

ATTACHMENT C

**SECOND QUARTER
OPERATIONAL PLAN REPORT 2016/17**

City of Sydney – Operational Plan

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1 A globally competitive and innovative city

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
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City Planning

Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.	2018	95	The Central Sydney Planning Strategy was reported to Council and the Central Sydney Planning Committee in July 2016. The draft Strategy, Planning Proposal, draft Development Control Plan, draft Affordable Housing Program and a draft Guideline for Planning proposals will all be placed on public exhibition. The exhibition will commence following the Department of Planning and Environment issuing a 'Gateway Determination' for the changes to the local environment plan. The request was made to the Dept. Planning and Environment in August 2016 as is required as part of the regulatory process.	On Track
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Major Programs

Progress To Date

Status

City Development

Ongoing liaison with Barangaroo to ensure there are lively waterfront parks, continuous foreshore access, cafes, culture, entertainment, social inclusion, community buildings and integration with surrounding areas.	The focus of recent liaison with Barangaroo has been on pedestrian wayfinding system and messaging co-ordination.	On Track
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1.2 Globally competitive clusters and networks are strong, innovative and continue to grow.

Major Programs

Progress To Date

Status

Information and research

Conduct the 2017 Floorspace and Employment survey.	Database preparation for the 2017 Floorspace Employment Survey (FES) continues with database manuals currently under review, iPads purchased and data testing commencing shortly.	On Track
Provide dialogue about demographic, business and economic development information to existing businesses through representative groups of local business precincts.	Fieldwork is due to commence in March 2017 and is expected to take between 6 and 8 months. Data analysis will take 6 months approximately thus results are expected to be released in Q4 2017/18.	On Track
	The City of Sydney website business pages were updated to include an extensive range of information about local economies across ten villages. This includes demographic, business and economic development information. The latest customer intercept survey information was made available in October 2016 and promoted via the City's Business newsletter and through a range of state and local agencies / associations to their stockholders and members.	On Track

Info graphic flyers (updating the current 'village profiles') for each village and will be made available in hard copy and soft copy on the City's website in early 2017.

Networks and connections

Collaborate with partners and support the establishment of creative, digital and financial innovation precincts

The City continues to work with the University of Technology Sydney (UTS) and industry partners to support their efforts to create an innovation precinct in Pyrmont/Ultimo. UTS founded Pivot, the organisation established to facilitate the creation of an innovation precinct and has supported the creation of a new organisation Tech Sydney. The City of Sydney is a key partner of UTS through our memorandum of understanding.

On Track

Support networking events, forums and seminars to foster business to business engagement and peer learning.

The City continued to host relevant business forums to a cross-section of our business community. This included business 101 seminars held in October/November on diverse topics as part of this very successful series.

On Track

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

The Retail Advisory Panel met in November 2016 where staff conducted a presentation on the Eora Journey Economic Development Action Plan, city transformation through George Street Light Rail and the Christmas campaign.

On Track

Knowledge Exchange

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

City staff attended meetings of the National Local Government Drug and Alcohol Committee and the Council of Capital City Lord Mayors throughout the year. The City continues to engage in activities with C40, including leading the C40 Private Sector Buildings Energy Efficiency Network with Tokyo. The Lord Mayor and CEO attended a meeting of C40 in Mexico in late 2016.

On Track

Support for Business

Work with local businesses and the community to support village main streets and local small businesses

The City recently expanded its Whats On website to include the capability for local businesses to promote their events including those that take place in a business (for example retail activations, feature menus in restaurants) or those targeting business people (for example conferences or networking events). Promotion of this free resource is now occurring.

On Track

The City re-launched the City Business e-newsletter late 2016. The e-newsletter has been reformatted and redesigned based on feedback from local business about the information and support they are seeking and we continue to work with many agencies to ensure business activities are promoted locally. The membership to this newsletter has grown by approximately 20% in the second half of 2016 to just under 3,000 subscribers.

The suite of tools and resources the City provides to support small business are being expanded including the development of infographic fact sheets for each village that include demographic, customer and sector trends in the area. In addition, an event leveraging guide and case studies are also in development.

The City also provides support directly to small business and entrepreneurs to activate village main streets at affordable rates, for example the City's Oxford Street Creative Spaces and the William Street Creative Hub.

City Planning

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

We continue to invest in public domain infrastructure and work closely with relevant stakeholders to support sector and innovation clusters. The City also continues to advocate for wider government support for these clusters.

On Track

1.3 Sydney maintains its position as a global city.

Major Programs

Progress To Date

Status

Economy

Continue to implement the OPEN Sydney strategy, a long-term and wide reaching strategy and action plan for Sydney's night time economy.

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

City staff engage with stakeholders through multi-agency and stakeholder working groups, industry forums such as precinct liquor accord meetings and meet with NSW Police and other NSW Government agencies on a regular basis. The City convenes and hosts a Night Time Operations Group. Late Night Transport Working Group and Late Night Premises Reference Group. In addition, the City is a member of the NSW Government's Night Time Economy Taskforce (tasked with delivery the NSW Government's Sydney Night Time Economy Roundtable Action Plan).

In 2016 the NSW Government conducted a number of reviews and released its findings on liquor reforms introduced over the past three years. Recommendations resulting from the reviews were announced on 8 December 2016 and include small changes to the legislation with specific regard to small bars and live music venues. Staff continue to work with Liquor & Gaming to assist with the implementation and further development of these changes.

In December 2016 the City hosted an industry briefing and workshop by Mirik Milan, Night Mayor of Amsterdam. The briefing and workshop aimed to bring the industry together to discuss successful industry models in other places and how they might work together to build their capacity, capability and effectiveness. A second workshop will be held in 2017 to further develop this work.

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

As part of the development of the International Education Action Plan the City briefed visiting delegations about Sydney as a leading education destination.

The results of the research into how international students living in the local area perceive their wellbeing and the factors contributing to their wellbeing was released in December 2016. This research will inform the development of the International Education Action Plan.

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

The City continues to implement actions identified in the adopted Retail Action Plan.

The sponsorship report of Vogue's Fashion's Night Out, which took place in September 2016, was received in November. Over 600 retailers activated on the night across the CBD (eg held events, promotion, special offers). The event was attended by 190,000 consumers and 74% made a purchase. The average spend was \$223 (up from \$199 in 2015) with economic impact estimated at over \$31 million.

The City's Christmas campaign was launched in November. The Time-Out Sydney Christmas program highlighted 60 major Christmas events across the city and over 200 events were featured on the City's What's On website. Record crowds attended the Martin Place and Hyde Park Christmas concert. CBD pedestrian counts took place across the retail precinct in the city in December.

Implement projects arising from the Tech Startup Action Plan to support the growth of the tech startup ecosystem.

Spark Festival, sponsored by the City, celebrated Sydney's tech startup ecosystem in October 2016. The program saw over 6000 attendees at 100 events across 57 venues and 15 tracks or themes.

The City sponsored Generation Entrepreneur (a not-for-profit run by high school students) in November 2016 to conduct a series of workshops for young people (to take place in 2017) to increase the entrepreneurial skills in the community.

In December the Springboard accelerator program, sponsored by the City, announced 10 women-led high-growth companies which will participate in the 2017 accelerator.

On Track

On Track

On Track

On Track

Safety

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

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

Between July and December 2016 the City received 702 requests for CCTV footage, releasing 492 items of footage to assist in the investigation and prosecution of offences. CCTV staff contacted the police on 305 occasions to advise of suspicious activity or incidents, ensuring a timely police response and reducing the severity of incidents.

The Local Emergency Management Committee completed its review of the Local Emergency Plan. The Plan was approved by the Committee in December and the plan will be submitted to the Regional Emergency Management Committee in March for endorsement.

The City completed its review of facilities in the local government area that may be suitable for use as evacuation and welfare centres in the event of a major emergency incident. The list of facilities was presented to the Local Emergency Management Committee in December and will form part of the local emergency management plan.

In October, the City coordinated a local emergency management exercise based on a major flood incident in the LGA. Agencies involved in the exercise include City of Sydney, NSW Police, Health NSW, Transport NSW, State Emergency Services, Fire and Rescue NSW, Ambulance NSW and Welfare Services.

Regulatory Environment

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

The City continued to run 101 business assistance seminars during 2016, in addition the City provided Knowledge Exchange Grants to General Assembly and Asia Link to ensure local business have affordable access to skills development programs,

Through the City's Business e-newsletter the City promoted a range of skills development programs operated by other providers and agencies in the City including Destination NSW and Department of Industry and provided support to local Chambers of Commerce and Precinct Associations to deliver local networking and skills development events.

'How to Open...' guides continue to be made available on the City's website and the City sponsored the NSW Business Chamber Business Awards 'Excellence in Small Business' category, and developed its own Sydney City Region Awards with substantial engagement and uptake by businesses.

International Recognition

Deliver and contribute to the recognition of Sydney internationally by marketing New Year's Eve, Chinese New Year, Fashion Week, Christmas and other events in association with Destination NSW and Business Events Sydney, international broadcasts, recognition programs, connectivity whether virtual or physical.

High level leveraging for the international positioning of Sydney continues to be a strong priority. Ongoing collaborations and partnerships continue with government partners Tourism Australia (TA) and Destination New South Wales (DNSW), Department of Premier and Cabinet, Roads and Maritime Services, Transport for NSW, Properties NSW (formerly SHFA), Sydney Opera House, Port Authority of NSW, Royal Botanic Garden and Domain Trust and NSW Police.

One significant example of initiatives to achieve unprecedented global status is the TAVDNSW partnership for 2016 Sydney New Year's Eve. The fireworks displays was promoted to a global audience via TA and DNSW channels. For the first time, the Welcome to Country was also available via live stream on the City's networks as well as an edited version on the ABC live broadcast. Through a sponsorship agreement with ABC Television via the Shanghai Media Group, the fireworks were broadcast into China via Youku on the ABC Youku channel.

Getty Images was engaged for the second year as official photographers for 2016 Sydney New Year's Eve, which had a significant, real-time global impact through their website gettyimages.com (distributed to 88,000 media outlets worldwide) in 2015 and is expected to grow significantly year on year.

The City has continued with its strong focus on global content sharing with TA's (Australia.com) 7.3million+ and DNSW's (Sydney.com) 2.4million+ followers on Facebook and referrals to our major event websites (Sydney New

On Track

On Track

On Track

On Track

Year's Eve and What's On for Chinese New Year and Christmas). This collaboration as seen more than 11.4+ million views of the fireworks livestream/highlights package online as at 5 January, and that figure continues to grow.

Collaboration continues with Destination NSW for inclusion in their 'It's ON' seasonal campaigns: Summer in Sydney; It's ON in Sydney; and Always On Sydney. Some City event information is also available on DNSW's 13 international websites and translated into Chinese (simplified and traditional), Japanese, Korean and German.

From November 2016 to February 2017 Celebrate Summer in Sydney will be the dominant theme for messaging, threading through our major events such as Christmas, Sydney New Year's Eve, Chinese New Year and the events the City continues to sponsor, such as Sydney Festival, Australia Day etc.

Sydney Christmas is expected to grow year on year, following an international expression of interest seeking creative parties to elevate the event to a global status in 2017-2021 covering decorations, look and feel, events, key sponsorships and partnerships.

Programming for Chinese New Year 2017 has placed a significant focus on the tourism market with the majority of contemporary lanterns positioned around Circular Quay. This is aimed at attracting a contemporary, broad international and national audience with activities in Chinatown balancing this contemporary experience with an opportunity to attract audiences to traditional celebrations of the Lunar New Year. This complements the work that the City has been doing over the past 12 months, having celebrated the 30th Anniversary of the Sydney-Guangzhou sister city relationship, and with events such as the 2016 Sydney China Business Forum - in conjunction with University of Sydney, and the Future Asia Business Forum 2017. Materials for these events include updated multi-lingual materials positioning Sydney as a leader in creative industries, education, environmental sustainability, tourism and economic development.

In early 2016 in collaboration with DNSW, Sydney TAFE and Port Authority of NSW and others, the City developed the Destination Ambassador Program. An expression of interest through various channels received an overwhelming response from interested volunteers, who will promote Sydney to the growing tourist market. The duties they will perform include meet and greet of cruise passengers, and as roving ambassadors during key events in the city. This is considered a great step forward in provision of services to welcome visitors to Sydney, and a highly successful collaboration between government agencies in the tourism space.

Relationship management continues to be strong, with regular meetings between the City and key players such as DNSW, Tourism Australia, Sydney Opera House, Sydney Ferries, Bridgclimb, the International Convention Centre (ICC), Business Events Sydney and the Tourism Accommodation Association (TAA) etc.

We continue to explore opportunities to measure the international reach of City produced events.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Major events				
Deliver the Christmas in the City program as a celebration of Sydney Christmas promoting Sydney as a retail destination.	2016	100	The 2016 Sydney Christmas concert series has been the most successful to date, with record attendances at most concerts. For the first time, the Martin Place and Hyde Park concerts were moved from a Thursday to Saturday evening, resulting in record crowds to launch the Sydney Christmas season.	Complete

The Martin Place Christmas Concert and Tree Lighting on Saturday 26 November attracted a record crowd of 12,992 attendees (previous record 8,500 people), and Hyde Park Christmas on the Green on the same night also attracted a record 3,256 attendees (previous record 1,500 people), with numbers obtained through crowd counts conducted by the company contracted to conduct market research on the night.

According to the market research, 54% of visitors to the city concerts were new attendees, and 89% of visitors came specifically for the concert. The average spend was \$147.20 per person.

The series of Village Christmas Concerts also attracted record numbers. The Rushcutters Bay Village Christmas Concert on Saturday 3 December attracted 2,500 people, Rosebery Village Christmas Concert on Sunday 4 December saw 2,650 people attend, the Alexandria Village Christmas Concert on Saturday 10 December was attended by 2,300 people and 1,200 people attended the Surry Hills Village Christmas Concert on Sunday 11 December. Crowd counts were again conducted by the market research contractor at these concerts.

Based on the market research results, 35% of visitors to Village Christmas Concerts were new attendees, with 95% of visitors coming specifically for the concert. 65% of visitors were from the local government area, with the majority of others from the Eastern Suburbs, Inner West and southern Sydney.

The show bag stall sold out at three out of the four village concerts, with all proceeds going to the Christmas Charity Partner, Guide Dogs NSW/ACT. The charity were able to raise more than \$40,000 from their partnership with Sydney Christmas, an increase from \$22,000 in 2015. This amount allows the organisation to cover the training fees for a new Guide Dog, which costs approximately \$35,000.

Sydney Christmas programming continued until 24 December, with choirs each night in Martin Place and each Thursday evening in Pitt Street Mall. A full suite of decorations including the Martin Place Christmas Tree, lighting in Pitt Street Mall, street pole decorations in village locations and building illuminations in the CBD created a uniquely Sydney Christmas atmosphere during the festive period.

Final preparations are under way for the 2017 Chinese New Year Festival, which runs from 27 January to 12 February 2017. Marketing materials including the program and website, outdoor advertising and signage, are being designed and produced to promote the festival. Lanterns and other decorative items for the festival are currently being constructed and will be finished by mid-January 2017.

On Track

90

2017

Deliver the Chinese New Year Festival and Lunar New Year for Sydney communities, businesses as well as domestic and international visitors.

