

ATTACHMENT F

2016 END OF TERM REPORT

City of Sydney End of Term Report

City of Sydney
Town Hall House
456 Kent Street
Sydney NSW 2000

2012/13 – 2015/16



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Introduction

The End of Term report, as required under the Local Government Act 1993 No 30, presents the Council's performance over a four year period in the year in which an ordinary election of councillors is held, highlighting the achievements in implementing the community strategic plan.

The City of Sydney (the City) is a leading council in NSW and Australia's Global City council.

The area generates \$110 billion worth of economic activity annually, which is more than 30% of metropolitan Sydney's economic activity and almost one-quarter of the NSW State gross domestic product (GDP). As at the end of June 2015, the Estimated Resident Population of the City of Sydney was 205,339, with an average age of 32 years. On an average weekday in 2012, 437,000 people worked within the City. There are over 21,500 businesses operating in the local government area.

During the past four years, the City has focused on delivering the activities set out in the Community Strategic Plan Sustainable Sydney 2030, under 10 strategic directions.

The Strategic Directions set out our high level outcomes with objectives, projects, programs and services identifying what actions are we implementing to achieve our objectives. This document presents the actions delivered under the 10 strategic directions and our progress towards achieving the objectives and outcomes set in the Community Strategic Plan.

Implementing the vision – Sustainable Sydney 2030

In 2007-2008, the City engaged with thousands of residents and businesses as part of the largest community consultation in the City's history. The result was Sustainable Sydney 2030 – a comprehensive, visionary plan that guides our work. Its directions and objectives are embedded in our Integrated Planning and Reporting Program, four year delivery program, annual operational plan and budget and ten year financial plan.

Sustainable Sydney 2030 recognises that exceptional liveability is the driver for prosperity and economic growth for global cities—the places where people want to live are the places where they want to work and to set up business. It sets clear strategies to cut carbon emissions by 70% by 2030, increase transport options, build stronger communities, foster a diverse cultural life and make the city an attractive place to live, work, study in and do business.

Strategic Directions

Strategic Direction 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.

Strategic Direction 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.

Strategic Direction 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.

Strategic Direction 4 - A city for walking and cycling

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

Strategic Direction 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.

Strategic Direction 6 - Vibrant local communities and economies

Building communities and local economies by supporting diversity and innovation in the City's 10 Villages.

Strategic Direction 7 - A cultural and creative city

A creative life where people can share traditions and lifestyles – celebrating Aboriginal and Torres Strait Islander culture, diversity and community.

Strategic Direction 8 - Housing for a diverse population

A wider range of housing so people who provide vital City services can afford to live in the City.

Strategic Direction 9 - Sustainable development renewal and design

High quality urban design will bring liveability and greater sustainability.

Strategic Direction 10 - Implementation through effective governance and partnerships

Partnerships across government, business and community; leadership in local, national and global city forums.

Strategic Direction 1: A globally competitive and innovative city



OBJECTIVE 1.1

Plans are in place to accommodate growth and change in the city centre and other key economic areas.

OBJECTIVE 1.2

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

OBJECTIVE 1.3

Sydney maintains its position as a global city.

OBJECTIVE 1.4

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

Actions	Progress
<p>City Plan (Local Environment Plan and Development Control Plan) provide for growth targets.</p>	<p>Council and the Central Sydney Planning Committee adopted new planning controls in March 2015, including:</p> <ul style="list-style-type: none"> • a planning proposal to amend the Sydney Local Environmental Plan 2012 • an amendment to the Sydney Development Control Plan 2012 • the Employment Lands Affordable Housing Program. <p>On 12 June 2015 the new planning controls came into force.</p> <p>A draft Central Sydney Planning Strategy was adopted by Council in July 2016.</p>
<p>The City has plans in place to optimise development opportunities and improved connections to the western waterfront.</p>	<p>The Headland Park Integration Works were completed for the opening of the Headland Park in July 2015. Other projects under design development or construction under this program are: Gas Lane upgrade, Kent St underpass and Argyle St upgrade.</p>
<p>City-wide and community level data is collected, analysed and reported on to inform strategic plans, program and service delivery.</p>	<p>The data from the 2012 Floor Space & Employment Survey (FES) continues to provide information for the community. The City has made the findings available to external stakeholders.</p> <p>Data continues to be used for internal strategic and statutory planning and service delivery planning, and for external research and planning projects. Internal uses included statutory planning, transport, environmental, heritage, residential, visitor accommodation, cultural and forecasting uses. External uses include freight logistics, parking analysis, water reticulation, and the late-night economy</p> <p>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.</p>
<p>Networks in existing and emerging industry clusters are encouraged and supported.</p>	<p>The City of Sydney is a key partner of UTS through a memorandum of understanding. In conjunction with Microsoft and the NSW Government, UTS launched Intersection, Sydney's digital creative hub in November 2014. It aims to grow jobs in Australia's start-up sector. UTS launched "The Hatchery Pre-Incubator" in February 2015, designed to give students the start-up skills they need to be the entrepreneurs of the future.</p>

Actions	Progress
<p>The City actively participates in collaboration and knowledge exchange with other national and global cities</p>	<p>The City continued to host relevant business forums to a cross section of our business community, including sponsorship of the Sydney China Business Forum run by the China Studies Centre at the University of Sydney and a series of very successful Business 101 seminars.</p> <p>The City also provides support to the Retail Advisory Panel established to provide strategic advice on city-wide issues and opportunities faced by the sector. Agenda items include planning for Christmas, Chinese New Year, Vivid and city transformation through George Street Light Rail.</p> <p>The City attended the National Local Government Drug and Alcohol Committee meetings throughout the year and participated in a range of workshops organised by the Council of Capital City Lord Mayors on issues including addressing homelessness, Environmental Upgrade Agreements and the Emissions Reduction Fund. The City continues to engage in activities with C40, including leading the C40 Private Sector Buildings Energy Efficiency Network with Tokyo.</p>
<p>The City fosters an environment that supports the growth of entrepreneurs and small to medium enterprise.</p>	<p>The City continues to work with local business and community to support the revitalisation and development of priority precincts including Oxford Street and William Street.</p> <p>Short term creative tenants currently occupy four City owned retail spaces along Oxford Street. An estimated \$2.2 million has been spent on local goods and services by tenants of these programs since April 2012 and more than 109,000 people have visited the spaces. An average of 186 people per quarter developed their business or delivered their programs from the spaces.</p> <p>In William Street, the Creative Live/Work Space program continues with 8 artists in residence occupying 6 apartments for a 12 month subsidised lease. In 2015/16 there were 7,850 visits the William St Creative Hub, where visitors can view artists work and be immersed in the creative culture of the neighbourhood.</p>
<p>Planning controls are appropriate to support cluster growth.</p>	<p>We continue to invest in public domain infrastructure and work closely with relevant stakeholders to support sector and innovation clusters. The City continues to advocate for wider government support for these clusters.</p>
<p>The City has economic development strategies and plans in place to support the growth of the city economy.</p>	<p>Council adopted the Economic Development Strategy in December 2013. The City continues to develop and implement actions plans for a number of key economic sectors or themes including:</p> <ul style="list-style-type: none"> • International Education Action Plan, which focuses on student welcome, well-being and work-integrated learning opportunities;

Actions

Progress

- Tech Start-ups, which aims to support the growth of the tech start-up ecosystem;
- Connections with Asia, to support local businesses and increase their engagement with Asia;
- Eora Journey Economic Development Plan, the City's first action plan to focus on Aboriginal and Torres Strait Islander communities;
- OPEN Sydney Strategy, a long term and wide reaching strategy and action plan for Sydney's night time economy; and
- Retail Action Plan, which aims to position Sydney as the premier retail destination.

Sydney enhances its reputation as a safe city, including as a safe late night entertainment precinct.

The City hosted 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.

The City is also delivering the Sydney CBD Entertainment Precinct Plan of Management, which includes actions such as the 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 Safe Space and Take Kare Ambassador program, which is an initiative of the Thomas Kelly Youth Foundation and operated by The Salvation Army, has assisted over 4,000 vulnerable people in the city late at night to get home safely.

Through the Street Safety Camera Program, the City supports the police to rapidly assess and respond to situations, by means of 24 hour monitoring of street activities and provision of CCTV footage.

The City continues to refine and communicate Council's regulatory and approval processes.

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. The City sponsored NSW Business Chamber 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.

Actions

Progress

The City leads and supports partnerships and forums to strengthen leadership.

The City continues to deliver the CitySwitch Green Office program, Better Business Partnership program and Environmental Finance Service and Smart Green Business program to support businesses in improving environmental outcomes.

By the end of the 2015/16 year the CitySwitch program was actively engaging 116 businesses in Sydney, to deliver information and personal support to assist businesses in their commitments to improve their energy efficiency.

As measured in December 2015 the average energy efficiency of Sydney businesses within the program was 4.6 stars using the National Australian Built Environment Rating Scheme against a target of 4.5 stars. Collectively, this represents a reduction in annual carbon emissions of 17,991 tonnes.

In December 2015 the City announced that the members of the Better Buildings Partnership, a collaboration of Sydney's leading institutional landlords that together own or operate more than 50% of the commercial office space in the City Centre, had collectively reduced their annual carbon emissions by 45 per cent in the year ending 30 June 2015 and as a result enjoyed a \$30 million saving from avoided electricity costs (from their 2006 baseline year).

The Better Business Partnership was awarded the Banksia Foundation innovator of the year in November 2014 recognising the work in best practice leasing. And was highly commended for its collaborative progress toward sustainability through its collective impact model by the New South Wales Office of Environment and Heritage's Green Globe awards.

The Partnership has now completed its first five year term and delivered significant outcomes for members and the commercial office sector more broadly. All members have committed to fund a second five year term that will extend and broaden the outcomes already secured.

The City has an international profile and open channels to international markets.

International positioning greatly enhanced with collaborations with Tourism Australia particularly through Art & About - major global photography competition conducted through Instagram in association with Art & About and content sharing through Sydney New Year's Eve.

Actions	Progress
<p>The City supports and delivers an annual program of major events.</p>	<p>Marketing of Sydney through the 30th Anniversary of the Sydney Guangzhou sister city relationship for 2016 included multi-lingual materials positioning Sydney as a leader in creative industries, education, environmental sustainability, tourism and economic development.</p> <p>Collaboration continued with Destination NSW for inclusion in their It's ON seasonal campaigns, where the City promotes Good Food Month, Sydney is Fashion and the development of opportunities for internationally recognised designers, retailers and businesses.</p> <p>The City's annual program of major events include Christmas, New Year's Eve, Chinese New Year and Arts & About. The following are some highlights of the delivery of these programs:</p> <ul style="list-style-type: none"> • Christmas: concert and Christmas tree at Martin Place, village concerts, light projections and canopy of lights • New Year's Eve: over a million people gathering around the harbour and more than a 2.2 million broadcast audience at midnight. • Chinese New Year: Lunar lanterns, introduced in 2016 a community performance program, and a total audience reached through Australian print, radio and television stories of 42 million people • Art & About: In 2015, Art & About Sydney moved from a three-week festival to an annual program designed to showcase art in unusual places including photographic exhibitions, a ten day temporary music venue on the Marconi Terrace at Sydney Town Hall, performances and workshops featuring ambient soundscapes created by groups of volunteers (e.g. Games and Actions for a Quiet City by Super Critical Mass), the City Walls art project and a 'H2O: Water Bar' in Paddington Reservoir Gardens. <p>Additionally, the City provides support and sponsorship to identified major events and organisations in recognition of their significant contribution to the social, cultural and economic life of Sydney such as Sydney Festival, Yabun Festival, Vogue Fashion Night Out, Mercedes Benz Sydney Fashion Festival, Sydney Gay and Lesbian Mardi Gras, Biennale of Sydney, the Apia International Wheelchair Tennis Tournament, FBi SMACS: A Festival of Sydney music, arts and culture, Sydney Film Festival and Sydney Writers Festival.</p>
<p>The experience of visitors to Sydney is enhanced.</p>	<p>The City continues to deliver the Meet & Greet seasonal programme between the months of October and May. Volunteers meet international ships and assist passengers throughout the Cruise Ship season. In 2015/16, 33 volunteers assisted a total of 4,165 passengers.</p>

Actions

Progress

Finalising a research project about the Sydney cruise ship industry, passengers and crew in partnership with Destination NSW, Cruise Down Under, Port Authority of NSW (formerly Sydney Ports Corporation) and Tourism Australia. The research has provided demographic profile, travel and spending behaviour of cruise ship passengers and crew, as well as aspects of satisfaction and those in need of improvement

In 2015/16, the City assisted Leichardt Council with the marketing to passengers of their free hop-on hop-off bus service that went from the port to the ferry wharf.

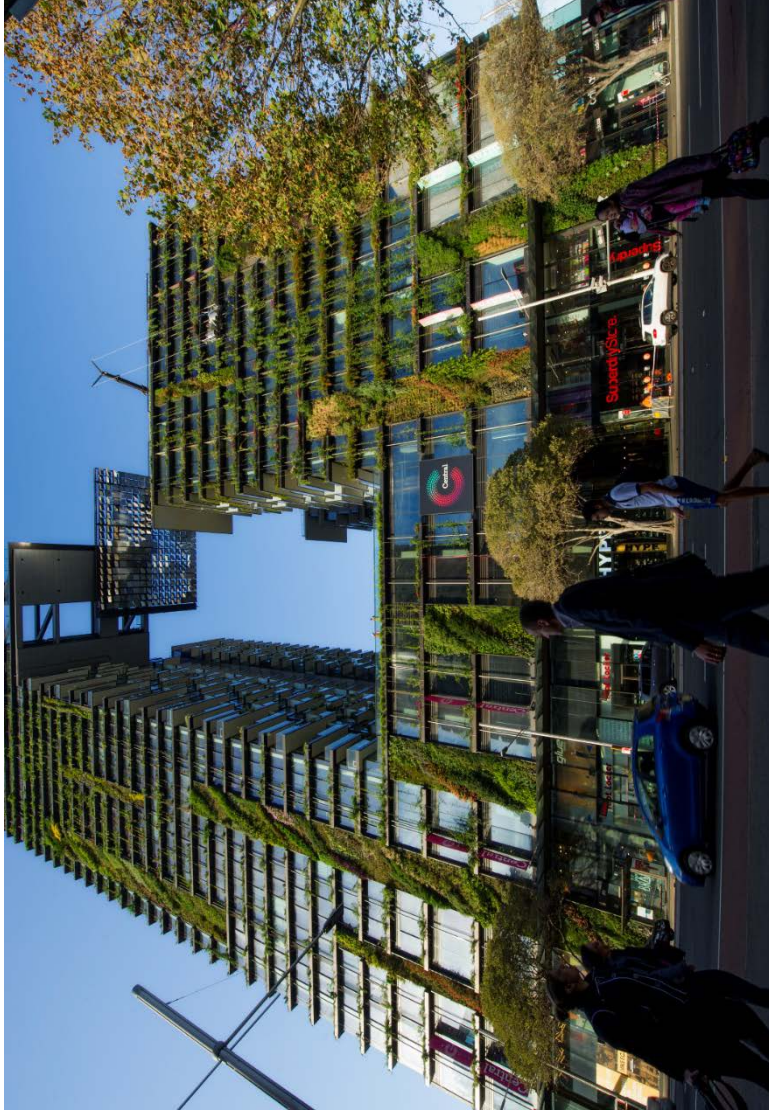
Vivid Sydney 2016 was the most successful festival to date with a reported 2.31 million visitors over the 23 nights. The City supports the annual festival through an agreement with Destination NSW.

