbert Smith Freehills (20,120). Existing Signatories joined new office tenancies to the program, being: Frasers Property Australia (729) and Macquarie Bank (18,645).</p>	<b>On Track</b>
<p>Coordinate the CitySwitch Green Office national program across Australia (under the governance of the Council of Capital City Lord Mayors).</p>			<p>The CitySwitch national program has successfully transitioned to its next phase and now includes support and encouragement for the sustainability issues of resource waste, renewables, health and productivity, in addition to its continued focus on energy efficiency. Work has commenced in developing and releasing new resources and tools including a Green Information, Communications and Technology interactive game, article and ebook that was released in this period.</p> <p>CitySwitch signatories completed their annual reporting and awards in this period. Awards ceremonies were held around the country, culminating the national ceremony in Sydney which was attended by 120 people. Signatories reported undertaking 1463 projects during 2015, an 80% growth over last year. 23 per cent of reported projects were waste related.</p> <p>The National Signatory of the Year was won by Western Australian Local Government Association for their 6 star NABERS tenancy and for installing solar panels and undertaking a sustainable fit out. National New Signatory of the Year was awarded to Allens, for their deployment of virtualised servers in a national project that will save 14% of their total carbon emissions and for being the first lawyers to be carbon neutral certified under the National Carbon Offset Standard. The Partnership of the Year National Award went to the Government of Western Australia Housing Authority and Curtin University who collaborated on a plan which resulted in the installation of LED lights and saving 620,000 sheets of paper in 6 months with a business process automation project.</p>	<b>On Track</b>

Manage the Better Buildings Partnership program for commercial building owners and their agents to facilitate improved environmental performance.

In December the City announced that the members of the Better Buildings Partnership had collectively reduced their carbon emissions by 45 per cent in the year ending 30 June 2015, from their financial year 2006 baseline. As a result the members also enjoyed a \$30 million saving from avoided electricity costs within the same year, from a baseline of 2006.

In the last six months the partnership released for consultation new best practice guidelines for refurbishing commercial office tenancies that target an 80 per cent recovery of materials; completed a study on the water efficiency of cooling towers that identified opportunities to reduce water usage by 9 per cent; and completed a fact sheet on best practice methods of testing water based fire retardant systems that aim to reduce water wastage.

Work on encouraging further collaboration between landlords and tenants on sustainability issues continues through the Partnership's work on green leasing. The Partnership's work in this area is now referred to as the Leasing Standard, and the opportunity to share this with the broader market is being explored. The partnership has held several events and meetings to consult on the new leasing standard. The Partnership's leasing work was also publicly noted as a key influencer in global trends by the key Global Real Estate Sustainability Benchmark.

The performance and members' expectations arising from the first term of the Partnership, that ends June 2016, were reviewed and a second phase planned.

Members of the partnership Stockland and Lend Lease were highlighted by the Dow Jones Sustainability Index and Global Real Estate Sustainability Benchmark, respectively, as global leaders in sustainable fund performance. The Partnership was announced as a finalist for 2 NSW Green Globe Awards, for its leasing and refurbishment waste work, and by the Australian Property Institute NSW Excellence in Property Awards, for its leasing work.

Deliver the Environmental Upgrade Finance Service to building owners to help overcome financial barriers to the upgrade of their buildings.

During the first half of 2015/16, the City continued to collaborate with the NSW Office of Environment and Heritage (OEHL) to enhance the Environmental Upgrade finance service by addressing many of the issues and opportunities that had been raised by stakeholders.

During the period 670 visits were made to the City's EUA web pages. The City held 9 stakeholder meetings to discuss the service and assisted 3 buildings owners who are actively pursuing Environmental Upgrade Finance to upgrade their buildings.

### **Business engagement (non-office based)**

Deliver the Smart Green Business program to large non-office based businesses, including those within the Accommodation sector, to facilitate improved environmental performance.

During the first half of 2015/16, The Smart Green Business program recruited 76 large businesses across the accommodation, entertainment and conference venues sectors, of which 54 have so far implemented identified water efficiency and/or waste recommendations.

The program has also engaged 29 businesses through a trial with the City's Health & Building Officers who have been providing sustainability advice during food business inspections. Out of the businesses engaged, 23 implemented water recommendations and achieved an average cost saving of \$2,000 per year.

### **Residential engagement**

Provide support to building owners, agents, residents and other key stakeholders to facilitate improved environmental performance within the residential apartment sector.

The Residential Apartment Sustainability Plan was adopted by Council in August 2015. The Plan contains 30 actions that will be delivered over 10 years aiming to drive demand for better performing buildings. A monitoring and evaluation framework for the Residential Apartment Sustainability Plan has been developed with implementation plans to be determined on an annual basis.

The City is working collaboratively with 18 state government, industry and community stakeholders through the residential strata sustainability Reference Group which met in August and November 2015. This group will support sustainability upgrades, policy change, training and initiatives to reduce the environmental impact of strata apartment

**On Track**

**On Track**

**On Track**

**On Track**

ATTACHMENT C

buildings. In December the City requested their feedback on a draft program design for the High Rise Leaders Retrofit Program.

The City facilitated two meetings of leading apartment building representatives, known as the Leadership Network, to review and discuss best practice within the areas of energy efficiency in underground car parks and on energy management and monitoring systems. Case studies were published on Green Strata and Smart Blocks web sites.

The City continued to support the implementation of solar photo-voltaic systems across the residential apartment building sector, by showcasing new technologies and business models part funded by a City innovation grant. Within the last six months a 4.9kW Solar system was installed on a Waterloo apartment building, which is predicted to reduce common area electricity bills by 20 per cent. Funding for an innovation feasibility study to investigate the implementation of an embedded energy network was awarded. A Solar system on a student housing co-operative building in Redfern was awarded funding to demonstrate battery storage, innovative smart metering and an open source power purchase agreement. A 19.6kW solar demonstration project, was awarded funding, on a second Waterloo apartment building that will reduce their building energy costs by \$2,574 per year.

The City has partnered with the NSW Office of Environment & Heritage to develop and pilot technology workshops as a training program for Owners and Building Managers.

10 Green Villages workshops were also delivered through library branches. Workshop attendance remained high with an average of 35 attendees at each workshop and a total of 351 attendees during the period. Follow up surveying of participants who attended Green Villages workshops indicate that 92 per cent (average) of respondents have undertaken one or more new actions as a result of attending a workshop over a six month period.

Support the Green Living Centre in partnership with Marrickville Council to facilitate low carbon living for the residents and businesses in the Newtown precinct.

During the first half of 2015/16 the Green Living Centre delivered 24 low carbon community engagements, attended by 230 people. Engagements included: energy efficiency basics, hot water and solar workshops; free solar assessments for residents in the precinct and an Energy Café drop in session. The Centre also received 1529 shop front visitors and 47 people were provided one-on-one energy advice through the shop front.

In November the Green Living Centre ran an 'Ecozone' at the Newtown Festival and invited three partner organisations who could represent different opportunities for the community to support renewables. Pingala promoted their community solar project at Young Henry's Brewery; two suppliers from the Our Solar Future program promoted home solar photovoltaic installation; and NSW Trade and Investment promoted GreenPower as an alternative way of supporting renewable energy for owners and renters a-like.

During the period, the Centre has continued to engage with local businesses on renewable energy; approaching those with significant solar potential and responding to business interest with tailored support. One local café has decided to install solar as a direct result of engagement with the Centre.

**2.5 The City of Sydney's operations and activities demonstrate leadership in environmental performance.**

**Major Projects**

Completion Date	% Complete	Progress To Date
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**Environmental Management**

Develop an environmental management system that will enable risk and opportunities to be effectively and efficiently managed across the organisation.

2016	75	Activation of the Environmental Management System - EMS - (launch / roll-out etc) is dependent on Environmental Controls for Capital Works being in place which are expected early 2016. Work on the Sharepoint EMS site continues together with development of several essential Standard Operating Procedures that support the EMS (e.g. EMS Audit Procedure, defining frequency and process by which parts (BUs) of the organisation can be audited against EMS standards.
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Status

On Track

**Property**

Continue to implement Photovoltaic (solar energy) project for City of Sydney buildings. 2016 65 Installed and commissioned Sydney Park Nursery solar installation. Expect to commence Mountain Street in February 2016 with Development Application for Mountain Street and GIC buildings. Aim for future buildings to be included in project upon further investigation. **On Track**

**Major Programs**

Progress To Date

Status

**Environmental Management**

Carbon Neutral Program

City continues to be carbon neutral certified as recognised by the Australian Government. **On Track****Fleet Management**

Manage the light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.

The combined fleet emissions from Q1 and Q2 2015/16 were 1,226 t CO2-e. A total of 533,151 litres of fuel was consumed by the City's fleet during this period which is a decrease of 16,000 litres over Q1 and Q2 2014/15. 73 per cent of this was blended sustainable bio-diesel. **On Track****2.6 The extent and quality of urban canopy cover, landscaping and city greening is improved.****Major Projects**

Completion Date

% Complete

Progress To Date

Status

**City Farm**

Construct stage one of the City Farm and commence operations – farmer's market cropping, orchard and education programs

City Farm Business plan adopted by Council September 2014. The Master plan was adopted by Council in May 2015. Tender for construction closed on 22 December 2015. A report will be submitted to Council in early 2016. Construction in April 2016. **On Track****Urban Forest**

Continue to implement street tree planting program in accordance with the Street Tree Master Plan.

Tree planting discontinued during summer months. No trees planting during December. Planting program to recommence in March 2016. **On Track****Major Programs**

Progress To Date

Status

**Community Greening**

Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.

The City supports 19 community gardens, three footpath gardens, five Bush care/Landcare groups and one community composting group by providing management assistance, donation of materials and training. Community participation over 2015 has seen 380 volunteers provide approximately 22,000 hours of community gardening and bush care activity. **On Track**

The City's Community Gardens Network was showcased in a presentation at the Parks and Leisure Australia national conference. Bus tours and talks were provided on the Community Gardens Policy and Best Practice for conference delegates, as well as further tours throughout the year for community members. Demonstration sites visited were Bourke St Woolloomooloo, St Helens Garden at Glebe and James St Reserve at Redfern.

The Draft Community Gardens Policy and Guidelines will be reported to Council in early 2016.

<b>Urban Forest</b>		<b>On Track</b>
Deliver an in-road planting program to maximise urban canopy and reduce the impacts of the urban heat island effect.	Projects to increase canopy cover have continued. 313 street trees have been planted YTD. In-road planting projects have continued, with Colbourne Ave to commence construction in Q3, and design / consultation progressing for Cowper Wharf Road, Bowman Street and Park Avenue.	
Implement a program to support residents planting and maintaining large canopy trees on their property.	A community survey for 'green volunteers' has been undertaken to determine community interest in a range of volunteers options. The results will now be analysed. Planning for the next free tree give-away is also in progress.	<b>On Track</b>
<b>Urban Ecology</b>		
Continue to implement a Volunteers bush regeneration program in the City's parks and open spaces.	Initiation brief drafted following stakeholder consultation.	<b>On Track</b>
Monitoring the community fauna sighting database, sharing information and reporting on results	160 reports to date.	<b>On Track</b>
<b>Greening Sydney Plan</b>		
Deliver themed Living Colour floral displays throughout the City during spring and summer	The Living Colour delivered 880 containers, 475 hanging baskets, 27 floral towers a 10m green wall with over 120,000 plants to provide colour and landscaping in high profile city locations. The program is very popular with lots of positive feedback received by the City.	<b>On Track</b>
Encourage new developments to maximise landscaping and build green roofs and walls	The end of the display plant give away was also very successful with funds from the gold coin donations provided to the Cervical Cancer Research Foundation. The plants are 100% recycled at the end of each display.	<b>On Track</b>
Deliver the Public Domain Landscaping Program	Peer reviews and developer reviews have both occurred for the Draft Landscape Code and amendments made to the document. We have recently received a final draft, which is awaiting an internal review and then requires reporting to Council for adoption. The City's work on Green Roofs and Walls, including the policy, plan and guideline documents and its own green roofs and walls, was 'highly commended' in the NSW Government's Green Globe Awards in October 2015. From July to December 2015, 23 DAs for green roofs and walls were submitted and about 1,100sqm of new green roofs and walls were completed.	<b>On Track</b>
Deliver the Public Domain Landscaping Program	4,578 square meters of landscaping have been installed in the City's footpaths, verges, rain gardens and traffic treatments.	<b>On Track</b>
<b>Parks Water Savings Action Plan</b>		
Implement priority actions from the Parks Water Savings Action Plan – storm water harvesting, irrigation efficiency targets.	The City continues to monitor that all City Greening and urban landscaping works are aligned with the Parks Water Savings Action Plan. See details on the implementation of the Action Plan under section 2.3 - Water Services of this report.	<b>On Track</b>

### 2.S.1 Key Performance Indicators

Greenhouse emissions - For both the local government area and City of Sydney's own operations - reduce greenhouse gas emissions by 70% from 2006 levels by 2030, with 100% local energy generation by 2030.

