

ATTACHMENT C

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**SECOND QUARTER
OPERATIONAL PLAN REPORT 2017/18**

City of Sydney – Q2 Operational Plan Report

Table of Contents

| | |
|---|-----------|
| 1 A globally competitive and innovative city | 4 |
| 1.1 Plans are in place to accommodate growth and change in the city centre and other key economic areas..... | 4 |
| 1.2 The city economy is competitive, prosperous and inclusive..... | 4 |
| 1.3 The city economy is an integrated network of sectors, markets and high performing clusters..... | 7 |
| 1.4 The city economy is resilient..... | 7 |
| 1.5 The city enhances its global position and attractiveness as a destination for people, business and investment. | 8 |
| 1.S.1 Performance Measures | 12 |
| 2 A leading environmental performer | 14 |
| 2.1 Greenhouse gas emissions are reduced across the city..... | 14 |
| 2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised. | 15 |
| 2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced..... | 16 |
| 2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance. | 18 |
| 2.5 The City of Sydney's operations and activities demonstrate leadership in environmental performance. | 22 |
| 2.6 The extent and quality of urban canopy cover, landscaping and city greening is improved..... | 24 |
| 2.7 The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change..... | 25 |
| 2.S.1 Performance Measures | 26 |
| 3 Integrated transport for a connected city..... | 30 |
| 3.1 Investment in public transport and walking and cycling infrastructure encourages more people to use these forms of transport to travel to, from and within the city. | 30 |
| 3.2 Transport infrastructure is aligned with city growth. | 31 |
| 3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport. | 32 |
| 3.4 Public transport, walking and cycling are the first choice transport modes within the city..... | 33 |
| 3.5 Transport services and infrastructure are accessible..... | 34 |
| 3.S.1 Performance Measures | 34 |
| 4 A city for walking and cycling | 37 |
| 4.1 The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces. | 37 |
| 4.2 The city centre is managed to facilitate the movement of people walking and cycling..... | 38 |
| 4.3 The number of people who choose to walk and cycle continues to increase..... | 39 |

| | |
|---|-----------|
| 4.4 Businesses in the city encourage their staff to walk and cycle more often..... | 40 |
| 4.S.1 Performance Measures | 40 |
| 5 A lively and engaging city centre..... | 42 |
| 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. | 42 |
| 5.2 The city centre provides diversity of built form, uses and experiences. | 43 |
| 5.3 Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre. | 44 |
| 5.4 The city centre is a place for cultural activity, creative expression and participation..... | 44 |
| 5.S.1 Performance Measures | 45 |
| 6 Resilient and inclusive local communities..... | 46 |
| 6.1 Our city comprises many unique places – a ‘city of villages’ – for communities to live, meet, shop, study, create, play, discover, learn and work | 46 |
| 6.2 Our city is a place where people are welcomed, included and connected. | 47 |
| 6.3 Local economies are resilient, meet the needs of their community, and provide opportunities for people to realise their potential. | 49 |
| 6.4 There is equitable access to community facilities and places, parks and recreational facilities to support wellbeing in daily life..... | 51 |
| 6.5 The community has the capacity, confidence and resilience to adapt to changing circumstances. | 52 |
| 6.S.1 Performance Measures | 53 |
| 7 A cultural and creative city..... | 57 |
| 7.1 Creativity is a consistent and visible feature of the public domain and there are distinctive cultural precincts in the city and its villages..... | 57 |
| 7.2 The city supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable..... | 58 |
| 7.3 Sydney’s cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains, and innovation. | 58 |
| 7.4 The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city. | 60 |
| 7.S.1 Performance Measures | 60 |
| 8 Housing for a diverse community..... | 62 |
| 8.1 The supply of market housing in the city meets the needs of a diverse and growing population..... | 62 |
| 8.2 The supply of affordable housing supports a diverse and sustainable community and economy. | 62 |
| 8.3 The supply of safe and sustainable social housing in the inner city is available for those who need it. | 63 |
| 8.4 People who are homeless or at risk of homelessness have access to safe and sustainable housing and support. | 64 |
| 8.S.1 Performance Measures | 65 |
| 9 Sustainable development renewal and design | 67 |

| | |
|--|-----------|
| 9.1 The City of Sydney leads by example to facilitate great places. | 67 |
| 9.2 The city is beautiful, sustainable and functions well. | 67 |
| 9.3 There are great public buildings, streets, squares and parks for everyone to use and enjoy. | 68 |
| 9.4 The City's planning framework and implementation strategy ensures sustainable long-term growth. | 69 |
| 9.5 The urban environment promotes health and wellbeing. | 69 |
| 9.S.1 Performance Measures | 70 |
| 10 Implementation through effective governance and partnerships | 72 |
| 10.1 The City of Sydney is well governed. | 72 |
| 10.2 The City of Sydney has the culture, capability and capacity to deliver Sustainable Sydney 2030 priorities. | 73 |
| 10.3 The City of Sydney is financially sustainable over the longer-term. | 74 |
| 10.4 The City of Sydney makes a positive contribution to the governance of metropolitan Sydney. | 75 |
| 10.5 The community is engaged and active in shaping the future of the city. | 76 |
| 10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030 | 77 |
| 10.S.1 Performance Measures | 78 |

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 |
|--|-----------------|------------|--|-----------------|
| <p>City Planning</p> <p>Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.</p> | 2018 | 95 | The Central Sydney Planning Strategy and associated planning controls is yet to receive a gateway determination to enable public exhibition. The City has responded to a number of issues raised by the Department of Planning and Environment. | On Track |
| Major Programs | | | | |
| City Development | | | | |
| Liaise with state agencies and deliverers of Barangaroo, Darling Harbour Live and major public or private developments. | | | Ongoing involvement and input as required. | On Track |
| Service Delivery | | | | |
| Develop and implement a visionary plan to serve as an operating model for service delivery into 2030 with a focus on driving efficiencies and reducing environmental impacts and improving customer experiences. | | | Initial rounds of consultation regarding future operating models has been completed with senior staff across City Operations Division. | On Track |
| 1.2 The city economy is competitive, prosperous and inclusive. | | | | |
| Major Programs | | | | |
| 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. Highlights include: <ol style="list-style-type: none"> Regulatory reform The City received 1,303 completed surveys and 36 written submissions to the discussion paper: Open and Creative City: planning for culture and the night time economy. The feedback will be analysed and new planning controls and noise policy developed to support reforms designed to make it easier for shops and businesses to open later in the City's commercial areas, enable more small-scale cultural uses in existing under-used buildings and provide a clear and fair approach to managing noise from entertainment venues. Business Support Grants program | On Track |

In May 2017 Council approved \$200,000 in grant funding for the Night Time Diversification stream of the Business Support Grant. Matched funding of up to \$30,000 is available for programming at night to encourage increased variety of night time business offerings and programmed activities in commercial precincts.

3. NSW Government's Night Time Economy Taskforce
Council is a member of the NSW Government's Night Time Economy Taskforce to deliver the Roundtable Action Plan. A range of marketing/communications, transport and planning/placemaking actions have commenced. The marketing/communications actions will be delivered in Q3 with the 365 days of local economies promotion which will benefit the night time economy. To deliver against the planning/placemaking actions, the City is undertaking a number of regulatory reforms contained in the City's Open and Creative City discussion paper. To deliver against the transport actions, the City has established late night taxi ranks and way finding signage. The Safe Space Take Kare Ambassador program, CCTV and food trucks are also key initiatives supported by the City to deliver against the action plan.
4. Night Time Economy Councils Committee (NTECC) and Network
The NTECC comprises representatives from Parramatta, Waverley, and Newcastle, Wollongong and City of Sydney councils and Local Government NSW. The inaugural forum was held in October 2017 and was attended by over 148 staff from 30 metropolitan and regional councils from Coffs Harbour to Wagga Wagga. Using outcomes from a workshop held on the day and participant feedback, the Committee will develop an action plan in 2018 that supports knowledge sharing, capacity building, establishes a consistent approach to development and management of night time economies and facilitates advocacy to the state and federal governments on matters of common interest.
5. Late Night Transport Working Group
The late night transport z-card information guide will be distributed to members of the public through venues, City Information Kiosks and Customer Service Centres, police stations and the Safe Space program.
6. Late Night Premises Reference Group
The multi-agency group monitors changes in the Newtown and Enmore entertainment precinct area and has reviewed 163 development, footway and liquor licence applications to date, with an average of 6 per month. Since August 2015 there have been 27 new liquor licenses granted or on average 1 per month. Of these 23 are on-premises licenses, 3 small bars and 1 packaged liquor. This reference group has improved the coordination between the City, Inner West Council, Liquor and Gaming NSW and NSW Police.
7. Research
The second phase of the Intercept Surveys was undertaken, providing a complete set of data for all areas across the City's late trading and village areas. Together with the pedestrian count data and Floor Space & Employment Survey, this information will be analysed to better understand changes in these precincts over time and provide the data to businesses.

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

On Track

Sydney China Business Forum, a sponsorship with the University of Sydney Business School, brought together more than 300 high-profile entrepreneurs, government representatives and academics to discuss issues at the heart of China's digital economy.

5th Annual Education Provider Forum co-hosted by the City, NSW Police and StudyNSW was held at Customs House. The forum focused on international student mental health wellbeing from a staff and student perspective, and over 130 representatives from the education sector attended.

The City's involvement in the Sydney Airport International Student Welcome Desk was endorsed by Council with StudyNSW receiving a grant of \$30,000 over three years. Volunteers at the desk complete a work experience program then provide maps, local guides and advice to help newly arrived international students.

As part of the NSW Global Scope Internships Program, 10 international students delivered research projects on our Official Welcome to Sydney program.

Develop and implement the International Economic Action Plan that focuses on promoting Sydney; attracting talent, visitation and investment; connecting local businesses and organisations with international opportunities; and, building skills and capacity through knowledge exchange.

Work on the International Engagement Framework and Action Plan is well advanced. The Sydney China Business Forum was held in September 2017, attracting 300 high-profile entrepreneurs, government representatives and academics to discuss opportunities presented by China's rapidly evolving digital economy. The City is the principal sponsor of the event run by the University of Sydney. In November, Council resolved to sponsor AsiaLink Business and the 2018 China Australia Millennial Project (CAMP). AsiaLink will produce three Asia Insights Workshops in Sydney in 2018 for small to medium businesses. CAMP will bring together 100 young leaders from Australia and China to complete an online innovation program from March to June, followed by a five day summit in Sydney in June 2018.

On Track

Implement priority projects and programs from the Retail Action Plan that create great experiences, build capacity and resilience, remove barriers, and engage with the sector.

Projects and programs delivered in support of the Retail Action Plan during the period included:

- Retail advisory panel met in November. Topics discussed: Night Time Economy Discussion paper, Light Rail update, Sydney Festival, 365 days Local Economies campaign and International Engagement framework.
- Retailer briefing took place in late November to inform retailers of changes to George Street (Zone 5 & 6 reopening) and closure to Market Street for Boxing Day.
- TimeOut Sydney Christmas Guide was produced and distributed in late November highlighting over 100 Christmas events across the retail, food & beverage, choirs and markets and other festive season activations
- Christmas Pedestrian Retail count took place across 30 locations in the CBD retail zone in December 2017.
- Knowledge Exchange grant was endorsed by Council in December 2017 in support of MAAS Centre for Fashion to present a series of seminars to support the Retail, Fashion and Design sector.

On Track

Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.

Projects and programs delivered during the reporting period include:

- Visiting International Entrepreneurs Program: inaugural program took place in November 2017 with three international entrepreneurs, 25 events and around 1300 participants
- Events sponsored by the City took place e.g. Spark Festival and City Ignite in October, StartCon in November.
- City of Sydney and NSW State Government Innovation Working Group met in November 2017

On Track

Implement priority projects and programs from the Eora Journey Economic Development Plan that focus on support for Aboriginal and Torres Strait Islander business owners, employees and education success.

From July-Dec, the City has delivered:

- A grant to the NSW Indigenous Chamber of Commerce to run an accelerator for 10 x Indigenous businesses
- Hosted an event as part of Indigenous Business Month in October
- Engaged with Aboriginal and Torres Strait Islander tech businesses as part of the inaugural Visiting Entrepreneur Program.

On Track

Strategic research, analysis and knowledge sharing.

Collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business.

Data from the 2016 Census second release has been updated on the website for public consumption. The 2017 Floorspace and Employment Survey is currently under way, and report should be available by April 2018.

On Track

1.3 The city economy is an integrated network of sectors, markets and high performing clusters.

Major Programs

Progress To Date

Status

Knowledge and skills

Deliver and support networking events, forums and seminars to foster business to business engagement, peer learning and cluster development.

The City supported an ongoing program of events including:

1. City Thought Leaders Business Seminars for small businesses to provide inspiring content and practical advice from some of Sydney's most successful and innovative business owners. 3 seminars, all fully booked-out and evaluated as very relevant and useful by the attendees.
2. Visiting Entrepreneur Program held 25 events attended by 1300 people to attract international technology entrepreneurs to Sydney to share their expertise with Sydney's tech startup community and in doing so, help to foster a culture of entrepreneurship and innovation and raise awareness of Sydney's tech startup ecosystem globally.

On Track

The City's grants and sponsorship programs supports activities that provide significant economic benefits to City of Sydney business communities and residents.

In the first half of the year, two grants were approved by Council for a total value of \$1,200,000 cash. Support was provided through the Community Services Grant to the Department of Family and Community Services to provide Specialist Homelessness Services in the Inner City area and for Bridge Housing's HomeGround Real Estate social enterprise.

On Track

Affordable spaces - Economic

Optimise the use of City owned properties as affordable space within the context of the City's economic action plans

Research was undertaken to inform the creation of an upcoming Expression of Interest for the use and management of a Business Innovation Space, part of the Voluntary Planning Agreement with Lendlease at 182 George Street. Construction of the building is about to commence in early 2018.

On Track

1.4 The city economy is resilient.

Major Programs

Progress To Date

Status

Economic Resilience

Contribute to metropolitan and state-wide strategic economic planning.

City of Sydney submission to Greater Sydney Commission District Plan.

On Track

1.5 The city enhances its global position and attractiveness as a destination for people, business and investment.

| 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 retail destinations in the city. | 2018 | 100 | <p>The 2017 Sydney Christmas Concert Series was held at Martin Place and Hyde Park on a Saturday night.</p> <p>The Martin Place Concert and Tree Lighting on Saturday 25 November attracted an audience of over 12,650. Hyde Park Christmas on the Green attracted an audience of almost 3,500.</p> <p>The Village Christmas Concerts attracted record numbers. Our market research calculated that Surry Hills had 3123 attendees, Rushcutter's Bay had 2842 attendees and Rosebery had an approximate 3000 attendees. Alexandria Village Concert was affected by rain drawing a crowd of approximately 300.</p> <p>Market research shows that 68% of visitors to the Martin Place Concert and Tree Lighting were repeat attendees whilst 56% of attendees to the Hyde Park Concert were new attendees. Of the Martin Place Concert visitors, 96% stated they would recommend the event to others.</p> <p>Sydney Christmas programming continued until 21 December with choirs each night in Martin Place and each Thursday evening in Pitt Street Mall as well as the decorations across the city including the Martin Place Christmas Tree, Boulevard of Light in Pitt Street Mall, street pole decorations and Christmas Trees in village locations and projections.</p> <p>The media campaign achieved more than 250 stories across TV, radio and print (up from 245 last year). Including syndicated media coverage and social media posts, 427 stories were picked up in media monitors. Coverage from the 2017 campaign reached an audience of approximately 7.4 million people (up from 7.2 million) and resulted in coverage worth \$1.4m, up 75% from 2016.</p> | Complete |
|---|------|-----|--|-----------------|

| | | | | |
|---|------|----|---|-----------------|
| Deliver the Chinese New Year Festival and Lunar New Year (for Sydney communities, businesses as well as domestic and international visitors). | 2018 | 90 | <p>Confirmation of all associated events and community performance program participants was completed, and construction is now underway for all new lanterns for the Lunar Lanterns exhibition. Planning for the media launch is progressing, with the invitation list being developed for distribution in January 2018. The Charity Partner, Guide Dogs NSW/ACT, is developing its program of activations and events for the festival.</p> | On Track |
|---|------|----|---|-----------------|

Major events

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

Sydney strengthened its position as the New Year's Eve Capital of the World with the successful delivery of 2017 Sydney New Year's Eve. Over one million people gathered around Sydney Harbour, with all primary vantage points reaching capacity.

The NSW Police Commander hailed the celebration as a "fantastic success" and praised the crowd's behaviour. Assistant Commissioner Mark Walton, a veteran of 15 New Year's Eve operations, said there had been a cultural shift with event goers which has in turn created a safe and inclusive event for the public.

Crowd management and customer experience continued to be a strong focus with the implementation of the Integrated Crowd Management Plan. The Plan focussed on arrival and departure of crowds with staggered road closures, and additional on-ground wayfinding resources. This year also required additional planning and infrastructure with NSW Police.

The event featured 8 tonnes of fireworks and over 100,000 individual lighting effects on the Sydney Harbour Bridge, a 5 minute Welcome to Country ceremony, and the largest Harbour of Light Parade. In addition, the City welcomed Hugh Jackman as a creative collaborator to design a firework for 20 seconds in the midnight show.

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.

The ABC television broadcast featured a 30 Years of Countdown Concert and proved to be very popular. The live television broadcast of the midnight fireworks had a peak audience of more than 2 million.

The media campaign achieved more than 10,315 stories across Australian TV, radio and print. Over half of all Australian media coverage was on television, with 5,609 TV reports. National coverage reached a cumulative audience of 102.3 million and resulted in coverage worth \$21.6m. Internationally, iSentia Media Research has recorded 800 press, internet and TV news reports, an increase of 20 per cent on last year.

The 2017 Sydney New Year's Eve showcased Sydney as a safe, inclusive, vibrant global city to those attending around the harbour as well as those watching on television and online nationally and globally.

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.

Celebrate Summer in Sydney has been a dominant theme for messaging through our major events such as Christmas, Sydney New Year's Eve, Sydney Chinese New Year and the events the City continues to sponsor, including major events Sydney Festival and Australia Day, and this will continue with major events for 2017 and 2018.

In collaboration with DNSW, Sydney TAFE and Port Authority of NSW and others, the City developed the Destination Ambassador Program. These volunteers promote Sydney to the growing tourist market, notably over the summer period, and their duties include meet and greet of cruise passengers, and as roving ambassadors during key events in the city.

City Engagement continues to work closely with the International Engagement team, incorporating opportunities for small business, and implementing marketing activities to support international profiling opportunities. 2017/18 will

On Track

focus on the City's sister city relationship with San Francisco, drawing major events Mardi Gras and Sydney New Year's Eve, as well as the City's Visiting Entrepreneur program from late 2017.

Relationship management continues to be strong, with regular meetings between the City and key players such as DNSW, Department of Premier and Cabinet, Tourism Australia, Sydney Opera House, Sydney Ferries, BridgeClimb, 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 and impact of City produced events.

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.

The City supported two significant events to the value of \$420,000 in cash and value-in-kind, Vogue Fashion's Night Out and the Sydney Fringe Festival.

On Track

Visitor Experience

Work in partnership with government and industry to ensure adequate visitor information services and infrastructure is provided to improve the tourism experience for visitors at key tourist precincts.

For the period July - December 2017 the Visitor Services kiosks served 36,426 visitors, a 7% increase on the same period in 2016. The can be attributed to the re-opening of Martin Place Kiosk and the relocation of Circular Quay kiosk inside Customs House.

On Track

Cruise Meet & Greet Program

The Sydney Cruise season commenced on 10 October 2017 and for the period from October - December 201, 17 international cruise ships were greeted by the City's Destination Ambassadors, who assisted 5,077 passengers.

The team continue to work with Destination NSW, Properties NSW, NSW Ports and Inner West Council for the delivery of the service.

Roaming Ambassador Pilot

The City commenced a pilot Roaming Ambassador program in November 2017, with Ambassadors located at Circular Quay. For the period November - December 2017, the volunteer Ambassadors assisted 1,579 visitors.

Implement priority projects and programs from the Tourism Action Plan that focus on destination development, destination management and destination marketing.

Projects delivered under the Tourism Action Plan include:

On Track

Destination Development:

- Continue support of Business Events Sydney to attract international business events to Sydney

Destination Management:

- Ongoing delivery of the Destination Ambassador program of 100 accredited volunteers (increase of 20 new volunteers) who continue to greet international cruise passengers and providing roaming services at Circular Quay.

Business and Investment Attraction

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

The City's support for Business Events Sydney continues as part of a five year partnership endorsed by Council in June 2015. Letters of support for Business Events Sydney's event bids and letters of welcome to delegates were provided as required. Discussion has commenced on taking a more strategic approach to leveraging international business event delegate activity and opportunities to provide visitor information collateral to delegates during their stay in Sydney.

On Track

Safety

Work with emergency services, relevant agencies, and the community to build resilience in vulnerable communities to prevent, respond and recover from emergencies.

The Local Emergency Management Committee (LEMC) is responsible for planning and implementing strategies for emergency prevention, preparation, response and recovery in the Local Government Area. The LEMC met on 2 November 2017 at the Star Entertainment Group, and included representation from the City of Sydney, NSW Police, Fire and Rescue NSW, Ambulance NSW, NSW State Emergency Service, NSW Health, Barangaroo Delivery Authority, International Towers, Transport for NSW, Environment Protection Authority, Star Entertainment Group, Sydney Opera House, Property NSW, Transport Management Centre, University of Technology, Sydney Metro, Ausgrid and International Convention Centre. The LEMC reviewed the emergency plans for heat wave, high wind event, infrastructure failure – electricity, and infrastructure failure – gas. These reviews were completed in accordance with the two-year review cycle.

On Track

Cleansing and waste

Provide high quality, customer focussed street cleansing service that meets the needs of the community.

In this quarter, the City collected a total of 16,763 tonnes of street cleansing waste, 133 mattresses and 151 tonnes of white goods.

On Track

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.