Major Programs

Progress To Date

Status

Major events

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

Sydney maintained its status as New Year's Eve Capital of the World with the successful delivery of 2016 Sydney New Year's Eve. Well over one million people gathered around Sydney Harbour, with all primary vantage points reaching capacity before midnight.

On Track

<p>NSW Police praised the behaviour of the crowd, with the Commander noting that "Sydney enjoyed an amazing fireworks display and showed the rest of the world how to celebrate safely".</p> <p>The event featured the biggest-ever Sydney New Year's Eve fireworks display and lighting on the Sydney Harbour Bridge, the most extensive Welcome to Country ceremony, and one of the largest Harbour of Light Parades in recent years.</p> <p>For the first time ever, the midnight fireworks were live streamed on Facebook by the City's broadcast partner ABC, and tourism agencies Tourism Australia and Destination NSW. This was in addition to live streams on YouTube, ABC iView and the official event website (www.sydneynewyearseve.com).</p> <p>The ABC television broadcast was in high definition for the first time, and included elements of the Welcome to Country in addition to the two fireworks displays. The live television broadcast of the midnight fireworks had a peak audience of more than 2 million.</p> <p>Engagement across the City's online and social platforms reached record levels. Traffic on the official event website was up 15 per cent on last year. The City's top performing Facebook post reached three million people, and the midnight fireworks display had received more than 7.8 million views by 3 January 2017 on digital channels alone.</p> <p>Crowd management and customer experience were a focus for 2016 Sydney New Year's Eve with the implementation of a new Integrated Crowd Management Plan. The Plan focussed on ingress and egress of crowds and included an expanded road closure footprint, a dedicated "getting home" map, and additional on-ground wayfinding resources.</p> <p>Overall, 2016 Sydney New Year's Eve showcased Sydney as a global city to those attending around the harbour as well as those watching on television and online around Australia and the world.</p>	<p>Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.</p>	<p>On Track</p> <p>There have been 10 Art & About Sydney projects in the past six months. The Australian Life and Little Sydney Lives photographic exhibitions returned to Hyde Park north from 15 September closing on 9 October. Immersive Theatre work, Hidden Sydney, played to sell-out audiences in Kings Cross until 9 October, returning for a second season in November 2016. Melbourne artist James Voller's large scale photographic work Terraced was installed in locations in York Street, Barrack Street and Martin Place from 26 September until 30 October.</p> <p>Chicago-based American Artist Nick Cave had his Australian premier with HEARD.SYD, produced in partnership with Carriageworks. The costumed dance piece was performed in Sydney Town Hall and Pitt Street Mall on Thursday 10 November and at Carriageworks on Saturday 12 November.</p> <p>Los Angeles based artist Megan Geckler transformed the central atrium of Customs House with her work A Million Things That Make Your Head Spin, Constructed of more than 700 coloured ribbons, the work took 4 weeks to install and will be in place from November 2016 until March 2017.</p> <p>The City's support for Business Events Sydney continues as part of a five year partnership endorsed by Council in June 2015. Letters of support for Business Events Sydney's event bids and letters of welcome to delegates were provided as required.</p> <p>In the first half of the year, the City supported a number of significant events to the total value of \$506,000 in cash and value-in-kind. The events include the Sydney Fringe Festival, Vogue Fashion Night Out and Kaidor Public Art Projects.</p>
<p>Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.</p> <p>Provide support and sponsorship to identified major events and organisations in recognition of their significant contribution to the social, cultural and economic life of Sydney.</p>	<p>On Track</p> <p>The City's support for Business Events Sydney continues as part of a five year partnership endorsed by Council in June 2015. Letters of support for Business Events Sydney's event bids and letters of welcome to delegates were provided as required.</p> <p>In the first half of the year, the City supported a number of significant events to the total value of \$506,000 in cash and value-in-kind. The events include the Sydney Fringe Festival, Vogue Fashion Night Out and Kaidor Public Art Projects.</p>	<p>On Track</p>
<p>Visitor Experience</p>		
<p>Continue to deliver Visitor Information Services to promote Sydney attractions and events and assist visitor orientation and movement around the city.</p>	<p>In the last six months, there were 34,067 visitors to the Tourism Kiosks. There was a 13% increase between Q1 and Q2 due to the start of the cruise season, holiday period and events.</p>	<p>On Track</p>

A cross government reference group (including City of Sydney, Inner West Council, Destination NSW, Ports NSW and TAFE) continues to work collaboratively to enhance the cruise meet & greet program. The new program launched on 8 October 2017. There are 80 trained volunteer Destination Ambassadors. In Quarter 2 the Ambassadors met 17 international ships.

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

A Destination Ambassador program which was created to grow the pool of volunteers to welcome cruise passengers to Sydney (OPT & WP terminals). There were over 150 responses to the EOJ calling for volunteers. Training was provided to a total of 80 new ambassadors between September and December 2016 as part of the new Destination Ambassador program. Over 25 ships were welcomed to Sydney and the Ambassadors directly connected with over 2000 passengers.

On Track

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

1.S.1 Key Performance Indicators

Brand Sydney

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Estimated global audience of broadcast and online viewers of Sydney New Year's Eve and Lunar New Year	B	1	1	-	1	-	1	-	-	1	Audience for online broadcasts including social media (Facebook, YouTube), highlights packages, international media, and distributed footage.	Indicator Only
Percentage of the population using the City after 6pm aged >40 years old (measured annually in June)	%	14	14	-	-	-	-	-	-	-		Indicator Only
Percentage of retail premises open after 6pm (measured annually in June)	%	21	26	-	-	-	-	-	-	-		Indicator Only

City Development

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Commercial Development Approved	m2	126,843	234,937	-	36,328	75,118	111,446	-	-	-	Floor space approved September -December 2016	Indicator Only
Commercial Development Completed	m2	575,964	229,064	-	94,432	479,808	574,240	-	-	-	Floor space completed September -December 2016	Indicator Only

Business Events

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Number of bids submitted	No.	20	19	-	-	0	-	-	-	-	Data not yet supplied for financial year 2016/17 December	Indicator Only

	No.	9	7	-	-	0	-	-	9 events pending, prospect or to be secured	Indicator Only
Number of events secured	No.	8,405	5,110	-	-	0	-	-	9 events pending, prospect or to be secured	Indicator Only
Delegate numbers of events secured	No.	8,405	5,110	-	-	0	-	-	65,100 delegate days of 9 events pending, prospect or to be secured	Indicator Only
Economic impact of events secured	\$	28,304,032	19,696,620	-	-	0	-	-	\$47,084,768 of 9 events pending, prospect or to be secured	Indicator Only
Delegate days of events secured	No.	31,227	22,200	-	-	0	-	-	No events secured. 9 pending, prospect or to be secured	Indicator Only

2 A leading environmental performer

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Energy Planning				
Implement priority emissions reduction actions from the City's Environmental Sustainability Strategy with key internal and external stakeholders	2018	60	Many actions in the City's draft Environmental Sustainability Strategy are already being implemented including installation of renewable energy and storage to Council sites, advocacy for improved energy efficiency and local renewable energy, participation in the C40 City Solutions Platform to identify renewable energy uptake opportunities and other initiatives.	On Track

Major Programs

Status

Energy Services

Advocate for the continued roll out of low energy consumption lamps

The City continues to advocate for Ausgrid to upgrade all its streetlights in the local government area to efficient LED lamps to save energy. Ausgrid have completed a tender process to select a standard range of LED luminaries and aim to be in a position to commence the installation of main road and pedestrian lighting LED luminaries in Q3

On Track

Advocacy

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

The City received interim response of AEMC (Australian Energy Market Commission) to the local generation network credit (LGNC) proposal. While the City's position gained media support and the City made a follow-up submission, the final decision by AEMC simply reconfirmed its interim decision to reject an LGNC. Meanwhile, the City engaged with other progressive organisations to promote an update of the National Electricity Objective. Climate change would be added to existing considerations like system cost and supply security. Adding this would affect assessment of issues like the LGNC and would help accelerate roll-out of renewables.

On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Planning				
Finalise the City's Waste Management Strategy for the local government area to achieve the waste objectives in Sustainable Sydney 2030.	2017	80	Internal and external consultation undertaken. Draft Waste Strategy documented with editing and design commenced. Expected to Council in first half of 2017.	On Track
Finalise Waste Management in New Developments Guidelines and amend the City Development Control Plan to facilitate implementation of the Guidelines.	2017	95	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.	On Track

City of Sydney provided comment on the EPA draft in October 2016. The final document release date unknown however the City will continue with finalising its own Waste Management in New Development Guidelines as a priority for Q3 2016/17.

Major Programs	Progress To Date	Status
<p>Waste Management Services</p>	<p>Provide high quality waste and recycling services that meet the needs of our community</p>	<p>On Track</p>
<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, reverse vending machines, and recycling stations at libraries for mobiles, light bulbs and batteries. The City also partners with the community to solve waste issues through targeted engagement and education programs.</p>	<p>In this reporting period the City promoted and held two e-waste drop off events and one Chemical CleanOut event recycling over 44 tonnes of electronic waste and 22 tonnes of hazardous household waste including paints, solvents, pesticides and gas bottles from a total of 2,136 drop-offs. Half of all participants reported that it was their first time attending a problem waste drop-off event.</p>	
<p>The City also prepared and implemented customised waste management plans at 94 social housing apartment buildings owned by NSW Land and Housing Corporation and City West Housing as part of the City's Waste and Recycling Improvement Program. Works included bin upgrades, new waste education signage, adjustments to recycling services, deep cleaning of waste rooms, bin maintenance, graffiti removal and repairs to locks, gates and lighting. The project is endorsed by NSW Family and Community Services and by the NSW EPA through the Better Waste and Recycling Fund.</p>		
<p>Provide a high quality, customer-focused street cleansing service</p>	<p>In the last six months, the City collected 4,226.09 tonnes of street cleansing waste, 112.58 tonnes of white goods and 747 mattresses.</p>	<p>On Track</p>
<p>A dedicated stain removal crew continued to target stains and chewing gum throughout the City, operating for 1,345 hours.</p>		
<p>Partnerships</p>	<p>The City contributed to the State's recently formed strategic planning committee Greater Sydney Commission on key waste issues. The City will be responding to the draft consultation documents that are due for submission in March 2017.</p>	<p>On Track</p>
<p>Regulation</p>	<p>Proactive patrols of at least 250 hours per month to detect and deter the inappropriate discarding of litter, waste or unapproved distribution of advertising materials.</p>	<p>On Track</p>
<p>Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Advanced Waste Master Plan and the City's Waste Strategy.</p>	<p>The City has regular quarterly meetings with NSW Environment Protection Authority regarding waste strategy and regulatory impacts. The City has consulted on the major priorities for the upcoming Draft Waste Strategy.</p>	<p>On Track</p>

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Planning				
Lead and facilitate the implementation of recycled water precincts within the local government area such as Green Square and Sydney Park.	2017	60	Practical completion of the Green Square Town Centre Water Reuse Scheme (Stage 1) scheduled for first half of 2017. Negotiations with Flow for provision of a private water utility services in the Greater Green Square urban renewal area (Stage 2) practically completed. Subsequent contract - project development agreement - being finalised together with associated leases and licences. Comments on the design of various sections of the George Street recycled water pipeline have been passed to Light Rail consultants as stage1 drawings have been progressively made available to the City. The Wynyard Walk recycled water pipeline has now been installed.	On Track

Water Services

Identify and implement priority enabling actions from the City's Decentralised Water Master Plan with key internal and external stakeholders focussing on delivering water efficiency, recycling and quality targets.	2017	60	Enabling actions from the Master Plan have been reviewed and included in the Draft Environmental Sustainability Strategy. Current period actions include submission to IPART's review of wholesale water and sewerage prices for Sydney Water and Hunter Water on December 7 as well as continued discussions with NSW Government to increase Building Sustainability Index (BASIX) scores.	On Track
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Major Programs

Progress To Date

Status

Advocacy

Advocate for regulatory change that facilitates the delivery of outcomes as defined in the Decentralised Water Master Plan.			Lodged submission to IPART's: Prices for wholesale water and sewerage services, Sydney Water and Hunter Water sector. – Draft Report advocating for water pricing that promotes competition, innovation and investment in the NSW water sector. Ongoing consultation with regulatory authorities and industry stakeholders through active participation in Local Water Solutions Forum and the Cooperative Research Centre for Water Sensitive Cities. Continued discussions with State Government to increase Building Sustainability Index (BASIX) targets for water and energy.	On Track
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2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Planning				
Develop an overarching Environmental Sustainability Strategy that covers the activities within the local government area and the operation of Council.	2017	95	Preparation of the final strategy document and the Council report is under way, including additional work requested by the Lord Mayor Minute of 12 December	On Track

2016, which asked staff to look at ways to accelerate implementation. Final strategy will be submitted to Council for endorsement in early 2017.

Major Programs

Progress To Date

Status

Commercial office buildings and tenant engagement

Deliver the CitySwitch Green Office Sydney program to office based businesses to facilitate improved environmental performance.

The annual signatory awards event was held in Sydney in November. At these State awards, Norman Disney & Young and Westpac received the NSW partnership award for a large scale refurbishment of their iconic St George C-grade facility. Marlin Communications won the NSW new signatory award for their commitment to leadership and ongoing efforts to improve the performance of their tenancy. Architectus received the under 2000 square metre signatory of the year award for their studio fit-out in the iconic MLC centre. The State Library of NSW was awarded the over 2000 square metres signatory of the year award for their large scale lighting upgrade and 6 Star NABERS rating achievement.

In the past 6 months, the City supported 12 Sydney signatories in their use of the new CitySwitch waste tool to measure their office waste generation and recycling and set a baseline. These signatory businesses went on to develop a waste action plan that seeks to reduce their impact.

In the period 3 events were held; a webinar on renewable energy options for business, a networking event in partnership with City of Willoughby and North Sydney, and the CitySwitch State and National awards ceremony.

Coordinate the CitySwitch Green Office national program across Australia.

In December the City won the prestigious C40 International Award for Building Energy Efficiency in recognition of the CitySwitch national program's contribution to improving performance within the commercial office sector.

In the previous six months CitySwitch conducted its annual progress reporting and in November celebrated leading signatories through its own national awards ceremony in Sydney. In 2016, 58,000 tonnes of carbon emissions were reduced through energy efficiency improvements, a further 324,000 tonnes of carbon emissions were abated through offset purchases. 1,500 projects were undertaken by members.

The National Signatory of the Year was won by Frasers Property Australia for a range of projects demonstrating their strong commitment to energy efficiency, staff health and well-being and indoor environment quality within their tenancy. National New Signatory of the Year was awarded to KPMG for transforming their Melbourne tenancy with a range of energy efficiency initiatives saving over 600,000 kilowatt hours per year. The Partnership of the Year National Award went to South Australian signatories WAX design and dsquared Consulting who collaborated on the installation of 5kW of solar panels on the warehouse office space they rent.

Waste resources, including a waste audit assessment and report, tenancy waste guide and signage were released and rolled out nationwide. In addition new resources including the factsheets and an ebook were released for renewable energy. These resources are helping a growing number of existing and new signatories to make commitments in waste and renewable energy. Program managers have collected baseline waste consumption data from signatories, and a comparative study will be undertaken in 2017 to determine the effectiveness of actions undertaken by members in reducing their impact.