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16		2015/16 Result			Comment	Status
				Target	Q1	Q2	Q3	Q4		
Overall greenhouse gas emissions for all City of Sydney assets (including total electricity, gas and onsite fuel usage converted to greenhouse gas emissions but NOT including Green Power or offsets). Baseline 2006 Data – 52,972	Tonnes	42,257	40,134	-	8,605	9,424	-	18,029	For further details, please refer to the Green Report	Indicator Only
Greenhouse gas emissions for City of Sydney Building Assets - Baseline 2006 Data – 28,775	Tonnes CO2	20,827	19,953	-	4,462	4,937	-	9,399	For further details, please refer to the Green Report	Indicator Only
Greenhouse gas emissions for City of Sydney Street lighting - Baseline 2006 Data – 15,131	Tonnes	13,222	12,031	-	3,277	2,565	-	5,842	For further details, please refer to the Green Report	Indicator Only
Greenhouse gas emissions for City of Sydney Parks - Baseline 2006 Data – 2,502	Tonnes	1,964	1,996	-	466	438	-	904	For further details, please refer to the Green Report	Indicator Only
All other City of Sydney Greenhouse gas emissions (includes emissions from flights, taxis, contractors fuel, events, and refrigerants) (measured annually) Baseline 2006 Data – 3,896	Tonnes	952	4,031	-	-	-	-	-	For further details, please refer to the Green Report	Indicator Only
Council's fleet vehicle greenhouse gas emissions (total) will be maintained at 2013/14 levels.	Tonnes	2,350	2,224	2,350	633	593	-	1,226	The combined fleet emissions from Q1 and Q2 2015/16 were 1,226 t CO2-e. A total of 533,151 litres of fuel was consumed by the City's fleet during this period which is a decrease of 16,000 litres over Q1 and Q2 2014/15. 73 per cent of this was blended sustainable bio-diesel. For further details, please refer to the Green Report.	Watch
<b>Water Usage and Stormwater - Reduce overall water consumption and reliance on mains water used by council and across the local government area.</b>										
Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16		2015/16 Result			Comment	Status
				Target	Q1	Q2	Q3	Q4		
Total City of Sydney mains water usage	kL	405,473	404,290	-	89,732	116,391	-	206,123	For further details, please refer to the Green Report	Indicator Only
Total City of Sydney mains water usage – Parks and Public Domain	kL	156,398	147,898	-	27,637	44,990	-	72,627	Seasonal increase in summer. For further details, please refer to the Green Report	Indicator Only

Total City of Sydney mains water usage – Commercial Buildings	kL	98,067	97,733	-	25,705	26,635	-	52,340	For further details, please refer to the Green Report	Indicator Only
Total City of Sydney mains water usage – Community Buildings	kL	35,144	31,135	-	6,370	6,812	-	13,182	For further details, please refer to the Green Report	Indicator Only
Total City of Sydney mains water usage – Operations (Depot etc.)	kL	35,906	44,416	-	9,897	15,545	-	25,442	For further details, please refer to the Green Report	Indicator Only
Total City of Sydney mains water usage – Aquatic Facilities	kL	79,956	83,108	-	20,123	22,410	-	42,533	For further details, please refer to the Green Report	Indicator Only
Total mains water consumption for the local government area (measured annually)	ML	35,365.53	-	-	-	-	-	-	For further details, please refer to the Green Report	Indicator Only

**Waste - Provide high quality waste management services to residents that encourage a reduction of overall waste generation and diverts 66% of domestic waste from landfill by 2014**

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Target	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	YTD	Comment	Status
Total Waste Collected	Kg/Capita	335.45	336.74	335	75.61	81.08	-	-	156.69	For further details, please refer to the Green Report	On Track
Total Waste Recycled	Kg/Capita	229.18	230.91	228	51.89	56.98	-	-	108.87	The increase in total recycling this quarter is due to the expected seasonal increases in waste generated over this period each year. For further details, please refer to the Green Report	Watch
Resource Recovery Rate	%	68.27	68.53	66	68.82	70.28	-	-	69.55	Achieved higher recovery rate than target. For further details, please refer to the Green Report.	On Track
City of Sydney Recycling (organisational Facilities)	Tonnes	849.27	814	1,095	331	325	-	-	656	For further details, please refer to the Green Report	On Track
City of Sydney Waste Collected (organisational Facilities)	Tonnes	2,375.97	2,409.68	2,330	858	584	-	-	1,442	For further details, please refer to the Green Report	Watch

**Greening Sydney - A green liveable city, that recognises the importance of trees and quality open space that supports diverse and abundant ecosystems**

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Target	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	YTD	Comment	Status
Street trees planted annually	No	857	913	700	303	10	-	-	313	Planting will resume in March, when the weather is most favourable to tree establishment. Target will be achieved. For further details, please refer to the Green Report.	On Track
Total street trees	No.	30,917	30,132	29,800	30,298	30,219	-	-	30,219	Number of trees increasing and contributing to increased urban canopy target. For further details, please refer to the Green Report.	On Track



Number of plants planted at community planting events	No	8,013	9,135	8,000	4,300	663	-	-	4,963	663 native plants installed by bushcare/landcare groups.	On Track
Total trees and shrubs planted	No.	70,197	73,876	52,000	5,824	24,356	-	-	30,180	Variety of planting projects completed, as well as annual bed refreshment	On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	9,388	10,896	10,000	1,942	2,636	-	-	4,578	Landscaping installed in the City's footpaths, verges, rain gardens and traffic treatments. Target will be achieved by Q4.	Watch
Native fauna species diversity maintained or increased compared to 2009/10 baseline (measured annually)	No	99	88	-	-	-	-	-	-		Indicator Only
Extent of locally-native bushland increased compared to 2009/10 baseline (measured annually)	ha	4.6	1.4	-	-	-	-	-	-		Indicator Only

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### 3 Integrated transport for a connected city

Quality transport will be a major driver to sustainability – the City must offer a variety of effective and affordable transport options.

#### 3.1 Plans are in place that enhance access by public and active transport from the Sydney region to the City of Sydney.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>City Transformation</b>				
Commence studies to support the Green Square light rail.	2016	80	Project feasibility work as approved by Council is well under way to be reported to Council in Q2 2016.	<b>On Track</b>
Support the implementation of light rail down George Street and in the wider LGA	2016	100	The City's support infrastructure has been established for the light rail. We formed City Transformation and finalised the Development Agreement and the \$220 million contribution.  We are continuing to liaise with Transport for NSW on the delivery phase of the project.	<b>Complete</b>
<b>Advocacy</b>				
Work with State Government on walking and cycling connections between Barangaroo and surrounding areas.	2016	90	The Barangaroo transport working group was disestablished by Transport for NSW in 2015. However, the City has continued to work with the Barangaroo Delivery Authority and Lend Lease to ensure good urban design outcomes and integration of development into the surrounding areas. The City has also delivered street works in Millers Point to compliment the opening of Barangaroo Reserve.	<b>On Track</b>
<b>Planning</b>				
Work with the State Government to implement changes to loading, taxi and parking arrangements to support light rail and related works in the City Centre	2016	75	Work ongoing as related to multiple projects including the Capacity Improvement Plan which is still in the implementation phase. The Central Sydney On-street Parking Policy was adopted by Council in November 2015 which provides the basis for the prioritisation of economically important kerbside uses including loading.	<b>On Track</b>
<b>Partnership</b>				
Support State Government in developing interchanges and key transport hubs, including those in CBD affected by the Sydney City Centre Access Strategy.	2016	90	The City continues to work with Transport for NSW to ensure that changes to support light rail construction are easily implemented and minimise disruption for public transport customers. The City will also advocate for good interchange design in planned Metro stations.	<b>On Track</b>
<b>Major Programs</b>				
<b>Advocacy</b>				
Provide advice and advocate for transport outcomes that align with the City's strategic vision through State Government Barangaroo planning process			The City welcomed the Government's announcement to include a station at Barangaroo on the City Metro line. City staff are engaging with the Metro to ensure the station is integrated into the surrounding active transport networks.	<b>On Track</b>

<b>Planning</b>	Update the City's Car Share Policy.	Draft report is under preparation.	<b>On Track</b>
<b>Partnership</b>	Work with State Government and Taxi industry to implement more taxi ranks in better locations in the City Centre	The City continues to work with Transport for NSW and the taxi industry to implement new taxi ranks and relocate existing ones when needed. New ranks have recently been implemented in Newtown and those affected by the George Street closure have been successfully relocated.	<b>On Track</b>
<b>3.2 Transport infrastructure is aligned with City growth.</b>			
<b>Major Programs</b>		<b>Progress To Date</b>	<b>Status</b>
<b>Advocacy</b>	Work with State Government to ensure understanding of transport implications of development in LGA.	This is an ongoing activity to ensure development in the LGA is adequately served by transport infrastructure and services. Discussions with Transport for NSW have recently focused on adequate transport for the urban renewal precincts of Green Square and Ashmore. Sydney Metro proposals also represent significant opportunities for the City in terms of supporting existing and new development such as Barangaroo, Central - Eveleigh and Waterloo.	<b>On Track</b>
<b>3.3 Negative impacts from transport on public space in the City Centre and Villages are well managed.</b>			
<b>Major Programs</b>		<b>Progress To Date</b>	<b>Status</b>
<b>Parking</b>	Utilise enforcement activities to ensure turnover and improve safety and accessibility of city parking.	Proactive and reactive ranger patrols have been the focus for 2015/16. Patrols encouraging a turnover of kerbside parking spaces, so all road uses have an opportunity of finding a parking space were a priority. Additional patrols were also maintained in the residential areas, predominantly in the outer lying areas, where commuter parking places additional strains on the available spaces.	<b>On Track</b>
<b>3.4 There is an increased use of public transport and reduction in traffic congestion on regional roads.</b>			
<b>Major Projects</b>		<b>Completion Date</b>	<b>Progress To Date</b>
<b>Capacity</b>	Develop management plans for major feeder corridors to the city (mostly State roads) including public transport, cycling, walking and traffic safety targets for advocacy with the NSW State Government.	2016	50
<b>Major Programs</b>		<b>Progress To Date</b>	<b>Status</b>
<b>Accessibility</b>	Provide support to the State Government to provide changes to bus operations in the City centre.	The City is working towards the target set by the Australian Human Rights Commission of 90% of the city's bus stops compliant with the guidelines for Disability Standards for Accessible Public Transport by December 2017. A comprehensive review of the total number of bus stops in the city LGA was conducted in Q2, following the bus stop	<b>On Track</b>

relocation project ahead of the CBD Light Rail Project. To-date, 543 out of 675 bus stops in the city are compliant (80%).

### 3.5 There is quality access to transport services and infrastructure in the city.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Transport Infrastructure</b>				
Advocate to ensure public infrastructure meets the needs of uses.	2016	70	The City continues its work to advocate for better public transport for Green Square and Ashmore urban renewal areas. The City is also advocated for well-designed stations as part of the Sydney Metro project which are integrated into the local walking and cycling networks.	<b>On Track</b>

### 3.S.1 Key Performance Indicators

#### Parking and road management -

Encourage use of more environmentally friendly and sustainable means of travel in the City

Key Performance Indicator	Unit	2013/14		2014/15		2015/16 Result			Comment	Status		
		Result	Target	Result	Target	Q1	Q2	Q3			Q4	YTD
Total number of car share parking spaces in the city (program to date)	No.	599	648	648	692	660	670	-	-	670	22 new spaces were approved for installation between July and December 2015. A further two spaces were deferred for a possible relocation – both spaces will be brought back to Committee in 2016.	<b>On Track</b>
Proportion of resident drivers who are members of car share schemes	%	11.9	16.3	16.3	-	16.3	17.14	-	-	17.14	Car share membership continues to grow across the LGA.	<b>On Track</b>

#### Roads maintenance -

Optimise the lifespan of City road and footpath assets, and improve street safety and accessibility

Key Performance Indicator	Unit	2013/14		2014/15		2015/16 Result			Comment	Status		
		Result	Target	Result	Target	Q1	Q2	Q3			Q4	YTD
Road renewed/treated program	m2	61,381	51,368	51,368	40,000	38,023	15,047	-	-	53,070	Total completed at end of December 2015 includes 14,045m2 delivered by the City and 39,016m2 delivered by CBD Alliance funded Road improvements ahead of the CBD Light Rail project.	<b>On Track</b>

## 4 A city for walking and cycling

A safe and attractive walking and cycling network linking the City's streets, parks and open spaces.

### 4.1 Implement priority programs to improve pedestrian safety and accessibility, connectivity and amenity across the local government area.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Walking</b>				
Undertake an audit to identify the priority walking projects from the Liveable Green Network	2017	100	This action has been completed. Audit results have been passed to City Infrastructure and Traffic Operations for implementation.	<b>Complete</b>
Implement the pedestrian, cycling and traffic calming infrastructure improvements program	2018	75	The City has a number of streetscape improvement projects underway to improve walking and cycling connectivity, including changes to Lawson Street, Foveaux Street, and Cowper Wharf Road. Across the City smaller projects are underway to widen footpaths, create continuous connections and more shared zones and laneway closures where appropriate.	<b>On Track</b>
<b>Partnerships</b>				
Work with 14 neighbouring councils and State and Federal Governments to implement the Inner Sydney Regional Bike Network	2020	20	Updated submission to Infrastructure Australia.	<b>On Track</b>
<b>Major Programs</b>				
<b>Walking</b>				
Deliver the CBD Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.			The program continues to be implemented, work completed in Q1 and Q2: York Street, Margaret Street to Wynyard Street – Granite paving Kent Street and Gas Lane - new Shared Zone and Granite paving Pitt Street, Bathurst Street to Liverpool Street – Granite paving Kent Street, Market Street to King Street - Granite paving Sussex Street, Druitt Street to Market Street – Smartpole installations Pitt Street, Goulbourn Street to Bathurst Street Smartpole installations	<b>On Track</b>
<b>Cycling</b>				
Improve bicycle access and amenity through small scale infrastructure changes and improved on street facilities in both the CBD and Non CBD areas within the LGA.			In December the separated cycleway (between Sussex and Kent Street) was completed. New traffic signals at the Liverpool and Kent Street intersection, and the associated separated cycleway Kent Street was also completed.  Construction of footpath improvement works to establish new shared paths at the following locations are under way:  * Bourke Street (between Philip Street and Portman Street * St Mary's Road	<b>On Track</b>
<b>Partnerships</b>				
Advocate and work with land owners to develop a continuous foreshore walk accessible on foot and bike			City was consulted by the Sydney Harbour Foreshore Authority for the development of the Darling Harbour Pedestrian and Bicycle Strategy.	<b>On Track</b>

ATTACHMENT C

Continue to lobby the State to support surrounding councils to link their cycleways into the city network.

