

2019/20 Quarter 4 Review - Delivery Program 2017-2021

File No: S096187

Summary

This report reviews the interim operating and capital results against budget for the 2019/20 financial year, and progress against the performance measures identified within the Operational Plan 2019/20, being the third year of the Delivery Program 2017-2021.

The City had been performing extremely well and was forecast to be ahead of budget at year-end until the emergence of the Covid-19 virus. The pandemic, and the City's response to support its community through this crisis, has had an immediate effect on the City's operations and adversely impacted its financial performance.

In response to this rapidly evolving situation, in March 2020 Council resolved to undertake a range of support measures to assist the community and businesses across the City for six months to 30 September 2020, in line with Federal and State Government advice. The support packages estimated at a total value of \$72.5M, included the waiver of a number of fees, return of deposits for events that were unable to proceed, provision for commercial property rental abatement and flexible parking arrangements, new grants and donation programs, and a commitment to bring forward capital works that would directly support employment.

In response to the significant downturn in council's revenue sources, Council approved an increase to the CEO's Operating Contingency budget of \$35.0M to ensure adequate provision to fund the continuation of normal services. This effectively increased the Operating Expenditure budget for 2019/20, which in turn reduced the budgeted Operating Result from \$112.9M to \$77.9M, and the budgeted Net Surplus from \$36.5M to \$1.5M. In this report, Council's financial performance is measured against the adjusted Operating Result and Net Surplus.

Council's financial performance at Quarter 4 2019/20 reflected an Operating Result of \$105.9M, against a budget of \$77.9M. After allowing for interest income, capital grants and contributions, depreciation, capital project related costs, light rail contribution to NSW Contribution and gain on investments and the sale of assets, the Council achieved a Net Surplus of \$85.0M against the Net Surplus budget of \$1.5M. The favourable full year variance of \$83.5M predominately reflects the delay in light rail payment of \$40.9M, additional capital contributions and favourable variances in operating expenditure. The major variances are discussed within the body of this report, and full details are provided at Attachment A.

The Capital Works Program expenditure of \$156.3M compared to a full year budget of \$294.5M, again reflecting the deferred light rail payment. A summary of the 2019/20 capital project expenditure and proposed budget net revote of funds to 2020/21 and future year forward estimates are outlined within the body of this report, and detailed at Attachment B.

The Information Services capital expenditure for projects was \$15.9M compared to the full year budget of \$22.0M.

The Plant and Equipment expenditure, net of disposals, was \$12.2M against a full year budget of \$20.4M. The original budget of \$19.4M was increased by an additional \$1.0M from City's capital works contingency to procure an additional 500 devices that were required immediately to support City staff's capacity to work from home.

Property Divestments of \$25.5M reflects the sale of two properties no longer required for operational purposes, while the net full year forecast result reflects the recent strategic acquisition of a property for the Town Hall Square project and the deferment of open space acquisitions as the negotiation and due diligence on suitable sites is undertaken.

This report presents interim financial results against budget for the 2019/20 financial year. The financial results are still being finalised in preparing the annual financial statements, which will be external audited in August, and it is anticipated that there may be some final adjustments to the results presented in this report. Any significant changes will be highlighted in the report covering the annual financial statements, to be presented to Council in October 2020.

Progress against the Delivery Program performance measures is generally satisfactory, with full details provided at Attachment C, and a number of operational achievements are highlighted within the body of this report.

The additional supplementary reports, which include details of contracts over \$50,000, major legal issues and the Quick Response, Banner Pole and Reduced Rate Grant Programs, are provided at Attachment D for information.

The Environmental Sustainability Progress Report provides further details on the achievements against the targets in the Environmental Plan for both the local government area and the City's own operations. This is provided at Attachment E.

Recommendation

It is resolved that Council:

- (A) note the interim financial performance of Council for the 2019/20 financial year ending 30 June 2020, including the Net Surplus of \$85.0M as outlined in the subject report and summarised in Attachment A to the subject report;
- (B) note the full year Capital Works expenditure of \$156.6M for 2019/20, and approve the proposed revote of budget and other adjustments of \$15.6M to increase the adopted 2020/21 budget to \$296.3M to progress the planned capital works, as detailed in Attachment B to the subject report;
- (C) note the Information Services capital expenditure of \$15.9M for 2019/20, and approve the proposed revote of \$5.9M and bring forward of \$0.5M of funds to increase the adopted 2020/21 budget to \$18.7M;
- (D) note the full year Plant and Assets expenditure of \$12.2M for 2019/20, net of disposals, and approve the proposed revote of \$6.4M to increase the adopted 2020/21 net budget to \$14.4M;
- (E) note the full year Property Divestment of \$25.9M in 2019/20.
- (F) note the operational performance indicators and quarter and full year achievements against the Delivery Program 2017-2021 objectives, as detailed in Attachment C to the subject report
- (G) note the supplementary reports, including contracts issued over \$50,000, major legal issues and the Quick Response, Banner Pole and Reduced Rate Grant Programs in Quarter 4, as detailed in Attachment D to the subject report; and
- (H) note the Environmental Sustainability Progress Report, as shown at Attachment E to the subject report.

Attachments

- Attachment A.** Financial Results Summary
- Attachment B.** Capital Expenditure Financial Results
- Attachment C.** Fourth Quarter Operational Report 2019/20
- Attachment D.** Fourth Quarter Supplementary Report 2019/20
- Attachment E.** Environmental Sustainability Progress Report

Background

1. The City's 2019/20 Operational Plan (within the 2017-2021 Delivery Program), including the 2019/20 budgets, was adopted by Council on 24 June 2019.
2. In response to the Covid-19 pandemic, and its impact upon many of the City's major revenue streams, a revised Operating Budget was adopted at an extraordinary Council meeting on 30 March 2020 that increased the CEO's Contingency budget by \$35M to ensure adequate funding for continuity of services. A revised Operational Plan 2019/20 was then exhibited including the proposed grants program and this revised budget for 2019/20, which reduced the budgeted Operating Result from \$112.9M to \$77.9M and the budgeted Net Surplus from \$36.5M to \$1.5M.
3. In this report, Council's interim financial performance for the year is measured against the adjusted Operating Result and Net Surplus.
4. The Local Government Act 1993 requires quarterly progress reports against the financial objectives and six monthly reports against the Operational Plan.
5. This report provides the fourth quarter (Q4) and full year forecast financial results for the 2019/20 financial year, and the achievements to date against the Operational Plan objectives.
6. A Q4 Financial Results Summary, together with a detailed breakdown of income and expenditure items, and a separate report showing operating results by the principal activities identified within the Operational Plan, are provided at Attachment A.
7. The Capital Expenditure results for the 2019/20 year, together with a summary of project expenditure, and proposed budget adjustments for 2019/20 and future years, are outlined within the body of this report and detailed at Attachment B.
8. Progress against the Operational Plan performance measures was generally satisfactory, with full details provided in Attachment C, and a number of operational achievements are highlighted within the body of this report.
9. Additional reports, including expenditure against contingency funds, contracts over \$50,000, major legal issues and the Quick Response, Banner Pole and Reduced Rate Grant Programs, are also provided at Attachment D for information.
10. The Quarterly Environmental Sustainability progress report provides further details on the achievements against the targets in the Environmental Plan for both the local government area and the City's own operations. This is provided at Attachment E.

2019/20 Operating Budget

11. The original adopted 2019/20 budget projected operating income of \$609.5M and operating expenditure of \$496.6M, for an Operating Surplus of \$112.9M. After allowing for interest income of \$14.3M, capital grants and contributions of \$68.0M, depreciation expenses of \$107.5M, capital project related costs of \$10.3M and outgoing contributions for light rail of \$40.9M, Council budgeted for a Net Surplus of \$36.5M.

12. As noted above, Council then resolved at the 30 March Council meeting to increase the CEO's Operating Contingency budget of \$35.0M and amend the 2019/20 Operating budget in response to the financial impacts of the Covid-19 pandemic. The budgeted Operating Result was reduced from \$112.9M to \$77.9M, and the budgeted Net Surplus reduced to \$1.5M.
13. The CEO's Operating Contingency budget was then allocated to specific Divisions with business units that either experienced significant falls in revenue income (e.g. the Parking, Enforcement and Fleet Services Unit) or increases in expenditure (e.g. the Grants and Sponsorship Unit). Following these transfers, as set out in the body of the report, all Divisions are forecast to remain within their amended operating budgets.

Fourth Quarter Operating Results

14. The interim Q4 Operating Surplus was \$105.9M against the revised budget of \$77.9M, a favourable variance of \$28.0M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Net Surplus was \$84.9M against a budgeted surplus of \$1.5M, a favourable variance of \$83.4M.
15. The result includes an operating income result which is unfavourable to budget of \$25.7M, favourable variances to budget of \$53.6M for operating expenditure and \$15.8M for capital grants and contributions, unfavourable variances of \$7.5M for depreciation and \$4.3M for capital project related costs not leading to the creation of a City of Sydney asset, while the \$40.9M contribution to the State Government for the light rail had to be deferred until August 2020.
16. The primary operating income variations to the budget are detailed in the table below:

Income Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Advertising Income	(\$2.2M)	Poor advertising market conditions and a steep decline in outdoor advertising spending across the industry caused by the coronavirus pandemic.
Commercial Properties	(\$10.2M)	The unfavourable result reflects a reduction in QVB ground rent due to Covid-19 impacts, and commercial portfolio rent relief requests in line with the Federal Government's Code of Conduct for commercial tenancies and New South Wales (NSW) government legislation (catering to approx. 160 leases).

Income Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Enforcement Income	(\$11.0M)	A reduction in enforcement during the early stages of the Covid-19 pandemic as a flexible approach to enforcement was adopted led to significant reduction. Other factors contributing to the decrease included extremely adverse weather conditions during earlier parts of the year, (smoke haze days and wet weather days).
Grants and Contributions	\$1.7M	Unbudgeted State Government contribution of over \$1M relating to three pop-up cycleways in Erskineville, Pitt Street North and Dunning Avenue.
Other Fees	(\$2.3M)	Council resolved to accept additional granite paving in lieu of invoicing TfNSW for light rail street cleaning costs as was anticipated in the budget.
Other Income	\$8.5M	The City received \$7.5M to fund minor rectification works as part of the finalisation of the Light Rail project with Transport NSW.
Parking Meter Income	(\$6.9M)	Covid-19 impacted the demand for parking as more people worked from home, and the City took a flexible approach to parking.
Parking Station Income	(\$2.3M)	Reduced traffic volumes in the City from the completion of light rail works, a shift towards public transport and a downturn in economic activity in Kings Cross leading to reductions in trade and customers. Also, Covid-19 impacts as more people are working from home, and the City offered free parking to essential front-line workers.
Private Work Income	(\$1.2M)	Less works undertaken due to Covid-19.

Income Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Rates and Annual Charges	\$5.4M	Favourable result relates to an increase in domestic waste income following the bin audit conducted as part of the introduction of the new contract, and increases from supplementary valuations and the legal settlement of an outstanding rates matter.
Venue/Facility Hire	(\$3.2M)	The unfavourable result reflects the impact from Covid-19 with venues closed.

17. The primary operating expenditure variances to the budget are detailed in the table below:

Expenditure Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Employee Related	\$1.9M	The variance predominately relates to permanent vacancies, partially offset by an increase in agency used to backfill and an adjustment to our provision for workers compensation, as estimated by the actuary's annual report, reflecting an increase in the value of potential claims in future years, and the impact of lower long term bond rates
Consultancies	\$1.5M	Minor delays across a range of operating project initiatives.

Expenditure Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Enforcement and Infringement Costs	\$2.4M	Full year forecast reflects the Covid-19 impacts where the City adopted a flexible approach to enforcement in the early stages of the Covid-19 pandemic
Event Related Expenditure	\$4.1M	Impacted by the cancellation of events due to the Covid-19 pandemic.
Expenditure Recovered	(\$2.2M)	Cost relating to monorail works which have not yet commenced, were budgeted to be recovered from the NSW Government as the project progressed.
Government Authority Charges	\$1.8M	A long-held provision for a 15% levy on commercial revenue generated on Crown Land, including Hyde Park, is no longer required as the State has recognised the costs incurred by council to maintain these lands.
Grants, Sponsorships and Donations	(\$6.1M)	Due to an increase in spending relating to the Covid-19 Response Grants Programs and Accommodation Grants programs.

Expenditure Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Operational Contingencies	\$39.2M	Additional \$35.0M budget approved by Council in March held in this cost category, but transferred between Divisions to cover for unfavourable variances incurred across a range of income and expenditure categories as a result of the financial impact of the Covid-19 pandemic.
Infrastructure Maintenance	\$2.6M	Monorail works have not yet commenced, lower street furniture transition costs due to the later than anticipated conclusion of contract negotiations. Savings were partially offset partly by an increase in expenditure for Roads and Footway maintenance as part of additional works in the CBD.
IT Related	\$5.4M	Slight delays in some IT system development works and reflecting the Property MIS project work cost being lower than originally budgeted.
Other Operating Expenditure	\$4.4M	The variance mainly relates to delays in Ausgrid's accelerated rollout of the LED lighting upgrade program.
Property Related Expenditure	(\$3.9M)	Relates to an increased spend in reactive property maintenance work and preventative property maintenance.
Utilities	\$1.6M	Favourable result relates to reduced consumption.

Income Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Capital Grants and Contributions	\$15.8M	Reflects contributions from developers towards infrastructure assets. Contributions from CBD developments and from the southern areas of the LGA have been higher than anticipated. Timing of these large receipts is challenging to predict.

Expenditure Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Depreciation	(\$7.5M)	An adjustment to the depreciation of a building based on a reclassification of the building categories and associated lifecycles terms.

Income Type	2019/20 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Light Rail Contribution to NSW Government	\$40.9M	City will pay this contribution early in the 2020/21 financial year following the finalisation of the project.

18. Following the allocation of the CEO's operational contingency funds, all Divisions have delivered an Operating Result within their revised budgets. The contingency funds have been held centrally in each Division, rather than allocated to the individual Operating Units, to identify the impact and financial consequences of the pandemic.

19. The City Property Unit has an unfavourable result due a reduction in commercial property income, noted above, caused by the impact of the Covid-19 pandemic. The Grants and Sponsorship Unit, has an unfavourable result due to increased Quick Response, Community Support and Small Business Grants program that were increased to support the local economy. The City Rangers Unit has an unfavourable result due to a downturn in enforcement income. The Parking and Fleet Services Unit's unfavourable result is due a reduction in parking meter and station income. Venue Management has an unfavourable result due to the forced closure of venues. As was the case at Q2, the Cleansing & Waste Unit also has an unfavourable result, relating to a reduction in street cleaning income as a Council resolution accepted additional granite paving in lieu of invoicing Transport for NSW for light rail cleaning costs.

Capital Expenditure

20. The Capital Works program achieved expenditure of \$156.3M against a full year budget of \$294.5M, inclusive of the unpaid light rail contribution of \$40.9M.
21. A number of projects were completed in 2019/20, including: Peter Forsyth Auditorium flooring, Joseph Sergeant Centre, Green Square Trunk Drain, Green Square to Randwick Cycleway and Cutler Footway and Burton Street viaduct restoration. Numerous asset renewal programs were also completed during the year.
22. The capital works program adopted within the 2020/21 Operational Plan in June, anticipated higher final expenditure in 2019/20. It is therefore required to now carry forward or revote a further \$21.4M of these unspent funds into the future year's forward estimates to ensure sufficient funding is approved to undertake these capital works projects during 2020/21 and beyond.
23. Following a final review of the 2019/20 program, taking into account the revised revotes, the project timelines, the time required for community engagement and the capacity to deliver the program, it is recommended that \$5.7M is now pushed into the future years forward estimates for a 2020/21 revised budget of \$296.3M (including \$41.1M for the light rail contributions).
24. Within programs, funding from Capital Works projects that are finalised with savings may be utilised to offset the additional expenditure required for other project's completion.
25. A financial summary of the 2019/20 Capital Works program, a schedule showing the funds carried forward and deferred, and the revised 2020/21 budget with future years' forward estimates by significant project and program are provided in Attachment B
26. Significant variances and explanations to budget for the 2019/20 year for projects and programs which have been reported in the previous quarterly reports remain unchanged.

27. A financial summary of the Capital Works program, a schedule showing the funds carried forward and deferred, and the revised 2020/21 budget with future years' forward estimates by program, and a status report on all active capital projects exceeding \$5.0M in value is provided at Attachment B.
28. The Plant and Assets expenditure incurred during the year, net of disposals, was \$12.2M against a budget of \$20.4M, the underspend predominately reflecting plant and assets which were not delivered within the year. It will therefore be necessary to carry forward or revote an additional \$6.4M and will increase the adopted 2020/21 budget for Plant and Assets from net \$8.0M to a net \$14.4M. A financial summary of the 2019/20 result against budget, and the revised 2020/21 budget are included in Attachment B.
29. Information Services capital works expenditure, for projects being delivered internally, was \$15.9M against a budget of \$22.0M. It will therefore be necessary to carry forward (or revote) an additional \$5.9M. This will increase the adopted 2020/21 budget for Information Services capital works from \$12.3M to \$18.7M.
30. The Property Acquisitions and Divestments result for 2019/20 reflects the sale of Stockton House and a former council depot site in Redfern, as resolved by Council, the latter to a community housing provider to promote affordable housing. These sales are offset by the strategic acquisition of the Commonwealth Bank building in George Street for the Town Hall Square project, earlier than anticipated in the City's long term financial plan. The favourable result to budget reflects the deferment of planned open space acquisition while the negotiation and due diligence on suitable sites is undertaken.

Operational Highlights

31. The City's activities were substantially impacted by the Covid-19 pandemic during the last quarter. The NSW Government passed legislative changes and emergency orders aimed at restricting the spread of the virus and improving access to essential supplies. Legislation and public health orders have changed rapidly since the onset of the pandemic and City staff are constantly monitoring and advising of relevant changes to impacted operational areas
32. A range of recovery and response actions were implemented to support our staff, businesses and the community.
 - (a) The public health orders required the closure of services such as community centres, libraries and aquatic centres and the cancellation of several events.

- (b) Our library services team undertook a staged transition to closures in response to the health directive. The City continued to offer library services such as our home library service which evolved to provide a valuable contactless service to its vulnerable member base. The online library collection saw a 74 per cent increase in usage across all resources, compared to the same time last year. New resources were added to the extensive online collection during the pandemic and temporary free online memberships were introduced allowing the community to join our library without visiting a branch.
- (c) A majority of office-based City staff successfully commenced working from home in mid-March. Frontline service delivery staff continued to provide essential services such as waste collection and parks maintenance. Staff have now commenced a staged return to the office using Covid-19 safe principles.
- (d) Residential waste levels increased as people spent more time and ate more meals at home, and the amount of bulky household waste increased. Services in highly populated suburbs were increased to meet demand, focussing on multi-unit dwellings in densely populated areas and the public domain and street litter bins near supermarkets and popular takeaway vendors.
- (e) Deep cleaning operations were conducted in the public domain around hospitals, schools, supermarkets and high traffic take away vendor areas. Ordinance Rangers patrolled parks and with a focus around exercise equipment and playgrounds to encourage users to adhere to social distancing.
- (f) The provision of important community events was adapted during the pandemic. For example for the 2020 Anzac Day event, the City created an ANZAC Day page using the "What's On" website with information about activities on the day, including the RSL's Light up the Dawn event and the ABC's live stream broadcasts.
- (g) The City issued Emergency Essential Worker parking permits, which allow parking in a residential permit area, to: Red Cross; child care centres; aged care centres; social services such as Mission Beat, Meals on Wheels; Sydney City Police; Surry Hills Police; Kings Cross Police; St Vincent's, Royal Prince Alfred Hospital, Life House Cancer, St Luke's and Sydney Eye hospitals. Parking is also available for essential services staff free of charge at Goulburn Street and Kings Cross Parking Stations.
- (h) The City developed and Council endorsed a Covid-19 Relief Grants program to provide urgent financial assistance to the City's cultural and creative, small business and community sectors. A City Concierge service was established to ensure enquirers from the business, cultural and community sectors received integrated and tailored advice relating to the City's grants offering, other City services available to them and general information on how to pursue other relevant avenues for support.
- (i) The City's indoor pools and gyms at Ian Thorpe Aquatic Centre (ITAC) and Cook + Phillip Park Aquatic and Fitness Centre re-opened on 23 June. Perry Park Recreation Centre reopened on 22 June for three days a week however there is no contact focussed sport. Covid-19 Safe Plans were prepared for each centre and the necessary changes to operations were made including physical distancing signage, increased cleaning schedules, provision of sanitizer stations, QR codes for contact tracing, staff training on Covid-19 awareness and what to do if there is a reported case.

- (j) Council-owned tennis facilities were closed on 1 April 2020 in response to the Covid-19 crisis and reopened from 23 April 2020. Court usage will be subject to conditions such as social distancing and good personal hygiene practise.
 - (k) The City implemented a dedicated community hotline in partnership with the Red Cross who will be available to provide a call back service to residents who wish to receive regular welfare checks. City staff are linking vulnerable individuals and groups to a network of over 60 agencies providing food support in the City. This is being coordinated through a central steering committee and operational group and is majorly supported with resources from OzHarvest who have utilised the City's \$1 million donation to adapt their service delivery model.
33. Other operational highlights for the June quarter include:
- (a) The City's Meals on Wheels program continues to operate with over 9,000 meals provided in quarter 4. The service has increased support to 18 new clients since March.
 - (b) The annual Youth Week program, this year referred to as 'Youth Fest 2020', was held online throughout May and June 2020. Two online programs were included: Electro-pop and Underproof. Electro-pop provided free daily dance classes via Zoom culminating in a dance performance. Underproof provided weekly music industry workshops via FaceBook live culminating in a live online band performance.
 - (c) The City accepted a tender from Regal Innovations to design and construct The Drying Green, an expansive 6,200 sqm park to be linked to the future Green Square town centre. It is named in honour of the wool washing and drying that once took place in what is now Green Square – one of the first industries in the city's inner south. The Drying Green will provide pedestrian access to the new library and plaza and community facilities in the town centre. The park will feature grass lawns, a wetland water feature that collects and reuses stormwater, a picnic and barbecue area, terraced seating, a solar-powered public artwork, an amenities building with a green roof and sloping, landscaped surfaces.
 - (d) The City works collaboratively with Transport for NSW (TfNSW) to improve safety for all road users by reducing speed limits on roads within our local government area. Speed reviews were successfully accelerated with activation of new speed zones in June 2020. The new activations include a reduction in speed limit from 50 to 40 km/h in all local roads in the following suburbs: West Paddington, Darlington, Ultimo, Pyrmont, Camperdown, Paddington, and in the following streets: Bridge Road, Glebe / Forest Lodge; Oxford Street, (College Street to Flinders Street), Paddington; Pyrmont Bridge Road, Ultimo / Pyrmont and Ross Street, Minogue Crescent and The Crescent in Forest Lodge.
 - (e) A new suite of street furniture equipped with digital screens will be in use across the city from 2021, with the signing a new long-term contract with QMS Media. The ten-year deal, with an option for a five-year extension, will see a newly designed suite of bus shelters, kiosks and public toilets replace the current furniture, which has mostly been in place since 1997.

- (f) The upgrade of Ross Street Playground, Forest Lodge was completed and opened to the public on 15 May 2020. The works included new playground equipment, fencing and gates, colourful rubber soft fall, areas to sit and relax both within and away from the playground, upgraded furniture and new bubbler and more trees and gardens.
- (g) The draft Central Sydney Planning Strategy was placed on exhibition from 1 May for an extended 10 week period. The strategy will guide central Sydney's commercial, residential and recreational future and will enable more jobs and growth while protecting the city's iconic heritage and public spaces. It outlines a vision for buildings more than 300m tall, more office space, high-quality design and public places. The Central Sydney Planning Strategy is the most detailed planning review of the city centre in more than four decades.
- (h) A number of new cycleways and shared paths were completed including Maddox Street and Bourke Road priority bike crossing, and Wilson Street and Burren Street cycleways. Safety improvements on Kent Street cycleway have also been completed. Additionally, the City and Transport for NSW are jointly installing approximately 9 km of separated pop-up cycleways across the City as a key element of the NSW Government's Covid-19 transport response.
- (i) The development of the draft Sustainable Sydney 2050 strategy is continuing. Over the last twelve months the findings from the comprehensive research and community engagement programs informed the development of a draft Sustainable Sydney 2050 strategy. An outline of the strategic framework as well as the reports from the community engagement activities were considered by Council. Additionally, two update reports were considered by Council. These reports addressed the thematic areas of environment and resilience and equitable and affordable. The draft strategy is currently being reviewed to take account of the Covid-19 pandemic. It will be finalised during the 2020-21 year.

Financial Implications

- 34. At this stage the Operating Result is \$105.9M, with a Net Surplus of \$83.6M, representing a favourable variance of \$82.1M against budget. These Q4 results are interim, pending final audit clearance and a separate report to Council in October 2020. Financial performance in all principal activities, as defined within the Delivery Program 2017-2021, continues to be satisfactory against budget.
- 35. The City is fortunately in a strong financial position to meet the financial challenges that are being experienced as a result of the Covid-19 pandemic. Our annual and long term financial plans have always considered realistic assessments of our future revenue projections, and planned our operational and capital programs to ensure the City has the financial capacity to deliver these plans, while maintaining adequate cash reserves to meet our external and internal restriction requirements.
- 36. However the adverse impacts on a number of the City's key revenue streams are significant and expected to continue well into the 2020/21 financial year, prompting the need for Council to adopt a financial recovery plan. The City will therefore review its operational and capital programs regularly, and revise them as required, to ensure that they remain affordable in the current environment to ensure our long term financial sustainability.

Relevant Legislation

37. The Local Government Act 1993 and Local Government (General) Regulation 2005 require quarterly progress reports against the financial objectives and regular reports (at least six monthly) against the Operational Plan
38. Section 406 of the Act requires councils to comply with the Integrated Planning and Reporting Guidelines, issued by the Chief Executive of the Office of Local Government.

Critical Dates / Time Frames

39. The quarterly report is due to be submitted to Council within two months of the end of the respective quarter

Public Consultation

40. The information contained within this report reflects Council's interim financial performance in the 2019/20 financial year, pending finalisation of year-end financial statements and audit clearance.