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

In December the City announced that the members of the Better Buildings Partnership had collectively reduced their carbon emissions by 47 per cent in the year ending 30 June 2016, from their financial year 2006 baseline. As a result the members enjoyed a \$32 million saving from avoided electricity costs in FY2016.

In the last six months the Partnership released a new best practice guideline for refurbishing commercial office tenancies with a target of 60 per cent recovery of materials; developed a checklist guideline which will assist building owners and developers ensure the energy efficiency provisions in the National Construction Code are adhered to; and launched a new leasing standard which sets a minimum definition of green leasing for tenant and landlords to collaborate for better sustainability and performance outcomes.

The Partnership continued to work with the Office of Environment and Heritage on the development of a new National Built Environment Ratings Systems (NABERS) tool for Waste.

Three new supporter organisations have joined the partnership. Paul Wall national sustainability manager for DEXUS has been appointed as the new Leadership Panel Chair.

Partnership founding member, Stockland, was highlighted by the Global Real Estate Sustainability Benchmark as the global leader in sustainable fund performance.

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

During the first half of the year Council endorsed a revised Environmental Upgrade Agreement policy and City staff have now completed the required changes to the procedures, documents and web content to reflect the changes approved.

On Track

The City is continuing to work with the NSW Office of Environment and Heritage to develop a strategic communications plan to encourage private sector uptake of the Environmental Upgrade finance service.

During the first half of the year, 202 visits were made to the service web pages and the City held 8 stakeholder meetings to discuss the service.

Coordinate the Environmental Performance Grant programs to support the adoption of innovation and to help address key barriers to action in our community in order to improve environmental performance.

In the first half of the year, 20 Environmental Performance Program grants were approved by Council for a total value of \$212,939 cash and value-in-kind.

On Track

This includes support for numerous apartment and commercial office buildings in the local government area to undertake water monitoring and energy/water audits through Buildings Operations and Ratings and Assessments funding. Grantees commit to implementing efficiency opportunities identified through the assessment and monitoring projects. Council also provided support to Closed Loop Environmental Solutions Pty Ltd for the Closed Loop Coffee Cup Recycling Pilot Project, University of Technology for the Algae Prototype Panel Project and a Knowledge Exchange Sponsorship for Property Council of Australia Ltd's 2017 Green Cities Conference.

Business engagement (non-office based)

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

During Quarters 1 & 2, the Smart Green Business program recruited 48 large businesses across the accommodation, entertainment and conference venue sector, of which 29 have so far implemented identified water efficiency and/or waste recommendations.

On Track

The program has also engaged 23 smaller businesses who were introduced to the program by the City's Health & Building Officers who provide sustainability advice during food business inspections. Out of these businesses engaged, 13 implemented water recommendations and their businesses achieved an average cost saving of \$1,950 per year.

The businesses engaged in this year will be saving 88 mega litres of potable water; 1,576 tonnes of CO2-e; and \$379,000 in this year alone.

Residential engagement

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

The Residential Apartment Sustainability Plan was adopted by Council in August 2015 and contains 30 actions to drive demand for better performing buildings within 10 years.

On Track

The most significant win for the sector in the past 6 months was the announcement of the development of an energy and water National Australian Built Environment Rating System (NABERS) tool for apartment buildings. With the support of stakeholders engaged through the Residential Apartment Sustainability Reference Group and other capital city governments, the City has been advocating for this since 2013.

Performance measurement is the first step required to drive environmental improvement and has been a crucial missing link in the residential apartment sector. The rating tool will create a benchmark for developers, buyers, owners and renters to assess the sustainability and operational costs of apartment buildings. The development of a national rating tool is a key action of the City's Residential Apartment Sustainability Plan. The City has continued to collaborate with 18 state government, industry and community stakeholders, to reduce the environmental impact of strata apartment buildings.

In October 20 buildings were accepted into the Smart Green Apartments program (from 50 applications received in September). A program information evening was held at Customs House launching the 2016/17 program, with 75 attendees representing the successful 20 buildings, previous participants and the reference group.

November's Network meeting attracted 20 participants and focused on Sydney Water's WaterFix program, which now includes project management support to facilitate water efficiency upgrades within apartments. The City is supporting a Sydney Water trial of a new performance contract service for high water-use buildings that will remove upfront costs for Owners Corporations.

The City has partnered with the Office of Environment and Heritage to pilot a technology training and implementation support program for strata building managers on energy management, lighting and Heating, Ventilation and Air Conditioning. Training has been completed for energy management and lighting.

The City continues to support apartment owners to identify energy and water efficiency opportunities on common property through the Environmental Performance Grants program. Funding for water monitoring systems provides building stakeholders with the ability to better understand building water consumption, monitor trends and identify opportunities to save. In the past 6 months, Council approved seven energy and water assessment projects and four water monitoring projects.

Broader residential engagement has continued with four Green Villages workshops delivered at Sydney Park, with 160 attendees. Follow-up surveys of participants indicated 93 per cent of respondents have undertaken one or more new actions since attending a workshop.

During the period a report that details the opportunities and barriers for making high-rise residential buildings net-zero was released. The development of this report was funded through a grant from the Carbon Neutral Cities Alliance and is intended to support developers voluntarily innovate beyond minimum environmental performance standards.

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

On Track

During the past 6 months the Green Living Centre received 1,329 shopfront visitors and delivered 33 low carbon related engagements attended by 453 participants. The engagements included: Solar PV & batteries; sustainable living workshops; free solar assessments for residents in the precinct and Energy Café sessions with knowledge and skills building in basic energy literacy. Nine local businesses are participating in the Sustainable Business Program.

The Green Living Centre coordinated the eco-zone at Newtown Festival with partners: Pingala, GreenPower, Gavin the bee-expert, Pocket City Farm, Alfalfa House and Parva skincare.

Hi-Rise Retrofit Program

On Track

The Hi-Rise Retrofit Program will work with 20 buildings annually over the next ten years to reduce greenhouse gas emissions and water consumption and facilitate improved waste management. The program will also enable the City to pilot new rating tools, engagement and training programs which could then be rolled out across New South Wales in partnership with the State government.

Out of 50 applications, 20 buildings were selected and these will receive: tailored energy and water assessments that will identify cost-effective improvements and upgrades; technical support to help implement upgrades and monitoring and verification support; a waste and recycling assessment and engagement program with tailored solutions; and access to an online platform to track and manage building energy and water consumption.

Unsuccessful applicants were referred to the Environmental Grants program as an alternative means of support and also encouraged to reapply next year.

Council awarded a contract to Watersave to provide a data portal service to buildings that will owners and their managers to better track and manage water and energy consumption and also allow the City to monitor and evaluate the program.

Energy assessments and implementation support is being delivered in partnership with the Office of Environment and Heritage. These have commenced with site visits to all 20 buildings completed. Lighting audits are also underway with 15 buildings visited to date. Costed action plans are currently being prepared to guide upgrades.

Through a collaboration with Sydney Water, the program is offering buildings access to the Waterfix program to reduce water use within individual units. Benchmarking has occurred for all buildings, with high users identified as being potentially eligible for financial assistance from Sydney Water to implement this program. One building, Museum Towers, has already passed a motion at their extraordinary meeting to accept this offering.

Several communications channels have been established to ensure effective engagement with building stakeholders. A closed LinkedIn group has launched to connect participants and program partners and the first Smart Green Apartments e-newsletter was sent in December.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Property				
Continue to implement Photovoltaic (solar energy) projects for City of Sydney buildings.	2017	65	The Photovoltaic (PV) data from the Epsom Road Depot has been successfully transmitted via a 3G M2M modem to the City's environmental data platform (System Tracking Everything Environmental) STEVE to demonstrate proof of concept. Data from other installations will be transmitted to the new SMART platform during the second quarter of 2017. The Epsom Road PV panels will be transferred to the roof of the new Alexandra Canal depot around the middle of 2017 and at that time the PV electricity production data from the new depot will be relayed to SMART. The design for the roof for the new Alexandra Canal Depot was modified and the PV capacity doubled to over 400kW. In a joint venture with TransGrid a 500 kWh battery unit is being installed at the depot and this will work in with the PV installation to lower the facility's peak demand and reduce its the carbon footprint. The installation at Mountain Street has been delayed while some issues around the potential impact of the PV panels on safe roof access are resolved.	On Track
			A review of the City's PV program is underway and is scheduled for completion in February. The review will look at (among other matters) the remaining PV potential of City buildings - including whether existing installations can be expanded.	

Major Programs	Progress To Date	Status		
Environmental Management				
Continue to implement an environmental management system that will enable risk and opportunities to be effectively and efficiently managed across the organisation.	Checklist for capital works construction environmental controls approved and staff training commenced. Review of the Environmental Management Plan for Depots has commenced, incident reporting procedures for aquatic centres were updated. The development of Sustainable Design Technical Guidelines commenced - project to start in early 2017. Green Report format updated for Dec 2016.	On Track		
Develop annual emissions inventory and associated documentation with independent verification to continue to meet the criteria of carbon neutral certification under the National Carbon Offset Standard.	City continues to be certified carbon neutral and submitted its emissions inventory, annual report and public disclosure statement to the Australian Government for certification under the National Carbon Offset Standard (NCOS).	On Track		
Fleet Management				
Manage the light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.	The fleet emissions for Q1 were 602 Tonnes CO2, compared to 633 Tonnes CO2 for Q1 last year. The City's annual target is maintaining fuel emissions at 2013/14 levels. One strategy employed to meet this target is by using biodiesel. The sustainable bio-diesel product utilises recycled cooking oil mixed with mineral diesel fuel. A total of 252,946 litres of fuel was consumed by the City's fleet during Q1 of which 77 per cent was sustainable biodiesel. There was a decrease in fuel usage of 10,531 litres in Q1 compared to the same period last year. The roll-out of the Low-risk and Eco-driving Handbook has continued to the City's drivers through a series of staff briefings, meetings and practical training sessions in an effort to further enhance low-emission driving skills and behaviours. The Driver Development officer has completed 56 driver training sessions and 10 presentations at tool-box talks in Q2.	On Track		
2.6 The extent and quality of urban canopy cover, landscaping and city greening is improved.				
Major Projects	Completion Date	% Complete	Progress To Date	Status
City Farm				
Construct stage one of the City Farm and commence operations – farmer's market cropping, orchard and education programs	2017	90	Construction of City Farm Community Hub commenced with site preparation, earthworks, spoil removal and start of wall footings. Construction is scheduled for practical completion in May 2017.	On Track
Major Programs	Progress To Date	Status		
Community Greening				
Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.	The City supports 19 community gardens, three footpath gardens, five Bush Care/Landcare groups and one community composting group by providing ongoing management assistance, donation of materials and training. Jubilee Kitchen Garden Shed have worked with the Pyrmont Ultimo LandCare Group to construct and install five planter boxes at Jubilee Oval viaducts. St Helens community garden has completed 60% of stage 3 (construction of timber planter boxes, weed matting, edging and mulching). This will provide the group of 55 members with more gardening beds to grow edible plants. A community footpath planting day at Shepherd St Chippendale was held with local residents to install 318 edible plants.	On Track		
	Proposed new community gardens include; Chelsea Playground Garden, Surry Hills and Lawrence Hargrave Reserve Garden, Potts Point and 222 Palmer Street, Darlinghurst.			

Urban Forest

Continue to deliver an in-road planting program to maximise urban canopy and reduce the impacts of the urban heat island effect.

Projects to increase canopy cover have continued. 311 street trees planted between July and December 2016. In-road planting projects have seen the completion of Pelican St, Maddox St and Darlington Rd. Final design and consultation is occurring for Cowper Wharf Road, and Park Ave is due for construction in Q3 and 4. Ongoing design and consultation required for Bowman Street.

On Track

Continue to implement a program to support residents planting and maintaining canopy trees on their property.

Planning for the next free tree give-away is in progress.

On Track

Urban Ecology

Continue to implement volunteer bush regeneration program in the City's parks and open spaces.

Opportunities for community greening activities are in places through local landcare groups, community gardens, and the footpath gardening policy. Information on these programs are available on the City's web site. Expanded green volunteer programs are under investigation for future years.

On Track

Currently reviewing the Sydney Park volunteers program with evolution towards a new program structure by mid-2017.

Monitor the community fauna sighting database, sharing information and reporting on results.

200 reports to date by community and staff. Formal spring fauna surveys for birds and microbats carried out in October/November 2016. Formal autumn surveys scheduled for March/April 2017 and final report to be received in May 2017.

On Track

Greening Sydney Plan

Continue to deliver the public domain landscaping program.

5,809 sqm for year to date landscaping works. On track to achieve target for the year of 10,000 sqm

On Track

Deliver Living Colour floral displays to high profile retail and tourist precincts throughout the City during spring and summer.

The Living Colour program delivered 800 containers, 400 hanging baskets, 27 floral towers a 10m green wall with over 120,000 plants to provide colour and landscaping in high profile city locations.

On Track

The spring display was partnered with the Royal Botanic Gardens promoting their 200th anniversary and was well received with lots of positive feedback. The Christmas floral display was installed in November to compliment Christmas trees in 6 locations – Kings Cross, Hyde Park, St Marys Cathedral Forecourt, Macquarie Street, Customs House and Union Square Pyrmont.

Over 10,500 plants from the spring display were given away with the rest composted for re use in the City's parks and streetscapes.

\$2244 was raised for the Foundation and Friends of the Botanic Gardens.

The summer display commenced on 9 January and will run for 8 weeks.

Encourage new buildings and redevelopments to maximise the integration of landscaping in building design.

Landscape Code adopted by Council at the November 2016 meeting. The code is now in use and is available for public viewing on website, internal training ongoing as required.

On Track

2.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions (Includes electricity, gas and onsite fuel usage converted to greenhouse gas emissions; not including Green Power or offsets). Baseline 2006 Data – 52,972 tCO2e	Tonnes CO2	40,204	36,655	-	-	10,602	9,816	-	-	20,418	At the time of reporting, greenhouse gas emissions data for Q2 is 66% actual and 34% estimated. Figures will be amended as actual data becomes available.	Indicator Only
Greenhouse gas emissions for City of Sydney operations - Buildings Baseline 2006 Data – 28,775 tCO2e	Tonnes CO2	20,468	18,655	-	-	5,541	5,086	-	-	10,627	At the time of reporting, greenhouse gas emissions data for Q2 is 66% actual and 34% estimated. Figures will be amended as actual data becomes available.	Indicator Only
Greenhouse gas emissions for City of Sydney operations - Street lighting Baseline 2006 Data – 15,131 tCO2e	Tonnes CO2	11,942	11,580	-	-	3,089	2,448	-	-	5,537	At the time of reporting, greenhouse gas emissions data for Q2 is 66% actual and 34% estimated. Figures will be amended as actual data becomes available.	Indicator Only
Greenhouse gas emissions for City of Sydney operations - Parks Baseline 2006 Data – 2,502 tCO2e	Tonnes CO2	1,824	1,762	-	-	440	391	-	-	831	At the time of reporting, greenhouse gas emissions data for Q2 is 66% actual and 34% estimated. Figures will be amended as actual data becomes available.	Indicator Only
Greenhouse gas emissions for City of Sydney operations – other sources (includes emissions from flights, taxis, contractors, onsite fuel, events, and refrigerants) (measured annually in June) Baseline 2006 Data – 3,896 tCO2e	Tonnes CO2	2,725	3,763	-	-	-	-	-	-	-		Indicator Only
Greenhouse gas emissions for City of Sydney operations - Fleet (total) Baseline 2006 Data – 2,669 tCO2e	Tonnes CO2	2,224	2,160	2,350	-	602	568	-	-	1,170	Drop when compared to 2015/16 figures for same quarter, staying within target	On Track
Greenhouse gas emissions for City of Sydney local government area – total all emissions Baseline 2006 Data - 5,915,758 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste - measured annually in December)	Tonnes CO2	-	-	-	-	-	0	-	-	-	This KPI was introduced for the year 2016/17. Local government area electricity data for the period is not currently available.	Indicator Only

Water Usage and Stormwater - Reduce overall water consumption and reliance on mains water used by council and across the local government area.