The City worked with NSW Government on an updated submission to Infrastructure Australia that includes a substantial financial commitment from the state.

**On Track**

## Safety

Continually monitor and review road safety and interface with pedestrians and bike riders, including running awareness campaigns.

All hazard and incident reports are regularly reviewed to ensure resolution. Share the Path program continues with four sessions per week.

**On Track**

## 4.2 The City Centre is managed to encourage the movement of pedestrians and cyclists.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Walking</b> Work with State Government to decrease waiting time and overall trip time for bike riders and pedestrians on identified priority routes in the City Centre	2016	65	Following the closure of George Street for light rail construction, some improvements have been made to wait and cross times at key CBD intersections for people walking. The City continues to build evidence and advocate for further improvements on priority routes.	<b>Watch</b>

## Major Programs

Progress To Date

Status

## Partnerships

Collaborate effectively with State Government to implement the City Centre Access Strategy to enable City of Sydney to receive assets that are fit for users once built

The City continues to collaborate with State Government, in particular the CBD Coordination Office, to ensure the implementation of the City Centre Access Strategy. Recently this has included the Castlereagh (South) and Liverpool Street cycleways.

**On Track**

Collaborate with State Government to integrate walking and cycling with George St Light Rail and pedestrianisation project

We are continuing to work with Transport for NSW and the light rail design team to ensure a high quality outcome for the cycleway network and the pedestrianised areas of George Street.

**On Track**

## 4.3 City Of Sydney and Sydney businesses lead by example to increase use of active transport for travelling to work in the LGA.

## Major Programs

Progress To Date

Status

## Journey to work - commuting

Encourage developers to include end of trip facilities in new developments and work with external organisations to retrofit existing buildings.

Advocacy is undertaken as appropriate.

**On Track**

The City collaborates with external organisations to encourage the use of walking and cycling for commuting to work with positive results.

A safety campaign has been developed to raise awareness of the danger of opening a car door without looking, to be run next quarter in collaboration with NRMA. Sydney Rides Festival encouraged awareness and participation in cycling and our cycling programs. The cycling map and guide was updated and re-printed. The share the path program continued to be delivered, engaging with both people walking and riding at various sites throughout the city.

**On Track**

#### 4.4 Increase in modal share for walking and cycling.

##### Major Programs Progress To Date

Status

##### Modal shift

Promote the benefits of walking and cycling to individuals, businesses and the wider community

Share the Path continues with four sessions per week. Share the Road - development of a car door awareness campaign in collaboration with NRMA which will run in Q3/Q4. Explore Your City weekly rides started in November. Workplace Cycling Program - preparations were made for the Sydney Rides Business Challenge to run in Q3. Events - Sydney Rides Festival was successfully run in October.

On Track

Remove/reduce barriers and provide encouragement and support for people that wish to use walking and cycling

Advice and support provided face-to-face (at events and Share the Path), by phone and by email. Events provide additional encouragement, particularly the events in Sydney Rides Festival aimed at non-riders (for example, 60% of attendees at Light the City came without a bike)

On Track

##### Walking and cycling for leisure

Encourage and support new walking and cycling enterprises

Advice provided to two new bike hire/tour operators and a pedicab operator.

On Track

People are encouraged to use walking and cycling to travel to events

The City continues to provide bike parking at major events and promote walking and cycling to events. The City has also provided support to the State Government Travel Choices program, a program to manage travel demand during light rail construction.

On Track

Events celebrating and focusing on walking and cycling are lead and supported by the City

Sydney Rides Festival ran during October 2015, attended by over 14,000 people. Walking components were included in Sydney Rides the Park and Light the City events.

On Track

##### General

Walking and Cycling users have information and training available that enables them to exhibit the correct and safe behaviour

Between July and December 2015, there were 2133 adults and children who attended bicycle training by the City. Share the Path is the ongoing education outreach, four times per week. Another 40,000 maps have been printed with instructional material on the reverse, to be distributed in Q3 & Q4."

On Track

##### Behaviour

Improve road users' behaviour focusing on the interaction with walking and cycling

Share the Path focuses on behaviour between path users and runs four times per week. The City has developed a safety awareness program for drivers in collaboration with NRMA focused on the danger from opening car doors.

On Track

##### 4.S.1 Key Performance Indicators

##### Cycleways -

A network of 55km of separated cycle ways and another 145km of other bicycle facilities which link people to their preferred destinations to encourage cycling as the preferred means of transport for work and leisure purposes

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16			Comment	Status		
				Target	Q1	Q2			Q3	Q4
Implement the pedestrian, cycling and traffic calming infrastructure improvements program.	No	-	-	16	3	0	-	3	The balance of the PCTC program is scheduled for Q3 and Q4.	On Track
Length of separated cycleways provided annually	Km	2.29	0.91	-	0.86	0.12	-	0.98		Indicator Only





## 5 A lively and engaging city centre

The city centre's international iconic status will be maintained and enriched with an inviting streetscape and vibrant public spaces.

5.1 The City Centre has safe and attractive public spaces for people to meet, rest and walk through at all times of the day or night; with George Street as a distinctive spine.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Public Domain Planning</b>				
Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay Square, Barangaroo and Darling Harbour live.	2017	40	Ongoing strategic design input into NSW State Government urban renewal projects is ongoing.	<b>On Track</b>
Develop a City Centre Public Domain Improvement Program	2016	65	The City Centre Public Domain Plan is developing through a series of public domain precinct plan projects and site specific urban design studies. Council adopted in December 2015 the City North Public Domain Plan and the Chinatown and City South Public Domain Plan.	<b>On Track</b>
Develop concept designs and briefs for city centre public spaces	2017	40	Concept design for Regimental Square has been completed.	<b>On Track</b>
Undertake a five year review of Public Space Public Life	2017	95	Concept Masterplan for Martin Place has been adopted as part of the City North Public Domain Masterplan.  A draft Public Spaces Public Life benchmark report that assesses both quantitative and qualitative data (pedestrian counts and public space usage patterns) gathered in 2013/14 year with data collected for the 2007 Public Space Public Life Study has been completed. This project allows tracking of public domain quality trends and uses over the past 5 years.  The work includes a detailed focus on George Street to allow a benchmark assessment of public domain outcomes after the George Street light rail project is completed and was reported as part of the George Street 2020.  It is expected that a comprehensive Public Space Public Life Review will be carried out in 2018/19 after the George Street Light Rail project is complete.	<b>On Track</b>
Implement first phase of Harbour Village Public domain plan	2016	50	Barangaroo integration works that include new footpaths and cycle amenities for Dalgetty Road, Argyle Street and upgrade of Munn Reserve have been completed.  Gas Lane improvements completed.  Argyle Street improvements documentation completed issued for tender.  Design documentation for Kent Street underpass completed issued for Tender.  Design development for new toilet facility at Observatory Hill Park underway.	<b>On Track</b>
<b>Safety</b>				
Develop and implement a plan to make the Sydney CBD safer at night in conjunction with the NSW Government.	2016	90	The City is a member of the Sydney CBD Entertainment Precinct Taskforce which is responsible for progressing measures targeted at reducing alcohol related violence in the city late at night. The Sydney CBD Entertainment Precinct Plan of Management sets out the initiatives and responsibility of each stakeholder to delivery their initiatives.	<b>On Track</b>

The City has established two new Super Taxi Ranks in Pitt Street at Martin Place and Bathurst Street, west of George Street. These new ranks service the city's busiest late night entertainment precincts ensuring safe transport out of the city at night. The work of the Late Night Transport Working Group established by the City, comprising representatives from Roads and Maritime Services, Transport for NSW, NSW Police, NSW Taxi Council, NSW Taxi Drivers Association and City staff, has been instrumental in bringing about the review and establishment of safe transport in the city late at night.

Council approved funding for the Thomas Kelly Youth Foundation's Safe Space and Take Kare Ambassador Program to operate on Friday and Saturday nights year round for the next 3 years. Run by the Salvation Army Street Teams, the program partners with the NSW Police and the City of Sydney to deliver the service. Since it started in December 2014 the program has assisted almost 15,000 drug/alcohol affected young persons who are vulnerable of becoming a victim or offender of crime to get home safely.

From November 2015 to March 2016 the City deploys variable message signs and temporary toilets in late night entertainment areas across the city.

## 5.2 The City Centre comprises a number of distinctive precincts with a diversity of built form, uses and experiences.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Public Domain improvements</b>				
Deliver improvements to the streetscapes and public areas of city lanes in accordance with the adopted Laneways Revitalisation program.	2016	85	Four of the five active projects within the program have been completed. This includes works to Bulletin Place, Wilmot Street, Central Street, Abercombe Lane, Tank Stream Way and Bridge Lane.  Central and Wilmot Streets- Completed July 2015 Abercombe, Bridge Lane & Tank Stream- Completed April 2015 Bulletin Place - Completed September 2013  Lees Court - Documentation complete and will be delivered with re-development of MLC building.  Hosking & Penfold Lane - Construction contract awarded. Works to commence in Feb 2016.	On Track
Continue to implement the Chinatown Public Domain Public Domain Plan	2017	45	Thomas Street improvements construction due for completion early 2016.  Chinatown and City South public domain plan has been adopted by council in December 2016. This Plan will provide the priority project listing for next stage of Chinatown Public Domain Plan implementation.	On Track
Implement Harbour Village North Public Domain improvements	2023	35	Harbour Village North Public Domain Plan implementation is under way. Separate projects - Integration Works, Harbour Bridge Cycle Connection, Argyle Street upgrade, Kent Street Underpass Upgrade and Observatory Hill toilets are under way as priority projects in the Plan.	On Track

An upgrade of Foley Street, Darlinghurst ( between Crown Street & Taylor Square ) that includes raised pavement profiles, new paving, timed road closure and shared zone to promote pedestrian movement, public domain lighting and installation of removable bollards to manage vehicles.

2020

0

Progress:

- Design documentation of Stage 2 & 3 is at 100% complete.

Current status:

- The 2015/16 Operational Plan proposes funding for the implementation of Foley Street Stages 2 & 3 in financial years 2018/19 and 2019/20.  
 - Project is placed on hold until 2018/2019 financial year.

Issues:

- Activation of Foley Street Stage 1 – Stage 2 & 3 implementation is pending the activation of Stage 1 (between Burton Street & Crown Street) which will be better activated in alignment with shop front renewal work.

**Attention Required**

**5.3 Cultural, creative, retail and small business activity is supported in the City Centre.**

**Major Programs**

**Progress To Date**

**Status**

**Laneway revitalisation**

Improve activation of the city's finegrain spaces to enable creative, cultural and small business activity.

**On Track**

A range of creative activities, supported by the City, occurred in this period including:

- Fringe Festival - Pop up Theatre Pilot project to explore opportunities to develop relationships with local business owners to put art/performance in unexpected places including live performance on the street and in shopfront windows (in Erskineville).
- Beams Arts Festival - An annual event in the laneways in and around the Chippendale precinct.
- Chippendale Walking Tours - take visitors to up to five galleries at a time in the Chippendale precinct.
- Newtown and Surry Hills Festivals - have developed in the past two years to incorporate events and activations in retail spaces and on the streets of their local business precincts.

In December as part of the City's Art & About Sydney program we produced the first of our City Walls projects, a series of surprise street art works. The work To BE FREE IS TO HAVE NO FEAR by Nadia Hernandez was installed behind Customs House in Loftus Lane and will remain in place until September 2016.

A range of small business activities were supported or delivered by the City including:

- Light Rail – Surry Hills Creative Precinct held a series of eight local stakeholder discussions to develop an activation strategy during Light Rail construction.
- Asia on your Doorstep Food Court Crawl, Little Eat Street and food tours, showcased hard to find, hidden restaurants in Chinatown during Sydney Good Food Month
- Darlinghurst Business Partnership, supported by a City of Sydney grant, undertook the DoDario Christmas project, connecting local retailers and creative enterprise with local consumers. 45 businesses took part
- William Street Festival Paddington was held showcasing off-mainstreet local retail
- Creative Corner Festival Paddington was held and focussed on showcasing local retail

#### 5.4 The City Centre is a place for art, creative expression and participation.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Planning and regulation</b>				
Review the Busking Policy to increase the cultural and street life of the city community.	2016	25	Work continues on background research and consultation to inform a revised policy on busking in the City of Sydney. A discussion paper is expected to be ready for public consultation during the second half of the 2015/2016 financial year.	<b>Watch</b>

#### Major Programs

Progress To Date	Status
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#### City Centre creative activity

Support and enable festivals, events, and other community activities to increase the cultural and street life of the city community.

The City's cultural and street life has been enhanced this quarter through the provision of funding and support to a diverse range of events and celebrations. Supported events include Kaldor Public Art Projects' Xavier Le Roy, Joni Taylor's The New Landscapes Institute, Antenna Film Festival and Sydney International Women's Jazz Festival. Many of the major festivals are in planning and production mode as they gear up for their major events in early 2016 including Sydney Festival, Biennale and Artmonth.

Buskers continue to add to the daily cultural life of the City, with many focusing on Pitt St Mall to entertain the large crowds of Christmas shoppers and summer crowds. The year has been very busy time for our busking program, with the number of registrations, enquiries and complaints almost doubling from the previous quarter in the lead up to Christmas.

#### Public art

Deliver the City Centre Public Art Strategy.

Three artists endorsed by Council for the George Street Spine and the East - West Connectors now engaged in design development of projects. Development applications are being prepared.