In addition to the ongoing inspection programs in these areas, the following should also be noted:

On Track

Public Health:

The first amendment to the Public Health Regulations 2012 (the Regulations) for the control of legionella in water cooling towers was published on 1 December 2017. The new requirements commenced on 1st January 2018.

A letter has been sent to approximately 1250 registered owner/occupiers of buildings containing cooling towers explaining the new requirements for the management of cooling towers.

Further amendments to the Regulations are expected in early 2018. Health and Building will then send a further letter to all registered owner/occupiers with advice on the additional requirements of the regulations, including the allocation by local councils of a unique cooling tower reference number for each registered cooling tower.

Health and Building will be reviewing the City's existing pro-active inspection and risk rating programme for cooling towers in line with the new amendments to the Regulations early in 2018.

Food:

The NSW Food Authority has formally offered the City of Sydney Council our agreement under the Food Act to regulate retail businesses in our local government area. Some pertinent changes include; an obligation on Council to ensure all officers who perform inspections under the Food Act continually maintain knowledge of specific procedural and technical guidelines, as well as make officers available for meeting and undertake professional development in food safety. The definition of retail businesses has expanded to include some additional businesses. This agreement will formally commence from July 2018. The risk rating of our food businesses has been reviewed and new guidance provided. This risk rating will commence from Feb 2018.

Building Compliance:

In regard to swimming pool barriers, anecdotally, there seems to be a shift towards the general public employing private sector certifiers (E1) to undertake inspections. This is reflective of other types of certification processes (building related) where the public would seem to have a preference in employing private certification when possible. Although Council is still undertaking a majority of these inspections, the rise of the E1 sector is predicted to steadily increase the market supply, particularly in respect to multi tenanted properties.

Late Night Premises:

The risk-rated trial period for late night trading, development consent compliance inspections and other pro-active inspections of late trading and licensed premises continued on-track. Separate Joint Operation inspections were undertaken with police targeting Kings Cross nightclubs and hotels, and the Sydney CBD area karaoke venues.

Participation commenced in the City's Summer Program to provide support and collaborate with other council resources, services, and initiatives to provide an increased safe night time urban environment between November and March.

Operate proactive patrols to monitor legislative compliance and respond to customer complaints including but not limited to DAs, companion animals, noise, litter and unlawful trading.

Rangers spent over 13,811 hours in patrols to monitor legislative compliance and respond to customer complaints including but not limited to DAs, companion animals, noise, litter and unlawful trading.

On Track

1.S.1 Performance Measures

Sydney as a Brand

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|--|------|---------|--------|---------|--------|---------|----|----------------|----|-------------------------|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Estimated global media audience (i.e. broadcast, online viewers, publicity) of Sydney New Year's Eve and Lunar New Year | B | 1 | - | 1 | - | - | - | 1 | - | 1 | Indicator Only |
| Doubling of Sydney's night time economy turnover (2012 baseline of 15.6 billion; 2030 Target \$30 billion) (measured annually) | \$ | - | - | - | - | - | - | - | - | To be reported in June. | Indicator Only |

City Development

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|----------------------------------|------|---------|--------|---------|--------|---------|----|----------------|----|---------|---|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Commercial Development Approved | m2 | 234,937 | - | 192,165 | - | 3,953 | - | 700 | - | 4,653 | Data from City's Development Statistics Database - Q2 2017/18 |
| Commercial Development Completed | m2 | 229,064 | - | 752,795 | - | 5,821 | - | 8,595 | - | 14,416 | Data from City's Development Statistics database |

Business Events Sydney

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|--|------|---------|--------|---------|--------|---------|----|----------------|----|---------|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Number of bids for business events submitted | No. | 19 | - | 20 | - | - | - | 13 | - | 13 | Indicator Only |

| | | | | | | | | | | | |
|---|-------------|-----------------------|-----------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|------------|---|----------------|
| Number of events secured | No. | 7 | 5 | - | - | 1 | - | - | - | 1 | Indicator Only |
| Delegate numbers of events secured | No. | 5,110 | 3,520 | - | - | 1,800 | - | - | - | 1,800 | Indicator Only |
| Economic impact of events secured | \$ | 19,696,620 | 15,847,353 | - | - | 5,105,083 | - | - | - | 5,105,083 | Indicator Only |
| Delegate days of events secured | No. | 22,200 | 16,080 | - | - | 7,200 | - | - | - | 7,200 | Indicator Only |
| Support for the Economy and Business | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 Q4 | YTD | Comment | Status |
| Value of grants approved by the City of Sydney for major events | \$ '000 | - | - | - | 420 | 0 | - | - | 420 | | Indicator Only |
| Value of grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants | \$ '000 | - | - | - | 509.1 | 169.5 | - | - | 678.6 | | Indicator Only |
| Diverse and inclusive economy | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 Q4 | YTD | Comment | Status |
| Number of City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander | No. | 87 | 106 | - | 105 | 110 | - | - | 110 | | Indicator Only |
| International Students | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 Q4 | YTD | Comment | Status |
| Number of international students studying at campuses in the city | No. | - | - | - | 35,000 | 35,000 | - | - | 35,000 | No significant change from previous reporting period | Indicator Only |
| Number of international students living in the city | No. | - | - | - | 10,000 | 10,000 | - | - | 10,000 | Total number students remains at approximately 10,000 | 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 Greenhouse gas emissions are reduced across the city.

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|---|-----------------|------------|---|-----------------|
| Energy efficiency and renewables | | | | |
| Create a net zero building challenge, where the City facilitates the design and construction of Sydney's first net zero buildings, both new and/or retrofits. | 2018 | 5 | Opportunities to promote carbon neutral building certification under the NCOS standard (e.g. building challenge) are being considered as part of the broader body of work being undertaken on encouraging a net zero future within the LGA. | On Track |
| Develop an implementation plan for the 50% renewable by 2030 target for the city. | 2023 | 99 | Options to accelerated renewable energy are currently being developed by staff. A proposal to support local solar was considered by Council in December 2017. | On Track |
| Advocacy | | | | |
| Continue to advocate for national electricity rules and other frameworks which allow for fair treatment of efficient generation, supply and use of local low and zero carbon energy. | 2019 | 75 | The City is providing ongoing input into the future electricity supply system in metro Sydney. This includes via the Powering Sydney's Future project and TransGrid's five-year revenue plan. | On Track |
| Major Programs | | | Progress To Date | Status |
| Energy efficiency and renewables | | | | |
| Plan for the integration of all fleet operations data and leverage analytics to drive a reduction in greenhouse gas emissions. | | | Fleet has continued its work to improve data quality, data procedures and analytics to enhance the ability of Fleet Services to drive efficiencies and reductions in emissions. Work is under way on an upgrade of Ausfleet to assist these processes, and to integrate data sources. | On Track |
| Sustainable Planning | | | | |
| Explore ways within the current planning system to require energy and water sub-metering in new and refurbished commercial developments, to improve building management and monitoring. | | | Project plan complete and preliminary stakeholder discussion underway. | On Track |
| Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero building standards. | | | Program and project plan complete. Industry stakeholder engagement planned. | On Track |
| Investigate the inclusion of Development Control Plan (DCP) provisions that introduce NABERS Energy Commitment Agreements for new commercial office buildings and major commercial office refurbishments over 500 sqm or 1000 sqm; with other sectors added as fit-for-purpose rating tools become available. | | | Project plan complete. Industry stakeholder engagement planned. | On Track |
| Regularly review Development Application Standard Conditions to improve environmental outcomes. | | | Conditions are reviewed on an ongoing basis to make sure they are up to date and that they satisfactorily address desired environmental outcomes. | On Track |
| Advocacy | | | | |

Advocate for Ausgrid to adopt LED lights for all public domain light types (street lights, parks etc.) in the city area.

There are approximately 12,000 Ausgrid owned lights within the City area. The City has received the Business case from Ausgrid and SSROC on the accelerated LED replacement program for approximately 3,000 residential lights. The expected end date for total change over the residential road lights to LED is 2021. The remaining 9,000 main road lights are subject to a tender to be conducted by Ausgrid. The tender period is expected to end in June 2018. A business case and formal offer from Ausgrid will follow the tender. The expected end date for total changeover of the main road lights to LED is 2022.

On Track

Advocate for the establishment and revision of building standards and rating tools to deliver more energy efficient buildings, and for mandatory performance disclosure.

Developing advocacy strategy. This action relates to multiple advocacy items covered in detail in other programs.

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 |
|---|--|------------|--|-----------------|
| Sustainable Planning | | | | |
| Incorporate minimum waste requirements for waste storage capacity for new developments in DCP. | 2018 | 45 | Project plan complete. Review of draft revised Guidelines for Waste Management in New Developments complete. Stakeholder engagement commenced. | On Track |
| Finalise and promote Waste Management in New Developments Guidelines. | 2018 | 98 | The review of 'Guidelines for Waste Management in New Developments' is being finalised, and the revised document will be submitted to Council in 2018. | On Track |
| Monitoring and reporting waste | | | | |
| Integrate organisational waste reporting on a new digital platform. | 2018 | 50 | The waste template to capture organisational waste data has been finalised and approved by the City and has been configured into the SMART platform by Envizi. Organizational waste data for Financial Year 2016/17 will be added to the template and uploaded to the SMART platform by March 2018. The uploaded waste data will be tested for waste tonnage and waste emissions factor. Once verified, historical waste data for previous years will be uploaded to the platform. | On Track |
| Managing waste and resources | | | | |
| Develop and deliver an on-going education campaign to target contamination of recycling bins and increased participation in residential recycling services. | 2018 | 25 | A waste education action plan is currently under development and is due for completion in March 2018. This action plan will include programs that will encourage the necessary resident behaviour changes which in turn will contribute to increased resource recovery rates. These programs will address the issue of contamination in recycling bins as well as other residential waste strategy objectives. | On Track |
| Major Programs | | | | |
| Monitoring and reporting waste | | | | |
| Improved waste data and reporting against City targets. | Work has commenced to clarify and standardise street waste data and the reporting process. | | | On Track |

Managing waste and resources

Promote funding opportunities for innovative technologies and processes that address particular problem waste streams e.g. single use coffee cups, mixed plastics, food and beverage packaging and separate food waste collections.

City grant opportunities continue to be promoted and three existing waste related programs being funded. These include, Responsible Cafes 'BYO coffee cup' campaign grant project, Community Recycling Network of Australia's "Community Re-use, Repair and Recycling- Impact Measurement Tool and National Forum and Total Environment Centre's 'Beyond Plastic Pollution' conference which was successfully held on 30 Oct - 1 Nov 2017.

On Track

Management and compliance

Targeted patrols by City Rangers in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.

On Track

Advocacy

Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.

The City submitted a response to the NSW Environment Protection Authority's draft Waste Infrastructure Strategy and also collaborated on SSROC's response to the strategy, which included recommendations for increased waste data integrity and transparency and the inclusion of waste transfer stations as essential waste infrastructure for the region.

On Track

2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.

Major Projects

| Completion Date | % Complete | Progress To Date |
|-----------------|------------|------------------|
|-----------------|------------|------------------|

Status

Recycled water

Deliver large-scale recycled water projects at Green Square Town Centre and Sydney Park onsite reuse.

On Track

Green Square:

- Installation of the recycled water treatment plant is complete
- Construction of stormwater harvesting system (offtake works) is near completion
- Progressing with design and installation of reticulation network stage 2
- Commissioning of the water recycling scheme is planned for early 2018

Sydney Park

- Location for water treatment plant moved due to WestConnex
- Investigation of options for improving the harvest system ongoing

Investigate feasibility of a recycled water project in the George Street corridor.

10

2018

The installation of the recycled water pipeline along the light rail route is progressing as part of the Light Rail project however it is evident that some areas of the pipe may not be continuous.

On Track

Facilitate the delivery of a recycled water project in Greater Green Square by the private sector.

50

2019

Flow Systems has commenced working towards completion of conditions precedent under the Project Delivery Agreement. City providing assistance as required.

On Track

Sustainable Planning

Identify requirements for applicable City buildings to connect to recycled water for cooling tower use.

10

2018

Preliminary assessments of the ability to connect City assets such as Town Hall, Town Hall House, 343 George St and Customs House to the future CBD recycled water scheme have been completed. More detailed assessments to better define

On Track

the scope of works and estimated costs and benefits has commenced. This further analysis will also include Hyde Park.

| Stormwater quality / waterway health | | | |
|--|-------------------------|----|---|
| Develop a Model for Urban Stormwater Improvement Conceptualisation (MUSIC) to estimate the stormwater pollution reduction of all water sensitive urban design initiatives in both the public and private domain and report against stormwater quality targets. | 2018 | 50 | MUSIC contract has been commissioned. MUSIC model is currently being developed. |
| Major Programs | Progress To Date | | Status |
| Sustainable Planning | | | Watch |
| Encourage water efficiency, increased stormwater quality outcomes, onsite water recycling and connection to precinct scale water recycling schemes within planning proposals. | | | Progress will commence once opportunities are identified for further recycled water connections in the greater Green Square area. |
| Develop a process to ensure that water sensitive urban design in all developments is assessed (against technical guidelines or by a suitably qualified specialist) to meet or exceed Development Control Plan stormwater quality requirements. | | | MUSIC contract has been commissioned, and progress on the model development is within time and budget. |
| Review planning controls to identify opportunities to facilitate maximum connections of buildings to recycled water in the Greater Green Square area. | | | Program plan and relevant 2017/18 project plans complete. Engagement with a recycled water provider commenced. |
| Advocacy | | | On Track |
| Advocate for IPART and the NSW Government to implement progressive pricing structures for Sydney Water that reflect resource value and enable water sensitive solutions. | | | Met with NSW Government regarding WICAct Amendments on 9 Oct 17 and also regarding the recycled water review on 23 Oct 17 to discuss and inform terms of reference of review. Participated in stakeholder workshop led by INSW on the recycled water review on 13 Dec 17. Advocated and was successful in the engagement by INSW of additional local govt. stakeholders to participate in stakeholder workshops. Commenced planning an event scheduled 21 February 2018 to lead a conversation on urban water reform during recycled water review period. |
| Advocate for urban renewal areas to meet world's best practice environmental standards. | | | Ongoing participation by staff in consultant work for both Bays Precinct and Waterloo - attending workshops, commenting on draft reports etc. |
| Stormwater quality / waterway health | | | On Track |
| Refer to Technical Services Drainage Specification for information on Stormwater including stormwater quality devices such as Water Sensitive Urban Design (WSUD), GPTs and raingardens when designing stormwater devices into new developments. | | | This specification is available and can be downloaded from the City's website. The specification supplies developers, residents and interested parties with the City's minimum requirements for drainage. The specification is upgraded when required. |
| Continue to include raingardens in road and streetscape renewal designs where feasible. | | | There are currently 154 raingardens in the City with a further two raingarden renewals scheduled to be installed in 2017/18. Raingardens are included in design where appropriate. |
| | | | On Track |

Continue to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure in all new City projects.

Opportunities continue to be monitored for Water Sensitive Urban Design in new projects. No specific projects were identified in this period.

On Track

Where possible, retrofit the City's stormwater system with gross pollutant traps to reduce solids discharged to waterways via stormwater run-off.

There are currently 52 Gross Pollutant Traps (GPT's) in the City by the City and Sydney Water. The City continues to work with Sydney Water to determine appropriate sites for future GPTs. There are four GPT's scheduled for to be installed by Sydney Water in 2017/18. Continue to liaise with Sydney Water for alternative location to fit GPTs.

On Track

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

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|--|-----------------|------------|--|-----------------|
| Business engagement (non-office based) | | | | |
| Develop customer sustainability plans for the Commercial Office and for Accommodation & Entertainment sectors. | 2018 | 95 | The plans are now in the final stage of design and review and will be submitted to Council in early 2018, followed by public exhibition. | On Track |

Residential engagement

Support the NSW Government development of the NABERS Apartment rating tool and advocate for a mandatory disclosure of performance requirement for multi-dwelling residential buildings.

The City is supporting the development of the NABERS apartment building common area rating tool which is due to launch in June 2018. The City continues to advocate for mandatory disclosure once the tool is operational; this will be essential to achieve efficiency improvements in the strata sector required to meet a 40% greenhouse gas emissions reduction by 2030. The City supported the planning and delivery of a NABERS strata industry consultation workshop in November. The City also delivered a strata training session for NABERS and Office of Environment & Heritage staff and is supporting a NABERS trial with 10 apartment buildings.

On Track

Major Programs

Progress To Date

Status

Commercial office engagement

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

Annual reporting and awards for 2017 completed in November. Sydney based CitySwitch tenancies saved 32,000 tonnes of emissions from energy efficiency measures in 2017. This represented an annual energy saving to members of over \$8,805,000

On Track

At the NSW annual awards, held in November, the judging panel awarded: Kernel Property- The Generator Room (Sydney) the New Signatory of the Year for reuse of furniture and office materials; Australian Federal Police (ACT) received highly commended New Signatory of the Year for their new sustainable fitout; Steensen Varming (Sydney), Charter Hall (Sydney) and The Naked Duck (Sydney) won Partnership of the Year for implementing a whole building organics program; Norman Disney & Young (North Sydney) was awarded Signatory of the Year under 2000sqm for a wellness initiative; and Commonwealth Bank of Australia (Sydney) was awarded Signatory of the Year over 2000sqm for halving their emissions since 2009.

During the first half of the year CitySwitch Sydney supported Signatories to undertake waste audits and to roll out the coffee cup avoidance campaign: Choose. Reuse. A masterclass was held with twelve signatories to support them in implementing the campaign in their own workplaces.

Coordinate the CitySwitch Green Office national program across Australia.

Annual reporting and award events across Australia were completed during this period. The NSW and National awards event, hosted by the City of Sydney, was attended by 150 people at The Calyx in the Royal Botanic Garden Sydney at the end of November.

On Track

CitySwitch signatories across Australia evidenced a combined saving of 667,446 tonnes of emissions savings from energy efficiency, renewable energy and carbon offsets during the 2017 calendar year- more than double the number from 2016. The national Signatory of the Year award was won by the Commonwealth Bank of Australia for reducing their emissions by 50 per cent from a 2009 baseline.

CitySwitch behaviour change campaign toolkit – (reducing coffee cup waste) was made publicly available through the CitySwitch website. The 'Choose. Reuse' toolkit materials focus on engaging staff and include a suite of customisable materials and artwork, communication templates, and a campaign plan, measurement and tracking tool. To date the toolkit has been used by over 80 organisations across Australia.

CitySwitch also produced a new ebook that was published by content partner the Fifth Estate - "Healthy Offices: Why Wellness is the New Green". This guide considers how the built elements of an office detract or contribute to human health, wellbeing and productivity. The guide covers mind; body; culture and workplace.

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

The Partnership announced that its members had collectively reduced their carbon emissions by 52 per cent in the year ending 30 June 2017, from their financial year 2006 baseline. As a result the members enjoyed a \$33 million saving from avoided electricity costs in FY2017.

During the last six months the Partnership finalised a report on data management within commercial office buildings. This report identifies the barriers and opportunities to improve data collection and analysis. It will be used to inform a subsequent best practice guideline and industry tool set.

The Partnership also finalised a tenant engagement report which outlines a suite of evidence-based principles and approaches that building owners, managers and the City can use to better engage office based tenants in the challenge to achieve net zero buildings.

Members have started to test a new tool that the Partnership has developed to support them identify cost effective options and pathways that will transition their existing buildings into net zero buildings. Once complete the tool will be released to the wider industry as a new best practice tool form the Partnership.

The Partnership continued to work with the Office of Environment and Heritage on the development of a new National Australian Built Environment Ratings Systems (NABERS) tool for Waste. It also worked with Good Environmental Choice Australia to establish a draft accreditation standard for commercial waste service providers. The development of this standard has been part-funded by a City of Sydney grant. Both are complete and will be publicly launched in March 2018.

Support and encourage building owners, businesses, agents and other key stakeholders to facilitate improved environmental performance within the commercial office sector.

The City's advocacy for extending mandatory disclosure of energy performance across the office sector has progressed, with the industry policy position paper "Opportunity Knocks" being endorsed by multiple peak bodies within the sector, including the Green Building Council of Australia the Property Council of Australia, the Facility Managers Association, the Australian Institute of Refrigeration, Air-conditioning and Heating and the City of Sydney. The paper was launched publicly at a City of Sydney-supported event in November and has been submitted to the relevant Federal and State government departments by the Green Building Council of Australia and Property Council of Australia public policy leaders.

The Better Buildings Partnership developed a report to explore how best to segment, reach and influence office-based businesses to adopt net zero. The Partnership also developed a technical guide to assist members to choose the best mix of energy efficiency and renewable energy for buildings seeking to achieve a net zero position.

The CitySwitch national annual awards recognised 16 signatories, of which 10 were City of Sydney based, that are certified as carbon neutral under the National Carbon Offset Standard.

On Track

On Track

Business engagement (non-office based)

Support and encourage building owners, businesses, agents and other key stakeholders to facilitate improved environmental performance within the accommodation & entertainment sector.

Progress was made to deliver the draft sustainable destination strategy across four work streams:

1. Increase demand for sustainable hotel accommodation and services
A baseline research project into corporate procurement practices has been completed. This highlighted that whilst some organisations already have criteria in their procurement requests that ask about sustainable accommodation and event venues, few assess their suppliers against this criteria. An advocacy campaign for shifting this behaviour in a target group of corporate organisations is now being designed.
2. Industry Action
Stakeholder mapping of the accommodation and entertainment sector has been completed and a workshop was held in November to commence development of a leaders group within this sector.
A new cooling tower inspection referral service was introduced in this period. City Health and Building officers now inform building managers about the opportunities to save water from better cooling tower management when they conduct cooling tower safety inspections. This service joins an existing successful referral service for food business inspections. In the year to date 26 referrals have been made to the City Sustainability Programs staff who are providing further advice on how to realise these savings
3. Reduced barriers, incentives and support
More targeted promotion of the City's grants program within the Accommodation and entertainment sector has resulted in increased applications for ratings and assessments environmental grants.
4. Recognition and promotion
The City supported Business Events Sydney in a submission to the 2017 Global Destination Sustainability Index. Sydney was ranked 15th place on this global benchmark. Sydney's overall score increased from 61% to 63%, however our ranking dropped 5 places from 2016 as new Cities entered the Index and others improved their performance faster than Sydney.