BILL CARTER

Chief Financial Officer

Attachment A

Financial Results Summary

Council

\$'000	YTD			Full Year		
	Current Budget	Actual	Variance Fav/(Unfav)	Original Budget	Adjustment	Current Budget
Operating Income	609,462	583,807	(25,655)	609,462	0	609,462
Salary Expense	253,154	251,252	1,902	252,932	222	253,154
Expenditure	278,412	226,704	51,707	243,634	34,778	278,412
Operating Expenditure	531,566	477,956	53,610	496,566	35,000	531,566
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	77,896	105,851	27,954	112,896	(35,000)	77,896
Add Additional Income:						
Interest Income	14,306	12,605	(1,700)	14,306	0	14,306
Capital Grants and Contribution	67,975	83,749	15,773	67,975	(0)	67,975
Less Additional Expenses:						
Depreciation	107,458	114,988	(7,530)	107,458	0	107,458
Capital Project Related Costs	10,326	14,609	(4,283)	10,326	(0)	10,326
Light Rail Contribution to NSW Government	40,900	0	40,900	40,900	0	40,900
Gain (Loss) on Investment Funds	0	1,275	1,275	0	0	0
Gain (Loss) on Sale of Assets	0	5,871	5,871	0	0	0
Gain (Loss) on Properties	0	5,230	5,230	0	0	0
Net Operating Surplus/(Deficit)	1,493	84,984	83,491	36,494	(35,000)	1,493
Capital Works	294,506	156,281	138,225	221,852	72,653	294,506
Capital Works TDS	22,033	15,925	6,108	16,832	5,201	22,033
Plant and Equipment	20,444	12,211	8,232	14,000	6,444	20,444
Property Acquisition / (Divestment)	72,689	(25,905)	98,594	72,689	0	72,689
Capital Expenditure Total	409,672	158,513	251,159	325,374	84,298	409,672
Available Funds						
Opening Balance	623,430	623,430	0	615,122	8,308	623,430
Cash Surplus/(Deficit)	(261,494)	9,364	270,858	(213,721)	(53,293)	(267,014)
Closing Balance	361,936	632,794	270,858	401,401	(44,985)	356,416

City of Sydney | Quarterly Income Statement | Quarter 4 - 2019/20

Council							
\$'000	Jun YTD				Full Year		
	Budget	Actual	Variance Fav/(Unfav)	Variance %	Original Budget	Adjustment	Current Budget
OPERATING INCOME							
Advertising Income	9,223	7,000	(2,222)	(24%)	9,223	(0)	9,223
Aquatic Facilities Income	1,078	729	(350)	(32%)	1,078	0	1,078
Building & Development Application Incom	6,118	5,147	(971)	(16%)	6,118	0	6,118
Building Certificate	1,012	1,179	167	16%	1,012	0	1,012
Child Care Fees	1,689	1,260	(429)	(25%)	1,689	0	1,689
Commercial Properties	77,677	67,431	(10,246)	(13%)	77,677	0	77,677
Enforcement Income	40,937	29,984	(10,953)	(27%)	40,937	0	40,937
Grants and Contributions	14,046	15,704	1,659	12%	14,046	(0)	14,046
Health Related Income	1,678	1,192	(486)	(29%)	1,678	0	1,678
Library Income	179	129	(51)	(28%)	184	(5)	179
Other Building Fees	9,206	10,023	817	9%	9,206	0	9,206
Other Fees	5,783	3,507	(2,276)	(39%)	5,783	(0)	5,783
Other Income	615	9,150	8,536	1389%	615	(0)	615
Other Revenue	0	0	0	0%	0	0	0
Parking Meter Income	39,415	32,490	(6,925)	(18%)	39,415	0	39,415
Parking Station Income	10,200	7,893	(2,307)	(23%)	10,200	0	10,200
Private Work Income	6,497	5,293	(1,204)	-19%	6,497	0	6,497
Rates & Annual Charges	355,796	361,203	5,407	2%	355,796	0	355,796
Sponsorship Income	609	199	(410)	(67%)	609	0	609
Venue/Facility Income	10,902	7,711	(3,191)	(29%)	10,897	5	10,902
Work Zone	14,883	14,732	(152)	-1%	14,883	0	14,883
Income (Excluding Internals)	607,542	581,954	(25,588)	(4%)	607,542	0	607,542
VIK Income	1,920	1,853	(67)	(4%)	1,920	(0)	1,920
Operating Income	609,462	583,807	(25,655)	(4%)	609,462	0	609,462
OPERATING EXPENDITURE							
Salaries and Wages	205,690	192,487	13,203	6%	205,476	215	205,690
Agency Contract Staff	9,249	20,402	(11,152)	(121%)	9,247	2	9,249
Travelling	329	243	86	26%	323	6	329
Employee Oncosts	6,330	6,011	319	5%	6,342	(12)	6,330
Superannuation	22,641	21,459	1,182	5%	22,629	12	22,641
Workers Compensation Insurance	4,157	6,990	(2,833)	(68%)	4,157	(0)	4,157
Fringe Benefit Tax	700	695	5	1%	700	(0)	700
Training Costs (excluding salaries)	1,938	1,060	878	45%	1,938	0	1,938

Council

\$'000

	Jun YTD				Full Year		
	Budget	Actual	Variance Fav/(Unfav)	Variance %	Original Budget	Adjustment	Current Budget
Other Employee Related Costs	2,120	1,905	216	10%	2,120	0	2,120
Salary Expense	253,154	251,252	1,902	1%	252,932	222	253,154
Bad & Doubtful Debts	380	1,365	(984)	(259%)	380	0	380
Consultancies	5,573	4,097	1,475	26%	5,513	60	5,573
Enforcement & Infringement Costs	9,836	7,395	2,441	25%	9,836	0	9,836
Event Related Expenditure	15,437	11,351	4,085	26%	15,272	164	15,437
Expenditure Recovered	(8,305)	(6,139)	(2,166)	26%	(8,305)	(0)	(8,305)
Facility Management	6,465	7,312	(848)	(13%)	6,465	(0)	6,465
General Advertising	1,863	1,581	282	15%	1,802	60	1,863
Governance	2,091	1,822	269	13%	2,091	0	2,091
Government Authority Charges	7,266	5,510	1,756	24%	7,266	(0)	7,266
Grants, Sponsorships and Donations	17,685	23,794	(6,109)	(35%)	16,854	830	17,685
Infrastructure Maintenance	42,297	39,740	2,557	6%	42,370	(72)	42,297
Insurance	3,156	3,719	(563)	(18%)	3,156	(0)	3,156
IT Related Expenditure	13,125	7,718	5,407	41%	13,125	0	13,125
Legal Fees	4,231	3,834	396	9%	4,231	(0)	4,231
Minor Plant Purchase	0	0	0	0%	0	0	0
Operational Contingencies	39,224	0	39,224	100%	5,500	33,724	39,224
Other Asset Maintenance	2,632	2,295	338	13%	2,633	(1)	2,632
Other Operating Expenditure	12,788	8,417	4,371	34%	12,791	(3)	12,788
Postage & Couriers	1,580	1,224	356	23%	1,580	0	1,580
Printing & Stationery	2,234	1,581	654	29%	2,217	17	2,234
Project Management & Other Project Costs	1,303	1,369	(66)	(5%)	1,303	(0)	1,303
Property Related Expenditure	29,558	33,445	(3,887)	(13%)	29,558	(0)	29,558
Service Contracts	18,100	18,825	(725)	(4%)	18,100	(0)	18,100
Stores & Materials	5,327	4,787	540	10%	5,327	0	5,327
Surveys & Studies	2,372	2,154	219	9%	2,374	(1)	2,372
Telephone Charges	2,790	2,506	284	10%	2,790	0	2,790
Utilities	12,604	10,975	1,630	13%	12,604	0	12,604
Vehicle Maintenance	2,805	2,682	123	4%	2,805	(0)	2,805
Waste Disposal Charges	22,075	21,493	582	3%	22,075	0	22,075
Expenditure	276,491	224,851	51,640	19%	241,713	34,778	276,491
VIK Expenditure	1,920	1,853	67	4%	1,920	0	1,920
Expenditure Including VIK	278,412	226,704	51,707	19%	243,634	34,778	278,412

Council

\$'000

	Jun YTD				Full Year		
	Budget	Actual	Variance Fav/(Unfav)	Variance %	Original Budget	Adjustment	Current Budget
Depreciation)	531,566	477,956	53,610	10%	496,566	35,000	531,566
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	77,896	105,851	27,954	36%	112,896	(35,000)	77,896
Add Additional Income:							
Interest Revenue	14,306	12,605	(1,700)	(12%)	14,306	0	14,306
Capital Grants	55,975	55,879	(96)	(0%)	55,975	(0)	55,975
Capital Grants - Works In Kind	12,000	27,870	15,870	132%	12,000	0	12,000
Less Additional Expenses:							
Capital Project Related Costs	10,326	14,609	(4,283)	-41%	10,326	(0)	10,326
Depreciation	107,458	114,988	(7,530)	(7%)	107,458	0	107,458
Light Rail Contribution to NSW Government	40,900	0	40,900	100%	40,900	0	40,900
Gain Loss on Investment Funds	0	1,275	1,275	0%	0	0	0
Gain Loss on Sale of Assets	0	5,871	5,871	0%	0	0	0
Gain Loss on Properties	0	5,230	5,230	0%	0	0	0
Loss on Revaluation of IPPE	0	0	0	0%	0	0	0
Net Operating Surplus/(Deficit)	1,493	84,984	83,491		36,494	(35,000)	1,493
Capital Expenditure							
Capital Works	294,506	156,281	138,225	47%	221,852	72,653	294,506
Capital Works ISU	22,033	15,925	6,108	28%	16,832	5,201	22,033
Plant and Assets	20,444	12,211	8,232	40%	14,000	6,444	20,444
Property Acquisition / Divestment	72,689	(25,905)	98,594	136%	72,689	0	72,689
Total Capital Expenditure	409,672	158,513	251,159		325,374	84,298	409,672

City of Sydney | Actual v Budget Operating Result by Division & Unit | Q4 2019/20

Does not include internals Division/Unit \$'000	Income				Expenditure				Operating Result			
	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance
Council	609,462	583,807	(25,655)	-4%	531,566	477,956	53,610	10%	77,896	105,851	27,954	36%
Chief Executive Office			-		8,487	7,444	1,043	12%	(8,487)	(7,444)	1,043	12%
Chief Executive Office			-		1,596	1,510	86	5%	(1,596)	(1,510)	86	5%
Councillor Support			-		2,139	1,774	366	17%	(2,139)	(1,774)	366	17%
Office of the Lord Mayor			-		3,697	3,424	273	7%	(3,697)	(3,424)	273	7%
Secretariat			-		1,055	736	318	30%	(1,055)	(736)	318	30%
Chief Financial Office	404	603	199	49%	9,811	9,549	262	3%	(9,408)	(8,946)	461	5%
Business Planning and Performance			-		1,220	1,208	11	1%	(1,220)	(1,208)	11	1%
CFO Administration		19	19	-	1,175	1,357	(182)	-15%	(1,175)	(1,338)	(162)	-14%
Financial Planning and Reporting		2	2	-	2,761	2,427	334	12%	(2,761)	(2,426)	336	12%
Procurement		5	5	-	2,705	2,535	170	6%	(2,705)	(2,530)	175	6%
Rates	404	577	173	43%	1,950	2,022	(72)	-4%	(1,547)	(1,445)	102	7%
Chief Operations Office	482	180	(302)	-63%	27,880	23,944	3,936	14%	(27,398)	(23,764)	3,634	13%
Chief Operations Office	350		(350)	-100%	2,145	1,758	387	18%	(1,795)	(1,758)	37	2%
City Conversations		10	10	-	1,859	1,267	592	32%	(1,859)	(1,257)	602	32%
City Design	17	26	9	50%	3,175	2,621	554	17%	(3,158)	(2,595)	563	18%
City Transformation			-		707	787	(80)	-11%	(707)	(787)	(80)	-11%
Green Infrastructure			-		911	873	37	4%	(911)	(873)	37	4%
Green Square			-		809	667	142	18%	(809)	(667)	142	18%
Indigenous Leadership and Engagement	50	46	(4)	-9%	1,067	519	549	51%	(1,017)	(473)	544	54%
Project Management Office			-		342	465	(123)	-36%	(342)	(465)	(123)	-36%
Strategic Community Engagement		0	0	-	1,616	1,410	206	13%	(1,616)	(1,410)	206	13%
Strategy, Urban Analytics & Communications	45	79	34	75%	13,104	11,973	1,131	9%	(13,059)	(11,894)	1,165	9%
Sustainability	20	20	(0)	0%	2,144	1,604	540	25%	(2,124)	(1,584)	540	25%
City Life	12,953	11,330	(1,624)	-13%	84,938	81,090	3,848	5%	(71,984)	(69,760)	2,224	3%
City Business & Safety	110	5	(105)	-95%	3,830	3,232	598	16%	(3,720)	(3,227)	493	13%
City Life Management			-		7,220	1,846	5,374	74%	(7,220)	(1,846)	5,374	74%
Creative City	4,569	3,760	(809)	-18%	33,335	31,181	2,154	6%	(28,765)	(27,421)	1,344	5%
Grants and Sponsorship	58	133	75	131%	17,070	23,328	(6,258)	-37%	(17,013)	(23,195)	(6,182)	-36%
Social Programs and Services	7,765	6,816	(949)	-12%	19,960	18,331	1,629	8%	(12,195)	(11,516)	679	6%
Sustainability Programs	452	616	164	36%	3,523	3,172	352	10%	(3,072)	(2,556)	516	17%
City Planning Development and Transport	18,086	17,232	(854)	-5%	44,827	40,853	3,974	9%	(26,741)	(23,621)	3,120	12%
City Access	235	164	(71)	-30%	4,688	4,140	548	12%	(4,453)	(3,976)	477	11%
Construction & Building Certification Services	8,690	9,097	407	5%	2,633	2,621	12	0%	6,057	6,476	419	7%
Health & Building	2,541	2,005	(536)	-21%	15,603	13,541	2,061	13%	(13,062)	(11,537)	1,526	12%
Planning Assessments	6,023	5,064	(958)	-16%	14,681	13,936	745	5%	(8,659)	(8,871)	(213)	-2%
Strategic Planning and Urban Design	598	901	303	51%	7,222	6,614	607	8%	(6,624)	(5,713)	911	14%
City Projects and Property	77,954	69,924	(8,030)	-10%	66,975	58,751	8,224	12%	10,978	11,173	194	2%
City Property	77,954	68,798	(9,156)	-12%	58,040	49,234	8,806	15%	19,914	19,563	(350)	-2%
CPP - Development and Strategy		21	21	-	3,290	2,522	768	23%	(3,290)	(2,501)	789	24%

City of Sydney | Actual v Budget Operating Result by Division & Unit | Q4 2019/20

Does not include internals	Income				Expenditure				Operating Result			
Division/Unit	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance
\$'000												
CPP - Infrastructure Delivery		1,088	1,088 -		816	2,299	(1,483)	-182%	(816)	(1,212)	(395)	-48%
CPP - Professional Services		17	17 -		4,829	4,696	133	3%	(4,829)	(4,678)	151	3%
City Services	137,588	108,154	(29,434)	-21%	218,083	188,649	29,434	13%	(80,495)	(80,495)	0	0%
City Greening and Leisure	1,781	1,077	(704)	-40%	34,018	32,627	1,391	4%	(32,238)	(31,551)	687	2%
City Infrastructure and Traffic Operations (CITO)	34,742	30,256	(4,486)	-13%	40,179	36,705	3,474	9%	(5,437)	(6,449)	(1,012)	-19%
City Rangers	40,397	29,526	(10,871)	-27%	27,299	23,947	3,352	12%	13,099	5,580	(7,519)	-57%
City Services Management			-		20,755	662	20,093	97%	(20,755)	(662)	20,093	97%
City Services Strategy			-		802	977	(175)	-22%	(802)	(977)	(175)	-22%
Cleansing & Waste	2,620	683	(1,937)	-74%	66,284	66,839	(555)	-1%	(63,664)	(66,156)	(2,492)	-4%
Parking and Fleet Services	49,615	40,383	(9,233)	-19%	16,799	15,436	1,363	8%	32,816	24,947	(7,869)	-24%
Security & Emergency Management			-		6,212	6,461	(250)	-4%	(6,212)	(6,461)	(250)	-4%
Venue Management	8,433	6,230	(2,204)	-26%	5,737	4,995	741	13%	2,697	1,234	(1,463)	-54%
Corporate Costs	359,651	373,801	14,150	4%	12,268	12,888	(621)	-5%	347,384	360,913	13,529	4%
Council Elections			-		1,400	1,266	134	10%	(1,400)	(1,266)	134	10%
Internal Audit			-		764	815	(50)	-7%	(764)	(815)	(50)	-7%
Legal Services			-		7,293	5,948	1,346	18%	(7,293)	(5,948)	1,346	18%
Risk Management and Governance	25	316	291	1163%	4,423	4,914	(490)	-11%	(4,398)	(4,598)	(200)	-5%
People Performance and Technology	2,319	2,268	(51)	-2%	44,415	41,844	2,571	6%	(42,096)	(39,576)	2,520	6%
Business and Service Improvement			-		1,055	763	292	28%	(1,055)	(763)	292	28%
Customer Service	2,299	2,253	(47)	-2%	8,028	7,475	554	7%	(5,729)	(5,222)	507	9%
Data and Information Management Services	20	15	(5)	-23%	7,448	7,013	436	6%	(7,428)	(6,997)	431	6%
Internal Office Services			-		291	277	14	5%	(291)	(277)	14	5%
Technology and Digital Services			-		16,812	15,953	859	5%	(16,812)	(15,953)	859	5%
Workforce Services			-		10,780	10,363	416	4%	(10,780)	(10,363)	416	4%
Total Operating Result	609,462	583,807	(25,655)	-4%	531,566	477,956	53,610	10%	77,896	105,851	27,954	36%

City of Sydney | Summary of Income and Expenditure by Principal Activity - Quarter 4 2019/20

\$'M	TOTAL OPERATING INCOME			TOTAL OPERATING EXPENDITURE			OPERATING RESULT		
	Budget	Actual	Variance Fav/(Unfav)	Budget	Actual	Variance Fav/(Unfav)	Budget	Actual	Variance Fav/(Unfav)
A globally competitive and innovative city	41.2	30.2	(11.0)	55.9	52.0	3.9	(14.7)	(21.8)	(7.1)
A leading environmental performer	2.6	0.7	(1.9)	76.8	76.5	0.2	(74.1)	(75.8)	(1.7)
Integrated transport for a connected city	86.1	72.2	(13.9)	71.1	47.0	24.9	12.6	23.6	11.1
A city for walking and cycling	0.0	0.0	0.0	2.4	1.8	(0.0)	0.0	(0.0)	(0.0)
A lively and engaging city centre	0.0	0.0	0.0	0.9	0.4	0.4	(0.9)	(0.4)	0.4
Resilient and inclusive local communities	13.9	12.1	(1.7)	86.7	86.4	0.3	(72.8)	(74.3)	(1.4)
A cultural and creative city	3.2	2.1	(1.1)	8.3	7.3	1.1	(5.1)	(5.2)	(0.1)
Housing for a diverse community	0.0	0.0	0.0	2.4	2.2	0.2	(2.4)	(2.2)	0.2
Sustainable development, renewal and design	20.5	19.9	(0.5)	49.3	45.8	3.5	(28.8)	(25.9)	2.9
Implementation through effective governance and partnerships	442.0	446.6	4.5	177.8	158.7	19.1	264.2	287.9	23.7
Total Council	609.5	583.8	(25.7)	531.6	478.0	53.6	77.9	105.9	28.0

City of Sydney | Capital Budget Review Statement - Quarter 4 2019/20

	Jun YTD	Jun YTD	Jun YTD	Full Year	Full Year
\$'000	Current Budget	Actual	Variance	Original Budget	Current Budget
Bicycle Related Works	19,028	11,536	7,492	19,028	19,028
Green Infrastructure	15,919	5,452	10,467	15,919	15,919
Green Square Aquatic and Recreation Centre	55,976	38,830	17,146	55,976	55,976
Open Space & Parks	24,691	16,467	8,224	24,691	24,691
Properties - Community, Cultural and Recreational	5,017	1,974	3,043	5,017	5,017
Properties - Investment and Operational	1,163	338	825	1,163	1,163
Public Art	5,989	324	5,666	5,989	5,989
Public Domain (Light Rail Contribution)	40,900		40,900	40,900	40,900
Public Domain	53,069	34,503	18,567	49,278	53,069
Stormwater Drainage	6,749	(9)	6,758	6,749	6,749
Capital Programs Asset Enhancement	228,502	109,414	119,087	179,721	228,502
Infrastructure - Roads Bridges Footways	15,414	14,227	1,187	15,414	15,414
Open Space & Parks	16,659	11,675	4,983	15,569	16,659
Properties Assets	17,976	9,074	8,902	17,720	17,976
Public Art	1,340	980	360	1,340	1,340
Public Domain	11,161	8,985	2,177	10,961	11,161
Stormwater Drainage	1,359	1,926	(567)	1,359	1,359
Capital Programs Asset Renewal	63,910	46,867	17,043	54,296	63,910
Contingency - Active	2,094		2,094	3,922	(1,828)
Project expenditure not creating asset value	(4,807)	(7,134)	2,327	(4,807)	(4,807)
Net Capital Expenditure	289,699	149,148	140,552	233,132	289,699
Plant and Assets	20,444	12,211	8,232	14,000	20,444
TDS Capital Works Projects	22,033	15,925	6,108	16,832	22,033
Property Acquisition / Divestment	72,689	(25,905)	98,594	72,689	72,689
Capital Funding					
Domestic Waste Reserve	1,747	2,000	(253)	1,747	1,747
Stormwater Management Reserve	1,459	1,926	(467)	1,459	(50)
Developer Contributions (General)	65,307	21,135	44,172	77,686	(379)
Infrastructure Contingency Reserve	299	101	198	299	299
Green Infrastructure Reserve	13,572	4,705	8,867	13,291	282
Renewable Energy	2,629	882	1,747	2,629	2,629
City Centre Transformation Reserve	40,900		40,900	40,900	40,900
Specific Reserve Funding	125,913	30,748	95,164	138,010	(147)
General Funding	278,953	120,631	158,321	198,643	68,359
Total Funding	404,865	151,379	253,486	336,653	404,865

City of Sydney | Cash and Investments Budget Review Statement - Quarter 4 2019/20

	<i>Opening Balance</i>	<i>Jun YTD</i>	<i>Jun YTD</i>	<i>Jun YTD</i>
\$'000	Actual	Trf To	Trf From	Actual
Externally Restricted				
Developer Contributions (General)	91,694	50,924	(58,273)	84,345
Specific Purpose Unexpended Grants	121	-	-	121
Domestic Waste Reserve	25,992	55,828	(50,777)	31,042
Stormwater Management Reserve	506	2,041	(1,935)	612
Total Externally Restricted Cash and Investments	118,313	108,792	(110,984)	116,121
Internally Restricted				
Affordable and Diverse Housing Fund	8,772	-	(296)	8,475
City Centre Transformation Reserve	41,100	-	-	41,100
Commercial Property	16,063	71,975	-	88,038
Community Facilities Reserve	-	-	-	-
Employee Leave Entitlement Reserve	6,718	2,656	(2,487)	6,887
Green Infrastructure Reserve	22,182	-	(4,705)	17,477
Green Square Reserve	86,325	-	-	86,325
Infrastructure Contingency Reserve	2,381	-	(101)	2,280
Operational Facilities	-	-	-	-
Public Liability Insurance Reserve	1,215	-	-	1,215
Renewable Energy	8,629	-	(882)	7,747
Public Road Reserve	-	-	-	-
Performance Cash Bonds	25,971	10,989	(13,616)	23,345
Workers Compensation Reserve	21,416	1,464	-	22,880
Total Internally Restricted Cash and Investments	240,770	87,084	(22,087)	305,768
Total Restricted Cash and Investments	359,083	195,877	(133,071)	421,889
Unrestricted Cash and Investments	264,347			210,905
Cash and Cash Equivalents	7,404			6,643
Investments	616,026			626,151
Total - Cash and Investments	623,430			632,794

City of Sydney | Contingency Report - Q4 2019/20

\$		CEO	General	Capital Works	Total
Approval Date	Adopted budget	3,000,000	2,500,000	5,000,000	10,500,000
	Variation to adopted budget	35,000,000			35,000,000
	<u>Less Approved Contingency Allocations</u>				
15/07/2019	Enhanced Rodent Mangement Program	392,000			392,000
19/08/2019	The Star Casino and the Credibility of the Planning System		54,000		54,000
9/09/2019	Sydney Gay and Lesbian Mardi Gras sponsorship towards bid for World Pride Sydney 2023.		50,000		50,000
28/10/2019	Tribal Warrior Sydney to Hobart Sponsorship		25,000		25,000
18/11/2019	Country Women's Association of NSW Drought Aid Appeal		300,000		300,000
18/11/2019	NSW Fires Rural Fire Services		300,000		300,000
18/11/2019	WIRES - assist wild life		20,000		20,000
9/12/2019	Sydney WorldPride sponsorship for the pre event planning for World Pride Sydney 2023.		100,000		100,000
30/09/2019	As Per Q1 Budget Adjustment Schedule - Attachemnt B			726,881	726,881
Oct 2019 - Dec 2019	As Per Q2 Capital Budget Adjustments - Attachment B			351,050	351,050
30/03/2020	Match staff contribution towards NSW Bushfire Appeal - Australian Red Cross		14,958		14,958
30/03/2020	Match staff contribution towards NSW Bushfire Appeal - NSW Wildlife Information Rescue & Education		20,385		20,385
30/03/2020	In order to address this crisis and provide this important support and expanding City of Sydney's Relief to Businesses, Creatives and Communities Impacted by the Coronavirus Pandemic				
	City Services	20,100,119			20,100,119
	City Projects & Property	11,620,223			11,620,223
	City Life	5,100,000			5,100,000
					-
Jan 2020 - March 2020	As Per Q3 Capital Works Budget Adjustments - Attachment B			819,822	819,822
	Funding of an additional 500 devices (Laptop, Monitors, dock, keyboard)			1,008,030	
	Total allocated	37,212,342	884,343	2,905,783	39,994,438
Funds Available					-
Operational		787,658	1,615,657		2,403,315
Capital				2,094,217	2,094,217
Total					4,497,532

City of Sydney

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for City of Sydney for the quarter ended 30 June 2020 indicates that Council's financial position is satisfactory.

The City's restricted funds have been invested in accordance with Council's investment policies and reconciled to the monthly investment report, together with the funds invested and cash at bank.

The date of the last bank reconciliation for the year ending 30 June 2020 was 1 July 2020.

B. Carter

Signed:

Bill Carter, Chief Financial Officer
Responsible Accounting Officer

Date: 31/07/2020

Attachment B

Capital Expenditure Financial Results

	2019/20 Capital Works Expenditure Summary			Revised 2020/21 Capital Works Budget			
	Budget 2019/20	Actual Expenditure 2019/20	Budget v Actual Variance fav (unfav)	Adopted 2020/21 Budget	Carry Forward / Adjustments	Re-Phased (to)/from Future Years Fwd est	Proposed Revised Budget 2020/21
Public Domain	53.1	34.5	18.6	77.1	4.4	(3.2)	78.3
Properties - Investment and Operational	1.2	0.3	0.8	2.3	(0.0)	(0.3)	2.0
Open Space & Parks	24.7	16.5	8.2	21.8	0.8	0.1	22.7
Green Square Aquatic and Recreation Centre	56.0	38.8	17.1	12.8	5.7	0.0	18.4
Public Art	6.0	0.3	5.7	2.0	1.7	(1.4)	2.2
Green Infrastructure	15.9	5.5	10.5	8.7	2.8	(1.1)	10.4
Bicycle Related Works	19.0	11.5	7.5	7.4	3.2	(0.5)	10.1
Properties - Community, Cultural and Recreational	5.0	2.0	3.0	9.9	1.1	0.0	11.0
Stormwater Drainage	6.7	(0.0)	6.8	3.1	0.4	(0.1)	3.4
Public Domain (Light Rail Contribution)	40.9	0.0	40.9	41.1	0.0	0.0	41.1
Capital Programs Asset Enhancement	228.5	109.4	119.1	186.2	20.0	(6.5)	199.7
Public Art	1.3	1.0	0.4	1.7	0.0	(0.3)	1.4
Open Space & Parks	16.7	11.7	5.0	18.8	2.1	0.6	21.5
Public Domain	11.2	9.0	2.2	13.9	(0.7)	0.8	14.1
Properties Assets	18.0	9.1	8.9	32.5	1.7	0.6	34.9
Infrastructure - Roads Bridges Footways	15.4	14.2	1.2	17.6	(1.2)	0.0	16.5
Stormwater Drainage	1.4	1.9	(0.6)	4.9	(0.6)	0.0	4.4
Capital Programs Asset Renewal	63.9	46.9	17.0	89.4	1.5	1.7	92.6
Total Capital Works	292.4	156.3	136.1	275.7	21.4	(4.8)	292.3
Capital Contingency	2.1	0.0	2.1	5.0	0.0	(1.0)	4.0
Total Contingency	2.1	0.0	2.1	5.0	0.0	(1.0)	4.0

	2019/20 Plant and Equipment Expenditure Summary				Revised 2020/21 Plant and Equipment Budget		
	Budget 2019/20	Actual Expenditure 2019/20	Budget v Actual Variance fav (unfav)	Adopted 2020/21 Budget	Carry Forward / Adjustments	Re-Phased (to)/from Future Years Fwd est	Proposed Revised Budget 2020/21
Books & Library Resources	1.5	1.1	0.5	1.1	0.2	0.0	1.2
Information Technology (Equipment)	3.0	3.0	(0.0)	1.8	0.0	0.0	1.8
Technology and Digital Services - Capital Projects	22.0	15.9	6.1	12.3	5.9	0.5	18.7
Vehicles and Plant	7.2	2.1	5.0	0.9	4.1	0.0	5.0
Equipment, Furniture & Fittings and Miscellaneous	8.8	6.0	2.7	4.3	2.1	0.0	6.4
Total Net Plant and Equipment	42.5	28.1	14.3	20.3	12.3	0.5	33.1

City of Sydney

Capital Works Expenditure Summary

The City's Capital Works Program is built around a number of significant projects that will expand and/or significantly upgrade the provision of infrastructure and facilities for the community, and Capital Programs that underpin key asset groups such as public domain, roads, footways, pools, open space and community facilities. The proposed program will enable the commencement and completion of many identified priorities and progress a number of Sustainable Sydney 2030 projects. The program prepared is in line with the agreed long term financial parameters and represents the City's capacity to deliver the program each year and expenditure provisions for significant projects which may be delivered by third parties. The 2020/21 capital budget also incorporates a number of fast-tracked asset renewal projects, totalling approximately \$23M, where an opportunity was identified to provide economic stimulus in response to Covid-19 disruption.