**On Track**

#### 5.5.1 Key Performance Indicators

City centre public life -

Strengthen the City's public domain identity and create more places for meeting, rest and leisure

Key Performance Indicator	Unit	2013/14		2014/15		2015/16		2015/16 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Amount of footway dining in the city centre (total)	m2	2,621.86	2,827.78	2,600	2,581.5	2,575.06	-	-	2,575.06	This total area represents 155 Footways i.e. Outdoor Dining Locations	<b>Watch</b>

Laneways reactivation -

Reactivate Sydney's laneways as a vital part of public life in the City

Key Performance Indicator	Unit	2013/14		2014/15		2015/16		2015/16 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Laneways upgraded	No	12	6	-	0	0	-	-	-	Tenders for the construction works for Hosking Place and Penfold Lane have closed and construction works are anticipated to commence in early 2016	<b>On Track</b>

## 6 Vibrant local communities and economies

### 6.1 The City is a network of distinctive Villages which provide places for communities to live, meet, shop, create, play, discover, learn and work.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Infrastructure improvements</b>				
Deliver King Street Newtown Smart Poles Stage 3.	2015	100	Project complete	<b>Complete</b>
Deliver Darlington Village – Abercrombie Street.	2015	100	Upgrade works complete.	<b>Complete</b>

#### Major Programs

#### Progress To Date

#### Status

### Learning and Creative Programs

Provide nine library branches, two library links, programs, resources and outreach services to reflect the needs of diverse community.

#### Memberships

The number of total active members continues to trend upward to 46,972, an increase of 8,389 active members in the past 6 months. This can be attributed to increased digital collections offered by the Library as well as monthly increases in new members from outside the LGA (in part due to the removal of the non-resident fee).

#### Library Visits

The Library recorded over 618,000 visitors over the past 6 months, which is a decrease of 19,342 over the same period last year. With nearly 70,000 digital items accessed in the past two quarters (an increase of over 60,000 from the same period last year), customers are accessing more items from home without having to visit a branch. As we upgrade PCs, we anticipate more attendances.

#### Collections

The Library has continued its focus on expanding its digital collection in the last two quarters. Staff have worked closely with ALT, vendor of our Library Management System, and Freegal eMusic platform, to implement an eMusic streaming/downloading platform. This platform provides customers access to over 9 million songs which include the entire Sony Music catalogue, Nexus Classical Music catalogue, and songs from Alexander Street Press. The Library launched this new eMusic platform in November 2015.

#### Loans

The number of loans (physical and digital items) for the past 6 months were over 570,000, an increase of 18,354 items over the same period last year. The use of digital items continues to increase significantly, which offsets the downward trend of physical loans.

#### Internet Sessions (PC and Wi-Fi use)

This financial year, a mass Public Technology Upgrade Project will replace all computer equipment while a Wi-Fi network connection upgrade will increase bandwidth available to customers with devices.

#### Home Library Service

Home Library Services made 698 deliveries to household customers and institutions such as Childcare centres and Aged care centres in the last two quarters and has checked out 7,335 items to customers. HLS is currently serving 45

individuals and 22 institutions. Staff at Home Library Services are also continuing to work on a technology survey for their customers to gauge their interest in the library's eResources.

#### Programs

Over the past 6 months the Library has delivered a total of 876 program sessions (adult, user education, children's and youth), attended by 26,075 people. There was a slight decrease in attendees from the same period last year (-352), largely due to the slight decrease in sessions (-13).

Library Program highlights for the past 6 months included:

- the very popular Frankentoy's and Calligraphy school holiday workshops rolled out at all branches
- the Library hosted the 5th Hallowed Ground series with a panel on "Unexpected Libraries" in partnership with the Australian Library and Information Association
- the ever popular Late Night Library took on new dimensions at the recently renovated Level 2 of Kings Cross Library with cabaret, comedy and live music
- the Library partnered with the Sydney Fringe Festival to deliver Late Night Library at both the festival hub in Erskineville Town Hall as well as Newtown Library
- Inspiring Science talks brought academics and researchers from Inspiring Australia to Ultimo Library to delight young and mature budding scientists
- Day of the Dead festivities returned to Green Square Library, utilising the outdoor space and raising the visibility of the Library in the surrounding community
- Mental Health month during October saw over 380 people participated in mindful activities including stone painting, paper flower making, worry doll craft and adult colouring in
- Glebe Library hosted the well-attended opening of the annual Glebe Art Show, reflecting the ongoing relationship the Library has with Glebe community groups
- the Library attended both the Glebe and Newtown Street Fairs, to promote the Library to new audiences and engage with the local communities.

#### Spaces

The Library constantly seeks to improve its spaces to meet the needs of customers. An upgrade to the Customs House Library meeting room will provide more space, better lighting, improved air conditioning and more separated acoustics. With brand new tables and chairs, it will create a more comfortable atmosphere for library programs and community hirers.

Glebe Library recently upgraded its magazine shelving for better browsing and access to its magazines and newspapers. The Library freed up space, installed new study benches with integrated power points for customers to enjoy free wifi while powering their devices, and installed Wi-Fi and a network connection in the Benledi meeting room for use by staff and user groups.

Kings Cross Library is refurbishing the Level 1 Mezzanine into a children's area. The glass mezzanine balustrades have been replaced to increase the safety height and to comply with best practice for children. Soon the children's collection, new shelving and new furniture will be moved to the Mezzanine to allow for collections and children's programming.

Surry Hills Library installed its 3D printer which will allow for introductory programs for children and adults as well as to allow experienced users the ability to print their 3D creations in line with the Library's 3D printing procedures.

The Library is currently upgrading furniture and shelving across the network.

## Place identity

Deliver Place Identity Activation in the City's villages

The City delivered a range of programs during the period including:

- Christmas in the Villages - workshop and retail window competition
- Asia On Your Doorstep - focused in Chinatown, includes a variety of a activities to leverage Sydney Good Food Month
- Fashion Saturday (formerly Fashion in the Villages), part of Sydney is Fashion – over 200 businesses participated in the retail campaign and workshop series

On Track

Activities undertaken by Chambers of Commerce/Precinct Associations funded through the City of Sydney Grants and Sponsorship Program during the period include:

- Paddington Business Partnership – William Street Festival and Creative Corner
- Darlinghurst Business Partnership - DoDario
- Walsh Bay Precinct Association - Arts Table
- Glebe Chamber of Commerce – Parket and Glebe Street Fair
- Chippendale Creative Precinct Association – Beams Festival and Chippendale Walking Tours
- Pyrmont Ultimo Chamber of Commerce – Pyrmont / Mudgee Food and Wine Festival

In addition, the rainbow street banners were displayed in Oxford Street for several months during the period.

## 6.2 The community has the facilities, resources, capacity, confidence and resilience to adapt to changing circumstances.

### Major Projects

Completion Date	% Complete	Progress To Date
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Status

### Social Planning

Develop a Social Sustainability Strategy

80

2016

The draft Social Sustainability Policy and Discussion Paper is in development, with the intention to bring before Council for endorsement for public exhibition in 2016.

On Track

Increase the supply of childcare places

30

2016

Construction of child care centres has commenced on sites at Huntley Street, Alexandria and The Crescent, Annandale. These centres will accommodate 80 children per day at each centre. Construction has also continued on the 60 place child care centre at 277 Bourke Street Darlinghurst,

Watch

Decontamination works have continued on the former South Sydney Hospital Site in preparation for construction of 74 place child care centre.

Implement the actions identified in the Inclusion (Disability) Action Plan.

50

2016

Implementation of the Inclusion (Disability) Action Plan 2014-2017 is being overseen by the Inclusion (Disability) Advisory Panel. Highlights include:  
•Development of guides for staff about communicating with people with disability and producing information in alternative formats such as Braille and Auslan.  
•104 staff responded to a survey for employees with disability and or caring responsibilities. The survey will inform the City in supporting and understanding the experience of this group of employees.

On Track

### Community facilities planning

Oxford Street Property Plan includes Foley Street upgrade.

45

2018

The Property Plan's program of capital works for 15/16 financial year includes works to two building blocks:

On Track

62-76 Oxford Street (First Block)

Base building regulatory, services upgrades and retail shell refurbishment for Foley Street fit for retail/ commercial leasing by May 2016. Status: Negotiation with Tenderers with forecast construction date in mid-March

74-76 Oxford Street - structural works to floor, roof and building services on two levels, to be fit for commercial office suites and leasing prior to June 2016. Status: Building Contractor engaged with intent to commence late February.

Woolworth's substation installation and convenience store fit-out anticipated to be ready in May 2016. Merchandising will take a month and opening expected in June 2016. Status: Tendering for substation contractor and fit-out contractor.

82-106 Oxford Street (Second Block)

98 Oxford Street will be split into two separate levels with basement known as 37 Foley Street. Both shops will be stripped out with a refurbished compliant retail shell fit for retail leasing by May 2016. Status: Building contractor engaged with intent to start mid-February

All three projects approved in December Council Meeting and will start from mid-January to late February 2016. Creative Tenants planned to move in mid-January to tenancies not impacted by construction, and the remaining will move in via a staged approach.

**Community Facilities Upgrades**

Deliver the Juanita Nielsen Community Centre upgrade.

2016

65

**On Track**

Roof sheeting completed, roof not yet watertight with skylight windows to be installed by end January 2016. External façade works completed to all facades and scaffold dismantled in progress. Electrical and plumbing installation commenced. Latent conditions in existing building fabric and inclement weather have caused delay on site.

Deliver the East Sydney Community and Arts Centre upgrade (previously known as Heffron Hall).

2016

65

**Watch**

Demolition and footings completed, working on structural slabs, beams and on-site detention tank. Lower ground floor structural elements almost complete, continuing with level 1 slabs and stairs. Steel elements delivered to site and steelworks to commence in early January 2016. Extension of time granted due to inclement weather. Construction continuing.

Deliver the Taylor Square Bike and Community Hub upgrade.

2016

45

**Watch**

Design documentation completed and tenders issued to market for the construction works. Tenders received and Tender report presented to November Council with endorsement to reject and negotiate the contract. Tender negotiations likely to commence in early 2016.

**Aquatics & Leisure**

Cook & Phillip Aquatic and Fitness Centre Refurbishment

2018

12

Planning has commenced.

**Watch**

**Parks & Sports Fields**

Parks General Stage 12 - Renwick St Playground

2016

45

Tender out early 2016.  
Tender report to council by Q4 2016.

**On Track**

ATTACHMENT C



Parks General Stage 11 - O'Connell	2016	85	Kerb gutter and planting works 95% completed. Awaiting Ausgrid to energise kiosk sub-station. New park sign installed.	On Track
Parks General Stage 12 - Elizabeth McCrea Playground	2016	0	Tender documents are being prepared.	On Track
Parks General Stage 12 - Shannon Reserve	2018	5	Pre Concept Design consultation in early 2016 as well as preparing request for quotations.	On Track
Victoria Park Upgrade and new playground	2017	30	Project to be tendered in February 2016.	On Track
Deliver the Hyde Park Plan of Management works.	2016	40	Package 1 - Archibald Fountain Tree Planting works completed. Package 2 - Pool of Reflection Upgrade under construction. 50% complete. Package 3 - Path Rationalisation & Services in design development. Package 4 - Museum Station Works design development to commence. Lighting Strategy - Design commenced.	Watch
Harold Park - New Park Construction	2016	75	Project commenced construction in late 2015. Works are in progress and works are expected to conclude late 2016. DA to be lodged for shade structure	Attention Required
This project will redevelop Pery Park to create an active sports hub for the City South Area. Proposed works include construction of a new multi-purpose recreation centre.	2017	25	Documentation for tender being finalised. Tender early 2016.	On Track
<b>Major Programs</b>				
<b>Aquatics &amp; Leisure</b>				
Provide a diverse and accessible range of fitness and leisure programs that create opportunities for everyone to participate in a healthy and active lifestyle.	<p>The City continues to offer and support more than 70 exercise and fitness activities across the City's 13 staffed and partially staffed community facilities, as well as regular community venue hire for community groups to operate over 50 additional exercise and fitness classes. Programs are accessible to children and adults and range from popular sports competitions, to gentle exercise and advanced tai-chi classes. The City also provides gym facilities at the Juanita Nielsen Gym (currently located at the Mary McDonald Centre as the Juanita Nielsen community centre undergoes a refurbishment), King George V Recreation Centre and Pymont Community Centre.</p> <p>Highlights and activities for this period include:</p> <ul style="list-style-type: none"> <li>• A permanent ping pong table was installed in Joynton Park, Green Square.</li> <li>• 13,028 participants in sports competitions at Ultimo Community Centre. 12,500 attendances at other fitness and leisure programs at the Centre including casual basketball, table tennis, tennis coaching, dodgeball, Zumba &amp; Tai Chi.</li> <li>• 8,000 attendances at Pymont Community Centre's Fitness Centre and over 10,100 attendances at other fitness/leisure programs offered by at the Centre, such as Little Kickers, Karate, basketball, walking group, table tennis, Zumba &amp; tennis.</li> <li>• 1,099 attendances by children and young people at Middle Years programs at Peter Forsythe Auditorium, Glebe.</li> <li>• 351 attendances at Tai Chi and fitness exercise classes at St Helen's Community Centre in Glebe.</li> </ul>			

## Parks & Sports Fields

Provide a diverse and accessible range of fitness and leisure programs that create opportunities for everyone to participate in a healthy and active lifestyle.

The draft Recreation Needs, Sport and Community Needs Study is nearing completion and will be submitted to Council in 2016 for approval to exhibit for public comment.

On Track

## Social services and community capacity building

Provide high quality and adaptive community facilities, programs & services.

Social programs and services were offered to promote active, healthy living and connected communities. City Spaces recorded at total of 359,644 attendances at the City's 14 staffed or partially staffed community facilities, programs and events. 4,167 bookings were made by community groups for community venues with a total of 6,244 bookings taken across the City's 14 staffed and 24 unstaffed City Spaces.

6,541 meals were provided through the centre based lunch program. Meals on Wheels delivered 11,235 meals to over 200 clients, and provided 664 hours of assessment and care coordination including 95 home visits. Community Transport provided 5,013 passenger trips and 382 community bus hires.