On Track

Residential engagement

Support and encourage building owners, agents, residents and other key stakeholders to facilitate improved environmental performance within the residential apartment sector, as directed by the Residential Apartment Sustainability Plan.

The City continued its support for the development of the NABERS energy and water rating tool for apartment buildings (common areas) and advocating for mandatory disclosure once it is operational. The City supported a cross-sector consultation workshop, provided strata training for NABERS staff and provided additional data from City grants and Smart Green Apartments program to inform tool development.

The Leadership Network met in August with a focus on waste and recycling, linking stakeholders to a range of City and external services to further improve recycling in their building. Thirty three people attended representing 25 buildings.

The City has continued to collaborate with 18 stakeholders from the NSW State Government, industry and community organisations to reduce the environmental impact of apartment buildings through our Residential Apartments Sustainability Reference Group. This group met in August and November with focus on outcomes from Smart Green Apartments, NABERS tool development, Smart Blocks and strata sustainability research results.

The City promoted the value of improved environmental performance and sustainability upgrades in residential strata at the Facilities Management Australia National Conference and the Griffith University Strata Title Conference (with the NABERS team) in September. Smart Green Apartments was also featured in a presentation to the C40 Private Building Efficiency Network in Singapore to promote best practice in accelerating environmental upgrades in the residential sector. The Smart Green Apartments program won a prestigious NSW Green Globes Award in November.

On Track

The City continued to support Owners Corporations to identify energy and water efficiency opportunities on common property through the Environmental Performance Grants program. Twelve applications have been received this year. By December, six Green Villages workshops were delivered attended by 121 participants. The City has continued to promote and support residential waste reduction and re-use through its ongoing support of The Bower Household Recovery and Reuse Service.

Deliver Smart Green Apartment retrofit program for apartment buildings.

The Smart Green Apartment retrofit program is a key action of the Residential Apartment Sustainability Plan. By December 2017, Owners Corporations of the 2016 round of Smart Green Apartments had implemented 55% of recommended projects reducing emissions by 11%. Work will continue to realise the 30% overall reduction in carbon emissions and cost savings of 35% per annum per building that was identified through the audits.

The 2017 intake of Smart Green Apartments commenced in October with successful program applicants attending a launch event at Customs House. The event provided an overview of the program and showcased outcomes from the 2016 intake. An awards component was included this year recognising the outstanding achievements of strata committees, building managers and strata managers in the 2016 program.

Throughout Q2, all buildings in the 2017 program intake were configured on the program's energy and water online monitoring portal. There are now 48 buildings receiving this service. The portal allows building managers and owners to track and manage electricity, water and gas consumption in their buildings. The portal also allows the City to track and report on the effectiveness of the Smart Green Apartment program.

An Energy and Water 101 Event was held for new Smart Green Apartment participants in November. This event was developed in response to evaluation which indicated that many owners lacked the foundational understanding of how these utilities are used and paid for in their apartment buildings.

Following a Leadership Network meeting focussed on waste improvement the Smart Green Apartment buildings have implemented further waste improvement initiatives in their buildings. Program evaluation has indicated a higher awareness and utilisation of existing City services and many buildings have also implemented additional initiatives, including charity textile collection bins. Approximately three tonnes of textiles has been diverted from landfill since September. Some buildings are now incorporating a waste and recycling element into their building tours for new residents.

The City continues to collaborate with Sydney Water to rectify water leaks and install efficient fixtures in apartment buildings. In Q1 the Sydney Water Waterfix service was implemented in Museum Apartments. This has resulted in average daily water use reduction of 35% and associated cost savings of \$38,000 per annum. In Q2, the service was delivered in Summit Apartments. The building will save 72,000 kilo-litre of water annually with cost savings to the owner's corporation of over \$145,000 per year. The Smart Green Apartments program won the NSW Government Green Globe Award (Built Environment). This was presented at the Art Gallery of NSW on 19 November 2017.

Provision of grants and other cross sector support.

Support the adoption of innovation, address key barriers to the improvement of environmental performance and promote environmental outcomes within our communities through the provision of grants.

Within the first half of the year, 49 Environmental Performance Grants were approved by Council to the value of \$459,753 in cash. These projects were awarded through the City's three Environmental Performance Grants programs (Building Operations, Innovation and Ratings and Assessments), Knowledge Exchange Sponsorship and Matching Grant programs. This includes support for a number of Strata Plans for Buildings Operations and Ratings and Assessments projects. It also includes support for Energy Action Australia's Section J energy efficiency templates project, Transition Sydney's Bring Your Own Mug public awareness campaign project, A strata renewable energy sharing feasibility study, 1 Million Women's mobile phone app to personal reduce carbon emissions; and the Community Recycling Network of Australia's Community Re-use, Repair and Recycling project. Through the matching grant program funds to support the Forestmedia Network's threatened species children's art competition and ShareWaste's web platform initiative were provided.

On Track

On Track

Develop and deliver a tune-up program supporting owners and tenants improve the environmental performance of their buildings and offices.

The design of this new 5 year program has commenced.

On Track

Develop and deliver a recognition campaign to accelerate resident and business communities' adoption of renewable energy towards a Net Zero outcome.

The design of this new program has commenced. Grant funding was secured from the Carbon Neutral Cities Alliance to establish a net zero community of practice, which will assist the cities of Sydney, Adelaide, Melbourne and Perth share knowledge and build momentum on net zero action.

On Track

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

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|---|-----------------|------------|---|-----------------|
| Capital Projects | | | | |
| Develop and implement sustainable design guidelines, rating guidance and environmental controls into project management processes, including Voluntary Planning Agreements that deliver assets to the City. | 2018 | 65 | Sustainable Design Technical Guidelines training sessions have been delivered to relevant staff. Ongoing support and advice on the application of the guidelines is provided to project teams. | On Track |
| Undertake feasibility, planning, design, installation, operation and maintenance of co/trigeneration plants at the City's aquatic facilities to achieve cost-effective carbon abatement. | 2018 | 70 | Construction commenced on the cogeneration system at Ian Thorpe in December 2017. Preferred option has been identified for Cook and Phillip and budget allocated. | On Track |
| Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy. | 2018 | 75 | There is an overall plan to achieve over 3.2 MW of PV capacity by FY2021, estimated to abate 4400 tonnes of carbon emission per annum. A number of sites waiting on new building works to be completed. | On Track |
| Major Programs | | | Progress To Date | Status |
| Environmental Management Systems | | | | |
| Continue to implement an environmental management system that will enable risk and opportunities to be effectively and efficiently managed across the organisation. | | | Implementation of the Environmental Management System continues and includes the following: -Sustainable Design Technical Guidelines developed for implementation into processes and staff training undertaken. -Development of e-learning training modules for Environmental controls for capital works projects is underway. -NCOS reporting commenced | On Track |
| Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations. | | | The Environmental Sustainability Platform has been developed to record local government area sustainability metrics for energy, water and waste data. | On Track |
| Define, procure and implement improved systems and supporting processes for monitoring, management and reporting of utilities and other sustainability metrics within City-owned assets. | | | The Sustainability Management and Reporting Tool (SMART) is in development, which will improve the management of City operations energy and water usages. Record management of City operations waste data is being reviewed. Sustainability Management and Reporting Tool (SMART) was scoped in mid-2016 and procured in December 2016. The project was implemented in December 2017. The system will deliver utility consumption reporting to City management staff and occupants driving behaviour to reduce consumption. | On Track |

Capital Projects

Identify and implement opportunities to reduce potable water consumption through efficiency and connection of City assets to recycled water.

This action is progressing as part of the Major Properties Efficiency Project (MPEP). Opportunities have been identified at Town Hall House, Customs House and 343 George St.

On Track

The City is currently engaged on scoping and delivering these opportunities.

Adapt infrastructure design to account for current and future climate change where appropriate (including water sensitive urban design, stormwater management, roads and pavement).

The City is working with the Office of Environment and Heritage and Sydney Water to determine the feasibility of a trial of software that will identify the risk to assets under extreme weather conditions.

On Track

The Adapt Project has not been adopted at this stage by the City. Further information has been requested from The Department of Environment and Heritage on the trial software for the project.

Asset Management

Lead by example implementing in the City's own portfolio the same environmental performance improvement programs led by the City externally (e.g. Sector Sustainability Plans, Better Buildings Partnership, Net Zero, Government Resource Efficiency Policy).

A gap analysis has commenced to identify actions for the City's building portfolio to improve leadership on environmental performance.

On Track

Improve energy and water efficiency at the City's most resource intensive sites through identification, prioritisation and installation of efficiency measures and changes in management practices, including required metering and monitoring e.g. Major Properties Efficiency Project (MPEP).

Projects aimed at increasing energy and water efficiency such as systems and equipment improvements have been identified for implementation through the Major Properties Efficiency Project (MPEP). The identified projects have been assigned for implementation, expected to start later this year.

On Track

Develop an implementation plan to reflect the 50% renewable by 2021 target for the City. Implement via capital works and energy procurement.

Implementation plan is in development. Extensive stakeholder consultation is involved. Energy procurement, on-site generation and capital works outcomes have been modelled. Preliminary modelling to be reviewed based on updated figures for organisational emissions and emission reduction initiatives.

On Track

Review and update recycling streams and collection receptacles in City properties, and implement an education and behaviour change program to increase recycling and reduce contamination.

A sample waste audit will be conducted by June 2018, the results of which will drive future waste disposal strategy as well as education and behaviour change programs.

On Track

Introduce public place recycling into City aquatic centres.

Recycling of public waste has been incorporated into design into the new Gurnyama Park Aquatic Centre through multi stream collection bins throughout the building.

On Track

Develop and rollout an energy and water outcomes improvement program in larger commercial properties to achieve NSW Government Resource Efficiency Policy (GREP) and Better Building Partnership (BBP) targets including NABERS ratings and mandatory disclosure of these.

Energy and water improvements for larger commercial properties have been defined under Major Properties Efficiency Project (MPEP) and will consider NSW Government Resource Efficiency Policy (GREP) and Better Building Partnership (BBP) targets in its implementation.

On Track

Review, score (against the BBP Leasing Standard) and commence implementation an improvement plan for the City's precedent lease in BBP portfolio buildings. Continue to actively engage tenants within the City's buildings to facilitate best environmental performance outcomes of whole buildings.

Stakeholder engagement has commenced to understand key steps required to embed BBP Leasing Standards into the City's standard lease agreement.

On Track

Implement sub metering to capture and report energy and water consumption data to building occupants and tenants to encourage utility consumption reductions and thus improved environmental outcomes, paving the way for future embedded network management for on selling of energy and water.

The City has drafted a project brief with an estimated project cost of \$750,000 with implementation commencing in 2018 and concluding December 2019 to implement the sub-metering.

On Track

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

The City's annual target is maintaining fuel emissions at 2013/2014 levels. By continued use of Bio-diesel and stabilising Fleet numbers, the City will continue to reduce emissions.

On Track

Continuously analyse new energy efficient fuel options for the City's fleet.

Ongoing program to identify and analyse new energy efficient fuel technologies options for the City's fleet. The use of bio-diesel has been the most effective fuel option which is currently used throughout the City.

On Track

Conduct assessments and develop procedures to ensure that climate resilience is incorporated into management of City-owned assets, including risk identification, design and operations.

The City is reviewing the Adapt Infrastructure Tool project being led by Office of Environment and Heritage (OEH). This specialist tool will help to better understand the most appropriate inter-agency mitigation and event responses to climate change infrastructure risks.

On Track

Procurement, grant assessment & contract management

Implement Sustainable Procurement Guidelines on selected procurement activities – major construction materials, consumables, major contract, event management and supplier due diligence.

Sustainable Procurement Policy has been refined to frame development of the Guidelines

On Track

Procurement of all fleet and heavy plant and equipment specifies highest environmental performance.

Fleet will continue to ensure the procurement of all fleet and heavy plant and equipment specifies the highest environmental performance as well as meeting needs of each business unit as procurement opportunities arise.

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

Commence operations at the City Farm.

2019

80

- Environmental consultant commenced monitoring at proposed farmers' market site.
- City Farm education programs continued.
- Volunteer sessions continued to be held at the Farm site.
- Development of cropping area; business structures; and volunteer and farmers' market framework continued.

On Track

Major Programs

Progress To Date

Status

Urban Forest

Continue to deliver tree planting programs to maximise urban canopy and reduce the impacts of the urban heat island effect.

Projects to increase canopy cover have continued, with 181 street trees planted this year. Approvals obtained for the construction of in-road planting projects in Bowman St and Ripon Way, community consultation under way for Catherine St, and design development for Primrose Ave.

On Track

Urban Ecology

Continue to expand and protect bush regeneration areas in the City's parks and open spaces. Bush regeneration areas continue to be managed by staff and contractors. Bush regeneration tender is currently being prepared and is due for release in early 2018.

On Track

Monitor the diversity, number and distribution of priority fauna species reported on the local government area. 259 reports to date. An increase in community observations in the last two months.

On Track

Greening Sydney Plan

Continue to deliver the public domain landscaping program. 585 sq. metres completed in December. This month is a quiet month due to hot, dry weather. The schedule will resume in the cooler months.

On Track

Deliver Living Colour floral displays to high profile retail and tourist precincts throughout the city during spring and summer. Summer Greenwall installed in Kings cross location in December for 12 weeks.

On Track

Summer display installation to occur from 2-9th January for 8 weeks.

Encourage new buildings and redevelopments to maximise the integration of landscaping in building design. The City's Landscape Code was adopted by Council in November 2016. The code is now in use and is available to the public to assist applicants prepare high quality landscaping proposals.

On Track

Continue to deliver parks renewal and minor park and open spaces upgrade works. Works completed at:

On Track

- Turfing and earthworks at Hyde Park following night noodle market (17,000m2 of turf)
- Turfing at Bicentennial Park (4,000m2)
- Turfing at Wentworth Park sportsfield
- Planting and turfing works at Belmore Park (6,000 plants and 450m2 of turf)
- * Planting at Victoria Park (915 plants)

Identify opportunities to connect parks to recycled or alternative water sources. Feasibility study for Wentworth Park and Erskineville Oval is complete. Erskineville Oval project to proceed to design and construction.

On Track

Parks Water Savings Action Plan

Improve water efficiency at the City's parks through installation of efficiency measures and changes in management practices. The City continues to monitor that all City Greening and urban landscaping works are aligned with the Parks Water Savings Action Plan. Audits are underway to assess asset condition of existing irrigation systems and to improve efficiency through scheduling changes. Further recommendations from audits will inform future works to improve efficiency. Mapping is also underway to improve data accuracy of irrigated areas.

On Track

2.7 The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change.

Major Programs

Progress To Date

Status

Climate change

Identify opportunities to help reduce local air pollution. Further analysis and study of opportunities will commence in Q3.

Watch

Advocate for revision of engineering and building standards and codes to take account of the projected impacts of climate change on buildings and infrastructure. The City made submissions to better regulate and improve building and regulation standards.

On Track

Extreme weather events

Work with emergency services, relevant agencies, and the community to build capacity to prevent, respond, and recover from emergencies, including extreme climate events, such as heatwave, severe storms, and poor air quality.

The City is working closely with the Local Emergency Management Committee to build capacity to prevent, respond, and recover from emergencies. In Q1, the LEMC reviewed Consequence Management Guides for High Winds, Tsunami, Power Failure, and Heatwave. The LEMC has commenced planning for a tabletop exercise focussing on power failure. This exercise is expected to be completed in Q3.

On Track

Urban heat island effect and flooding risk mitigation

Continue research and trials in reducing the urban heat island effect.

The City continues to contribute to the CRC for Low Carbon Living project that is developing a micro climate and urban heat island mitigation decision-support tool. Low voltage heat sensors have been installed at the City's monitoring stations and work is under way to have this available on the City's open data platform.

On Track

Continue to implement the City's Interim Floodplain Management Policy, and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios.

The City adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through planning controls as part of development approval process. The policy will be reviewed as and when required.

On Track

The City has prepared a draft Implementation Plan for the flood risk management measures following completion of flood studies and floodplain risk management plans for all its catchments. High Priority works recommended in the plans have been programmed for further investigation.

The City is now in implementation stage for two major structural measures: Green Square Trunk Drain and Ashmore Downstream Trunk Drain are now being completed to facilitate urban renewal of these areas.

2.S.1 Performance Measures

Greenhouse emissions

| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Result | Q1 | Q2 | Q3 | Q4 | YTD | Comment | Status |
|--|------------|----------------|----------------|----------------|----------------|-------|--------|----|----|-----|---------|----------------|
| Overall greenhouse gas emissions for all City of Sydney operations – total all emissions | Tonnes CO2 | 39,566 | 40,422 | - | 9,339 | 9,660 | 18,999 | - | - | - | | Indicator Only |
| Baseline 2006 Data – 52,972 tCO2e | | | | | | | | | | | | |
| Greenhouse gas emissions for City of Sydney local government area – total all emissions | Tonnes CO2 | 4,674,637 | - | - | - | - | - | - | - | - | | Indicator Only |
| Baseline 2006 Data - 5,809,144 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste - measured annually in June) | | | | | | | | | | | | |
| Percentage of reduction in greenhouse gas emissions in the local government area based on 2006 levels - 5,809,144 tCO2e (measured annually in June – data from previous financial year; target of 44% by June 2021 70% by 2030) | % | 19.5 | - | - | - | - | - | - | - | - | | Indicator Only |

| Indicator Only | 14 | 17 | - | - | - | - | - | - | - |
|---|----|----|---|---|---|---|---|---|---|
| Percentage of electricity demand in the local government area met by renewable sources (target of 50% by 2030, measured annually in June – data from previous financial year) | % | | | | | | | | |

Water Usage and Stormwater

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|---|------|---------|--------|---------|--------|---------|----|----------------|----|---------|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Potable water use from City operations - 2006 baseline (431,000 kL) | kL | 418,548 | - | 449,202 | - | 101,896 | 0 | - | - | 101,896 | Indicator Only |
| As part of transitioning to the new utility reporting system, a large amount water accounts were discovered that were previously not included in Council Reporting. As part of this project, these accounts are being mapped correctly. However, this will increase City of Sydney reporting of potable water use compared to the historically reported values. | | | | | | | | | | | |

| | | | | | | | | | | | |
|---|----|--------|---|---|---|---|---|---|---|---|----------------|
| Potable water usage from the local government area – 2006 baseline (33,712) (measured annually in June – data from previous financial year) | ML | 36,847 | - | - | - | - | - | - | - | - | Indicator Only |
|---|----|--------|---|---|---|---|---|---|---|---|----------------|

Waste - Local Government Area

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|--|------|---------|--------|---------|--------|---------|-------|----------------|----|---------|--------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Percentage of recycling and recovery of residential waste | % | 69.62 | 70 | 67.94 | 70 | 66.88 | 65.59 | - | - | 66.24 | Watch |
| The City's resource recovery rate declined by 1.29% this quarter from last quarter's rate of 66.88%. This brings the year to date recovery rate 4.41% short of the 70% recovery target. An improvement is anticipated once new waste processing services commence in 2018. | | | | | | | | | | | |

| | | | | | | | | | | | |
|--|-----------|--------|---|--------|---|------|-------|---|---|--------|----------------|
| Total Residential Waste Collected per capita (June 2016 city area population of 210,931) | Kg/Capita | 319.54 | - | 308.62 | - | 73.2 | 79.47 | - | - | 152.67 | Indicator Only |
|--|-----------|--------|---|--------|---|------|-------|---|---|--------|----------------|

| | | | | | | | | | | | |
|-----------------------------------|--------|---|---|-----------|---|-----------|---|---|---|-----------|----------------|
| Total Residential Waste Collected | Tonnes | - | - | 15,443.53 | - | 16,762.82 | - | - | - | 32,206.35 | Indicator Only |
|-----------------------------------|--------|---|---|-----------|---|-----------|---|---|---|-----------|----------------|

| | | | | | | | | | | | | |
|---|-------------|-----------------------|-----------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|------------|---|--|----------------|
| Percentage of source separated recycling of total residential waste (target of 35% by June 2021) | % | - | - | - | - | 26.78 | 26.85 | - | - | 26.82 | This 35% source separation target has been set to achieve by 2021. A significant improvement is anticipated once the new waste disposal and processing contracts are in place in 2019. | Indicator Only |
| Percentage of recycling and recovery of commercial and industrial waste from the local government area | % | - | - | - | - | 0 | - | - | - | - | Data to be collected and reported in 2019/20. | Indicator Only |
| Percentage of recycling and recovery of construction and demolition waste from the local government area | % | - | - | - | - | 0 | - | - | - | - | Data to be collected and reported in 2019/20 | Indicator Only |
| Waste - Manage the waste created by the City of Sydney. | | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 Q4 | YTD | Comment | Status | |
| City of Sydney Recycling (organisational facilities) | Tonnes | 1,238 | 558.54 | - | 86.88 | 80.20 | - | - | 167.08 | Above recycling waste numbers are only for properties managed by the City Property team. | Indicator Only | |
| City of Sydney Waste Collected (organisational facilities) | Tonnes | 2,219 | 1,222.21 | - | 239.66 | 218.09 | - | - | 457.75 | Above waste numbers are only for properties managed by the City Property team. | Indicator Only | |
| Percentage of resource recovery of waste from the City's parks, streets and public places | % | - | - | - | 0 | 0 | - | - | - | | Indicator Only | |
| Percentage of resource recovery of waste from City managed properties | % | - | - | - | 36 | 36.8 | - | - | 36.4 | Above resource recovery of waste percentage is only for properties managed by the City Property team. | Indicator Only | |
| Percentage of resource recovery of construction and demolition waste generated and managed by City operations | % | - | - | - | 0 | 0 | - | - | - | Consolidated data of resource recovery rates is currently unavailable for construction and demolition waste generated and managed by City operations. A review with Sustainability Strategy is currently underway to assess how to collate this data. | Indicator Only | |

Greening Sydney

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|--|---------|---------|--------|---------|--------|---------|--------|----------------|----|---------|--------------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Street trees planted annually | No | 727 | 700 | 716 | 700 | 139 | 45 | - | - | 184 | Attention Required |
| The delivery of the planting program is weighted heavily during autumn (months April through to June) as that is the best time for establishing trees. No (or very little) planting occurs during summer months, October to March. | | | | | | | | | | | |
| Total street trees | No. | 32,119 | 31,000 | 32,092 | 31,000 | 31,971 | 31,422 | - | - | 31,422 | On Track |
| Number of plants planted at community planting events | No | 8,391 | 3,000 | 5,273 | 3,000 | 1,131 | 1,181 | - | - | 2,312 | On Track |
| 1,181 plants were planted in community gardens in the last three months. | | | | | | | | | | | |
| New trees and shrubs planted in City parks and street gardens each year | No. | 62,187 | 50,000 | 53,066 | 50,000 | 15,418 | 16,698 | - | - | 32,116 | On Track |
| Public Domain Landscaping (nature strips, rain gardens, traffic treatments) | m2 | 10,629 | 9,000 | 10,841 | 9,000 | 1,980 | 585 | - | - | 2,565 | Attention Required |
| 585 sq. metres for December 2017. This is a quiet time for planting due to hot and dry weather, and planting will increase in the cooler months. | | | | | | | | | | | |
| Maintain or increase number of indigenous bird species (2009/10 baseline - 63 species) (measured annually in June) | No | 64 | - | 76 | - | - | - | - | - | - | Indicator Only |
| Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually) | ha | 0.39 | 13.5 | 8.3 | 13.5 | - | - | - | - | - | Indicator Only |
| Environmental Grants | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Value of environmental grants approved by the City of Sydney | \$ '000 | - | - | 397.72 | - | 229.11 | 230.64 | - | - | 459.75 | 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 Investment in public transport and walking and cycling infrastructure encourages more people to use these forms of transport to travel to, from and within the city.