\$'M	Prior Years Total	2020/21	2021/22	2022/23	2023/24	4 Years Total	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	10 Year Total	Total Project Budget
Asset Enhancement														
Public Domain	104.0	78.3	53.7	11.2	18.1	161.3	20.4	16.5	10.2	11.8	15.7	9.2	245.1	349.1
Properties - Investment and Operational	45.1	2.0	1.8		1.3	5.1							5.1	50.2
Open Space & Parks	70.7	22.7	31.8	26.5	12.5	93.6	10.8	18.7	23.2	10.8	12.0	12.0	181.0	251.7
Green Square Aquatic and Recreation Centre	84.6	18.4	1.4			19.9							19.9	104.5
Public Art	6.2	2.2	4.9	0.7	0.4	8.2	0.5	0.5	0.3				9.6	15.8
Green Infrastructure	34.5	10.4	3.2	1.8	0.9	16.3	1.5	1.1	1.1				20.0	54.6
Bicycle Related Works	27.1	10.1	19.4	33.7	14.5	77.7	2.1	4.9	2.2	0.6	0.9	4.2	92.6	119.7
Properties - Community, Cultural and Recreational	79.4	11.0	22.7	34.1	9.2	77.0	3.6	9.6	10.6	11.5	11.2	10.0	133.5	212.9
Stormwater Drainage	78.6	3.4	13.8	8.6	1.5	27.3	3.9	4.2	7.0	4.7	5.7	5.1	57.8	136.4
Public Domain (Light Rail Contribution)	178.9	41.1				41.1							41.1	220.0
Asset Enhancement Projects Total	709.0	199.7	152.7	116.7	58.5	527.5	42.8	55.4	54.6	39.4	45.4	40.6	805.8	1,514.8
Asset Renewal (Rolling Programs)														
Public Art		1.4	1.5	0.8	0.9	4.6	0.8	0.9	0.8	0.8	0.9	0.9	9.8	9.8
Open Space & Parks		21.5	16.0	18.8	23.8	80.1	24.0	19.8	18.0	22.1	22.5	22.4	208.9	208.9
Public Domain		14.1	16.7	12.9	17.3	61.0	11.9	13.2	13.5	12.1	10.0	9.6	131.3	131.3
Properties Assets		34.9	28.8	18.1	19.6	101.3	22.8	28.5	22.9	23.5	23.9	25.1	248.0	248.0
Infrastructure - Roads Bridges Footways		16.5	11.1	10.9	11.2	49.7	13.4	13.2	14.2	15.8	18.1	19.4	143.7	143.7
Stormwater Drainage		4.4	2.5	2.8	2.8	12.5	2.9	3.8	3.9	3.9	4.0	4.0	35.0	35.0
Asset Renewal Programs Total		92.6	76.7	64.4	75.6	309.2	75.9	79.4	73.4	78.1	79.2	81.3	776.6	776.6
TOTAL CAPITAL WORKS		709.0	292.3	229.4	181.0	134.1	836.8	118.7	134.8	128.1	117.5	124.7	1,582.4	2,291.4
Contingency														
Capital Works Contingency		4.0				4.0							4.0	4.0
Total Contingency		4.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	4.0

City of Sydney | Q4 Capital Works Commenced projects - Individual Projects > \$5M

Project Name	Project to date Cost \$M	Total Project Budget \$M	Q4 June 2020 Status Comments
Hyde Park Tree Replacement & Other Works	20.9	22.1	Hyde Park South Café and associated landscape works under construction. Scheduled for completion late 2020. This is the final stage (4 of 4) of various capital works projects within this budget.
Gunyama Park Aquatic and Recreation Centre	84.6	103.3	Construction in progress. Practical completion expected to be late 2020.
Belmore Park	0.4	10.4	City South Public Domain Plan to be finalised by the end of 2020 to ensure coordination with planning of Central.
Harold Park - New Park Construction	14.2	14.2	Project completed
Ebsworth St, Tweed Pl, Fellmonger Pl, Barker St (North)	13.7	16.7	These works to be delivered by the developer. Program date subject to third party development timeframe.
Zetland Avenue - Mid (Joynton Ave to Portman St)	1.2	5.6	Council approval of contractor in June. Works to commence in September.
Existing Streets (Portman St) Upgrade	0.7	12.0	Council approval of contractor in June. Works to commence in September.
Green Square Trunk Drain-Link Road to Alexandra Canal	74.8	79.0	Project completed.
Drying Green Park	7.3	19.1	Civil Works Completed. Above Ground Works Design & Construction tender endorsed at May Council.
Geddes Avenue & Paul Street (North)	17.6	17.8	Project completed.
Hinchcliffe St (North), Woolpack St & Barker St (South)	0.3	6.8	These works to be delivered by the developer. Program date subject to third party development timeframe.

City of Sydney | Q4 Capital Works Commenced projects - Individual Projects > \$5M

Project Name	Project to date Cost \$M	Total Project Budget \$M	Q4 June 2020 Status Comments
Zetland Ave (West) - Paul St to Portman St	0.7	11.7	Council approval of contractor in June. Works to commence in September.
Joynton Av upgrade (Hansard St to Elizabeth St)	16.9	18.5	Practical completion of east side. Works commenced to western side.
Zetland Avenue – East (Joynton Av to Victoria Park Pde)	13.9	18.2	Practical completion achieved in June.
Light Rail – CBD to South East	178.9	220.0	Handover took place in July 2020 and payment will be made to TfNSW in August 2020
Green Square to Ashmore Connection	6.3	27.0	Transport approval of design achieved allowing revised REF and detail design to proceed. On track.
Joynton Avenue Stormwater Drainage Upgrade	2.6	24.9	Further geotechnical works to be carried out in Q1 2021.
SSHS - Stage 2 (Cultural/Community/Health Facilities)	0.1	24.7	The design competition for the Green Square Integrated Community Facility and School was completed in February 2020 and the design development phase is underway. The City is finalising the Project Development Deed with the Department of Education. Once the deed is executed the City will begin paying our component of the project costs.
Customs House – Façade Upgrade stage 2	0.6	6.9	Construction postponed 2 years to enable the completion of other major heritage projects (Sydney Town Hall Stage 3) in advance of remediation works at Customs House facades commencing (early 2023 –late 2024). Regular stone make-safe inspections will occur in line with Conservation Management Plan requirements.

City of Sydney | Q4 Capital Works Commenced projects - Individual Projects > \$5M

Project Name	Project to date Cost \$M	Total Project Budget \$M	Q4 June 2020 Status Comments
Moore Park Road Cycleway	1.4	22.9	Awaiting funding confirmation from RMS and /or Federal Government Stimulus funding.
Town Centre Interface Works	7.8	8.1	Delays due to services relocations have now been overcome and completion scheduled for Q1 2021.
The crescent lands at Johnstons creek	3.5	10.9	Alternate contractor has been appointed and has commence works with the aim to finish early 2021.
Wilson and Burren St cycleway	10.7	11.1	Wilson St complete. Burren St completion expected week ending mid 2020.
Ashmore Precinct Cycleway Links	0.2	5.4	Design under way, construction of pop-up cycleway completed.
McDonald Street Widening Works	0.9	13.3	Approval of contractor by Council in June. Works to commence in August.
Castlereagh Street Cycleway - North	0.3	6.1	Design under way
Darling Exchange Library - Fit-Out Works	9.6	10.0	Project completed
Wimbo Park Surry Hills	0.6	5.2	Revised concept completed in line with community concerns. Revised design presented to Design Advisory Panel. Community consultation material prepared for July.
City Centre Playground Works	0.8	6.3	Project placed on hold (18 months) while a Plan of Management and Crown Land & Native Title compliance is obtained for Cook and Phillip Park.
Quay Street Upgrade	0.5	7.8	Project deferred due to revised Capital Budget.

City of Sydney | Q4 Capital Works Commenced projects - Individual Projects > \$5M

Project Name	Project to date Cost \$M	Total Project Budget \$M	Q4 June 2020 Status Comments
343 George St - Facade Remediation & Facade Lighting	0.5	7.6	Project in tender stage.
North Rosebery Park (Meriton To Elect In July)	1.0	5.5	Temporary Park open to community with new bins installed and seats due for installation in July. Lighting design endorsed and quotation in progress for installation. RFT for design consultant in preparation.
Urban Skate Park - Sydney Park	6.2	8.3	Construction in progress. Expected completion date is Q1 2021.
Cutler Footway and Burton Street Viaduct Restoration	5.1	5.3	Project completed.
Sydney Town Hall External Works Stage 3	0.5	16.5	Construction works commenced in mid 2020. Stone work completion expected in mid 2022
Synthetic Sports Field Installations - Perry Park	0.1	5.5	Head consultant has been appointed and is progressing with concept design.
Perry Park - Stage 2 Basketball Court	0.2	7.8	Contractor has been appointed and due to commence construction Q1 2021.
Open Space Renewal - Hyde Park Lighting	0.3	6.4	Light Prototypes installed in Hyde Park South. Seeking endorsement from Heritage NSW.
Huntley Street Recreation Centre - Development	0.2	13.3	Head design Consultant engaged. Concept design completed with scoping report ready for August Council meeting.
George Street - Lend Lease Circular Quay VPA	0.3	8.8	Request for Proposal process currently being run to find operator of Business Innovation Space. Design documentation for Plaza Building and Public Cycle Facility has been reviewed.
Kings Cross Public Domain - Macleay Street	0.4	11.0	Community feedback investigated for consideration in final design. Final design endorsed by City Design. Construction scheduled to commence in Q1 2020/21.

Attachment C

**Fourth Quarter
Operational Plan 2019/20 Report**

City of Sydney - Operational Plan Report - Quarter 4 2019/20

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1 A globally competitive and innovative city

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

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

Major Programs	Progress To Date	Status
City Planning		
Conduct strategic studies and reviews to inform planning control amendments that protect and grow jobs.	The Central Sydney Planning Strategy and revised planning proposal was approved for exhibition by Council and the Central Sydney Planning Committee in February 2020. The Planning Proposal and Strategy was placed on public exhibition for 10 weeks until 10 July and included consultation events with community, stakeholders and industry. Planning and Urban Design Studies to protect and grow jobs are being carried out for Botany Road Corridor, Oxford Street and Enterprise Lands.	On Track
City Development		
Provide strategic input into State Government and major public or private development projects to ensure that public domain outcomes support public life, activation, and are integrated with surrounding areas.	The City has ongoing involvement and input as required. The current focus is Hickson Road (the Hungry Mile) at Barangaroo and Metro public domain interface outcomes at Martin Place and Town Hall and Central Station precinct planning.	On Track
Service Delivery		
Deliver City Services to meet the needs of a Global City.	A first draft of the report was presented to the working group, however the implementation of this report has been delayed due to the Covid-19 pandemic.	On Track

1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
Economy		
Continue to implement the OPEN Sydney strategy to develop a vibrant, safe and sustainable night time economy that offers a diverse range of leisure and entertainment options for all ages and interests, with inviting and safe public spaces, easily accessible information and connected transport.	<p>Regulatory reform In June 2020 Council unanimously approved the Open and Creative planning reforms as part of the ongoing work to diversify the City's night-time economy. The reforms will enable later trading shops and businesses, more small-scale cultural activities and better sound management for nightlife and live music venues, which will also be important to the post-pandemic recovery.</p> <p>Business Support Grants program The City has approved 19 Night Time Diversification grants to date this financial year, totalling \$377,200. Since 2017 the City has approved more than \$1.6 million in funding for over 90 businesses through the night-time diversification and live music and performance grants program.</p> <p>Nightlife and Creative Sector Advisory Panel The Panel has five key priorities - changing the narrative; reducing regulation; promoting stronger collaboration among stakeholders; identifying flexible buildings to enable more creativity; and advocating for 24 hour public transport. The Panel contributed to the review of the Late Night Trading Development Control Plan, Open and</p>	On Track

Creative reforms, marketing and media activities, cultural infrastructure planning and co-created the night-time economy stakeholder engagement session as part of the City's 2050 consultation.

NSW Government review of night-time economy governance

The NSW Legislative Assembly and Legislative Council resolved to appoint a Joint Select Committee to conduct an inquiry into Sydney's Night-Time Economy. The City made a submission and gave evidence at the 2019 inquiry into Sydney's Night-Time Economy resulting in many of the City's recommendations being proposed in the Committee Report. The NSW Government response outlined support for all of the recommendations and removal of the 1.30am lockout law and drink restrictions in the Sydney CBD Entertainment Precinct (encompassing Oxford Street) on 14 January 2020. The City has since made a submission to the Liquor Amendment (24-hour Economy) Bill and is working with NSW Government on a 24-Hour Economy Strategy for the Greater Sydney Area. The City continues to work with key stakeholders to progress actions to develop a vibrant, inclusive and safe city at night for all to enjoy.

Develop and implement the International Engagement Framework 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.

The City hosted the Future Asia Business Summit in collaboration with the University of Sydney. The summit focussed on Sydney thriving in a smart Asian century and was attended by 400 representatives from local businesses, consular corps, all levels of government, industry organisations, alongside a visiting delegation from Nagoya. The program featured a formal Breakfast Reception for 90 key stakeholders and a Smart Transport in China seminar in collaboration with the University of Sydney, attended by 70 people from academic and business sectors. The City also hosted a Sydney–City of Nagoya Tourism Industry Roundtable attended by the Nagoya delegation and key stakeholders from the Sydney-Japan tourism sector.

On Track

The City delivered the International Education Forum, in partnership with Study NSW, themed "Towards 2050: Excellence in Collaboration". Speakers discussed the future of international education in Sydney, celebrated achievements and established priorities for future collaboration with over 200 people in attendance representing consular corps, all levels of government, education providers and industry organisations.

The City showcased global best practice in Open Data and Smart City Policy to 60 delegates from Shenzhen visiting Sydney for the NSW Government Joint Economic Meeting.

The City also financially supported the following programs focused on building the global capacity of local industry:

- Export Council of Australia delivered a series of nine "Going Global" workshops. A total of 75 businesses participated from the sustainability, tech, education, finance and banking, health venture capitalists and professional services sectors.

- Asialink hosted a series of Asia Insights workshops on Chinese Travellers, Chinese Social Media and the Chinese Digital Landscape, attracting 100 participants from the tourism and retail sector.

- Haymarket HQ established its Sydney Landing Pad to promote the attractiveness of Sydney as a scale up location for startups. Targeting Asian businesses, investors and international student entrepreneurs by providing a physical space to scope and develop their market entry strategy, the first of three cohorts successfully generated 12 new jobs in the local government area from 9 applicants.

The Lord Mayors Welcome was not delivered in 2020 due to physical distancing required by Public Health Orders. The pandemic also required the suspension of some services from early March including the Haymarket HQ 2020 Landing Pad program and the Asia Link insights workshops.

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.

The 2019/20 financial year presented many challenges to the City of Sydney retail sector. The first half of the year saw the City engage with retailers in the lead up to the Christmas season. Retail briefings were held with the sector to inform them of major events and activation opportunities to support 'Christmas in the City' 2019 program and Lunar New Year celebrations.

Watch

Discussions continued with the retail sector and shopping centres to promote the Night Time DCP changes and opportunities that this presents for businesses to expand their trading hours. We held retailer networking events and workshops, and continue to work with the sector to encourage expanded hours of trading in the retail sector. Retailers

were encourage to apply for Night Time Diversification Grants during the 2 rounds in this financial year and the Digital 101 program was delivered during October 2020.

Briefings have continued with the retail sector to inform them of opportunities to support Delicious Month Out (March 2020), Vivid 2020 (cancelled due to Covid-19) and Nocturnal 2020 (delayed due to Covid-19).

The retail sector across our local government area (LGA) came through Christmas trading well buoyed by very strong online global sales event - Black Friday, held in late November which kicked off the Christmas trade. But unfortunately bushfires and smoke in Sydney during Dec/Jan definitely impacted every aspect of life for all residents, visitors and workers during Jan/Feb and retailing suffered.

Unfortunately in Quarter 4, retail in the LGA has been dramatically impacted due to forced closures of many retail businesses through necessary temporary legislative changes or simply due to lack of patronage because of the pandemic. Groceries and liquor sales have been the least impacted during the pandemic. Although consumers/residents have demonstrated a desire to shop local, many retail businesses have been severely impacted by reduced footfall, reduced turnover, supply difficulties and in many cases retail businesses needed to pivot their business to online/ecommerce models. Some retailers needed to urgently build capacity to deliver this service and spend money to build ecommerce platform.

The City supported the small business sector including retail through a range of Covid-19 grants which provided grants (funds) to cover costs for changing business model, such as buying new packaging or leasing new equipment; developing online and e-commerce capabilities; training and professional development and investing in capital works. We received over 2,403 applications and awarded a total value of \$2m to small businesses across the LGA. Approximately 50% of those applicants were from the retail sector.

Australian Bureau of Statistics data show that overall Australian retail turnover rose 16.3% in May, making it the largest seasonally adjusted rise ever published in the 38 years of the Retail Trade survey. However, this historic rise also follows a record-breaking low in April, which recorded the largest ever seasonally adjusted fall of 17.7% and an 8.5% rise in March. In comparison to May 2019, Australian retail turnover rose 5.3%.

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

The Business Innovation Space (BIS) project continued to progress. The Request for Proposal was sent to the four short listed operators from the EOI stage in June.

On Track

Two standalone Visiting Entrepreneur Program events were delivered in November 2019 utilising the space at Darling Exchange Library. The City also supported the 'Crossroads 2020' tech startup ecosystem report in December 2019.

More recently, Covid-19 has significantly impacted the tech startups ecosystem. Constant communication with the ecosystem is conducted; voices and feedback from key stakeholders are received and recorded. The City conducted a Small Business Survey regarding the economic impact of Covid-19 from 18 May to 2 June and received 1,440 responses. \$2m in Small Business Grants were made available to help small businesses and startups adapt to the new environment. \$10k is available for each eligible business to develop new products or services, pivot to online operation and e-commerce, train staff or invest in new equipment.

The City's Raising the Bar events are suspended due to Covid-19, while many events planned in the Ideas Lab were shifted online. The Visiting Entrepreneur Program (VEP) was successfully delivered from 10 to 24 June virtually with a theme of CleanTech. Three international experts, including Robin Denholm, Board Chair Tesla, led 8 events and attracted 1137 attendees.

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.

In the first half of the financial year discussions continued internally to progress the combined work across the Reconciliation Action Plan and Eora Journey Economic Development Plan, including progressing work on 119 Redfern Street. The City continued to support the plans via the grants program and the use of the City's social media marketing channels, such as 365 Days of Local Economies. During Covid-19 the City continued to meet with the Aboriginal and Torres Strait Islander Advisory Panel to gain advice on impacts on the local community.

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.

No data available to be collected in the past six months (with exception of updated Estimated Resident Population for June 2019). LEARN and BUSINESS website pages updated with latest data for external users. Analysis, data and insights provided to Greater Sydney Commission, NSW Treasury and other organisations in past six months. Data made available on City's Data Hub for external organisations. Covid-19 data and analysis support provided to multiple organisations.

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

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

In the first half of the financial year the City hosted the International Education Forum in Lower Town Hall with experts from across the international education sector discussing Sydney's place in education in 2050. It included a keynote address by Dr Tim Williams, Arup Cities Leader for Australasia, and panel discussions including with the NSW Chief Scientist and Engineer Prof. Hugh Durrant-Whyte and local ed-tech scale up founder Beau Leese of Practera discussing Sydney's emerging role in educating globally.

On Track

During Covid-19 the sector has been supported through provision of food relief, currently 1000 food hampers per week to international students, and through collaborations with the sector partners including for advocacy for emerging concerns such as homelessness and crisis accommodation, as well as through Covid-19 relief grants. The City continues to deliver its international student leadership program (ISLA) by changing from face-to-face to online wellbeing and resilience programming.

Affordable spaces - economic

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

The Business Innovation Space project continued to progress. This project will deliver over 3,800 sqm affordable space at Circular Quay to support the tech startup sector.

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.

Feedback to the Waterloo South redevelopment plan proposal by Land and Housing Corporation (LaHC) was provided and discussed. The City advocates for more local retail floorspace and a more clustered location in the plan. City staff participated in the economic strategy working group for the Economic Development Strategy (EDS) for the Pyrmont Peninsula lead by the State Government. The City has been involved in developing and reshaping this EDS.

On Track

The City actively participates in the Economic Development Network (EDN) NSW representing several local government agencies to share information and collaborate on the economic recovery from Covid-19.

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

Major Programs	Progress To Date	Status
Major events		
<p>Deliver Sydney New Year's Eve that promotes Sydney as a tourist destination as part of increasing awareness of Sydney as a global destination.</p>	<p>Sydney New Year's Eve 2019 saw close to one million people gathered around Sydney Harbour to celebrate the New Year and a total of more than 438 million people exposed to the event around the world. The ABC broadcast was watched by an audience of 3.6 million people. The City's Facebook posts reached 309,000 people, with posts using SydNYE on Twitter going to 12.6 million people. The 90 second midnight fireworks footage was in the social media feeds of 118,000 people, with the hero image reaching 71,000 people on Facebook. For the 2019 Sydney New Year's Eve and 2020 Sydney Lunar Festival events, further research was undertaken to understand the previous year's estimate of global reach for our major events. As a result, the estimated global media audience has been revised to incorporate the latest analysis. For the 2019/20 season, the total global audience of Sydney New Year's Eve and Sydney Lunar Festival is estimated at 625 million.</p> <p>Customer experience and crowd management continued to be a strong focus. The team worked throughout the night to ensure the streets were clean by early the next morning. Through the clean-up and messaging around recyclables, significantly less waste was collected than previous years, reducing the impact of the celebration on the environment. 2019 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 globally.</p>	On Track
<p>Deliver the Christmas in the City program as a celebration of the Sydney Christmas program and promote retail destinations in the city.</p>	<p>Sydney Christmas in the City for 2019 was four weeks of events and included the addition of new trees and decorations. The season began with a new, expanded event on Saturday 23 November from Martin Place to Market Street and included Pitt Street.</p> <p>The event included roaming entertainment, pop-up stages and choirs, as well as an increased number of retail activations in Pitt Street Mall under the Canopy of Light as well as the lighting of the tree and fireworks. Retailers reported increased footfall on Saturday 23 November, and an increase in social media coverage throughout the season. The impact of the Christmas in the City event has increased retail interest in future activations. There were also five village concerts and the inaugural Green Square Christmas Fair.</p>	On Track
<p>Deliver Sydney Lunar Festival for local communities, businesses, and visitors.</p>	<p>The 2020 Sydney Lunar Festival took place from 25 January to 9 February. Attendance at the festival was in excess of 714,000 people, less than previous years. This is attributed to the onset of Covid-19 and extreme storm conditions that occurred during the 16 day festival.</p> <p>Celebrations kicked off on Lunar New Year's day with the inaugural Lunar Lanes event in Haymarket. Over the 5 hour event, 12,432 spectators attended Lunar Lanes and stayed for an average of 2 hours to enjoy performances, lion dancing, market stalls and family entertainment. A total of 50 community groups participated in 2020 representing Chinese, Korean, Vietnamese, Taiwanese, Thai, Japanese and Indonesian cultural groups. A total of 392 participants ranging in age from 6 to 89 years performed in 57 performance pieces. 32 per cent of groups were first-time participants in the festival.</p> <p>The Lunar Lanterns exhibition was held for 10 days in Circular Quay and saw four new lanterns introduced into the exhibition: the Rat by Claudia Chan Shaw, the Rabbit by Nancy Liang and Fiona Lu, the Rooster by Valerie Khoo and the Horse by Min Woo Bang, the exhibition's first Korean-Australian artist. The Lunar Lanterns exhibition attracted close to 420,000 visitors. A new suite of Lunar Gateways linked the festival hubs at Circular Quay and Haymarket with three gateways celebrating communities that observe Lunar New Year spaced along the Light Rail corridor. A Chinese Gateway was placed at Customs House Square, a Vietnamese Gateway in Martin Place and a Korean Gateway at Queen Victoria Building.</p>	On Track

A total of 100 associated events were produced by 65 event partners, an increase of 17% on 2019. A total of 44% were first time participants with more than 500,000 people attended associated events. Over 100 lion and dragon dance performances were produced as part of the festival. Performances were held at Chinatown, Circular Quay, Green Square and for the first time, on the steps of Sydney Town Hall. The popular program attracted 5,710 spectators. Research undertaken at the 2020 Festival revealed that more than half (64%) were first-time visitors, with 50% of attendees being aged 35 and under. A total of \$29 million was spent by visitors to the festival.

Promote Sydney as an international destination through major events.

Though to February 2020, the City continued to position Sydney as a global destination through the ongoing promotion of events such as Sydney Christmas, Sydney New Year's Eve and Sydney Lunar Festival. Sydney NYE was affected due to the NSW Bushfires, and Sydney Lunar Festival due to Covid-19. The Destination Ambassador Program become more robust through ongoing marketing, with over 200 participants; volunteers who promote Sydney to the growing tourist market, notably over the summer period, their duties being to meet and greet cruise passengers, and as roving ambassadors during key events in the city.

Watch

Visitor Experience

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

In Quarter 3 Sydney saw a contraction of the visitor economy due to the impact of the NSW bush fires and images of Sydney under a haze of smoke over multiple days/weeks followed by floods making any destination marketing very difficult. Major events including Sydney New Year's Eve, Sydney Lunar Festival and Sydney Festival were all impacted by the environmental conditions which made marketing of these events difficult.

Watch

In early January / February 2020 the Covid-19 pandemic initially impacted locations such as Haymarket and Chinatown with a dramatic and immediate drop in footfall, spend and engagement in these particular locations. Subsequent travel bans and lockdowns introduced in March 2020 impacted the economy as a whole and these impacts are still being felt broadly. With travel bans imposed we also had a dramatic drop in returning international students again, having a massive impact on the visitor economy.

In response to the Covid-19 pandemic legislative changes were introduced which saw all borders closed to international visitors including business travellers, international students and their families. The City was required to suspend all visitor services including closure of Customs House visitor centre and all roaming ambassador services ceased. Domestic travel was also severely curtailed as the population was in lock down. No business events took place and city hotels only provided quarantine services to returning Australian residents and citizens.

The impact on the visitor economy has been massive. On the back of the Bushfires, floods and Covid-19, the visitor economy in Sydney will continue to suffer through into 2021. Visitor Economy stakeholders including hotels, tourism operators and cultural institutions have participated in a Lord Mayor Round Table event in June to work with the City to develop the Community Recovery Plan. The actions developed in this plan will respond directly to the visitor economy over the next 12-18 months.

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 has been working with Destination NSW to promote local economies via the #sydneylocal campaign. The City, Destination NSW and Properties NSW produced The Official Guide to Sydney & Map which profiles 240 businesses across the local government area. A total 2 million copies are available at the international airport, hotels and kiosks.

On Track

The City continues its sponsorship of Business Events Sydney to secure global conferences and incentive trips for the local government area. According to Business Events Sydney data, City funding for the financial year 2019/20 was used to successfully secure 19 global meetings and incentives for the city. These events are expected to deliver over 43,600 delegate days to the city between 2019 and 2023, generating an estimated direct expenditure of over \$41.4m for the economy.

The pandemic has significantly impacted the global meetings and incentives industry. Several meetings and incentives previously secured for 2020 utilising City funding have been postponed to a later date and some have been cancelled.

Safety

Develop robust partnerships with emergency services, relevant agencies and the community to build capacity and resilience to prevent, respond and recover from emergencies.

The City continued to coordinate the activities of the Local Emergency Management Committee (LEMC), including the review of response plans, emergency management briefings, and emergency exercises. Outcomes include undertaking an assessment of resilience risks facing the City of Sydney local government area to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan. The City and LEMC continue to participate in the Resilience NSW Disaster Preparedness Program. The LEMC has been activated to support the local emergency response and recovery to Covid-19.