Highlights in the delivery of social programs and services include:

- 80 people celebrated NAIDOC week at Redfern Community Centre's Flag Raising Ceremony.
- 200 people attended an Aboriginal Astronomy Evening and over 185 students from local primary schools participated in interactive science activities at Redfern Community centre as part of the Indigenous Science Experience.
- 58 members at the Ron Williams Activity Centre celebrated centre's 50th Anniversary. The Cliff Noble Centre also commemorated its 50th Anniversary.
- 90 people attended a 'Refugee Talk Session' of personal stories by refugees and asylum seekers at Reg Murphy Community Centre.
- A "Neighbourhood Noise" live music event was held in Tom Uren Square, Woolloomooloo in support of Homeless Prevention Week.
- Community Centres held activities for RUOK? Day and Mental Health month, including 175 attendances at events held at Harry Jensen Community Centre and King George V Centre for Mental Health Month.

Community festive season celebrations included:

- Over 7,000 attendances at the Christmas in Pyrmont street party.
- 380 attendances at the annual Seniors Christmas lunch at Lower Town Hall.
- 500 attendances at the Family Culture Christmas Party at Redfern Community Centre.
- 200 attendances at the end of year Christmas Party for Glebe's young people and local community members at Peter Forsythe Auditorium.
- 240 attendances at the annual Christmas party at the King George V Centre.
- 210 attendances at lunches and activities to celebrate Christmas at Ultimo Community Centre
- 45 attendances at the Ron Williams Centre Christmas Party. 159 Meals on Wheels clients received free Christmas hampers, ensuring clients had sufficient food provisions over the Christmas period.
- 196 clients attended one of the nine free Christmas light bus tours, providing opportunity for clients to visit the award winning homes of Mt Annan.

Provide childcare and children facilities across the local area, including preschool, occasional care and children's programs.

The City's 10 education and care services have continued to provide high quality services for children across the City. This quarter, Hilda Booter Kindergarten was invited to provide information about its transition to school program for the Australian Children's Education and Care Quality Authority (ACECQA) blog - highlighting the quality of the service across the early childhood education and care industry.

On Track

The City's six after school care programs provided ongoing programs for children aged 5-14 years. Programs have included activities such as excursions to SkyZone, the Powerhouse Museum and Laser Tag.

Pymont Children's Program moved into its new dedicated space in Pymont Community Centre after a recent renovation. The staff and children have embraced the new space and kitchen facilities including baking and other cooking activities in their program on a regular basis.

The 'Middle Ground' pilot project continued to provide after school recreational activities for children aged 9-13 years in Glebe. Children engaged in the program participated in activities such as street art workshops, skateboard workshops and a transition to high school program in conjunction with Glebe Youth Services.

Christmas and end of year celebrations across the services have been well attended. Services have provided entertainment including jumping castles, animal farms, face painting and Santa visits.

### **Encouraging responsible pet ownership**

Provide and promote free micro-chipping and discounted companion animal registration fees for pensioners. Work with other agencies to promote pet desexing. Facilitate free dog obedience training courses for residents.

To date in association with the Cat Protection Society and Sylvania Vet Clinic (the current service provider for the Sutherland Shire Animal Shelter) the City has provided subsidised desexing and free micro-chipping for the companion animals of residents who hold a valid pensioner concession or Health Care Card. The fee paid by the resident included transport. To date 39 cats and 19 dogs have been microchipped. Also, 16 dogs and 27 cats have been desexed.

The City has also provided free registration for eligible pensioners' first animals, with heavily discounted fees for subsequent pets owned by the same person. To date 48 animals were provided with discounted registration.

Since July 2015, the City's dog training program has seen 37 dogs and their owners graduate from the course. Since the inception of the dog training program in 2006, over 3,000 residents and their dogs have completed the course.

### **Use of the City's parks and open spaces**

Conduct proactive patrols to monitor the safe use of community parks and open spaces.

Rangers and the Companion Animals Liaison Officer (CALO) have continued to conduct uniformed and plain clothed patrols of the City's parks and open spaces. This is to ensure dog owners were exercising their animals responsibly and all park users were able to enjoy the equitable use of the facilities. Since July 2,230 hours have been dedicated to these patrols.

## **6.3 Local enterprise and employment opportunities are diverse and sustainable.**

### **Major Programs**

#### **Progress To Date**

#### **Status**

### **Monitoring and compliance**

Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health.

The City maintains a proactive and reactive monitoring program to manage fire safety, building compliance, late night trading premises and public health matters including boarding houses, backpackers, swimming pools (water quality), food premises and cooling towers. Any issues of concern are addressed with appropriate enforcement action where necessary to improve standards.

#### **On Track**

### **Local Business Planning**

Support the development of small business capacity.

• Business 101 seminars - 7 held between July and December, attracting 524 attendees. Expert speakers share their learnings and tips across a variety of subject areas with existing and potential small business operators. This information is made available on the City's website after the event for those who could not attend.

#### **On Track**

- The City Business e Newsletter is produced bi-monthly with 2,003 subscribers and alerts stakeholders to opportunities and information.
- The Village Business Grants support a range of Chambers of Commerce and Business Precinct Associations to deliver projects, seminars, workshops and events for their members and local businesses located in their areas.
- 160 people attended two workshops as part of Fashion in the Villages in September 2015 (as part of Sydney is Fashion). Workshops included understanding and identifying customers and utilising social media and events.

#### 6.4 Local economies are dynamic, robust and resilient.

##### Major Programs

##### Progress To Date

Status

##### Local Economic Development

Provide precinct and business partnership support to encourage small businesses to operate in main streets.

On Track

- 100 businesses participated in Fashion Saturday as part of Sydney is Fashion.
  - City's Village Food Adventures encompassed seven events across the LGA including Asia on your Door step in Haymarket.
  - 100 businesses registered to participate in Asia on your Doorstep.
- The City also continued with the Small Business Friendly Councils program, run by the Office of the Small Business Commissioner with the objective of improving the City's procurement process for small business and regulatory challenges for musicians and venues.
- Council awarded cash grants totalling \$283,300 under the Village Business Grants to Glebe Chamber of Commerce, Pyrmont Ultimo Chamber of Commerce, Haymarket Chamber of Commerce and the South Sydney Business Chamber. Funding will be utilised by these Chambers to deliver a range of projects in their precincts.

#### 6.5.1 Key Performance Indicators

##### Local economies - Develop and support local economies and employment

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Result			YTD	Comment	Status
				Target	Q1	Q2			
Amount of footway dining in the Village Centres	m2	3,425.76	3,759.81	3,206	3,637.3	3,502.74	3,502.74	This total area represents 348 Footways ie Outdoor Dining locations.	On Track

##### Libraries and learning -

Provide equal access to information and knowledge to support a life-long learning culture for residents, businesses and visitors to the City

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Result			YTD	Comment	Status
				Target	Q1	Q2			
Number of active library memberships	No	26,690	38,583	30,560	42,736	46,972	46,972	Increase in membership attributed to increased digital collections, removal of non-resident fee for non-LGA residents.	Indicator Only
Total number of items accessed from Libraries (physical and digital)	000	1,122.43	1,124.25	1,280	287.3	282.93	570.24	While the Library is under target, total loans have increased compared to same period last year with digital loans offsetting decreased in	Indicator Only

physical loans. Based on State Library statistics, all NSW libraries loans have decreased compared to a peak in 2010.

Number of visitors to libraries	000	1,319.53	1,293.97	1,300	215.93	291.15	-	-	507.07	Decrease in visits can be attributed to customers accessing digital items from home without having to visit a branch as well as a decrease in public PC and Wi-Fi sessions while new facilities are installed.	<b>Attention Required</b>
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**Children's services - Provide affordable, safe, stimulating and educational activities and programs for children to enhance their positive growth and development, and assist families in balancing workforce and community life participation**

<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2013/14 Result</b>	<b>2014/15 Result</b>	<b>2015/16 Target</b>	<b>2015/16 Q1</b>	<b>2015/16 Q2</b>	<b>2015/16 Q3 Result</b>	<b>2015/16 Q4</b>	<b>YTD</b>	<b>Comment</b>	<b>Status</b>
Children supported through City of Sydney's Children Services	No	1,373	1,206	-	791	79	-	-	870		Indicator Only

Level of customer satisfaction - Annual parent satisfaction survey across Council's 10 Children's Services	%	93	92	-	-	-	-	-	-		Indicator Only
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Net increase in new child care places provided for under school age children across the City of Sydney, measured against 2005 baseline	No	1,329	1,829	-	-	-	-	-	-		Indicator Only
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**Community health and well-being - Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities**

<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2013/14 Result</b>	<b>2014/15 Result</b>	<b>2015/16 Target</b>	<b>2015/16 Q1</b>	<b>2015/16 Q2</b>	<b>2015/16 Q3</b>	<b>2015/16 Q4</b>	<b>YTD</b>	<b>Comment</b>	<b>Status</b>
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	98.25	98.75	85	100	100	-	-	100		On Track

Open space per capita (measured annually)	m2	20	18.3	24	-	-	-	-	-		Indicator Only
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Area of parks and open space managed by the City of Sydney (measured annually)	ha	191.64	191	190	-	-	-	-	-		Indicator Only
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Attendances at aquatic and leisure centres	000	1,568	1,420	1,300	326	415	-	-	741	Attendances are tracking well across all facilities. Learn to Swim enrolments (3,114), fitness memberships (3,224) and Access Card attendances (14,354) have performed well over Q1 and Q2.	On Track
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**Social Programs and Services - Support the community to improve access to services to reduce disadvantage and build relative equality, and try to fill gaps in service delivery on a needs basis**

<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2013/14 Result</b>	<b>2014/15 Result</b>	<b>2015/16 Target</b>	<b>2015/16 Q1</b>	<b>2015/16 Q2</b>	<b>2015/16 Q3 Result</b>	<b>2015/16 Q4</b>	<b>Comment</b>	<b>Status</b>
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	Result	Result	Target	Q1	Q2	Q3	Q4	YTD	Indicator Only	
Total Number of Meals provided through Centre Based Meals and Meals on Wheels	No	59,826	56,911	14,720	14,461	-	-	29,181	Indicator Only	
Total bookings by community groups using City Spaces	No	9,138	10,161	3,081	3,163	-	-	6,244	On Track	
Total overall attendance at City Spaces	No	726,962	708,707	184,666	174,978	-	-	359,644	Watch	
The slight decrease in attendances at City Spaces this quarter is due to reduced attendance over the Christmas period. This is consistent with patterns of attendance in previous years.										
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	91	90	-	89	-	-	89	Indicator Only	
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	91	88	-	88	-	-	88	Indicator Only	
Percentage of surveyed people of people accessing City Programs and Services who report an improvement in their social wellbeing	%	92	83	-	96	-	-	96	Indicator Only	
Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received	%	93	96	-	97	-	-	97	Indicator Only	
Percentage of people surveyed accessing City Programs and Services reporting an increase in their skills and knowledge	%	93	92	-	92	-	-	92	Indicator Only	
Percentage of people surveyed accessing City programs and services who report an increase in their confidence to make life choices as a result of the program	%	93	95	-	97	-	-	97	Indicator Only	
<b>Companion animals - Support and educate the community in responsible pet ownership and assist residents to meet their obligations under the NSW Companion Animals Act</b>										
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2013/14 Result</b>	<b>2014/15 Result</b>	<b>2015/16 Target</b>	<b>2015/16 Q1</b>	<b>2015/16 Q2</b>	<b>2015/16 Q3</b>	<b>2015/16 Q4</b>	<b>YTD</b>	<b>Status</b>
Dogs and cats impounded (less is better)	No	211	176	-	28	51	-	-	79	Indicator Only
Animals reclaimed by their owners	No	59	55	-	16	22	-	-	38	Indicator Only

ATTACHMENT C

	No	115	111	-	22	20	-	42	Indicator Only
Animals rehoused from the shelter									
Animals euthanized at the pound and external Veterinary Clinics	No	26	6	-	2	2	-	4	In Q1 period, 1 dog, unsuitable for rehoming due to temperament and 1 stray kitten with badly broken legs were euthanized. In Q2, 1 dog surrendered by its owner following a dog attack and 1 feral cat, unsuitable for rehoming, were euthanized.
Dog attacks	No	135	126	-	33	31	-	64	Indicator Only
Dog was subsequently declared dangerous or menacing	No	3	3	-	0	0	-	-	In 2015/16 no dogs have been declared dangerous, menacing or restricted.
Hours per quarter in parks on proactive inspections	No.	5,774	4,898	3,540	1,178	1,052	-	2,230	<b>On Track</b>
Dog obedience courses held per annum	No.	4	4	4	1	1	-	2	<b>On Track</b>
									Q1 saw 26 dogs graduate and Q2 saw 11 dogs graduate from the dog obedience courses completed in September and November.