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|--|-----------------|------------|---|-----------------|
| <p>Planning</p> <p>Support the State Government in developing interchanges and key transport hubs, including those in the Central Business District affected by the Sydney City Centre Access Strategy.</p> | 2018 | 90 | <p>The City continues to work with TfNSW, Sydney Coordination Office and the dedicated Light Rail and Metro teams to prepare their Interchange Access plans.</p> <p>We are also continuing to work with Urban Growth, TfNSW and other stakeholder to plan the Waterloo Metro precinct as part of the wider Waterloo redevelopment.</p> <p>The Green Square and Waterloo Transport Access Plan being prepared with Transport for NSW will accelerate work on the interchange solutions for Waterloo Metro.</p> | On Track |
| <p>Major Programs</p> <p style="text-align: center;">Progress To Date</p> | | | | |
| <p>Planning</p> <p>Work with the State Government to implement changes to loading, taxi and parking arrangements in-line with the Sydney City Centre Access Strategy.</p> | | | <p>The City works closely with Sydney Coordination Office on managing kerbside uses within Central Sydney. A monthly kerbside meeting is hosted by Sydney Coordination Office and includes project staff from Light Rail and Metro</p> | On Track |
| <p>Advocacy</p> | | | | |
| <p>Work with the State Government to develop a rail strategy for Sydney to increase capacity to and within the Central Business District, including planning for West Metro.</p> | | | <p>The City continues to lobby for new stations in the CBD, and Ultimo-Pyrmont and Green Square, as part of its preferred option for West Metro. Preliminary engagement with Sydney Metro on routes and potential stations has commenced.</p> | On Track |
| <p>Work with the State Government to review the City Centre Access Strategy, developing agreed approaches to support the functioning of the city centre.</p> | | | <p>The City engaged with the CBD Coordination Office to influence the scope and priorities of the updated City Centre Access Strategy. It is unclear what the final scope and release approach from the NSW Government will be.</p> <p>City staff met with Sydney Coordination Office to explore opportunities for improved freight and servicing outcomes for the City Centre. These may be outlined in a Freight Strategy rather than a revised City Centre Access Strategy.</p> | On Track |
| <p>Partnership</p> | | | | |
| <p>Work with the State Government and Taxi industry to implement more taxi ranks in better locations with improved safety in the City Centre during the evening and late night.</p> | | | <p>The City is continuing to work with the Taxi industry and State Government as part of the Late Night Transport working group to review taxi rank locations.</p> | On Track |

3.2 Transport infrastructure is aligned with city growth.

Major Programs

Progress To Date

Status

Partnership

Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.

The City provided a detailed submission to the West Connex Stage 3 Environmental Impact Statement. The City remains actively engaged in securing outcomes from Stages 2 and 3, including the King St Gateway.

On Track

The City engaged with Sydney Metro to secure optimum outcomes around station precinct design and development, and construction methodology.

The City engaged with Sydney Coordination Office to maximise pedestrianisation and public domain outcomes from CBD, especially in the George St pedestrianised zone.

Work with the State Government and developers to ensure active and public transport infrastructure is a consideration with relevant State Significant Development, with suitable infrastructure provided in a timely manner.

The City is continuing to work with the State Government and developers to ensure active and public transport infrastructure is a consideration with relevant State Significant Development. This has included a number of developments such as Waterloo, Bays Precinct, Cockle Bay, Eveleigh, Inner Sydney High School, Australian Technology Park, Sydney University and various Sydney CBD sites.

On Track

Advocacy

Work with the State Government to ensure understanding of transport implications of development in the city area.

The City has set up a new monthly Land Use and Transport Coordination meeting. City, RMS, TfNSW and Sydney Coordination Office get together to discuss development in Central Sydney. A number of complex development and transport issues have been discussed this quarter.

On Track

Work with the State and Federal Government to further develop proposed public transport improvements in the City Centre – Green Square – Southern Sydney corridor.

The City wrote to TfNSW to re-engage on short-medium term improvements to public and active transport, to address current issues and the impact of new developments. The Minister for Transport and Infrastructure wrote to the Lord Mayor in December 2017 agreeing to a 5-year Green Square and Waterloo Transport Action Plan. The City and Transport for NSW are jointly funding studies to inform the development of the Action Plan.

On Track

The City continues to advocate for higher capacity improvements in the longer term, including a submission to Infrastructure Australia for the updated Australian Infrastructure Priority List (to be released in February 2018). The City also submitted to the Draft Future Transport Strategy, with significant attention on the need for additional rail capacity in the Green Square area, and beyond.

The rail timetable for 2018 and beyond increase services at Erskineville and Green Square.

Parking

Ensure on-street parking restrictions reflect the needs of nearby land uses.

The updated Neighbourhood Parking policy is currently out for consultation, this provides a framework for parking restrictions for urban renewal areas to be implemented as development progresses and the land uses change.

On Track

Continue to implement the neighbourhood parking policy.

The Draft Policy was available for consultation. Preparation for proposed elements, such as Business Tradespersons Permits are proceeding. Policy will be submitted for approval. (Consultation to date shows broad support for proposed changes).

On Track

Freight and Servicing

Work with State Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for "last mile" distribution.

The City provided insights to and then reviewed the CBD Coordination Office's study of CBD loading docks. The City met with Sydney Coordination Office to agree approaches for improved freight and servicing, to reduce the demand for onstreet parking (so this can be reallocated to other uses, potentially non-parking.) These may be reflected in the upcoming NSW Freight Strategy.

City Access and Transport's study of international approaches to parking compliance will inform development of potential options for greater productivity from onstreet loading.

The City is monitoring Transport for NSW's proposed trial of a small electric vehicle undertaking last mile delivery tasks around Circular Quay.

On Track

Regional Collaboration

Continue to build relationships with neighbouring councils and collaborate on transport projects where infrastructure or impact is across the boundaries.

The City is continuing to work with Inner West Council on a number of activities including WestConnex, King Street Gateway and Sydney Regional Bike Network (Stage 1, Inner Sydney)

The City is also continuing to meet with Waverley Council in relation to cycleway implementation

The City met with Randwick Council to discuss road connection prioritisation across South Dowling Street.

On Track

Technology

Partner with the State Government to facilitate innovation in transport management, utilising new and emerging technology to cater for electric vehicles, autonomous vehicles, more efficient enforcement of parking, and innovative road safety technology.

The City commenced a study into best practice approaches to parking compliance, including potential new technologies. The grant-funded project exploring increased uptake of electric vehicle charging facilities in strata developments is proceeding.

The City's submission to the Draft Future Transport Strategy made recommendations for improving the approach to Mobility as a Service, to better align it with agreed outcomes (while improving customer experience).

On Track

3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport.

Major Programs

Progress To Date

Status

Traffic calming initiatives

Develop and deliver a range of initiatives to help support change of behaviour by traffic calming.

The City continues to deliver traffic calming devices when required to help reduce speeds within the Council area. We are continuing to work with Roads and Maritime Services and Centre for Road Safety under the Road Safety Partnership to change driver behaviour.

On Track

Speed reduction

Continue to advocate for low speed environments throughout the city area.

The City made a submission to the 2021 NSW Government Road Safety Action Plan. Within the City's submission is a significant focus on reduction of speed limits across the LGA.

On Track

Continue to investigate areas to reduce traffic speed limits.

The City has four applications for 40km/h precincts awaiting review from RMS at the moment. The City and RMS have agreed ways to improve the assessment times of future applications.

On Track

Road safety partnerships

Continue to build relationships with Roads and Maritime Services, Centre for Road Safety and Transport for New South Wales through the Local Government road safety program to improve road safety within the LGA.

City staff are working with the Centre for Road Safety to prepare the Metro construction sites at Martin Place and Pitt Street for enhanced safety campaigns. The City has met RMS to discuss ways to improve the efficiency of applications to reduce speed limits on local streets

On Track

Manage amenity

Manage the scheduling of waste collection services to ensure the least disruption to the community.

The Waste Management Local Approvals Policy was adopted by Council. This policy proposes new collection time zones for the CBD and light rail corridor areas. The time restrictions are intended to minimise truck movements and disruption to the community.

On Track

Community Programs

Facilitate a range of community programs that apply to a broad cross section of the community (e.g. learner drivers education program, NSW traffic offender intervention program, Child Restraint program, Seniors Safety – Safer Pedestrians – Out and About program).

- Child Restraints – a total of 247 free child restraint checking vouchers have been requested and distributed to City of Sydney residents this quarter.

On Track

- Seniors – Road Safety Officer's attended a community meeting in Surry Hills and distributed road safety information and collateral

- One Learner Drivers session was conducted this quarter, with 9 people in attendance.

- Two Traffic Offender Intervention Program courses were held this quarter.

3.4 Public transport, walking and cycling are the first choice transport modes within the city.

Major Programs

Progress To Date

Status

City Transformation

Continue to support the implementation of light rail down George Street and in wider local government area.

Amount of input required reducing due to implementation, but advice provided as required.

On Track

Behavioural

Advocate for measures aimed at increasing the use of public transport, walking and cycling along major corridors to the city.

City staff met with Travel Choices and Transport for NSW to trial a new workplace program. The personalised route advice service continues to be very popular, with 353 requests filled during the quarter. We distributed 1155 maps through Share the Path sessions as well as 7752 maps through city businesses and by request.

On Track

3.5 Transport services and infrastructure are accessible.

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|--|-----------------|------------|--|-----------------|
| Transport infrastructure | | | | |
| Advocate to ensure public infrastructure meets the needs of users. | 2018 | 80 | <p>The City continues to advocate for improved outcomes for residents and businesses:</p> <ul style="list-style-type: none"> • West Connex Stages 2 and 3, including the King St Gateway project • A2MP to achieve better outcomes for walkers and cyclists, and residents of Green Square • Sydney Metro, to achieve improved station and precinct development and customer outcomes • CSELR, to achieve the best possible pedestrianisation and urban domain outcomes on George St • Early involvement in planning for West Metro to ensure station location and product development deliver outcomes for residents and businesses. | On Track |

| Major Programs | Progress To Date | Status |
|---|--|-----------------|
| Parking | | |
| Ensure the Inclusion Action Plan 2017-21 addresses the parking needs of people with disabilities. | City Access and Transport have funded an audit of mobility parking in the City to identify locations where improvements could be made and to provide better information to drivers on the existing mobility parking. The City contributed to a submission to Transport for NSW's Draft Disability Inclusion Action Plan 2017-21. | On Track |
| Demand for parking is managed to ensure there is equitable access to the constrained supply. | On-street parking is proactively managed. | On Track |
| Advocacy | | |
| Ensure the needs of all customers are considered in the master-planning for Central Station precinct. | The City is continuing to work with State agency stakeholders on the best outcome for Central Station. City staff are in a working group for Central Station. | On Track |

3 S.1 Performance Measures

| Parking and road management | | | | | | | Status | | | | |
|---|------|----------------|----------------|----------------|----------------|---------|--------|-----|---|--|----------------|
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Result | Comment | | | | | |
| Proportion of resident drivers who are members of car share schemes | % | 17.5 | 19 | - | 19.62 | 20.22 | 20.22 | YTD | - | Note: still does not include Car Next Door membership. | Indicator Only |

| | | | | | | | | | | | |
|--|-------------|-----------------------|-----------------------|-----------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------|---|----------------|
| Number of car share bookings | No. | - | - | - | 18,562 | 21,097 | - | - | 39,659 | Indicator Only | |
| Number of residents who are members of car share schemes | % | - | - | - | 24,862 | 25,621 | - | - | 25,241.5 | Still does not include Car Next Door members. Indicator Only | |
| Road Safety | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Result Q1 | 2017/18 Result Q2 | 2017/18 Result Q3 | 2017/18 Result Q4 | YTD | Comment | Status |
| Number of seminars held as part of the Road Safety Program (including 'learners driver become safer driver', 'senior safety – safer pedestrian out and about', 'NSW traffic offender intervention' programs) | No. | - | - | - | 6 | 4 | - | - | 10 | | Indicator Only |
| Number of attendees to the Road Safety Program seminars | No. | - | - | - | 98 | 46 | - | - | 144 | | Indicator Only |
| Number of vouchers issued for child restraint program | No. | - | - | - | 293 | 247 | - | - | 540 | | Indicator Only |
| Speed | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Result Q1 | 2017/18 Result Q2 | 2017/18 Result Q3 | 2017/18 Result Q4 | YTD | Comment | Status |
| Average speed limit across local roads in the city area | Km | - | - | - | 46 | 46 | - | - | 46 | This is the most up-to-date speed data made available by the RMS. | Indicator Only |
| Length of streets across the local government area with a speed limit of 40km/h | Km | - | - | - | 132.9 | 132.9 | - | - | 265.8 | The City is awaiting updated speed restriction data from RMS. The data has not changed between Q1 and Q2. | Indicator Only |
| Length of shared zones (vehicles, pedestrians, cyclists) with a speed limit of 10km/h | Km | - | - | - | 4.9 | 0 | - | - | 4.9 | The City is awaiting speed restriction data from the RMS. We do not have sufficient data in the quarter to report on this measurer. | Indicator Only |
| Roads maintenance | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Result Q1 | 2017/18 Result Q2 | 2017/18 Result Q3 | 2017/18 Result Q4 | YTD | Comment | Status |
| Road renewed/treated program | m2 | 70,639 | 42,631 | 25,000 | 17,351 | 9,419 | - | - | 26,770 | | On Track |
| Traffic calming | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Result Q1 | 2017/18 Result Q2 | 2017/18 Result Q3 | 2017/18 Result Q4 | YTD | Comment | Status |
| | | | | | | | | | | | |

Number of transport-related projects (footpath improvements, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming (PCTC) plans

No 16 7 6 1 1 - 2

2 PCTC projects completed by Q2. Albion Street & Selwyn Street, Paddington. Nichols Street, Surry Hills.

On Track

| Public transport - taxis | | | | | | | | | | | | |
|---|------|---------|--------|---------|--------|---------|----|----------------|----|---------|--------|----------------|
| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status | |
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | | YTD |
| Number of taxi ranks operating in the local government area at daytime (10am – 3pm weekdays) | No | - | - | - | - | 76 | 76 | - | - | - | 152 | Indicator Only |
| Number of taxi ranks operating in the local government area at night-time (8pm – 12am weeknights) | No. | - | - | - | - | 75 | 75 | - | - | - | 150 | Indicator Only |

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 The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces.

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|--|-----------------|------------|--|-----------------|
| Cycling | | | | |
| Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area | 2023 | 46 | Cycling safety works being developed are: <ul style="list-style-type: none"> Signalised intersection at Wattle St/William Henry St, Ultimo – modifications for bicycle lanterns and a new pedestrian crossing facility Intersection of Maddox St/Bourke Rd, Alexandria – new raised marked pedestrian crossing and cyclist priority crossing Shared paths at Pymont Bridge Rd and Bulwara Rd, Pymont Shared Zone at Premier Lane, Darlinghurst | On Track |

| Major Programs | Progress To Date | Status |
|---|--|-----------------|
| 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. | In Q2, Streetscape Improvements included 480m2 of granite paving in the following areas: <ul style="list-style-type: none"> Harbour Street, Haymarket - Pier Street to Hay Street - granite paving Campbell Street, Sydney - George Street to Pitt Street - granite paving | On Track |
| Review and implement options for walkability rating tools to evaluate and improve planning for walking improvements within the LGA and the Liveable Green Network. | The City has purchased the Transport for London Pedestrian Environmental Review System (PERS), which we are beginning to trial to see whether results are transferable to a Sydney context. City staff are also working on the development of a Pedestrian Level of Comfort tool. | On Track |
| Investigate options for an increase in the walking and pedestrian data collected to better support stakeholder requirements. | The City was successful in its application to the Federal Governments Smart Cities grant. The 18 month smart pedestrian counting project will commence in January 2018. | On Track |

| | | | |
|---|---|-----------------|--|
| Cycling | | | |
| Complete the City's ten high priority regional routes, with separated cycleways where possible. | Work continues on the following sections of regional bike routes: <ul style="list-style-type: none"> Construction of a path between Maddox Street and Huntley Street along O'Shea's Creek Construction of a cycleway on Lawson Street is still waiting for approval from Sydney Trains. Detailed design is progressing for the cycleway projects on Moore Park Road, Wilson and Burren Streets, Epsom Road and between the Sydney Harbour Bridge and Kent Street cycleway. | On Track | |
| Ensure that the City leads by example by ensuring that it has safe working bikes at all times to be used by internal staff. | Construction of Geddes Avenue, with cycleway, is complete and was opened in November. A further 16 staff completed the cycling course and competency assessment to enable them to use the City's bike fleet. Two lunch time Mystery Rides were run to give staff an opportunity to increase their confidence and learn new routes in the city. | On Track | |

Partnerships

Advocate and work with land owners to develop a continuous foreshore walk accessible on foot and by bike

The Bays Market District SSP Study Requirements include the provision of a 30 metre foreshore reserve that includes paths for walking and people on bicycles. The City participates in the Project Working Group and the Project Review Panel for this project.

On Track

Work with neighbouring councils, State and Federal Governments to implement the Inner Sydney Regional Bike network.

Transport for NSW are working on a revised Business Case for an extended network, for submission to Infrastructure Australia - to support inclusion on the Australian Infrastructure Priority List, and potential funding.

On Track

Build relationships with State and Federal Government, councils and other stakeholders to build capacity, share information and continue good practice and innovation in walking and cycling.

During the Sydney Rides Festival, the City collaborated with Transport for NSW and the Behavioural Insights Unit (DPC) to deliver a session on behaviour change program design. Stakeholders from community and local government attended the session.

On Track

City staff met with Transport for NSW to provide advice on bike parking and end-of-trip facilities, and with the Travel Choices section of Transport for NSW about working together on business engagement to encourage cycling. City staff also provided advice and assistance to Sutherland, Randwick and City of Adelaide councils.

Civil Infrastructure

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 and is prioritised for bus stops and key Liveable Green Network (LGN) routes.

On Track

The City's Pedestrian Lighting Improvement project will improve light quality for pedestrians along LGN footways. City staff are working with Ausgrid to install new LED lamps to distribute light along the footway where existing street lamps don't penetrate due to vegetated canopy.

Program inception was early June 2017. Ausgrid has installed a total of 500 lights at December 2017 with a target of 800 for 2018 financial year. Program completion is scheduled for June 2020.

Refer to Item 4.S.1 – Footway Improvement targets.
Refer to Item 2.S.1 – Green verge / street garden targets.
Refer to Item 4.S.1 – Cycleway targets.

4.2 The city centre is managed to facilitate the movement of people walking and cycling.

Major Programs

Progress To Date

Status

Walking

Work with the State Government to decrease waiting time and journey time for pedestrians on priority routes in the City Centre.

The City continues to work with Road and Maritime Service (RMS) and the Sydney Coordination Office on pedestrian priority in the City Centre. The City's submission on the Draft Future Transport Strategy outlined the productivity benefits of improved pedestrian outcomes.

On Track

Review through site link and laneway network within the City Centre and ensure network is connected.

A review of laneways and through site links was conducted. Key locations for improved pedestrian crossing facilities identified and concept designs have been prepared.