Key Performance Indicator	Unit	2016/17				2016/17 Result			Comment	Status	
		2014/15 Result	2015/16 Result	Target	Q1	Q2	Q3	Q4			YTD
Total City of Sydney mains water usage	kL	404,290	418,548	-	97,163	113,372	-	-	210,535	Reported water consumption has increased due to the fact that a number of meters, previously unallocated, have now been allocated and included in the report. Additionally, other meters have been added between 2006 (baseline) and 2016. There are more meters to be allocated, which are not included in the total at this stage.	Indicator Only
Total City of Sydney mains water usage – Parks and Public Domain	kL	147,898	149,919	-	38,622	88,164	-	-	126,786	Reported water consumption has increased due to the fact that a number of meters, previously unallocated, have now been allocated and included in the report. Additionally, other meters have been added between 2006 (baseline) and 2016. There are more meters to be allocated, which are not included in the total at this stage.	Indicator Only
Total City of Sydney mains water usage – Commercial Buildings	kL	97,733	107,577	-	21,569	24,299	-	-	45,868	Reported water consumption has increased due to the fact that a number of meters, previously unallocated, have now been allocated and included in the report. Additionally, other meters have been added between 2006 (baseline) and 2016. There are more meters to be allocated, which are not included in the total at this stage.	Indicator Only
Total City of Sydney mains water usage – Community Buildings	kL	31,135	27,567	-	7,450	9,630	-	-	17,080	Reported water consumption has increased due to the fact that a number of meters, previously unallocated, have now been allocated and included in the report. Additionally, other meters have been added between 2006 (baseline) and 2016. There are more meters to be allocated, which are not included in the total at this stage.	Indicator Only
Total City of Sydney mains water usage – Operations (Depot etc.)	kL	44,416	43,390	-	7,657	8,325	-	-	15,982	Reported water consumption has increased due to the fact that a number of meters, previously unallocated, have now been allocated and included in the report. Additionally, other meters have been added between 2006 (baseline) and 2016. There are more meters to be allocated, which are not included in the total at this stage.	Indicator Only
Total City of Sydney mains water usage – Aquatic Facilities	kL	83,108	90,095	-	21,864	23,271	-	-	45,135	Reported water consumption has increased due to the fact that a number of meters, previously unallocated, have now been allocated and included in the report. Additionally, other meters have been added	Indicator Only

between 2006 (baseline) and 2016. There are more meters to be allocated, which are not included in the total at this stage.

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Total mains water consumption for the local government area (measured annually)	ML	35,959.65	36,847	-	-	-	-	-	-	-	Indicator Only
Waste - Provide high quality waste management services to residents that encourage a reduction of overall waste generation and diverts 66% of domestic waste from landfill by 2014											
Total Waste Collected	Kg/Capita	336.74	340	319.54	340	75.53	76.66	-	-	152.19	On Track
Total Waste Recycled	Kg/Capita	230.91	230	222.44	230	49.75	52.53	-	-	102.28	Watch
<p>The City fell 12.72kg short on its year to date recycling target of 115 kilograms per capita. This is attributed to trending declines in the weight of packaging material and overall reduced consumption of heavier recyclable items like glass jars and newspapers which are being replaced with plastic and foil packets, liquid paperboard cartons, and digital media. This has resulted in notable weight reductions in typical domestic recycling bins. The transition to lighter-weight consumable materials and the imminent introduction of the NSW Container Deposit Scheme means that even as residents get better at recycling we may experience lower per capita recycling tonnages compared to previous years. These factors are being considered when setting domestic waste recycling targets in future and are being captured in the City's Waste Strategy development.</p>											
Resource Recovery Rate	%	68.53	68	69.62	68	65.86	68.52	-	-	67.19	Watch
<p>The City's resource recovery rate increased by 2.66% in the second quarter due to resource recovery performance improvements from the City's contractors Advanced Waste Treatment facilities that are responsible for processing the City's domestic general waste. The year to date recovery rate falls 0.81% short of the 68% year to date recovery target.</p>											
City of Sydney Recycling (organisational facilities)	Tonnes	814	-	1,238	-	342	61.63	-	-	403.63	Indicator Only
<p>A new service provider commenced as the new service provider from 1 October 2016. This has seen an overall decline in all waste stream tonnages, including recycling but an improvement in the reported recycling rate of over 30% (from around 26% to 36%)</p>											
City of Sydney Waste Collected (organisational facilities)	Tonnes	2,409.68	-	2,219	-	611	171.3	-	-	782.3	Indicator Only
<p>Commenced with a new service provider from 1 October 2016 and this has seen a significant drop-off in reported and billed tonnages partly</p>											

due to changes in how waste collected is calculated

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	YTD	Comment	Status
Street trees planted annually	No	913	727	700	291	20	-	-	311	Planting will recommence following summer. On track to achieve target.	On Track
Total street trees	No.	30,132	32,119	30,000	31,750	31,812	-	-	31,812		On Track
Number of plants planted at community planting events	No	9,135	8,391	7,500	1,309	3,739	-	-	5,048	Community planting days held for National tree Day and World Habitat Day. Community plantings also undertaken in Sydney Park, Chippendale, Glebe and Pyrmont. Glebe	On Track
Total trees and shrubs planted	No.	73,876	62,187	52,000	8,956	15,422	-	-	24,378	New planting and renewal planting ongoing throughout the City's parks and street gardens. Slightly under for Q2, but expect to achieve target by Q4.	On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	10,896	10,629	10,000	3,637	2,172	-	-	5,809	Year to date for landscaping works is 5,809 sq m. On track to achieve annual target.	On Track
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually)	ha	1.4	0.39	-	-	-	-	-	-		Indicator Only
Number of indigenous bird species (2009/10 baseline - 63 species) (measured annually)	No	88	64	-	-	-	-	-	-		Indicator Only
Footway replaced by green verge	m2	3,932	3,660	2,200	1,603	619	-	-	2,222		On Track

Environmental Performance Grants

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	YTD	Comment	Status
Value of environmental grants approved by the City of Sydney	\$ '000	-	-	-	110.48	102.46	-	-	212.94	In the first half of the year, 20 Environmental Performance Program grants were approved by Council. These projects were awarded through the City's Building Operations, Innovation and Ratings and Assessments Environmental Performance Grants programs and one Knowledge Exchange Sponsorship.	Indicator Only

3 Integrated transport for a connected city

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Transformation				
Commence studies to support the Green Square light rail.	2019	80	Work on this project has been expanded to include consultation with other inner-south municipalities (Bayside, Randwick and Waverley Councils) to align with the Infrastructure Australia high priority initiative 'Southern Sydney to CBD public transport enhancement'. This includes the feasibility of wider network solutions to respond to the public transport needs of this rapidly expanding population centre.	On Track
Advocacy				
Work with State Government on walking and cycling connections between Barangaroo and surrounding areas.	2017	90	The City continues to work closely with Barangaroo Delivery Authority to plan and design walking and cycling connections. Further work is needed to connect the Hickson Road cycleway to existing cycleways. Advocating for inclusion of cycle facilities at the proposed Barangaroo Metro station and improved connections between the station and the cycle catchment.	On Track
Partnership				
Support State Government in developing interchanges and key transport hubs, including those in CBD affected by the Sydney City Centre Access Strategy.	2017	90	The City is working with State Government on planning for metro stations in the city centre. Working with the CBD Coordination Office on the interchange precincts.	On Track
Major Programs				
City Transformation				
Continue to support the implementation of light rail down George Street and in wider LGA area.			Continuing collaboration between the City and Transport for NSW. Staff are working through submitted design packages to ensure compliance with the Development Agreement.	On Track
Advocacy				
Provide advice and advocate for transport outcomes that align with the City's strategic vision through State Government Barangaroo planning process			The City is continuing to engage with Transport for New South Wales and the Sydney Metro team in planning for the new station at Barangaroo.	On Track
Planning				
Work with the State Government to implement changes to loading, taxi and parking arrangements to support light rail and related works in the City Centre			City is working closely with the CBD Coordination Office and other stakeholders, such as the Taxi Council, to manage a regular meeting on kerbside uses is ongoing hosted by CBD Coordination Office	On Track

Partnership

Work with State Government and the Taxi industry to implement more taxi ranks in better locations in the City Centre

The City continues to work with Transport for NSW and the taxi industry to implement new taxi ranks and relocate existing ones when needed. New ranks, including night time secure ranks, have recently been implemented in the city centre and The Rocks.
The City works closely with the CBD Coordination Office on all kerbside issues, including taxi rank provision.

On Track

3.2 Transport infrastructure is aligned with City growth.

Major Programs

Progress To Date

Status

Advocacy

Work with State Government to ensure understanding of transport implications of development in LGA.

We continue to advocate for improved transport options around key development areas. Continuing to work with Metro documentation and provide feedback on the project.

On Track

We continue to work with the CBD Coordination Office and Central Sydney Traffic and Transport Committee (CSTTC) working group on large developments within Central Sydney

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

Major Programs

Progress To Date

Status

Parking

Utilise enforcement activities to ensure turnover and improve safety and accessibility of city parking.

The City continues to focus on proactive and reactive ranger patrols. Patrols encouraging a turnover of kerbside parking spaces, so all road users have an opportunity of finding a parking space, were a priority. Additional patrols were also maintained in the residential areas, predominantly in the outer lying areas, where commuter parking places additional strains on the available spaces.

On Track

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

Major Projects

Completion Date

% Complete

Progress To Date

Status

Capacity

Develop management plans for major feeder corridors to the city (mostly State roads) including public transport, cycling, walking and traffic safety targets for advocacy with the NSW State Government.

Active involvement in the Greater Sydney Commission District Plan process which now includes future transport planning for key corridors.
Liaison with Transport for NSW and Roads and Maritime Services on specific projects such as the McEvoy-Lachlan corridor, including a submission to their concept plan public consultation process
Engagement with TfNSW draft roads strategy and introduction of place to analysis of road function.

On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
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Transport Infrastructure

Advocate to ensure public infrastructure meets the needs of uses.	2017	80	The City continues to advocate for good public transport access outcomes in the Sydney Metro project and will continue to advocate for improvements to public transport in urban renewal areas across the local government area. Also highlighting the need for active transport infrastructure to meet demand for increased travel to, from and within the city centre.	On Track
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3.S.1 Key Performance Indicators

Parking and road management - Encourage use of more environmentally friendly and sustainable means of travel in the City

Key Performance Indicator	Unit	2014/15		2015/16		2016/17 Result			Comment	Status		
		Result	Target	Result	Target	Q1	Q2	Q3			Q4	YTD
Total number of car share parking spaces in the city (program to date)	No.	648	-	690	-	698	709	-	-	709	19 new spaces have been endorsed by the Local Pedestrian, Cycling and Traffic Calming Committee (LPCTCC) for installation between July and December 2016	Indicator Only
Proportion of resident drivers who are members of car share schemes	%	16.3	-	17.5	-	17.5	17.79	-	-	17.79	Result is based on Q3 2016 RMS data, Nov 2016 GoGet data and Oct 2016 Hertz data. This is the most current available data at the time of reporting.	Indicator Only

Roads maintenance -

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

Key Performance Indicator	Unit	2014/15		2015/16		2016/17 Result			Comment	Status		
		Result	Target	Result	Target	Q1	Q2	Q3			Q4	YTD
Road renewed/treated program	m2	51,368	35,000	70,639	35,000	8,090	16,702	-	-	24,792		On Track

4 A city for walking and cycling

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Partnerships				
Work with 14 neighbouring councils and State and Federal Governments to implement the Inner Sydney Regional Bike Network	2020	50	The Inner Sydney Regional Bike Network Final Business Case for Infrastructure Australia, to apply for federal funding, is almost complete	On Track
Major Programs				
Walking				
Deliver the CBD Streetscape Improvement program, including the installation of smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.			Elizabeth Street – Market Street to King Street – granite paving Pitt Street – Bathurst Street to Park Street – granite paving Spring Street – Pitt Street to Bent Street – installation of Smartpoles Bent Street – Gresham Street to O'Connell Street – installation of Smartpoles O'Connell Street – Bent Street to Hunter Street - installation of Smartpoles Castlereagh Street – Liverpool Street to Bathurst Street - installation of Smartpoles Sussex Street – Bathurst Street to Druitt Street - installation of Smartpoles Pitt Street – Goulburn Street to Bathurst Street - installation of Smartpoles	On Track
Continue to implement priority actions from the Liveable Green Network, including the Footpath Renewal program, pedestrian and cycling safety improvements, new furniture installations, pedestrian lighting upgrades, installations of green verge/street gardens and new cycleways.			The installation of new street furniture has continued across the LGA, prioritised for bus stops without seating and for key LGN routes. Pedestrian lighting upgrades by Ausgrid are expected to commence in Q3. Refer to item 4.S.1 - Footway improvement targets. Refer to item 2.S.1 - Green verge/street garden targets. Refer to item 4.1 / 4.S.1 – Cycleway targets	On Track
Cycling				
Improve bicycle access and amenity through small scale infrastructure changes and improved on street facilities in both the CBD and Non CBD areas within the LGA.			New cycleways at concept stage: * Improved connection from Kent Street to Harbour Bridge (in association with RMS) * Wilson & Burren Street * Green Square to Randwick (Portman to Epsom Rd) * Bondi Junction cycleway (Centennial Park to Bourke Street) Lawson Street cycleway design complete. * CBD East West cycleway - King Street Stage 2 - deferred until completion of light rail	On Track
Partnerships				
Advocate and work with land owners to develop a continuous foreshore walk accessible on foot and by bike			Ongoing - No change or progress in last six months	On Track

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

Surrounding council networks are all linked into the city network, co-ordinated by collaborative work on the Inner Sydney Regional Bike Network and the NSW Government's Sydney's Cycling Future

On Track

Safety

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

Share the Path on-site shared path education sessions continue four times a week.

An additional 135 adults completed the Cycling in the City or Rusty Riders courses between July and December 2016

On Track

Investigate and implement low speed environments in the LGA.

Ongoing investigations and implementation including 40 km/h zones and shared zone implementation.

The City also attended a 40km/h working group meeting with Roads and Maritime Services and Centre for Road Safety to look at improvements to the process

On Track

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

Major Projects

Completion Date	% Complete	Progress To Date
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Status

Walking

Work with State Government to decrease waiting time and overall trip time for bike riders and pedestrians on identified priority routes in the City Centre

2017

70

Advocating to CBD Coordination Office for reduced pedestrian and cycle wait times in line with reduced traffic demand around George Street corridor.