The City continues to engage with the accommodation sector to increase the number of overnight stays. The Visitor Accommodation Action Plan is being implemented which includes providing advice to prospective hotel developers on the planning process. The hotel industry reported record occupancy rates during Chinese New Year 2016.

Key Performance Indicator		Unit	2012/13	2013/14	2014/15	2015/16
Brand Sydney						
Percentage of the population using the City after 6pm aged >40 years old (measured bi-annually)	%	-	17	14	14	14
Percentage of retail premises open after 6pm (measured bi-annually)	%	-	19	21	26	26
Estimated global audience of broadcast and online viewers of Sydney New Year's Eve City of Sydney events	B	1	1	1	1	1

Key Performance Indicator					
	Unit	2012/13	2013/14	2014/15	2015/16
City Development					
Commercial Development Approved	m2	-	-	126,843	234,937
Commercial Development Completed	m2	-	-	575,964	229,064
Business Events					
Number of bids submitted	No.	6	23	20	19
Number of events secured	No.	2	10	9	7
Delegate numbers of events secured	No.	550	11,198	8,405	5,110
Economic impact of events secured	\$	1,448,744	42,143,449	28,304,032	19,696,620
Delegate days of events secured	No.	-	38,090	31,227	22,200

Strategic Direction 2: A leading environmental performer



OBJECTIVE 2.1

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

OBJECTIVE 2.2

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

OBJECTIVE 2.3

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

OBJECTIVE 2.4

City residents, businesses, building owners, workers and visitors improve their environmental performance.

OBJECTIVE 2.5

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

OBJECTIVE 2.6

The extent and quality of urban canopy cover, landscaping and city greening is improved.

Actions	Progress
<p>The City's energy strategies are regularly reviewed to facilitate actions that allow progress toward relevant objectives of Sustainable Sydney 2030.</p>	<p>A Decentralised Energy Master Plan was developed and adopted by Council. The City is implementing the actions outlined in the Master Plan including installation of solar photovoltaic cells in buildings owned by the City and trigeneration for Town Hall House.</p> <p>The City has delivered workshops for major developers of high density residential apartments to further explore opportunities for improved environmental performance and continues to advocate to the NSW Government for increased environmental targets, particularly for high rise residential.</p>
<p>Energy savings projects and programs are implemented by the City, businesses and the community to improve energy efficiency.</p>	<p>Priority actions within the decentralised energy master plans have been updated and included within the City's draft Environmental Action 2016-2021 Strategy and Action Plan which is now on public exhibition.</p> <p>The City continues to advocate for and implement energy saving programs such as the roll out of low energy consumption lamps. To date, over 6,600 light-emitting diode (LED) luminaires have been fitted in the city.</p> <p>Ausgrid has commenced a trial of LED main road luminaires within the City. It is expected that the trial will run for 6 months to evaluate both the lighting levels and physical performance of the luminaires prior to any further decision on main road LED roll out.</p> <p>Additionally, the City supports several energy saving programs aimed to improve the environmental performance of building owners, agents and businesses in the commercial and residential sector, as detailed under '<i>Commercial office building owners, tenants and agents improve their environmental performance</i>', '<i>Building owners, agents and businesses, in sectors other than commercial office improve their environmental performance</i>' and '<i>Building owners, agents and residents improve their environmental performance</i>' in pages 17 to 20 of this report.</p>
<p>Green Infrastructure is installed in the City's facilities where feasible.</p>	<p>Trigeneration is being implemented in Town Hall House. Additionally, feasibility investigations have been completed and technical specifications are in preparation for the instalment of trigeneration in two aquatic centres.</p> <p>The City also designed and installed photovoltaic cells in its buildings. A total of 20 solar panel installation sites are complete. Additional building installation sites are being investigated. Solar arrays need to be designed for buildings currently in the planning phase.</p>

Actions	Progress
The City is an advocate for the removal of regulatory barriers to decentralised energy.	<p>Submissions were made on multiple electricity market rule changes including distribution network pricing and the Senate inquiry on local generation. Additionally, the City submitted a rule change for a local generation network credit to the Australian Energy Market Commission. The Institute for Sustainable Futures (ISF) has completed virtual field trials that show the commercial and technical benefits of local generation. ISF is also close to completing economic modelling of the impact of the rule change. Preliminary results demonstrate a net long term reduction in consumer bills if the rule change proceeds.</p>
The City's waste planning and service standards are defined and sufficient to deliver strategic waste objectives of Sustainable Sydney 2030.	<p>Waste Management Strategy under development. Studies to inform baseline data for City of Sydney Organisation Waste and options assessment for separated organics completed.</p> <p>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.</p>
Customer focused waste; recycling and street cleaning services meet the needs of our community.	<p>The City provides waste and recycling collection services to over 100,000 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.</p> <p>Some of the programs and campaigns the City has delivered are Garbage Guru, a mobile friendly online search tool to easily find out how to recycle or dispose of items; the 'Yuk' campaign, to shift thinking on cigarette butt littering; Clean Street, to promote the City's bulky waste pick-up service; and zero waste campaigns.</p> <p>The City has achieved its highest resource recovery rate in 2015/16 (69.62%), partly due to efficiency increases at the AWT processing facility. This means that the City is sending less residential garbage directly to landfill than ever before.</p> <p>The City won two industry awards in 2015/16 for the City's reverse vending machine trial, delivering Sydney's first underground bin system and trialling e-waste collection from apartment buildings. Since the</p>

Actions	Progress
<p>The City is a partner with the community to reduce the environmental impact of waste and manage waste as a valuable resource.</p>	<p>trial began in June 2014, more than 159,000 beverage containers weighing nearly 2.3 tonnes have been recycled, with more than 52,000 rewards vended.</p> <p>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.</p> <p>The City has successfully worked with residents to solve bin storage and illegal dumping issues in 25 hotspot areas across the community. This has included installing Sydney's first underground bin system in Royston St Darlinghurst and permanently removing up to 35 garbage and recycling bins from being stored outside in Llankelly Place, Potts Point.</p> <p>The City has also been working closely with apartment communities across the City to improve their waste management. As a result, 340 apartments have had their bin rooms updated with improved infrastructure in 2014/15.</p> <p>The City continues to work with the community through Sustainability Programs: CitySwitch, Better Buildings Partnership, Residential Apartment Sustainability, Smart Green Business Program (see pages 17-19 for further information on these initiatives)</p> <p>The City is also supporting the Australian Battery Recycling Initiative to promote responsible environmental management of batteries at end of life.</p>
<p>The City's targeted patrols by rangers to minimise dumping, unapproved advertising, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.</p>	<p>Rangers continue to patrol the local government area to deter dumping, illegal advertising, cigarette butt littering and related offences, issuing penalty notices when needed. Through the patrols, rangers support the delivery of educational campaigns, such as the 'Clean Streets' campaign that promoted the City's bulky waste pick-up service and communicated that illegal dumping is antisocial and can attract fines. The campaign, delivered in 2015/16, helped the City log 3,765 bulky waste pick-up bookings during the campaign period, the highest monthly volume recorded.</p>
<p>The City's water strategies and planning instruments are regularly reviewed to facilitate actions that allow progress toward relevant objectives of Sustainable Sydney 2030.</p>	<p>A Decentralised Water Master Plan was developed by the City and endorsed by Council in 2012/13, outlining the broad actions the City is to implement to allow progress towards the relevant objectives of Sustainable Sydney 2030 in the areas of water efficiency, water recycling and water sensitive urban design.</p>

Actions	Progress
<p>Programs and projects delivered by the City achieve targets for water efficiency, recycling and water sensitive urban design.</p>	<p>The City continues to advocate with NSW Government regarding the ability to increase Building Sustainability Index (BASIX) scores, requirements for dual plumbing (where appropriate) and improvement of developer compliance.</p> <p>To achieve water efficiency targets, recycling and water sensitive urban design, the City has delivered environmental grants to incentivise water efficient solutions in the local government area, has made submissions to the Water Industry Competition Act review and Sydney Water price review.</p> <p>The City is also implementing the Green Square Water Reuse project that will allow Council to understand implications for future development within the broader local government area.</p> <p>Negotiations continue with a private utility for the provision of water utility services in the Greater Green Square urban renewal area.</p> <p>Waterloo Oval stormwater harvesting construction was completed in July 2014.</p> <p>Opportunities for recycled water use in areas surrounding Sydney Park continue to be explored.</p> <p>Preliminary design review of the George St recycled water pipeline as part of the Sydney Light Rail project is underway.</p>
<p>The City is an advocate for the removal of regulatory barriers to that prevent the achievement of decentralised water outcomes.</p>	<p>The City continues to have 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 review of Sydney Water's Operating Licence September 2014, review of Sydney Water's prices in October 2015, April 2016 and review of wholesale prices for Sydney Water in May 2016.</p>
<p>Commercial office building owners, tenants and agents improve their environmental performance.</p>	<p>The City is delivering the following initiatives to support building owners, tenants and agents to improve their environmental performance:</p> <p>CitySwitch Green Office Sydney - By the end of the 2015/16, the CitySwitch program was actively engaging 116 businesses in Sydney, to deliver information and personal support to assist businesses in their commitments to improve their energy efficiency.</p> <p>As measured in December 2015 the average energy efficiency of Sydney businesses within the program was 4.6 stars using the National Australian Built Environment Rating Scheme against a target of 4.5 stars.</p>

Actions

Progress

By improving this efficiency, these businesses collectively had reduced their annual carbon emissions by 17,991 tonnes.

The signatories have participated in a number of events on the benefits of best-practice leasing, the current climate change political context and how businesses can show leadership in this environment, including the C40 Private Buildings Efficiency Network, which was hosted by the City in September 2015, and a 'Learning from the Leaders' forum facilitated for 139 key stakeholders to hear about relevant initiatives and achievements from 6 global Cities, amongst others.

CitySwitch also developed a tool to assist businesses to assess and prioritise carbon abatement initiatives.

CitySwitch Green Office National – By the end of the 2015/16 year the CitySwitch program had 572 signatories across the greater metropolitan centres of Sydney, Melbourne, Perth and Adelaide, committed 761 tenancies to the program. In December 2015 the program had evidenced over 347,227 tonnes of carbon abatement and \$13.2 million in energy cost savings achieved by its businesses through the year.

In 2015 program funding partners committed to continuing the program for a further three years with an updated vision and service focus. This means that CitySwitch will provide support to businesses on issues such as renewable energy and other emission reduction options, waste, health and economic productivity.

Better Building Partnerships – In 2015/16 the Better Buildings Partnership, a collaboration of Sydney's leading institutional landlords that together own or operate more than 50% of the commercial office space in the City Centre, announced a 45% collective reduction of carbon emissions from the 2006 baseline. By being so carbon efficient the owners are collectively saving more than \$30 million every year from avoided electricity costs.

The partnership has defined new industry standards and delivered training for industry professionals to promote the uptake of best practice leasing, to ensure office tenants and landlords seek and implement environmental improvements. The partnership has also evidenced that nearly two-thirds of current leases for tenants in the City Centre include green clauses, which is double the amount of tenants since the partnership began its work in this area.

The partnership also launched an operational waste guideline that clarifies the procurement, reporting and management of waste and recycling from building operations. The work is now being integrated into industry rating systems.

Actions

Progress

The partnership was awarded the Banksia Foundation innovator of the year in November 2014 recognising the work in best practice leasing.

Environmental Upgrade Agreements - The City continued to build capacity in the market for the Environmental Upgrade Agreement service by holding stakeholder meetings to discuss the service and potential projects; delivering an online and print advertising campaign in industry publications and delivering presentations and workshops.

The City has worked with the NSW Office of Environment and Heritage to enhance the Environmental Upgrade finance service by working on a revised template contract, policy and program design.

Pilot engagement strategies with private commercial office building owners, their tenants and agents, to facilitate improved environmental performance. - In 2014/15 year the City completed two pilot services for energy monitoring and building tune-ups. These have yielded valuable information to the City on the potential for privately owned commercial office buildings to improve their environmental performance. The owners participating in the pilots implemented energy and water audit recommendations.

The City has coordinated industry and government agencies to tailor existing training courses and resources to include specific sustainability skills and knowledge development for contractors, facility and property managers who engage with privately owned commercial buildings in the City.

Building owners, agents and businesses, in sectors other than commercial office improve their environmental performance.

The City is delivering the **Smart Green Business program** to large non-office based businesses to facilitate improved environmental performance. The program to date has recruited a total of 271 businesses across the accommodation, entertainment, conference venues and retailers sectors. Businesses have saved a significant amount of potable water, energy, waste to landfill and greenhouse gas emissions.

The program also engaged 74 smaller food related businesses through the City's Health & Building sustainability trial, where Health and Building Officers have been providing sustainability advice during food business inspections. Out of businesses engaged, 53 implemented water recommendations and achieved an average cost saving of \$1,989 per year.

Building owners, agents and residents improve their environmental performance.

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 residential apartment buildings.

Actions

Progress

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. For example, in 2015, a 4.9kW Solar system was installed on a Waterloo apartment building, which is expected to reduce common area electricity bills by 20 per cent. Funding has also been awarded for an innovation feasibility study to investigate the implementation of an embedded energy network; a solar system on a student housing co-operative building in Redfern to demonstrate battery storage, innovative smart metering and an open source power purchase agreement; and a 19.6kW solar demonstration project 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.

Another initiative delivered by the City, in partnership with Marrickville Council, is the **Green Living Centre** that seeks to facilitate low carbon living for the residents and businesses in the Newtown precinct. The Centre delivers community engagement events on topics such as 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 approaches business with significant solar potential and provides tailored support tailored support.

Plans are in place that specify the actions required by the City and others, to build capacity and to enable all stakeholders in each significant customer sector to improve their environmental performance in-line with the City's targets and strategies.

The City has developed an overarching Environmental Sustainability Strategy that comprises all activities to implement within the local government area and the operation of Council. The Strategy combines the insight, data and enhances the alignment of actions and goals outlined in the different Action Plans under implementation including, in terms of customer sector plans, the Residential Apartment Sustainability Plan.

Several more sector plans are currently under development, including the accommodation and entertainment sector, the institutionally owned commercial office sector, and the privately owned commercial office sector.