On Track

| | | |
|---|--|-----------------|
| Work with the State Government to review warrants for pedestrian facilities. | This work is yet to commence. | Watch |
| Cycling - City centre | | |
| Advocate to the State Government to complete the City Centre Access Strategy cycleway network. | A traffic study is being commissioned, to build the evidence necessary to demonstrate and convince RMS/Transport for NSW of the feasibility of extending the cycleway on King Street in the city centre, as per the City Centre Access Strategy. | On Track |
| 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 through both formal and informal meetings with the Sydney Coordination Office. | On Track |
| Collaborate with State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project | Ongoing involvement in design process through light rail Urban Design Reference Group and weekly design meetings to achieve high quality public domain outcomes. | On Track |
| 4.3 The number of people who choose to walk and cycle continues to increase. | | |
| Major Programs | | Status |
| Modal shift | | |
| Promote the benefits and reduce barriers of walking and cycling to individuals, businesses and the wider community, by improving information and training courses (including maps and organised rides). | <p>The City conducted 12 led rides, with most fully booked including foodie rides, rides at night and to events including the Sydney Rides Festival. Of those surveyed, 100% agreed that it was a good way to get to know the City's bike network</p> <ul style="list-style-type: none"> • For Walk to Work Day we ran an activation on Glebe Foreshore with coffee, health checks with Diabetes Australia and information on walking and riding to work. • We launched a Messenger chatbot to allow people to tap into previously mapped route advice, leveraging the 2200 personalised routes created and giving people the opportunity for instant route recommendations. | On Track |
| Encourage walking and cycling culture, providing support to enterprises and community groups through behaviour change programs. | The City continued to engage with people walking and cycling through numerous events including Share the Path and through individual cycle route plans. | On Track |
| Continue to investigate and prepare for potential future bike share system. | City staff have been working with five inner-Sydney councils on guidelines setting out the minimum standards and expectations for bike share operations in Sydney. The guidelines came into operation on 22 December 2017, and have been shared with Transport for NSW and other councils in greater Sydney. The guidelines are on the City's website. | On Track |
| Walking and cycling for leisure | | |
| Lead and/or support events celebrating and focusing on walking and cycling. | The Sydney Rides Festival in October supported thirteen third party events through marketing and media support, which was effective in promoting attendance. | On Track |
| Encourage recreational walking and cycling by promoting attractive routes and open spaces. | Two events in October, The Big Adventure and Light the City, showcased open spaces (Sydney Park and The Domain) to over 11,000 people, encouraging them to ride and walk. | On Track |

Monitor walking and cycling safety data, issues, risks and complaints. Incident monitoring and appropriate responses continue. **On Track**

Behaviour

Ensure all road and path users have information and training available that enables them to exhibit the correct and safe behaviours. Cycling courses (twice weekly) and Share the Path sessions (four times weekly) continue to educate the public about correct safe behaviours. **On Track**

4.4 Businesses in the city encourage their staff to walk and cycle more often.

Major Programs

Progress To Date

Status

Journey to work - commuting

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

Sydney Rides Festival in October 2017 was the most successful yet, with 20,482 participants in total. With record attendances, The Big Adventure (6,000 people) and Light the City (5,000 people) reached a tipping point towards mass participation community events in 2017.

On Track

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

City staff met with Transport for NSW and Get Healthy at Work (NSW Health) to continue collaborative partnerships. We ran guided walks for the George Street opening, to support Transport for NSW efforts to activate the street. There were 3 fully booked walks (100+ people), with 4,500 people interested on Facebook.

On Track

Continue to work with schools to identify and mitigate barriers to walking and cycling for students and parents.

The City has been working with Gardeners Public School on a proposal to change the use of an existing car park. The school wants to reduce vehicle movements and encourage walking and cycling. The City has been working with Fort Street Public School to provide road safety education and also working with Department of Education to encourage cycling and walking through its syllabus road safety education program.

On Track

Review the City's Green Travel Plan practices and assess whether improvements can be made to increase more uptake and a greater modal shift.

City Access is continuing to look at ways to improve the quality of Green Travel Plan submissions and looking at alternative practices which could achieve better outcomes

On Track

Continue to encourage developers to include end of trip facilities in new developments and to retrofit existing buildings.

Ongoing where appropriate.

On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Result | | | Comment | Status | | |
|--|-------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|-----------|----------------|---------------|---|-----------------|
| | | | | | Q1 | Q2 | Q3 | Q4 | YTD | | |
| Length of separated cycleways provided annually | Km | 1.01 | 0.22 | 0.47 | 0 | 0.27 | - | - | 0.27 | Geddes Avenue cycleway. | On Track |
| Length of on-road cycleways provided/upgraded annually | Km | 1.9 | 0.66 | 2.6 | 0 | 1.25 | - | - | 1.25 | Dalmeny shoulder lane removal and bike logos properly placed. | On Track |
| Length of shared paths provided/upgraded annually | Km | 1.88 | 4.37 | 2.4 | 0 | 2.4 | - | - | 2.4 | Bourke Connector project. | On Track |

| | | | | | | | | | | | |
|---|-------------|-----------------------|-----------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|------------|--|----------------|
| Growth in cycling activity at key intersections around the City of Sydney (100 key intersections) | % | (10) | (1) | - | - | 1 | - | - | 1 | Only 1% growth in past year, overall. This means overall growth is now at double the numbers when counting started in 2010. However, 9 sites have over 300% (and up to 645%) growth over the last seven years. | Indicator Only |
| Growth in walking activity at key locations around City of Sydney (100 Key locations) | % | - | - | 2.1 | 1.05 | 1.58 | - | - | 1.58 | The October 2017 data had not been received in time for the reporting. These counts will be reflected in next report. | Indicator Only |
| Number of attendees at cycle safety courses | No | - | - | 130 | 45 | 175 | - | - | 175 | | Indicator Only |
| Footpaths | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 Q4 | YTD | Comment | Status |
| Footway renewed program | m2 | 19,327 | 18,259 | 10,000 | 2,836 | 2,951 | - | - | 5,787 | | On Track |
| Footway replaced by green verge | m2 | 3,660 | 4,548 | 2,200 | 769 | 816 | - | - | 1,585 | | On Track |
| Granite infill project - paving | m2 | 2,281 | 1,850 | 1,800 | 430 | 480 | - | - | 910 | Split between Harbour Street, Haymarket (195m2) and Campbell Street, Sydney (285 m2) | 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 into the State Government's long term master plan for Circular Quay , Barangaroo and Darling Harbour, and Macquarie Street | 2018 | 60 | Strategic design input ongoing for master plan development for Circular Quay, and ongoing public domain interface co-ordination at Barangaroo including metro station and a submission on the Barangaroo South- Hickson Park development proposal. | On Track |
|--|------|----|--|-----------------|

Development of urban design principles for public space and public domain outcomes into State Governments master planning for Central Station precinct.

| | | | | |
|--|------|----|---|-----------------|
| Continue to develop Public Domain Plans for the City Centre and accompanying Implementation Plans. | 2018 | 65 | City Centre public domain improvement program co-ordinated through preparation of public domain precinct plans. The City North Public Domain Plan is the guiding document co-ordinating public domain outcomes from private sector developments at Circular Quay such as AMP and 1 Pitt Street. Chinatown and City South Public Domain Plan guiding the capital works program such Quay Street and Darling Harbour connecting street improvements at Mary Anne, Macarthur and Quarry Streets. | On Track |
|--|------|----|---|-----------------|

Public domains plans to be developed for Town Hall precinct and City South (Central Station) precinct.

| | | | | |
|--|------|----|--|-----------------|
| Develop concept designs and briefs for city centre public spaces | 2019 | 50 | Input into public spaces being delivered private sector such as 180 George Street ongoing. | On Track |
|--|------|----|--|-----------------|

Public domain co-ordination plan underway for City North streets near Circular Quay (Pitt St, Reiby Place, Loftus, Young, Philip and Alfred Streets to provide cohesive public domain directions across multiple development sites.

Major Programs

Progress To Date

Status

Safety

Work with police and other agencies to prevent, respond, and investigate public safety incidents through the coordinated operation of public place CCTV cameras.

The City continued to support the NSW Police through the operation of the Street Safety Camera Program. CCTV operators intervened in 21 incidents, leading to rapid police responses and reducing the severity of the incidents. The City received 100 applications for CCTV footage and released 66 items of footage. This footage was used by the police to investigate and prosecute offences.

On Track

5.2 The city centre provides diversity of built form, uses and experiences.

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|---|-----------------|------------|--|-----------------|
| Public Domain improvements | | | | |
| Continue to implement the directions arising from the Harbour Village Public Domain Plan, City North Public Domain Plan and Chinatown Town and City South Public Domain Plan with third party delivery. | 2018 | 65 | Scoping and site assessment for Quay Street improvements and connecting streets as per Chinatown City South Public Domain Plan underway. Development of work scope is also underway for Voluntary Planning agreement public domain works arising from AMP development in accordance with City North Public Domain Plan. | On Track |

| Major Programs | Progress To Date | Status |
|--|--|-----------------|
| Public Domain improvements | | |
| Continue to deliver Capital Works projects for the City arising from the Chinatown Public Domain Plan, Harbour Village North Public Domain Plan and City North Public Domain Plan. | Artwork in Thomas Street will be installed in early 2018 to complement the recently completed streetscape upgrade The Harbour Village North Cycleway project will be delivered by RMS, the City are currently managing the design. Streetscape works on Argyle Street/ Watson Road have been completed, including the provision of a new park and playground at Nita McCrea Park in Millers Point. | On Track |

| Planning | Progress To Date | Status |
|---|---|-----------------|
| Conduct a review of the planning controls for Central Sydney. | The Central Sydney Planning Strategy and associated proposed changes to planning controls are based on a review of the controls for Central Sydney. The Strategy and associated controls are awaiting a Gateway Determination from the NSW government to enable public exhibition to start. | On Track |
| Implement George Street 2020 Activation Plan. | George Street 2020 activation strategy has been adopted. Public domain outcomes for George Street as part of light rail project to provide space and amenity for activation. Two George Street pedestrian zones are now available for use. Monitoring will reveal pedestrian flow patterns and stationary activities that will inform activation opportunities once light rail is in operation. Scoping and management model for flexible seating program "chairs in squares" underway. | On Track |

| | | |
|---|---|-----------------|
| Develop and implement a CBD Activation Policy and Guidelines. | George Street 2020 plan endorsed by Council. Ongoing input into Chairs in Squares program. | On Track |
|---|---|-----------------|

5.3 Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre.

| Major Programs | Progress To Date | Status |
|--|--|-----------------|
| Business space | | On Track |
| Facilitate access to appropriate space in the city centre for businesses within identified priority sectors including Tech Start-ups and Aboriginal and Torres Strait Islander business. | The City and Lend Lease have entered into a Voluntary Planning Agreement to provide 4,000sqm of commercial office space for an innovation centre and 200sqm of community space as part of their development site at 182 George Street, Sydney. Consultation with the tech startup ecosystem has commenced in order to scope the future use of the space. Construction of the new building at 182 George Street is expected to commence in February 2018. | |

Tourism provision

| | | |
|--|---|-----------------|
| Work in partnership to develop tourism infrastructure in the city centre including Wi-Fi and information kiosks. | For the period July - December 2017 the Visitor Services kiosks served 36,426 visitors, this is a 7% increase when compared to the same period in 2016. The can be attributed to the re-opening of Martin Place Kiosk and the relocation of Circular Quay kiosk inside Customs House. | On Track |
| | Cruise Meet & Greet Program The Sydney Cruise season commenced on 10 October 2017 and for the period from October - December 2017, 17 international cruise ships were greeted by the City's Destination Ambassadors with the Ambassadors assisting 5077 passengers. | |
| | The team continue to work with Destination NSW, Properties NSW, NSW Ports and Inner West Council for the delivery of the service. | |
| | Roaming Ambassador Pilot The City commenced piloting a Roaming Ambassador program in November 2017, with Ambassadors located at Circular Quay. For the period November - December 2017, the volunteer Ambassadors assisted 1579 visitors. | |

| | | |
|--|--|-----------------|
| Develop and deliver programs that provide visitors with information in the city centre such as the Cruise Ship Ambassador Program. | Cruise Meet & Greet Program The Sydney Cruise season commenced on 10 October 2017 and for the period from October - December 2017, 17 international cruise ships were greeted by the City's Destination Ambassadors, who assisted 5,077 passengers. | On Track |
| | Roaming Ambassador Pilot The City commenced piloting a Roaming Ambassador program in November 2017, with Ambassadors located at Circular Quay. For the period November - December 2017, the volunteer Ambassadors assisted 1,579 visitors. | |

5.4 The city centre is a place for cultural activity, creative expression and participation.

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|---|-----------------|------------|---|-----------------|
| City centre creative activity | | | | On Track |
| Implement recommendations from the review of the busking policy that aims to increase the cultural and street life of the city community. | 2018 | 60 | The consultation has concluded and internal consultation regarding a revised busking policy framework has commenced. It is proposed that revised Busking Policy will be presented to Council in mid-2018. | |

Public art

Implement the City Centre Public Art Plan.

- Redfern Terrace: Negotiations with suitably qualified artists underway
- Biennale Legacy Artwork: Artwork 'Here an Echo' by Agatha Gothe-Snape complete
- 'The Distance of your Heart' by Tracey Emin in production - installation first half 2018.
- 'Cloud Arch' by Junya Ishigami progressing
- 'While I Live I Will Grow' by Maria Fernanda Cardoso former Royal South Sydney Hospital Site Green Square progressing
- 'Stream' by Kerrie Poliness for the Drying Green in Green Square-progressing.

On Track

Implement the Eora Journey public art component in the city centre. Project development underway for Monument to the Eora including negotiations with external stakeholders on site location.

On Track

5.S.1 Performance Measures**City centre public life**

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | | Comment | Status | | | |
|---|------|---------|----------|---------|----------|---------|----------|----------|---------|--------|----|----------|----------------|
| | | Result | 2,765.45 | Result | 2,717.75 | Target | Q1 | Q2 | | | Q3 | Q4 | YTD |
| Amount of footway dining in the city centre (total) | m2 | | | | | - | 2,789.34 | 2,294.92 | - | - | - | 2,294.92 | Indicator Only |

6 Resilient and inclusive local communities

Building communities through enhancing the capacity of our people and the quality of their lives.

6.1 Our city comprises many unique places – a ‘city of villages’ – for communities to live, meet, shop, study, create, play, discover, learn and work

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|--------------------------------------|-----------------|------------|--|-----------------|
| Social Strategy | | | | |
| Develop the City-for-All action plan | 2018 | 80 | The draft Social Sustainability Action Plan is being finalised to be brought before Council for endorsement for public exhibition and subsequent adoption. This document sets the course of action to deliver on the commitments in the City's Social Sustainability Policy over the next decade. It sets out a suite of actions for delivery by the City and its community and business sector partners along with a monitoring and evaluation framework to track progress. | On Track |

Major Programs

Progress To Date

Learning and Creative Programs

Deliver a welcoming cultural program of exhibitions and events within relevant City cultural venues.

The City delivered or hosted 10 exhibitions and 13 associated public program events across its cultural venues. Highlights included the 2017 Pine Street Creative Arts Centre Student Show that exhibited 42 student works across a variety of media such as print, ceramics and painting. The ‘Culture Under Attack’ exhibition at Customs House, delivered in collaboration with the Australian Red Cross, portrayed the impact of war on cultural heritage and revealed the strategies used to keep cultural heritage safe for future generations.

On Track

Public Domain

Maintain and enhance public domain across the local government area through an ongoing program of improvement works.

Public domain improvements undertaken across the local government area through various programs such as City Centre Public Domain Plans (Chinatown, Harbour Village North, and City North), capital works program projects such as Crown Street, and Greening Sydney / footpath improvement projects. Green Square is the focus for delivery new streets and parks that will deliver a high quality public domain for the precinct.

On Track

Green Square

Delivery of new community/cultural facilities, public domain and infrastructure to a high standard in Green Square.

Delivery of community facilities, infrastructure and public domain is being delivered to a high standard, as reported to Council in December 2017 as Green Square Update. In the next quarter the opening of the stage 1 facilities of the Green Square Community and Cultural Precinct will be a highlight.

On Track

Placemaking and community engagement activities for Green Square growing neighbourhood.

A major placemaking outcome for Green Square is the proposal to develop an integrated community facility and school in the heart of the Green Square Town Centre. This development will form stage 2 of the Green Square Community and Cultural Precinct (former South Sydney Hospital Site).

On Track

Social Programs and Services

Implement the Inclusion Action Plan.

Implementation of the Inclusion (Disability) Action Plan 2017-21 is being overseen by the Inclusion (Disability) Advisory Panel.

On Track

Highlights for 2017/18 include:

- Improved inclusion and access training for new managers through the City's organisational leadership development program.
- An audit of the City of Sydney's Mobility Parking spaces was undertaken.
- Inclusive programming offered by Belgravia through the City's aquatic centres includes swimming and health and wellbeing programs for mental health, improved information about the accessibility of aquatic and fitness centres online, and compulsory disability inclusion training for Belgravia staff.
- Launching the City's network for staff with disability and caring responsibilities - CityAble.
- Completing a suite of guidelines and resources to help staff to provide inclusive and accessible events and engagement activities, produce documents in alternative formats and communicate with people with disability.
- Five new panel members were recruited and 5 reappointed to the City's Inclusion (Disability) Advisory Panel.
- One hundred people attended Auslan and tactile story time, braille writing and sensory storytelling and an all-ages music jam session at Customs House Library on International Day of People with a Disability.
- Four people who are blind or have low vision and 3 carers attended accessible ceramics class at Pine Street.
- Five libraries staff attended Deaf Awareness Training.
- Launch of the City's new recruitment system which meets web accessibility standards WCAG2.0.
- The City of Sydney became a bronze member of the Australian Network on Disability and hosted the Australian Network on Disability's September RoundTable.

Deliver programs that promote social inclusion and connection.

City Spaces recorded 401,322 attendances at the City's 13 staffed or partially staffed community facilities, programs and events. A total of 451 programs to promote and support inclusion and diversity were offered by City Spaces this period. 549 programs of a total of 633 accessible to people with a disability. 6,758 bookings were made by groups for community venues with a total of 9,471 bookings taken across the City's 13 staffed and 25 unstaffed City Spaces.

On Track

4,404 meals were provided through the centre based lunch program. Meals on Wheels delivered 23,509 meals to 267 clients, and provided 84 hours of assessment and 366 hours of care coordination including 82 home visits. Community Transport provided 11,110 passenger trips and 298 community bus hires.

Highlights in the delivery of Social Programs and Services include:

- Three hundred attendances at the Welcome to Redfern event in collaboration with the Redfern All Blacks Rugby League Club.
- Forty-two older people took part in walking tours of Barangaroo foreshore and to view Art & About.
- Five hundred attendances at the National Indigenous Science Experience Family Fun Day event at Redfern Community Centre
- Over 350 people attended NAIDOC week celebrations at the City's community centres.
- Over 350 people attended Grandparents Day events including intergenerational activities for Grandparents and children.
- Two hundred people attended the Celebrating Our Neighbourhood event in Sweetacres Park, Rosebery to welcome and connect new residents.

- Approximately 2,550 people attended local community Christmas events, including the Seniors Christmas Lunch and Christmas events at community centres and 150 Meals on Wheels clients received free Christmas hampers, ensuring clients had sufficient food provisions over Christmas
- Over 180 people attended 3 events hosted by the City's International Student Ambassadors.
- The City supported Wear it Purple Day with an event in Hyde Park and Sydney Town Hall was lit red on 1 December 2017 in recognition of World AIDS Day.

Deliver programs that support community safety.

In the period, the City coordinated and delivered a range of sector forums, safety campaigns, community events and capacity building initiatives to increase Safety in Sydney with over 1,200 people in attendance.

Highlights and activities include:

Responding to Domestic and Family Violence

The Safe City team in partnership with Domestic Violence NSW, coordinated a sector Forum to identify the key challenges and opportunities to reduce domestic violence in Sydney. Over 30 organisations were represented with 75 per cent of participants reporting an increase in knowledge.

The City in partnership with NSW Elder Abuse Helpline and Resource Unit, delivered three information and advice sessions in Potts Point and Ultimo on elders rights. Over 110 local residents over the age of 50 attended of those 98 per cent reported knowing where to get help if they need it.

The City in partnership with NSW Police held a White Ribbon event in Darling harbour. Over 80 people attended, of those 86 per cent reported knowing where to get help if they need it and 93 percent reported an increase in connectedness to the community.

Building Resilience

During October and November 2017, the City in partnership with NSW Police hosted Good Neighbourhood Barbeques in nine City parks and spaces. The events were held in Erskineville, Pyrmont, Newtown, Waterloo, Surry Hills, Zetland, Darlinghurst and Glebe and over 500 people attended. As a result of attending: 92 per cent of residents feel safe in their community; 91 per cent feel more connected to their local community and 91 per cent know where to get help if they need it.

Crime Prevention initiatives

As part of International Fraud Awareness Week, City staff in partnership with NSW Police delivered a campaign to reduce the risk of fraud and identity theft for residents. Staff attended community events providing tips to reduce the risk of fraud. A free paper shredding service was provided at Pyrmont Community Centre and Green Square Library. Over 500 litres of shredded paper was collected.

The City of Sydney, in partnership with NSW Police and Study NSW, hosted the fifth annual International Education Provider forum in October 2017 to increase safety and wellbeing of international students. Over 140 participants from a range of education providers attended. Over 87 per cent of participants reported an increase in their knowledge of services available to them.

Offer affordable social programs and services to enable participation among low income earners.

A total of 6,059 bookings were made in City Spaces facilities and venues at reduced rates and there were a total of 8,810 attendances at discounted rates. Eighteen fee waivers were provided to enable young people to attend the City's School Holiday Program. Three hundred and three children received reduced rate fees for child care or free out of school hours care.

On Track

On Track

Social Justice

Collaborate with government and non-government organisations on strategic approaches to promote social justice and inclusion.

Ongoing. Key recent focus areas: Australian Research Council Linkage grant application submitted to Australian Government to progress the Sydney Food Business Incubator project. Work ongoing to advocate for positive social impacts associated with the Waterloo Estate renewal project.

On Track

Strategic research and advocacy on social justice issues in the local area.

Planning underway to deliver social sustainability priorities and key social justice projects. The Social Sustainability Action Plan is scheduled to go to Council in 2018.

On Track

6.3 Local economies are resilient, meet the needs of their community, and provide opportunities for people to realise their potential.

Major Programs

Progress To Date

Status

Information and research

Provide demographic, visitor and sector data and analysis to local businesses to assist in decision making and sustainable growth.

Floorspace and employment survey nearing completion. Second release Census data added to website. Data provided to Geoscience for flood modelling for Sydney.

On Track

Support small business

Support strategic initiatives, deliver programs and develop resources that support existing and new business.

1. New Business Support Grants - Place & Industry
A new Place & Industry grant stream was endorsed by Council in December 2017 to provide financial support for local chambers and industry associations to carry out local economic development projects that promote village destinations, connect businesses to opportunities and build their skills, knowledge and networks.