On Track

Cleansing and waste

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

In Q4 the City collected 16,969.5 tonnes of residential and cleansing waste 437.61 tonnes of mattresses, 522.04 tonnes of White goods/Metals and 8.92 tonnes of E waste

On Track

Overall for the FY19/20 64,336.84 tonnes of residential waste & recycling was collected, 1159.17 tonnes of mattresses, 1194.29 tonnes of White goods/Metals and 53.87 tonnes of e-waste. Additionally a further 46.78 tonnes of E waste was collected from e-waste and recycling events

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.

Health and Building maintained its inspection programs until all inspections were suspended in March 2020 due to Covid-19. For the 2019/20 financial year the following inspections were undertaken:

On Track

- 43 mandatory swimming pool barrier inspections of multi-residential premises with pools
- 87 water quality inspections of high risk commercial and public swimming pools
- 204 fire safety inspections of boarding houses and backpacker premises
- 411 critical and high-risk inspections of late trading and licensed premises with trial development consents
- 2,020 inspections of retail food businesses

Detailed inspections and investigations of buildings affected by the installation of composite external cladding material continue. The team have issued a number of fire safety notices and other enforcement documentation (cladding statements) to a number of premises that have been identified as having external combustible cladding to remedy fire safety concerns.

The City continues to maintain traditional rat bait stations with approximately 890 now in use across streets, lanes and parks. Lane way inspections for rats and waste are continuing with positive outcomes.

The City continues to build compliance and investigation capability across Health and Building's regulatory activities and works to identify unauthorised accommodation and ensure the safety of occupants. Complaints about unauthorised accommodation continue to be risk assessed on a case by case basis when they are received.

Unauthorised sex premises, such as those posing as massage parlours, present a risk to the health and safety of workers and customers as well as a potentially having a negative impact on the community and our safe city objectives. We have strengthened our enforcement approach to identify and deter illegal operators, whilst at the same time, implemented an education and prevention strategy to help deter illegal activity. The City has achieved a number of successful prosecutions against operators of unauthorised sex premises.

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.

In Quarter 4 the rangers spent over 12,512 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. For the 2019/20 financial year a total of 49,556 hours in patrols were undertaken.

On Track

1.S.1 Performance Measures

Sydney as a Brand

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Estimated global audience (i.e. spectators, broadcast viewers, online viewers, publicity) of Sydney New Year's Eve and Sydney Lunar Festival	B	2.6	2.62	-	-	-	-	0.62	0.62	The estimated global media audience has been revised to incorporate the latest analysis. For 2019/20, the total global audience of Sydney New Year's Eve and Sydney Lunar Festival is estimated at 625 million.	Indicator Only
Doubling of Sydney's night time economy turnover (2012 baseline of \$15.6 billion; 2030 Target \$30 billion) (measured annually)	\$	-	21.57	-	-	-	-	21.9	21.9	Data reported one year in arrears. For financial year 2018/19, night time economy turnover was \$21.9 billion.	Indicator Only

City Development

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial Development Approved	m2	110,293.6 1	307,491	-	131,957	60,687	2,087	80,305	275,036	Includes a number of medium sized new developments, predominantly retail (e.g. Fish Market upgrade)	Indicator Only
Commercial Development Completed	m2	176,146.5 3	131,138.6 3	-	17,818	10,531	37,324	75,921	141,594	Two major completions; one at Australian Technology Park, the other the redevelopment of Ultimo Public School	Indicator Only

Business Events Sydney

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of bids for business events submitted	No.	26	24	-	-	17	-	8	25	25 bids were submitted between July 2019 and June 2020	Indicator Only
Number of events secured	No.	10	20	-	-	12	-	7	19	A total of 19 events were secured this financial year to take place between 2019-2023	Indicator Only
Delegate numbers of events secured	No.	13,922	16,340	-	-	6,776	-	4,350	11,126	19 events secured this financial year to take place between 2019-2023, with an estimated 11,126 delegates	Indicator Only
Economic impact of events secured	\$M	64	70	-	-	24.67	-	16.73	41.4	The 19 events secured in this financial year will generate an estimated direct expenditure of over \$41.4m for the economy	Indicator Only
Delegate days of events secured	No.	77,782	72,530	-	-	25,296	-	18,400	43,696	The 19 events secured during this financial year will deliver 43,696 delegate days	Indicator Only

Support for the Economy and Business

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Value of grants approved by the City of Sydney for major events	\$ '000	5,975	5,540.7	-	205	0	3,386.12	2,071.27	5,662.4	This year, the City has supported 12 events of major significance to the total value of \$5,662,395 in cash and value in kind.	Indicator Only
Value of grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	\$ '000	698.6	778.65	-	378.6	300	18.16	43	739.76	This year 21 Major Economic Grants were approved for a total of \$739,758 cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange Sponsorship, Commercial Creative and Street Banner Sponsorship Programs. This includes support for the Local Innovators Event Series and a precinct vision for Kings Cross.	Indicator Only

Diverse and inclusive economy

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	126	156	-	165	172	172	178	178		Indicator Only

International Students

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of international students studying on campuses in the city	No.	35,000	175,000	-	-	-	-	140,000	140,000	According to Department of Education NSW in March 2020, approximately 20% international students were not able to return to Australia for the new semester/trimester due to Covid-19 travel restrictions. In addition to students studying at city universities, the data for 2018/19 onwards includes students studying at higher education institutions, vocational education providers and intensive English language colleges registered in the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS). There are more than 50 of CRICOS providers in the City LGA. The 2017/18 data only captured university enrolments.	Indicator Only
Economic impact of international students in NSW	\$Bln	-	-	-	-	13.9	-	-	13.9	The previous reported figure of \$5.87bn reflected the LGA only and has now been updated to reflect NSW	Indicator Only

2 A leading environmental performer

The City of Sydney has adopted ambitious targets for the reduction of greenhouse gas emissions, potable water use and waste to landfill.

We will work towards a sustainable future that mitigates environmental impact and adapts to a changing climate.

We also understand the importance of green space and urban biodiversity. We have developed comprehensive policies and clear targets to increase the urban canopy, biodiversity, waterway health and the physical greening of the city.

2.1 Greenhouse gas emissions are reduced across the city.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Energy efficiency and renewables				
Continue to identify and implement initiatives to facilitate the 50% renewable by 2030 target for the city.	2023	10	Implementation plan completed. Phase one projects under development include Ausgrid Power2U, renewable energy help centre and other programs. The Renewable Energy Concierge service contract was cancelled by Council at March Council meeting due to the uncertainty created by the coronavirus.	On Track
Major Programs	Progress To Date			Status
Energy efficiency and renewables				
Leverage fleet analytics to drive a reduction in greenhouse gas emissions and set targets.	The City is continuing to improve data quality, procedures and analytics to enhance the ability to drive efficiencies and reductions in emissions. Work is underway on an upgrade of Ausfleet to assist these processes, and to integrate data sources. In addition to the Eco Safe driving handbook, Fleet Services are developing an E-fleet strategy to outline the increased take up of more energy efficient vehicles.			On Track
Actively manage Ausgrid to replace LED lights for all public domain light types (street lights, parks etc.) in the city area in a timely manner.	The program of replacing the Ausgrid owned conventional street lights in the City with energy efficient LED's was suspended pending a work health safety review, following the tragic fatality of an Ausgrid employee elsewhere in the Ausgrid network. A total of 1,910 of our 3,131 fittings on residential streets (P category lights) were upgraded to LED prior to the pause on live work. The safe work procedural review is complete and Ausgrid is planning on re-commencing work in the 2020/21 year.			On Track
Sustainable Planning				
Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero building standards.	<p>Work to develop the performance standards pathway to high performing net zero energy buildings in Greater Sydney planning controls is progressing. Key project actions that have been completed in 2020 FY include:</p> <ul style="list-style-type: none"> - A draft cost benefit analysis has been completed for office, hotel, multi-unit residential, shopping centre and mixed use development typologies. - Three meetings of the external Planning Leadership Advisory Group took place in July 2019, November 2019 and February 2020. Feedback was sought on the approach to developing the pathways, draft results, structure of pathways and the methods to recognise offsite renewables in planning. - Three stakeholder engagement workshops took place in November 2019 and February 2020. The workshops sought feedback from industry, local and state government on the draft cost benefit analysis results and how the results could be used to develop targets and timeframes for the pathways. Feedback was also sought on concepts on how to recognise in planning offsite renewables. - Draft pathways including targets have been developed based on the cost benefit analysis and stakeholder feedback. - An approach to implementing the targets in the planning framework including the controls has been developed. - Methods to recognise offsite renewables in planning have been identified. 			On Track

Investigate the inclusion of Development Control Plan (DCP) provisions that introduce NABERS Energy Commitment Agreements for new hotel buildings and major hotel refurbishments.

A cost benefit analysis has been completed on three hotel typologies, as new builds and major refurbishments. The analysis will inform and recommend appropriate NABERS Energy Commitment Agreement, NABERS Water and Green Star Design & As Built targets for adoption in Development Control Plans to support the development of high performance hotels. The final project report was received in June 2020.

On Track

Advocacy

Advocate for higher BASIX targets for residential buildings.

Advocacy activity for higher BASIX targets is provided through the City's Net Zero Planning Pathway program. Industry consultation has been delayed due to Covid-19.

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
Monitoring and reporting waste				
Integrate organisational waste reporting on a new digital platform.	2018	100	Reported under Strategic Direction 2, items 2.5.1 and 2.5.3.	Complete
Managing waste and resources				
Develop and implement a service that offers residents the opportunity to participate in a trial food waste collection scheme.	2022	45	<p>The residential food scraps collection and recycling trial has been running for eleven months, and the service is now available to more than 7,300 households across 88 apartment buildings and 320 houses. Staff are continuing to recruit additional apartment buildings into the trial up to the phase I target of a total of 100 buildings.</p> <p>So far through the trial, the City has diverted 200 tonnes of food scraps from landfill which has, in effect, saved 195 m3 of landfill space and avoided the equivalent of 339 tonnes of CO2 emissions. By processing the food scraps through the EarthPower anaerobic digestion facility in Western Sydney, we have also generated 49,313 kWh of energy and created 6,014 kg of fertiliser.</p> <p>Trial feedback from households and apartment building managers and champions has continued to be very positive. Results of a second survey of trial participants conducted in April indicated that:</p> <ul style="list-style-type: none"> • 93% of participants are extremely likely to continue using the service. • 97% of apartment building managers or champions are happy to very happy with the way the service is running in their building. • 61% of apartment building managers or champions think the trial has increased the sense of community in their apartment buildings. <p>The trial will now continue to Phase II. This will involve rolling the food scraps service out to an additional 700 houses and 150 apartment buildings for a further 12 months starting from September 2020. Despite some delays due to Covid-19, planning and implementation for Phase II is well underway. Procurement of equipment (bins, kitchen caddies, etc.) is complete, and implementation of the communications action plan and operational planning for the collection service is in progress.</p>	On Track

Major Programs	Progress To Date	Status
Sustainable Planning		
Review and update standard waste conditions to comply with new guidelines for waste management in new developments.	Conditions to comply with the new guidelines for waste management in new development will be developed through the regular review of standard conditions of consent.	On Track
Managing waste and resources		
Implement the Resource Recovery Engagement Action Plan to reduce waste, recycle more and work with the community to reduce illegal dumping.	Outreach staff from the Resource Recovery team delivered face to face info sessions at apartment blocks about the City's Food Scraps Recycling Trial, attended social housing events, 'Summer on the Green' in Waterloo on 6 March and the 'Social Housing Lord Mayor Forum' in Surry Hills on 27 February to educate residents on waste avoidance, recycling and how to use the City's book a pickup service. In total, Outreach staff were able to engage with over 290 residents across 14 apartment buildings including delivering virtual education sessions to residents during the Covid-19 lockdown.	On Track
Management and delivery of waste and resource services		
Conduct 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.	2,983 patrol hours were conducted during the year with 664 notices being issued. As a result of Covid-19 in Q4, 116.5 patrol hours were conducted with 6 notices being issued. Resources have been diverted and utilised over this period to monitor and provide an educational approach in parks on safe social distancing.	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 provided a comprehensive submission to the NSW Government on their 20 year Waste strategy and plastics strategies. The submission clearly articulated the City's position on waste data, waste treatment, expanded product stewardship, advanced waste treatment and the need for Sydney Metro waste strategy.	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				
Facilitate delivery of large-scale recycled water projects in new and established areas of the city.	2019	75	<p>The Green Square town centre water recycling scheme is in operation and supplying recycled water to customers. Production of recycled water is increasing as more apartments within the Green Square Town Centre are connected to the network. Further installation of the last piece of reticulation infrastructure is pending (known as Separable Portion 6 in the design and construct contract with Flow Systems). A practical means to connect Gunyama Park and Recreation Centre to the reticulation network has been identified and the work to make the connection will commence shortly.</p> <p>Recycled water pipes are installed for future use along the light rail route in George Street and Wynyard Walk. This infrastructure is planned to be incorporated into a CBD recycling scheme operated by a private water utility. Sydney Park Water Reuse relocation and upgrade is progressing.</p>	On Track

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.	2020	100	The Model for Urban Stormwater Improvement Conceptualisation (MUSIC) was completed in February 2019. The model continues to be maintained and can now be used to estimate the reduction in stormwater pollution for all water sensitive urban design initiatives.	Complete
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Major Programs**Progress To Date****Status****Sustainable Planning**

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.	The City continues to update the model as additional assets are constructed in the future that contribute to Water Quality targets. This software model allows development applications to be assessed for compliance with the City's stormwater quality targets.	On Track
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Investigate opportunities to incorporate environmental sustainability into Local Environment Plan (LEP) and Development Control Plan (DCP) revisions.	A number of actions from the draft Local Strategic Planning Statement are being investigated in the forthcoming update to the Local Environmental Plan (LEP) and Development Control Plan (DCP). These include: <ul style="list-style-type: none">- developing planning controls to increase canopy cover on private land- defining biodiversity corridors and guidance for developments in those corridors- developing a pathway for the City's current planning controls to be strengthened over time to deliver net-zero energy buildings- developing NABERS Water controls for non residential buildings- reviewing solar panel controls to reduce planning barriers that impact implementation	On Track
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Advocacy

Advocate for urban renewal areas to meet world's best practice environmental standards.	The City has advocated to the NSW Government for environmental outcomes aligned to City targets for the following projects: Circular Quay renewal, Blackwattle Bay, Waterloo Estate, Waterloo Metro Quarter, Central Precinct and Pymont.	On Track
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Stormwater quality / waterway health

Continue to include raingardens in road and streetscape renewal designs where feasible to contribute to water quality targets and reduce urban heat.	Raingardens continue to be included in renewal works where feasible.	On Track
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Continue to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure in all new City projects.	A watching brief is being maintained on major developments in the local government area (LGA) with a view to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure.	On Track
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Where possible, retrofit the City's stormwater system with gross pollutant traps to reduce solids discharged to waterways via stormwater run-off.	Gross pollutant traps (GPTs) will continue to be added to the stormwater drainage network in the City's local government area to assist in achieving stormwater quality improvement target for receiving waterways. GPTs are typically owned by the City or Sydney Water.	On Track
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2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Commercial office engagement				
Advocate for the mandatory regular disclosure of office tenancy ratings.	2020	80	<p>The City has been advocating for an extension of the successful national Commercial Building Disclosure (CBD) program to include more buildings and tenancies within its scope. During the year the Federal government commissioned an independent review of the program which recommended extending the program to include office tenancies and hotels. The City made a formal submission to the Federal Government on this report and highlighted the City's support for the use of the NABERS Co-Assess ratings tool, to reduce the cost of tenant ratings and improve engagement between building owners and office tenants. The City's submission also agreed with the recommendation to use NABERS ratings without the use of GreenPower in order to keep the spotlight on the opportunities for energy efficiency.</p> <p>The City has partnered with City of Melbourne to conduct further analysis to examine the case for reducing commercial office building disclosure thresholds to below 1,000sqm as a mechanism for catalysing further action by smaller building owners. The City will use the results of this analysis in its ongoing advocacy for the extension of the CBD program.</p>	On Track
Residential Engagement				
Advocate for the mandatory regular disclosure of residential apartment buildings ratings.	2020	50	<p>The City has integrated the NABERS Apartment Buildings ratings into the Smart Green Apartments program and offers grants for ratings to the wider residential sector to demonstrate benefits of voluntary uptake. A total of 83 apartment buildings and precincts within the City have had an accredited rating (150 ratings nationally). The City is working with the state and federal government on research to direct future policy and incentives to drive environmental improvement in the strata sector.</p>	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.	<p>At the beginning of the year the program hosted an event focussed on the circular economy titled 'Beyond the bin: better solutions for resource recovery'. The City invited businesses, residents and service providers from the commercial office, accommodation, entertainment and residential sectors to hear nine different 'solution pitches' from service providers with a circular economy or waste stream diversification solution that they had implemented.</p> <p>The annual NSW and National awards event was held in Sydney. NSW New Signatory of the Year was awarded to Finder; NSW Partnership of the Year to Finder and Kua; NSW Signatory of the Year Under 2000sqm to Steensen Varming; and NSW Signatory of the Year over 2000sqm to Commonwealth Bank of Australia.</p> <p>Annual results for the program were published in January 2020, with Sydney signatories achieving a reduction of 37,715 tonnes of emissions from energy efficiency improvements alone over the year. This represents a total annual energy saving, through reduced energy costs, to members of over \$11 million.</p>			On Track

Coordinate the CitySwitch Green Office national program across Australia.

The CitySwitch national program now includes over 1,500 offices and 20% of the office floor space in Australia. A substantial increase was realised in the second quarter as Property NSW added 562 tenancies with a combined floor space of over 650,000 square metres to their existing program commitment. In 2019 annual reporting program signatories recorded carbon emissions savings of 942,930 tonnes through energy efficiency, carbon offsets and switching to renewables.

On Track

Online information resources have been further enhanced, including material to support four seasonal campaigns: Know Where You Stand, Wipe Out Waste, Positive Power and Bring Your Best Self. Additionally, Beyond the Bin campaign material was added to the website, with worksheets, printable posters and social media graphics included.

Due to the pandemic the 2020 annual conference was held as an online event in May, with attendance from all partner councils and the National Steering Committee. The program interviewed 113 CitySwitch signatories to determine their priorities and needs at the start of the pandemic, and determined that sustainability remains a priority for many members, with certifications and reporting, strategy and efficiency as key projects.

Support and encourage building owners, businesses, agents and other key stakeholders to facilitate improved environmental performance within the commercial office sector, as directed by Sydney's Sustainable Office Plan.

The Sustainable Sydney Office Plan is delivering actions against five key outcome areas:

On Track

1. Raise the Floor: The City continues to advocate that office tenants should be required to periodically disclose their energy performance under the Commercial Building Disclosure Program.

2. Build Capacity: The City continues to build capacity in the sector through the CitySwitch and Better Buildings Partnership programs.

3. Foster Leadership: The CitySwitch National Program continues to foster leadership and drive continuous improvement in the office sector. The City continues to lead this program in partnership with other Councils nationally.

4. Activate Upgrades: stakeholders are being encouraged and supported to improve waste avoidance and resource recovery. This is being achieved by working with industry to drive the uptake of NABERS waste ratings and to integrate relevant certifications including that provided to waste contractors by the Good Environmental Choice Accreditation (GECA) scheme into resource recovery contracts. The City also encourages building owners and tenants to access offsite renewable options, including GreenPower.

5. Empower Communities: Through the year the City completed the delivery of an experimental community engagement program called the Better Buildings Cup. This program engaged with building managers, tenancies, company representatives and individual occupants in six Sydney buildings (and three other buildings across Australia) to inform and support sustainability initiatives.

Coordinate the Better Buildings Partnership program in Sydney to facilitate improved environmental performance.

In April 2020 the Partnership released its annual report for 2018/2019 and confirmed a 55% carbon emission reduction from its FY2006 baseline. Energy consumption has also reduced by 35% over the same period. Total water consumption had increased over the last two years, five per cent over the last 12 months, although water intensity (per square meter of office space) has not increased.

On Track

During the year the Partnership has focussed on defining practical solutions for industry adoption of a Circular Economy. This included an analysis of the barriers and opportunities in transitioning members' buildings and portfolios towards a circular economy where waste is considered a resource. In addition, the partnership updated its National Construction Code (NCC) Section J Compliance checklist, a tool designed to help building owners comply with the NCC energy efficiency requirements. The partnership also identified barriers to increase energy demand flexibility and developed an energy demand management protocol which supports building owners to curtail energy demand during peak times.

During the 2019/20 year a third waste organisation, Haulaway Services, was certified against the Good Environmental Choice Australia's waste services standard. Haulaway joins ORG and iTreat as certified waste organisations. The standard was developed in conjunction with the Partnership to help increase the capability and quality of services provided by the waste industry.

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 as directed by the Making Sydney a Sustainable Destination Plan.

The Making Sydney a Sustainable Destination plan has delivered the following outcomes during the 2019/20 year:

1. Increase Demand: Local Government NSW passed a resolution to ask all NSW local councils to preference rated hotels for when their staff are travelling to metropolitan areas. The Council of Australian Governments also acknowledged the benefits of disclosing the performance of hotels by including the need for rated hotels in its trajectory for low energy buildings.

On Track

2. Build Capacity: The City has continued to promote and offer subsidised building ratings to the sector through the provision of grants. The City currently has seven rated hotels with an additional 13 accessing the grants program.

3. Activate Upgrades: A pilot evaluation of the Building Tune Up program concluded the program was an effective way of reducing resource consumption, and also recommended ongoing delivery of implementation support, data analytics as well as building ratings.

4. Foster Leadership: The Sustainable Destination Partnership released its annual report which demonstrated how it had achieved a five percent saving in carbon emissions, zero increase in water use, and improvements in waste reporting and capacity for its first year.

5. Promote and Recognise: Sydney was ranked eighth, an increase in rank, in the 2019 Global Destination Sustainability Index and was also awarded the innovation award for the Sustainable Destination Partnership.

Coordinate the Sustainable Destination Partnership to facilitate improved environmental performance within the accommodation and entertainment sector.

The Partnership welcomed five new members, to bring the total number of buildings in the program to 72, which encompasses 61% of all hotel rooms in the city.

On Track

During the 2019/20 year, 10 properties from the Partnership participated in a water assessment project where efficiencies have now been identified and being acted on by the members. Four properties participated in a pilot of the NABERS waste operational reporting tool and a final report with recommendations was delivered. A video information resource to increase knowledge has been produced that provides an overview of the various ways that large buildings such as those in this accommodation sector can invest in GreenPower, onsite solar or a renewable power purchase agreement.

Since March, in response to the pandemic Partnership engagement has been severely impacted. However recent engagement with the leaders of the Partnership has concluded that there is strong interest from participating businesses to leverage the partnership to support a sustainable tourism recovery.

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 Residential Apartment Sustainability plan is delivering the following outcomes:

On Track

1. Activate Upgrades: The City's Smart Green Apartments program now supports 172 buildings that accommodate more than 27,000 residents to reduce emissions, water consumption, improve waste management and install solar where possible. Projects implemented since 2016 have saved 17,267 tonnes CO2e and \$2.48 million in operational costs.

2. Build Capacity: The City's Residential Building Manager Training program was delivered at capacity to an audience of 185 attendees that were presented in five, half-day sessions. The City awarded the Owners Corporation Network with a three year Knowledge Exchange Grant to educate and build capacity of City residents to understand strata governance and create more resilient buildings and communities. Two webinars have been delivered to date on the topics Short-term letting and Fire safety. In total, 396 participants have attended the webinars. The City was also a guest on Your Strata Property webinar streamed live on facebook promoting cost-savings and efficiency for strata buildings in June.

3. Empower Community: Representatives from the Smart Green Apartments alumni and recipients of environmental grants continued to meet quarterly at the Leadership Network meetings with an increase in subscribers to the Sustainable Apartments eNews by 16 per cent, to 996 by the end of the year. Seven Green Villages talks, attended by 221 participants, were delivered at Sydney Park on the topics; Worm farming and composting basics, and Small space gardening. In the year, 83 apartment buildings in Sydney received an accredited NABERS rating with the average energy rating 2.7 stars and water 2.7 stars. Two apartment buildings in Sydney have been awarded with the highest 6 star NABERS energy rating; one with and one without GreenPower. The City hosted a webinar on the topic 'Safe and harmonious apartment living during Covid-19' in April. A total of 639 people registered and 483 attended the webinar.

4. Raise the Bar: The City is assisting the Federal Department of Environment and Energy in their development of a Trajectory for Low Energy Homes, through stakeholder consultation and through research on the strata residential sector. The City is also participating in the Federal Commercial Building Disclosure program review and the NABERS National Steering Committee to ensure that the needs in the apartment building sector are adequately addressed.

Deliver Smart Green Apartment retrofit program for apartment buildings.

Smart Green Apartments works with owners, building managers and strata managers to achieve optimum environmental performance in the City's strata and community-titled buildings. To date direct engagement has occurred with 172 buildings, 141 strata plans, and 27,182 residents in 13,876 apartments. There are 39 buildings across nine precincts in the 2019 program intake. The 2019 cohort have all received energy action plans which inform Owners Corporations of opportunities for energy efficiency upgrades and form the basis for investment. Owners Corporations from the 2016, 2017 and 2018 intakes to the program have implemented energy efficiency projects that have avoided 17,267 tonnes CO₂e and saved Owners Corporations a total of \$2.48 million.

On Track

Smart Green Apartments buildings continue to implement a range of water efficiency measures to reduce consumption, including increased utilities monitoring, leak rectification and installation of efficient fixtures. Through the City's partnership with Sydney Water 2,676 individual apartments have had their water fixtures and fittings retrofitted within 12 buildings. These upgrades have achieved water savings of more than 555ML and have saved owners corporations approximately \$1.02 million in reduced water bills. Owner Corporations from all intakes have continued to implement waste improvement initiatives in their buildings. Seven Smart Green Apartments buildings are participating in the City's food waste collection trial.

Since March, in response to the pandemic, engagement elements of the program have been delivered online, including presentations at strata committees and the delivery of water monitoring training. Sustainability remains a high priority of Owners Corporations and committees continue to actively pursue upgrades.

Provision of grants and other cross sector support.

Deliver the building tune-up program to facilitate improved environmental performance in non-residential buildings.

The tune-up program seeks to support building owners improve their energy efficiency and reduce utility costs through low cost upgrades and tuning of their energy systems. During the 2019/20 year the City evaluated the effectiveness of the program. The evaluation found that 16 buildings were provided with tune-up services (efficiency implementation support or data analytics) which resulted in identified total carbon savings of 21,231 tonnes CO₂-e, at a cost of abatement of \$13.53/t.

On Track

The program also created a panel of accredited building environmental performance assessors who can deliver energy and water ratings to commercial buildings in the local government area, and three building owners are currently having their buildings rated. On-site assessments have been on hold due to the Covid-19, but online delivery with assessors and building owners has been implemented, and interest in the program is strong.

Deliver a promotional program to accelerate resident and business communities' adoption of renewable energy towards a net zero outcome.

During the year a Renewable Energy Help Centre was established as an online knowledge base designed to help people in their transition to procuring renewable electricity. The Knowledge Base is currently in a pilot phase. Articles and videos have been produced that explain common questions, concerns and actions that residents and businesses can take in order to procure renewable electricity either on or off site. Of particular note are two animated video

On Track

explainers outlining how GreenPower works and the benefits of switching; and written articles providing guidance on Power Purchase Agreements (PPAs) for a beginner and intermediate business audience.

Digital content explaining the Climate Emergency for a general public audience was distributed following Council's adoption of the Climate Emergency Response Plan; the objective was to encourage climate action within individuals and businesses. Two videos have also been produced exploring the City's own 100 percent renewable electricity deal. These include a call to action to adopt GreenPower, and include messaging on the benefits of a green recovery in line with advocacy actions in the City's community recovery plan from the pandemic. Two further articles and videos were produced and partnered with venue signage, internal communications, and affiliate marketing to raise awareness of the City's renewable electricity deal.