Actions	Progress
<p>The City has monitoring processes in place to manage environmental performance across Council operations and the Local Government Area.</p>	<p>The City is currently certified as Carbon Neutral. The certification process includes an independent verification of the City's carbon emissions inventory in accordance with the National Carbon Offset Standard Carbon Neutral program.</p> <p>The City has developed an Environmental Management System (EMS) to enable effective management of risk and opportunities across the organisation. The EMS components include an audit plan and environment controls for capital works; reporting and data management.</p> <p>Additionally, the City produces a six-monthly Green Report as monitoring and reporting mechanism on its progress towards the achievement of environmental targets.</p>
<p>The City's sustainability planning and strategies are in place to support the delivery of quality programs and projects to deliver the 2030 objectives.</p>	<p>The City has developed an overarching Environmental Sustainability Strategy that comprises all activities to implement within the local government area and the operation of Council. The strategy combines the insight, data and enhances the alignment of actions and goals outlined in the different Action Plans under implementation including the Residential Apartment Sustainability Plan, Energy Efficiency Master Plan, Greening Sydney Plan, Urban Ecology Strategic Action Plan, Decentralised Water Master Plan, Advance Waste Treatment Master Plan and Adapting for climate change – a long term strategy for the City of Sydney: 2015-2070.</p>
<p>A continuous improvement program is in place for the environmental performance of the City's owned buildings and environmental support services offered to our tenants.</p>	<p>The Strategy outlines the City's progress to date and its approach to achieving our Community Strategic Plan, Sustainably Sydney 2030.</p> <p>The City has developed an Environmental Management System (EMS) to enable effective management of risk and opportunities across the organisation. The EMS components include an audit plan and environment controls for capital works; reporting and data management.</p> <p>Additionally, the City uses the System Tracking Everything Environmental (STEVE), an externally hosted platform, to monitor, manage & report on utilities (Electricity, Gas, Water), waste and greenhouse gas emissions within its owned and/or managed assets - including buildings, parks and street lighting.</p> <p>STEVE provides the material inputs to a range of internal and external sustainability reporting requirements including the Operational Plan, the bi-annual Green Report, the excel-based Carbon Inventory used for</p>

Actions	Progress
	National Carbon Offset Standard compliance and CDP Cities reporting, and Better Buildings Partnership (BBP) program tracking for those City properties within the BBP portfolio. In addition the daily/weekly reporting function of STEVE is critical for timely, responsive facilities and utilities management.
The light and heavy vehicle fleets are managed to encourage low emission driving behaviour and reduce CO2 emissions.	The City is also implementing a photovoltaic (solar energy) project for its buildings, which includes cell design and installation. CO2 emission from light and heavy vehicle fleet are continually monitored, showing a decreasing trend over the last four years going from 2,304 tonnes in 2012/13 to 2,160 in 2015/16. This has been achieved by using a new blend of B50 biodiesel through the colder months. The sustainable bio-diesel product utilises 50 per cent recycled cooking oil mixed with mineral diesel fuel.
A business plan to establish a City Farm at Sydney Park is in place.	A new Low-risk and Eco-driving Handbook was launched in 2015/16 and rolled-out to the City's drivers through a series of staff briefings in an effort to further enhance low-emission driving skills and behaviours. City Farm Business Plan was adopted by Council September 2014. The City Farm will be located in Sydney Park and will provide educational programs, a weekly farmers market, orchard space, and cropping areas for the production of food. Construction is commencing in 2016.
Community gardens and sites are 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.
The City's urban forest is expanded and protected.	Community Composting Guidelines and Management Plan were developed and made available to the community through the City's website. Additionally, the City developed a Community Gardens Policy and Guidelines, which were adopted by Council in February 2016. A total of 2,886 street trees have been planted between 2012/13 and 2015/16. In-road planting projects were delivered in Rosebery, Newtown, Glebe, Wollomollo and Colbourne Avenue. Design and consultation is progressing for planting projects in Cowper Wharf Road, Bowman Street, Pelican Street and Park Avenue.
Habitat is enhanced and bio-diversity promoted by greening the city.	Additionally a community survey for 'green volunteers' has been undertaken to determine community interest in a range of volunteering options. It was found there is insufficient interest to develop specific tree related programs therefore expanded green volunteer programs are under investigation for future years. The City developed and is currently implementing an Urban Ecology Strategy. The actions delivered within the scope of the strategy include the regeneration of a local salt marsh community at Glebe, vegetation

Actions	Progress
<p>The green landscape is improved and provides quality streetscapes, parks and public spaces.</p>	<p>works in various locations, bushland and planting works in Sydney Park with the support of volunteers and wildlife workshops on bird life, microbat counts, and native bee keeping.</p> <p>The Urban Ecology Strategy Action Plan was Highly Commended at the NSW Parks and Leisure Awards, and was successful in grant funding for the extension of the successful seawall flower pot trial.</p> <p>Additionally the City manages the community fauna sighting database, sharing information and reporting on results.</p> <p>The City is delivering the 'Living Colour' floral displays throughout the City during spring and summer providing colour and landscaping in high profile city locations with approximately 210,000 plants.</p> <p>At the end of the display the plants are given away with funds from the gold coin donations provided to the Cervical Cancer Research Foundation in 2015, the Bobby Goldsmith Foundation in 2014.</p> <p>The City has also delivered nature strips, rain gardens and traffic treatments to improve over 45,000 m2 of public space over the last four years. This includes rain gardens delivered in Redfern and Centennial Park.</p>
<p>All City Greening and urban landscaping works provide opportunities to realise the parks water saving actions.</p>	<p>The City continues to monitor that all City Greening and urban landscaping works are aligned with the Parks Water Savings Action Plan. Actions implemented include the construction of stormwater harvesting infrastructure for Waterloo Oval.</p>

Key Performance Indicator		2012/13	2013/14	2014/15	2015/16
	Unit				
Greenhouse emissions					
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 CO2	44,703	42,257	40,134	36,655
Greenhouse gas emissions for City of Sydney Building Assets - Baseline 2006 Data – 28,775	Tonnes CO2	21,476	20,827	19,953	18,655
Greenhouse gas emissions for City of Sydney Street lighting - Baseline 2006 Data – 15,131	Tonnes CO2	14,202	13,222	12,031	11,580
Greenhouse gas emissions for City of Sydney Parks - Baseline 2006 Data – 2,502	Tonnes CO2	2,584	1,964	1,996	1,762
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 CO2	930	952	4,031	3,763
Council's fleet vehicle greenhouse gas emissions (total) will be maintained at 2013/14 levels.	Tonnes CO2	2,304	2,350	2,224	2,160
Water usage and stormwater					
Total City of Sydney mains water usage	kL	397,163	405,473	404,290	418,548
Total City of Sydney mains water usage – Parks and Public Domain	kL	161,771	156,398	147,898	149,919
Total City of Sydney mains water usage – Commercial Buildings	kL	81,726	98,067	97,733	107,577
Total City of Sydney mains water usage – Community Buildings	kL	37,426	35,144	31,135	27,567
Total City of Sydney mains water usage – Operations (Depot etc.)	kL	35,654	35,906	44,416	43,390
Total City of Sydney mains water usage – Aquatic Facilities	kL	80,587	79,956	83,108	90,095
Total mains water consumption for the local government area (measured annually)	ML	34,372	35,366	35,960	Not yet available

Key Performance Indicator					
Waste	Unit	2012/13	2013/14	2014/15	2015/16
Total Waste Collected	Kg/Capita	328	334	337	320
Total Waste Recycled	Kg/Capita	215	229	231	222
Resource Recovery Rate	%	65.17	68.27	68.53	69.62
City of Sydney Recycling (organisational Facilities)	Tonnes	1,091	849	814	1,238
City of Sydney Waste Collected (organisational Facilities)	Tonnes	2,420	2,376	2,410	2,219
Greening Sydney					
Street trees planted annually	No.	689	857	913	727
Total street trees	No.	-	30,917	30,132	32,119
Number of plants planted at community planting events	No.	7,466	8,013	9,135	8,391
Total trees and shrubs planted	No.	98,170	70,197	73,876	62,187
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	14,108	9,388	10,896	10,629
Indigenous bird species 2009/10 baseline (63 species) (measured annually)	No.	-	99	88	64
Extent of locally-native bushland increased compared to 2009/10 baseline (measured annually)	ha	-	4.6	1.4	0.4

Strategic Direction 3: Integrated transport for a connected city

OBJECTIVE 3.1

Plans are in place that enhance access by public and walking and cycling from the Sydney region to the City of Sydney.

OBJECTIVE 3.2

Transport infrastructure is aligned with City growth.

OBJECTIVE 3.3

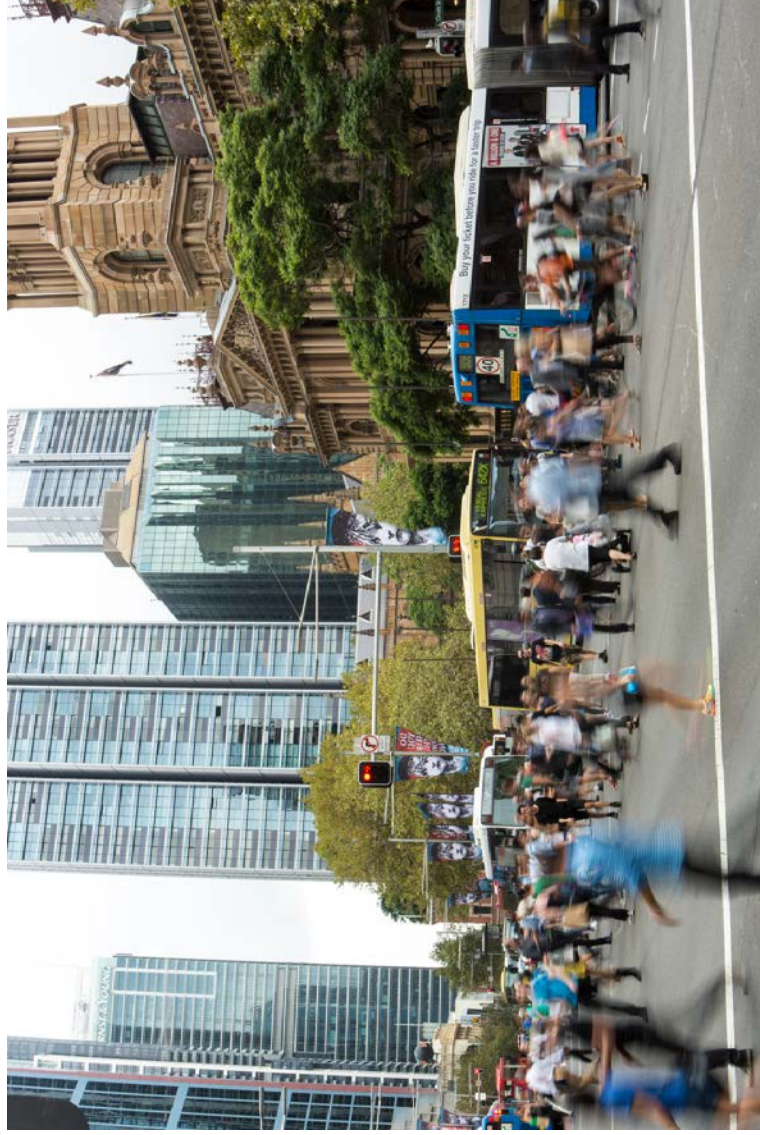
Negative impacts from transport on public space in the City Centre and Villages are well managed.

OBJECTIVE 3.4

There is an increased use of public transport and reduction in traffic congestion on regional roads.

OBJECTIVE 3.5

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



Actions	Progress
<p>Support George Street Transformation.</p>	<p>The City agreed to a \$220 million contribution to the Light Rail project and worked closely with the Transport for NSW team in the areas of community engagement, sustainability, traffic management and urban design. We continue to liaise with Transport for NSW on the delivery phase of the project.</p>
<p>Advocate to the State that Barangaroo is linked effectively to the City Centre.</p>	<p>The City continues 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 also delivered street works in Millers Point in 2015/16 to complement the opening of Barangaroo Reserve.</p> <p>City staff are engaging with the Metro to ensure the Barangaroo station in the City Metro Line is integrated into the surrounding active transport networks.</p> <p>City staff provided assistance on the design of Hickson Road though further work is needed to connect the cycleway to the existing cycleway network.</p>
<p>Support State Government Sydney City Centre Access Strategy (SCCAS) Implementation Program.</p>	<p>Following the finalisation of the NSW Government City Centre Access Strategy, the City is working with Transport for NSW and Roads and Maritime Services to implement projects outlined in the City Centre Access Strategy including bus changes, new cycleways, 40 km speed limit and taxi rank improvements.</p> <p>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 shift loading times and locations to enhance public transport reliability.</p> <p>Additionally, the City is working on a City's Car Share Policy. To date, there are 690 car share parking spaces in the city and an increasing proportion of resident drivers who are members of car share schemes going from 6.4% at the beginning of 2012/13 to 18% at the end of 2015/16.</p>
<p>Work with State Government to improve evening and late night transport services.</p>	<p>The City continues to work with Transport for NSW (TfNSW) to ensure that changes to support light rail construction are easily implemented and minimise disruption for public transport customers. The City also continues to advocate for good interchange design in planned Metro stations.</p> <p>The City is also working with TfNSW 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. The City works closely with the CBD Coordination Office on all kerbside issues, including taxi rank provision.</p>

Actions	Progress
<p>Advocate for adequate transport infrastructure and services to support Green Square and other major urban renewal (such as Ashmore precinct).</p>	<p>This is an ongoing activity to ensure development in the LGA is adequately served by transport infrastructure and services. Discussions with TfNSW 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, Waterloo and potentially Ashmore.</p> <p>Work was undertaken on Green Square Light Rail routes, including independent patronage estimates that have confirmed the very high peak patronage expected on a light rail corridor using the Eastern Transit Corridor.</p>
<p>Develop Parking Policy for neighbourhoods to enhance equity and better distribute access to city parking.</p>	<p>A Neighbourhood Parking Policy was developed and started implementation in 2014/15.</p> <p>Ranger patrols operate to encourage a turnover of kerbside parking spaces, so all road users have an opportunity of finding a parking space. 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.</p>
<p>Work with State Government to encourage a shift to sustainable travel modes on regional roads.</p>	<p>The City has worked in the development of management plans for major feeder corridors to the city (mostly State roads) including public transport, cycling and walking for advocacy with the state government. William Street and Oxford Street studies have been completed. With construction of light rail and the WestConnex project, the City is monitoring current and future effects on major feeder corridors to determine key intervention points. Liaison with TfNSW and Roads and Maritime Services on specific projects such as the McEvoy-Lachlan corridor.</p>
<p>Support the State in improving bus priority by removing obstacles to bus operations and improving access to bus stops.</p>	<p>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 2015/16, following the bus stop relocation project ahead of the CBD Light Rail Project. To date, 559 out of 675 bus stops in the city are compliant (83%).</p>
<p>Ensure the City's public transport infrastructure meets the needs of users/makes it easier for public transport customers.</p>	<p>The City continues its work to advocate for better public transport for Green Square and Ashmore urban renewal areas. The City is also advocating for well-designed stations as part of the Sydney Metro project which are integrated into the local walking and cycling networks.</p>

Key Performance Indicator						
	Unit	2012/13	2013/14	2014/15	2015/16	
Parking and road management						
Total number of car share parking spaces in the city (program to date)	No.	506	599	648	690	
Proportion of resident drivers who are members of car share schemes	%	9.30	11.90	16.30	17.50	
Roads maintenance						
Road renewed/treated program	m2	84,236	61,381	51,368	70,639	

Strategic Direction 4: A city for walking and cycling



OBJECTIVE 4.1

The City of Sydney and Inner Sydney has a network of accessible, safe, linked pedestrian and cycling infrastructure integrated with green spaces.