On Track

2. Seminars

City Thought Leaders Business Seminars

The City hosts seminars for small businesses that provide inspiring content and practical advice from some of Sydney's most successful and innovative business owners.

From July – December 2017, 5 seminars were held in total which were all fully subscribed.

- 655 people attended the seminars
- 82% of surveyed attendees said the seminars were a valuable experience
- 73% of surveyed attendees said the seminars enabled them to gain new, relevant and valuable information
- 71% of surveyed attendees said the seminars provided information they will implement in their business strategies
- 54% of surveyed attendees said the seminars helped to establish or strengthen their business networks

Visiting Entrepreneur Program 20-30 November 2017

The City successfully delivered the inaugural program from 20 to 30 November 2017, working in collaboration with key members of the local startup ecosystem and with the support of the NSW Government. The program aims to attract international technology entrepreneurs to Sydney to share their expertise with Sydney's tech startup community and in doing so, help to foster a culture of entrepreneurship and innovation and raise awareness of Sydney's tech startup ecosystem globally.

The 2017 inaugural program hosted three high-profile international entrepreneurs in Sydney who participated in 25 events across 10 days.

- 1,300 people participated in the events
- All the public events, including those hosted by the City of Sydney, were sold out within a week
- Importantly, 300 of the participants were local tech founders who participated in mentoring sessions around pitching, growing or scaling their particular startup

Initial findings from the results of a survey of participants at 15 events used to evaluate the program indicate:

- 92% of participants were satisfied with the way the program was run
- 89% gained knowledge and/or skills by participating in the program
- 74% increased their networks by participating in the program
- 83% will use the knowledge and networks gained to grow their businesses or support others to grow
- 82% agreed the program raised the positive profile of Sydney's startup ecosystem
- Almost 40% of survey respondents have recently started or are growing their startups. 20% of respondents said they are more likely to become a tech entrepreneur after attending a Visiting Entrepreneurs Program event.

3. Research & Information

The City recently conducted Customer Intercept Surveys (6,000 sample) across the local government area to understand the customer profile in the areas over an 18 hour period. This will be shared with City businesses in 2018.

4. Commercial Creative Events

The City sponsored Vogue Fashion's Night Out on 6 September in which 600+ retailers participated and it attracted over 200,000 people to the City.

5. Christmas in the Villages - 'A Very Surry Hills Christmas'

The City produced a one day Christmas activation 'A very Surry Hills Christmas' on 16 December 2017 to encourage more people to shop locally in the area over the festive season. The event was specifically focused on Surry Hills to assist businesses impacted by the light rail construction.

6. Regular communications & marketing support

The City produces a bi-monthly e-newsletter to inform over 4,000 business people about opportunities for their businesses. It also supports the promotion of local economies through the Whats On website where local businesses can promote their activities.

7. Knowledge Exchange Grants

This quarter the City has provided support to Haymarket HQ to run an inspirational speaker series, StartCon a leading tech startup conference and Museum of Applied Arts & Sciences to run a seminar series for high street retailers.

Support events, programs, and services that enhance distinctive and thriving local economies.

The City supported the Newtown Business Precinct Association to deliver Newtown Good Food Fair.

On Track

The City recently launched a new campaign '365 days of local economies' to promote authentic experiences and hero businesses in the villages (day/night), in partnership with media outlets, digital influencers and strategic partners. The campaign launched in December 2017 and will run all year round, provide opportunities for residents and businesses to contribute via #sydneylocal and work across many different channels including:

- City Channels - What's On and social media
- Media Partnerships - Time Out, Concrete Playground and Broadsheet
- Strategic Partnerships - Google, Facebook
- Tourism Partners - Destination NSW, Tourism Australia
- Govt Partners - TransportNSW, CreateNSW

Support the activation of precincts, new business opportunities and strengthen local business associations through the City's grants and sponsorship program.

In the first half of the year, 19 Economic Grants were approved by Council to the value of \$454,308 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events Sponsorship (Village and Community) and Venue Hire Support Grants and Sponsorship programs. It also includes funding to transition recipients from the ceased Village Business Grant program to the new Business Support Grant (Place and Industry) program.

On Track

6.4 There is equitable access to community facilities and places, parks and recreational facilities to support wellbeing in daily life.

Major Programs

Progress To Date

Status

Community Planning

Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.

Provision of strategic advice internally and externally on various development projects in the pipeline, including Bays Precinct Market District and Waterloo Estate renewal.

On Track

Community well-being

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

The City continued to offer and support more than 70 exercise and fitness activities across 13 community facilities, as well as regular community venue hire for community groups to operate over 50 exercise and fitness classes. Programs are accessible to community members across all age groups and are offered at concession rates for disadvantaged groups. Programs 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.

On Track

Highlights and activities include:

- 13,398 people took part in sports competitions at Ultimo Community Centre. In addition there were 14,793 attendances for casual basketball, table tennis and other fitness and leisure classes such as Tai Chi and Zumba.
- 8,100 attendances at Pymont Community Centre's Fitness Centre and 7,587 attendances at other fitness and leisure programs offered at the Centre such as Little Kickers, Zumba, Kids Karate, Basketball and ballet. 3,000 attendances at mixed sporting competitions at Maybank.
- 45,900 attendances at sporting competitions at KGV Recreation Centre, 5,675 attendances at exercise classes and for gym use, 3,467 attendances at other sports coaching programs, 2,258 attendances in health and wellbeing programs including city workers, people experiencing homelessness, refugees, seniors, youth and people with a disability and 4,404 young people participated in 'drop in' casual Basketball and Futsal sessions.
- 755 individual bookings were made for sporting activities at the Peter Forsythe Auditorium, with 306 organised by local community groups.

Provide childcare and children's facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.

Child and Family Services offered 160 early childhood education and care places and 297 out of school hours care places. In the period, services supported 845 children. Highlights included:

On Track

- Educating children about digital technology programs through coding and robotics workshops
- Enhancing children's understanding of nature through involvement in gardening workshops and bush walks
- Enriching children's understanding of cultural diversity and acceptance by engaging children in cultural arts workshops and celebrating events such as Refugee Week and Children's Week.
- The Glebe Middle Ground program supported 16 children aged 8-13 years in Glebe and offered various sporting programs including swimming, basketball, table tennis, kick boxing and hockey.

Community Facilities Delivery

Develop a property portfolio that ensures community facilities optimise investment opportunities and community needs.

To support the Long Term Financial Plan an analysis of the investment portfolio has commenced with consideration of Financial Ratios, existing asset performance and opportunities for reinvestment of funds from surplus property sales.

On Track

Parks and recreation facilities

Maximise the availability and quality of facilities to meet demand for participation in sports across the community.

Perry Park Sports Stadium in construction. Synthetic sports field program under development. Gungahama Park aquatic centre and park (including synthetic sports field) tender process is complete.

On Track

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

Major Programs

Progress To Date

Status

Social services

Deliver social programs and services that build community capacity.

Sixty-two people attended 2 workshops offered by City Spaces, designed to encourage social cohesion and harmonious living in high density communities. In addition, 20 environmental programs and activities were offered, and 26 programs designed to increase digital literacy and inclusion. Free public access computers and Wi-Fi are offered at 6 community centres and all library branches.

Other highlights in this period include:

- 253 attendances at the Green Square Art Hub Tweenies program
- 75 people attended 3 workshops delivered by Ability Links to educate participants on how to interact and assist people with disabilities respectfully and provide information on how to find support, services and connect with the community
- 861 attendances at 2 English classes offered at Ron Williams Community Centre.
- 73 young people attended the Sydney Youth Music Project "Mosh for Mental Health" event, which included presentations by Youth Block Youth Health Ambassadors.
- 35 people from the Chinese community attended a bilingual information session at Ron Williams Community Centre to learn about the City's Grants Program.
- 115 people attended information sessions for community members about Elder Abuse held in English, Mandarin and Spanish. These were held at both Ultimo and Reginald Murphy Community Centres.
- 55 older people attended IT trouble shooting sessions to improve their skills in using smart phones, tablets. This program offers support in English, Spanish, French, Cantonese and Mandarin.
- 15 entrepreneurs have regularly connected at the Juanita Nielsen co-working space to network, share skills and support each other in their business pursuits.

On Track

Support community programs or projects that contribute to a connected, liveable, inclusive and engaged city through the City's grants and sponsorship program

In the first half of the year, 112 grants were approved by Council to the value of \$2,103,222 in 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 and Street Banner Sponsorship and Venue Hire Support Grants and Sponsorship programs with an additional out of policy grant provided. This includes support for the 2017 NSW Aboriginal Rugby League Knockout, Glebe Youth Services' After Dark program, the sixth extension of the Millers Point tenant support program, the Woolloomoo-livin' festival and Rainbow Families' "Love Makes A Family at Mardis Gras" project.

On Track

Social strategy, research and planning

Develop strategic responses to changing community needs and aspirations.

Green Square Community Survey is being reviewed and finalised for publication.

On Track

Monitor Community Wellbeing Indicators to identify change and wellbeing trends in the community.

Data for the Community Wellbeing Indicators have been updated as required (predominantly from the Census second release). Changing trends will be reported in early 2018 when the Indicators are made available online.

On Track

Examine and determine a best practice operating model for the City's Preliminary work has commenced on developing the project scope. aquatic and leisure facilities.

On Track

Emergency Planning

Review of Local Emergency Management Plans, implementation on emergency management exercises, and engagement of community to build community resilience to prevent, respond and recover of emergency events.

The City of Sydney Local Emergency Management Plan (Local EMPlan) has been signed by the NSW Police Regional Commander and published on the City's website. The Local Emergency Management Committee completed reviews of emergency response plans for heat wave, high wind event, infrastructure failure – electricity, and infrastructure failure – gas in line with the two-year review cycle. The Committee also endorsed the Tsunami emergency response plan at the last meeting.

On Track

Customer service

Effective and efficient delivery of relevant information and services that meet community needs.

- Continue to provide service to customers via telephone, counter, email, mail and on-line channels.
- Meeting all service level expectations.
- Working with internal stakeholders to identify improvements to customer experience and service delivery.
- Developing organisational capability in People Centred Design,
- Developing Customer Satisfaction Surveys to measure quality of service delivery,,
- Developing plan to increase digital self-service functionality.

On Track

6.S.1 Performance Measures

Local economies

| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 Q4 | YTD | Comment | Status |
|---|---------|----------------|----------------|----------------|------------|------------|------------|------------|----------|---------|----------------|
| Amount of footway dining in the Village Centres | m2 | 3,425.76 | 3,804.01 | - | 3,660.39 | 3,946.06 | - | - | 3,946.06 | | Indicator Only |
| Value of economic grants approved by the City of Sydney | \$ '000 | - | - | - | 177.76 | 276.55 | - | - | 454.31 | | Indicator Only |

Libraries and learning

| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 Q4 | YTD | Comment | Status |
|--|------|----------------|----------------|----------------|------------|------------|------------|------------|--------|---------|----------------|
| Percentage of participants who are satisfied with the programs offered at the City library network (reported annually in June) | % | - | - | - | - | - | - | - | - | | |
| Number of active library memberships | No | 53,375 | 55,757 | - | 55,851 | 56,971 | - | - | 56,971 | | Indicator Only |
| Total number of items accessed from Libraries (physical and digital) | 000 | 1,182.98 | 1,229.02 | - | 352.18 | 325.73 | - | - | 677.91 | | Indicator Only |

Attendance to libraries 000 1,074.29 1,035.94 - 305.83 287.41 - 593.24 The increase was due to the roll out of new public access computers and associated equipment. Indicator Only

Children's services

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|---|------|---------|--------|---------|--------|---------|-----|----------------|----|---------|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Number of children supported through City operated Children's Services | No | 1,164 | - | 1,189 | - | 762 | 83 | - | - | 845 | Indicator Only |
| Net annual increase in new child care places provided for under school age children across the city area, measured against June 2013 baseline (4,502) (measured annually in June) | No. | 1,377 | - | 2,081 | - | - | - | - | - | - | Indicator Only |
| Number of approved places available through children's services facilities owned by the City (measured annually in June) | No. | - | - | - | - | - | - | - | - | - | Indicator Only |
| Number of children accessing reduced rate fees and free City operated Children's services | No. | - | - | - | - | 276 | 303 | - | - | 303 | Indicator Only |

Community health and well-being

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|---|------|---------|--------|---------|--------|---------|-----|----------------|----|---------|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Usage -v- capacity of sports fields (booked use) (hours used -v- hours available) | % | 98.75 | 85 | 99 | 85 | 100 | 98 | - | - | 99 | On Track |
| Area of parks and open space managed by the City of Sydney (measured annually) | ha | 196.5 | 191 | 196.7 | 191 | - | - | - | - | - | Indicator Only |
| Attendances at aquatic and leisure centres | 000 | 1,340 | - | 1,732 | - | 136 | 473 | - | - | 609 | Indicator Only |

Social Programs and Services

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|---|---------|---------|--------|----------|--------|----------|--------|----------------|----|----------|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Value of social grants approved by the City of Sydney | \$ '000 | - | - | 1,726.46 | - | 1,715.47 | 387.75 | - | - | 2,103.22 | Indicator Only |
| Value of revenue forgone by the City through the accommodation grants program – leases for social initiatives | \$ '000 | - | - | - | - | 774.96 | 830.62 | - | - | 1,605.58 | Indicator Only |

| | | | | | | | | | | |
|--|-----|---------|---------|---|---------|---------|---|---|----------------------------|----------------|
| Number of meals provided through centre based meals and meals on wheels | No | 57,188 | 59,329 | - | 14,462 | 13,451 | - | - | 27,913 | Indicator Only |
| Total bookings by community groups using City Spaces | No | 12,206 | 12,086 | - | 4,729 | 5,017 | - | - | 9,746 | Indicator Only |
| Total overall attendance at City Spaces | No | 709,544 | 739,313 | - | 205,392 | 199,895 | - | - | 405,287 | Indicator Only |
| Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community | % | 85.5 | 90 | - | - | 0 | - | - | Reported in Quarter 4 only | Indicator Only |
| Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health | % | 84 | 86 | - | - | 0 | - | - | Reported in Quarter 4 only | Indicator Only |
| Percentage of people surveyed accessing City Programs and Services who report an improvement in their social wellbeing | % | 79 | 85 | - | - | 0 | - | - | Reported in Quarter 4 only | Indicator Only |
| Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received | % | 95 | 93.5 | - | - | 0 | - | - | Reported in Quarter 4 only | Indicator Only |
| Number of programs/events delivered that promote community connectedness | No. | - | - | - | 112 | 75 | - | - | 187 | Indicator Only |
| Number of programs/events delivered that promote social inclusion and diversity | No. | - | - | - | 224 | 247 | - | - | 471 | Indicator Only |
| Number of passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City | No. | - | - | - | 6,492 | 4,618 | - | - | 11,110 | Indicator Only |
| Total number of bus hires through the City's community bus-hire scheme | No. | - | - | - | 162 | 136 | - | - | 298 | Indicator Only |
| Number of bus hires through the City's community bus-hire scheme at reduced rates | No. | - | - | - | 71 | 67 | - | - | 138 | Indicator Only |
| Percentage of people surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity | % | - | - | - | - | 0 | - | - | Reported in Quarter 4 only | Indicator Only |

Total bookings of community venues at reduced (community) rates

No. - - - 2,619 2,398 - - 5,017

Indicator Only

Companion animals

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | | Comment | Status |
|--|------|---------|--------|---------|--------|---------|----|----------------|----|-----|---|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | YTD | | |
| Dogs and cats impounded (less is better) | No | 190 | - | 164 | - | 25 | 34 | - | - | 59 | In Q2, there were 19 dogs and 15 cats impounded by City Rangers, with a total of 59 animals being impounded in the last 6 months. | Indicator Only |
| Dog attacks | No | 128 | - | 126 | - | 46 | 37 | - | - | 83 | In Q2, there were 37 reported Dog attacks, with a total of 83 Dog attacks being reported in the last 6 months. | Indicator Only |
| Dog declared menacing/dangerous | No | 1 | - | 3 | - | 1 | 1 | - | - | 2 | In Q2, there was 1 dog declared "menacing", with a total of 2 dogs declared "menacing" in the last 6 months. | Indicator Only |

7 A cultural and creative city

The City is committed to supporting Sydney's cultural life. We recognise the intrinsic and instrumental value of creativity as a cultural, economic and social force.

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

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|---|-----------------|------------|--|-----------------|
| Creative Public Domain | | | | |
| Implement the City Art Public Art Strategy including Public Art Plans, partnership projects and the ongoing maintenance and conservation of the City Art Public Art Collection. | 2018 | 35 | Junya Ishigami's Cloud Arch progressing with planning approvals submitted and design documentation for footings and sculpture fabrication underway. Tracey Emin's artwork The Distance of your Heart, fabrication underway with installation expected in first half of 2018. | On Track |

Living History

| | | | | |
|---|------|-----|---|-----------------|
| Deliver the 175th Anniversary of Council - exhibition and public program. | 2018 | 100 | The History, Archives and Curatorial teams successfully delivered the 175th anniversary exhibition "Our City: 175 years in 175 objects", held in Lower Town Hall 27 October – 12 November 2017. The exhibition, public programs and catalogue were well received, with over 7000 attendees over the 17 days and nearly 400 catalogues sold. The commissioned composition by Austin Buckett for the Grand Organ "Imitations" premiered on Sunday afternoon 5 November, attracting and audience of 300. Marketing and media for the exhibition was extremely successful in both promoting the exhibition and engaging audiences with history and the content. Video and photos shared on social media attracted 450,000 video views, 12,850 social likes and 2,800 organic shares on Facebook. The value of coverage through print, TV and radio (excluding online content) was \$750,000 and the cumulative audience reached was almost 4.5 million. | Complete |
|---|------|-----|---|-----------------|

Major Programs

| Major Programs | Progress To Date | Status |
|---|---|-----------------|
| Creative Public Domain | | |
| Deliver Art & About Sydney as a significant local and international program of public domain activity year-round. | Bandaloop, an aerial dance performance group from the United States delivered a total of five performances at 20 Martin Place on Friday evenings in August. #WeLiveHere2017 from 9 September - 1 October 2017 celebrated the community of Waterloo in light of the redevelopment of the area. The project collaborated with hundreds of residents from the iconic Matavai and Turanga Towers, providing everyone with a coloured light for their window. Australian Lives featured 22 photographs that looked beyond the usual images of our country to reveal new insights into our identity. Work was submitted by emerging and professional photographers across the country. Little Sydney Lives featured Sydney's youngest photographers snapping their perspective of Sydney. Both of the above programs were held from 14 September - 8 October 2017. The City worked with Kaldor Public Art Projects to produce The Last Resort. Created by French-Albanian artist Anri Sala, the work transformed Observatory Hill Rotunda with a gravity defying installation of custom built drums delivering a rhythmic response to a Mozart concerto. | On Track |

Deliver hoardings activation program throughout the City.

The creative hoardings program requires developers to use art on construction site hoardings in high traffic areas. It supports the work of living Australian artists through the Site Works stream of this program. There have been 24 Site Works hoardings installed to date with an additional 15 approved pending installation. These were selected by developers from the 10 options licensed by the City of Sydney. The City conducted a survey of the Site Works program with internal stakeholders including developers and artists. This survey identified that 59% of builders, developers and hoarding companies want the City to continue to provide free artwork for hoardings.

On Track

Living History

Continue to implement the history program in alignment with the Cultural Policy.

In addition to the 175th Anniversary of Council exhibition, a social history exhibition was curated, "1917: The Great Strike" held at Carriageworks, 15 July - 27 August 2017, co-curated with Carriageworks. The historical themes and events were presented through historic artefacts, film, images and oral histories, as well as being interpreted by five artists who were commissioned to respond to the content. An exhibition booklet of essays and a podcast were published.

Visitation of online history content overall saw 140,872 views. The history team delivered seven public talks in the period. These included memorial lectures, book launches, academic conferences, and public discussions and panels.

On Track

7.2 The city 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

Deliver programs to provide diverse learning pathways.

More than 19,800 people attended 662 programs and events across the City of Sydney Library network, and 722 people attended 80 courses and workshops held at Pine Street Creative Arts Centre. These programs ranged from teaching robots and electronics to painting and drawing, as well as print making and basic tech classes. The predominate themes were diversity and inclusion for all with highlights such as International Day of People with Disability at Customs House Library, an accessible ceramics class with Vision Australia at Pine Street Creative Arts Centre and the Auslan interpretation of two Speak Your Mind events at Newtown Library.

On Track

Deliver the Joynton Avenue Creative Centre in Green Square and East Sydney Community and Arts Centre in Darlinghurst and liaise with providers to deliver programming.

The Joynton Avenue Creative Centre is due to open in early 2018. City staff are working with the head tenants, 107 Projects in preparation for their commencement. Since opening in July 2017, Brand X, the head tenant and operator of the upper floor of the East Sydney Community and Arts Centre has made the facilities available for creative use and is already close to capacity. Brand X launched their inaugural residency program, the Flying Nun in December which provides Independent Artists an opportunity to share work with the community, creative programmers and producers.