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				
Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy.	2027	75	<p>Four new solar PV systems with a total capacity of 426 kWp were commissioned in FY20</p> <ul style="list-style-type: none"> - Creative City Depot (Events Depot), Alexandria - 249 kWp - Green Infrastructure Centre, Zetland - 42 kWp - Wilcox Mofflin Building, Ultimo - 106 kWp - Redfern Occasional Child Care Centre, Redfern – 29 kWp <p>These new installations are estimated to reduce GHG emissions to the City's portfolio by 500 tCO2e/year. To date the solar PV installation program has installed 1.75 MW of Solar PV systems across the City's portfolio.</p> <p>The City is will soon commission a 115 kWp Solar PV system on SES building Erskineville</p>	On Track
Major Programs				
Environmental Management Systems				Status
Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.	<p>The Environmental Sustainability Platform has been implemented and records local government area sustainability metrics for energy, water and waste data.</p> <p>A waste data assessment project was undertaken in Q4 which included analysis of opportunities to improve waste reporting. A project has commenced with the construction services team to improve the collection and reporting of construction waste from the City construction services contracts.</p> <p>System improvements continue with the incorporation of Climate Active (previously National Carbon Offset Standard scheme) datasets being implemented through the Sustainability Management and Reporting Tool (SMART) which monitors City operations energy, water usage and property waste data.</p>			On Track
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	<p>The Sustainability Management System (SMART) and Working Group is established to track, manage utility trends, variances and opportunities. The SMART Working Group continues to action utility variance with investigations and corrective actions where required, whilst continuously improving the associated system, people and processes.</p>			On Track

Capital Projects

Adapt infrastructure design to account for current and future climate change (including water sensitive urban design, stormwater management, roads and pavement).	The City's Technical Specifications incorporate sustainable infrastructure outcomes and consider climate change impacts. The City continues to explore new opportunities and to participate in initiatives that improve outcomes and resilience with regards to climate change.	On Track
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Asset Management

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 under the Major Properties Efficiency Project (MPEP).	Under the MPEP Program Implementation, the LED lighting upgrades under Stage 1 works are close to completion (at 7 sites). Wilcox Mofflin chiller replacement specifications have been developed and will be tendered in the coming months. Other completed works include Cooling Tower and Rainwater Systems audits, installation of operational efficiency upgrades, 343 George St Air conditioning audits and various other facility management actions. Overall emissions reduction is approximately 85% of the target reduction.	On Track
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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 Property Waste Improvement Action Plan continues to deliver actions and initiatives to support achieving our 70% diversion of waste from landfill target for City Properties. The expansion of the food scrap collection service now includes Town Hall House, Sydney Town Hall, Pittsway Arcade (food court), Customs House, Alexandra Canal Depot and all the City's owned and operated child care centres. A new Resource Recovery Contract was awarded recently and will roll out further food scrap collection services and internal collection receptacles to other buildings next quarter, along with complementary signage and data reporting to maintain focus on waste resource management and recovery processes.	On Track
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Manage and analyse new energy efficient fuel options for the City's light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.	To assist with both fuel consumption reduction and emission reduction, the City has begun the implementation phase of vehicle telematics, and completed installations on a large majority of the fleet. This technology will provide better data to improve overall driving habits, safety, and optimise routes and overall fleet utilisation. The City has recently upgraded its electric fleet, being the first Australian customer to take delivery of the new fully electric Nissan Leaf. Nineteen new zero emission vehicles have been circulated into the fleet. Additionally, Fleet Services have placed an order for a commercial electric vehicle as part of a strategy to expand electric vehicle numbers, and expect to take delivery of the unit in the coming months. Further Electric alternatives to plant and equipment are being progressed, including specifications for an Electric Forklift, Sweeper and Garbage compactor.	On Track
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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.	The City has developed the suite of documentation that will embed social & sustainable procurement practices as the norm. These practices as well as local buy initiatives will have an impact in the next financial year. A Procedures Manual was developed to guide internal requirements. Procurement Returnable schedules have been developed for prospective suppliers to assess and provide assurance and/or commitment to the City's legal and strategic objectives in relation to Climate Change, Local Buy Corporate Social Responsibilities, Chain of Responsibility, Modern Slavery Act, Environmental impacts, Recycling content and other elements to develop towards a Circular Economy. Other documents completed include a Code of Conduct for Suppliers and Supplier inclusion and diversity.	On Track
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2.6 The extent and quality of urban canopy cover, landscaping and city greening is maximised.

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Farm				
Continue City Farm operations and establish farmers market and orchard.	2020	80	Drought and water restrictions impacted upon City Farm operations in 2019/20. Additionally, face-to-face farm volunteer and education programs were placed on hold in March due to Covid-19 public health restrictions. Program re-commencement is anticipated in late July 2020, following appropriate coronavirus management measures. Farm staff are continuing to maintain the farm site, and pilot online education classes are being developed for delivery in late July. Permanent fencing was installed at the farm cropping area and an environmental management plan was developed. New community inquiries about volunteering are ongoing and an informal Sydney City Farm Community Facebook group has been established to maintain contact and foster engagement with existing volunteers.	On Track
Greening Sydney Plan				
Review the Greening Sydney Plan to align with the Urban Forest Strategy and the Community Strategic Plan.	2020	50	The review of the Greening Sydney Strategy is progressing. A draft Strategy is being prepared, and has progressed to the internal consultation phase.	On Track
Major Programs		Progress To Date		Status
Community Greening				
Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.	The City supports 20 community gardens, two footpath gardens, five Bushcare / Landcare groups and one community composting group by providing ongoing assistance, donation of materials and encouragement to become a self-managed group to a high standard. A new garden group at Elger Street, Glebe is currently being formed. This year, community gardens at Frances Newton and Kings Cross commenced operating and the stage 2 extension to Bourke Street Community Garden was completed.			On Track
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. A total of 800 street trees were planted, exceeding the annual target of 700 trees. Additional planting occurred as part of the Covid-19 stimulus package. Ongoing delivery of the inroad planting projects continued, with projects completed in Reserve St Beaconsfield and Cressy St Rosebery, Work is currently underway in the Danks St precinct, and projects have been designed and planned for Boyce St Glebe, Bunn St Ultimo and Jones Bay Rd Pyrmont.			On Track
Urban Ecology				
Continue to expand and protect bush regeneration areas in the City's parks and open spaces.	Core bush restoration sites continue to be maintained according to best practice to improve habitat value for flora and fauna. Extensive works have commenced on Prince Alfred Park native plant roof to significantly reduce exotic grass growth - 3000 plants were installed in May. The second stage of planting will commence in September with an additional 4000 plants to be installed. Infill planting has also occurred across other bush restoration sites with a total of 2790 additional plants installed. A total of 477 lm of hooped fencing has been installed to protect sites with the fencing program to continue in 2020-2021.			On Track
Monitor the diversity, number and distribution of priority fauna species reported on the local government area.	The invertebrate survey report identified 45 distinct species across four focal groups at 19 sites in the City: butterflies, bees, cicadas and spiders. In Spring, the abundant group was butterflies with 8 species recorded, and in summer			On Track

bees were most abundant with 9 species recorded. Overall, native bees were the most abundant group recorded with 14 species observed in total. The report identified a number of recommendations to improve urban biodiversity that will be considered and incorporated into new opportunities for parks and open spaces and streetscape landscaping, but also importantly integrated into the bush restoration management plan. Microbat species records for the City of Sydney have increased due to surveys required for State Significant Development sites, increasing the records from 5 to 8, possibly 10, species. This highlights the importance of ensuring that biodiversity is strongly embedded in planning controls. Work is currently being undertaken to develop the new LEP and DCP controls and provisions as part of the LSPS review.

Greening Sydney Plan

Continue to deliver the public domain landscaping program.	The City continues to deliver the Public Domain Landscaping program. For the 2019/20 financial year 8,272 m2 of greening was completed. Planting work was deferred in summer due to the hot weather and drought, and Covid-19 has also presented challenges.	On Track
Deliver Living Colour floral displays to high profile retail and tourist precincts throughout the city during spring and summer.	<p>Summer display ended in March with over 7,000 plants delivered to community gardens, City Farm, customer service centres, day care centres, schools and community groups. Hanging basket and greenwall displays ended in March after 9 months successfully on display around the City.</p> <p>Winter 2020 is currently on display until Sunday 26 July after a successful 8 weeks. Locations included Erskineville Town Hall, Union Square, St Vincent's Hospital Victoria Street, Crown Street/Surry Hills Library Plaza and Springfield Plaza/Top of the Cross. Plants from this display will be delivered to St Vincents Hospital, Community Gardens and local schools.</p> <p>The new Living Colour contract will start with displays installed along the Light rail Corridor in August and the Spring 2020 display in September. Designs are currently being finalised and plant production is under way for Spring 2020.</p>	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.	<p>As a result of the recent drought conditions water restrictions are still in effect and impact some operations. Water consumption for the 12 months ending March 2020 was down 9.76% on the previous year. Contractors have been utilising more recycled water by filling water trucks from the Green Square recycled water network.</p> <p>The City has commenced work on the Smart Watering project proof of concept. Soil moisture sensors are now ready to be installed in Alexandria Park. Additionally new reporting has been developed to monitor water consumption and the City is also working to integrate recycled water data into the Sustainability Management and Reporting Tool (SMART).</p>	On Track
Identify opportunities to connect parks to recycled or alternative water sources.	<p>First stage of works completed - 6 opportunities for alternative water sources identified.</p> <p>18 of the top 30 highest demand parks identified as having potential to have water supply supplemented from an alternative source.</p> <p>Next stage of works commencing mid July - these works will develop an assessment framework to review and identify priority schemes for implementation.</p>	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 air pollution measures and trends within the local government area.	The NSW Government core air quality monitoring base station has been installed at Cook & Phillip park with other sites being investigated. Additional low cost sensors are being trialled around the local government area (LGA) in partnership with the University of Technology Sydney. The city is in conversation with the NSW Government about the potential installation of another base station within the LGA, and the completion of a joint memorandum of understanding.	On Track
Extreme weather events		
Continue to work with emergency services, relevant agencies, and the community to build capacity to prepare for, respond, and recover from extreme weather events.	The City continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including in response to Covid-19 (novel coronavirus). This includes regular reporting on response and recovery activities and emerging issues. The City has commenced an assessment of resilience risks facing the City of Sydney local government area to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan.	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in monitoring and reducing the urban heat island effect.	Low cost heat sensors have been installed and are being trialled to monitor local urban heat conditions. Data is being collected and analysed to help inform future City actions.	On Track
Continue to implement the City's 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's Development Control Plan includes Flood Related Development Controls that ensure developments continue to be assessed in keeping with the City's Floodplain Management Policy. Staff continue to collaborate with owners and developers to implement the Policy and to meet the objectives of Floodplain Risk Management Plans.	On Track

2.S.1 Performance Measures

Greenhouse emissions

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions Baseline 2006 Data – 52,972 tCO2e	Tonnes CO2	39,653	39,354	-	9,667	9,807	9,556	8,895	37,925	From 1 July 2020 electricity for City of Sydney operations will be from 100% renewable supply. Quarterly results are running estimates only. The 2018/19 annual total has been updated with the more accurate and independently verified emissions result which is prepared each year for the City to retain carbon neutral certification under the Australian Government's Climate Active Program.	Indicator Only
Greenhouse gas emissions for City of Sydney local government area – total all emissions Baseline 2006 Data - 5,809,144 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste - measured annually in June)	Tonnes CO2	-	4,607,575	-	-	-	-	4,548,443	4,548,443		Indicator Only
Percentage of reduction in greenhouse gas emissions in the local government area based on 2006 levels - 5,815,521 tCO2e (measured annually in June – data from previous financial year; target of 70% by 2030 & net zero emissions by 2050)	%	-	21	-	-	-	-	22	22		Indicator Only
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)	%	18.5	20	-	-	-	-	23	23	Source: Australia Institute National Energy Emissions Audit - National Grid percentage (NSW 15%)	Indicator Only

Water Usage and Stormwater

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	547,899	512,437	-	103,741	119,588	92,325	97,568	413,222	The published data for this Financial Year is the best estimate available at time of publication.	Indicator Only
Potable water usage from the local government area – 2006 baseline (33,712) (measured annually in June – data from previous financial year)	ML	-	37,977	-	-	-	-	38,486	38,486	Water use in the local government area is reported annually one year in arrears, based on data provided by Sydney Water.	Indicator Only

During this period Sydney experienced severe drought and extreme temperatures leading to higher than expected water use. Population growth was also a contributor to the increase.

Waste - Local Government Area											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Percentage of recycling and recovery of residential waste	%	66.8	48.67	70	50.83	47.37	43.48	40.4	45.52	Legislative changes in the use of beneficial waste derived products has resulted in a continued decline in the processing facilities' diversion rates as organic material can no longer be mechanically separated from other red bin waste for use as a 'mixed waste organic output' or soil amendment.	Attention Required
Total Residential Waste Collected per capita	Kg/Capita	303.3	279.9	-	66.99	69.09	71.15	79.06	286.29	There was a marginal increase in the overall per capita waste generated in comparison to the same time last year.	Indicator Only
Total Residential Waste Collected	Tonnes	63,915.37	65,298	-	16,091.87	16,597.86	17,127	18,992.28	68,809.01	There was a marked increase in total amount of residential waste generated compared to this time last year indicating residents may be generating more waste at home due to the COVID-19 pandemic.	Indicator Only
Percentage of source separated recycling of total residential waste	%	26.23	26.38	35	25.15	26.01	27.24	27.89	26.57	There is an increase in the recycling rate compared to this time last year indicating that more residents are using the City's recycling services including the new food scraps recycling trial.	Indicator Only
Sustainable management of waste and resources											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Recycling collected from City managed properties including aquatic facilities	Tonnes	322.52	259.44	-	56.91	69.75	71	165.09	362.75		Indicator Only
Waste collected from City managed properties including aquatic centres	Tonnes	884.69	897.33	-	209.4	213.34	212.59	181.05	816.38	Total waste generation was less this quarter with some building closures with Covid-19 restrictions in place.	Indicator Only
Percentage of resource recovery of waste from the City's parks, streets and public places	%	26	42	-	-	-	-	46	46	Recycling of waste from City parks, streets and public places has increased from 42 per cent to 46 per cent between 2018/19 and 2019/20, closing the gap on our 2021 target of 50 per cent diversion from landfill. The City is continuing to look at additional changes to our operations to reach the 2021 target and beyond.	Indicator Only

Percentage of resource recovery of waste from City managed properties including aquatic centres	%	36.39	29	-	27	33	33	91	46	Significant waste recovery increase is attributed to the use of City Property's new waste contractor's MRF facility whereby the dry waste from the general waste stream can be processed into Resource Derived Fuel, and diverted from landfill.	Indicator Only
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Greening Sydney

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens each year	No.	68,204	69,708	50,000	22,780	20,182	9,562	26,201	78,725	26,201 plants installed in Q4. Major planting sites include Stewart Street Reserve, William Street, Bourke Street, Hyde Park, Ada Place Streetscape, Harold Park, Southern Cross Drive, South Dowling Street, DeFries Avenue and Hugo Street.	On Track
New and renewed Public Domain Landscaping installed (nature strips, rain gardens, traffic treatments)	m2	8,145	5,940	9,000	1,829	1,732	1,959	2,752	8,272	Despite the challenges this financial year including drought, water restrictions and Covid-19, the City delivered 8,272 m2 of new and renewed public domain landscaping.	Watch
Maintain or increase number of indigenous bird species (2009/10 baseline - 63 species)	No.	76	67	-	-	-	-	68	68	One additional species observed and recorded by the wildlife watch tool since last year. Formal survey scheduled to occur in 2022 - 2023	Indicator Only
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually)	ha	12.2	12.2	13.5	-	-	-	12.9	12.9	Total bushland area of 12.9ha. Area increased due to new bushland areas at Crete Reserve and Blackwattle Bay.	Indicator Only

Environmental Grants

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Value of environmental grants approved by the City of Sydney	\$ '000	660.47	1,599.89	-	370.19	491.27	273.73	0	1,135.2	This year, 86 grants have been approved by Council for a year to date total of \$1,135,196. This includes a project to map urban greenery and noise in Sydney with crowd-sourced mobile data and a Knowledge Exchange sponsorship to investigate the risk of installing charging stations and the management of electric vehicles. These projects were awarded through the City's three Environmental Performance Grants (Building Operations, Innovation and Ratings and Assessments), Knowledge Exchange Sponsorship, Venue Hire Support and Matching Grant programs with two additional out of policy grants.	Indicator Only

3 Integrated transport for a connected city

Quality transport will be a major driver to sustainability, amenity, ease of mobility and the economic competitiveness of our city – 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 Programs	Progress To Date	Status
Planning		
Work with the State Government transport cluster to ensure all traffic and transport related proposals in Central Sydney comply with policies such as the Sydney City Centre Access Strategy, Movement and Place, and Central Sydney on-street parking policy.	<p>The City has worked with Transport for NSW to develop a draft 5 year City Centre Action Plan. The actions in the plan have been informed by the City Centre Access Strategy and Movement and Place.</p> <p>The City is currently working with Transport for NSW to map out the rewrite of the City Centre Access Strategy, This document will be guided by Future Transport 2056 and other State policies and if the City is involved in co-creating the strategy it will also be guided by the work coming from the Sustainable Sydney 2050 technical studies.</p>	On Track
Advocacy		
Work with the State Government and other stakeholders to develop Future Transport projects for Sydney to increase public transport accessibility and capacity to and within the City of Sydney, including planning for Metro West and new initiatives.	The City's submission to the Metro West Environmental Impact Statement (EIS) set out the strong case for Pymont Metro station. A decision on the station is likely later in 2020. The City's submission also identified the need for the next link in the Metro network to be from the northern City Centre to Randwick, via at least Central and Zetland. The submission argued that this link should be completed and operational by 2030, to provide a solution for Green Square's transport issues and to support the planned development there. The City continues to promote light rail / trackless tram / interim zero emissions buses to connect Green Square and the City Centre.	On Track
Partnership		
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.	The City is continuing to work with the Taxi industry and State Government to review taxi rank locations. This occurs through the Transport for NSW run Late Night Transport working group. This is also part of the City Centre Action Plan.	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.	<p>The widened Euston and Campbell Roads, part of the WestConnex Stage 2 New M5 project (renamed the M8) opened in June. The M8 has been scheduled to open in the first week of July 2020. Work on the construction of the King Street Gateway Project associated with the M8 project, is due to begin construction in the first quarter of 2021. With the opening of Euston and Campbell Roads and in light of the imminent opening of the M8, the City has been increasing its efforts with Transport for NSW (TfNSW) to reduce vehicle capacity on Sydney Park Road now.</p> <p>A key part of the King Street Gateway project is to reduce traffic volumes, speed and capacity on Sydney Park Road. While this project has not yet been implemented, the City has achieved this by installing a pop-up cycleway on the north side of Sydney Park Road between King Street/Princes Highway and Mitchell Road in the last week of June (as part of the Covid-19 response by TfNSW). On-street parking was installed on the southern side. The City has also been working with TfNSW to improve the safety of people who walk and cycle along the Rozelle Interchange WestConnex Stage 3 M4-M5 Link route during construction.</p>	On Track

In June the City made a submission on the Metro West Concept and Stage 1 Environmental Impact Statement (EIS), advocating for a station at Pyrmont. The City is continuing to work with Metro City & Southwest on public domain and other design issues.

Advocacy

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

The City has engaged with Transport for NSW to understand the role each organisation plays in dealing with the kerb-side space use and freight and logistics issues facing Sydney CBD. These insights will help develop options for new and existing developments. The City continues to prosecute how the 'movement and place' approach should be applied to better provide for people walking in the city centre and village centres.

On Track

Parking

Continue to implement the neighbourhood parking policy.

Pop up cycleways are supporting public transport to ensure people can access work, services, and stay socially connected and physically active. In some locations there have been changes to parking, to support the popup cycleways. The City has worked with residents, businesses and Transport for NSW to provide solutions to issues arising from the changes to the kerbside. The City will continue to monitor the needs of the community and make any required changes as they are identified.

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 completed the Loading Insights Study. The City continues to work with the State Government on freight and servicing solutions through the City Centre Action Plan working group led by Transport for NSW Sydney Coordination Office and with representatives from the City and the NSW Department of Planning, Industry and Environment (DPIE). The findings of the report have been presented and discussed at this working group. The working group meets every three weeks to progress actions and initiatives. In addition the City is exploring on site freight and servicing requirements, and discusses with businesses regularly around possible innovations through the development application process.

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 has developed strong working relationships with neighbouring councils in relation to major State Government works including WestConnex and Metro, and continues to work closely with them. The City had collaborated with Randwick, Bayside and Inner West on the South East Sydney Transport Strategy (NSW Government). The City has provided perspectives to Inner West and Bayside on their integrated transport strategies. The City is collaborating with Inner West on the early scope development for the Camperdown Ultimo transport strategy. Cross-council collaborating also encompasses promoting the Inner Sydney Regional Bike Network.

On Track

Technology

Partner with the State Government to facilitate innovation in transport management, ensuring technology assists in achieving agreed urban and transport outcomes.

The NSW Government / City of Sydney City Centre Action Plan is creating the opportunity for innovation in freight and services, to support cycleway, pedestrian improvement and public domain projects. The City has commenced working with Transport for NSW to develop a trackless tram proposal to connect Green Square and the Sydney city centre.

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 work with Transport for NSW and the Centre for Road Safety under the Road Safety Partnership to deliver traffic calming devices to help reduce speeds within the Council area.	On Track
Speed reduction		
Continue to work with the state government to look for opportunities to reduce traffic speeds and speed limits throughout the City of Sydney.	<p>The City has been working collaboratively with Transport for NSW (TfNSW) to achieve speed reduction on City streets to improve road safety and liveability. During 2019/20 the following suburbs have had their local roads reduced to 40km/h and under; Ultimo, Darlington, Surry Hills, Pyrmont, Camperdown and West Paddington.</p> <p>Additionally as part of our response to Covid-19 by providing the community with more options to walk, cycle and move around the city in a safer environment, the following State and Regional Roads have had speed changes:</p> <ul style="list-style-type: none"> - Bridge Road and Pyrmont Bridge Road - 60km/h to 40km/h - Oxford Street, between College Street and Taylor Square 50km/h to 40km/h - Moore Park Road - 50km/h to 40km/h - Sydney Park Road - 50km/h to 40km/h - The Crescent, Minoque Crescent and Ross Street - 60km/h to 50km/h 	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.	Collaborative work is ongoing with regular meetings now online.	On Track
Manage amenity		
Manage the scheduling of waste collection services to ensure the least disruption to the community.	There were 4 early start complaints logged, however, they may have been due to approved early starts to accommodate Covid-19 social distancing.	On Track
Community programs		
Facilitate a range of road safety education programs for the community.	The Road Safety Action Plan has been significantly impacted by Covid-19, with the exception of our child restraint fitting program which has continued.	On Track

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.	In addition to gaining Transport for NSW(TfNSW) approval to not reopen George Street to southbound traffic between Bathurst Street and Rawson Place, the City made a strong transport case to support closing George Street to northbound traffic (Ultimo Road to Bathurst St). TfNSW approved this as a trial. The City is also working with TfNSW to trial zero emission buses between Green Square and the City Centre in the short term. Route and service planning is underway.	On Track

Behavioural

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

Social distancing restrictions on public transport are likely to have reduced the mode split for public transport, albeit at significantly lower levels of people using the key corridors. In response, the City and Transport for NSW are installing six popup cycleways, which will increase the mode shift for cycling in the relevant corridors.

On Track

The City is also advocating more generally to Transport for NSW for improvements to walking conditions in the inner city, primarily reduced wait times at signals. For the longer term, advocacy for Metro West station in Pyrmont and a new Metro link to Zetland and Randwick continues. The submission to the Metro West Environmental Impact Statement (EIS) outlines the case for Pyrmont Station both these future links.

3.5 Transport services and infrastructure are accessible.

Major Programs

Progress To Date

Status

Parking

Demand for parking is managed to ensure there is equitable access to the constrained supply.

Rangers proactively monitor parking across the local government area (LGA) to ensure turnover and parking space availability. Over the past 6 months as a result of air quality and Covid-19, levels of service have been affected. Whilst patrols were maintained discretion was applied throughout the restrictions of Covid-19 with rangers focussing on safety related illegal parking.

On Track

Advocacy

Ensure the needs of all community and customers are considered in the master planning for transport and Urban Growth projects.

The City is seeking the best outcome for Metro station precinct public domain interfaces, Central Station and surrounding public domain, and Barangaroo Hickson road upgrade.

On Track

Transport infrastructure

Advocate to ensure public transport infrastructure meets the needs of users.

The City continues to advocate for improved outcomes for residents and businesses.

On Track

WestConnex Stages 2 and 3, including the King St Gateway project: the City is working with Transport for NSW (TfNSW) to implement elements of the King Street Gateway temporarily in order to reduce the traffic volumes, speed and capacity of Sydney Park Road. As part of the pandemic response, a popup cycleway is in place, speed limits reduced, parking placed on the southern side of Sydney Park Road and a new pedestrian crossing west of Mitchell Road will be provided. The impact of WestConnex Stage 2 on the Bourke Road cycleway interface was unacceptable and the City immediately engaged via Transport for NSW to have the unsafe and incomplete treatments addressed as a priority.

CBD and South East Light Rail (CSELR): to achieve the best possible pedestrianisation and urban domain outcomes on George Street, and effective travel times for users. The Minister for Planning and Public Spaces announced funding for further pedestrianisation and public domain works in the southern sections of George Street served by light rail.

Prosecuting the case for a station at Pyrmont on Metro West: the City's submission the Metro West Environmental Impact Statement (EIS) made the strong case for a Pyrmont station.

3.S.1 Performance Measures

Parking and road management

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Proportion of resident drivers who are members of car share schemes	%	27.91	35.12	-	36.54	37	39.3	40.7	40.7	Continuing to increase.	Indicator Only
Number of car share bookings	No.	230,113	233,527	-	57,720	62,410	63,049	56,458	239,637	New car share operator Popcar commenced reporting in April.	Indicator Only
Number of residents who are members of car share schemes	No.	35,434	45,126	-	47,017	48,393	50,665	52,529	52,529	Continuing to increase.	Indicator Only
Length of streets across the local government area with a speed limit of 40km/h or less	Km	164.3	165.6	-	172.52	238.38	238.38	271.59	271.59	Local roads within Pymont, Ultimo, West Paddington, Camperdown, Newtown, Darlington and Surry Hills are now 40 km/h. Due to Pop-up Cycleways in response to Covid-19 Moore Park Road, Fitzroy Street between Nicholas St (Surry Hills) and Oxford St (Moore Park), Bridge Street, Railway Parade, Henderson Road between Ashmore St (Erskinville) and Mitchell Rd (Waterloo), Sydney park Road between Princess Hwy (St Peters) and Mitchell Rd (Erskinville), Dunning Ave between Gardeners Road (Rosebery) and Epsom Rd (Rosebery) are now 40 km/h. Bridge Road and Pymont Bridge Road between Parramatta Road (Annandale) and the Western Distributor (pymont) and Oxford Street from College St and Bourke St is now 40 km/h. The Crescent, Minogue Crescent, Ross Street between Link Road (Rozzelle) and Bridge Road (Forest Lodge) is now 50 km/h.	Indicator Only

Roads maintenance

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	38,402	32,785	25,000	16,746	820	3,510	7,945	29,021	Annual Target Exceeded With Additional Stimulus Works	On Track

Traffic calming

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming (PCTC) plans	No.	6	8	6	0	1	3	2	6	Annual Target Achieved	On Track

4 A city for walking and cycling

A safe, comfortable 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	53	Construction of raised crossings on Wigram Road, Forest Lodge and Maddox Street, Alexandria were completed providing safety and accessibility improvements on regional cycle routes. Safety improvements on Kent Street cycleway, Sydney have also been completed.	On Track
Major Programs	Progress To Date			Status
Walking				
Deliver the Central Business District Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.	The Central Business District Streetscape Improvement program is complete for financial year 2019-2020.			On Track
Cycling				
Complete the City's high priority regional routes, with separated cycleways where possible.	Construction of separated cycleways along high priority regional routes are complete this financial year along Epsom Road, Wilson Street and Burren Street. Construction of Lawson Street is underway and should be complete by the end of August and is one of four NSW Government funded projects. The other three funded projects are on track to start construction in July; Liverpool Street western link, Chalmers Street link and Saunders Street and Miller Street. Design consultancy is underway for Castlereagh Street north, Ashmore Precinct links, Mitchell Road and Huntley Street. In addition the City and TfNSW are undertaking a joint initiative to install about 9km of pop-up separated cycleways on high priority routes as a key element of the NSW Government's Covid-19 transport response.			On Track
Partnerships				
Work with neighbouring councils, State and Federal Governments to implement the Inner Sydney Regional Bike network.	The City and TfNSW are jointly installing approximately 9 km of separated pop-up cycleways across the City of Sydney as a key element of the NSW Government's Covid-19 transport response. The City is also participating in fortnightly TfNSW hosted sub-working group meetings to collaborate on the development of a prioritisation framework and design guidelines for the Principle Bike Network.			On Track
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, pedestrian lighting, access ramps, green verge, cycleway upgrades and new footways is continuing on the Liveable Green Network routes.			On Track

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, and Liveable Green Network routes throughout the Local Government Area.	The City has continued to advocate for pedestrian priority in the city centre via the City Centre Action Plan. This includes reduced waiting times, improved space and improved quality of the public domain for people walking. This is particularly important as people return to work as part of our Community Recovery Plan from Covid-19. Improved priority at crossings will reduce pedestrian crowding at signalised intersections and support physical distancing requirements.	On Track
Cycling - City centre		
Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	During 2019-20, Transport for NSW has <ul style="list-style-type: none"> - given approval and funding for the construction of Liverpool Street link to Darling Harbour - given approval and funding for the construction of Chalmers Street link to Prince Alfred Park - given approval and funding for a pop-up cycleway in Pitt Street, between King Street and Circular Quay - given approval in principle for a cycleway on Castlereagh Street, subject to South East Bus Plan changes - not yet reached agreement for a cycleway on King Street between Clarence and Castlereagh Streets. 	On Track
Partnerships		
Collaborate with the State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project.	Section 115 approvals to temporarily close southern George Street are underway, with consent anticipated in mid July. Planning for physical works to support these closures is on track and will commence on site on 14 July. A Funding Deed from the NSW government is ready for execution. Two grants totalling \$1.1M have been submitted to the NSW Department of Planning, Industry and Environment (DPIE) for consideration.	On Track

4.3 The number of people who choose to walk and cycle continues to increase.

Major Programs	Progress To Date	Status
Modal shift		
Promote the benefits of walking and cycling.	<p>The City and Woollahra Council jointly gave a grant to Cycling Without Age, launched in July 2019, giving residents of some local aged care homes the opportunity to get taken for bike rides.</p> <p>There were 280 entries to the Sydney Rides Photo competition and finalists were displayed at an exhibition in Paddington Reservoir Gardens during October. The Bike to Books Art Competition for children at libraries drew many entries and winners are on display on cycleway decals.</p> <p>From September to November Sydney Rides 2019 included 40 family friendly events including The Big Adventure in Sydney Park, Ride to Work Day, Spring Cycle and Light the City. The events encouraged over 20,000 people to walk or ride for the occasion.</p> <p>The City offered Cycling in the City for commuters ebike training through employers, conducted try-a-bike sessions near workplaces in South Eveleigh and Darling Square, and promoted walking and cycling at activations for the State Library and Deloitte.</p> <p>We held adult cycling and bike maintenance courses and balance bike clinics for young children to learn to ride.</p>	On Track

The City also held 81 Share the Path on site education sessions where we distributed almost 3,000 Sydney Cycling Guides.