OBJECTIVE 4.2

The City Centre is managed to encourage the movement of pedestrians and cyclist.

OBJECTIVE 4.3

City of Sydney and Sydney businesses lead by example to increase use of walking and cycling for travelling to work in the LGA.

OBJECTIVE 4.4

Increase in modal share for walking and cycling.

Actions

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

Progress

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.

The City is also delivering the CBD Streetscape Improvement program, including the installation of Smartpoles (sites include Goulburn Street – Sussex to Castlereagh, Martin Place – Pitt Street, Regent Street – Lee Street, Pitt Street - Goulburn Street to Bathurst Street, Pitt Street - Park Street to Bathurst Street, Sussex Street - Druitt Street to Market Street), upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving (sites include York Street, Margaret Street to Wynyard Street, Kent Street and Gas Lane, Pitt Street, Bathurst Street to Liverpool Street, Kent Street and Market Street to King Street).

The City continues to deliver the Pedestrian Cycling and Traffic Calming (PCTC) plan. These plans are community-driven to manage and calm traffic on local roads, increase pedestrian, bicycle and public transport access and increase safety for local residents. Some of the key actions carried out in the past four years include:

- Bray and Concord Streets, Erskineville – footpath widening, kerb extensions, dedicated cycle lanes, local landscaping
- Mort Street, Surry Hills – new Shared Zone immediately adjacent to Bourke Street Public School
- Intersection of Burton and Victoria Streets, Darlinghurst – provision of a new signalised pedestrian crossing across the Burton Street (west) approach of existing traffic signals
- Intersection of Elizabeth Bay Road, Ithaca Road and Roslyn Gardens, Elizabeth Bay – intersection upgrade including kerb extensions, new pedestrian crossing across the Roslyn Gardens approach and local landscaping
- Dwyer, Goold and Outram Streets, Chippendale – new Shared Zone precinct immediately adjacent to the pedestrian-friendly Central Park Precinct
- Church Street, Camperdown – streetscape improvements including footpath widening, kerb extensions and local landscaping
- William Street, Paddington – new Continuous Footpath Treatment and local landscaping at the intersection with Oxford Street

Actions

Progress

- Intersection of Wentworth Avenue, Commonwealth, Goulburn and Hunt Streets, Surry Hills – kerb extensions and footpath widening at the Goulburn Street (east) and Commonwealth Street (east) approaches
- Paternoster Row, Pyrmont – new Shared Zone providing a safe pedestrian and cyclist link between Pyrmont Bridge Road and Union Square, Pyrmont

Implement priority projects that improve cycle safety and connectivity; increase in dedicate cycling infrastructure in the LGA to provide a safe connected bicycle network.

The City is delivering the Liveable Green Network Program to improve cycling and walking safety, connectivity and accessibility.

Specifically, in terms of bicycle access and amenity improvement, the City has delivered infrastructure changes and improvements to on-street facilities in both the CBD and non-CBD areas within the LGA such as the separated cycleway between Sussex and Kent Street, new traffic signals at the Liverpool and Kent Street intersection, and the associated separated cycleway Kent Street.

Network cycleways improvement, including separated cycleways and shared paths, have also been delivered in George Street Redfern, Allen Street (Botany to Elizabeth), Short Street (Elizabeth to Hawksley), Mandible (Wyndham to Botany), Campbell Street cycleway (Elizabeth to Taylor Square), Bourke Road (Wyndham to Bowden), Redfern Street (Chalmers to Elizabeth), Bourke Street (Short to Powell), Chrystal St (Danks to Potter), Fitzroy St (Bourke to South Dowling), Redfern Park, and Yurong Parkway (St Mary's Road to William St), amongst other sites.

In 2015 a repeat of the Share Path Perception Survey found an improvement in pedestrian's perceptions of safety on shared paths.

Advocate and work with external stakeholders to improve regional walking and cycling connectivity.

City was consulted by the Sydney Harbour Foreshore Authority for the development of the Darling Harbour Pedestrian and Bicycle Strategy.

We've also been working with neighbouring councils and State and Federal Governments to implement the Inner Sydney Regional Bike Network. Actions delivered include workshops with neighbouring councils to discuss progressing work on the regional bike network. The City has also provided input into other neighbouring council projects such as the Bourke Road extension, the Bondi to the City connection, the Leichhardt Bike Plan and the North Sydney Cycling Strategy.

Actions	Progress
Safety of pedestrian and cyclist is improved in the LGA.	<p>The City continually monitors 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.</p> <p>Following the NSW Government approval of a 40 km speed zone in the City Centre in May 2014, the City has advocated for new 40km and shared zones across the city, including in busy areas such as Kings Cross.</p> <p>The City has also delivered education activities and awareness campaigns including onsite education program for new infrastructure, a cycling campaign with postcard/walled card distribution and Facebook tips and cycling courses to teach safe and gracious cycling to over 500 adults per annum.</p>
Walking is prioritised in the City Centre.	<p>The City has been working with the State Government to decrease waiting time and overall trip time for bike riders and pedestrians on identified priority routes in the City Centre. 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. Countdown timers have been implemented at simple signalised crossings in the city centre, including Martin Place cross streets. The City continues to build evidence and advocate for further improvements on priority routes.</p>
Prioritise the creation of a network of safe, connected separated cycleways in the City Centre that operate effectively.	<p>The City has worked on the construction and upgrade of bicycle infrastructure comprising, in the last four years, of 4.21 km of separated cycleway, 4.13 km of on-road cycleway, and 17.51 km of shared path cycleways.</p> <p>New shared paths have been installed in Riley Street, St Mary's Road, and King Street Newtown (between Sydney Park Road & Concord Street).</p> <p>Existing shared paths in McEvoy Street and Buckland Street have been upgraded.</p>
Develop and maintain productive partnerships that ensure walking and cycling is prioritised.	<p>The City continues to collaborate with the State Government, in particular the CBD Coordination Office, to ensure the implementation of the City Centre Access Strategy, which commits the State and the City to traffic and transport changes across the City. Recently this has included the Castlereagh (South) and Liverpool Street cycleways.</p> <p>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. The Development</p>

Actions	Progress
<p>Encourage more people to use walking and cycling to get to City of Sydney work places and venues.</p>	<p>Agreement with TfNSW requires that a cycleway is included in Chalmers Street at Central Station, to link Prince Alfred Park to the new Castlereagh Street cycleway at Hay Street.</p> <p>In 2013/14 the City developed a Staff Travel Plan with recommendations that continue to be implemented. End of trip facilities were completed in 2014/15 providing bike parking, showers and other facilities at Town Hall House.</p> <p>The City also collaborates with external organisations, such as NRMA, the Heart Foundation, Premier’s Council for Active Living, Transport for NSW, Sydney Harbour Foreshore Authority, neighbouring councils, Austroads, Sydney University and the Museum of Applied Arts and Sciences, on various events and projects to encourage walking and cycling.</p>
<p>Encourage the use of walking and cycling for commuting to work in the LGA.</p>	<p>In addition to the City’s Staff Travel Plan, which provides information on green travel plans that is easily accessible, the City has delivered a safety campaign to raise awareness of the danger of opening a car door without looking, a cycling map and guide and has collaborated with external organisations in the delivery of events such as the Sydney Rides Festival to encourage awareness and participation in cycling and cycling programs.</p>
<p>Encourage modal shift to walking and cycling.</p>	<p>The City continues to promote the benefits of walking and cycling to individuals, businesses and the wider community through the delivery of awareness and education campaigns – e.g. ‘Share the Road’ for car door awareness – and events that encourage riding – e.g. Explore Your City weekly rides delivered in November 2015 and Sydney Rides Festival was successfully, run in October 2015.</p> <p>Additionally, the City provides advice and support face-to-face, by phone and by email to encourage people that wish to use walking and cycling. Events provide additional encouragement, particularly the events in Sydney Rides Festival aimed at non-riders (for example, 60% of attendees at Light the City in 2015 were pedestrians).</p> <p>The Sydney Rides Business Challenge helps gain high profile business support for riding. In 2014/15, there was a record participation of 4,800 people (including more than 1,100 new riders) from over 290 organisations. 146 City staff took part, logging almost 21,000km during the Challenge period. In 2015/16, 359 businesses took part in the event with 4,400 riders.</p>

Actions

Progress

Bike Courses were run in 2014/15 at Sydney Park with 894 adults completing competency training. 458 children completed balance bike clinics and parent/children workshops.

Increase in use of walking and cycling for leisure.

The City is encouraging people to use walking and cycling to travel to events by providing bike parking at major events. The City has also provided support to the State Government Travel Choices program, a program to manage travel demand during light rail construction.

Media campaigns have also been delivered including the 'Give yourself a lift' campaign, launched in May 2015 and conducted on a regular basis.

The City has also led events that celebrate riding such as the Sydney Rides Festival. In October 2015, this event was attended by over 14,000 people. Walking components were included in Sydney Rides the Park and Light the City events. Sydney Rides the Night was introduced in 2014 with more than 2,000 Sydneysiders taking part.

The City also supported the CycleHack innovation workshop. CycleHack is a global movement on a mission to make cycling safer, accessible and fun by hacking solutions to barriers that keep us from moving freely around our cities. It happens in cities around the world on the same weekend, 25-26 June 2016 and this was the second time Sydney has been included.

Provide communication and information on walking and cycling.

Share the Path is the ongoing education outreach, four times per week.

Information on walking and cycling has been provided on SydneyCycleways.net. Highly active on social media, each Facebook post reaches over 8,657 people on average with an average of 20 posts per month in 2015/16. Sydney Cycleways Facebook page totals 24,320 followers. Twitter has 2,704 followers with an average of 34 tweets per month. Over 58,800 Cycling Maps have been distributed in 2014/15 and 2015/16.

Bike Courses have been run at Sydney Park in competency training for both the public and City staff. Balance bike clinics and parent/children workshops have also been delivered. A buses to bikes trial project was implemented in 2014/15 that provided four volunteers (usually bus passengers) with a bike for a month, training and led rides to and from home and work. Media resources documenting the experience were produced to be used on our website.

Actions

Improve road user compliance and provide information, guidance and training to assist all road users to recognise their duty of care to each other.

Progress

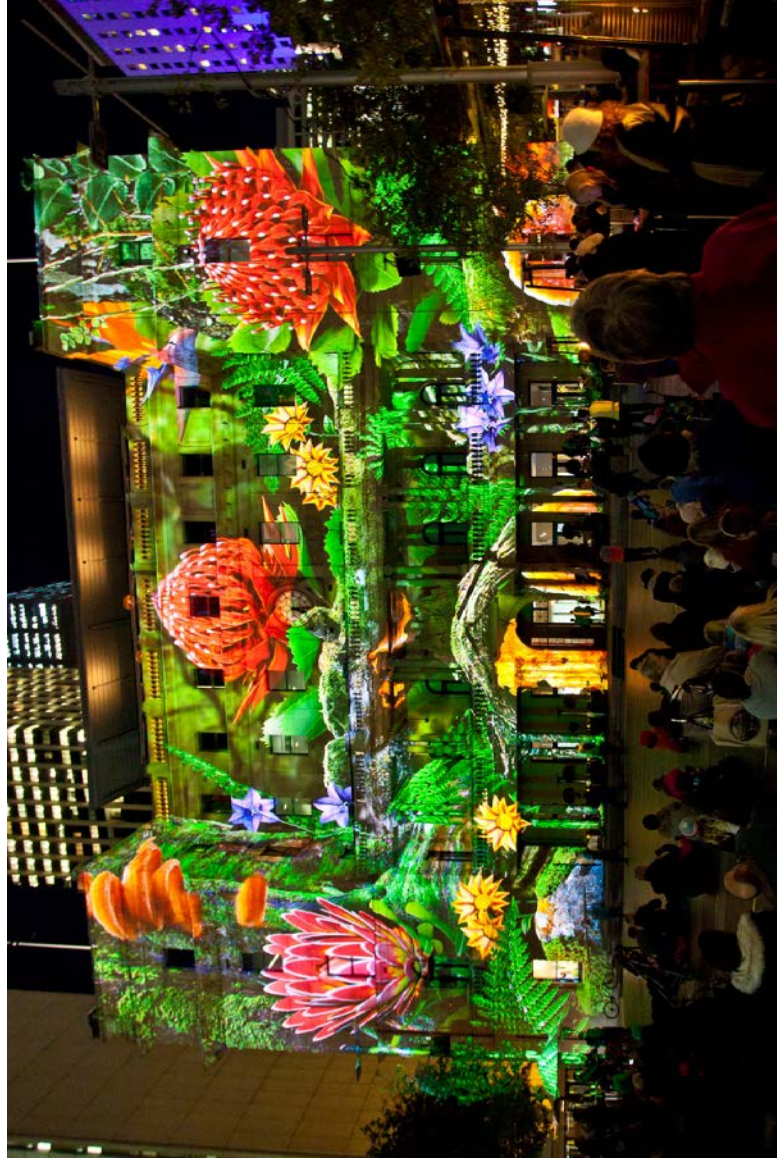
The City has worked on improving road user compliance and provide guidance and training through the delivery of several programs:

- Share the Path, which focuses on behaviour between path users and runs four times per week. It provides direct communication between staff and the general public at which staff convey key messages for bike riders regarding safe, appropriate behaviour. These behaviours are also a key message when running our various events including Sydney Rides Business Challenge and Sydney Rides Festival.
- A safety awareness program for drivers in collaboration with NRMA focused on the danger from opening car doors.
- Speed reduction programs, implemented through a number of projects e.g. 'Watch Out, People About' warns drivers of the risk to people walking.

The City regularly engages with the police to understand issues with walking and cycling behaviour in the LGA and ensure they are aware of locations where enforcement is required.

Key Performance Indicator		2012/13	2013/14	2014/15	2015/16
	Unit				
Cycleways					
Length of separated cycleways provided annually	Km	-	2.29	0.91	1.01
Length of on-road cycleways provided/upgraded annually	Km	0.22	0.02	1.99	1.90
Length of shared paths provided/upgraded annually	Km	11.02	2.65	1.96	1.88
Growth in cycling activity at key intersections around the City of Sydney - 100 key intersections (annual growth)	%	18	12	3	(9)
Footpaths					
Granite infill project	m2	5,921	4,400	2,731	2,281
Footway replaced by green verge	m2	5,632	4,007	3,932	3,660
Footway renewed program	m2	39,186	25,468	27,751	19,327

Strategic Direction 5: A lively and engaging city centre



OBJECTIVE 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.