On Track

Major Programs

Progress To Date

Status

Partnerships

Collaborate with State Government to implement the City Centre Access Strategy (to enable City of Sydney to receive assets) to deliver quality assets for transport users

Continuing to explore options for freight, public transport and active transport within the city centre

On Track

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

We are continuing to work with Transport for NSW and the light rail design team to optimise the amount and quality of the pedestrianised space in George Street in line with the objectives of Sydney 2030

On Track

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

Major Programs

Progress To Date

Status

City of Sydney facilities

Provide information and training that encourages staff to use walking and cycling

Walk to work day in October was promoted to staff, with strong participation on the day. An additional 33 staff completed the cycling training courses, totalling 124 staff trained in 2016. Monthly mystery rides, giving staff an opportunity to use the bike fleet in a supported setting, are growing in popularity, with positive feedback from staff

On Track

Journey to work - commuting

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

The City staff met with the following organisations to help generate more commuting by walking and cycling: Sydney University, Transport for NSW, RMS and inner Sydney councils, Premier's Council for Active Living, ACT Road Safety, E-stralian, News Ltd, Inner West Council, Sydney Metro staff, Housing NSW, University of NSW, Charles Perkins Centre and ESRI.

On Track

City staff gave presentations on our cycling programs at the Australian Walking & Cycling Conference, Bicycle NSW conference, AITPM Active Transport Workshop, Australian Bicycle Council, and Bike Futures conference as well as

presenting for Adelaide City Council, Newcastle light rail project staff and the Singapore Urban Redevelopment Authority.

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

The City encourages developers to include end of trip facilities during our pre Development Application discussions. Advocacy is undertaken as appropriate.

On Track

4.4 Increase in modal share for walking and cycling.

Major Programs

Progress To Date

Status

Modal shift

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

In December a "Riding with Children" program commenced which promotes the benefits to families of riding regularly with children

On Track

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

The Sydney Rides Festival held in October attracted over 17,000 people giving new riders a chance to try cycling. The larger events focused on A walking shortcuts guide was creating for Redfern/Chippendale showing local residents the best walking routes into the city.
The City Participated in National Walk to Work day in October with a breakfast for walking commuters in Prince Alfred Park and at Town Hall House.
Cycling courses received a targeted communications push following introduction of a \$20 fee. Fees were introduced to minimise no shows at cycling courses.

On Track

Walking and cycling for leisure

Encourage and support new walking and cycling enterprises

No new activity in July to December 2016

On Track

Encourage people to walk and cycle to events.

The City continues to work on event access alternatives and marketing of transport options for events.

On Track

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

Sydney Rides Festival held in October featured 21 events, attracting over 17,000 people. Evaluation data shows that the festival is successful at stimulating interest in bike riding, with increased traffic to maps, courses, road rules info during festival period.
The two key events delivered by the City are Sydney Rides the Park and Light the City - both were very well attended (3000 and 2400 participants respectively) and received positive feedback.
City was a major sponsor of the Spring Cycle in October.
An event was held in Prince Alfred Park in October as part of National Walk to Work Day

On Track

Behaviour

Ensure all road and path users have information and training available that enables them to exhibit the correct and safe behaviours, particularly towards more vulnerable road or path users.

Cycling courses promoting gracious cycling, continue, with 135 people trained between July and December 2016. The Share the Path program continues for 4 sessions per week, engaging with both people walking and riding throughout the city

On Track

4.S.1 Key Performance Indicators

Cycleways -

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

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result			Comment	Status
		Result	2014/15	Result	2015/16	Target	2016/17	Q1	Q2	Q3		
Deliver the infrastructure identified in the City's Pedestrian, Cycling and Traffic Calming (PCTC) Plans	No	-	16	0	7	0	3	-	-	3	Three projects have been completed for Q2: New Shared Zone in Waine Street, Surry Hills; New Shared Zone in Little Burton Street, Darlinghurst; New Kerb Extensions at the intersection of Fowler and Mallet Streets, Camperdown	On Track
Length of separated cycleways provided annually	Km	0.91	1.01	0	0.16	0	0.2	-	-	0.2	Kent Street Underpass Upgrade	On Track
Length of on-road cycleways provided/upgraded annually	Km	1.99	1.9	0	0.1	0	0	-	-	-	Upgrade works commenced and scheduled to be completed in 2017	On Track
Length of shared paths provided/upgraded annually	Km	1.96	1.88	0	2.49	0	0	-	-	-	Upgrade works commenced and scheduled to be completed in 2017	On Track
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	3	(10)	-	-	-	7	-	-	7	7% growth between the March 2016 and October 2016 counts	Indicator Only

Footpaths -

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

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result			Comment	Status
		Result	2014/15	Result	2015/16	Target	2016/17	Q1	Q2	Q3		
Granite infill project - paving	m2	2,731	2,281	320	1,800	320	350	-	-	670		On Track
Footway renewed program	m2	27,751	19,327	4,219	15,000	4,219	7,102	-	-	11,321		On Track

5 A lively and engaging city centre

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Planning				
Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay Square, Barangaroo and Darling Harbour Live.	2017	60	Strategic design input into NSW State Government urban renewal projects is ongoing. This includes a revised master plan development for Circular Quay, public domain interface co-ordination for Darling Square and International Convention Centre development at Darling Harbour, and public domain and open space planning strategic input for UrbanGrowth projects at Central to Eveleigh and the Bays Precinct.	On Track
Develop a City Centre Public Domain Improvement Program	2017	80	Town Hall Precinct Public Domain Plan will commence this quarter. Projects coming out of other public domain plans are underway and ongoing.	On Track
Develop concept designs and briefs for city centre public spaces	2017	50	Regimental Square nearing completion. Martin Place Masterplan complete and work progressing. Input into public spaces being delivered by others ongoing (Farrer Place, 200 George St)	On Track
Continue to implement the Harbour Village Public Domain Plan	2017	75	Argyle Street construction ongoing. Kent Street underpass complete. Design development of new toilet facility at Observatory Hill Park underway.	On Track

Major Programs

Progress To Date

Status

Safety

Maintenance of the CCTV infrastructure including new cameras, signage and ongoing review of CCTV system compatibility to improve reliability. The remaining 20 cameras are scheduled to be upgraded by December 2017.

On Track

An additional CCTV camera has been installed as a trial at Butler Stairs in Kings Cross. The trial will last approximately 18 months, after which time a recommendation will be made to Council on the permanent installation of a camera at this location.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain improvements				
Continue to deliver improvements to the streetscapes and public areas of city lanes in accordance with the adopted Laneways Revitalisation program.	2017	90	Hosking & Penfold Lane - Construction completed in December 2016. Laneway revitalisation works included the replacement of asphalt with granite paving, stormwater and lighting upgrades, the creation of a shared zone and provision of space for trading and events.	On Track

Lees Court - design for laneway revitalisation has been completed with a scope similar to Hosking & Penfold. Construction will be undertaken as part of the re-development of the MLC building.

Continue to implement the Chinatown Public Domain Plan	2017	65	Quay Street upgrade investigations commenced. Installation of Thomas Street artwork ongoing.	On Track
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5.3 Cultural, creative, retail and small business activity is supported in the City Centre.

Major Programs Progress To Date

Laneway revitalisation Status

Improve activation of the city's finegrain spaces to enable creative, cultural and small business activity.			The City continues to encourage opportunities to activate or enable activation of our underutilised and public spaces, with many events, including those produced by the City, taking place across the local government area.	On Track
			Potential operators and producers continue to engage with various City staff, seeking advice from planners, grants, cultural and economic staff, while cultural strategy, night time and planning staff are working on the regulatory environment as it relates to creative and night time activation of space.	
			Cultural and night time staff engaged closely with the creative, cultural and business community through a number of forums (cultural infrastructure and night time economy) to engage with these sectors about their activities, build their capacity and provide opportunities for them to share information and strengthen their connections.	

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

Major Projects Completion Date % Complete Progress To Date Status

Planning and regulation

Review the Busking Policy to increase the cultural and street life of the city community.	2017	45	Work continues on background research and consultation to inform a revised policy on busking in the City of Sydney. A discussion paper is in the final stages of development and community engagement planning has commenced.	On Track
Develop a CBD Activation Policy and Guidelines	2018	10	Following the George Street 2020 activation strategy, we continue to work with property owners and light rail to ensure our recommendations are implemented.	On Track

Major Programs Progress To Date Status

City Centre creative activity

Support and enable festivals, events, and other community activities to increase the cultural and street life of the city community.			The City's cultural and street life has again been enhanced through the provision of funding and support across a diverse range of events and celebrations. Supported events include Kaldor Public Art Projects' installation by Jonathan Jones' Barrangal Dyara in the Royal Botanic Garden Sydney, Antenna Film Festival and Sydney International Women's Jazz Festival. Many of the major festivals are in planning and production mode as they gear up for their major events in early 2017 including Sydney Festival and Artmonth.	On Track
			Throughout this quarter, buskers have continued to add to the daily cultural life of the City, with many focusing on Pitt St Mall and the QVB forecourt as viable venues. The Pitt Street Mall Busking Pilot has now been extended until the	

new Busking policy is activated. Monitoring is assisting a better understanding of busking activities in these areas and details will be considered as part of the City Busking Policy review.

Public art

Deliver the City Centre Public Art Strategy

Projects underway or recently completed:

1. Conservation of the Dixon Street Catenary and restoration of the artwork Heaven
2. Restoration of the Fraser Fountain in Hyde Park now complete
3. Repainting of the Peace Justice and Unity Mural now complete
4. City Centre Public Art - Three artists endorsed by Council for the George Street Spine and the East - West Connectors now engaged in design development of projects. Two development applications (DAs) are being assessed with two others in preparation.
5. City Centre Public Art - Stage Two Expression of Interest for city centre laneways now complete with 8 artists shortlisted to develop their ideas.
6. Eora Journey: Recognition in the Public Domain – Successful artist endorsed by Council. Progression of project subject to relevant authorities' owners consent to lodge development approval with stakeholder consultation ongoing throughout project.
7. Biennale Legacy Artwork. Artwork by Agath Gothe-Snape progressing through design development with development application being prepared.

On Track

5 S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result	Q3	Q4	YTD	Comment	Status
		Result	Target	Result	Target	Q1	Q2						
Amount of footway dining in the city centre (total)	m2	2,827.78	-	2,765.45	-	2,652.6	2,677.34	-	-	-	2,677.34	This is a slight increase on last Quarter and is a moderate increase on this time last year, indicating growth in this portfolio.	Indicator Only

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

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result	Q3	Q4	YTD	Comment	Status
		Result	Target	Result	Target	Q1	Q2						
Laneways upgraded	No	6	-	-	-	0	1	-	-	-	1	Work to Hosking and Penfold Lane has been completed.	Indicator Only

6 Vibrant local communities and economies

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

Major Programs

Progress To Date

Status

Learning and Creative Programs

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

Library Technology and Spaces- the Library has implemented new self-service equipment at three branches to date (Glebe, Surry Hills, Waterloo), with the remaining libraries scheduled for completion in March 2017. The new equipment allows for library customers to loan and return library items themselves, offering greater options for library customers to interact with the library as well as improved spaces within each branch.

On Track

The new technology also allows for customers to manage their own accounts including reservations and payments via the new equipment, changing the customer service model within the libraries.

The library purchased 22,833 new items in the library collections and the total number of items in the collections is 411,765.

Library Collections- the Library continues to improve and diversify its collection.

- Beamafilm (eMovie)- The Library introduced Beamafilm a new eMovie portal which provide unlimited streaming of over 370 independent films and documentaries. Majority of eMovies on Beamafilm platform are Australian movies and there are also movies in other languages such as Spanish and Russian. Beamafilm went "live" in December 2016.
- eAudiobooks - December 2016 records the Library's highest total eAudiobook users with 1,387 total users and 428 Active users in the month of December 2016. December 2016 also recorded the highest usage with 1,743 eAudiobook loans.
- eMusic- August 2016 recorded the highest eMusic streaming with 3,602 songs streamed, and November 2016 recorded the highest eMusic downloads with 1,034 songs downloaded.

Library Programs - The Library continues to deliver an interactive program of events and learning opportunities that engage our community.

During 2016/2017 the library has produced 654 programs with 18,234 attendees that explore our programming pillars (social connections and sustainability, creative participation, lifelong learning and digital citizenship) and contribute to the City's strategies and vision for 20130.

Place identity

Deliver Place Identity Activation in the City's villages

Green Square Business Attraction (ground floor) research has now been completed and will inform City decision making and initiatives that will support stakeholders to attract a sustainable, relevant and thriving mix of ground floor businesses in Green Square.

On Track

Activities undertaken by Chambers of Commerce/Precinct Associations funded through the City of Sydney Grants and Sponsorship Program during the period include Glebe Chamber of Commerce's website, dining and live music events and Haymarket Chamber of Commerce's digital destination marketing, Market of Lights and Haymarket live play work guide.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Social Planning				
Finalise the Social Sustainability Policy and develop an Action Plan	2017	80	Social Sustainability Policy was adopted by Council in 2016. The draft action plan is being finalised, to be brought before Council for endorsement for public exhibition in 2017.	On Track
Increase the supply of childcare places	2017	90	Huntley Street Early Learning Centre, an 80 place centre located on Huntley Street, Alexandria commenced operations in mid-September 2016. East Sydney Early Learning Centre, a 60 place centre located at 277 Bourke Street, Darlinghurst and The Crescent Early Learning Centre an 80 place centre located on The Crescent in Annandale commenced operations in mid-October 2016. Waranara Early Education Centre, a 74 place centre located on Joynton Ave, Zetland is anticipated to be completed in the first half of 2017 and operational by mid-2017.	On Track
Major Programs				
Social Planning				
Continue to implement the actions identified in the Inclusion (Disability) Action Plan.			Implementation of the Inclusion (Disability) Action Plan 2014-2017 is being overseen by the Inclusion (Disability) Advisory Panel. Implementation highlights for the period include: <ul style="list-style-type: none"> • Implementation of the world's largest network of Tactile and Braille Street Signs • Launch of a new on-line accessibility map to help people with disability plan their journey in the City • Launch of the City's disability inclusive sports and recreation directory on the City's What's On website. The directory provides information to allow people with disability to choose activities and programs that best suit them. 	On Track
Aquatics & Leisure				
Provide a diverse and accessible range of fitness and leisure programs that create opportunities for everyone to participate in a healthy and active lifestyle.			This period the City continued to offer and support more than 70 seasonal exercise and fitness activities across the City's 13 community facilities, as well as regular community venue hire for community groups to operate over 50 additional exercise and fitness classes. Programs are accessible to children and adults and range from popular sports competitions, to gentle exercise and advanced tai-chi classes. The City also provides gym facilities at the Juanita Nielsen Gym, King George V Recreation Centre and Pymont Community Centre. Highlights and activities include: <ul style="list-style-type: none"> • Over 5,000 people took part in sports competitions at Ultimo Community Centre and 15,419 attendances at other fitness and leisure programs at the Centre. 150 people took part in the inaugural Over 55s Table Tennis Tournament at the Centre. • 8,000 attendances at Pymont Community Centre's Fitness Centre and 7,528 attendances at other fitness/leisure programs offered at the Centre. • 3,766 attendances at the Juanita Nielsen Fitness Centre. • 775 attendances at Tai Chi and fitness classes at the St Helen's Centre in Glebe. • 54,152 attendances in sports competitions at King George V Recreation Centre included, 7,022 attendances at exercise classes and the gym, 3,009 attendances at sports coaching programs, 1,260 attendances at programs for people with a disability, refugees and people identifying as homeless. 390 people attended an International Seidojuku martial arts tournament and 34 people participated in a 12 day Healthy Active Lifestyle gym program over Christmas. 	On Track

- Other events at King George V Recreation Centre included - 80 people participated at a 3 on 3 Basketball tournament celebrating Men's Health Week. 50 young people from Indigenous and diverse cultural backgrounds attended a Basketball coaching event hosted by Charity Bounce, Sydney Kings and the NBA. 400 people attended community Christmas celebrations at the centre, and 7 people took part in an eight week nutrition program designed to develop the food independence of individuals at risk of, or who are experiencing food insecurity.
- 80 people participated in the Zumba GOLD Street Party in Martin Place to celebrate the United Nation's International Day for Older Persons.
- 738 children and young people attended recreational and health programs and 788 individual bookings were made for sporting activities at the Peter Forsythe Auditorium, with 322 (41%) organised by local community groups. 70 young people attended a pilot cricket program at the centre.
- 20 people attended an inclusive Tai Chi class as part of the launch of the Inclusive (Disability) Sport and Recreation Program.