# ATTACHMENT C

## 7 A cultural and creative city

**7.1 Creativity is a consistent and visible feature of the public domain and there is support for the development of distinctive cultural precincts in the city and its villages.**

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Creative Public Domain</b>				
Implement the Green Square Public Art Strategy	2017	50	Implementation of the Green Square Public Art Strategy is progressing. - Drying Green - Kerrie Poliness finalising construction documentation of artwork. - Former Royal South Sydney Hospital Site - artist Maria Fernanda Cardoso engaged in design development of artwork. - Stage Two - Select tender for Connecting Project underway with five artists shortlisted.	<b>On Track</b>
Implement a City Centre Public Art Plan as part of City Transformation	2017	35	Implementation of the City Centre Public Art Plan as part of the city centre transformation is progressing.	<b>On Track</b>
Develop a City of Sydney Events Strategy that also enhances the use of city streets and public spaces	2017	0	Initial scoping to commence in 2016.	<b>Watch</b>

**7.2 Sydney supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable.**

Major Programs	Progress To Date	Status
<b>Creative Participation Programs</b>		
Provide direct cash grants and/or value in kind support to a range of cultural groups that foster active public participation.	In the first half of the year, 66 cultural projects were recommended by Council for a total of \$1,276,265 cash and value in kind. These projects were awarded through the City's Cultural and Creative Grants and Sponsorship, Matching Grants, Festivals and Events (Artform – less than \$30,000) and Knowledge Exchange Sponsorship programs.  This includes support for: Surry Hills Neighbourhood Centre for their Picnic Blanket Story Project, Art Fairs Australia Pty Ltd for Sydney Contemporary (Sydney Art Week), The Jazzgroove Association Inc for its Seventh Annual Jazzgroove Summer Festival, Playwriting Australia for their Indigenous Playwrights Program, Accessible Arts for the Access and Inclusion Print Digital Campaign and Free Broadcast Incorporated for Fbi SMACS: A festival of Sydney music, arts and culture.	<b>On Track</b>
Deliver and support creative participation programs through Pine St Creative Arts Centre, libraries and community centres.	In November 2015, Sydney Fringe provided an acquittal report for the City's funding of the Pop-Up Theatres Pilot Project, with specialist advice from building and planning consultants, along with an analysis of industry need. This identified significant regulatory barriers, and options for the City's review. This advice has been incorporated into the Creative Spaces and the Built Environment discussion paper, which will be presented to Council for approval for public consultation in 2016.	<b>On Track</b>

ATTACHMENT C



**7.3 Sydney's cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains and innovation.**

Major Projects	Completion Date	% Complete	Progress To Date	Status
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**Business Capacity Building**

Finalise and adopt the City of Sydney Cultural Policy and Action Plan	2014	100	Council adopted the City's Cultural Policy and Action Plan in August 2014 and implementation is underway.	<b>Complete</b>
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**Major Programs**

**Business Capacity Building**

Through the Commercial Creative Events Sponsorship Program, secure and support major events that deliver creative and economic outcomes for the City.

**On Track**

Events delivered under the program during the reporting period included:

1. Vogue Fashion's Night Out 3 Sep: Year 1 of a 3 year sponsorship - \$150,000 pa comprising \$100,000 cash and \$50,000 VIK. 190,000 people attended in the CBD retailing precinct from Hyde Park, Martin Place, Pitt Street mall and throughout all the major department stores, shopping centres, luxury retail and fine grain retail with promotions and activations.
  2. Mercedes Benz Fashion Festival Sydney 24–26 Sep: 1 year sponsorship - \$40,000 comprising \$10,000 cash and \$30,000 VIK for Sydney Town Hall venue hire and activation in the public domain including QVB forecourt and Pitt Street Mall. Over 6,000 attendees, 46 Australian designer runway shows and over 200 media attendees.
- In December, Council resolved to support Mercedes Benz Fashion Week Australia 2016–2018: \$155,000 comprising \$85,000 pa cash support and \$70,000 VIK pa to activate in the public domain including establishing a live site in Pitt Street mall over 5 days of fashion week

Implement the priority actions arising from the Cultural Policy and Action Plan

**On Track**

The Creative City cultural policy and action plan was adopted in August 2014 and continues to be implemented.

The City continues to provide a liaison service to the creative sector in navigating planning and regulatory matters. Support is provided to a wide array of cultural activities, including public events, new and existing venues, creative enterprises, not-for-profits and small businesses seeking to incorporate cultural activity.

Creative Spaces and the Built Environment Forum: The City held its first 'Creative Spaces and the Built Environment Forum' in June 2015 at the University of Sydney, attracting 123 attendees.

In December the City oversaw the rollout of one of the first creative hoardings resulting from the City of Sydney Hoardings and Scaffolding Policy. The hoarding is 60m x 8m and promotes the Biennale of Sydney.

A range of research projects continue to be undertaken, focusing on documenting regulatory challenges faced by the cultural sector. This research is being used to inform internal policy reform and advocacy to the state government for legislative reform.

Implement priority projects from the Live Music Live Performance Action Plan

The Live Music and Performance action plan continues to be implemented.

Performance Facilities - City Recital Hall: The establishment of the not-for-profit entity and board for the City Recital Hall has been completed, and the venue and assets have fully transferred to its management.

Performance Facilities - Glebe Town Hall: Glebe Town Hall continues to be utilised for live music and performance events, hosting a range of local and international performers.

**On Track**

Industry liaison: Since establishment of the role, the Strategy Advisor - Live Music and Performance role has provided advisory services to approximately 97 organisations.

Rehearsal space: The Student Rehearsal Program has been implemented. Since its inception there have been over 600 bookings made by over 50 separate individuals and groups. The pilot program is scheduled to be reviewed and evaluated at the beginning of 2016.

Building lifelong commitment to live music and performance: all ages events continue to be developed and delivered by the Sydney Youth Music team, including participating in the Indent NSW tour and an event in partnership with Art & About.

Live Music Programming Advisor: Council has resolved to support to the Australasian Performing Right Association for the piloting of a Live Music Programming Advisor resource. Working with the Live Music Office, Music NSW, Leichhardt Municipal Council and Marrickville Council, the position has been filled by local live music expert, Clayton Ries, who will begin working with venues and businesses during January 2016.

Advocacy: In November the City hosted a live music industry forum, with a keynote presented by Amy Terrill, Vice President Public Affairs, Music Canada. Titled 'Stronger Together', the forum focused on how government can work more closely with industry to support live music in Sydney. In attendance were key representatives of industry, City of Sydney and other local government agencies, and the relevant NSW Government agencies.

Industry Development: The City continues to participate in the National Contemporary Music Roundtable, a project being led by Music Australia.

#### 7.4 The appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression is encouraged.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Eora Journey</b>				
Continue work in support of a cultural centre and major event celebrating Aboriginal and Torres Strait Islander culture	2016	85	In 2015 NAIDOC Week ran from Sunday 5 July to Sunday 12 July with the National NAIDOC theme - We All Stand on Sacred Ground – Learn, Respect and Celebrate. This year's theme highlighted Aboriginal and Torres Strait Islander peoples' strong spiritual and cultural connection to land and sea. The theme was an opportunity to pay respects to country; honour those who work tirelessly on preserving land, sea and culture and to share the stories of many sites of significance or sacred places.  This year's event was held on Monday 6 July 2015 in Hyde Park North and was designed to launch Sydney's NAIDOC Week celebrations. The estimated audience was 7,500 people consisting of the Hyde Park lunchtime crowd, community members, international tourists, invited guests and representatives. The event featured a full program of live performances, workshops, Indigenous-themed food stalls, cooking demonstrations, an earth oven that offered samples of Indigenous delicacies, a Native plant nursery, the City of Sydney's Lawn Library with storytelling told by Elders, sports activities by NRL One Community Team and the Sydney Kings, and a marketplace promoting Aboriginal and Torres	On Track

Strait Islander small businesses. The public was able to experience the world's oldest living culture through food, art, dance, music and ceremony.

Further research is being conducted for support of a cultural centre.

Commission a series of permanent and temporary public artworks that elevate Aboriginal and Torres Strait Islander creative expression in the public domain.

45

2018

The program is currently under way under the oversight of Curatorial Advisor Hetti Perkins with several public artworks now complete. The Stage Two Request for Tender is currently underway for the Monument for the Eora with five artists shortlisted. The artist brief for the next stage of the Redfern Terrace project is currently in development. Consultation with the Aboriginal and Torres Strait Islander Advisory Panel, The Aboriginal and Torres Strait Islander community, the broader community and key stakeholders is ongoing.

**On Track**

As part of the Eora Journey project, develop a plan to support economic development initiatives targeting the Aboriginal and Torres Strait Islander community

75

2016

The draft Eora Journey Economic Development is being finalised prior to seeking endorsement from Council for its release onto public exhibition in 2016. This has involved working with the Aboriginal and Torres Strait Islander Advisory Panel, and extensive internal briefing including Executive and multiple delivery units.

**On Track**

### Major Programs

#### Progress To Date

Status

### Eora Journey

Complete and implement a Reconciliation Action Plan

Relationships: Aboriginal and Torres Strait Islander Advisory Panel met five times, regular collaboration with Metropolitan Local Aboriginal Land Council including advice on language and cultural protocols; RAP working group active, two Aboriginal employees participated in NSW Local Government Aboriginal Network conference.

**On Track**

Respect: Eora Journey Monument for the Eora expression of interest for artists; NYE Welcome to Country ceremony; Bujari gamarruwa and Gadigal Country acknowledged on new park signs; acknowledgement and sites of significance on City models; NAIDOC in the City attendance was 7500; employee participation in NAIDOC Week included Bay Street Depot BBQ for 200 employees, all front-line staff wearing flag lapel pins and attendance at NAIDOC events.

Opportunities: NAIDOC in the City delivered by Indigenous production company; ongoing collaboration with Supply Nation; sponsorship of Indigenous Business Month event; over 100 programs, events and activities at Redfern Community Centre involving Aboriginal and Torres Strait Islander communities; grants included support for Redfern mural restoration, Yellamundie National Aboriginal and Torres Strait Islander Playwriting Festival, and Woolloomooloo and Glebe NAIDOC events.

**7.5 The creative use of existing resources, institutional structures, new technologies, and the skills and experiences of our diverse communities has expanded the community's access to lifelong learning and knowledge sharing.**

### Major Programs

#### Progress To Date

Status

### Improving Access; Creating Markets

Implement projects and initiatives to improve access to and support in developing creating markets that supporting access to cultural products and experiences.

Art Money continues to be implemented by 10 Group.

Since the launch over 120 interest-free loans issued, with 75 per cent of loans for artworks valued between \$750 and \$5,000.

34 per cent of artworks sold were by artists based in the Sydney metropolitan area, bought by 18 per cent first-time buyers.

96 per cent of customers would recommend Art Money to their friends.

**On Track**

Deliver an annual program which shares Sydney's history and heritage with the community.

The City presented 13 public talks between July and December 2015, reaching an audience of 2,464 people. Audiences were varied including tertiary students, historians, cultural consumers, and the general public. A key program was the inclusion of Sydney Town Hall in Sydney Open.

**On Track**

The Sydney Culture Walks app won an award in the 2015 Sydney Design Awards and continues to attract positive reviews in blog posts and social media. There are over 4000 active users each quarter. The app now has the ability to present a "feature walk" to highlight a new walk or a walk that is topical. This was unveiled in History Week. Also in development is the addition of oral history excerpts into The Port walk.

Two oral history projects have been published during this period: Millers Point and the Sydney Festival Directors. These projects have been promoted through media release, social media, and radio interviews. Over 2,500 users access the oral history resources this year, with over 7,200 pageviews.

A new exhibition program with Carriageworks has been negotiated in the Q2 period to co-present "1917: The Great Strike". The City and Carriageworks will collaborate with five Australian artists in 2016 to create new works that engage with stories from this watershed event, to be presented alongside archival footage and historical documents.

Regarding the Hoardings Policy, the City has researched 4 specific hoardings and is working on identifying a set of thematic and precinct-based image galleries for developers to use on future hoardings, making Sydney's history larger than life.

City historians continue to provide detailed advice and comment upon interpretive signage and graphical representation of history associated with City projects and those of developers. Key projects in this period have included Millers Point and Barangaroo, and various projects at Green Square.

Deliver an annual series of City Talks events and forums that share current ideas, issues and opinions on cities and urbanism.

**On Track**

In Q1 & Q2 of FY2015-16, the City delivered:

- CityTalks: The Politics of Climate Change
  - International keynote Connie Hedegaard, Former EU Commissioner for Climate Action & Chair of the OECD Round Table for Sustainability
  - attended by 200 stakeholders and 970 members of the public, a total of 1,170
  - 30% new stakeholder reach
  - 270 users sent over 400 tweets and created more than 5.5 million impressions
  - coordinated 3 Federal Ministers and their representatives
  - besides our media partnership with the Guardian, we successfully negotiated and formed partnership with the Institute for Sustainable Futures, UTS, the Danish Consulate and EU Embassy
  - coordinated meetings with State Government Minister Speaker, Blair Comley, rep for Minister Stokes
  - media – press, TV, radio organised in cooperation with the Media team
- Towards Paris 2015 Business Summit with Connie Hedegaard (the equivalent of a CityTalks Sydney)
  - attended by 400 key stakeholders from various sectors - businesses, property, climate change and sustainability, consulates, local government, NSW State Government, government agencies, NGOs and universities, etc.
- CityTalks Design: Liveable Cities – Australia's Light Rail Future
  - International keynote Thomas Richez, an industry expert who has worked on light rail projects in Paris, Bordeaux, Rheims, Tours and Orleans.
  - attended by 166 stakeholders from federal, state and local government, government agencies, transport industry groups, architecture and urban planning sectors, academia and the media. The audience were highly engaged and were able to learn from Thomas' considerable experiences
  - reached over 34,000 Twitter accounts despite being an invitation only event

## 7.S.1 Key Performance Indicators

### Culture and creativity - Support the creative and cultural life of the City

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Target	2015/16 Result			YTD	Comment	Status
					Q1	Q2	Q3			
Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants)	\$ '000	1,012	1,211	-	588	688	-	1,276		Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No	121	176	-	219	169	-	169	169 organisations across 56 spaces participated in the Oxford and William Street Creative Spaces Programs, the Cultural Accommodation Grants Tenants, the Short Term Empty Property Program, and Cultural tenants receiving Reduced Rate hire and leasing.	Indicator Only
Attendances at Art & About	No	37,000	45,434	-	-	63,259	-	63,259	This figure is made up from 56,911 attendees at 'Near Kin Kin' as reported in the market research findings and 6,348 attendees at 'The Terrace'.	Indicator Only

## 8 Housing for a diverse population

### 8.1 The City has an adequate supply of housing to cater for the needs of the growing and diverse population.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Policy</b> Using the position paper as a basis, develop a Housing Policy and Action Plan	2016	60	The development of the City's Housing Policy and Action Plan is underway following the public exhibition of the Housing Issues Paper from April to July 2015 - the previous stage in the policy development process. It is intended to bring the draft Policy and Action Plan before Council for endorsement for public exhibition in 2016.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Planning</b> Continue to review the City's planning controls	For each review of planning controls the City works closely with relevant stakeholders to reduce unnecessary barriers.	<b>On Track</b>

Land Supply	Progress To Date	Status
Monitor the capacity of public for residential development	<p>As at 31 December 2015 there were</p> <ul style="list-style-type: none"> <li>• 15,292 private residential dwellings approved or under construction in the city.</li> <li>• 4,324 non-private residential dwellings approved or under construction in the city.</li> <li>• 6,904 private residential dwellings lodged but not yet approved in the city.</li> <li>• 659 non-private residential dwellings lodged but not yet approved in the city.</li> </ul> <p>In the six months from July to December 2015, there were</p> <ul style="list-style-type: none"> <li>• 1,658 private residential dwellings completed in the city.</li> <li>• 183 non-private residential dwellings completed in the city.</li> </ul> <p>Total dwelling numbers are reported annually (financial year) as per the City of Sydney Housing Audit.</p>	<b>On Track</b>

Work with Central Sub Region Council's, State Government, the community housing sector and other key stakeholders to support housing diversity targets	We continue to work closely with inner city Council's, State Government and other key stakeholders to ensure an adequate and timely supply of land.	<b>On Track</b>
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### 8.2 The supply of affordable housing continues to grow to meet the community's needs.