OBJECTIVE 5.2

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

OBJECTIVE 5.3

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

OBJECTIVE 5.4

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

Actions	Progress
<p>A suite of public domain plans guide public realm design and development in the City Centre.</p>	<p>The City provides, on an ongoing basis, strategic input on design principles into the State Governments' long term master plan for Circular Quay Square, Barangaroo and Darling Harbour Live.</p> <p>A draft Public Spaces Public Life benchmark report that assesses both quantitative and qualitative data (pedestrian counts and public space usage patterns) has been completed. This project allows tracking of public domain quality trends and uses over the past 5 years.</p> <p>A series of public domain precinct plan projects and site specific urban design studies have been developed, including the City North Public Domain Plan, the Chinatown and City South Public Domain Plan and the Harbour Village Public domain plan. Concept Masterplan for Martin Place has been adopted as part of the City North Public Domain Masterplan.</p>
<p>Safety infrastructure and programs are enhanced within the City Centre.</p>	<p>The City has provided funding to the Thomas Kelly Youth Foundation's Safe Space and Take Care Ambassador Program to operate on Friday and Saturday nights year round for the next 3 years. The program assists drug/alcohol affected young persons who are vulnerable of becoming a victim or offender of crime to get home safely.</p> <p>In terms of infrastructure, the City has installed 100 new high visibility signs to improve awareness of the presence of CCTV cameras, installed 10 additional CCTV cameras linked to the City's 24-hours monitored Control Room, established the first Super Taxi Rank in Kings Cross, illuminated taxi rank plinth sign and security management on Friday and Saturday nights, installed aesthetic lighting in Bayswater Road at Kings Cross and deployed six variable message signs across the city to enhance wayfinding to late night transport.</p>
<p>The implementation of public domain plans contribute to the development of distinctive precincts.</p>	<p>Public Domain Plans that have been implemented or are currently under implementation include:</p> <ul style="list-style-type: none"> • Chinatown Public Domain - Thomas Street improvements delivered. A Chinatown and City South public domain plan developed for next stage of improvement works. • Harbour Village North Public Domain improvements - 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.

Actions

Improve activation of the City's laneways.

Progress

As part of the City's Laneways Revitalisation Program, improvement works have been carried out in Bulletin Place, Wilmot Street, Central Street, Abercombe Lane, Tank Stream Way and Bridge Lane. Additionally, Hosking & Penfold Lane improvements are under way.

A range of creative activities have been delivered (or supported by the City) to enable cultural and small business activity 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 2015 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.
- 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
- Chinese New Year Festival showcased many of the popular and fine grain spaces throughout the City with more than 100 events, 670 associated events and 12 giant lanterns across the city.

The City supported the establishment of small bars in the city and the numbers have continued to grow organically. At the end of 2015/16, there are 128 small bars operating across the local government area generating a \$60 million turnover per annum. The program attracted a range of international publicity, helping to raise the profile of Sydney.

The City's enabling activities and support facilitates the growth of creative and cultural activities in the City Centre.

Some of the activities delivered or supported by the City to contribute to the culture and street life of the city include Kaldor Public Art Projects' Xavier Le Roy, Joni Taylor's The New Landscapes Institute, Antenna

Actions

Progress

Film Festival, Sydney International Women's Jazz Festival, Sydney Festival, Biennale, Artmonth, Sydney Film Festival, Corroborree, Sydney Writers' Festival, Head On Festival, Mardi Gras and Australia Day.

Additionally, busking activity continues to grow in the city adding to the cultural life and vibrancy of the city. The Pitt Street Mall Busking Pilot commenced in May 2016. This will enable the City to test the new guidelines leading into the City Busking policy review later in the year. Data is being collected and will assist us to understanding of busking activities in Pitt Street Mall.

The recommendations of the Live Music Taskforce are implemented to support live performance in the City Centre.

The City has developed and is currently implementing a Live Music and Performance Action Plan. Some of the key actions delivered include:

- The City has made 29 City-owned properties available for student rehearsals at no-cost. These rehearsal spaces are proving to be highly popular with around 100 artists and groups making 1,289 bookings since the program's inception.
- Transferring City Recital Hall management to a new not-for-profit organisation to increase its use and performance
- Partnering with the Australia Council for the Arts on creating Music Policy Maker forum.
- The City has awarded a grant of \$30,000 to Music NSW in 2015/16. Music NSW will establish Sydney's Live Music Alliance, a collective of music industry representatives working closely together to strengthen Sydney's live music industry
- Opening up our cultural grants program to for-profit venues and promoters undertaking not-for-profit activities, such as all ages programming or artist development projects.
- The City's most recent Cultural and Creative Grants Rounds included over \$680,000 worth of cash and value in kind awarded to live music or performance organisations and projects, and a number of triennial grants awarded. The projects span a range of activities festivals and events, through industry and audience development projects to grassroots community music making activities.
- Undertaking a pilot study into alcohol consumption rates in live music venues to inform advocacy and policy development. This preliminary research will inform discussion of future research into anti-social behaviour, alcohol consumption and live music.
- Partnering with the City of Melbourne, South Australia Government and Live Music Office on producing the economic and social value of live music in Australia report, undertaken by the

Actions

Progress

University of Tasmania, as well as completing a Local Government Area specific study using the same methodology.

- Undertaking qualitative research testing the City's relationship with City of Sydney venue owners and operators.

The City Centre Public Art Strategy is implemented.

Permanent projects delivered and highlights include:

- Three artists endorsed by Council for the George Street Spine and the East - West Connectors now engaged in design development of projects.
- Thomas Street, Haymarket - Public Art by Lindy Lee as part of Street Upgrade – under construction due for completion in 2016.
- Eora Journey: Recognition in the Public Domain – ‘YININMADYEMI Thou didst let fall’ by artist Tony Albert launched in March 2015
- Eora Journey: Recognition in the Public Domain – Tender selected for the Monument for the Eora. Significant Stakeholder engagement already undertaken and ongoing throughout the project

Conservation program on-going; key projects include:

- Conservation of the Dixon Street Catenary and restoration of the artwork Heaven
 - Restoration of the Fraser Fountain in Hyde Park
 - Repainting of the Peace Justice and Unity Mural
 - Restoration of bronzes
 - Reinstatement of Marconi Sculpture
-

Key Performance Indicator		2012/13	2013/14	2014/15	2015/16
City Centre public life					
Amount of footway dining in the city centre (total)	m2	2,624	2,622	2,828	2,765
Laneways reactivation					
Laneways upgraded	No.	-	12	6	-

Strategic Direction 6: Vibrant local communities and economies



OBJECTIVE 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.

OBJECTIVE 6.2

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

OBJECTIVE 6.3

Local enterprise and employment opportunities are diverse and sustainable.

OBJECTIVE 6.4

Local economies are dynamic, robust and resilient.

Actions

Innovative learning and creative resources and programs are provided for the community.

Progress

The City has nine library branches and two library links where a wide range of programs, resources and outreach services are offered to meet the needs of a diverse community. At the end of the 2015/16 financial year, there are 53,375 Library members who have access to a physical and digital collection of items, incorporating in recent years an eMusic streaming/downloading platform. The number of digital and physical items loans averages 1.15 million per annum in the last four years. The use of digital items continues to increase significantly.

In 2015/16 a mass Public Technology Upgrade Project is replacing all computer equipment while a Wi-Fi network connection upgrade increases bandwidth available to customers with devices. Library spaces also continue to be upgraded, including in recent years works on the Customs House Library meeting room, Kings Cross Library refurbishing the Level 1 Mezzanine into a children's area and the installation in Surry Hills Library of a 3D printer.

Some of the services provided by the Library include Home Library Services (HLS) to deliver items to household customers and institutions such as childcare centres and aged care-centres. HLS is currently serving 56 individuals and 25 institutions.

As for Library Programs, some of the highlights include Late Night Library with cabaret, comedy and live music at the recently renovated Level 2 of Kings Cross Library; Frankentoyz and Calligraphy school holiday workshops; Day of the Dead festivities at the Green Square Library and the Glebe Art Show at the Glebe Library.

Main street improvement programs improve the amenity of local areas.

Infrastructure improvement works delivered include:

- King Street Newtown - footpath restoration, installation of smart poles and lighting upgrade along King Street, between Newnan Street and Missenden Road.
- Darlington Village – Abercrombie Street - Storm water drainage, electrical under grounding and footpath paving improvement works delivered enhancing Abercrombie Street, Darlington as a village precinct and improving pedestrian amenity in Abercrombie Street between Lawson Street and Shepherd Street.
- Crown, Cleveland and Baptist Street intersection upgrade - widening footpaths, raised pedestrian and footpath crossings, new lighting and street furniture installed, street trees planted, new garden beds built.

Actions

Progress

Events, programs and services contribute to the development of distinctive places.

The City has delivered a range of place identity activation programs including:

- Christmas in the Villages - workshop and retail window competition
- Asia On Your Doorstep - focused in Chinatown, includes a variety of activities to leverage 'Sydney Good Food Month'
- Fashion Saturday (formerly Fashion in the Villages), as part of 'Sydney is Fashion'
- Rainbow banners were displayed in Oxford Street

Additionally, activities undertaken by Chambers of Commerce/Precinct Associations funded through the City of Sydney Grants and Sponsorship Program, which to enhance the local village vibrancy and sense of place, include:

- Paddington Business Partnership – William Street Festival and Creative Corner
- Darlinghurst Business Partnership - DoDarlo
- 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

Plans, strategies and policies are in place to define the social requirements of the community.

A Social Sustainability Strategy and Discussion Paper was developed and placed on public exhibition in 2016. The document sets out the City's position on social sustainability, outlining our vision, guiding principles and the role of the City in strengthening the wellbeing and resilience of our community. A Policy has been developed on the basis of the consultation outcomes and was adopted by Council in July 2016.

The Inclusion (Disability) Advisory Panel was established in November 2012 to provide expert advice to the City on how to improve inclusion for people with a disability and how best to engage with the needs of the disability sector across all the City's policies, strategies and plans.

The City continues to implement its Inclusion (Disability) Action Plan 2014-2017. Some of the key actions delivered include:

- Development of guides for staff about communicating with people with disability and producing information in alternative formats such as Braille and Auslan.

Actions

Progress

- Installation of Tactile Ground Surface Indicators at 571 out of 721 bus stops across the City.
- A successful trial of Tactile Braille Pedestrian signage as part the Legible Sydney Wayfinding project.
- Development of a Digital Accessibility Policy and Guidelines, and guidelines for creating accessible word documents.
- Disability awareness training made available online for City staff.

Continued investment by the City and the private sector results in more child care places.

With the purpose to increase the supply of childcare places, the City has completed and is working on the construction of childcare centres at the following locations:

- Huntley Street Early Learning Centre, an 80 place centre located on Huntley Street, Alexandria launched on 23 July 2016.
- East Sydney Early Learning Centre, a 60 place centre located at 277 Bourke Street, Darlinghurst launched on 30 July 2016.
- The Crescent Early Learning Centre, an 80 place centre located on The Crescent in Annandale to be launched on 6 August 2016.
- Waranara Early Education Centre at the former South Sydney Hospital Site, a 74 place centre

Plans are in place for the provision over the longer term of appropriate community facilities across the LGA.

The City is implementing a range of projects for the provision of long term community facilities. Projects in progress include:

- Four childcare centres for the provision of 366 additional childcare places - Huntley Street Early Learning Centre, East Sydney Early Learning Centre, The Crescent Early Learning Centre and Waranara Early Education Centre
- Green Square redevelopment - a creative centre, community shed, a park, a library and a multi-use aquatic, recreational, health and fitness facility
- Greenland (Sydney) - 99 year lease with Greenland (Sydney) Bathurst Street Development Pty Ltd to enable the development of a creative space, including studios, rehearsal rooms, and a sprung dance floor, within their development on the corner of Bathurst and Pitt Streets.

Actions

Progress

The City's community facilities are maintained and upgraded to meet contemporary needs and a range of uses.

The community facilities upgrade projects delivered and in progress include:

- Juanita Nielsen Community Centre upgrade – In progress. Final fitout to internal space in progress and public domain works have commenced.
- East Sydney Community and Arts Centre upgrade (previously known as Heffron Hall) – In progress. External glazing installation commenced and nearing completion. Lift installation commenced. Internal services largely complete.
- Kings Cross Library and Neighbourhood Service Centre Upgrade – Complete.
- Sydney Town Hall external façade – Complete. Works included conservation of the clock tower façade
- Fitzroy Garden – Complete. Works included a playground, new planting, repair of paving and lighting improvement.
- Community facilities maintenance and upgrade of the Jo Sergeant community facility
- Investigating opportunities for the establishment of a community centre in the Ashmore Precinct

Additionally, the City implemented accessibility upgrades to its community buildings including entry and toilet upgrade at various sites.

World class aquatic and leisure facilities and programs are provided as a vital part of community life.

The City offers and supports 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 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 Pyrmont Community Centre.

The City implemented the new 360 card across the aquatic centres in January 2015. The 360 card makes it easy for residents, workers and students to utilise the City's five world class aquatic centres under one simple card.

A development application for the Gunyama Park and Green Square Aquatic Centre was placed on exhibition until 29 July 2016.

Actions

Progress

High quality parks and sporting fields provide for outdoor passive and active recreation needs.

Parks and sport fields upgraded include:

- Harold Park – construction of the new park started in late 2015. Works are in progress and are expected to conclude late 2016.
- Hyde Park – trees planted around Archibald Fountain and Pool of Reflection upgrade in progress.
- Glebe Foreshore – Continuous public foreshore open space for the Glebe peninsula. Site open to public in October 2014.
- O'Brien Lane Reserve – completed in May 2015, the project involved landscape embellishment work to an existing open space area and roadway. Works included new paths with recycled brick paving and glazed walls, new shrub and tree planting, installation of furniture and park lighting, and drainage works.
- O'Connell Park – new park built at 25-27 O'Connell Street Newtown. Works included demolition of a depot building and creation of a park with an Ausgrid sub-station.

An Open Space, Sports and Recreation Needs Study has been developed to guide and assist in the design of parks and open spaces in the city. The study showed that demand for sporting facilities often exceeds supply. The study proposes providing more sports and recreation facilities throughout the city including new sports fields and casual active recreation spaces proposed.

High quality social activities and services are provided to meet the changing needs of the community.