On Track

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

Major Projects

| Completion Date | % Complete | Progress To Date |
|-----------------|------------|------------------|
|-----------------|------------|------------------|

Status

Sector Development

Develop a cultural infrastructure plan to guide its support of spaces for active participation, creative practice, and creative enterprise, venues for audiences and places for temporary, unplanned and planned events in the public realm. This will be done in consultation

| | | |
|------|----|---|
| 2018 | 30 | Greenland development in Bathurst Street will provide a new cultural space in CBD. Green Square cultural facilities to be opened in 2018. |
|------|----|---|

On Track

with the State government, in particular Arts NSW and Infrastructure NSW.

| Major Programs | Progress To Date | Status |
|---|---|------------------------|
| <p>Regulatory Reform</p> <p>Develop a package of proposed reforms to address planning challenges for live music venues, entertainment noise later trading and temporary/low risk cultural uses.</p> | <p>The Discussion Paper: An Open and Creative City - Planning for Culture and the Night Time Economy has now been on public exhibition and 1,303 survey responses and 36 written submissions were received.</p> <p>The Discussion Paper sets out proposals and options that aim to make it easier for shops and businesses to open later in the City's business precincts, support more small-scale cultural uses in existing under used buildings and provide a clear and fair approach to managing noise from entertainment venues.</p> | <p>On Track</p> |
| <p>Audience Development</p> <p>Deliver Digital Theatre Passport to provide high-school students with access to performances in Sydney's cultural venues.</p> | <p>Playwave was launched on 25 October alongside the Sydney Festival. Playwave exclusively sells tickets to 15-19 year olds. Since the launch, Playwave has secured 30 venue and presenting partners, 3 media partners, has 267 subscribers and sold 110 tickets. A program of special events tied to cultural offerings will be created and executed by Shopfront Arts to stimulate interest in Playwave. The first event is scheduled to coincide with the Sydney Festival partnership.</p> | <p>On Track</p> |
| <p>Sector Development</p> <p>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> <p>Provide workshops and programs which encourage capacity building in the cultural sector.</p> <p>Continue to provide the cultural and creative industries with access to affordable spaces to support and enhance sector sustainability through the Creative Spaces program including cultural tenants in the Accommodation Grants Program.</p> | <p>91 cultural projects were approved by Council to the value of \$1,813,176 in cash and value-in-kind. These projects were awarded through the City's Accommodation Grant, Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorship, Matching Grants, Venue Hire Support Grants and Sponsorship, and Street Banners Sponsorship programs.</p> <p>This includes support for Cobbstar Production's tenancy at 1/247 Oxford St (Paddington Town Hall), Art Month Sydney, the Black Arts Market at Carriageworks, Newtown Precinct Business Association's Cultural and Creative Support program and Artspace Visual Arts Centre's community program accompanying Keg De Souza's solo exhibition.</p> <p>Following the successful delivery of the 'Night School for Creatives' program in June 2017, the capacity building workshop program is scheduled for delivery in mid-2018. This will complement the business programs currently offered by the City, with a specific focus on creative practitioners and those in the cultural sector. The scope of the program is currently being finalised.</p> <p>The City has a number of programs offering subsidised work space for artists, creative enterprise and cultural organisations: Oxford Street Creative Spaces, William Street Creative Hub, Short-term Empty Property Program, Accommodation Grants Program, Creative Live / Work spaces and Venue Support Sponsorship. 52 spaces were offered with 176 organisations in spaces and 3265 people benefitting from access to space in the period.</p> | <p>On Track</p> |

7.4 The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city.

Major Programs

Progress To Date

Status

Eora Journey

Commission a series of permanent and temporary public artworks as part of the Eora Journey; Recognition in the Public Domain that communicate and celebrate the living culture of Aboriginal and Torres Strait Islander people through creative expression in the public domain (National Aborigines and Islanders Day Observance Committee (NAIDOC) week event, support for youth).

To date, the City has launched 3 of the 7 art projects to take place over a 10-year period. Project development for Redfern Terrace and Monument project underway.

On Track

Reconciliation Action Plan

Review progress achieved through the City's 2015-2017 Reconciliation Action Plan (RAP) to inform the development of an updated version.

The annual impact report was provided to Reconciliation Australia as required. The development of the next iteration of the RAP is under way. A comprehensive report on the impact of the 2017 RAP will be available in early 2018.

On Track

7.5.1 Performance Measures

Culture and creativity

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | | Comment | Status |
|---|---------|----------|--------|----------|--------|----------|---------|----------------|----|----------|--|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | YTD | | |
| Value of cultural grants approved by the City of Sydney (excluding major events) | \$ '000 | 1,748.59 | - | 2,492.96 | - | 1,025.36 | 787.82 | - | - | 1,813.18 | | Indicator Only |
| Value of revenue forgone by the City through the accommodation grants program – leases for cultural initiatives | \$ '000 | - | - | - | - | 323.98 | 308.11 | - | - | 632.09 | | Indicator Only |
| Creative organisations in creative spaces supported by the City of Sydney | No | 105 | - | 208 | - | 194 | 176 | - | - | 194 | | Indicator Only |
| Attendances at Art & About | No | 439,286 | - | 218,313 | - | 11,000 | 176,630 | - | - | 187,630 | | Indicator Only |
| Number of artists supported | No. | 2,147 | - | 1,599 | - | - | 1,257 | - | - | 1,257 | Artists engaged, including events such as Sydney Christmas, Art & About Sydney, Capital Works launches, NAIDOC in the City, Sydney New Year's Eve, 175 Anniversary exhibition, The Great Strike, Customs House, Libraries and Pine Street programming as well as the purchase of artwork for the Civic Collection. | Indicator Only |

| | | | | | | | | | | |
|---|-----|-------|--------|---|---|-------|---|-------|-------|----------------|
| Number of creative personnel supported | No. | 3,312 | 11,428 | - | - | 7,189 | - | 7,189 | 7,189 | Indicator Only |
| Creative personnel engaged, including the Creative Spaces Programs, Sydney New Year's Eve, Library and Customs House. Programming for Creative Participation, Social Connection, Digital Citizenship and Creative producers, Sydney Christmas, Art & About Sydney, Capital Works launches, NAIDOC in the City, purchase of artwork for the Civic Collection, the development of the 175 Anniversary exhibition. | | | | | | | | | | |

| | | | | | | | | | | |
|---|-----|---|---|---|---|----|---|---|----|----------------|
| Number of cultural organisation using the Digital Art Pass system | No. | - | - | - | 0 | 19 | - | - | 19 | Indicator Only |
|---|-----|---|---|---|---|----|---|---|----|----------------|

| | | | | | | | | | | |
|---|-----|---|---|---|-----|-----|---|---|-----|----------------|
| Number of organisations using Art Money | No. | - | - | - | 101 | 120 | - | - | 221 | Indicator Only |
|---|-----|---|---|---|-----|-----|---|---|-----|----------------|

8 Housing for a diverse community

An increased supply of diverse and affordable housing for our rapidly growing community.

8.1 The supply of market housing in the city meets the needs of a diverse and growing population.

Major Programs

Progress To Date

Status

Housing supply

To meet District Plan requirements, develop a Housing Strategy to manage the long-term supply of housing.

The Greater Sydney Commission has prepared a Draft District Plan. The City has prepared a submission to the Draft Plan and considering the Draft Plan's actions for incorporation into the forthcoming Housing Strategy. Previous research and consultation from the City's Housing Issues Paper will be incorporated into the strategy.

On Track

Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.

As at 31 December 2017 there were:

On Track

- 18,998 private residential dwellings approved or under construction in the city
- 2,654 non private residential dwellings approved or under construction in the city
- 7,274 private residential dwellings lodged but not yet approved in the city
- 1,598 non private residential dwellings lodged but not yet approved in the city.

Completions reported annually (financial year - Residential Monitor/Housing Audit)

8.2 The supply of affordable housing supports a diverse and sustainable community and economy.

Major Programs

Progress To Date

Status

Partnerships

Continue to investigate opportunities to use City owned land for affordable housing delivered through partnerships with government, not for profits and the private sector.

Council endorsed the sale of the southern residue lands of the Green Square to Ashmore Connector (Botany Road and O'Riordan Street) for approximately 100 social and affordable housing.

On Track

Council endorsed the sale and transfer of 11 Gibbons St Redfern for delivery of long term affordable and social rental housing to St George Community Housing, subject to a minimum of 130 affordable and social housing dwellings.

Continue to promote the Affordable and Diverse Housing Fund for affordable housing delivered through partnerships with government, the not for profit and private sectors.

To be reported in June (Q4).

Not due to report in this period

Planning

Use the planning system to facilitate affordable housing including maintaining existing programs, developing new programs, encouraging site specific opportunities and investigating innovative approaches.

The City has prepared draft planning controls to facilitate affordable housing in the city area and which were approved for exhibition by Council in March 2017. The proposal is for a levy (to be phased in) for the areas not covered by current or proposed schemes and a separate contribution from sites that benefit from a change to planning controls that increases land value. The proposal is being considered by the NSW Department of Planning.

On Track

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 NSW Department of Planning.

The proposed controls, along with existing schemes in Green Square, Ultimo Pyrmont and the Employment Lands, and the proposed scheme for Central Sydney, will ensure affordable housing schemes operate across all areas under the Council's planning control.

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 City is progressing the first planning proposal for a site in the Employment Lands investigation area. The proposal is expected to result in 600 to 1000 square metres of affordable housing. The City is also in high level discussions with other proponents in the employment lands area to progress planning proposals with affordable housing.

8.3 The supply of safe and sustainable social housing in the inner city is available for those who need it.

Major Programs

Progress To Date

Status

Advocacy

Advocate to State Government and housing providers for the retention of existing social housing and increase in supply.

Ongoing. Advocacy position of the City promoted in submission to Greater Sydney Commission on draft District Plan and Regional Plans for Sydney. It is noted that the City's submission to the National Housing Finance and Investment Corporation Consultation Paper (October 2017) strongly calls for a National Housing Strategy and a commitment to increased supply of social housing for the lowest income-earning households, with a focus on supply in major cities.

On Track

Capacity Building

Provide and support community capacity building initiatives in social housing neighbourhoods.

Fifteen residents in Waterloo participated in a two day Community Leadership Course delivered by City staff in partnership with NSW TAFE and the Waterloo Public Housing Action Group. The course was designed to equip Waterloo social housing tenants with skills and confidence to play an active role in planning and advocating for the future Waterloo estate. Of those who completed the participant survey; 100 per cent reported an increase in skills and knowledge, 100 per cent reported that they are willing to participate in future activities and 100 per cent said they would be willing to advocate for themselves or others

On Track

The City provided a grant to the Waterloo Public Housing Action Group (auspiced through the Waterloo Residents Markets and Gardens Incorporated Inc.) to deliver a range of tenant led activities through the Waterloo Future Planning Centre. These projects will support tenant workshops and events and will be used to compile a tenant led report on the future Waterloo estate. The project will afford social housing tenants the opportunity to provide input and feedback into the master planning process and with opportunities for increased participation in community, civic life and local decision making.

Partnerships

Collaborate with State Government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.

Working together with Neighbourhood Advisory Boards, NSW Police, NSW Family and Community services and local non-government services, a number of partnership initiatives were delivered in the period.

On Track

Highlights and activities include:
Over 500 people attended the Redfern Neighbourhood Day on 24 November 2017. This was delivered in partnership with Family and Community Services, Housing Services and Land and Housing Corporation and a range of other services including NSW Health, Police, Legal Aid and Redfern Legal Centre, Counterpoint Community Services, WEAVE and Ability Links were also involved. The purpose of the event was to increase community connectedness.

and link residents with local health and support services. Of those who completed a participant survey; 95 per-cent reported they had made a new connection on the day, 95 per-cent reported feeling safe, 95 per-cent reported that they knew where to get help if needed and 100 per-cent reported an increase in connectedness to their community.

The City hosted two days of workshops for community stakeholders and agencies at the Redfern Community centre. The workshops were led by Family and Community Services and designed to promote enhanced collaboration and shared outcomes for social housing tenants and other vulnerable community members through the work of the place-based Redlink initiative. Redlink is an integrated service hub and collaborative placed-based plan designed to share resources across agencies to improve safety amenity and wellbeing for the Redfern community.

The City continues to work with Urban Growth NSW and NSW Land and Housing Corporation to include social sustainability in the Waterloo development.

On Track

Collaborate with the NSW State Government Department of Planning and Environment and the NSW State Government Land and Housing Corporation to ensure the renewal of the Waterloo Estate is well planned and delivers improved social outcomes.

8.4 People who are homeless or at risk of homelessness have access to safe and sustainable housing and support.

Major Programs

Progress To Date

Status

Housing solutions and support services

Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.

City staff supported intensive outreach operations lead by NSW Family and Community Services (FACS) to offer temporary and long term housing solutions for people sleeping rough in hotspot locations, including Belmore and Wentworth Parks. Amenity and safety has improved in the parks, with security officers temporarily placed in the parks following the outreach operations.

On Track

Advocate for innovative and collaborative responses to preventing and responding to homelessness that address unmet demand and systemic gaps.

The City continues to support and advocate for projects to prevent and respond to homelessness. In this period the City:

On Track

- Provided a grant of \$100,000 to Bridge Housing to assist in the development and implementation of Homeground Real Estate Social Enterprise project in Sydney. Homeground Real Estate, a not-for-profit real estate agency that aims to increase the stock of low cost housing within the city.
- Nominated a representative to sit on the NSW Premier's Council on Homelessness.
- Continued to advocate for the needs of individuals through ongoing case coordination meetings. This has included advocating for access to post-crisis support services to support successful transition for people placed in long-term housing.

Service coordination collaboration and capacity building

Partner with specialist homelessness outreach services to link people sleeping rough with services and support.

Together with NSW Family and Community Services (FACS), the City continues to coordinate a specialist outreach team, the Homelessness Assertive Outreach Response Team (HART), to support people sleeping rough in the City to access safe and sustainable housing. The HART continued weekly patrols along with place based operations to ensure people sleeping rough have a coordinated approach to better access safe, long term housing with support. Through service coordination efforts:

On Track

- 117 people sleeping rough were housed in permanent accommodation.
- 200 rough sleepers were engaged during 4 extreme weather responses.
- 334 outcomes were recorded for the Woolloomooloo Integrated Services Hub (WISH), a monthly one-stop shop which brings together over 22 services in one location to assist people with access to health, housing, specialist support and other services.

Build the capacity of city staff, non-government services and the community to contribute to reducing homelessness.

The City conducted training for external stakeholders and the community to ensure services and individuals are effective when engaging with people who are sleeping rough. Homelessness 101 training has been delivered to staff from Sydney Water, Lendlease staff who are undertaking works in the City along with Sydney Trains and staff from the City's libraries.

On Track

Support the delivery of specialist homelessness services in the inner city.

A grant agreement has been finalised with NSW Family and Community Services (FACS) to fund additional specialist homelessness services in the inner city that contribute to reducing the risk of, and breaking the cycle of homelessness. In 2017-18, \$1.1 million will be provided:

On Track

- \$700,000 to Neami to deliver assertive outreach services supporting people from street to home along with post crisis support once people have been housed.
- \$200,000 to Launchpad to coordinate flexible brokerage funds and shared case management to prevent young people from becoming homeless and support those who are homeless to access safe and secure accommodation.
- \$100,000 to Innari Housing Inc. and \$100,000 to Aboriginal Housing Corporation for Homeless and Rehabilitation Community Services, (AHCHRC) to deliver Aboriginal Specific outreach services.

During the reporting period, this funding helped enable:

- 117 people to move from the street to home, 61 of these were people under 25.
- 88 young people to sustain their tenancy.

Services

The City's grants and sponsorship programs supports projects that reduce homelessness and encourage the development of affordable housing.

On Track

In the first half of the year, two grants were approved by Council for a year to date total value of \$1,200,000 cash. Support was provided through the Community Services Grant to the Department of Family and Community Services to provide Specialist Homelessness Services in the Inner City area and for Bridge Housing's HomeGround Real Estate social enterprise.

8.S.1 Performance Measures

Housing

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | | Comment | Status | |
|----------------------------------|------|---------|--------|---------|--------|---------|-----|----|---------|--------|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | | | Q4 |
| Number of new dwellings approved | No. | - | - | 3,188 | - | 795 | 162 | - | - | 957 | Indicator Only |

Affordable rental housing

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | | Comment | Status | |
|--|------|---------|--------|---------|--------|---------|----|----|---------|--------|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | | | Q4 |
| 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 | - | - | - | - | - | - | - | - | - | - | - | - | 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 | | | | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 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 of Sydney | No | 327 | 248 | - | 77 | 40 | - | - | 117 | | Indicator Only | | | |
| Number of people prevented from becoming homeless through the City supported brokerage program | No | 456 | 742 | - | 46 | 42 | - | - | 88 | | Indicator Only | | | |
| Number of people sleeping rough in the city area | No | 486 | 433 | - | 386 | 0 | - | - | 386 | Street Count conducted in August 2017 | Indicator Only | | | |
| Value of all grants for Affordable and Diverse Housing Fund and major homeless funding approved by the City of Sydney | \$ '000 | - | - | - | 1,200 | 0 | - | - | 1,200 | | Indicator Only | | | |

9 Sustainable development renewal and design

Our international iconic status will be maintained and our distinctive character enriched with great streets, vibrant public spaces, a rich cultural life and a well-planned and functioning city centre, both day and night.

9.1 The City of Sydney leads by example to facilitate great places.

Major Programs

Progress To Date

Status

Advocacy

Engage with government led urban renewal projects to deliver design excellence, high Ecologically Sustainable Development performance and provide appropriate infrastructure.

Working arrangements with NSW Department of Planning and Environment have been entered into in order to assist in the assessment of proposals for the Waterloo and Bays Precinct State Significant Precincts. As part of the working arrangements we have included extensive Study Requirements to ensure that sustainability, infrastructure provision and design excellence are fully considered through all stages the projects. The City is engaging with the NSW government agencies responsible for the urban renewal projects to monitor the incorporation of sustainability, infrastructure and design into the projects.

On Track

Integration

Develop sustainable infrastructure plans for urban renewal areas.

The City is active in planning and coordination for multiple renewal areas across the City, especially Green Square and Ashmore. Green Square is, in turn, coordinated on a precinct by precinct basis, with regular coordination amongst developers and information for local residents.

On Track

Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.

16 new Planning Agreements with the private sector during the period. The Agreements will deliver substantial new and upgraded public infrastructure including roads, footpaths, public parks and public domain upgrades delivered in association with development.

On Track

9.2 The city is beautiful, sustainable and functions well.

Major Programs

Progress To Date

Status

Design partnership

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

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

Strategic Planning

Review and implement the Design Excellence Policy to improve sustainable development outcomes.

Internal stakeholder engagement complete. Project plan commenced.

On Track

Implement the actions in the Central Sydney Planning Strategy.

The Central Sydney Planning Strategy and associated planning controls are awaiting a Gateway Determination from the NSW Government to enable public exhibition to commence.

On Track

Advocacy

Negotiate agreements at plan making stage with the private sector to provide civil and social infrastructure.

During the period, the City executed two Planning Agreements in relation to planning proposals in Redfern and Zetland, and continued to negotiate Planning Agreements in relation to planning proposals for four other sites.

On Track

9.3 There are great public buildings, streets, squares and parks for everyone to use and enjoy.

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|--|-----------------|------------|---|-----------------|
| Public Domain Infrastructure | | | | |
| Continue the implementation of the Wayfinding Strategy | 2023 | 55 | Rollout of wayfinding signage continuing with Crown Street, Redfern and Oxford Street village packages in production and installation stages. Signage rollout in Green Square also continuing to be co-ordinated with completion of public facilities, parks and new streets. | On Track |
| Major Programs | | | Progress To Date | Status |
| Public Domain Infrastructure | | | | |
| Complete and implement public domain design codes in the City's projects and maintenance programs and undertake periodic review to ensure they reflect best practice. | | | Draft Parks Code and Signage Code completed and undergoing internal review. Review of Street Code also underway that includes consultation with internal stakeholders. | On Track |
| Implement public domain design codes in the City's projects and maintenance programs. | | | Design codes for Streets and Lights implemented. No further action. Ongoing operations continue to integrate requirements as developments are approved and contracts are renewed. | On Track |
| Update the Liveable Green Network Implementation Plan to keep it up to date to reflect changes and complete projects. | | | The Liveable Green Network Implementation Plan being updated as projects are completed. | On Track |
| Public space planning | | | | |
| Coordinate land acquisitions with infrastructure requirements in Green Square Precincts | | | Meetings have been held to coordinate development and infrastructure for the Lachlan Precinct and Ashmore Precincts. | On Track |
| Develop initiatives arising from the City's Open Space and Recreation Needs Study. | | | Feasibility open space assessments undertaken for City owned land in Alexandria. Input and advice to open space development for Urban Growth proposals at Waterloo and Bays Precinct. Synthetic field feasibility assessments underway. | On Track |
| Open space | | | | |
| Review plans strategies and policies and where required revise planning controls to secure additional open space, through site links, footpaths and cycleways through the development process. | | | The City regularly reviews its planning controls to identify opportunities for open space, through site links, footpaths and cycleways. Recent planning proposals which have proposed open space, through site links, footpaths or cycleways include Surry Hills Shopping Village, Junction Street, Forest Lodge, Dunming Avenue, Rosebery and Danks Street South Precinct, Waterloo. | On Track |
| Negotiate provision of additional public open space through applications to change planning controls (e.g. Planning Proposals with VPAs). | | | The City considers opportunities to negotiate additional public open space alongside changes to planning controls. The Planning Proposal and Draft Planning Agreement for the Surry Hills Shopping Village was approved by Council and CSPC in December 2017 and included the dedication of land for public open space, lane way and a wider | On Track |

footpath. New planning controls for a site in Junction Street, Forest Lodge were approved in December 2017 and encourage additional open space and through site links though bonus floor space provisions. The City is in discussion with other proponents about open space opportunities.

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

| Major Projects | Completion Date | % Complete | Progress To Date | Status |
|--|-----------------|------------|--|-----------------|
| Program delivery | | | | |
| Develop and implement Public Domain and Place-making Strategies for urban renewal areas. | 2018 | 80 | Public domain planning strategies and co-ordination plans completed for Epsom and Lachlan Precincts, Green Square and Ashmore Precinct in Erskineville. Concept designs completed for Rosebery Park, Garraway Park, and 904 Bourke Street. Duraiya Square works have been tendered with works to commence in 2018. | On Track |

Major Programs

Progress To Date

Status

Stormwater infrastructure Program

Monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.

On Track

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 intent of the Floodplain Management Implementation Plan for all catchments. The City is progressively moving towards its implementation stage.

An Implementation Plan has been developed for all catchments outlining works and planning issues on a priority based assessment across the LGA. High Priority works recommended in the plans have been programmed for further investigation. Over the next 5 years there will be 10 projects delivered as part of this program.

The committee will re-convene once the Alexandria Canal Flood Study review is completed. The completion of the study shift to May 2018 due to additional urgent hydraulic assessment works for Westconnex were undertaken.