Following Covid-19 precautions, the City maintained critical promotion activities associated with safety in congested recreational areas.

Walking and cycling for leisure

Lead and/or support events celebrating and focusing on walking and cycling. Promote attractive routes and open spaces.

From September to November Sydney Rides 2019 included 40 family friendly events including The Big Adventure in Sydney Park, Ride to Work Day, Spring Cycle and Light the City. The events encouraged over 20,000 people to walk or ride for the occasion.

On Track

There were 280 entries to the Sydney Rides Photo competition and finalists were displayed at an exhibition in Paddington Reservoir Gardens during October. The City ran try-a-bike sessions near workplaces in South Eveleigh and Darling Square during October. Due to Covid-19 health restrictions, we are not planning any major events for the near future.

Behaviour

Monitor walking and cycling participation and trips, attitudes and safety.

The bike count in October 2019 showed an 8% increase in bike trips since the previous October. The March 2020 bike count fell in the first week of Covid-19 lockdown, resulting in a 26% decrease compared with October. However, from the permanent bike counters we can see that bike trips have since increased, showing strong resilience, and have even significantly increased in some areas.

On Track

A survey of residents of inner Sydney during Covid-19 restrictions found a high level of support for creating more space for people walking (75 percent) and cycling (72 percent). Also, 60 percent of residents support reducing vehicle traffic in their area and 69 percent of people think that measures should be taken even if it means slightly longer car journeys.

City staff continue to monitor and respond to safety concerns and incidents.

Ensure all road and path users have information and training available that enables them to exhibit the correct and safe behaviours.

During 2019/20:

- 142 adults completed the cycling course
- 119 adults attended the bike maintenance course
- 60 staff completed the staff cycling course
- 125 school children did the schools cycling course
- 2010 young children attended the balance bike clinic
- 81 Share the Path on site education sessions were held, at which 2935 maps were distributed, 805 bells were attached, and 1048 bikes got tuned-up

On Track

In Quarter 4, due to Covid-19 health restrictions, group courses were suspended and 91 adults completed an adapted one-on-one cycling course, designed to enable essential workers to learn to ride to work safely.

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		
Encourage the use of walking and cycling for commuting to work in the city area.	<p>The City promoted Ride to Work Day and had an activation at Union Square to reward and encourage riding to work.</p> <p>The City offered Cycling in the City for commuters ebike training through employers, ran try-a-bike sessions near workplaces in South Eveleigh and Darling Square, and promoted walking and cycling at activations for the State Library and Deloitte.</p> <p>City staff have also been working with Google maps to help them fix their bike directions data and distributed thousands of maps.</p> <p>The City ran 81 Share the Path on site education sessions which provided 1048 free bike tune-ups.</p>	On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Length of separated cycleways provided annually	Km	0.27	0.31	0.47	0	0.89	0.94	1.06	2.89	The focus has been on separated cycleway projects this year, so while we are well ahead of the target on separated cycleways, there have only been a few small on-road improvements at the same time. These include Burren St (Wilson St - Albert St), Campbell Rd (Bourke Rd - Barwon Park Rd)	On Track
Length of on-road cycleways provided/upgraded annually	Km	2.15	2.35	2.6	0.08	0	0.01	0.61	0.7	The focus has been on separated cycleway projects this year, so while we are well ahead of the target on separated cycleways, there have only been a few small on-road improvements at the same time including Maddox St and Bourke Rd bike priority crossing, Kent St resheeting (Market-Druitt)	Attention Required
Length of shared paths provided/upgraded annually	Km	2.4	0.06	2.4	1.5	0.5	0	0	2	In Q1 work completed includes Bridge Rd, Pyrmont Bridge Rd, Wattle St & William Henry St; new shared paths including bike lanterns and providing missing signalised pedestrian crossing. In Q2 work included portions of Joynton Ave, Epsom Rd, Chalmers St, Wilson St (associated with completed separated cycleway projects). No shared paths were completed in Q3 or Q4.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney	%	1	7	-	-	8	-	(26)	(26)	The March 2020 bike count occurred in the first week of Covid-19 lockdown, resulting in a 26% decrease compared with October.	Indicator Only

However, from the permanent bike counters we can see that bike trips have since recovered, showing strong resilience, and have even significantly increased in some areas.

Number of attendees at cycle safety courses	No.	348	167	-	58	17	37	121	233	Increased demand during Covid-19 restrictions, managed by temporary one-on-one courses	Indicator Only
Footpaths											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway renewed program	m2	14,684.19	14,392	10,000	694	1,414	2,060	6,825	10,993	Annual Target Exceeded With Additional Stimulus Works	On Track
Footway replaced by green verge	m2	3,078.88	2,448	2,000	15	464	508	1,378	2,365	Annual Target Exceeded With Additional Stimulus Works	On Track
Granite infill project - paving	m2	2,206	1,054	900	190	735	0	75	1,000	Annual Target Exceeded Within Budget	On Track

5 A lively and engaging city centre

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.

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 Programs	Progress To Date	Status
Public Domain Planning		
Continue to develop Public Domain Plans for the City Centre and accompanying Implementation Plans.	Draft public domains plans for Town Hall precinct and City South (Central Station) precinct are nearing completion. Arising from City North Public Domain Plan design development and cost planning is underway for Loftus Street and Martin Place.	On Track
Safety		
Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.	The city has joined the Cross-Precinct Security & Counter Terrorism Working Group. Meetings were scheduled for late March, however with everyone focussed on crisis management and maintaining business continuity during this challenging time, the meeting was postponed.	On Track

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

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.	Chinatown Public Domain Improvement works with City Design to be scoped and programmed. The Sydney Harbour Bridge Southern Cycleway (formerly Harbour Village North Cycleway) will be delivered by Transport for NSW, The City is currently managing the design development in consultation with relevant stakeholders and government bodies.	On Track
Planning		
Develop and implement a CBD Activation Policy and Guidelines.	The objectives that were outlined for this Activation Strategy project have been addressed in both the Gehl Public Space, Public Life review as well as work in progress on Sustainable Sydney 2050. As both of these areas of work have progressed in advance of the Activation Strategy, the Activation Strategy is no longer required.	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		
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 Business Innovation Space project continued to progress. The Request for Proposal was sent to the four finalists from the Expression of Interest (EOI) stage in June. This project will deliver over 3,800 sqm affordable space at Circular Quay to support the tech startup sector.	On Track
Tourism provision		
Work in partnership to develop tourism infrastructure in the city centre including Wi-Fi and information kiosks.	Tourism has been significantly impacted by the pandemic. Future recovery planning will take into consideration recommendations from the Visitor Modelling Research.	On Track

Develop and deliver programs that provide visitors with information in the city centre such as the Cruise Ship Ambassador Program.

Tourism has been significantly impacted by the pandemic with Visitor Services suspended from 17 March 2020. For the period July 2019 to March 2020, the City's Ambassadors greeted 69 international cruise ships assisting 14,872 passengers and the Roaming Ambassadors assisted 83,263 visitors across Circular Quay, Rocks, Town Hall, Hyde Park and Darling Harbour precincts.

On Track

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

Major Programs	Progress To Date	Status
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City centre creative activity

Deliver operational activities to support busking in the City.	The new Busking and Aboriginal and Torres Strait Islander Cultural Practice policy has been implemented and the City continues to monitor the emergence of new busking pitches along the George Street light rail corridor. However, since March 2020 Covid-19 health restrictions have limited activities in the public domain and the City was unable to support buskers to operate. We await government advice regarding recommencing normal operations.	On Track
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Public art

Implement the City Centre Public Art Plan.	Lara Schnitger's artwork "Patchwork of Light" was successfully completed in March 2020 and is installed in Reiby Place. A second laneway artwork is underway and due for completion early 2022.	On Track
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5.S.1 Performance Measures

City centre public life

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the city centre (total)	m2	2,551.46	2,598.82	-	2,346.76	2,195.92	2,188	2,273.74	2,273.74	Note Business Support Package responding to Covid 19 - Footway Fee waiver commenced on 20 March 2020	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 Programs	Progress To Date	Status
Learning and Creative Programs		
Deliver a welcoming cultural program within relevant City cultural venues.	<p>In 2019/20 a total of 1,155 face to face programs were delivered across the City’s nine libraries and the Pine Street Creative Arts Centre. These included 126 events to stimulate creative participation, 178 events to support digital citizenship and 851 events to build social connection, resulting in a total of 31,558 adults, youth and children in attendance.</p> <p>Program highlights include the launch of a Makerspace at Darling Square, the launch of the ‘City Dialogue: public art and the Biennale of Sydney’ exhibition and ‘Developing Sydney: capturing change’, the National Young Writers Festival launch and youth Poetry Slam heats, the Lawn Library at Redfern Community Centre and the introduction of Pine Street Creative Arts Centre programming across a number of City venues including community centres to increase accessibility to the City’s creative participation programs.</p> <p>The Covid-19 pandemic greatly impacted the City’s cultural programming and venues during this period, with all programming suspended and venues closed from mid-March in response to the pandemic. Programming transitioned to online and included the development and delivery of Adobe Creative workshops, Youth Curator workshops and a virtual tour of the ‘Developing Sydney: capturing change 1900-1920’ exhibition. A total of 18 creative and digital online programs were delivered and 16 storytime and rhymetime videos were produced, including Auslan and Bilingual sessions, with over 6,200 views.</p>	On Track
Public Domain		
Maintain and enhance public domain across the local government area through an ongoing program of improvement works.	Program is integrated into the various footpath, greening, lighting, street furniture and Pedestrian, Cycling and Traffic Calming (PCTC) programs delivered across the City.	On Track
Green Square		
Delivery of new community/cultural facilities, public domain and infrastructure to a high standard in Green Square.	<p>The City continues to implement a network of new streets, infrastructure upgrades, community facilities, open spaces and pedestrian/bike links in line with the City’s public domain strategies, design codes and technical specifications. These works are of a high standard and designed to achieve high environmental performance, amenity and active and public transport.</p> <p>The Green Square Library and Plaza opened in October 2018 and have been awarded several architecture awards, including most recently the Sir Zelman Cowen Award for Public Architecture at the 2019 National Architecture Awards.</p> <p>Dyuralya Square opened in March 2019 and has been awarded the NSW 2020 Australian Institute of Landscape Architects (AILA) award for Landscape Architecture, Parks and Open Space category.</p> <p>Gunyama Park Aquatic and Recreation Centre is under construction and planned for completion in end 2020. The Drying Green Park is under construction and planned for completion in mid-2022.</p>	On Track

City Spaces recorded a total of 594,189 attendances at the City's 13 staffed community facilities, programs and events. This included 820 programs to promote and support inclusion and diversity, with 771 programs out of 820 accessible to people with a disability. A total of 14,874 bookings were taken across the City's 13 staffed and 28 unstaffed City Spaces, with 1,729 bookings at self-help rates, and 9,027 at community rates. This represents a 15 per cent increase in bookings at community rates over the same period last year.

Meals on Wheels continued to be provided throughout the pandemic, and in 2019/20 staff delivered 35,056 meals to 237 clients, and provided 246 hours of assessment and 1,212 hours of care coordination, including 131 home visits. Community Transport provided 13,796 passenger trips and 353 community bus hires.

Highlights include:

- 30 programs and events for international students as part of the City's International Student Leadership and Ambassador Program, engaging 1,359 people.
- A suite of eight online programs and events celebrating Refugee Week, delivered in collaboration with the Refugee Council of Australia, engaging 751 people.
- 473 people participating in 3 LGBTIQ programs and events that raise awareness and connect isolated members of the LGBTIQ community, including Wear It Purple, Transgender Day of Remembrance and the Silver Sessions Program.
- 460 attendances at three online Youth Fest programs and events, engaging young people in education, recreation and wellbeing activities.
- 307 attendances in 13 capacity building workshops as part of the Connect Sydney and Strata Skills 101 programs.
- 799 people attended free talks at community centres on topics including health and wellbeing, safety and financial security
- 220 programs or events that featured Aboriginal and Torres Strait Islander content were held across the City's community centres
- 34,430 attendances at community lunch and dinner activities and other food programs at the City's community centres

Deliver programs that support community safety.

The City delivers a range of initiatives to increase actual and perceived safety in Sydney. This included delivering safety campaigns, community events and capacity building initiatives delivered in partnership with NSW Department of Communities and Justice, NSW Police, Health, non-government agencies and community leaders. In the period July 2019 to June 2020 the City delivered 18 community safety initiatives, including crime prevention campaigns and emergency response programs.

On Track

The impact of Covid-19 has seen increasing numbers of people significantly disadvantaged financially, emotionally and physically. These impacts have resulted in many residents struggling to access food and other essential items. The City has coordinated a food relief response in collaboration with over 60 agencies, private business and local volunteers to ensure those who need access to food in Sydney can get it. Over 20,000 meals and 1,500 hampers per week are being provided through a diverse distribution network.

As part of this, City staff building on the expertise and safety practices of Meals on Wheels and the home library network have established a temporary Home Meal delivery service. Residents are being referred through the City's community hotline and local services. This program is being delivered in partnership with OzHarvest who have utilised the City's \$1 million donation to adapt their service delivery model to include cooked meals and vouchers for local supermarkets. The temporary program is designed to support vulnerable residents who do not have the ability to access food at collection points or local support services. Over 1000 meals were provided in the period.

A dedicated community hotline has been set up to ensure people who contact the City can get access to the help they need. City staff are linking vulnerable individuals and groups to a network of over 60 agencies providing food support in the City. This is being coordinated through a central steering committee and operational group and is majorly supported with resources from OzHarvest who have utilised the City's \$1 million donation to adapt their service delivery model to meet increasing food insecurity need.

Social Justice

Develop an advocacy map and delivery plan for promoting social justice, community resilience and cohesion.

The City of Sydney made a submission to the NSW submission to the Parliamentary Enquiry into Homelessness advocating for the importance of increased investment in social and affordable housing models and a greater focus on preventative measures. The City made a submission to the Community Schemes Law Reform advocating for laws supporting social sustainability outcomes in collective residential ownership schemes.

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.

All demographic, visitor and sector data updated to latest releases on the City's LEARN and BUSINESS pages on the website. Floor Space and Employment Survey data added to the City's Data Hub (Open Data) for use by businesses and other organisations.

On Track

Support small business

Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business.

The City promoted local village economies and profiled businesses through its marketing strategy #sydneylocal. Since its launch in late 2017, the #sydneylocal campaign has reached more than 18 million people and profiled more than 7,000 local businesses, with 40% of featured businesses participating in the night time economy. Since the beginning of March 2020, the City has been working with Time Out to promote high street businesses who have been heavily affected by Covid-19 and successfully pivoted business models in order to keep trading until lockdown restrictions were lifted. The 3-month campaign "Rediscovering Sydney" delivered online area guides highlighting these businesses and calling on local residents to actively support them.

On Track

The City also activated local precincts through its financial support for village festivals including Pyrmont Food & Wine Festival (September 2019), Walsh Bay Arts Table and Free Live Jazz, Walsh Bay (October 2019), Antenna Documentary Film Festival in Glebe (October 2019), Ostravaganza (Feb 2020), Picnic in the Park (Feb 2020), and Surry Hills Live - a series of live music events that successfully pivoted to online streaming events to support artists and musicians (March/April 2020)

The City also supported major events including Vogue Fashion Night Out (September 2019) which saw over 200,000 shoppers to Pitt Street Mall. The average spend on the night was \$244 (25% increase year on year). A total of 208 retailers participated in the event. The City also provided support for a new annual event called Delicious Month Out. The month-long event was held in March 2020 and was well received by the local hospitality industry. The festival engaged more than 200 local businesses who participated with unique offers, special dishes and discounts.

The City also provided annual funding 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 and networks.

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.	Ongoing social planning and strategy advice is being provided to support future community infrastructure needs and requirements across City and State Government project. For example; the Waterloo Estate redevelopment and Waterloo Metro site, Council-led rezoning sites such as Franklyn Street and Cowper Street Glebe, Explorer Street Eveleigh and Elizabeth Street Redfern and the Pyrmont Place Strategy.	On Track
Community well-being		
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.	<p>The City provided 63,830 sessions of care across the 10 education and care services, including 23,666 sessions that were provided at a discounted fee, reduced fee or free. To date, services have supported 1,020 children.</p> <p>The City's education and care services have supported essential workers through Covid-19 by continuing to operate long day care, occasional care, pre-school and outside school hour's care.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> * Encouraging children's community participation through various excursions including Power House Museum, Local libraries, the Zoo and a range of theatre productions • Supporting 212 vulnerable children access after school care and recreational programs through the City's free outside school hours care services. • Enhancing children's understanding of cultural diversity and inclusion through participation in a wide range of activities including, NAIDOC week events, Aboriginal Language classes and cultural dances. • Increased learning in sustainability through participation in food waste collection and reuse and recycle projects. 	On Track
Support a diverse, inclusive and accessible range of community programs and projects through community facilities.	<p>The Covid-19 pandemic prevented the City from providing our normal community programs and events due to health order requirements, including services offered through community centres and social programs. Public health orders implemented in response to the pandemic also required the suspension of some services from 26 March with the closure of all community centres and community venues for hire. Initial resumption of services commenced on 22 June, with community centres opening during limited hours each week to ensure community and staff safety. An alternative service delivery model has been introduced to provide classes and programs online wherever possible. Staff delivered 41 online programs and events, with 1,122 participants taking part including 392 parents who participated with their babies and toddlers. Six online programs were delivered to support increased digital literacy skills, and two targeted webinars were delivered to support parents and young people to develop healthy digital habits during physical distancing restrictions.</p> <p>The City offered 820 instances of programs across the City's 13 staffed and partially staffed community facilities, with 771 accessible to people with disability, 44 designed to increase digital literacy and inclusion, 214 instances of environmental programs and activities, and over 114 exercise and fitness activities. A total of 11,989 bookings were made by groups in unstaffed community venues, an increase of nearly 13 per cent over the same period last year, with 8,006 at community rates, which represents an increase of 14 per cent over the same period last year.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 82,159 attendances at sports competitions at Ultimo Community Centre and King George V Recreation Centre • 48,148 attendances for gym use and exercises classes at the City's 3 community fitness centres • 22,254 attendances at other fitness and leisure programs offered across City Spaces and 3,487 attendances at sports coaching programs • 120,208 attendances at health and wellbeing programs targeting city workers, people experiencing homelessness, mental health issues or substance use issues, refugees, seniors, young people and people with disability 	On Track

- 362,047 attendances at targeted initiatives to improve community health and wellbeing
- 29,372 people participated in 'drop in' casual sports sessions at King George V Recreation Centre, Maybank Community Centre and Ultimo Community Centre
- 1,007 individual bookings were made for sporting activities at the Peter Forsythe Auditorium, with 441 (43.7%) organised by local community groups
- 4,060 attendances at "Parents and Bubs" gentle exercise classes offered at six community centres.
- 540 attendances at the City's School Holiday Program.
- 465 people attended free talks on health and wellbeing topics across the City's community centres

Community Facilities Delivery

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

Opportunities to acquire properties for investment and open space are considered as they arise.

On Track

Parks and recreation facilities

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

The City's sports facilities program includes:

- Cook+Phillip Park Pool change rooms and reception upgrade - completed 2019
- Gunyama Park synthetic sports field - 2020
- Gunyama Park Aquatic Recreation Centre - 2020
- Perry Park Recreation Centre (Stage 2) 2021
- Alexandria Park synthetic sports field and sports courts- 2021
- The Crescent synthetic sports field 2022
- Perry Park synthetic sports field (Stage 3) 2023
- Huntley Street indoor sports courts - 2023
- Sydney Park skate facility, Alexandria- 2020 - construction expected to be complete and facility open in September 2020.
- The Crescent skate facility, Glebe- 2020 - construction commenced July 2019, new contractor appointed and work recommenced in June 2020.

The construction of a new outdoor fitness area at Waterloo Park was completed in July 2019. Construction of new outdoor fitness area at Pirrama Park is underway and expected to be complete by end of 2020. A new outdoor youth space constructed and managed by Mirvac opened in September 2018 at Australian Technology Park. This includes new outdoor fitness area, new skate park and refurbished multipurpose outdoor courts.

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		
Refer to 6.3.2 "Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business."	Refer to report under 6.3 Small business.	On Track
Social strategy, research and planning		
Monitor Community Wellbeing Indicators to identify change and wellbeing trends in the community.	There have been no updates to the Community Wellbeing Indicators (CWI) in the past six months. The existing CWI data has been used to inform the Cultural strategy, Social Policy & Programs, Safe City, City Communications, Apartment Living Survey development, Night Time Economy dashboard development, and the UNSW Myplace Survey. The City undertook a Covid-19 residents survey, which aligned with the CWI. This was used to aid the Community Recovery Plan.	On Track
Emergency Planning		
Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, respond and recover from emergencies.	The City continued to coordinate the activities of the Local Emergency Management Committee (LEMC), including the review of response plans, emergency management briefings, and emergency exercises. Outcomes include, engagement of AECOM to undertake an assessment of resilience risks facing the City of Sydney LGA to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan. The City and LEMC continue to participate in the Resilience NSW Disaster Preparedness Program. The LEMC has been activated to support the local emergency response and recovery to COVID-19.	On Track
Customer service		
Effective and efficient delivery of relevant information and services that meet community needs.	Community information was developed to assist community members navigate the changes to services and operating times for facilities impacted by the Covid-19 shut down and recovery. A new City Concierge service was implemented to assist small business with information relating to grants and other financial assistance, and the Community Hotline was implemented to assist vulnerable community members through Covid-19.	On Track

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the Village Centres	m2	4,620.88	3,646.76	-	3,624.1	3,736.79	3,178	3,021.06	3,021.06	Note Business Support Backage re Covid 19 - Footway Fee waiver commenced on 20 March 2020	Indicator Only
Value of economic grants approved by the City of Sydney	\$ '000	923.46	1,023.59	-	692.1	508.53	118.55	2,337.59	3,656.77	This year 341 Economic Local Grants were approved by Council for a total of \$3,656,768. These projects were awarded through the City's Festivals and Events Sponsorship (Village and Community), Business Support Grant programs, Covid-19 Relief Grants, Matching Grants, Venue Support and Knowledge Exchange Grants. This includes 214 Small Business Grants for Covid-19 relief.	Indicator Only

Libraries and learning

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of active library memberships	No.	55,757	73,232	-	75,642	80,930	86,700	86,048	86,048	The increase in membership for the year follows the launch of Darling Square library. In response to Covid-19 the library introduced online membership during Q4, allowing residents of the City of Sydney to join and immediately access e-resources and online content.	Indicator Only
Total number of items accessed from Libraries (physical and digital)	000	1,357.65	1,552.8	-	442.35	432.54	423.15	172.4	1,470.43	The Covid-19 pandemic prevented the City from providing our normal Library services due to health orders. Digital access to some library items increased and the home library service was maintained.	Indicator Only
Attendance to libraries	000	1,098.64	1,319.71	-	347.45	464.49	451.44	3.34	1,266.72	All libraries were closed from end of March due to Covid-19. Libraries began to reopen from 18 May with strict access conditions in limited sites. At 30 June five libraries were open limited hours and with limited services.	Indicator Only

Child & Family Services

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of children supported through City operated Children's Services	No.	1,108	1,108	-	733	69	193	25	1,020	The data measures children enrolled in care at the beginning of the financial year, and	Indicator Only

										additional new enrolments occurring during the year.	
Number of operational Early Education and Care places (long day care, occasional care and preschool) in the City of Sydney	No.	-	-	-	-	-	-	7,001	7,001	The methodology for measures relating to childcare places and sessions of care changed in 2019/20. There is, therefore, no previous data for this measure.	Indicator Only
Number of sessions of care provided at the City's Education and Care Services (long day care, occasional care, preschool, out of school hours care)	No.	-	-	-	19,721	17,543	14,875	11,691	63,830	The methodology for measures relating to childcare places and sessions of care changed in 2019/20. There is, therefore, no previous data for this measure.	Indicator Only
Number of discounted and free sessions of care provided at the City's Education and Care Services (long day care, occasional care, preschool, out of school hours care)	No.	-	-	-	4,714	4,188	3,547	11,217	23,666	The methodology for measures relating to childcare places and sessions of care changed in 2019/20. There is, therefore, no previous year's data for this measure. During Q4 there was a significant increase in free care offered to families Due to the COVID-19 relief packages offering free child care and outside school hours care to families between April and July.	Indicator Only

Community health and well-being

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Attendances at targeted initiatives to improve community health and wellbeing	No.	-	517,859	-	119,311	136,479	106,257	10,371	372,418	Attendances for Q4 were significantly lower due to Covid-19 public health orders.	On Track
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	98	96.5	85	100	95	95	0	72.5	There was no usage of sports fields during Quarter 4 due to Covid-19 public health orders.	Attention Required
Area of parks and open space managed by the City of Sydney (measured annually)	ha	202	209.8	191	-	-	-	211.9	211.9	2.9 hectares including 1 neighbourhood park, 2 pocket parks and 198 streetscapes and landscaped traffic treatments.	On Track
Attendances at aquatic and leisure centres	000	1,705	1,643	-	303	422	450	4.75	1,179.75	Pools closed April & May due to Covid-19 restrictions. Figure is only for June when pools re-opened.	Indicator Only
Total Occupancy % Perry Park Recreation Centre	%	-	-	-	62.8	57.2	51.2	43	43	Centre closed from 20 March due to Covid-19 pandemic and Government advice. Centre reopened from 22 June under a phase 1 approach, which includes opening from 12pm-7.45pm Monday to Wednesday with centre restrictions in place. Figure submitted is based on Covid restricted opened hours.	Indicator Only
Total occupancy % of the City's outdoor tennis courts	%	-	-	-	45	52	59.5	69.89	69.89	Occupancy higher than normal. Large demand for casual tennis over Quarter 4 as they were one of the few recreation activities which could operate with restrictions.	Indicator Only