Social programs and services are offered to promote active, healthy living and connected communities at the City's 14 staffed or partially staffed community facilities, programs and events. Highlights of the activities and services delivered during recent years include:

- NAIDOC week at Redfern Community Centre's Flag Raising Ceremony.
- Aboriginal Astronomy Evening at Redfern Community Centre
- 'Refugee Talk Session' of personal stories by refugees and asylum seekers at Reg Murphy Community Centre.
- Community Centres held activities for RUOK? Day and Mental Health month
- Christmas celebrations at the community centres

Actions	Progress
<p>The maintenance of existing programs coupled with the development of new initiatives foster responsible pet ownership.</p>	<ul style="list-style-type: none"> • Living in Harmony Festival - celebrates Sydney's diverse communities through exciting events, workshops and cultural activities. • Seniors Week – program of events that give people over 55 plenty of opportunities to be active, healthy, independent and gain recognition for their community involvement. • Youth Week - program of events and activities for young people • 'Meals on Wheels' - meals provided through a centre based lunch program as well as assessments and care coordination including home visits. • Education and care services for children across the LGA, including six after-school care programs for children aged 5-14 years and a 'Middle Ground' pilot project, launched in 2015, that provides after-school recreational activities for children aged 9-13 years in Glebe.
<p>Rangers and the Companion Animals Liaison Officers visit the City's parks, educating park visitors, including dog owners, on their responsibilities, monitoring the safety and amenity of the parks and reporting unsafe situations.</p>	<p>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.</p> <p>The City has also provided free registration for eligible pensioners' first animals, with heavily discounted fees for subsequent pets owned by the same person.</p> <p>The City also offers a dog training program, which over 3,075 residents and their dogs have completed since commencement in 2006.</p>
<p>Village level data is collected, analysed and reported on to inform strategic plans, program and service delivery.</p>	<p>Rangers and the Companion Animals Liaison Officer (CALO) conduct uniformed and plain clothed patrols of the City's parks and open spaces. This is to ensure dog owners exercise their animals responsibly and all park users are able to enjoy the facilities. Over the past four years, rangers have spent over 20,600 hours in these patrols.</p> <p>In 2014/15, the City released Local Area Profiles for Business, a new resource for the City's local business owners hosted on our external website. The profiles have been produced to provide a structured summary of the key economic characteristics and unique features of each of our local areas, written for a business</p>

Actions	Progress
<p>Inspection and monitoring programs ensure compliance with legislation and maintain community safety and health.</p>	<p>audience. The profiles provide up-to-date information on character of place, residents, businesses, workforce, visitors and customers and future outlook.</p> <p>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.</p>
<p>The City works with the business community to support local precinct development and create new opportunities for business.</p>	<p>Some of the actions delivered by the City to support the development of small business capacity include:</p> <ul style="list-style-type: none"> • Business 101 seminars - 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. • The City Business e Newsletter - bi-monthly newsletter that alerts stakeholders to opportunities and information. The e-Newsletter has 2,445 subscribers to date. • The Village Business Grants - the initiative supports 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. Council awarded cash grants totalling \$609,925 in 2015/16.
<p>The City develops and implements strategies to support local economic communities.</p>	<p>Initiatives implemented by the City to encourage small businesses to operate in main streets include:</p> <ul style="list-style-type: none"> • City's Village Food Adventures encompassed seven events across the LGA including Asia on your Door step in Haymarket. • The Small Business Friendly Councils program – 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. • One China Connect- Cultural Awareness for Business workshop • The City partnered with the Office of Small Business to promote the Small Biz Connect program to village businesses, also the locations of the Small Biz Bus.

Actions

Progress

- The Little Book of Sydney Villages was produced, in English and Chinese, for distribution across all city kiosks and leading hotels. The guide has achieved significant media since its launch in March 2015.

The City's grants and sponsorship programs support the activation of precincts, new business opportunities and strengthen local business associations.

The City provided financial and value-in-kind support by way of the grants program. Activities were undertaken to highlight and celebrate the unique characteristics of individual precincts and encourage greater patronage of local businesses including local gallery walking tours, an art prize, the production of destination guides and shop local campaigns.

The City provided financial and value-in-kind support by way of the grants program. In 2015/16, 9 Village Business grants totalling \$609,925 were approved, along with \$165,000 for village festivals. The grants provide funding for initiatives and projects to revitalise and enhance local commercial and retail precincts and stimulate local economic activity.

Partnerships are formed with local business communities and Destination NSW to promote the diverse precincts.

The City has delivered the following local marketing and branding initiatives aimed to improve the profile and visitation levels to local precincts:

- Time Out Promotion - copies of The Little Book of Sydney Villages were distributed as an insert in the June 2015 edition of Sydney Time Out. In addition, on 26 June 2015, the City ran a special promotion in Time Out's electronic direct mail (EDM) promoting The Little Book of Sydney Villages.
- Vivid Sydney - working in partnership with Destination NSW, the City facilitates the installation of Vivid promotional marketing packs incorporating Vivid Sydney branding into Chinatown businesses.
- The Little Book of Sydney Villages distributed across all city kiosks and leading hotels.

Key Performance Indicator		2012/13	2013/14	2014/15	2015/16
	Unit				
Local economies					
Amount of footway dining in the Village Centres	m2	3,024	3,426	3,760	3,426
Libraries and learning					
Number of active library memberships	No.	26,761	26,690	38,583	53,375
Total number of items accessed from Libraries (physical and digital)	(000)	1,170	1,122	1,124	1,183
Number of visitors to libraries	(000)	1,145	1,320	1,294	1,074
Children's services					
Children supported through City of Sydney's Children Services	No.	1,419	1,373	1,206	1,164
Net increase in new child care places provided for under school age children across the City of Sydney, measured against June 2013 baseline (measured annually) - 4,502	No.	-	48	548	1,377
Community health and well-being					
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	95.50	98.25	98.75	98.75
Area of parks and open space managed by the City of Sydney (measured annually)	m2	191	192	191	197
Attendances at aquatic and leisure centres	(000)	1,274	1,568	1,420	1,340
Social programs and services					
Total Number of Meals provided through Centre Based Meals and Meals on Wheels	No.	-	59,826	56,911	57,188
Total bookings by community groups using City Spaces	No.	7,403	9,138	10,161	12,206

Key Performance Indicator		2012/13	2013/14	2014/15	2015/16
	Unit				
Total overall attendance at City Spaces	No.	605,604	726,962	708,707	699,044
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	-	91	90	86
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	-	91	88	86
Percentage of surveyed people of people accessing City Programs and Services who report an improvement in their social wellbeing	%	-	89	87	88
Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received	%	-	93	96	95
Percentage of people surveyed accessing City Programs and Services reporting an increase in their skills and knowledge	%	-	91	92	87
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	%	-	90	93	90
Companion animals					
Dogs and cats impounded (less is better)	No.	177	211	176	190
Animals reclaimed by their owners	No.	102	59	55	83
Animals rehoused from the shelter	No.	83	115	111	113
Animals euthanized at the pound and external Veterinary Clinics	No.	16	26	6	8
Dog attacks	No.	129	135	126	128
Dog was subsequently declared dangerous or menacing	No.	3	3	3	1
Hours per quarter in parks on proactive inspections	No.	5,699	5,774	4,898	4,302
Dog obedience courses held per annum	No.	4	4	4	4

Strategic Direction 7: A cultural and creative city



OBJECTIVE 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.

OBJECTIVE 7.2

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

OBJECTIVE 7.3

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

OBJECTIVE 7.4

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

OBJECTIVE 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.

Actions	Progress
<p>Support for year-round initiatives (large and small scale, temporary and permanent) animates and reinvents the city's public spaces and contributes to unique creative experiences.</p>	<p>The City has developed and is currently implementing a City Centre Public Art Plan and a Green Square Public Art Strategy.</p> <p>The City Centre Public Plan provides directions for the creation of high quality public art projects to transform the City Centre including projects by the City of Sydney, projects created in partnership with cultural organisations and other projects created by the private sector. The art works delivered under this Plan include the East-West Connecting Streets and 'YININMADYEMI Thou didst let fall' in Hyde Park.</p> <p>The Green Square Public Art Strategy proposes permanent and temporary public art projects that link public domain areas with future developments. Artist have been engaged to deliver works in the Drying Green Park and the former Royal South Sydney Hospital Site.</p> <p>Additionally, the City delivers the annual festival 'Art & About', which invites artists to use the city and its public spaces as a canvas to present work from all mediums in unusual places.</p>
<p>Support frameworks are developed for cultural precinct planning in the City Centre and its villages that amplify and extend the cultural characteristics of each area.</p>	<p>The City's updated Grants and Sponsorship Policy was adopted in 2014. It includes as a priority item a Festival and Events sponsorship program that provides funding for projects that enhance precinct distinctiveness.</p> <p>The City Art website promotes the City's existing and future public art projects. City Art is a program for public art that supports local and international artists to contribute to the creative and cultural heartbeat of the City. The website provides information resources on the hundreds of sculptures, monuments, fountains, murals and memorials in the City's care.</p> <p>The City's Hoardings and Scaffolding Policy has been updated to "require hoardings to meet prescribed minimum design criteria including the display of public art and graphics." The purpose of this reform is to facilitate the use of hoardings as a creative canvas for Sydney's public domain.</p>
<p>Strategies are developed and implemented to help meet latent community demand for consistent, affordable, high quality skill development and creative participation programs.</p>	<p>The City provides direct cash grants and/or value in kind support to a range of cultural groups that foster active public participation. The organisations supported through this scheme include Surry Hills Neighbourhood Centre for their Picnic Blanket Story Project; Art Fairs Australia; the Sydney Youth Orchestra Inc. for free Toddlers' Proms in Redfern; Rinse Out Inc. for the Underbelly Arts Lab & Festival; International Performing Writers Association for a Multilingual Poetry Slam; First Draft Inc. for a scheme of</p>

Actions

Progress

Public Programs; and support for Griffin Theatre Company to support their Commissioning and Creative Development Program for Culturally Diverse Playwrights.

Since 2013/14, 245 cultural projects were recommended by Council for a total of over \$4,022,604 cash and value in kind.

The City provided a grant to the Sydney Fringe Festival to partner in researching barriers to pop-up performance spaces. In November 2015, Sydney Fringe provided an acquittal report 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.

The City now provides an opportunity for a writers residency attached to the Premier's Literary Award. This allows award winners to undertake residencies in the City's libraries.

In accordance with the Cultural Policy, the City has launched an online guide for house histories. This provides easy access to details of ownership, occupation, construction and value for properties in the City of Sydney local government area between 1845 and 1948. These records offer valuable family and property history that is not available from any other source.

In December 2014, Council resolved to enter into a 99 year lease with Greenland (Sydney) Bathurst Street Development Pty Ltd to enable the development of a creative space, including studios, rehearsal rooms, and a sprung dance floor, within their development on the corner of Bathurst and Pitt Streets.

The City develops and implements work space and infrastructure strategies to support a range of creative businesses and creative practices.

To inform the delivery of a Cultural Infrastructure Plan, the City is undertaking research into cultural spaces and their impact. In 2016, the University of Tasmania conducted an extensive survey of the Live Music Sector as well as the Small to Medium Visual Arts Sector. This data is being used for a social and economic impact assessment of the sectors.

The City has commissioned Western Sydney University to undertake a major mapping study of cultural infrastructure in Sydney's local government area. A survey is currently underway with a final report expected in 2016/17.

The City has undertaken a pilot project with the Cultural Development Network to develop benchmark data on its activities, including use of libraries and infrastructure investment, in comparison to other Australian capital cities.

Actions

The City's development programs, networks, financial models and strategic initiatives provide targeted support to local creative business.

Progress

The City developed and is currently implementing a Cultural Policy and Action Plan. Under this initiative, a liaison service is provided 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.

In December 2015, the City oversaw the rollout of one of the first creative hoardings resulting from the City of Sydney Hoardings and Scaffolding Policy. The hoarding was 60m x 8m and promotes the Biennale of Sydney.

In March 2015 Art Money was launched with seed-funding from the City. Art Money provides interest free loans for art purchases from local galleries.

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.

Through the Commercial Creative Events Sponsorship Program, the City supports major events that deliver creative and economic outcomes for the city. Some of the event supported include Vogue Fashion's Night Out and the Mercedes Benz Fashion Festival Sydney.

Additionally, the City is implementing a Live Music Live Performance Action Plan. Some of the key actions delivered include the establishment of a not-for-profit entity and board for the City Recital Hall, a Student Rehearsal Program and hosting a live music industry forum, in November 2015, which focused on how government can work more closely with industry to support live music in Sydney.

The City implements its Eora Journey strategy, bringing new focus to the understanding and celebration of Aboriginal and Torres Strait Islander culture

A Reconciliation Action Plan (RAP) was developed and is currently under implementation. Some of the highlights of the RAP implementation include the 'New Year's Eve Welcome to Country' ceremony in 2015, Bujari gamarruwa and Gadigal Country acknowledged on new park signs, acknowledgement on sites of significance and for National Aborigines and Islanders Day Observance Committee (NAIDOC) in the City.

NAIDOC Week is held in the first full week of July. It is a time to celebrate Aboriginal and Torres Strait Islander history, cultures and achievements and is an opportunity to recognise the contributions that the First People of Australia make to our country and our society.

The 2015 Sydney's NAIDOC Week celebrations featured a full program of live performances, workshops, Indigenous-themed food stalls, cooking demonstrations, an earth oven that offered samples of Indigenous

Actions

Progress

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

The City's actionable, consumer-focused initiatives maximise the markets for the city's cultural offer.

Art Money was launched in 2015 with seed-funding from the City. It provides interest free loans for art purchases from local galleries.

Since the launch over 300 interest-free loans have been issued, with 64 per cent of loans for artworks valued \$5,000 or less.

22 per cent of artworks sold were by artists based in the Sydney metropolitan area, bought by 24 per cent first-time buyers.

The City has established a Cultural Regulation and Night Time Economy Planning Group to identify and deliver best practice regulatory frameworks for the cultural sector. This incorporates projects to improve the diversity of the evening economy, produce a temporary use license akin to that used by the City of Edinburgh.

In March 2016, the City released its "New Ideas for Old Buildings: Creative Spaces and the Built Environment" discussion paper. This was on public exhibition until May 2016, receiving eleven written submissions and more than 50 survey responses. Feedback from the exhibition period is being used to establish better regulatory measures for supporting small to medium creative spaces.

The City extends access to information and ideas through targeted partnerships, a focus on community needs and ways of leveraging the city's cultural capital.

The City delivers an annual program which shares Sydney's history and heritage with the community. The program includes public talks; a 'Sydney Culture Walks' app; exhibition programs such as "1917: The Great Strike", delivered with Carriageworks; and research to identify a set of thematic and precinct-based image galleries for developers to use on future hoardings.

Digital presentation and publication of history is a strong focus for the City. The online house histories guide was published in December 2014, along with nine case studies demonstrating the type of information available to researchers.

Actions

Progress

The oral history project to honour Aboriginal and Torres Strait Islander men and women who served their country has supported the development of the artwork 'Yinimadyemi - Thou didst let fall'. As well as being published on the oral history website, the interviews are also featured on the Barani website.