Parks & Sports Fields

Provide passive and active sporting opportunities for all members of the community. Maximise the availability and quality of facilities to meet demand.

Open Space, Sport & Recreation Needs Study 2016 adopted by Council. Perry Park Sports Stadium to commence construction early 2017. Synthetic sports field program under development.

On Track

Social services and community capacity building

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

On Track

Social Programs and Services were offered to promote active, healthy living and connected communities. City Spaces recorded at total of 375,339 attendances at the City's community facilities, programs and events for this period. 6,281 bookings were taken across the City's 13 staffed and 25 unstaffed City Spaces. Of these, 4,488 were made by community groups.

5,191 meals were provided through the centre based lunch program. Meals on Wheels delivered 24,805 meals to 274 clients, and provided 96 hours of assessment and 494 care coordination including 69 home visits. Community Transport provided 12,587 passenger trips and 407 community bus hires.

Highlights in the delivery of Social Programs and Services include:

- 380 older people from City Spaces community centres attended the annual Seniors Christmas Lunch.
- Over 400 people attended the Ultimo Community Centre's 20 year anniversary celebration in July.
- 246 people attended monthly community dinners at Pymont Community Centre, 130 people attended the Pymont Playgroup Christmas party and over 3,000 people attended the Christmas in Pymont event, held at the Centre and in the surrounding streets.
- 75 international students attended a community engagement event at King George V Recreation Centre and 155 people attended events at the centre hosted by the Australian Paralympic Committee.
- Over 800 people attended events for White Ribbon day held at the City's community centres – including 500 people swore an oath at King George V Recreation Centre.
- 612 children and young people took part in school holiday programs.
- Over 250 people attended NAIDOC Week events at the City's community centres including 120 people attending the NAIDOC Flag Raising Ceremony at the Redfern Community Centre.
- Over 500 people attended the Indigenous Science Experience Family Science Fun Day and over 500 people attended Family Culture Day Christmas Party at the Redfern Community Centre.
- 50 people attended Conversations on the Green in Green Square, which provided an opportunity for residents to meet and interact.
- Over 200 people attended the Cliff Noble Community Centre Open Day in Alexandria.
- 223 people attended 6 Strata Skills 101 workshops and 108 people attended a forum on changes to strata laws in NSW.
- Over 600 people attended a Wear It Purple Day event and over 250 people attended a Transgender Day of Remembrance event.

- 33 students graduated from the 2015/16 International Student Leadership and Ambassador program and 33 new students from 14 countries commenced the 2016/17 program.
- 160 Meals on Wheels clients received free Christmas hampers, ensuring clients had sufficient food provisions over the Christmas period.
- 151 people were transported throughout key locations across Sydney to experience Christmas lights displays.

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

On Track

Middle Childhood Services provided engaging programs for school age children which included, participation in the Redfern Family Culture Day and an End of Year Christmas Party attended by children from five vacation care services. Woolloomooloo Children's Program and youth and community staff delivered a program for 9-12 year olds transitioning to high school. Surry Hills Children's Program received a rating of Exceeding National Quality Standard in all seven-quality areas of the National Quality Framework.

Early Childhood Services support the learning, development, health and wellbeing of babies and young children through their programs. Services have continued to work closely with families to support their child's development and connectedness to the community by hosting a number of events which included, celebrate Grandparents Day in Children's Week, Mini Olympics and Children's Art Exhibition. Hilda Booler and Broughton Street Kindergartens have continued to be participants in the Early Learning Languages Australia (ELLA) Program.

The City's Grants and Sponsorship Program supports community programs or projects that contribute to a connected, liveable, inclusive and engaged city.

On Track

In the first half of the year, 96 Social Grants were recommended by Council for a total value of \$1,321,493 cash and value-in-kind. These projects were awarded through the City's Community Services Grant, Festivals and Events Sponsorship (Village and Community), Knowledge Exchange Sponsorship, Matching Grant, Quick Response Grant, Street Banner Sponsorship and Venue Support Grants and Sponsorship programs.

This includes support for Refugee Week Festival of Welcome, Redfern All Black's hosting of the 2016 Koori Knockout, Babana Aboriginal Men's Group and support for Redfern Legal Centre. Further, it includes support for the 2016 National Multicultural Women's Conference via the Knowledge Exchange Sponsorship program.

Encouraging responsible pet ownership

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

On Track

In association with the Cat Protection Society and Sylvania Vet Clinic (the current service provider for the Sutherland Shire Animal Shelter) the City provided subsidised de-sexing and free micro-chipping for the companion animals of residents who hold a valid pensioner concession or Health Care Card. The fee paid by the resident included transport to and from the veterinary clinic on the day of surgery. In the last six months, 36 dogs and 30 cats were micro-chipped and 26 dogs and 23 cats were de-sexed.

The City also provided free registration for eligible pensioners' first animals, with heavily discounted fees for subsequent pets owned by the same person. 32 animals were provided with discounted registration between July and December 2016.

The City's dog training programme continued, 35 dogs and their owners graduated from the course in the past six months. Since the inception of the dog training programme in 2006, over 3107 residents and their dogs have completed the course.

Use of the City's parks and open spaces

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

On Track

Rangers and the Companion Animals Liaison Officer continued to conduct uniformed and plain clothed patrols of the city's parks and open spaces, to ensure dog owners were exercising their animals responsibly and all park users were able to enjoy the equitable use of the facilities. There were 1,386 hours spent on these patrols in the last six months.

6.3 Local enterprise and employment opportunities are diverse and sustainable.

Major Programs

Progress To Date

Status

Monitoring and compliance

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

The City maintains proactive inspection programs for boarding houses, backpackers, swimming pools (water quality), food premises, cooling towers and late night trading premises. These programs check legislative compliance and officers undertake enforcement action where necessary to improve standards.

Additionally, the City continues to investigate complaints across a range of areas including building compliance, fire safety, public health and food premises.

An update of the Local Approvals Policy for Mobile Food Vending vehicles is underway, by the Public Health Specialists, with a view to seeking the endorsement of Council early in the new year.

On Track

Local Business Planning

Support the development of small business capacity.

The City Business e Newsletter is produced bi-monthly with 2,900 subscribers. The newsletter alerts stakeholders to opportunities and information for small business and the City is currently focused on growing this data base.

General Assembly were awarded Knowledge Exchange Sponsorship of \$20,000 to produce four capacity building events in Sydney within 2016 and 2017 aimed at small to medium businesses. The first of the four was held in November 2016 with 203 attendees on the night and an 89% audience satisfaction rate.

Asialink Business (University of Melbourne) were awarded a Knowledge Exchange Sponsorship of \$30,000 to produce four Asia Insight Workshops designed to develop and deliver insights into perspectives across a range of Asia-focused topics. These workshops will facilitate an increased knowledge and understanding of Asia to support business engagement with the region. The first of the four was held in November 2016 and the second is scheduled for February 2017.

Generation Entrepreneur Ltd were awarded a Knowledge Exchange Sponsorship of \$10,000 to produce four Empower 10K programs. The project "Empower 10K" is an initiative by Generation Entrepreneur to empower 10,000 Australian high school students with entrepreneurial skills by 2020.

The final 3 Business 101 Seminars were held between October and November 2016 with a total of 191 attendees with an audience satisfaction rate of 96%. Topics included:

- The rocky road less travelled: new takes on traditional business
- Going against the grain: new business concepts
- Late starters: keeping the doors open for night time trade

The 'how to leverage an event' brochure has been drafted to assist business owners. The brochure includes information on major events, approximate attendance numbers, tourism/visitation facts and figures, as well as case studies on small businesses who have successfully leveraged events. The brochure will be in print format and available on the City's website. The brochures will be distributed to businesses along high streets in Surry Hills, Paddington, Potts Point, Newtown, Darlinghurst, Glebe and the city centre.

On Track

6.4 Local economies are dynamic, robust and resilient.

Major Programs

Progress To Date

Status

Local Economic Development

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

Customer intercept surveys have now been undertaken for all villages and outline the types of customers visiting the area, what they are there to do, where they have come from and where else they go for the same service/experience. The results are informing City decision making, and have been provided to business chambers and associations and local businesses through our website and City Business E-newsletter.

The City continues to support initiatives, organisations and activities in local precincts and commercial centres including supporting local festivals and events; local creative precinct associations and business chambers and providing marketing campaign support including a window dressing competition to expand the City's Christmas activities.

On Track

Financial support

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

In the first half of the year, 26 Economic Grants were approved by Council for a total of \$1,174,798 cash and value in kind. These projects were awarded through the City's Business Improvement Grant, Commercial Creative and Business Events Sponsorship, Festivals and Events Sponsorship (Village and Community), Knowledge Exchange Sponsorship, Street Banner Sponsorship, Venue Support Grants and Sponsorship and Village Business Grant programs with an additional out of program grant provided. This includes support for: NSW Business Chamber, VIVID festival, Glebe Street Fair, Generation Entrepreneur for the Initiate 48 series and various local chambers of commerce, precinct and industry associations.

On Track

6 S.1 Key Performance Indicators

Local economies - Develop and support local economies and employment

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Amount of footway dining in the Village Centres	m2	3,759.81	3,425.76	-	3,535.48	3,382	3,535.48	-	-	3,535.48	This is a moderate increase from last quarter and a minor increase on this time last year. Indicating some fluctuation in the portfolio with a slight increase in number.	Indicator Only
Value of economic grants approved by the City of Sydney	\$ '000	-	-	-	651.14	523.66	651.14	-	-	1,174.8	In the first half of the year, 26 Economic Grants were approved by Council for a total of \$1,174,798 cash and value in kind.	Indicator Only

Libraries and learning -

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Number of active library memberships	No	38,583	53,375	-	55,381	56,698	55,381	-	-	55,381	Library introduced a 3-year active membership in October 2014. The three years has lapsed and the number of active membership start to decline as members have not renewed their memberships after three years.	Indicator Only

000	1,124.25	1,182.98	-	306.14	285.71	-	591.85	Indicator Only
Total number of items accessed from Libraries (physical and digital) While the total digital loans have continued to increase, the total number of physical loans have decreased in November and December. This is due to the closure of three branches (Glebe, Surry Hills and Waterloo) for the installation of new self-service equipment and refurbishment.								
000	1,293.97	1,074.29	1,300	295.24	240.3	-	535.55	Watch
Attendance to libraries Total number of library visitations has decreased due to the closure of three branches (Glebe, Surry Hills and Waterloo) for the installation of new self-service equipment and refurbishment.								
Children's services - Provide affordable, safe, stimulating and educational activities and programs for children to enhance their positive growth and development, and assist families in balancing workforce and community life participation								
Key Performance Indicator			Unit	2016/17 Result			Comment	Status
				Q1	Q2	Q3	Q4	YTD
Children supported through City of Sydney's Children Services	No	1,206	-	818	78	-	-	896
Indicator Only								
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 in June) - 4,502	No.	-	-	-	-	-	-	-
Indicator Only								
Community health and well-being - Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities								
Key Performance Indicator			Unit	2016/17 Result			Comment	Status
				Q1	Q2	Q3	Q4	YTD
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	98.75	85	100	100	-	-	100
On Track								
Area of parks and open space managed by the City of Sydney (measured annually)	ha	191	191	-	-	-	-	-
Indicator Only								
Attendances at aquatic and leisure centres	000	1,420	-	383	446	-	-	829
Indicator Only								
Social Programs and Services - Support the community to improve access to services to reduce disadvantage and build relative equality, and try to fill gaps in service delivery on a needs basis								
Key Performance Indicator			Unit	2016/17 Result			Comment	Status
				Q1	Q2	Q3	Q4	YTD
Value of social grants approved by the City of Sydney	\$ '000	-	-	1,056.42	265.07	-	-	1,321.49
Indicator Only								

Number of meals provided through centre based meals & meals on wheels	No	56,911	57,188	-	15,391	14,605	-	-	29,996	Indicator Only	
Total bookings by community groups using City Spaces	No	10,161	12,206	-	3,290	2,991	-	-	6,281	Indicator Only	
Total overall attendance at City Spaces	No	708,707	709,544	-	190,563	184,776	-	-	375,339	Indicator Only	
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	90	85.5	-	-	97	-	-	97	Indicator Only	
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	89.5	86	-	-	0	-	-	-	Indicator Only This data will be collected and reported in Q4.	
Percentage of people surveyed accessing City Programs and Services who report an improvement in their social wellbeing	%	87	87.5	-	-	0	-	-	-	Indicator Only This data will be collected and reported in Q4.	
Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received	%	95.5	95	-	-	95	-	-	95	Indicator Only	
Percentage of people surveyed accessing City Programs and Services reporting an increase in their skills and knowledge	%	91.5	86.5	-	-	97	-	-	97	Indicator Only	
Percentage of people surveyed accessing City programs and services who report an increase in their confidence to make life choices as a result of the program	%	93	89.5	-	-	97	-	-	97	Indicator Only	
Companion animals - Support and educate the community in responsible pet ownership and assist residents to meet their obligations under the NSW Companion Animals Act											
Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	YTD	Comment	Status
Dogs and cats impounded (less is better)	No	176	190	-	34	38	-	-	72	There were more animals impounded in Q2 than in Q1.	Indicator Only
Animals reclaimed by their owners	No	55	83	-	10	13	-	-	23	There were more animals reclaimed in Q2 than in Q1.	Indicator Only
Animals rehoused from the shelter	No	111	113	-	22	18	-	-	40	There were less animals rehoused in Q2 than in Q1.	Indicator Only

Animals euthanized at the pound and external Veterinary Clinics	No	6	8	-	3	1	-	-	4	There were less animals euthanized in Q2 than in Q1.	Indicator Only
Dog attacks	No	126	128	-	37	30	-	-	67	There were less reported dog attacks in Q2 than in Q1.	Indicator Only
Dog was subsequently declared dangerous or menacing	No	3	1	-	2	1	-	-	3	There were less dogs declared dangerous or menacing in Q2 than in Q1.	Indicator Only
Hours per annum in parks on proactive inspections	No.	4,898	4,302	-	833	553	-	-	1,386	Rangers and the Companion Animals Liaison Officer continued to patrol the city's parks and open spaces to ensure dog owners were exercising their animals responsibly.	Indicator Only
Dog obedience courses held per annum	No.	4	4	4	1	1	-	-	2		On Track