Social Programs and Services

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of meals provided through the City's Meals on Wheels service	No.	53,779	37,655	-	8,853	8,742	8,423	9,038	35,056	This figure for this year is consistent with the downward trend in previous years.	Indicator Only
Total bookings of City Spaces facilities and venues	No.	18,553	20,003	-	5,442	5,273	4,159	0	14,874	No bookings in Q4 due to Covid-19 public health orders.	Indicator Only
Total overall attendance at City Spaces	No.	821,590	896,443	-	223,671	218,021	157,508	5,292	604,492	Reduction in Q4 due to Covid-19	Indicator Only
Percentage of people surveyed accessing City programs and services who report an increase in their connectedness to the community	%	87	80	-	-	-	-	94	94	The survey was conducted in June 2020	Indicator Only
Percentage of people surveyed accessing City programs and services who report an improvement in their physical health	%	88	85	-	-	-	-	83	83	The survey was conducted in June 2020	Indicator Only
Percentage of people surveyed accessing City programs and services who report an improvement in their social wellbeing	%	89	89	-	-	-	-	81	81	The survey was conducted in June 2020	Indicator Only
Value of social grants approved by the City of Sydney	\$ '000	2,486.34	2,696.67	-	2,146.71	922.71	463.71	2,998.37	6,531.49	Increase in Q4 due to introduced Covid-19 relief grants.	Indicator Only
Value of revenue forgone by the City through the accommodation grants program – leases for social initiatives	\$ '000	3,155.71	2,907.42	-	728.71	666.98	918.37	709.97	3,024.03		Indicator Only
Number of programs/events delivered that promote social inclusion and connection	No.	975	1,129	-	314	312	271	89	986	Reduction in Q4 due to Covid-19	Indicator Only
Number of passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	21,255	18,825	-	4,737	3,946	3,500	1,613	13,796	Reduction in Q4 due to Covid-19	Indicator Only
Total number of bus hires through the City's community bus-hire scheme	No.	563	533	-	117	105	87	44	353	Reduction in Q4 due to Covid-19	Indicator Only
Percentage of people surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity	%	89	86	-	-	-	-	84	84	The survey was conducted in June 2020	Indicator Only

Total bookings of City Spaces facilities and venues at community rates	No.	10,376	10,530	-	3,610	2,964	2,453	0	9,027	No bookings in Q4 due to Covid-19 public health orders.	Indicator Only
Total value of subsidies provided through the City's community bus-hire scheme	\$	-	-	-	11,914	14,524.25	9,435	3,047	38,920.25	The methodology for this measure changed in 2019/20. There is, therefore, no previous data.	Indicator Only

Companion animals

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded (less is better)	No.	152	216	-	32	33	53	24	142	There were 19 dogs and 5 cats impounded in Q4.	Indicator Only
Dog attacks	No.	155	140	-	39	32	42	32	145	There were 32 reported dog attacks in Q4.	Indicator Only
Dog declared menacing/dangerous	No.	3	3	-	0	0	1	2	3	There were 2 dogs declared menacing in Q4.	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 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.	<p>The annual Australian Life and Little Sydney Lives photographic exhibitions were held in Hyde Park. A total of 798 people submitted 1,400 photographs to the competition, with entrants representing every state in Australia. The exhibition displayed 28 finalist images, with the first prize awarded to NSW photographer Dominic Lorrimer for his image Haka.</p> <p>Branch Nebula presented DEMO for Art & About Sydney. This new street style performance work fused skateboard, BMX, parkour and dance in a tightly choreographed performance within a set of portable ramps located in Customs House Square. The work attracted an audience of 1,600 people during the season.</p> <p>Jessica Wilson, Ian Pidd and Nicola Gunn presented Passenger for Art & About Sydney. This project was a theatrical piece inside a moving suburban bus taking the audience on an hour long performance through the streets of Sydney. The work involved 700 people viewing the performance over 20 shows, which involved seven artists and 15 creatives.</p> <p>untitled (maraong manaouwi) was presented by Wiradjuri artist Jonathan Jones and Sydney Living Museums at Hyde Park Barracks from 20 February to 15 March. The artwork comprised an emu footprint/broad arrow design created across the 2,500m2 of Hyde Park Barracks courtyard. A total of 20,120 people viewed the installation, 3,216 attended the associated event program of talks, workshops and demonstrations. The work involved 23 creatives and 13 artists.</p> <p>Approximately 150,000 viewed existing murals created for Art & About including works by Max Berry, Georgia Hill, Ash Keating and Numskull as well as the Gadigal Mural at the Australian Centre for Design.</p>	On Track
Deliver hoardings activation program throughout the City.	<p>The Creative Hoardings program requires builders and developers to use Site Works, Bespoke artworks or Historic images to improve the visual impact of construction sites in the City.</p> <p>In September 2019, the City commissioned and launched a suite of 10 new artworks created by Australian artists, each with 20 licenses, as part of its Site Works program. The program provides opportunities for artists to gain exposure through showcasing their work at a large scale in highly visible locations. Of the new suite, a total of 43 licenses for installation in the public domain have been approved, including 18 during this period.</p> <p>The City continues to approve the display of Historic images at locations across the City.</p> <p>Two Bespoke hoarding designs, one featuring images of the work of architect Harry Seidler and another a collection of contemporary murals painted by Australian artists were approved this period.</p>	On Track
Delivery of permanent and temporary art projects in the public domain including Green Square.	Lara Schnitger's Patchwork of Light artwork in Reiby Place was installed in March 2020. A second laneway artwork is in development and due for installation early 2021.	On Track
Living History		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	History Week was marked in September 2019 through a series of talks that were well-attended. The final weekend of the exhibition Cartographica coincided with History Week and a series of exhibition tours for the public were led by the City. A travelling exhibition of Cartographica was hosted at Joynton Avenue Creative Centre.	On Track

A new walk for the Sydney Culture Walks app 'The Stranger's Guide: Sydney 1861' was curated and released in August 2019. This walk is based on an 1861 tourist guide and allows users to re-imagine the historical landscape of early Sydney.

The exhibition "Developing Sydney: Capturing Change 1900-1920" was transformed into an online exhibition in May, as well as being installed in Customs House levels one and two. The exhibition features photographs reproduced from the City Archives unique collection of glass plate negatives. The opening of the exhibition has been delayed due to Covid-19.

Face-to-face public programs are on hold since March due to Covid-19. Two talks hosted by the History Council of NSW have been presented using remote technology. During Covid-19, the historians have fielded numerous media inquiries about the Spanish Influenza in 1919. Staff expertise and the City's collections also featured in an ABC TV Australian Story episode about the Spanish Influenza.

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		
<p>Deliver cultural venues infrastructure and liaise with providers to conduct programs.</p>	<p>107 Projects (107), head tenant of Joynton Avenue Creative Centre continued to welcome additional tenants into the creative offices throughout 2019/20. Prior to the Covid-19 pandemic the creative offices were 100% occupied. 107 has retained the majority of the artists, creative businesses and small creative organisations occupying the offices by providing increased subsidies to those affected by the pandemic. 107 received funding through the NSW Government's 'My Community Project' initiative enabling them to provide 78 days of events and activities at the Centre throughout 2020. Following its launch in January 2020, the program, designed to engage the local community and establish the cultural hub, delivered on average three events, social nights or activities per week. 107 has been unable to deliver most of their in-person programming at the centre from the end of March 2020 due to the Covid-19 restrictions. 107 instead provided a selection of online and at-home programs delivered by artists, small creative organisations and some tenants from the centre during this period.</p> <p>Brand X, the head tenant and operator of the upper floor of the East Sydney Community and Arts Centre operated the facility at an average of 78% capacity for the first three quarters of the year. The Covid-19 pandemic prevented Brand X from operating the rehearsal space from late March until June 29 but during this time they delivered a number of their Artist-to-Artist training sessions in an online format, allowing artists to share skills and technical knowledge with each other. Brand X's Flying Nun Program, showcasing the work of the performing arts residencies within the centre invested in 26 new performance works, attracting 1,715 audience members to generate over \$23,000 in profit for participating artists. Brand X also invested in the first hearing impaired theatre production during season four of The Flying Nun Program which was attended by 165 members of the deaf community made accessible with the use of Auslan interpreters, theatre captioning and a hearing loop. Brand X was a key venue and program contributor to the inaugural March Dance Festival while hosting other events during Mardi Gras, Art Month, Sedition and Vivid Music. Brand X launched ProtoSHOP, an online gift shop profiling work made by local visual artists to test prototypes for market appeal an initiative that was germinated through the Bizarre Bazaar arts markets Brand X ran for the community at the Centre in 2018 and 2019.</p>	<p>On Track</p>

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

Major Programs	Progress To Date	Status
Regulatory Reform		
Develop planning and regulatory reforms related to the built environment to support the provision of cultural infrastructure.	The Open and Creative Planning Reforms, including encouraging later opening shops, new controls for cultural activities and new entertainment sound planning controls, have been approved by Council and the Central Sydney Planning Committee for exhibition and will be exhibited once Gateway approval is received from NSW Government.	On Track
Audience Development		
Provide 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 cultural and creative industries.	This year, 342 Cultural projects were approved to the value of \$5,767,882. As a response to the Covid-19 pandemic, grants were approved to support the continued operation of cultural organisations through the pandemic and assist with future initiatives. Other projects were funded through the Cultural and Creative Grants and Sponsorships, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorships, Matching Grants, Venue Hire Support Grants and Sponsorship, Quick Response and Street Banners Sponsorship programs.	On Track
Sector Development		
Deliver cultural sector skills development programs.	<p>The City supports the skills development of artists and arts workers with activities in areas of business, grant writing, marketing and skills sharing.</p> <p>In February 2020 the City delivered two Grant Writing workshops for artists and arts organisations at the Darling Square Library ideas space. Contracting the services of Creative Plus Business, the full day workshop covered aspects of grant writing, budgeting and project development, presented by artist and accomplished fundraiser Irene Lemon. The City also presented information specific to the Cultural Grants program, which was open for submissions at the time. Both workshops were at capacity of 70 participants per day and generated a waitlist of close to 100 additional people.</p> <p>In 2019 Indigenous Professional Services (IPS) undertook a consultancy with Aboriginal and Torres Strait Islander artists and arts workers across creative disciplines, culminating in a report with a number of needs and recommendations highlighted to be delivered on over the coming year.</p> <p>In April 2020 one on one advice and support was provided to artists and organisations applying for Covid-19 Cultural Resilience and Fellowship grants to ensure the City received a high number of eligible applications. The immediate and longer term effects of the pandemic on the cultural sector have been evaluated in order to develop support programs that are relevant and aligned with the City's Covid-19 recovery plan.</p>	On Track

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.	The City has launched 3 of the 7 public art projects in the Eora Journey program to take place over a 10 year period. The second stage of the Redfern Terrace is in development, Development approval has been secured for bara Monument for the Eora (the fourth project in the Eora Journey program) due for completion mid 2021. The Eora Journey Harbour Walk project, which envisages new artworks and interpretations along a 9km harbour walk, is also in development in partnership with Place Management NSW and project partners including cultural institutions. The Harbour Walk was approved by Council in December 2019.	On Track

Reconciliation Action Plan

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

The City reports annually to Reconciliation Australia on our Innovate RAP actions. Through those actions we aim to strengthen our relationships with Aboriginal and Torres Strait Islander communities. We achieve this through our community engagement, our social programs, procurement from Indigenous businesses and employment and retention of Aboriginal and Torres Strait Islander peoples.

On Track

The RAP working group have consulted widely with internal and external stakeholders to further develop the City's next RAP which will be presented to Council for adoption in 2020.

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Value of cultural grants approved by the City of Sydney (excluding major events)	\$ '000	1,960.31	2,168.96	-	1,974.77	563.27	38.1	3,191.75	5,767.88	This year, 342 Cultural projects were approved to the value of \$5,767,882. As a response to the Covid-19 pandemic, grants were approved to support the continued operation of cultural organisations through the pandemic and assist with future initiatives. Other projects were funded through the Cultural and Creative Grants and Sponsorships, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorships, Matching Grants, Venue Hire Support Grants and Sponsorship, Quick Response and Street Banners Sponsorship programs.	Indicator Only
Value of revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,284.77	1,569.71	-	597.31	408.36	503.67	405.4	1,914.74		Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	153	124	-	130	123	116	85	85	Figures are reflective of the reduction in the number of spaces since Oxford and Foley Street programs are no longer in the portfolio.	Indicator Only
Number of artists supported	No.	1,909	2,047	-	-	1,041	-	846	1,887	Artists engaged include all City events, Pine Street and library programs, Customs House exhibitions, Civic Collection and other cultural programs. These figures have reduced in the last quarter due to the pandemic.	Indicator Only
Number of creative personnel supported	No.	14,952	16,375	-	-	6,402	-	5,297	11,699	Creative personnel engaged include those through the Creative Spaces Programs, library programs, major events and Customs House exhibitions. These figures have reduced in the last quarter due to the pandemic.	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 Projects	Completion Date	% Complete	Progress To Date	Status
Housing supply				
Facilitate an Alternative Housing Ideas Challenge to promote dialogue and policy development using new ideas.	2020	95	Strategic review of the City's property holding is continuing to identify opportunities for affordable housing projects.	Watch
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 Housing for All: Local Housing Strategy has been adopted by Council and has been referred to Department Planning, Infrastructure and Environment for approval.			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 June 2020 there were: <ul style="list-style-type: none"> • 10,948 private residential dwellings approved or under construction in the city • 2,085 non private residential dwellings approved or under construction in the city • 5,195 private residential dwellings lodged but not yet approved in the city • 1,901 non private residential dwellings lodged but not yet approved in the city 			On Track

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.	Several opportunities are currently being tested to determine their viability for affordable housing	On Track
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 is working with the State Government to implement an LGA wide levy that will result in over 1,100 additional affordable dwellings.	On Track

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.	The City is currently reviewing the Waterloo South redevelopment planning submission. The City's response to the planning submission is informed by guided research and data on community infrastructure provision and requirements, City staff expertise and community feedback. The City continue to communicate and engage with the Waterloo community during the Waterloo redevelopment process.	On Track
Capacity Building		
Provide and support community capacity building initiatives in social housing neighbourhoods.	<p>The City delivers a range of capacity building initiatives in social housing communities. Initiatives were delivered in partnership with NSW Health, NSW Police, Non-Government services and Domestic and Family Violence Services. Initiatives include; mental health first aid, bystander training and community events that focus on health, safety and support. In 2019/20 over 600 people have attended or been supported through a capacity building program.</p> <p>The City also supports a range of grants designed to promote and support community capacity building initiatives in social housing neighbourhoods, including the Redfern Legal Centre's Waterloo Outreach service to assist Waterloo social housing residents with tenancy and legal advice, in the context of the Waterloo redevelopment.</p> <p>The City supported the Red Cross for their Building Resilience: Be Prepared project. This project is designed to improve the community resilience of older people in the Waterloo Public Housing area by strengthening social connections, networks and wellbeing through emergency preparedness activities. The pre work undertaken by this project provided essential links with older residents in Waterloo throughout the Covid-19 pandemic.</p> <p>The City also supported the Woolloomooloo Neighbourhood Advisory Board for their Woolloomooloo Welcome Pack project. This project was led by social housing residents to design and produce a comprehensive neighbourhood welcome pack for new tenants to the area.</p>	On Track
Partnerships		
Collaborate with State Government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.	<p>The City works in collaboration with State Government, non-government agencies and resident groups to address safety and amenity issues in social housing communities. In the period over 800 people attended community safety events including Summer on the Green in Waterloo and the Family Fun Day in Glebe. Of those who completed a survey over 90 per cent reported increased feelings of safety, knowing where to get help, an increased sense of connectedness to the community as a result of attending of the events.</p> <p>Throughout 2019/20 the bushfire emergency and Covid-19 pandemic prevented the City from providing our normal schedule of events related to community safety due to physical distancing requirements, public health orders and poor air quality. City staff conducted intensive engagement with social housing residents and services operating in social housing communities to understand and respond to the needs of residents throughout the pandemic. Staff also facilitated online and phone meetings, stakeholder operations meetings and service mapping to support residents and organisations.</p>	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 housing estates are well planned and delivers improved social outcomes.	Following a NSW Government announcement in November 2019, the City will be assessing planning proposals requests from NSW Land and Housing Corporation for a number of social housing sites in the council area. Requests for Elizabeth Street, Redfern and Cowper Street, Glebe, which provide additional social and affordable housing, have been reported to Council and the Central Sydney Planning Committee seeking approval to publicly exhibit. The request for Waterloo Estate, Waterloo is currently under assessment.	On Track

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		
<p>Advocate for innovative responses, and build the capacity of city staff, non-government services and the community to contribute to preventing and reducing homelessness.</p>	<p>The Covid-19 pandemic led to an increased demand for the City's homelessness services to ensure that people sleeping rough were safe and in crisis accommodation. The City is a member of the Sydney Rough Sleeping Covid-19 Task Force and participates in a number of sub-committees including those relating to food security, housing exits and Aboriginal Outreach. The City advocated to the Department of Communities and Justice and Study NSW to provide temporary accommodation to temporary visa holders, including international students, at risk of homelessness during the pandemic.</p> <p>The City continued to advocate for the needs of individuals through ongoing case coordination meetings and improving the efficacy of the coordination groups such as Homelessness Assertive Response Team (HART). City staff provided advice in relation to Street Count and collaborative work in homelessness to Liverpool Council, Port Philip Council, Parramatta Council, North Sydney Council, Byron Shire Council, Hobart City, Perth City, Melbourne City and Department of Communities and Justice.</p> <p>The City is a signatory to the Act to End Street Sleeping, and coordinated Connections Week in partnership with The Act to End Street Sleeping Collaboration. The City participated in the Council of Capital City Lord Mayors (CCCLM) housing and homelessness working group and developed an action plan aimed at preventing and reducing homelessness as well as a pre-budget submission to Treasury and a submission to the federal Government inquiry into Homelessness in Australia. The City also made a submission to the Legislative Assembly Committee on Community Services inquiry into the Protocol for Homeless People in Public Places and the Federal Government Inquiry into Homelessness in Australia.</p>	On Track
Service coordination collaboration and capacity building		
<p>Partner and support the delivery and coordination of specialist homelessness outreach services to link people sleeping rough with services and support.</p>	<p>A total of 245 people have been housed in permanent accommodation since March 2017 by the Homelessness Assertive Outreach Response Team (HART), coordinated by the City, together with NSW Department of Communities and Justice. 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. HART has also engaged with 1,251 people on outreaches since 15 March 2019.</p> <p>A total of 251 outcomes for the Woolloomooloo Integrated Services Hub (WISH), a monthly one stop shop coordinated by the City, which brings together over 16 services in one location to assist people with access to health, housing, specialist support and other services.</p> <p>A total of 264 people have been assisted to exit homelessness and 193 people were prevented from entering homelessness as a result of programs supported by funding from the City.</p>	On Track
Services		
<p>Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.</p>	<p>The City conducted its 23th bi-annual Homelessness Street Count in February 2020. There were 334 people sleeping rough across the local government area (LGA) and 505 people occupying crisis and temporary accommodation beds. The February 2020 result represents a 10 per cent decrease from the February 2010 count of 373 people sleeping rough. City staff supported intensive outreach operations lead by Department Communities and Justice to offer temporary and long term housing solutions for people sleeping rough in hotspot locations, including Kings Cross, State Library, and Belmore Park.</p>	On Track

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of new dwellings approved	No.	1,691	1,048	-	25	776	346	514	1,661		Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units resulting from NSW Government operations including Redfern, Waterloo affordable housing levy – Urban Growth NSW	No.	-	-	-	-	-	-	0	-	The City is working with the state government to advocate for affordable housing when their land is being redeveloped. While there is some affordable housing in the pipeline, to date there are zero affordable housing units that have been delivered in conjunction with the redevelopment of state government sites or the Redfern/Waterloo affordable housing levy	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the Council area	No.	-	-	-	-	-	-	0	-	There is a significant pipeline of affordable housing from the levies expected to be delivered in future years.	Indicator Only

Homelessness

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	233	220	-	60	109	36	59	264		Indicator Only
Number of people prevented from becoming homeless through the City supported brokerage program	No.	182	204	-	48	85	30	30	193		Indicator Only
Number of people sleeping rough in the city area	No.	329	373	-	-	254	-	334	334	YTD is from the Summer (February) 2020 Street Count	Indicator Only
Value of all grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	1,200	2,800	-	1,200	0	0	0	1,200	This year one grant was approved by Council for a year to date total of \$1,200,000 cash. Support was provided through the Community Services Grant to the Department of Communities and Justice (formerly FACS) to provide Specialist Homelessness Services in the Inner City area.	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.	The City has prepared submissions on Blackwattle Bay Precinct (Bays Precinct), Central Station and Pyrmont Place Strategy and is engaging with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure. The City's proposed planning controls for Elizabeth Street, Redfern and Cowper Street, Glebe social housing sites have set higher environmental benchmarks, design excellence strategies and space for community facilities.	On Track
Integration		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City has executed 16 new Planning Agreements with the private sector this financial year. The Agreements will deliver 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 and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals. During Covid-19 all meetings will be undertaken by video link.	On Track
Strategic Planning		
Review of sustainability targets in major projects to improve sustainable development outcomes.	The review has now been completed and findings are being implemented through internal procedures. This program will now be closed.	On Track
Implement the actions in the Central Sydney Planning Strategy.	The Central Sydney Planning Strategy and associated proposed changes to planning controls are based on a review of the controls for Central Sydney. Following the December 2019 joint announcement between the Minister for Planning and the Lord Mayor noted an in principle agreement which would see the planning changes progress. A revised planning proposal was presented to Council and the Central Sydney Planning Committee (CSPC) in February 2020. NSW Department of Planning, Industry and Environment issued a Gateway Determination and the Strategy and proposed planning controls have been placed on a 10 week public exhibition from May to 10 July. Submissions will be reviewed and reported to Council and CSPC following exhibition.	On Track
Advocacy		
Develop opportunities with State agencies that support the development of transport related infrastructure.	In 2019/20 the City has executed seven Planning Agreements that provide for widened road reserves and footpaths to several locations on Bourke Rd, Botany Rd, Epsom Rd and Beaconsfield Lane.	On Track

Develop opportunities with State agencies that support the development of infrastructure for sports playing fields.

Under the Memorandum of Understanding for Joint Use Projects between the City of Sydney and the Department of Education, two agreements are in place for joint use of sporting facilities, at Alexandria Park Community School and Alexandria Park, and Inner Sydney High School and Prince Alfred Park.

On Track

The redevelopment of the Alexandria Park Community School will provide for shared use of a new competition-size sports field, two outdoor multipurpose sports courts, a multipurpose indoor sports hall and amenities. Shared sports facilities at the Inner Sydney High School include an indoor gymnasium, fitness training areas and associated amenities. Both school projects are under construction.

The City continues to work with the Department of Education on plans for the Green Square Integrated Community Facility and School in the Green Square Town Centre. A design competition for this project was completed in early 2020. The next phase, design development, is underway.

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	95	The village packages and bus interchange wayfinding signage rollout are complete. The handover of the light rail corridor package and installation of public domain to the City is to be finalised in July 2020. Wayfinding documentation also being prepared to support the Harbour Walk. Signage rollout in Green Square is also continuing to be co-ordinated with completion of public facilities, parks and new streets.	On Track
Crowded Place Protection - develop kit of parts and design guidelines to implement protection measures.	2019	85	Final review of draft guidelines with stakeholder comment is underway. Design applications and documentation for protection measures in George Street are complete. Implementation is to commence based on handover of light rail public domain to light rail corridor to the City.	Attention Required

Major Programs	Progress To Date	Status
Public Domain Infrastructure		
Undertake periodic review of public domain design codes in the City.	Draft Streets Code, Parks Code and Signage Code completed and undergoing internal stakeholder review.	On Track
Update the Liveable Green Network Implementation Plan to reflect changes and completed projects.	The installation of new street furniture, pedestrian lighting, access ramps, green verge, cycleways and new footways, are continuing on the Liveable Green Network routes.	On Track
Public space planning		
Develop initiatives arising from the City's Open Space and Recreation Needs Study.	The program for rollout of new and upgraded sports fields in the LGA was approved by Council in October 2019. Assessment of potential property acquisitions for new parks and sports facilities is undertaken as opportunities arise.	On Track
Open space		
Negotiate provision of additional public open space through proposals to change planning controls (e.g. Planning Proposals with Voluntary Planning Agreements).	The City considers opportunities to negotiate additional public open space alongside changes to planning controls. The planning proposal for 55 Pitt Street, Sydney included a public benefit offer for new public domain and Sites 2, 3 & 4 in the Green Square Town Centre included dedication of land for 'Transport Place'.	On Track

9.4 Sydney plans for the long-term and the benefit of future generations.

Major Programs	Progress To Date	Status
Stormwater infrastructure Program		
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	The Development Control Plan contains controls that align with the Floodplain Risk Management Plan actions. These controls are implemented for new development. The Flood Studies for the Alexandria Canal & Blackwattle Bay catchments are currently being revised to incorporate the new rainfall intensity standard.	On Track
Program delivery		
Develop and implement Public Domain and Place-making Strategies for urban renewal areas.	<p>The public domain concept plan for the Danks Street South Precinct in Waterloo is being developed and will be finalised by December 2020.</p> <p>The Covid-19 pandemic prevented the City from providing our usual community engagement and activation programs and services planned for the first half of 2020 due to physical distancing and health orders. Community programs were developed for online engagement as part of the broader City response. They were developed to be appropriate for the community needs generated as a result of the pandemic and included programs on building resilience, screen time and time management. A community connection card was created to connect residents with others within their community needing support during the pandemic.</p>	On Track
Strategic planning		
Prepare a Local Strategic Planning Statement and review the planning framework in response to the NSW Government's Region and District Plans.	Council adopted and published the Local Strategic Planning Statement and Housing Strategy in March 2020 as required by the NSW Government. The City is progressing key actions of the Local Strategic Planning Statement including implementing the Central Sydney Planning Strategy, review of the Botany Road corridor, the Oxford Street cultural precinct study, review of the Southern Enterprise Area strategy and other general updates to the LEP and DCP.	On Track

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.	In the past 6 months the Wellbeing Survey data and Community Wellbeing Indicators data has primarily been used to inform work of other Council units.	On Track

9.S.1 Performance Measures

Development Assessments

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	49	50	45	49	52	54	55	55	Covid-19 did not see any significant reduction in applications being submitted.	Attention Required
Average time to determine 90% of DA applications	Days	57.2	62	55	63.25	65.13	67.39	72.4	72.4	Covid-19 did not see any significant reduction in applications being submitted.	Attention Required
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	39.9	41.6	40	42.85	40.45	41.92	42.9	42.9	Covid-19 did not see any significant reduction in applications being submitted.	Watch
Average time to determine 90% of footway applications	Days	29.1	28.8	35	30.43	27.49	30.61	31.7	31.7		On Track
Percentage of outstanding applications over 100 days (DA & S4.55 previously S96)	%	18	22.8	20	24.1	25.2	38.7	24	24	Covid-19 did not see any significant reduction in applications being submitted.	Attention Required
Average processing time for construction certificates	Days	6.28	6.68	10	7.3	6	7	7.1	6.85	A mean average of 7.1 days was achieved for the period which was below the established target of 10 days.	On Track

Voluntary Planning Agreements

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
The number of Voluntary Planning Agreements offers for the period	No.	25	27	-	9	2	3	2	16	Two new offers for Planning Agreements were received during the quarter.	Indicator Only
The number of Voluntary Planning Agreements executed for the period	No.	22	18	-	4	3	6	3	16	Three new Planning Agreements were executed by the City in Q4.	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.	<p>Implementation of the new risk management system commenced in April, with detailed requirements scoped and signed off during the quarter. The system is on track to be implemented by early October.</p> <p>The corporate risk registers are being progressively updated with the Executive and Business Unit managers to ensure currency. The Executive risks were reviewed with a Covid-19 overlay in June 2020. Risk advice has been provided on an ongoing basis across the organisation, including facilitation of risk workshops, and project and contract specific advice.</p>	On Track
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan.	<p>A key focus this year was psychological safety. The City undertook the People at Work psychological risk assessment program for several business units. Resulting actions included:</p> <ul style="list-style-type: none"> • training to raise awareness of mental health issues • training on respectful behaviours • mindfulness practices • sleep fitness and fatigue awareness training. <p>Further implementation of actions will continue in 2020/2021 as the Covid-19 recovery permits.</p>	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. This has been particularly relevant as the City responded to the Covid-19 pandemic. 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.	Governance provides privacy advice to ensure that personal information held by the City is managed appropriately. The Governance team are responsible for providing guidance on privacy matters and provide advice to a number of internal working groups on general and specific privacy matters. We have prepared privacy protection notices for several projects, including Covid-19 contact tracing at the City under NSW Health requirements and the new Visitor Check-In Kiosks that are currently in development. We have also published guidance materials for Privacy Awareness Week 2020.	On Track
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	In 2019/20 the City received 57 section 41 access applications (formals) and 3946 information access (informal) requests. The most frequently requested information continued to be development application related. The City's Find a DA has contributed in whole or part to meeting 5.53% of informal requests, and the City's new Archives and History Catalogue has contributed in whole or part to meeting 12.55% of requests. The Covid-19 pandemic significantly impacted numbers in Q4.	On Track
Continue to implement a risk based and comprehensive annual Internal Audit plan for the City in accordance with the Internal Audit Charter.	Three year internal audit program for FY2020 - 2023 has been approved by the Executive and the Audit Risk and Compliance Committee.	On Track
Ensure all electoral processes are well managed and meet legislative requirements.	Following the postponement of Local Government Elections until 4 September 2021, an updated plan, which has brought forward system improvements from the original post-election phase, is now being implemented.	On Track
Develop and implement a program of managing Crown Lands, to ensure compliance with the new Crown Lands Management Act.	<p>Data collection and site details have been completed for Crown Land parcels and are reflected in relevant City databases/systems. Confirmation of data held by Crown Lands is 100% complete.</p> <p>Briefing of staff on the implications of the Crown Lands Management (CLM) and Native Title Acts is ongoing. Internal processes and reference guides are underway to address the legislative requirements whilst the Plans of</p>	On Track

Management are being prepared. This is at 70% completion. An assessment of the impact of the CLM Act on a number of critical projects has been completed. This process will be ongoing.