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 Performance Indicator		2012/13	2013/14	2014/15	2015/16
	Unit				
Culture and creativity					
Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants)	\$'000	-	1,012	1,211	1,748
Creative organisations in creative spaces supported by the City of Sydney	No.	-	121	176	105
Attendances at Art & About	No.	-	37,000	45,434	439,286
Number of artists supported	No.	-	-	-	2,147
Number of creative personnel supported	No.	-	-	-	3,312

Strategic Direction 8: Housing for a diverse population



OBJECTIVE 8.1

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

OBJECTIVE 8.2

The supply of affordable housing continues to grow to meet the community's needs.

OBJECTIVE 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.

Actions	Progress
<p>Policy frameworks are in place to facilitate the supply of housing to meet the current and future needs of the community.</p>	<p>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. The paper covered a series of issues relating to the key housing types and tenures required to sustain social and economic diversity in the city.</p>
<p>The Sydney Local Environmental Plan and Development Control Plan encourage an appropriate mix and range of housing forms to support relative equality and socially diverse communities (including for example, key workers, the aged, people with a disability and other disproportionately affected groups).</p>	<p>The Sydney Local Environmental Plan was last updated in 2012. It includes specific sections on affordable housing (contributions, excluded development, etc.) and provision for residential flat buildings, dual occupancies and multi dwelling housing. The plan applies to most of the City's local area and is made up of a written instrument and maps.</p> <p>The Sydney Development Control Plan was also updated in and 2012 applies to most of the City's local area.</p> <p>These documents encourage an appropriate mix and range of housing forms to support relative equality and socially diverse communities.</p> <p>Additionally, the City is proposing a new affordable housing levy as part of its Central Sydney Planning Strategy. The levy is proposed to apply to new residential and non-residential development in central Sydney to assist the supply of affordable and diverse housing for the city's key workers.</p> <p>The strategy is to be supplemented by a Planning Proposal, potential changes to the Development Control Plan, supporting guidelines and contributions framework.</p> <p>For each review of planning controls the City works closely with relevant stakeholders to reduce unnecessary barriers.</p> <p>The Sydney Employment Lands scheme, was approved by Council and will potentially add up to 900 units to the stock of affordable housing.</p>
<p>Adequate supply of public and private land is available for residential development.</p>	<p>The City continually monitors the capacity of public land for residential development. As at 30 June 2016 there were in the city:</p> <ul style="list-style-type: none"> • 15,945 private residential dwellings approved or under construction • 3,509 non-private residential dwellings approved or under construction. • 6,659 private residential dwellings lodged but not yet approved

Actions	Progress
<p>The City has partnerships in place with the community housing sector, state and federal governments and the private sector to increase the supply of affordable rental housing across the local government area.</p>	<ul style="list-style-type: none"> 1,364 non-private residential dwellings lodged but not yet approved. <p>The Southern Employment Lands Local Environmental Plan (LEP) amendment and Development Control Plan (DCP) were approved by Council in 2015/16 and is now in force.</p> <p>We continue to work closely with inner city councils, state government and other key stakeholders to ensure an adequate and timely supply of land.</p> <p>The City continues to work closely with relevant stakeholders to increase affordable housing supply, advocating for affordable housing to be a requirement of Local Environmental Plan amendment requests and provided as part of the public benefits package in voluntary planning agreement negotiations on private redevelopment sites.</p> <p>As part of the Central Sydney Planning Strategy (under development), the City is proposing a new affordable housing levy to apply to new residential and non-residential development in central Sydney to assist the supply of affordable and diverse housing.</p>
<p>The City's planning policies facilitate the supply of affordable housing.</p>	<p>As at June 2016, there was an estimated supply of 3,205 boarding house rooms, 9,716 social housing dwellings and 845 affordable rental housing units in the city.</p> <p>The new planning controls for the Employment Lands came into force on 12 June 2015. 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.</p> <p>The Employment Lands Affordable Housing Program guides the collection and distribution of funds resulting from the new affordable 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 in the council area to provide affordable housing through site specific amendments to planning controls.</p> <p>In 2015/16, two large sites have been identified with immediate prospects for 450 affordable and social housing dwellings.</p>

Actions

Progress

The Affordable and Diverse Housing Fund was established with \$10.3m from the sale of 2,500m² of land at Harold Park in 2015. While the City raises affordable housing levies for development of affordable housing, the Affordable and Diverse Housing Fund will encourage a broader range of community housing providers to develop and manage a diversity of subsidised housing within the local government area and facilitate more land availability for such development.

The objectives of the fund include:

- maximising the quantum of subsidised housing within the city, including all forms of short and long term rental accommodation offered at below market rates such as affordable housing, social housing, assisted living, aged and respite care, crisis housing and boarding houses.
- the leveraging of additional funds from sources external to the City and its programs, including private debt finance, charitable donations and grants from State and Federal Government; and
- encouraging a broad range of community housing providers to invest in and operate diverse housing within the LGA.

To be eligible for a grant, applicants must be an incorporated body and community housing provider. Grant funds generally will not exceed 30% of the project cost and must be used to develop new subsidised housing.

Two grants have been approved by Council:

- In October 2015, \$250,000 for the design and development of 118 affordable and 48 crisis housing units to be developed by the Salvation Army in Mary Street, Surry Hills; and
- In May 2016, \$1.5M for the development of 47 units in a residential aged care facility by HammondCare in Darlinghurst Road, Darlinghurst.

The payment of grants is subject to execution of a grant agreement and conditions of grant such as development approval, specific to individual applications.

Actions	Progress
<p>Opportunities for the provision of affordable housing in new residential developments and major urban renewal sites are secured.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>The City continues to lobby for affordable housing targets in urban renewal areas controlled by Urban Growth NSW.</p>
<p>New affordable housing providers and land acquisition opportunities are secured.</p>	<p>The City's policy position in relation to affordable housing has been reviewed. A City's Housing Policy and Action Plan has been developed and will start implementation in 2016/17.</p> <p>Also, the City is proposing a new affordable housing levy to apply to new residential and non-residential development in central Sydney to assist the supply of affordable and diverse housing (estimated to deliver around 300 to 520 new affordable housing units).</p> <p>In 2015/16, two large sites have been identified with immediate prospects for 450 affordable and social housing dwellings.</p>
<p>Address chronic homelessness in the inner city to improve long term solutions for rough sleepers and prevent people falling into homelessness.</p>	<p>Since 2012/13, the City has delivered or supported programs that have assisted 411 people to exit homelessness into long term housing and prevented 1,435 people from becoming homeless.</p> <p>In 2014/15, the City entered into a grant agreement with the NSW Department of Family and Community Services to provide \$1.4 million per annum for three years for the delivery of services to help break the cycle of homelessness. This includes:</p> <ul style="list-style-type: none"> • \$600,000 per annum for the delivery of assertive outreach services to engage people sleeping rough in services to exit homelessness • \$200,000 per annum for the delivery of brokerage and case coordination services for young people with complex needs who are homeless or at risk of homelessness

Actions

Progress

- \$600,000 to the Connect 100 program to provide 25 packages of accommodation and support in the inner city to provide sustainable housing options for people who identify that they have a connection to place in the inner city area.

Registry Week was last conducted in December 2015 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.

The City together with support from NSW Family and Community Services, coordinated a multi-disciplinary emergency response team of City staff, Neami, Mission Australia, St Vincent's 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 when temperatures in the city reached beyond 40 degrees (Nov 2015).

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.

Social housing plans and policies are in place and implemented to address safety and wellbeing within the community.

A Housing Policy and Action Plan has been developed and will start implementation in 2016/17.

Additionally, the City is developing an action plan to address safety wellbeing issues in social housing areas. A full range of activities have been undertaken across the calendar year in line with the draft Plan and other relevant priorities. The activities 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 delivery 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.

Key Performance Indicator		2012/13	2013/14	2014/15	2015/16
Affordable housing					
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pyrmont (measured annually).	No.	-	-	0	0
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)	No.	-	-	88	0
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually).	No.	-	-	0	104
Affordable housing units resulting from other (non-levy) means (measured annually)	No.	-	-	0	26
Homelessness					
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City	No.	38	28	18	327
Number of people who were prevented from becoming homeless through the City supported brokerage program	No.	475	487	17	456
Number of people sleeping rough in the LGA	No.	274	346	365	486

Strategic Direction 9: Sustainable development renewal and design



OBJECTIVE 9.1

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

OBJECTIVE 9.2

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

OBJECTIVE 9.3

The City is recognised for design excellence.

OBJECTIVE 9.4

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

Actions

Progress

Targets are in place for sustainable infrastructure in urban renewal areas.

In 2014 the City reviewed the Strategic Directions and Targets in Sustainable Sydney 2030 improving clarity surrounding urban renewal related actions. Urban renewal actions implemented include:

- Green Square Creative Centre, Community Shed & Matron Ruby Grant Park - Construction across the site is progressing with demolition nearing completion. The precinct has been formally named the 'Green Square Community and Cultural Precinct'. The Esme Cahill building has been named the 'Joynton Avenue Creative Centre', and the Pathology building the 'Banga Community Shed'.
- Green Square Aquatic Centre and Gunyama Park – This projects is for a new multi-use aquatic, recreational, health and fitness and community facility in the Southern Area of the Local Government Area, around Joynton Road, Zetland. Competition Design Refinement work is 100% complete. Schematic Design and Design Development is 95% complete. The Development Application was lodged in June 2016. Draft Expressions of Interest (EOI) documentation for Design & Construction contractors has been prepared.

The City's influence of stakeholders ensures that renewal areas demonstrate best practice environmental performance, sustainable transport and social sustainability.

The City has been providing input to sustainable development of a range of urban renewal projects including the Sydney International Convention, Exhibition and Entertainment Precinct; and Barangaroo.

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

For Barangaroo, a casino application has been approved by the Minister with some amendments. The City is negotiating design of the public domain interface around the Control Tower.

Infrastructure planning, design and delivery is coordinated with stakeholders.

Sustainable infrastructure plans for urban renewal areas have been developed. In addition to the Green Square projects previously mentioned (see '*Targets are in place for sustainable infrastructure in urban renewal areas*' at the top of this page), concept designs of precinct infrastructure for Epsom, Lachlan and Ashmore are now complete. These include concept design for 906 Bourke Street Park, Garraway Park and a draft North Rosebery Park design.

The scope for 921 Bourke Street is yet to be finalised, although the Young Street Urban Design Study is now complete.

In Barangaroo, Headland Park works were completed and the park was opened to the public in 2015 and the NSW Government confirmed a new metro station will be built at Barangaroo Central.

Actions

Progress

The northern footpath of Napoleon Street was upgraded by the Roads and Maritime Authority for the increased pedestrian use expected with the delay of Wynyard Walk.

In addition to developing and implementing urban renewal plans, the City continues to negotiate planning agreements for works in kind and land dedication.

A planning agreement for the northern section of Gadigal Avenue has been secured.

The Lachlan Street/Gadigal Avenue intersection is under negotiation with Roads and Maritime services to determine delivery method.

Planning agreements with all but two major landowners in Ashmore Estate have been completed to deliver works in kind and land dedications required to deliver new streets, parks and drainage. Council approved

The City is working with Sydney Water in the delivery of major trunk drainage in the Green Square and Ashmore Estate.

The planning, design and implementation of urban renewal areas balances economic, environmental, social and cultural sustainability objectives.

Economic, environmental, social and cultural factors are taken into account in the planning, design and implementation phases of all urban renewal projects delivered by the City.

The Green Square redevelopment, for example, includes a creative centre, community shed, a park, a library and a multi-use aquatic, recreational, health and fitness facility (more details under '*Targets are in place for sustainable infrastructure in urban renewal areas*' on page 69) for the cultural and social development of the community. That in addition to a Green Square Public Art Strategy (currently under implementation) with permanent and temporary public art projects in the Drying Green Park and the former Royal South Sydney Hospital Site.

To address environmental sustainability objectives, the City is implementing a water reuse project.

Another example is Barangaroo. The City continues 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 delivered street works in Millers Point to complement the opening of Barangaroo Reserve.

There's also ongoing engagement with Metro to ensure the Barangaroo station in the City Metro Line is integrated into the surrounding active transport networks. Headland Park works were completed and the park was opened to the public in 2015.

Actions	Progress
Design Codes for Streets, Parks, Lights and Signs are in place.	<p>The Sydney Streets Code was updated and approved by Council and is now used by the City, developers and state agencies.</p> <p>A Signage Code has also been developed and a Parks Code is currently underway.</p> <p>The City has continued to implement the Wayfinding Strategy with Braille/tactile signage installation completed, documentation packages for signage placement and messaging completed and installation of flag, finger and pylon signage with prototyping and rollout expected to commence in the 2016/17 financial year.</p>
A new coordinated suite of public domain furniture is delivered.	<p>The City continues to develop concept designs and prototypes for public domain furniture. Furniture, including seats, tree guards, bubblers, rubbish bins and bollards, has been supplied and installed at various project sites including Kent Street and Barangaroo.</p> <p>Design development of park picnic bench and table seat is underway.</p>
Plans and policies are in place that define public space requirements.	<p>The City has reviewed its previous Open Space and Recreation Needs Study, with the Draft Open Space Sport and Recreation Needs Study placed on public exhibition at the end of the 2015/16 financial year.</p> <p>An Access Policy is under development to provide guidance in standards of accessibility for public domain and infrastructure works that are outside the Access to Premises Standards.</p> <p>Public space requirements for urban renewal sites for city south were defined, making recommendations on the type of activities and facilities that should be provided in new and existing open spaces in Green Square and Ashmore precincts. This internal document informs negotiations with developers to ensure an even distribution of activities is provided across the study area and upgrades to existing parks.</p> <p>The study also analyses future population growth and the quantum of open space that is already identified in the planning controls to determine whether sufficient open space is being provided to meet future population growth.</p>
The road and footway infrastructure program will improve the amenity and safety of city streets.	<p>The City has established, and regularly updates, a program of works that includes improvements and maintenance to all civil assets across the LGA:</p> <ul style="list-style-type: none"> • Road renewal - maintain 333km of asphalt and concrete road, incorporates the use of “warm mix” asphalt that reduces our carbon emission/footprint.

Actions

Progress

- Footpath renewal - renew and maintain 619km of stone and concrete kerb and gutter; 533km of footway; footpath surfaces (typically granite, asphalt, concrete or brick), which incorporates street greening where possible as part of the City's Greening Sydney Plan; upgrades to light poles, including energy efficient LED lighting; and upgrades of street furniture.
- Traffic safety - Construction of items that originate from the Local Pedestrian, Cycling and Traffic Calming Committee and the Pedestrian Cycling & Traffic Calming (PCTC) Plan, such as shared zones, kerb extension and footpath widening
- Drainage improvements - construction of stormwater drainage pipe networks.
- Fence and stair renewal – maintenance of the City's steps and fences that often have heritage significance.
- Bridge repair - the City is responsible for 35 bridges.

All these works contribute to improve the amenity and safety of the city streets.

In the past 4 years, a total of 15,333 m² have been paved with granite, 17,231 m² of footway have been replaces with green verge, and 111,732m² of footway has been renewed.