7 A cultural and creative city

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Creative Public Domain				
Implement the Green Square Public Art Strategy	2017	50	<p>Artist Maria Fernanda Cardoso is engaged in finalising the detailed design of her artwork 'While I Live I Will Grow' is being finalised for the Former Royal South Sydney Hospital Site.</p> <p>Construction documentation for the Drying Green park artwork 'Stream' is nearing completion.</p> <p>All five artists for the Connecting Project have completed a concept refinement phase and a recommendation will be made in early 2017.</p>	On Track
Implement a City Centre Public Art Plan as part of City Transformation	2017	35	<p>The program is progressing with the three artists endorsed by Council for the George Street Spine and the East - West Connectors now engaged in design development of projects. Two development applications have been determined with two others in preparation.</p> <p>A Stage Two Expression of Interest is currently underway for public art to address up to three City Centre Laneways with eight artists short listed to further develop their ideas.</p>	On Track

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

Major Programs	Progress To Date	Status
Creative Participation Programs		
Provide direct cash grants and/or value in kind support to a range of cultural groups that provide opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of the city's cultural and creative industries.	<p>In the first half of the year, 100 Cultural Grants were recommended by Council for a total value of \$2,319,173 cash and value-in-kind. These projects were awarded through the City's Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major festivals), Knowledge Exchange Sponsorship, Matching Grants, Quick Response Grants, Street Banners and Venue Support programs.</p> <p>This includes support to Ensemble Offspring for Kontiki Racket, University of New South Wales for the EXIT project and an out of program grant to Shopfront Arts Co-Op Ltd for the Theatre Passport Scheme.</p>	On Track
Deliver and support creative participation programs through Pine St Creative Arts Centre, libraries and community centres.	<p>The City through Pine Street Creative Art Centre and the Library is committed to providing the community with increased accessible and inclusive creative participation opportunities that deliver on the cultural outcomes of 'stimulation' and 'insight'.</p> <p>Our programming aims to provide multiple avenues to the community that break down the biggest barriers to creative participation being time, money, opportunity and not having anyone to attend with.</p> <p>Pine Street Creative Art Centre continues to offers creative experiences through the delivery of term based courses, short workshops, school holiday programming and outreach programming.</p>	On Track

Highlights during the first half of the year have included:

- The Pine Street Taster Series - Pine Street Creative Arts Centre partnered with the Library to offer a series of introductory workshops that provided an affordable opportunity to experiment in different art forms including drawing, print making and ceramics.
- An increased number of programs offered during the school holidays for Children's and Youth.

Library programs offers creative experiences that are safe and affordable opportunities for the community to gain knowledge, sparking interest and building capacity in topics unknown or unexplored.

Highlights during the first half of the year have included:

- 'LGBTI Voices in Young Adult Media': The event explored representations and experiences of GLBTIQ+ young people in young adult literature and the importance of hearing these stories.
- Make and Create for Kids: Run at Glebe and Newtown these workshops explore various craft and art skills development.
- 'Letters of Complaint' the Late Night Library History Week event in collaboration with the City's History Unit.
- Our author talk events including 'The Authors Up the Cross' a series in partnership with Potts Point Book Club and 'Better Reads Talking Heads' with Better Read than Dead Bookshop.

Pine Street Creative Art Centre and the Library continue to work with the Cultural Strategy team to implementing evaluation tools to ensure the reliable collection of data on the impacts of cultural programming.

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

Major Programs

Progress To Date

Status

Business Capacity Building

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

Council endorsed in December 2016 a three-year sponsorship of Vivid Sydney through the City's Commercial Creative Events Sponsorship program. The events supported through this program deliver significant benefits to city businesses, particularly those in the tourism, hospitality and retail sectors as well as music, live performance and creative cultural sectors.

On Track

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

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

On Track

The City has undertaken further research into the impact of building and planning regulation on creative spaces. A project control group involving several business units was established to review and implement regulatory reform. The City has also released research from work undertaken by Western Sydney University and impact assessments undertaken by the University of Tasmania. This work combined with the findings from the cultural infrastructure workshop will inform the development of the cultural infrastructure plan.

Implement priority projects from the Live Music Live Performance Action Plan

The Live Music and Performance Action Plan continues to be implemented.

On Track

29 actions (48%) within the Live Music and Performance Action Plan have been either completed, or have been commenced and are ongoing activities. Actions identified as commenced and ongoing include those that are not able to be considered projects with an end date.

22 actions (37%) are currently in progress.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Eora Journey				
Commission a series of permanent and temporary public artworks that elevate Aboriginal and Torres Strait Islander creative expression in the public domain.	2018	50	The Eora Journey: Recognition in the Public Domain project is progressing with the successful artist for the Monument for the Eora endorsed by Council with progression of the project subject to relevant authorities' owner's consent to lodge development approval. Negotiations are ongoing and stakeholder consultation ongoing throughout project.	On Track
Implement the priority actions from the Eora Journey Economic Development Action Plan	2016	100	Action plan adopted by Council in November 2016. Planning and delivery of priority actions now underway, including support for Indigenous Business Month events in October 2016	Complete

Major Programs

Major Programs	Progress To Date	Status
Eora Journey		
Continue to implement a Reconciliation Action Plan (RAP)	Relationships - The Aboriginal and Torres Strait Islander Advisory Panel met 3 times and demonstrated a high level of engagement on Eora Journey, RAP and urban redevelopment projects and were briefed by the Recognise Campaign. The City participated in Aboriginal and Torres Strait Islander local government networks. Respect - NAIDOC in the City grew in attendance and profile. There were 3 cultural awareness training sessions for staff. Opportunities - Council adopted the Eora Journey Economic Development Plan. There has been increased procurement and engagement with Indigenous businesses and development of our Aboriginal and Torres Strait Islander employment strategy has progressed. Sponsorship included Indigenous Business Month and Koori Knockout. The City submitted our RAP impact report (July 2015-June 2016) to Reconciliation Australia.	On Track

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

Major Programs	Progress To Date	Status
Improving Access; Creating Markets		
Implement projects and initiatives to improve access to and support in developing creating markets supporting access to cultural products and experiences.	The City is currently developing alternate regulatory pathways for small to medium creative enterprise so as to better manage the regulatory barriers related to accessing existing buildings. Through its Knowledge Exchange grants program, the City has supported industry driven research to better understand the current state of the small to medium cultural sector. This includes a pilot project in to the non-cash needs of artists, producing a prototype online resource sharing tool and needs assessment, undertaken by the artist run initiative Frontyard. Secondly, the City has also supported the National Association for the Visual Arts to undertake a national survey of the health of the small to medium visual arts sector.	On Track

Sharing Knowledge

Deliver an annual series of City Conversations' events and forums that share current ideas, issues and opinions on cities and urbanism.	In Q2 2016-17, the City delivered a CityTalks Sydney event and a round table on Resilience. • CityTalks Sydney: Is Sydney ready? Working together for a resilient city	On Track
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- attended by 760 people at Lower Town Hall with 760 people - 262 stakeholders and 498 members of the public
- achieved a 57% new stakeholder reach
- achieved social media reach through Twitter – 544 tweets from 214 users reached 569,860 accounts with 3.4 million impressions
- international keynote President of 100 Resilient Cities • Resilience Roundtable with President of 100 Resilient Cities
- attended by 54 key stakeholders
- representatives from 24 metro councils and Greater Sydney Commission were present
- keynote presentation by Michael Berkowitz, President of 100 Resilient Cities

7.S.1 Key Performance Indicators

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

Key Performance Indicator	Unit	2016/17 Result				YTD	Comment	Status		
		2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Q1				2016/17 Q2	2016/17 Q3
Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants)	\$ '000	1,211	1,748.59	-	1,297.84	1,021.33	-	2,319.17	In the first half of the year, 100 Cultural Grants were recommended by Council for a total value of \$2,319,173 cash and value-in-kind. These projects were awarded through the City's Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major festivals), Knowledge Exchange Sponsorship, Matching Grants, Quick Response Grants, Street Banners and Venue Support programs.	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No	176	105	-	164	164	-	164	The City is currently supporting 164 creative organisations in 47 creative spaces ranging from artists, small creative enterprise and small to medium arts organisations.	Indicator Only
Attendances at Art & About	No	45,434	439,286	-	0	212,513	-	212,513	Includes 202,219 Australian Life and Little Sydney Lives (attendances reduced from 2015 due to wet weather), approximately 5,000 people at HEARD.SYD performances (based on Stage Manager estimates), 3,294 at Hidden Sydney (sell out season based on ticket sales) and a conservative estimate of 2000 attendances at Terraced and Megan Geckler.	Indicator Only
Number of artists supported	No.	-	2,147	-	-	777	-	777	Artists supported through all of the Creative City units. The largest number of artists were engaged through Pine Street Exhibitions and the Events Unit.	Indicator Only
Number of creative personnel supported	No.	-	3,312	-	-	5,221	-	5,221	Creative personnel was engaged for events such as the Art and About Program, Sydney New Year's Eve producing, historical research and programming and enabled through the Creative Spaces Program	Indicator Only

8 Housing for a diverse population

8.1 The City has an adequate supply of housing to cater for the needs of the growing and diverse population.		Progress To Date	Status
Major Programs			
Policy			On Track
Continue to support the supply of housing in the Local Government Area	We continue to review controls to support the supply of housing within environmental and infrastructure capacity limits.		
Finalise and commence implementation of a Housing Policy and Action Plan.	The Draft Housing Policy and Action Plan cannot be complete until the district plans are adopted and the State Government give clear direction of housing targets.		On Track
Planning			
Continue to review the City's planning controls	For each review of planning controls the City works closely with relevant stakeholders to reduce unnecessary barriers.		On Track
Land Supply			
Monitor the progress of residential development in the city.	As at 31 December 2016 there were <ul style="list-style-type: none"> • 17,568 private residential dwellings approved or under construction in the city • 2,333 non-private residential dwellings approved or under construction in the city • 8,641 private residential dwellings lodged but not yet approved in the city • 1,792 non-private residential dwellings lodged but not yet approved in the city. Completions reported annually (financial year - Residential Monitor/Housing Audit)		On Track
8.2 The supply of affordable housing continues to grow to meet the community's needs.			
Major Programs		Progress To Date	Status
Planning			On Track
Investigate planning controls to secure supply of affordable rental housing.	As part of the Central Sydney Planning Strategy, the City is proposing a new affordable housing levy. 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. The proposal is being considered by the Department of Planning and the Greater Sydney Commission. The draft Central District Plan, recently released by the state government, contains targets for the provision of affordable housing where there is a change to the planning controls. The City is undertaking a review of its planning controls with reference to state targets. Planning controls for the Employment Lands encourage affordable housing through an affordable housing levy, permitting affordable housing in particular business zones and allowing potential site specific planning proposals where development makes appropriate contribution to infrastructure, including affordable housing. The Employment Lands Affordable Housing Program guides the collection and distribution of funds resulting from the new affordable 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. A planning proposal request, together with a public benefit offer for affordable housing, has been lodged in the investigation areas.

The City continues to look for other opportunities in the council area to provide affordable housing through site specific amendments to planning controls.

Staff are also advocating for affordable housing in UrbanGrowth NSW urban renewal projects. The City is collaborating with the NSW Government on the Waterloo Estate project and is seeking a minimum requirement for the project to achieve the affordable housing targets set in the draft Central District Plan and the retention of the number of social housing homes.

Urban Renewal

Identify opportunities for affordable housing in urban renewal areas

The Redfern Depot site is on offer to a consortium as a component of its NSW Social and Affordable Housing Fund submission. An outcome from the competitive process was expected in October 2016 but the NSW Government has yet to select successful consortia. Master planning of residual lands adjoining the Green Square to Ashmore Connector to develop affordable housing was reported to Council in 2016.

On Track

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

Major Programs

Progress To Date

Status

Homelessness Program

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

The City provides funding of \$1.4 million per annum to NSW Family and Community Services for delivery of services in the City of Sydney that contribute to reducing the risk of, and breaking the cycle of homelessness. This includes:

- \$600,000 per annum to deliver assertive outreach services supporting people from street to home.
- \$200,000 per annum to coordinate flexible brokerage funds across 19 agencies to deliver shared case management to prevent young people from becoming homeless and support those who are homeless to access safe and secure accommodation.
- \$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.

Since July 2016, this funding helped enable:

- 281 young people to sustain their tenancy,
- 124 people to move from the street to a home, of those 65 were under 25 years old.

The City conducted its seventeenth bi-annual Homelessness Street Count on 2 August 2016. There were 394 people sleeping rough across the LGA and 417 people occupying hostel beds. Although the number of people sleeping rough was fewer than the number counted in summer (February 2016), the overall trend is upwards.

The City, together with NSW Family and Community Services (FACS), has coordinated a specialist Homelessness Assertive Outreach Response Team (HART), to support people sleeping rough to access safe and sustainable housing. The HART conducts weekly outreach patrols with staff from 19 agencies including NSW Police, Health, Specialist Homelessness Services, youth services and Aboriginal and Torres Strait Islander support services. Through coordination of existing resources over the last 18 months the HART supported over 150 people off the street into a home.

The City supported 9 people who were sleeping rough to access furnished homes. The City's 2016 New Year's Eve charity partner Habitat for Humanity, furnished the homes that were provided by NSW Family and Community

Services. All the residents are being provided with ongoing support and the feedback has been overwhelmingly positive.

The City's Homelessness unit and NSW Family and Community Services coordinated 6 severe weather responses to severe heat and wet weather. On average of 200 people were supported at each response - people were assisted with access to medical assistance, sunscreen, water, temporary accommodation and information about the City's libraries and community centres.

Safety and Wellbeing Programs

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

Work on the action plan has not commenced.

Watch

A full range of activities to address social housing safety and well-being issues continue to be undertaken and include Social Housing Forums, the development of the Community Leadership Program (in partnership with Tafe NSW), implementation of the MOU with FACs, 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,

8.S.1 Key Performance Indicators

Housing

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result	2016/17 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Number of new dwellings approved	No.	-	-	-	647	1,104	647	1,104	-	-	647		Indicator Only

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Result	2016/17 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pymont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	-	-	-	-		Indicator Only
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)	No	88	-	-	-	-	-	-	-	-	-		Indicator Only
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No	-	104	-	-	-	-	-	-	-	-		Indicator Only
Affordable housing units resulting from other (non-levy) means (measured annually)	No.	-	26	-	-	-	-	-	-	-	-		Indicator Only

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

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	YTD	Comment	Status
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City	No	18	327	-	62	62	-	-	124	Number of people assisted is slightly lower than 2015/16 due to limited availability of housing.	Indicator Only
Number of young people who exited homelessness or were prevented from becoming homeless through the City supported brokerage program	No	17	456	-	156	125	-	-	281		Indicator Only
Number of people sleeping rough in the LGA	No	365	486	-	-	394	-	-	394		Indicator Only

9 Sustainable development renewal and design

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Integration				
Develop sustainable infrastructure plans for urban renewal areas.	2016	100	Precinct Plans for Ashmore, Lachlan and Epsom Park precincts are now completed	Complete
Program delivery				
Develop and implement public domain and place-making strategies for urban renewal areas.	2017	80	North Rosebery Precinct designs complete.	On Track
Major Programs	Progress To Date			Status
Advocacy				
Provide stakeholder input to sustainable development of Barangaroo, and Sydney International Convention, Exhibition and Entertainment Precinct.			Provided input to sustainable development of Barangaroo, and Sydney International Convention, Exhibition and Entertainment Precinct.	On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Infrastructure				
Continue the implementation of the Wayfinding Strategy	2023	45	Rollout of wayfinding signage continuing.	On Track
Public Space Planning				
Finalise the City's Open Space and Recreation Needs Study.	2017	100	Complete. The Study was adopted by Council in November 2016.	Complete
Develop an Access Policy that provides guidance on standards of accessibility for works public domain and infrastructure works that are outside the Access to Premises Standards.	2017	85	Development of the policy has continued in consultation with the City's Inclusion (Disability) Advisory Panel.	Watch
Major Programs	Progress To Date			Status
Public Domain Infrastructure				
Complete and implement public domain design codes			Parks Code and Signage Code development is ongoing.	On Track
Public domain Furniture				

Continue to develop concept designs / prototypes for public domain furniture.