Major Programs	Progress To Date	Status
<b>Planning</b> Investigate planning controls to secure supply of affordable rental housing.	The planning controls for the Employment Lands encourage affordable housing through an affordable housing levy, permitting affordable housing in particular business zones and allowing potential site specific planning proposals where development makes appropriate contribution to infrastructure, including affordable housing. The Employment Lands Affordable Housing Program guides the collection and distribution of funds resulting from the new affordable	<b>On Track</b>

housing levy. The City is in high level discussions with a number of proponents in the southern employment lands to progress planning proposals that would include affordable housing. The City is continuing to look for other opportunities council area to provide affordable housing through site specific amendments to planning controls.

## Urban Renewal

Land has been acquired through VPA's for affordable housing at Harold Park. Other assets such as car parks may offer opportunities to build over subject to maintenance of parking for Council. Surplus land such as old depots can be used for affordable housing.

A number of planning proposals within Investigation Areas in the Employment Lands are in an early stage of discussion with landowners following the release of guidelines on the rezoning process. Affordable Housing is the key focus for public benefits. The Department of Family and Community Services has released details of its Social and Affordable Housing Fund and opportunities are being investigated for participation of projects in the City of Sydney. The Master Plan for the East West Relief Route Residue Lands in Alexandria is awaiting direction on noise impacts in relation to the Apartment Design Guide and Infrastructure State Environmental Planning Policy and related suitability for affordable housing development. The City continues to lobby for affordable housing targets in urban renewal areas controlled by Urban Growth NSW.

On Track

## 8.3 The supply of social housing in the inner city is maintained or increased to provide for the needs of very low to low income households.

### Major Programs

Progress To Date

Status

### Homelessness Program

Advocate for and support programs that reduce long term homelessness in the inner city.

The City contributes funding of \$1.4M per annum to NSW Family and Community Services to fund three specialist homelessness programs to reduce the risk of and break the cycle of homelessness. These programs delivered the following outcomes:

- 32 people were allocated packages of housing and support
- 215 young people under 25 were prevented from becoming homeless
- 107 young people under 25 who were homeless were supported to access safe and stable housing.
- 48 people sleeping rough successfully accessed stable housing with ongoing support.

On Track

Registry Week was conducted, creating a comprehensive register of 516 people experiencing homelessness across the City of Sydney. Detailed information about each participant's health status and housing needs was gathered by approximately 65 volunteers made up of residents, local business representatives and City staff members. Respondents were rough sleepers (60%), staying in a temporary or crisis accommodation service (23%), and/or were staying with friends, family, in boarding houses or other arrangements (17%). Of the 516 people surveyed, 14% of people just need housing they can afford to exit homelessness, 51% need short term support with housing they can afford; and 35% require housing with intensive support, in some cases for the duration of their lives.

On 20 November 2015, temperatures in the city reached beyond 40 degrees prompting an emergency response for people sleeping rough. The City together with support from NSW Family and Community Services, coordinated a multi-disciplinary team of City staff, Neami, Mission Australia, St Vincents Homeless health and NSW Family and Community Services workers to distribute bottled water, sunscreen, hats and information about where to get out of the sun. They also checked for indicators of heat related illness and provided information on local health clinics and free showers. The team conducted multiple patrols throughout the day for over 10 hours. Overall, the team engaged 147 males and 28 females. None of these were referred for further medical treatment.

The City has continued its coordination of a collaborative group of specialist organisations aiming to reducing rough sleeping in key hot spot areas such as Woolloomooloo, Wentworth Park and Belmore Park.

### Safety and Wellbeing Programs

Prepare an action plan to address safety wellbeing issues in social housing areas.

The Action plan is currently in development.

On Track

A full range of activities have been undertaken across the calendar year in line with the draft Plan and other relevant Safe City and organisational priorities. These include issue management in response to stakeholder concerns, working in collaboration with Family and Community Services, Social Housing Forums, the development of Community Leadership and capacity building programs being tailored for Camperdown, Woolloomooloo and Redfern, attendance and deliver of actions arising from the six local Neighbourhood Advisory Boards and other social housing working groups such as Redlink and events such as Pet Day and local Neighbourhood days.

### 8.S.1 Key Performance Indicators

#### Affordable housing - Protect existing affordable housing and facilitate new affordable housing in the City to provide for social, cultural, environmental and economic sustainability

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pymont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	-	-	-	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)	No	-	88	-	-	-	-	-	-	-	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No	-	-	-	-	-	-	-	-	-	Indicator Only
Affordable housing units resulting from other (non-levy) means (measured annually)	No.	-	-	-	-	-	-	-	-	-	Indicator Only

#### Homelessness - Prevent the incidence of homelessness through better service co-ordination, improved services, and advocacy. End chronic homelessness in the inner city by 2017.

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City	No	28	18	20	96	99	-	-	195	Year to date, 40 people were supported through the Connect 100 program, 48 people sleeping rough were supported by Neami Way2Home and 107 young people were exited from homelessness by Launchpad Youth Services.	On Track
Number of people who were prevented from becoming homeless through the City supported brokerage program	No	487	17	-	105	110	-	-	215	Launchpad Youth Services statistics	On Track
Number of people sleeping rough in the LGA	No	346	365	-	-	352	-	-	352	August 2015 Street Count	Indicator Only

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## 9 Sustainable development renewal and design

### 9.1 The City is recognised for its leadership in sustainable urban renewal.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Sustainable Infrastructure</b>				
Green Square Creative Centre, Community Shed & Matron Ruby Grant Park	2016	55	Tender report approval at November Council Meeting. Successful Contractor engaged and contract execution in process. Construction scheduled for commencement of site in early January 2016 with forecast completion in early 2017. Ongoing work for Construction Certificate documentation approvals and "For Construction" documentation.	<b>Watch</b>
New multi-use aquatic, recreational, health and fitness and community facility in the Southern Area of the Local Government Area, around Joynton Road, Zetland.	2019	35	Stage 1 Competition Design Refinement work (design and technical studies) completed with Stage 2 Schematic Design and Design Development commenced. Value Management Workshops held to review the schematic design and value management options. Key Value Management items identified in these workshops are being integrated into the schematic design/design development. An Early Contractor Involvement procurement strategy has been approved for a Design and Construct Contract.	<b>On Track</b>
<b>Integration</b>				
Develop sustainable infrastructure plans for urban renewal areas.	2016	95%	Epsom Park Concept Design is complete and Ashmore Concept Design is also complete except for cost planning. Flood modelling will now be delivered as part of the downstream flood modelling being undertaken for the downstream trunk drainage project being developed with Sydney Water.	<b>On Track</b>
<b>Program delivery</b>				
Develop and implement Public Domain and Place-making Strategies for urban renewal areas.	2016	55	Public Domain Plans for Epsom and Lachlan Precinct completed.  Concept designs completed for key public spaces including Duraiya Square, Mulgu Park and Zetland Park.  Additional concept plan development of Garraway Park, 904 Bourke Street, Rosebery Park in progress given the rate of development now under way in those areas.	<b>On Track</b>
<b>Major Programs</b>				
<b>Advocacy</b>				
Provide stakeholder input to sustainable development of Barangaroo, and Sydney International Convention, Exhibition and Entertainment Precinct.	Barangaroo:		- The City has provided feedback on the Hickson Road Review of Environmental Factors. - Barangaroo Reserve was opened on 22 August 2015 and the Plan of Management was prepared in consultation with the City.	<b>On Track</b>

- Council has approved the contractor for the Argyle Street Upgrade Works.
- The Gas Lane upgrade works have been completed.

Sydney International Convention Exhibition and Entertainment Precinct:

- The City has reached agreement in principle with Sydney Water and Lend Lease for stormwater works on the corner of Hay and Harbour Streets.

## Integration

Negotiate planning agreements for works in kind and land dedication      Various planning agreement are being negotiated and signed in Green Square Urban Renewal Area and Ashmore Estate as high levels of development activity continues.      **On Track**

## 9.2 Our streets, squares, parks and open space serve the community's access, recreation and social needs.

Major Projects	Completion Date	% Complete	Progress To Date	Status
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### Public Domain Infrastructure

Complete and implement Public Domain Design Codes	2016	95	Design development and prototyping of public domain furniture items such as seats, bubblers, bollards, and tree guards poles has been completed for incorporation in the Sydney Streets Design Code.	<b>On Track</b>
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The Sydney Lights Design Code was adopted by Council in March 2015.

Draft Signage Code under finalisation.

Continue the implementation of the Wayfinding Strategy	2016	45	Braille /tactile signage currently under manufacture with rollout of installation to commence March 2016. Tenders received for supply and installation of flag, finger and pylon signage with prototyping and rollout expected to commence first half of 2016.	<b>On Track</b>
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### Public domain Furniture

Continue to develop concept designs / prototypes for public domain furniture.	2016	90	The concept design and prototype phases have been submitted and approved during the last year. The furniture is now being supplied and installed for various projects including Barangaroo. Design development of park picnic bench and table seat is under way.	<b>On Track</b>
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### Public Space Planning

Review the City's previous Open Space and Recreation Needs Study.	2016	95	Draft Open Space Sport and Recreation Needs Study has been prepared for reporting to Council in 2016.	<b>On Track</b>
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Develop an Access Policy that provides guidance in standards of accessibility for works public domain and infrastructure works that are outside the Access to Premises Standards	2016	75	Development of the policy has continued and is informed by current Australian Standards and best practice information.	<b>On Track</b>
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### 9.3 The City is recognised for design excellence.

Major Programs	Progress To Date	Status
<b>Design Partnerships</b>		
Facilitate the Design Advisory Panel to provide expert advice on public domain, park projects and major development applications.	The Design Advisory Panel has met monthly throughout the past year and has provided expert advice and guidance on the City's major capital works projects as well as development applications submitted to Council for assessment.	<b>On Track</b>
Use a variety of processes such as anonymous design competitions to enable innovation and opportunities for specific projects that allow for new design professionals to participate.	Green Square Library and Plaza and the Green Square Aquatic Centre and Gunyama Park incorporated anonymous design competitions.	<b>On Track</b>

### 9.4 The City's planning framework and implementation strategy ensures sustainable long-term growth.

Major Programs	Progress To Date	Status
<b>Stormwater Infrastructure Program</b>		
Implement Flood Studies and Floodplain Risk Management Plans (FRMP)	Woolloomooloo, Rushcutters Bay and Centennial Park – final report to be submitted to Council in 2016 for adoption. City Area and Darling Harbour – Report to be submitted to Council in 2016 for public exhibition.	<b>On Track</b>

### 9.5.1 Key Performance Indicators

Development assessments - Continually improve development controls and approvals processes											
Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Target	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	YTD	Comment	Status
Mean (net) assessment time to determine applications (DA & S96) - mean of 95% to meet target	Days	56	74.4	50	69.9	69.3	-	-	69.3	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	<b>Attention Required</b>
Median (net) assessment time to determine applications (DA & S96)	Days	44	59	45	62	63	-	-	63	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	<b>Attention Required</b>
Mean (net) assessment time to determine notified applications (DA & S96) - mean of 95% to meet target	Days	60.5	79.7	60	83.6	81.6	-	-	81.6	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	<b>Attention Required</b>

Mean (net) assessment time to determine non-notified applications (DA & S96) - mean of 95% within target	Days	28	33.9	30	38.5	36.5	-	-	36.5	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	Attention Required
Mean time taken from lodgment of application to commencement of exhibition (DA & S96)	Days	11.5	13.2	14	12.7	13.3	-	-	13.3		On Track
Mean time taken from lodgement of application to refer to internal and external referral agencies (DA & S96)	Days	18.5	22.9	14	21	19.5	-	-	19.5	The Unit is reviewing processes to ensure that this result is improved.	Attention Required
Percent of outstanding applications (DA & S96) over 80 days	%	24.6	29	25	27.6	27.4	-	-	27.4	Procedures are continuously under review to improve assessment times and reduce the proportion of applications over 80 days under assessment.	Attention Required
Mean (gross) assessment time to determine footway applications - mean of 95% to meet target	Days	52.1	60.7	50	51.6	55	-	-	55	Processes and practices continue to be under review to improve assessment times. Times have been affected in the past year by a significant number of vacancies, increase in number of applications for significant development and increase in appeals	Watch
Average processing time for construction certificates.	Days	7.2	6.88	10	7.2	8.1	-	-	7.65	Construction certificates with a mean average of 8.1 days was achieved for the period. This was still within range of the set performance target of 10 days.	On Track