In terms of safety, the city has installed new street safety CCTV cameras and upgraded existing ones, with a total number of 88 high definition cameras at the end of 2015/16.

The City also has a number of streetscape improvement projects underway to improve walking and cycling connectivity and therefore the amenity of the LGA. The projects include shared zones, new traffic signals and footpath continuations. A total of 4.21 km of separated cycleways, 4.13 km of on-road cycleways and 17.51km of shared paths have been provided or upgraded in the past four years. Some of the new shared paths have been installed in Riley Street, St Mary's Road, and King Street Newtown (between Sydney Park Road & Concord Street). Some of the upgraded existing share paths are located in McEvoy Street and Buckland Street.

The city has also delivered improvements to the streetscapes and public areas of city lanes, thus improving safety and amenity in the city. Projects completed include Bulletin Place, Wilmot Street, Nithsdale Lane, Central Street, Abercombe Lane, Tank Stream Way and Bridge Lane. Improvement works for Hosking & Penfold Lane are in progress.

Actions	Progress
<p>External panels of professionals provide expert advice on major public domain projects, landscape designs and Development Applications.</p>	<p>The Design Advisory Panel provides expert advice on public domain, park projects and major development applications. The panel meets every month and provides expert advice and guidance on the City's major capital works projects and development applications submitted to Council for assessment.</p> <p>The City also has in place 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.</p> <p>For the Green Square Library and Plaza over 160 architects from around the world entered a design with an expert jury announcing the winner Architects Stewart Hollenstein in 2013.</p> <p>For the Green Square Aquatic Centre and Gunyama Park, five finalists were chosen by the competition jury Andrew Burges Associates with Grimshaw and TCL were announced as winners in 2014.</p>
<p>The City's planning instruments are regularly reviewed to facilitate the achievement of environmental targets outlined in Sustainable Sydney 2030 and the City's environmental strategies.</p>	<p>The City has developed an overarching Environmental Sustainability Strategy, which is currently on public exhibition, comprising the different initiatives to implement within the local government area and the operation of Council.</p> <p>The Strategy combines the insight, data and enhances the alignment of actions and goals outlined in the different Action Plans under implementation including the Residential Apartment Sustainability Plan Energy Efficiency Master Plan, Greening Sydney Plan, Urban Ecology Strategic Action Plan, Decentralised Water Master Plan, Advance Waste Treatment Master Plan and Adapting for climate change – a long term strategy for the City of Sydney: 2015-2070.</p> <p>The strategy includes updated long-term and interim targets to assist in monitoring the degree of achievement of results.</p>
<p>All city catchments have adopted Floodplain Risk Management Plans</p>	<p>Woolloomooloo, Rushcutters Bay and Centennial Park – All plans adopted by Council in 2016.</p> <p>City Area and Darling Harbour. In June 2016, the Floodplain Committee recommended that these studies be formally adopted by Council.</p> <p>Blackwattle Bay and Johnstons Creek – Flood Study, Floodplain Risk Management Study and Floodplain Risk Management Plan, Study documents adopted by Council in 2014/15.</p>

Key Performance Indicator		2012/13	2013/14	2014/15	2015/16
Unit					
Development assessments					
Days	Mean (net) assessment time to determine applications (DA & S96) - mean of 95% to meet target	54	56	74	68
Days	Median (net) assessment time to determine applications (DA & S96)	-	44	59	62
Days	Mean (net) assessment time to determine notified applications (DA & S96) - mean of 95% to meet target	-	61	80	80
Days	Mean (net) assessment time to determine non-notified applications (DA & S96) - mean of 95% within target	-	28	34	35
Days	Mean time taken from lodgment of application to commencement of exhibition (DA & S96)	-	12	13	14
Days	Mean time taken from lodgement of application to refer to internal and external referral agencies (DA & S96)	-	19	23	21
%	Percent of outstanding applications (DA & S96) over 80 days	-	24.60	29.00	24
Days	Mean (gross) assessment time to determine footway applications - mean of 95% to meet target	59	52	61	59
Days	Average processing time for construction certificates.	7	7	7	7

Strategic Direction 10: Implementation through effective governance and partnerships



OBJECTIVE 10.1

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

OBJECTIVE 10.2

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

OBJECTIVE 10.3

The City of Sydney is financially sustainable over the long term.

OBJECTIVE 10.4

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

OBJECTIVE 10.5

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

Actions	Progress
<p>The City has Organisational plans and processes in place to ensure we have the capability to deliver Sustainable Sydney 2030.</p>	<p>The City continues to deliver and enhance the Integrated Planning and Reporting framework to improve integrated long term planning and sustainability, reviewing annually the Operational Plan and Resourcing Strategy, which include the City's Long Term Financial Plan; Asset Management Strategy; Workforce Strategy; and the Information and Communication Technology Strategic Plan.</p> <p>Progress has been made against all six objectives of the Workforce Strategy including initiatives in diversity and inclusion, workforce planning, leadership capability and developing a mentally healthy and safe workplace.</p> <p>Key actions completed under the Information & Communication Technology Strategic Plan 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.</p> <p>Asset Management Plans for critical asset include long term sustainability modelling for critical assets and are reviewed annually.</p>
<p>Internal service provision supports the City's delivery of Sustainable Sydney 2030.</p>	<p>The City's Leadership and Management Capability Framework has been implemented to support capability development and Service Reviews continue to drive business improvements.</p> <p>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.</p>
<p>The City has a practice of continuous improvement.</p>	<p>The City continues to deliver the Service Review program to monitor efficiency and effectiveness across the organisation. The program has been in place for 3 years with reviews performed covering nearly 40% of the identified services delivered by Council and identifying improvement opportunities.</p>
<p>Community well-being indicators are measured and used to inform priorities.</p>	<p>Data collection for the Wellbeing Survey has been completed with the data cleansed and validated. A draft 2016 Community Indicators Report has been completed and the final report will be finalised in early 2016/17. The data collected informs the development of the different strategies and action plans under development and implementation.</p>
<p>The City delivers diverse and robust community engagement opportunities.</p>	<p>The City delivers a high-value community engagement program to inform decision making. Consultation took place with the community for a wide variety of initiatives including most recently on the social</p>

Actions	Progress
<p>The City ensures the community is well informed about its projects, policies and programs.</p>	<p>sustainability policy and discussion paper, open space and sporting facilities needs study and action plan, Eora Journey economic development plan, Green Square projects, creative spaces and the built environment, alcohol restrictions, flood management, park and playground upgrades, street improvements, community gardens, naming proposals, and planning proposals.</p> <p>The City produces a bi-annual progress report on the Operational Plan, which outlines the progress made on key deliverables – projects, programs and services – for the year, in compliance with the Integrated Planning and Reporting guidelines and legislation. The report is published on the City’s website.</p> <p>The City continually monitors compliance with information provision legislation, identifying frequently requested information and making it publicly available where possible. For example, in 2015/16, the City launched an improved online Development Application (DA) search facility to enhance public access to an important subset of high demand information.</p>
<p>The City will continue to budget for the delivery of the high quality services, facilities, infrastructure and innovative programs expected by its community within a financially sustainable framework. New projects, programs and initiatives will be subject to rigorous business case and funding analysis.</p>	<p>The City’s does a yearly review and update of its ten-year Long Term Financial Plan budgeting for the delivery of services, facilities, infrastructure and programs expected by its community. The plan includes, as an underlying principle for financial planning, the use of debt and internal borrowing where appropriate, allowing for the utilisation of pre-approved overdraft facilities to manage short-term liquidity short falls where it is both prudent and financially advantageous.</p> <p>The City also undertakes business case analysis to model the overall financial implications of new major projects, programs and initiatives to ensure long term financial sustainability.</p> <p>Additionally, existing development contribution plans are reviewed and updated with regard to current legislative provisions, to realise a reasonable and equitable contribution towards the local infrastructure needs of the community.</p>
<p>The City will continue to advocate for legislative reform that will remove the current rate capping constraint and improve the equitable contribution from all ratepayers. The investment property portfolio will be managed to realise commercial returns and contribute to a diversified income base.</p>	<p>The City continues to review the opportunities within the current rating legislation, and to advocate for change, to improve equitable outcomes for all ratepayers</p> <p>The City continues to make advancement around data collection and analysis. The Strategic Asset Management Plan is reviewed annually.</p>

Actions	Progress
<p>The City will ensure that users are charged appropriately for service provision, use of public assets, and to recover a reasonable rate of return on commercial activities.</p>	<p>The City reviewed the pricing methodologies used for each fee or charge in the Fees & Charges Schedule. The review helped determine that an in-house solution is to be pursued in updating the City's Activity Based Costing model. The Activity Based Costing (ABC) project has made initial progress, including testing and data collection analysis.</p>
<p>The City's processes will ensure that the condition of all assets are managed to optimise the cost of achieving their life cycle potential.</p>	<p>The Corporate Asset Management System 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.</p> <p>The City has also updated its Asset Management Plans for critical asset classes for Roads, Stormwater Drainage, Properties, Parks and Open Spaces. The plans include long term sustainability modelling for the critical classes and are reviewed annually.</p>
<p>The City ensures best practice procurement and contract management that is focussed on value for money outcomes, minimised risk and improved sustainability.</p>	<p>Procurement continues to collaborate with respective business managers to ensure best value quality outcomes. Contract reviews are ongoing and key lessons learned are used to improve future specialised training requirements. Risks are assessed for each procurement with suitable mitigation strategies.</p>
<p>Local and regional partnerships are developed through consultation, advocacy and knowledge exchange and facilitate improved decision making and outcomes for the community.</p>	<p>The City has developed and strengthened local and regional partnerships through the delivery of events, including:</p> <ul style="list-style-type: none"> • 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 • CityTalks: People First with Mary Robinson - partnered with the Guardian and University of Sydney • CityTalks Sydney with Gloria Steinem - collaborated with Sydney Writers' Festival • CityTalks Design with Mitchell Silver - collaborated with NYC • 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 • Progress post-Paris with Mark Watts - collaborated with C40 • Better Buildings Partnership Executive Dinner - collaborated with the partnership's member organisations

Actions	Progress
<p>The City partners with state and national organisations to facilitate the achievement of shared objectives.</p>	<ul style="list-style-type: none"> • 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 Licensing - partnered with NSW Office of Liquor, Gaming and Racing • Future Asia Business Summit - partnered with Westpac • Sydney's Resilience Journey Briefing - partnered with 100 Resilient Cities/Rockefeller Foundation • 100 Resilient Cities Mayors Reception and Sydney Agenda Setting Workshop where we partnered with 100RC and their agency AECOM. We also engaged 40 of 41 Metropolitan Councils in the workshop to help shape the framing of the Resilience Strategy. <p>The City continues its involvement in the Council of Capital City Lord Mayors with meetings held in Melbourne and participation by the Lord Mayor in the Federal Government's Cities Summit. The City also continues to engage with the Greater Sydney Commission and the councils within the Central District as the development of District Plans progresses.</p>
<p>International partnership programs are in place to facilitate knowledge exchange, ensuring the City benefits from the best and most current knowledge and processes to improve outcomes for the community.</p>	<p>The City continues to promote information exchanges with international cities, hosting delegations and meetings with consular staff. Over the last year, meetings have been held with government officials seeking to learn more about the work of the City of Sydney and/or to discuss areas of possible collaboration.</p> <p>The City has been an active member of the C40 Cities Climate Leadership Group and is now part of the Rockefeller 100 Resilient Cities program.</p> <p>Additionally, in 2016, the City celebrated its 30th anniversary with sister-city Guangzhou. The City led a delegation to deliver in-market events to showcase Sydney's business, education and cultural sectors.</p> <p>Through our Knowledge Exchange Sponsorship Program, the City funded five organisations to deliver these events: Sydney Symphony Orchestra; the University of Sydney, UTS; the Australia China Business Council and the 4A Centre for Contemporary Asian Art.</p>
<p>The City is an active participant in reviews and forums to address Local Government governance.</p>	<p>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 development of a District Plan</p>

Actions

Progress

for Central District with the Greater Sydney Commission and UrbanGrowth NSW projects including Parramatta Road, the Bays Precinct and Central to Eveleigh.

The City has engaged with the Federal Ministers responsible for Cities and his Department and the Lord Mayor attended the Cities Summit held in Melbourne in April 2016.

The City has also participated in a range of forums with Federal agencies to discuss the Emissions Reduction Fund, and other issues related to urban policy.

The City is an advocate for policy reform and integration across all levels of government.

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 Federal Government's Smart Cities Plan, the NSW Government's draft Strata Schemes Development Regulation 2016 and Strata Schemes Management Regulation 2016, their Innovation Directions Discussion Paper, Preliminary Consultation on North Eveleigh, the draft Darling Harbour Urban Form Strategy, IPART's review of the Local Government Rating System, submissions on the NSW Government's Crown Lands Legislation White Paper, the Proposed Protection of the Environment (Waste) Regulation 2014, the Federal Government's Emissions Reduction Fund White Paper, Building Certification review, Barangaroo Reserve Regulation, Inquiry into the adequacy of short term letting in NSW and Review of the Renewable Energy Target.

Governance, risk and audit frameworks are in place to protect the City's interests and enable the delivery of Sustainable Sydney 2030.

The City has developed and is implementing a comprehensive Internal Audit plan in accordance with the Internal Audit Charter. The plan, which is currently in progress, is aligned to the City's key executive risk profile.

Additionally, risk management principles are embedded into organisational decision making, integrating them into key corporate processes including project management, procurement and contract management. The implementation of the risk management program includes risk assessments being conducted across all Divisions at strategic, operational, project and program levels.

Key Performance Indicator		Unit	2012/13	2013/14	2014/15	2015/16
Accountability and transparency						
GIPAA Formal Access Applications determined	No.	10	29	51	41	
Public Interest disclosures received	No.	3	0	0	2	
GIPAA Formal Access Applications received	No.	9	33	106	145	
GIPAA Informal Access Requests received	No.	5,381	5,297	5,103	4,926	
Complaints Processes						
Complaints upheld regarding code of conduct (measured annually)	No.	0	0	0	0	
Complaints regarding corruption or maladministration by City staff upheld (measured annually)	No.	4	3	2	3	
Workforce						
Approved full time equivalent (FTE) establishment positions	No.	1,870	1,895	1,915	1,936	
Vacancy rate (approved FTE positions)	%	7.41	6.86	6.30	6.55	
Lost time injuries	No.	35	33	35	34	
Staff enrolled in Higher Education program (measured annually)	%	6.20	6.28	6.10	4.22	
Customer service						
Calls received by customer call centres.	No.	241,144	242,799	240,464	217,291	
Calls answered within 20 seconds.	%	84.19	80.86	78.67	67.63	
Calls completed at first contact	%	79.40	80.82	81.03	82.50	
Customer requests received.	No.	96,771	113,480	128,435	158,587	
Customer requests actioned within agreed service standards.	%	91.26	92.25	90.25	91.75	