Strategic planning

Respond to the NSW Government dwelling and job targets and review planning controls and infrastructure.

On Track

The Greater Sydney Commission has proposed dwelling and jobs targets in the Draft Eastern City District Plan. The City's Central Sydney Planning Strategy responds to and is consistent with the Draft Plan's jobs targets. The City has recommended it be given Gateway approval in its submission to the Draft Plan. A review of the City's planning controls will consider the targets in the Draft Plan.

9.5 The urban environment promotes health and wellbeing.

Major Programs

Progress To Date

Status

Planning policy

Collect, analyse and report data within the Community Indicators framework to inform priority programs and services for the community.

On Track

The Community Wellbeing Indicators were updated with all available data, specifically the second release 2016 Census data. The updated Community Wellbeing Indicators have been developed into a web ready format and will be posted to the website in early 2018.

9.S.1 Performance Measures

Development Assessments

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|---|------|---------|--------|---------|--------|---------|------|----------------|----|---|--------------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| Median (net) assessment time to determine applications (DA & S96) | Days | 62 | 45 | 52 | 45 | 54 | 53 | - | - | Processes and procedures are regularly reviewed to improve times. Staff turnover negatively impacts assessment times. | Attention Required |
| Average time to determine 90% of DA applications | Days | 70.48 | 55 | 59.68 | 55 | 57 | 57.7 | - | - | | Watch |
| Average time to determine 90% of S96 applications | Days | 53.88 | 40 | 41.03 | 40 | 46.1 | 43.7 | - | - | Processes and procedures are regularly reviewed to improve times. Staff turnover negatively impacts assessment times. | Attention Required |
| Average time to determine 90% of notified DA applications | Days | 77.1 | 60 | 69 | 60 | 62.5 | 63.5 | - | - | | Watch |
| Average time to determine 90% of notified S96 applications | Days | 74.2 | 50 | 55.9 | 50 | 55.8 | 54.6 | - | - | Processes and procedures are regularly reviewed to improve times. Staff turnover negatively impacts assessment times. | Attention Required |
| Average time to determine 90% of non-notified DA applications | Days | 34.75 | 30 | 28.33 | 30 | 33.9 | 32 | - | - | | Watch |
| Average time to determine 90% of non-notified S96 applications | Days | 31.43 | 25 | 23.9 | 25 | 33 | 29.2 | - | - | Processes and procedures are regularly reviewed to improve times. Staff turnover negatively impacts assessment times. | Attention Required |
| Average time to determine 90% of footway applications | Days | 52.55 | 35 | 39.28 | 35 | 31.1 | 29.3 | - | - | | On Track |
| Percentage of outstanding applications over 100 days (DA & S96) | % | 18.93 | 20 | 17.15 | 20 | 16 | 15 | - | - | | On Track |
| Average processing time for construction certificates. | Days | 7.18 | 10 | 6.83 | 10 | 6.3 | 6.2 | - | - | A mean average of 6.2 days was achieved for the period which was less than the agreed KPI of 10 days | On Track |

Voluntary Planning Agreements

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|---|------|---------|--------|---------|--------|---------|----|----------------|----|--|----------------|
| | | Result | Target | Result | Target | Q1 | Q2 | Q3 | Q4 | | |
| The number of Voluntary Planning Agreements offers for the period | No. | 31 | - | 31 | - | 5 | 5 | - | - | Ten new public benefit offers have been received in relation to development applications and planning proposals. | Indicator Only |
| The number of Voluntary Planning Agreements executed for the period | No. | 33 | - | 29 | - | 7 | 9 | - | - | Sixteen new Planning Agreements have been executed by the City in association with | Indicator Only |

10 Implementation through effective governance and partnerships

Partnerships across government, academia, business and community sectors; leadership in local, national and global city forums; and a proactive, resilient, well-governed organisation.

10.1 The City of Sydney is well governed.

| Major Programs | Progress To Date | Status |
|--|--|-----------------|
| Compliance | | |
| Deliver programs to embed risk management principles into organisational decision making. | The team continue to support operational and project outcomes across the City, either as members of project teams or via the provision of advice on insurance, indemnity, liability, risk and process issues. Over the course of the half, over 50 risk workshops have been conducted. Risk conformance is above benchmark with >95% of risks currently reviewed and up to date. | On Track |
| Continue to embed our Work, Health and Safety framework through the implementation of a safety management system and a mentally healthy workplace plan to improve the health, safety and wellbeing of our workers. | The National Self-Insurer OHS Audit Tool is no longer being used to assess self-insurers' safety compliance. Staff have commenced work on developing a new framework for the safety management system in light of these sector-wide changes. | On Track |
| Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern 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. | On Track |
| Monitor compliance with privacy legislation to ensure that personal information held by the City is managed appropriately. | The mandatory 'Records Management Plan' template used for business planning now requires for all business units to report on what personal information they collect and declare that such information is collected, stored and used in compliance with the Privacy Act and the City's Privacy Management Plan. | On Track |
| Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible. | The City complied with the GIPA Act's annual report provisions and has continued to make available information on request from the public with 2,438 informal requests completed. The Access to Information Policy was reviewed, approved by Council and published on the City website. | On Track |
| Continue to implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter. | Three-year internal audit program 2017-2020 endorsed by CEO and approved by Council's Audit Risk & Compliance Committee (ARCC). Assignments have commenced, and progress reported to ARCC. | On Track |
| Governance | | |
| Implement the practice of 'Governance by Design' by creating a consistent understanding for City managers of what outcomes are required to govern well. | Strategic Governance practice is ongoing and forms part of the Strategic PCG and Change Management Framework work being led by Business Performance Review. Business Excellence forms a part in this work. | On Track |
| Continually review and adapt the elements of governance to maintain community confidence in the City. | The City continues to work with external government bodies such as the Audit Office of New South Wales, Independent Commission Against Corruption (ICAC), Ombudsman and the Office of Local Government. Best practice is adopted and shared in order to remain fit for purpose. Positive feedback was recently received from the ICAC regarding the Governance Unit and the City as a whole. | On Track |

10.2 The City of Sydney has the culture, capability and capacity to deliver Sustainable Sydney 2030 priorities.

Major Programs

Progress To Date

Status

Organisational Capability

Contribute to the development of a Resilience Strategy for the greater Sydney region and incorporate elements into the City's strategic plans.

Resilient Sydney is currently refining the draft Resilient Sydney Strategy for review and approval by 100 Resilient Cities and the Resilient Sydney Steering Committee. Further comment will be sought from stakeholders across Sydney and the strategy will be finalised in 2018.

On Track

Continue to deliver and enhance the Integrated Planning and Reporting framework to improve integrated long-term planning and sustainability.

Preparations for the revision and content development of the Operational Plan and Resourcing Strategy are underway.

On Track

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

The four-year Workforce Strategy 2015-19 is being progressively implemented. The City has commenced the introduction of LGNSW's Employee Capability Framework.

On Track

Implement key actions from the Disability (Inclusion) Action Plan to build a diverse and inclusive organisation.

Implementation of the Inclusion (Disability) Action Plan 2017-21 is being overseen by the Inclusion (Disability) Advisory Panel.

On Track

Highlights for 2017/18 include:

- Improved inclusion and access training for new managers through the City's organisational leadership development program.
- An audit of the City of Sydney's Mobility Parking spaces was undertaken.
- Inclusive programming offered by Belgravia through the City's aquatic centres includes swimming and health and wellbeing programs for mental health, improved information about the accessibility of aquatic and fitness centres online, and compulsory disability inclusion training for Belgravia staff.
- Launching the City's network for staff with disability and caring responsibilities - CityAble.
- Completing a suite of guidelines and resources to help staff to provide inclusive and accessible events and engagement activities, produce documents in alternative formats and communicate with people with disability.
- Five new panel members were recruited and 5 reappointed to the City's Inclusion (Disability) Advisory Panel.
- One hundred people attended Auslan and tactile story time, braille writing and sensory storytelling and an all-ages music jam session at Customs House Library on International Day of People with a Disability.
- Four people who are blind or have low vision and 3 carers attended accessible ceramics class at Pine Street.
- Five libraries staff attended Deaf Awareness Training.
- Launch of the City's new recruitment system which meets web accessibility standards WCAG2.0.
- The City of Sydney became a bronze member of the Australian Network on Disability and hosted the Australian Network on Disability's September RoundTable.

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

A new Customer Service Management System has been implemented to enhance the efficiency and consistency of service provision. A number of high usage areas within the Online Business Services facility were converted to "device responsive design" meaning the site scales to fit the customers mobile phone or tablet, thus improving the customer experience.

On Track

Enhance our digital capability implementing key actions from the Digital strategy.

Introduction of a people centred design program commenced supporting priority 2 in the Digital Strategy. Adoption of Office 365 tools is progressing.

On Track

Implement and monitor actions from the Serve Strategy to ensure the City provides a quality service experience that is consistent, accessible and meets community needs.

- The following represent activities from the Serve Strategy that are currently under way:
- Serve campaign launched June 2017.
 - Review of Unreasonable Conduct by Customer Policy completed December 2017.
 - Commence Serve workshops with business units in March 2018.
 - Pilot customer satisfaction surveys commencing March 2018.

On Track

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

The Asset Management policy objectives and broad strategy themes were reviewed in conjunction with the Integrated Planning and Resourcing Strategy and adopted by Council in June 2017. The roll out of the upgraded asset management mobile application (ConfirmConnect), job scheduling tools (WorkZone) and in-field job costing continues to enable more efficient services delivery and reporting.

On Track

Continuous Improvement

Deliver a business improvement program to monitor efficiency and effectiveness across the organisation.

The organisation is developing a continuous improvement framework to focus on efficiency, effectiveness and customer experience for use across the organisation.

On Track

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

Major Programs

Progress To Date

Status

Financial Planning

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

A draft policy is being developed to set out the circumstances for which borrowing of funds may be considered, including the type of funding instruments that will be considered, the maturity duration, and the purposes which may be appropriate.

On Track

Assess and analyse future impacts of workforce trends on the City's long-term financial position.

This analysis will inform development of the next iteration of the Long Term Financial Plan and Workforce Strategy.

On Track

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.

Review of business cases and financial modelling progressed on a prioritised basis to ensure appropriate consideration of needs, options, resourcing, financial implications and long-term sustainability, prior to project, program and initiative implementation.

On Track

Identify properties to shape investment portfolio to improve income earnings and generate income for council.

A detailed analysis of the existing investment portfolio and strategies to grow and reconfigure this portfolio has commenced. Performance benchmarks, asset mix options, and funding strategies will be identified and assessed. The initial study is to be completed by March 2018. Findings will be incorporated into the Long Term Financial Plan.

On Track

Rates

Actively Participate in IPART's review of the Local Government Rating System and explore avenues for innovation in rating, providing equity among ratepayers and ensuring legislative requirements are met.

Actively participated in IPART review of Local Government Rating System and industry changes, now awaiting Ministerial release of the findings and outcomes to progress local government reform. All opportunities to optimise revenue and equitably apply rates across our community are being continually explored.

On Track

Strategic Property Management

Adapt a new model to Property Management to ensure a new service model continues to reflect best practice.

The Property services model will deliver best practice Property Management services through four separate engagements, these are:

On Track

1. A facility Management (maintenance) supplier
2. Property Management (real estate) supplier

Best practice is achieved through:

1. Improved ownership of the suppliers as the new model requires that the suppliers "self-deliver" the services as opposed to the current model of "managing agent."
2. Suppliers incentivised to perform best practice as payments and contact extensions are contingent on meeting contract KPIs
3. The model is supported by a new computerised management system (Trirega) to log and track supplier performance.

The above model is supplemented by a new property management team ensuring governance and accountability for all delivered services. At this stage, the Facility management contract has been awarded to Ventia with a three month transition period commencing 22 January 2018.

Fees and Charges

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

A progressive program of service costing to facilitate business planning, decision making and fees and charges setting is being developed.

On Track

Procurement

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

The City continues to develop specifications to clearly define required outcomes that facilitate positive market responses, to achieve 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 The City of Sydney makes a positive contribution to the governance of metropolitan Sydney.

Major Programs

Progress To Date

Status

Governance Reform

Contribute to governance forums and reviews by SSROC and the Office of Local Government as well as participation in relevant state and federal government initiatives.

The City has provided supportive feedback for the Model Code review and has also made direct contact with the OLG regarding this area for review. The City has also attended the recent APSAC Conference and the Australian Institute of Governance Seminar.

On Track

Policy Reform

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

The City has continued to make submissions to the State and Federal Government on matters impacting the city, our workers, visitors and residents. Some of those have included submissions on the Greater Sydney Commission's Draft Greater Sydney Regional Plan and Eastern City District Plan, the Federal Government's inquiry into Fake Indigenous Art, draft Digital Economy Strategy and National Housing Finance and Investment Corporation Consultation Paper, and the NSW Government's Options Paper on Short Term Letting and Draft Model Code of Conduct and Procedures.

On Track

10.5 The community is engaged and active in shaping the future of the city.

Major Programs

Progress To Date

Status

Community engagement

Deliver a high-value community engagement program, both face-to-face and online, to inform decision making, build capacity and develop a shared responsibility for actions with the community.

There were 19 projects open for feedback (not including DAs and planning proposals). A further 24 consultation projects were in development, data analysis or reporting phases. 32 randomly selected community members participated in two deliberative workshops for Open and Creative City consultation and reported a very high level of satisfaction (4.5 out of 5) in the process.

On Track

Encourage online dialogue with the community about the City's operations, policies, projects and programs through Sydney Your Say and Content Hub.

Community engagement through Sydney Your Say increased from 21,149 visitors in Q1 to 32,600 visitors in Q2. The Open and Creative City consultation received the most feedback online with 1,303 surveys completed.

On Track

Deliver an engagement program to inspire, inform, knowledge share and collaborate with stakeholders, citizens, partners and visitors on significant issues and to help progress the City's 2030 Vision.

Since July 2017, the City delivered 'CityTalks: Cities taking the lead':

On Track

- Attended by 926 people at Sydney Town Hall with 220 stakeholders and 706 members of the public
- Achieved a 22% new stakeholder reach
- Achieved social media reach through Twitter
 - 1016 tweets from 474 users
 - reached 1,077,443 accounts
 - achieved 5.8 million impressions
- International keynote speakers:
 - Christina Figures, Vice-Chair of the Global Covenant of Mayors for Climate and Energy and former Executive Secretary of the UNFCCC
 - Gregor Robertson, Mayor of Vancouver and Global Covenant of Mayors
 - Keynote speakers:
 - Clover Moore, Lord Mayor of Sydney and C40 Women4Climate
 - John Hewson AM, Professor at Crawford School of Public Policy ANU and former Opposition Leader
- Performance by Andy Dexterity

Public access to information

Provide community information of new developments and/or changes in projects, programs and policies through the City's websites, social media channels and notifications.

The City continues to use media releases, website, social media, notification letters, newsletters and other collateral to provide the community with information about new developments and changes to City projects, programs and policies.

On Track

Projects have included major events such as Christmas, New Year's Eve and Chinese New Year, the venue hire fee waiver for same-sex marriages, the announcement of a new primary school in Green Square, the street furniture and free public Wi-Fi EOI, new affordable housing developments and bike share guidelines.

Provide community access to relevant data through the City's open data portal

The previous open data portal (based on the CKAN technology) has been replaced with the City's ArcGIS Online (Geospatial Information System). Key benefits are better user and developer experience, avoided future cost, and faster speed of publication.

On Track

10.6 Strategic partners and collaborators support 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 developed and strengthened local and regional partnerships through the delivery of events. We have fostered partnership through:

- Smart Green Apartments Program Launch - collaborated with apartment buildings to reduce greenhouse gas emissions and water consumption and improve waste management
- Better Buildings Partnership Executive Luncheon - 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
- International Education Provider Forum - partnered with NSW Police Force and StudyNSW
- The Future is Female Forum - partnered with NSW Government
- Social Housing Meetings - collaborated with Housing NSW, NSW Police and Family & Community Services.

On Track

State and national partnerships

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

The City continues its involvement in the Council of Capital City Lord Mayors with meetings held in Canberra with Ministers and Shadow Ministers, and in Sydney with representatives from the relevant Federal Departments. We also continue to engage with the Greater Sydney Commission and the councils within the Central District following the release of the draft District Plans, as well as regular meetings with Ministers and Departmental representatives on issues and projects relevant to the City, such as schooling and transport.

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 and Rockefeller 100 Resilient Cities.

International Engagement Framework

The International Engagement Framework is currently under development. In the last quarter, we have undertaken preliminary consultation with over 60 international engagement stakeholders in developing and drafting a 5-year implementation plan.

Promotion

San Francisco Business Times Advertorial Piece: Bridge to Sydney

In October 2017, the City of Sydney and the NSW Government collaborated with the San Francisco Business Times to publish a special marketing insert promoting Sydney and NSW as Australia's innovation capital. The 20-page insert reached 55,000 high-end corporates and influential business readers in the San Francisco Bay Area. A video featuring Sydney as a global city, and highlighting small businesses that connect the two cities, was available on the newspaper's website that attracts 2.5 million monthly page visits.

Smart Cities Snapshot

The City of Sydney collaborated with Austrade in being featured in a snapshot of smart city and digital strategies. The collateral is a short document featuring Australian capital cities and leading councils with active and existing smart city initiatives.

On Track

China Australia Millennial Project

Through Knowledge Exchange grants, the City has committed to \$30,000 to support the 2018 China Australia Millennial Project (CAMP). CAMP is a cross-border experiential learning program for young entrepreneurs over 100 days. This includes a program starting at Beijing and ending in Sydney with an online component in between. There is involvement of industry leaders such as Ernst & Young, University of Technology Sydney, Ali Baba Group and Swiss Wellness in providing real life problems for the entrepreneurs to solve through the program. The program attracts over 80 participants locally and from China; and through key events engages with over 1000 local and international businesses, community members, students and entrepreneurs.

Capacity Building

Asia Business Workshop Series

Through Knowledge Exchange grants, the City has committed to \$26,500 running 3 workshops with Asialink Business for the Asia Business Workshop Series with the aim to equip businesses to become Asia-ready by developing skills, knowledge and networks by developing practical training programs, research and events. In 2017, the workshops attracted 120 attendees.

10.S.1 Performance Measures

Accountability and transparency

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status | |
|---|------|---------|-------|---------|-------|---------|-------|----------------|----|---------|--------|----------------|
| | | Result | 145 | Result | 111 | Target | - | Q1 | Q2 | | | Q3 |
| GIPAA Formal Access Applications Received | No | 4,926 | 145 | 4,585 | 111 | - | 24 | 14 | - | - | 38 | Indicator Only |
| GIPAA Informal Access Requests Received | No. | 4,926 | 4,926 | 4,585 | 4,585 | - | 1,232 | 1,183 | - | - | 2,415 | Indicator Only |
| Public Interest disclosures received | No | 2 | 2 | - | - | - | 0 | 1 | - | - | 1 | Indicator Only |

Complaints processes

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status | |
|---|------|---------|---|---------|---|---------|---|----------------|----|---------|--------|----------------|
| | | Result | - | Result | - | Target | - | Q1 | Q2 | | | Q3 |
| Complaints upheld regarding breaches of the code of conduct by City Councillors (measured annually) | No. | - | - | - | - | - | - | - | - | - | - | Indicator Only |
| Complaints regarding corruption by City staff upheld (measured annually) | No | 3 | 3 | 1 | 1 | - | - | - | - | - | - | Indicator Only |

Workforce

| Key Performance Indicator | Unit | 2015/16 | | 2016/17 | | 2017/18 | | 2017/18 Result | | Comment | Status |
|---------------------------|------|---------|---|---------|---|---------|---|----------------|----|---------|--------|
| | | Result | - | Result | - | Target | - | Q1 | Q2 | | |

| | | | | | | | | | | | |
|--|-------------|-----------------------|-----------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|------------|---|----------------|
| Approved full time equivalent (FTE) establishment positions | No | 1,936.43 | 1,922.93 | - | 1,932.44 | 1,938.14 | - | - | 1,938.14 | Indicator Only | |
| Vacancy rate (approved FTE positions) | % | 6.55 | 7.55 | - | 10.88 | 10.44 | - | - | 10.66 | Indicator Only | |
| Lost time injuries | No | 34 | 23 | - | 9 | 8 | - | - | 17 | Indicator Only | |
| Customer service | | | | | | | | | | | |
| Key Performance Indicator | Unit | 2015/16 Result | 2016/17 Result | 2017/18 Target | 2017/18 Q1 | 2017/18 Q2 | 2017/18 Q3 | 2017/18 Q4 | YTD | Comment | Status |
| Calls answered within 30 seconds | % | 67.63 | 70.44 | 70 | 75.7 | 64 | - | - | 69.85 | Grade of Service for the period July to December 2017 finalised at 70%, meeting the key performance indicator which is set at 70%. | Watch |
| Calls completed at first contact | % | 82.5 | 82 | 70 | 80 | 82 | - | - | 81 | For the period July 2017 - December 2017, the contact centre's first time resolution rate finalised at 81% exceeding the 70% key performance indicator target. | On Track |
| Customer requests received. | No. | 158,587 | 158,485 | - | 37,769 | 40,021 | - | - | 77,790 | | Indicator Only |
| Customer requests actioned within agreed service standards. | % | 91.75 | 97.86 | 95 | 95 | 94 | - | - | 94.5 | For the period July to December 2017, 94.5% of customer requests were actioned within agreed service standards. This is in line with the key performance target of 95%. | Watch |
| Number of customer contacts via Online Business Services (OBS) | No. | - | - | - | 20,955 | 23,236 | - | - | 44,191 | | Indicator Only |
| Percentage of customer contacts via Online Business Services (OBS) | % | - | - | - | 23 | 25 | - | - | 24 | | Indicator Only |
| Number of customer contacts by other channels (calls, counter) | No. | - | - | - | 69,972 | 69,485 | - | - | 139,457 | | Indicator Only |
| Percentage of customer contacts by other channels (calls, counter) | % | - | - | - | 77 | 75 | - | - | 76 | | Indicator Only |