# ATTACHMENT C

## 10 Implementation through effective governance and partnerships

### 10.1 Organisational capability, planning and service delivery enables the delivery of Sustainable Sydney 2030 priorities.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Monitoring and evaluation</b>				
Collect and analyse data to populate the Community Indicators framework.	2015	100	Complete, but measurement is ongoing.	<b>Complete</b>
<b>Major Programs</b>				
<b>Organisational Planning</b>				
Continue to deliver and enhance the IP&R framework to improve integrated long term planning and sustainability	Planning for the City's Integrated Planning documents, including the Operational Plan 2016/17 and Resourcing Strategy 2016 has commenced.			
Implement and monitor priority actions within the Workforce Plan and plan for future workforce challenges.	The four-year Workforce Strategy (2015-19) is being progressively implemented. Progress has been made against all six strategic objectives including initiatives in diversity and inclusion, workforce planning, leadership capability and developing a mentally healthy and safe workplace.			
Implement and monitor priority actions within the Information & Communication Technology Strategic Plan.	Progress against key actions include the development of a Cloud Due Diligence framework and a Data Governance Framework and Operating Model. Mobile Access Infrastructure has been completed to support developing business needs.			
Implement and monitor priority actions within the Asset Management Strategy	The City continues to implement and monitor priority actions as outlined by the Asset Management Strategy. Details under section 10.3 - Asset Management of this report.			
<b>Service Delivery</b>				
Develop and implement priority projects to improve the organisation's systems, processes and capability to deliver Sustainable Sydney 2030.	Service Reviews continue to drive business improvements. The City's Leadership and Management Capability Framework has been implemented to support capability development.			
Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, protect and serve the community.	Councillors receive regular information updates and comprehensive briefings on all current issues. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs.			
<b>Continuous Improvement</b>				
Deliver the Service Review program to monitor efficiency and effectiveness across the organisation.	The Service Review Program to review efficiency and effectiveness across the organisation has been in place for 2.5 years. 26 reviews have been completed, representing approximately 34% of the identified services delivered by Council. We are investigating an evaluation framework to capture the benefits from the Service Review Program.			
<b>Monitoring and evaluation</b>				
Collect, analyse and report annually data within the Community Indicators framework.	The data collection for the Wellbeing Survey has been completed with the data cleansed and validated. This data populated the remaining 28 indicators (38 measures) which only had baseline data, allowing for trend analysis for these measures. The 2016 Community Indicators Report will commence in Q3.			

**10.2 The community is engaged and partners with the City to achieve our shared aspirations.**

Major Programs	Progress To Date	Status		
<b>Community Engagement</b>		<b>On Track</b>		
Support the City in delivering a high-value community engagement program to inform decision making.	Consultation took place with the community on Green Square projects, digital strategy, climate change adaptation, skate space and new open space at Johnstons Creek, City North Public Domain Plan, Martin Place upgrade, outdoor dining, City Farm education program, flood management, park and playground upgrades, street improvements, planning proposals, wayfinding, light rail - information for businesses and Wimbo Park.			
<b>Public Access to Information</b>		<b>On Track</b>		
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	The program of proactive release of information as required under the GIPA Act continued with a focus on the design and development of an improved online DA search facility to assist with public access to this high demand information.			
Monitor compliance with privacy legislation to ensure that personal information held by the City is protected.	The collection of personal information by all City business units is being evaluated in relation to requirements of the Act. Privacy training is now provided for all new staff who have access to personal information.	<b>On Track</b>		
<b>10.3 The City of Sydney is financially sustainable over the long term.</b>				
Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Asset Management</b>				<b>Complete</b>
Continue the implementation of a corporate asset management system for the City's assets.	2015	100	The corporate asset management system currently contains 268,000 assets and serves 335 users across the City. The system now supports 100 mobile application users in Parks, Tree and Civil maintenance areas. Implementation continues in Trades and Cleansing and Waste units, Permanent Survey Marks, Alcohol Free Zones, Gross Pollutant Traps, Pavement Management and strategic planning capability.	
Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts.	2015	100	Asset Management Plans for critical asset classes for Roads, Stormwater Drainage, Properties, Parks and Open Spaces updated and included in Resourcing Strategy adopted by Council in June 2015. The plans include long term sustainability modelling for the critical classes and are reviewed annually. High level risks for critical assets, including climate change, developed for inclusion in the 2016 plan. Review of asset management policy and strategy commenced.	<b>Complete</b>
Major Programs	Progress To Date	Status		
<b>Financial Planning</b>		<b>On Track</b>		
Continue to undertake business case analysis to model the overall financial implications of new major projects, programs and initiatives to ensure long term financial sustainability.	Performance in this area continues to be monitored centrally as required.			

## Rates

Continue to review the opportunities within the current rating legislation, and to advocate for change, to improve equitable outcomes for all ratepayers

Presently no requirement for a special levy. To be investigated when need arises.

On Track

## Strategic Property Management

Manage the investment property portfolio to realise commercial returns and contribute to a diversified income base.

The City continues to make significant advancement most notably around data collection and analysis. The Strategic Asset Management Plan is annually reviewed and updated in response to feedback through the City's Community Strategic Plan. A Property Strategy is being developed from the existing suite of property asset plans to strengthen alignment between the Community Strategic Plan and Delivery Program. Expected mid-2016.

On Track

## Fees and Charges

Review the cost of delivering the City's major services to ensure appropriate fees and charges.

Development of a new Activity Based Costing (ABC) model in progress. The ABC model will allow a more detailed analysis of the cost of service provision which will inform the review of fees and charges.

On Track

## Procurement

Ensure best practice procurement and contract management focused on value for money, minimised risk and improved sustainability.

Pilot business units have been selected to assist in testing the new ABC model and progressing it to full implementation

On Track

## 10.4 Strategic partnerships are developed and maintained to enable the delivery of Sustainable Sydney 2030.

### Major Programs

#### Progress To Date

Status

### Local and regional Government Partnerships

Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.

The City has developed and strengthened local and regional partnerships through the delivery of events. In the first half of 2015/16, we have fostered partnership through:

- CityTalks: The Politics of Climate Change & Towards Paris 2015 Business Summit with Connie Hedegaard - partnered with the Guardian, Institute for Sustainable Futures, UTS, the Danish Consulate and the EU Embassy
- C40 Workshop - partnered with C40 and engaged with leaders from 13 world cities to workshop ways to improve energy efficiency, reduce emissions and tackle climate change globally
- Better Buildings Partnership Executive Dinner - collaborated with the partnership's member organisations
- CitySwitch National Awards - collaborated with national program partners including North Sydney Council, Willoughby City Council, City of Melbourne, Adelaide City Council, City of Perth and NSW Office of Environment & Heritage
- Social Housing Meetings - partnered with Housing NSW, NSW Police and Family & Community Services
- Business 101 Seminar: Liquor Licencing - partnered with NSW Office of Liquor, Gaming and Racing

On Track

### State and national partnerships

Strengthen state and national partnerships through consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include

The City continues its involvement in the Council of Capital City Lord Mayors with meetings held in Canberra with the Prime Minister and relevant Ministers and Shadow Ministers in November 2015. Discussions were held with the Government about a possible Cities Summit for early 2016, to consider the future of Australian cities. The City has

On Track

### International Partnerships

Utilise the international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40.

The City facilitates knowledge exchange primarily through the Knowledge Exchange Grants program. During the review period, there have been a total of 10 grants executed:

- Sydney Contemporary Asia Engagement Program (Art Fairs Australia): a hosting program of 7 key collectors, curators and decision makers from SE Asia, involved meetings with emerging artists, panel discussion, inspections of galleries and collections. Outcomes included new connections with local commercial gallery sector, greater understanding of Australian art and Sydney as a cultural city.
  - Sydney China Business Forum (Uni of Sydney): an event focused on business interactions between Australia/Sydney and China. In 2015, discussed issues crucial to the development of cooperation between Australia and China in the healthcare sector. Outcomes included awareness of industry best practice was enhanced; the development of new business ventures was promoted; strong networks and new knowledge were gained; and there was greater recognition for Sydney's status as an innovative and creative city.
  - 30th anniversary sister-city relationship with Guangzhou includes 5 grants associated with a delegation visit in May 2016.
  - Business conference "Green, Global, Connected" and gala dinner (Aust China Business Council): conference showcased successful business case studies demonstrating how trade can increase global competitiveness. Networking to assist building new trade and investment partnerships.
  - Opening ceremony event (Sydney Symphony Orchestra): to make opening of the week's activities
  - Universities sustainability symposium (Uni of Sydney): Collaboration with UTS, UNSW, MQU, UWS and ACU to host an alumni event for university graduates to showcase Sydney as an international education gateway
  - Lucas Ihlein exhibition (4A Centre for Contemporary Asian Art): A collaboration with Observation Society (Guangzhou) on a project reflecting on trade and migration links.
- There have been 3 grants arising from the Tech Startup Action Plan:
- SydStart (Freelancer): startup conference to promote and support the startup sector and entrepreneurs
  - Digital Creative Knowledge Hub (Pivot): opportunities to showcase and promote digital creative technologies with activities including seminars, ecosystem bus and walking tours and celebration of achievements event.
  - Startup Week (Startup Week Aust): helps develop further support for startup sector and creates greater awareness to wider community. Allows established startups to open their doors and demonstrate what startups are all about.

## 10.5 The City is well governed and engaged in broader governance reform processes.

### Major Programs

### Progress To Date

### Governance Reform

Participation in state and federal Forums

The City continues to participate in NSW Government Forums, workshops and Taskforces on the implementation of light rail in the city, the CBD Entertainment Precinct, the implementation of the NSW Government's Regional Action Plan and UrbanGrowth NSW projects including Parramatta Road, the Bays Precinct and Central to Eveleigh. With the appointment of a Federal Minister for Cities, the City has engaged with the Minister and his Department and will participate in future Forums in 2016.

On Track

On Track



## Policy Reform

Research and assess intergovernmental policy issues and make submissions to NSW State and Federal Government policy matters where appropriate.

The City has continued to make submissions to the State and Federal Government on matters impacting the City, our workers, visitors and residents. Some of those have included submissions on the NSW Government's Swimming Pool Barrier Reform, a review of the Targeted Early Intervention Reform Program by Family and Community Services, the Environmental Impact Statement for the WestConnex M4 East, an Inquiry into the Adequacy of the Regulation of Short-term Holiday Letting in NSW, a review of the Public Health Act 2010, as well as UrbanGrowth NSW's Central to Eveleigh - North Eveleigh Precinct.

**On Track**

## Risk Management

Develop and implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.

The internal audit program has been aligned to the City's key executive risk profile. The internal audit plan for 2015/16 is currently on track.

**On Track**

Implement and embed an integrated framework for Work, Health and Safety

The City's new Incident Management system went live and was well received by users.

**On Track**

Embed and integrate risk management principles into organisational decision making.

Risk management principles are being embedded into key corporate processes. The implementation of the risk management program has included over 100 risk assessments being conducted across all Divisions.

**On Track**

## 10.S.1 Key Performance Indicators

### Accountability and transparency

Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Target	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	YTD	Comment	Status
GIPAA Formal Access Applications determined	No.	29	51	-	8	10	-	-	18	Formal determinations are being maintained at a high but steady state through managing applications via the informal process where possible.	Indicator Only
Public Interest disclosures received	No	-	-	-	0	0	-	-	-	No public interest disclosures received in the first half of 2015/16	Indicator Only
GIPAA Formal Access Applications received	No	33	106	-	29	33	-	-	62	Formal Access Applications continue to increase.	Indicator Only
GIPAA Informal Access Requests received	No.	5,297	5,103	-	1,284	1,136	-	-	2,420	The high demand from the public for access to City information continues at similar levels to last year.	Indicator Only
<b>Complaints Processes</b>											
Key Performance Indicator	Unit	2013/14 Result	2014/15 Result	2015/16 Target	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	YTD	Comment	Status
Complaints upheld regarding code of conduct (measured annually)	No.	-	-	-	-	-	-	-	-		Indicator Only
Complaints regarding corruption or maladministration by City staff upheld (measured annually)	No	3	2	-	-	-	-	-	-		Indicator Only

**Workforce**

Key Performance Indicator	Unit	2013/14		2014/15		2015/16		2015/16 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,894.73	-	1,915.41	-	1,924.99	1,924.59	-	-	1,924.59	Indicator Only	
Vacancy rate (approved FTE positions)	%	6.86	-	6.3	-	6.7	6.3	-	-	6.5	Vacancy rate is stable.	Indicator Only
Lost time injuries	No	33	-	35	-	13	5	-	-	18	Lost time injuries are continuously monitored.	Indicator Only
Staff in formal further education (measured annually)	%	6.28	5	6.1	-	-	-	-	-	-	Indicator Only	

**Customer service**

Key Performance Indicator	Unit	2013/14		2014/15		2015/16		2015/16 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Calls received by customer call centres.	No	242,799	-	240,464	-	56,896	53,654	-	-	110,550	Compared to the first quarter, calls answered by the Contact Centre declined by 6%. There were several periods where calls were diverted to the After Hours Service (e.g. Code of Conduct Training, Mental Health Awareness sessions) which would account for volume decrease.	Indicator Only
Calls answered within 20 seconds.	%	80.86	80	78.67	80	65.5	70	-	-	67.75	The result was below target tolerance of 75% - 80%.	Attention Required
Calls completed at first contact	%	80.82	70	81.03	70	81	83	-	-	82	Contact Centre team continue to exceed the target and continue to reduce the need to transfer calls to other business areas.	On Track
Customer requests received.	No.	113,480	-	128,435	-	33,651	44,750	-	-	78,401	The number of customer requests increased by 32%. The increase is attributed to incoming requests about the non-residential roll campaign which commenced in December and will continue up to the Local Government Elections. There has also been an increase in waste enquiries as more customers engage with the City online.	Indicator Only
Customer requests actioned within agreed service standards.	%	92.25	95	90.25	95	85	93	-	-	89	The result improved significantly in this period, despite a sharp increase in the number of requests received compared to the previous quarter.	Watch