Concept designs and prototypes for public domain furniture complete.

On Track

Public Space Planning

Coordinate land acquisitions with infrastructure requirements in Green Square Precincts

A planning agreement for 57 Ashmore Street and 165 Mitchell Road has been negotiated for dedication of more than 15,000 m2 in the Ashmore Street including a park, pedestrian cycle link and new streets to be delivered as works in kind.

On Track

Coordinate development of infrastructure specifications for works in kind by developers in urban renewal areas.

Investigations and survey has been initiated for the Southern Employment Lands Northern Investigation Area bounded by Bourke Road, Bowden Street and McEvoy Street, Alexandria. Concept design for creation of a shared way on Murray Street has been initiated to resolve delivery staging and interim design solutions to integrate with adjoining streets and Dyrvalva Square.

On Track

9.3 The City is recognised for design excellence.

Major Programs

Progress To Date

Status

Design Partnerships

Facilitate the Design Advisory Panel to provide expert advice on public domain, park projects and major development applications.

The Design Advisory Panel meets monthly to provide expert advice and guidance on the City's major capital works projects as well as development applications submitted to Council for assessment.

On Track

Use a variety of processes such as anonymous design competitions to enable innovation and opportunities for specific projects that allow for new design professionals to participate.

Ongoing involvement in competition for 200 George Street.

On Track

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

Major Programs

Progress To Date

Status

Stormwater Infrastructure Program

Implement Flood Studies and Floodplain Risk Management Plans (FRMP)

Flood Studies and Floodplain Risk Management Plans are completed for all catchments in the city. The Floodplain Risk Management Committee met on the 7 December 2016 and acknowledged the Floodplain Management Implementation Plan for all catchments. The committee will now only reconvene once Floodplain Risk Management Plans require review in future years.

On Track

9.5.1 Key Performance Indicators

Development assessments - Continually improve development controls and approvals processes

Key Performance Indicator	Unit	2014/15 Result	2015/16 Result	2016/17 Target	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	YTD	Comment	Status
Mean (net) assessment time to determine applications (DA & S96) - mean of 95% to meet target	Days	74.4	67.5	50	55.7	57.1	-	-	57.1	Procedures are continuously under review to improve assessment times	Attention Required
Median (net) assessment time to determine applications (DA & S96)	Days	59	62	45	51	52	-	-	52	Procedures are continuously under review to improve assessment times	Attention Required

Mean (net) assessment time to determine notified applications (DA & S96) - mean of 95% to meet target	Days	79.7	80	60	69.1	70.5	-	-	70.5	Procedures are continuously under review to improve assessment times	Attention Required
Mean (net) assessment time to determine non-notified applications (DA & S96) - mean of 95% within target	Days	33.9	34.8	30	28.3	29.2	-	-	29.2	Procedures are continuously under review to improve assessment times	On Track
Mean time taken from lodgment of application to commencement of exhibition (DA & S96)	Days	13.2	13.9	14	13.2	13.1	-	-	13.1		On Track
Mean time taken from lodgement of application to refer to internal and external referral agencies (DA & S96)	Days	22.9	21	14	20	20	-	-	20	Processes and practices continue to be under review to improve these times	Attention Required
Percent of outstanding applications (DA & S96) over 80 days	%	29	23.7	25	27	24.9	-	-	24.9	Procedures are continuously under review to improve assessment times and reduce the proportion of applications over 80 days under assessment.	On Track
Mean (gross) assessment time to determine footway applications - mean of 95% to meet target	Days	60.7	59	50	43	41	-	-	41	Improvement in the determination time is a result of improved processes	On Track
Average processing time for construction certificates.	Days	6.88	7.18	10	6.3	7	-	-	6.65	A mean average of 7 days was achieved for the period. This was less than the agreed target of 10 days	On Track

10 Implementation through effective governance and partnerships

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

Major Programs

Progress To Date

Status

Organisational Planning

Continue to deliver and enhance the IP&R framework to improve integrated long term planning and sustainability

The revision of the Integrated Planning and Reporting suite of documents is currently underway. The objectives and outcomes of Sustainable Sydney 2030, and the related content for the 2017-2021 Delivery Program and Operational Plan are being revised with internal workshops commenced. The annual review of the Resourcing Strategy documents are under review with key stakeholders.

On Track

Contribute to the development of a Resilience Strategy for the greater Sydney region

In August 2016, the Preliminary Resilience Assessment (PRA) and City Context research paper for metropolitan Sydney were completed, with a message from the NSW Minister for Planning incorporated. Over 600 representatives from government, business and the community of metropolitan Sydney were consulted in preparing the documents.

On Track

In November 2016, a CityTalk Sydney public event on resilience was held at Sydney Town Hall and attended by 760 people. The event titled: "Is Sydney Ready?" included Michael Berkowitz, President of 100 Resilient Cities.

At this time the inaugural Resilience Round Table was held focusing on resilience across metropolitan Sydney.

Mayors, Councillors, Administrators and GMs from every Sydney council were invited to discuss challenges and opportunities for local government to collaborate. GMs from the 6 Districts of Sydney spoke about the issues for their parts of the city, and initiatives already under way.

Implement and monitor priority actions within the Workforce Strategy and plan for future workforce challenges.

The four-year Workforce Strategy is being progressively implemented. Progress has been made in against the six strategic objectives including initiatives in developing manager skills in employee engagement, front line leadership capability, employee recognition, diversity and inclusion, and developing a mentally healthy and safe workplace.

On Track

Implement and monitor priority actions of the Information and Technology Strategic Plan

Major projects are being delivered to improve customer experience in the areas of Library Services, Customer Services, Planning Services and City Archives and Information Access. A data office has been established to build organisational capability in data management and coordinate data-centric initiatives.

On Track

Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts.

The Asset Management Policy objectives were reviewed in conjunction with the Integrated Planning and Reporting Resourcing Strategy and adopted by Council in June 2016. The 2016 Asset Management Plan includes updated infrastructure asset conditions and 10 year long term plan.

On Track

Service Delivery

Develop and implement priority projects to improve the organisation's systems, processes and capability to deliver Sustainable Sydney 2030.

Major IT projects are being implemented to improve the City's systems in Libraries, Human Resources and Customer Services. The City's Leadership and Management Capability Framework has been implemented to support capability development; and service reviews and internal audit programs continue to drive business improvements.

On Track

Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, protect and serve the community.

Councillors receive regular information updates and comprehensive briefings on all current issues. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs. A comprehensive induction program was prepared for those Councillors elected on 10 September 2016.

On Track

Continuous Improvement

Deliver the Service Review program to monitor efficiency and effectiveness across the organisation.

The Service Review Program to review efficiency and effectiveness across the organisation has been in place for 3 years. 33 reviews have been completed, representing approximately 42% of the identified services delivered by Council.

On Track

Monitoring and evaluation

Collect, analyse and report annually data within the Community Indicators framework.

The Community Wellbeing Indicators report was endorsed by Council on 24 October 2016. Report upload to City website. Over 200 downloads since late October.

On Track

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

Major Programs

Progress To Date

Status

Community Engagement

Support the City in delivering a high-value community engagement program to inform decision making.

- 24 events for Green Square and ongoing community relations to support construction.
- Wimbo Park consultation and initiatives to support business for light rail.
- Two major events for Resilient Sydney.
- Three community reference groups for Waste and Environmental Strategies.
- New Years Eve road closures consultation.
- City playground workshops.
- Sydney Park skate park design consultation.
- Disability Inclusion Action Plan consultation.
- Public and stakeholder meetings for Waterloo redevelopment.
- Sydney Your Say (year to date): 24 projects open for feedback; 48,300 visits; 4,125 registered users; 31,725 document downloads; 1,017 submissions/surveys received

On Track

Public Access to Information

Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.

The program of proactive release of information as required under the GIPA Act continues to focus on preparing high demand Development Application (DA) information for future online public access. The City's Open Data portal was launched in November 2016 to make certain City datasets accessible and usable by the community.

On Track

Monitor compliance with privacy legislation to ensure that personal information held by the City is protected.

On Track

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

Major Programs

Progress To Date

Status

Financial Planning

Continue to undertake business case analysis to model the overall financial implications of new major projects, programs and initiatives to ensure long term financial sustainability.

Provided financial analysis and input on the following during the quarter:
Sustainability Sector Strategies
Parks Maintenance contract
NDIS - future directions
e-Planning Initiation Brief
Green Square Creative Hub

On Track

Formalise a policy to articulate the financial circumstances and/or projects, where it would be appropriate to borrow funds to achieve inter-generational equity.

Work has commenced with Draft Policy prepared.

On Track

Rates

Explore avenues for innovation in rating, providing equity among ratepayers and ensuring legislative requirements are met. This includes active participation in IPART's review of the Local Government Rating System.

Actively participating in IPART review of Local Government Rating System and industry changes. All opportunities to optimise revenue and equitably apply rates are being constantly explored.

On Track

Strategic Property Management

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

A Property Strategy is being developed by Property Strategy/Development team based upon the existing suite of property asset plans to strengthen alignment between the Community Strategic Plan and Delivery Program. This will result in improved performance of the Investment Property Portfolio. Note: Oxford Street Retail Leasing Strategy final draft has been completed (having received Location IQ curation advice). The first retailer (post the Strategy development), Ariel Books, has signed their lease for commencement in February 2017. Negotiations are currently underway with a small/boutique format Supermarket.

On Track

Fees and Charges

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

Activity Based Costing model is functional and updated as appropriate with fees and charges being progressively reviewed using a risk based approach.

On Track

Procurement

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

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.

On Track

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

Major Programs

Progress To Date

Status

Local and regional Government Partnerships

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

The City has developed and strengthened local and regional partnerships through the delivery of events. In Q2 FY2016-17, we have fostered partnerships through:

On Track

- City Talks Sydney: Is Sydney Ready? • Resilience Roundtable with Michael Berkowitz - partnered with 100 Resilient Cities/Rockefeller Foundation and Metropolitan Councils
- Better Buildings Partnership Executive Dinner - collaborated with the partnership's member organisations
- CitySwitch National Awards - collaborated with national program partners including North Sydney Council, Willoughby City Council, City of Melbourne, Adelaide City Council, City of Perth and NSW Office of Environment & Heritage
- Social Housing Meetings - partnered with Housing NSW, NSW Police and Family & Community Services
- International Education Provider Forum - partnered with NSW Police Force and StudyNSW
- The Guardian - media partner for CityTalks.

State and national partnerships

Strengthen state and national partnerships through consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Sydney Metropolitan Mayors.

The City continues its involvement in the Council of Capital City Lord Mayors with meetings held in Canberra and participation by the Lord Mayor in a meeting with the Prime Minister and relevant Ministers and Shadow Ministers. 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.

On Track

International Partnerships

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

The City sponsors not-for-profit organisation, Asialink Business, to produce four Asia Insights Workshops in Sydney in 2016 and 2017 for small to medium businesses. A workshop took place in October 2016 for businesses looking to strengthen their business with China.

The City sponsors the annual Sydney China Business Forum which focuses on business interactions between Australia (Sydney) and China. Held for the sixth year on 24 October, 2016, it was organised by the University of Sydney's China Studies Centre. The theme was 'Innovation, Disruption and Rebalancing China's Economy'. The event brought together more than 300 high-profile entrepreneurs, academics and government representatives from China and Australia.

On Track

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

Major Programs

Progress To Date

Status

Governance Reform

Participation in state and federal forums

On Track

Policy Reform

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

On Track

Risk Management

Embed and integrate risk management principles into organisational decision making.

On Track

Risk management principles continue to be embedded 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 with 38 having been undertaken formally in the first half of 2016/17.

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

On Track

Three-year internal audit program 2016-2019 approved by Council's Audit Risk & Compliance Committee (ARCC), and annual Internal Audit Plan 2016-17 has commenced with 9 audit assignments currently in progress. Progress against plan is reported at each meeting of the ARCC.

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

On Track

Contractor management procedures were drafted for construction work. Consultation with key stakeholders was completed.

10.S.1 Key Performance Indicators

Accountability and transparency

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result		Comment	Status	
		Result	Target	Result	Target	Q1	Q2	Q3	Q4			YTD
GIPAA Formal Access Applications received	No	106	-	145	-	31	30	-	-	61	The volume of formal applications from the public for access to City information remains high and is similar to the same period last year.	Indicator Only
GIPAA Informal Access Requests received	No.	5,103	-	4,926	-	1,271	975	-	-	2,246	There has been a slight decrease in the number of informal requests for information from the public over quarters 1 and 2 compared to the same period last year.	Indicator Only
Public Interest disclosures received	No	-	-	2	-	0	0	-	-	-	No public interest disclosures were received during this period.	Indicator Only

Complaints Processes

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Complaints upheld regarding code of conduct (measured annually)	No.	-	-	-	-	-	-	-	-	-	Indicator Only
Complaints regarding corruption or maladministration by City staff upheld (measured annually)	No	2	-	3	-	-	-	-	-	-	Indicator Only

Workforce

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result		Comment	Status	
		Result	Target	Result	Target	Q1	Q2	Q3	Q4			YTD
Approved full time equivalent (FTE) establishment positions	No	1,915.41	-	1,936.43	-	1,919.56	1,920.14	-	-	1,920.14	Indicator Only	
Vacancy rate (approved FTE positions)	%	6.3	-	6.55	-	7.12	7.1	-	-	7.11	Indicator Only	
Lost time injuries	No	35	-	34	-	3	4	-	-	7	One less than the same period last year.	Indicator Only
Staff in formal further education (measured annually)	%	6.1	5	9.3	5	-	-	-	-	-	Indicator Only	

Customer service

Key Performance Indicator	Unit	2014/15		2015/16		2016/17		2016/17 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		

Calls received by customer call centres.	No	240,464	217,291	-	54,451	47,626	-	-	102,077	Indicator Only
Calls answered within 30 seconds (20 seconds for 2014/15)	%	78.67	67.63	70	71	74.77	-	-	72.89	On Track
Calls completed at first contact	%	81.03	82.5	70	81	82	-	-	81.5	On Track
Customer requests received.	No.	128,435	158,587	-	38,023	37,852	-	-	75,875	Indicator Only
Customer requests actioned within agreed service standards.	%	90.25	91.75	95	99	98.45	-	-	98.73	On Track
										Between July and December 2016 there were 75,875 service requests lodged. Majority of requests (78%) were allocated to the Operations Division for action.
										Agreed service standard for Customer Service Requests finalised at 98.45% in Q2; this exceeds the standard.