Governance

Continually review and adapt the elements of governance to maintain community confidence in the City.

A new Fraud and Corruption Control Plan has been developed and is now in the process of implementation. The Internal Reporting Policy for fraud and corruption was reviewed and a comprehensive review of the Privacy Management Plan is nearing completion after extensive consultation to ensure it clearly outlines both our legal requirements and best practice principles in the privacy domain.

On Track

In the last quarter in particular, there has been significant effort on the development of new governance registers for Policies, Delegations, Complaints and Allegations, Investigations and Complaints Outcomes and Conflicts of Interest in new CAMMS risk system. These registers will come on line in October 2020 and will consolidate and automate a number of manual registers, making it easier for governance to track and report actions.

A temporary delegations process and a number of temporary new delegations were been put in place to support the City through the Covid-19 period. Covid-19 specific Fraud and Corruption Control Plans have been developed to address the unique risks associated with the pandemic and changed work procedures. Governance assurance and advice is undertaken in relation to specific high risk projects across the City.

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

Partner with regional governments, business and the community to facilitate delivery of the Resilience Strategy for the greater Sydney region and incorporate elements into the City's strategic plans.

Resilient Sydney has been working with the NSW government and councils of Sydney to respond to the shock events impacting Sydney including:

- Working with the Office of Local Government and LGNSW on the Local Government Bushfire Recovery Support Group to coordinate offers of support from councils across Sydney and NSW with requests from bushfire affected councils. The Group has continued to provide assistance, resources and knowledge.
- In 2020, the Resilient Sydney Office has hosted monthly workshops with Resilience Ambassadors and Local Emergency Management Officers to provide best practice presentations, templates, resources on a Resilient Recovery with the 33 Councils of Sydney. Resilient Sydney has enabled connections between and within councils.

On Track

The Resilient Sydney Office has offered expertise, networks and relationships with the new State Government agency Resilience NSW, based on the learnings of 5 years of Resilient Sydney and the Global Resilient Cities Network. Resilient Sydney has continued collaborations and partnership projects between local and state government to solve resilience challenges and reduce community risks in Sydney.

Resilient Sydney Actions Updates:

- Action 13: Phase 2 of the Resilient Sydney Platform and capacity building program is being finalised for a three year program to continue to provide evidence-based data to enable place-based decision making for councils. Four workshops were hosted in 2019, with all Councils in attendance. All 33 councils are on the Platform. 22 of the 33 councils of metropolitan Sydney used data from the Resilient Sydney Platform in their Final Local Strategic Planning Statements in 2019/2020.
- Resilient Sydney has promoted a ready-made public communications campaign for resilience on the Red Cross Emergency Preparedness Week. Resilient Sydney has encouraged engaged networks to promote the Get Prepared App, as part of Emergency Preparedness Week, to prepare residents for emergencies through the development of an emergency plan.

• Action 9: Cool Suburbs – the research, design and development of the Cool Suburbs tool is underway. The Cool Suburbs Tool will be a voluntary, industry-based measurement and performance (ratings) tool to identify a 'cool rating' for a development and a suburb.

Continue to deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability.	A revision to the 2019/20 Operational Plan was adopted by Council in May which included a revised 2019/20 budget and a revised grants and support package in response to the Covid-19 pandemic. The 2020/21 Operational Plan was adopted by Council in June, incorporating the Financial Recovery Plan in response to the Covid-19 pandemic. NSW Local Government elections have been postponed until September 2021 so an end of term report will not be required in 2020.	On Track
Implement and monitor priority actions within the People Strategy.	The People Strategy 2019-21 is being progressively implemented. Key achievements included: <ul style="list-style-type: none"> - enabled the City to work remotely and flexibly during Covid19 via business planning, communication, training and digital tools - mapped capabilities to job profiles to enhance performance, development and recruitment processes - implemented the new annual workforce planning process - extended paid parental leave and conducted the purchased leave pilot. 	On Track
Deliver programs to build a diverse and inclusive organisation.	This year the City implemented initiatives from the EEO, Diversity & Inclusion Action Plan; conducted the 2019 Gender Pay Equity Review; and partnered with the Diversity Council of Australia's "Counting Culture" project. New employment targets for Aboriginal and Torres Strait Islander people were also agreed.	On Track
Implement and monitor priority actions of the Information and Technology Strategic Plan.	Good progress was made this year implementing the priorities of the Information & Technology Strategic Plan. Substantial project completions included: implementation of telemetry devices to the City's fleet of vehicles; commissioning of the new Darling Exchange Library which includes new public technology for 3D printing and community technology skills programs; and an upgrade of the City's planning system to enable applicants to lodge via the NSW government ePlanning portal. IT facilities upgrades included expansion of the City network, corporate WiFi services, and meeting room and video conferencing technologies. The Covid-19 pandemic led to a sharp increase in demand for the City's staff to work remotely. The City's technology service was augmented with additional devices, collaboration tools and increased network security which enabled a rapid transition for staff to remote working.	On Track
Enhance our digital capability implementing key actions from the Digital strategy.	IT infrastructure improvements delivered this year included a data centre hardware refresh, significant network upgrade, meeting room technology and AV upgrades, and enablement of wifi across staffed sites such as childcare centres, depots, community centres and libraries. Continued IT security education was also a key focus.	On Track
Implement actions and deliver programs to improve customer experience.	Development of the Digital Service Channel continued. The Virtual Customer Assistant (chat-bot) will be implemented in Q1 of 2020/21 and will assist customers with parking, rates and community venues. A live chat channel is also in development. The Smart Digital forms project is underway to make our processes easier for the community to use.	On Track
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including climate change impacts and maturity assessment recommendations.	A new Asset Management Sub Panel Terms of Reference was formulated to enhance the relationship between asset management planning and capital renewal works. A detailed Asset Management Plan template is under development, with sustainability and social impact being key areas of the new template.	On Track
Continuous Improvement		
Implement a business improvement program to improve efficiency and effectiveness of key services.	A City of Sydney Improvement Model has been developed. This will enable staff across the City to adopt a structured approach to undertaking improvement projects. The focus for improvement is on digitising and improving efficiency and effectiveness of key services.	On Track

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

Major Programs	Progress To Date	Status
Financial Planning		
Undertake business case analysis to model the business and financial implications of all new major projects, programs and initiatives to ensure long term financial sustainability.	Progressive review of business cases and financial modelling prioritised to ensure an appropriate consideration of needs, options, resourcing, financial implications and long term sustainability prior to project, program and initiative implementation. Reviews have included significant tenders for services (in particular the street furniture contract), staffing initiatives (including wage classification updates and Covid-19 related impacts), and capital works and ICT project proposals.	On Track
Rates		
Continue to proactively advocate for change in local government rating legislation and guidelines and seek innovations in order to improve equity amongst our ratepayers.	The Minister for Local Government released the findings and outcomes from the IPART review into the Local Government Rating System and sought feedback on a range of those recommendations. City staff worked collaboratively with SSROC and NSW Revenue Professionals to assist in the development of their submissions. A collation of the feedback was released and the NSW Government released its response. The NSW Government does not intend to change the basis of rates from land valuation to capital improved value at this time, nor any serious reforms to the legislation. The City will continue to advocate for change that will enable more equitable outcomes for its community.	On Track
Strategic Property Management		
Continue to work with new Property Management Service provider to optimise revenue opportunities.	<ol style="list-style-type: none"> 1. Property management is progressing with Colliers. 2. Financial tracking and reporting is now integrated through the City's financial system. 3. A commercial strategy has now been established for the commercial portfolio with outcomes are tracked through a dedicated subcommittee. 	On Track
Fees and Charges		
Progressively review the cost of delivering the City's major services to ensure appropriate fees and charges, and the level of council subsidy is identified.	Program impacted by Covid-19 disruption. Resourcing has proved challenging in context of Recovery Plan development - Program has resumed early in the 2020/21 financial year, following the successful pilot program conducted with Social Programs and Services.	On Track
Procurement		
Ensure best practice procurement and contract management focused on value for money, optimised minimised risk and improved sustainability.	<p>The City continues to go to market with appropriately developed specifications, taking into account risk and clearly defining required outcomes that facilitate positive market responses and achieve best value quality outcomes. Contract reviews are ongoing and key lessons learned are used to improve performance under the contract and also the learnings are being used to improve future specifications and specialised training requirements. There is increased Executive oversight on strategic contracts focussing on performance, risk, costs and end of term transition considerations.</p> <p>Category Management continues to be implemented. The category plans will come into effect in the next financial year and will drive the impact of social & sustainable procurement and further refine the City's go to market documentation. Ongoing compliance checking continues to ensure best practice and the highest level of governance.</p>	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 participate in relevant state and federal government initiatives.	<p>City staff contribute to a number of forums, including the governance group, the Independent Commission Against Corruption (ICAC), National Conferences and working with the Office of Local Government & the NSW Ombudsman. This is an ongoing part of our professional networking and development. Staff also participated in the Office of the Privacy Commissioner's webinar during Privacy Awareness Week in May 2020 and published a related article for staff.</p> <p>In particular, in this reporting period we have continued our ongoing consultation with ICAC in relation to the clarification of the scope of our duty under s11 of the Independent Commission Against Corruption Act 1988 to notify the Commission of possible corrupt conduct. We published an article for staff on 'Maintaining an ethical organisation' addressing the extra challenges of preventing and reporting fraud and corruption in the current COVID-19 environment in response to new ICAC guidelines. We also attended an online presentation organised by ICAC on proposed revisions to the Australian Standard on Fraud and Corruption Control (AS 8001-2008) and will consider the preparation of a submission on the new revised standard.</p>	On Track

Policy Reform		
Research, assess and make submissions on intergovernmental policy issues to NSW State and Federal Government where appropriate.	The City continues to make submissions to the State and Federal Governments on matters impacting the city, our workers, visitors and residents. Most recently this has included making detailed submissions on the NSW Government's proposal to Revitalise Blackwattle Bay, the draft Liquor Amendment Bill, a Discussion Paper on superannuation payments for Councillors, the Metro West EIS Concept and Stage 1, Improving Infrastructure Contributions Reform Package, Discussions Documents for a 20 Year Waste Strategy and Plastics Plan, the Western Harbour Tunnel and Warringah Freeway Upgrade Environmental Impact Statement, and a Review of the Impounding Act. The City also made submissions to the Federal Government's Inquiry into Homelessness in Australia and Technology Investment Roadmap Discussion Paper.	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.	<p>46 projects, plans and reports (not including DAs and planning proposals) were open for public comment over the past 12 months. 5,322 submissions/feedback forms were received. There were 2,431 attendees at 60 consultation events.</p> <p>During Q3-Q4, the focus was on responding and adapting to the impacts of Covid-19. A community and business engagement program was undertaken to inform the community recovery plan. We received a total of 2,700 community surveys and 1,100 business surveys. Eleven stakeholder workshops were conducted with 165 people. Central Sydney Planning Framework was on public exhibition from 1 May to 10 July 2020 and used alternative engagement approaches in response to Covid-19, including a series of online facilitated workshops.</p> <p>Consultation for the City's next Community Strategic Plan continued throughout July to December 2020, including a Citizens' Jury, and Youth and Children's Summits.</p>	On Track

Consultation was also undertaken on a variety of projects and policies including new cycling links, six park upgrades, the City's Local Strategic Planning Statement (City Plan 2036) and Housing Strategy (Housing for All), draft Smart City strategic framework, Homelessness Action Plan and Mobile Voluntary Services Policy.

Deliver an engagement program to inform and collaborate with stakeholders to help progress the review of Sustainable Sydney 2030.

Engagement initiatives for the review of Sustainable Sydney 2030 included:

- CityTalks: We all have a role in supporting mental health and wellbeing (785 attendees)
- Alternative Housing Ideas Challenge: Reimagining how we live briefing (377 attendees)
- Citizens' Jury (40 jurors)
- Citizens' Jury stakeholder briefing (93 attendees)
- Online future ideas portal (1,100 plus submissions)
- Children and Youth Summits (12 schools)

Due to the ongoing Covid-19 pandemic and subsequent public health orders restricting public gatherings, events have been suspended and consultation activities have been conducted online.

On Track

Undertake a comprehensive review of Sustainable Sydney 2030, engaging the community in setting the future direction for our city.

Over the last twelve months the findings from the comprehensive research and community engagement programs informed the development of a draft Sustainable Sydney 2050 strategy. An outline of the strategic framework as well as the reports from the community engagement activities were considered by Council. Additionally, two update reports were considered by Council. These reports addressed the thematic areas of environment and resilience and equitable and affordable. The reports outlined the key issues for each of the themes, community feedback, proposed strategic response, initial ideas for action and proposed targets. The draft strategy is currently being reviewed to take account of the Covid-19 pandemic. It will be finalised during the 2020-21 year.

On Track

Public access to information

Provide community information of new developments and/or changes in projects, programs and policies.

We continue to provide regular updates and news for the community on a wide range of City projects, programs and services. This is achieved through media releases, proactive news stories, digital content, notification letters, the bi-monthly Sydney City News, media inquiries and our social media channels.

On Track

Key projects included major events such as Christmas, Sydney New Years Eve, Sydney Lunar New Year Festival; new facilities such as the library at Darling Square and Green Square community infrastructure; upgraded parks and community facilities; new climate change initiatives; improvements to City services; grants to community organisations and local businesses; support for the night-time economy; and Covid-19 support package measures for local businesses and community and cultural organisations impacted by the pandemic.

Decisions relating to the opening and closure of City services and venues have been communicated constantly throughout the global Covid-19 pandemic.

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

In the quarter 9 open data sets, 1 story map, and 2 dashboards were published to the City's Data Hub. The Data Hub now contains 84 open data sets and 49 other data products (interactive apps, maps, dashboards, and data stories).

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 continues to foster partnerships through Social Housing Meetings in Redfern and Surry Hills, collaborating with Housing NSW, NSW Police and Family and Community Services. Throughout 2019 and 2020, the City, through the Resilient Sydney Office has facilitated information and knowledge sharing in relation to the delivery of actions identified in the Resilient Sydney Plan as well in response to the Covid-19 pandemic. The City led a Local Government Bushfire Recovery group in collaboration with the Office of Local Government NSW, relevant councils and other State Government authorities, to provide a coordinated response to the bushfires of late December / early January 2020, particularly as it related to the provision of resources to assist with the recovery. Requests continue to be coordinated by the City. The City remains in close and regular contact with councils as the pandemic continues.	On Track
State and national partnerships		
Strengthen state and national partnerships through consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Greater Sydney Commission.	<p>The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with the Greater Sydney Commission and the councils within the Central District, as well as regular meetings with Ministers and Departmental representatives on issues and projects relevant to the City, such as homelessness and transport, and our response to Covid-19. Meetings continue with relevant stakeholders in Local and State Government about the implementation of the Resilience Plan for Sydney. Engagement has also been particularly important in responding to first, the bushfires and now Covid-19.</p> <p>The City continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, economic development, homelessness and affordable housing and advocacy to the Federal Government. We have also collaborated on a package of stimulus projects for submission to the Government.</p>	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.	<p>Implementation of the Resilient Sydney strategy continues. All councils across metropolitan Sydney are now involved in delivering actions in the strategy. Businesses, other levels of government, civil society and residents of Sydney are also committing to actions.</p> <p>Given the three major shock events since late 2019 with the 2019/2020 bushfires, February 2020 storms and now the global Covid-19 pandemic, the Resilient Sydney Office has hosted monthly workshops to provide presentations, template and resources on a Resilient Recovery with the 33 Councils of Sydney. The Global Resilient Cities Network has provided supporting materials during these times with weekly videoconferences and webinars to share learnings and best practice. The Resilient Sydney Office is sharing case studies and information from Wuhan, London, Milan, New York and Buenos Aires with councils, the NSW Government and other stakeholders across Sydney.</p> <p>From April 2020, the Resilient Sydney Office has provided expertise, networks and facilitated relationships with the new State Government agency Resilience NSW, based on the resources and learnings available through the Global Resilient Cities Network.</p>	On Track

10.S.1 Performance Measures

Accountability and transparency

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications Received	No.	93	61	-	20	16	13	6	55	The last quarter's figure of 6 section 41 access applications (formals) was well below the quarterly average over the first three quarters of 14, and is the lowest number received in a quarter in the past 8 years. It is likely Covid-19 contributed to the lower numbers this last quarter and in Q3. For the first six months of the financial year the monthly average (6) was on par with the monthly average for the full previous financial year (5).	Indicator Only
GIPAA Informal Access Applications received	No.	4,836	4,400	-	1,259	984	901	802	3,946	Covid-19 contributed to lower numbers of applications received. However, general downward trends in informal access requests may also be attributed to ongoing proactive release of information through DA Search and the City's online archives catalogue.	Indicator Only
Public Interest disclosures received	No.	1	2	-	0	1	0	1	2		Indicator Only

Complaints processes

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding breaches of the code of conduct by City Councillors (measured annually)	No.	-	-	-	-	-	-	0	-		Indicator Only
Complaints regarding fraud or corruption by City staff upheld	No.	5	-	-	0	0	3	1	4	Details of all complaints were provided to ICAC. Due to the nature of the matters ICAC determined it appropriate to leave all matters with the City to investigate and finalise. All matters have been resolved.	Indicator Only

Workforce											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,940.07	1,963.43	-	2,001.35	2,006.35	2,001.53	1,977.33	1,977.33		Indicator Only
Vacancy rate	%	9.22	7.28	-	8.98	9.47	9.04	8.95	9.11		Indicator Only
Lost time injuries	No	30	47	-	17	15	17	5	54		Indicator Only
Customer service											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Customer contacts via Online Business Services (OBS)	No.	94,684	183,514	-	57,534	48,440	57,588	61,380	224,942	Customer contacts via digital channels continue to rise.	Indicator Only
Customer contacts via Online Business Services (OBS)	%	25.25	41.6	-	44	40	50	49	45.75	Customer contacts via digital channels continue to rise.	Indicator Only
Customer contacts by other channels (calls, counter)	No.	277,060	252,950	-	71,874	71,423	57,588	64,778	265,663		Indicator Only
Customer contacts by other channels (calls, counter)	%	74.5	58.4	-	56	60	50	51	54.25		Indicator Only
Calls answered within 30 seconds	%	68.43	69.66	70	61	73	73	62	67.25		Watch
Calls completed at first contact	%	81.25	83.46	80	85	84	84	97	87.5		On Track
Customer requests received	No.	166,443	182,069	-	53,947	49,415	59,922	56,963	220,247		Indicator Only
Customer requests actioned within agreed service standards	%	93.75	88.75	95	87	90.28	88	85	87.57	Quarter 4 customer request key performance indicator was below target due to the impact of Covid-19 on operations.	Watch

Attachment D

Fourth Quarter 2019/20 Supplementary Report

- Major Legal Issues
- Grants and Sponsorship
- International Travel
- Contract Order Details

Major legal issues for 2019/20 – Q4 Report

Contaminated lands – Coulson Street, Erskineville

Contamination issues have been identified at several development sites in this location. There has been inadequate remediation of the sites undertaken by the developers in relation to both the future public domain areas (such as roads and landscaping) and the residential lots. As a result the developers are proposing extensive Environmental Management Plans be imposed on all parts of the land and enforced by Council. The most significant concerns remain in relation to the Golden Rain site, which has been completed for some time but not yet been occupied.

The Environment Protection Authority has investigated the site and, following the completion of additional testing by the developer, is now satisfied that there is no risk to adjoining or “off-site” properties from the chlorinated solvent contamination on the site or to future occupiers of the site. This conclusion is on the basis that the contamination is managed on an on-going basis by way of satisfactory long-term Environmental Management Plans.

Golden Rain has submitted a modification application to Council for the staged occupation of the site together with supporting documentation and a proposed variation to the VPA to permit an easement for public access to the roads prior to dedication of the roads at the completion of the development at stage 2 (occupation of the Honeycomb terraces). It is expected that the modifications will be placed on public exhibition with the amended VPA shortly once some outstanding matters are resolved.

Gunyama Park Aquatic and Recreation Centre

The design and construct contractor on the project has submitted notices of dispute which are the subject of an expert determination procedure under the contract. External solicitors have been engaged on behalf of Council to provide advice and assist with the dispute resolution. A decision by the expert is currently expected mid-October this year.

4th Quarter Report – Grants and Sponsorship for 2019/20

Corporate Sponsorship Policy

The Policy states:

The total value of sponsorships for each event will be reported within the Quarterly Financial reports to Council. Individual sponsorship amounts will not be reported for commercial-in-confidence reasons unless the sponsors agree.

Grants and Sponsorships Policy

In a report adopted by Council on 15 September 2014, it was stated the following programs would be reported to Council as part of the quarterly financial reports:

- Quick Response Grants Program
- Venue Hire Support Grants and Sponsorship
- Street Banner Sponsorship

The remaining Grants and Sponsorships Programs require Council approval in advance.

This Report

The summary figures for **outgoing grants and sponsorships** programs in the 4th quarter of the 2019/20 financial year are:

Grants	Approved
Quick Response Grants	\$511,767
Year to Date Total	\$526,820

The approved total is the amount of cash approved (not paid) in Q4 and the year to date totals which includes grants approved in previous quarter/s. The year to date totals also include minor revisions to the data reported to Council in Q3.

Revenue Foregone	Approved Q4	Year to Date
Street Banner Sponsorship	\$15,936	\$102,882
Venue Hire Support (Landmark & Community venues)	\$0	\$564,693
Totals	\$15,936	\$667,575

The attached report outlines:

- the grants and sponsorships approved by the City in Q4 of financial year 2019/20 for the Quick Response Grants Program, Street Banner Sponsorship and Venue Hire Support Grants and Sponsorship.
- The Quick Response Grants Program list includes Quick Response Grants offered as part of the Covid-19 Relief Grants (to a total value of \$504,767).

4th Quarter Report – Grants and Sponsorship for 2019/20

1. Grants Information

Table 1.1 – Q4 Quick Response Grants Summary

Quarter	<u>Approved</u>	
	No of Applicants	Value Approved
Q4	114	\$511,767
Total year to date	128	\$526,820

The following grants have been approved in the quarter, but not necessarily paid.

Table 1.1.1 – Q4 Quick Response Grants in detail

Applicant	Project	Value
ABLE Management Pty Ltd	Green Square Physiotherapy Assistance Program	\$5,000
Aboriginal Children's Service	Aboriginal Children's Service Food Run	\$5,000
ACON Health Ltd	Trans Life During Covid-19	\$5,000
Alli Wolf	Oasis (working title)	\$5,000
Andrea Veitch	More convenient and affordable family law and wills & estates legal advice	\$5,000
Andrew Purvis	New work by Andrew Purvis	\$5,000
Asylum Seekers Centre	Kindness Packs	\$5,000
Australian Red Cross Society	Essential first aid and mental wellbeing for migrants and residents	\$5,000
Bambuddha Group	Leaders Connect Program	\$5,000
Bar Whispers Pty Ltd	Hustle & Flow e-Commerce Diversification Covid-19	\$5,000
Bikram Yoga Darlinghurst-Sydney	Darlinghurst Yoga Goes Online	\$5,000
Bing Liu	100 for 100	\$5,000
Boomerang Batteries	E-Commerce Upgrade	\$4,026
Bradley McGlashan	Adrienne Gaha and Louise Tuckwell Scarf Series	\$5,000

4th Quarter Report – Grants and Sponsorship for 2019/20

Applicant	Project	Value
Charlies Community Garden	Retrofit to Water Efficient Wicking Beds	\$3,000
Chateau 88 Pty Ltd	Save My Business	\$4,000
Colleen Stapleton	Online Painting and Drawing Learning Resource	\$5,000
Coptic Orthodox Community Outreach Service	Critical Response Resources	\$4,750
Counterpoint Community Services INC	Community Cyber Connection Ready	\$5,000
Creativity Australia (With One Voice Choirs)	Keeping Our Choir Connected During Covid-19	\$5,000
Cystic Fibrosis Community Care	Covid-19 Related Emergency Assistance Program	\$4,800
dARTbase Pty Ltd	Free Creative Industry Social Marketplace and Portfolio	\$5,000
Dawn Rose	Kangaroo Playground - Multi-Lingual Children's Picture Books	\$5,000
Deep Field Photography	Darlinghurst Lives	\$3,000
Destructive Steps Dance Association	Crossfire Livestream Breaking Battles	\$3,000
Dulcie's Kings Cross	Dulcies To Your Door	\$4,500
Dymocks Children's Charities	Books for Homes	\$5,000
Elizabeth Lecoanet	Glebe Community and Friends Couch Choir	\$5,000
Ellen Formby	For Your Pleasure	\$5,000
Fancourt Group Pty Ltd	Resilience Entrepreneurs	\$5,000
Fat Salmon Pty Ltd	The Exquisite Corpse Workshop Series	\$5,000
Fishburners	Fishburners Virtual Incubator	\$5,000
Fringe on Crown	Fringe on Crown	\$4,000

4th Quarter Report – Grants and Sponsorship for 2019/20

Applicant	Project	Value
Glebe Youth Services	After Dark: Glebe Community Consultation	\$2,000
Got Game Care	Home Physical Education Evolution	\$5,000
Haymarket HQ	A Virtual Co-working and Business Support Program	\$4,000
Haysey Productions	Creating Community in Isolation	\$5,000
Heaps Decent Ltd	Sydney Human Beat Machine	\$5,000
Huseyin Atayman	You Are Not Alone	\$5,000
International Student Education Agents Association (ISEAA)	Food Vouchers for International Students	\$5,000
Isabel Hudson	Isabel Hudson Designs Studio Funding	\$2,046
Jayanto Tan	Ritual My Beautiful Curse	\$5,000
Jerry Harris	Member Resilience	\$3,900
Jesse Hammer	Mountain Social	\$3,120
JJ Splice Facilities	Online Training for Live Streaming & Video Production	\$5,000
Joanna Brooke	Seven Days of Singing	\$2,508
Kathleen Connell	Kathleen Connell Singing Tuition Online Service	\$5,000
Keroshin Govender	Borrowed Time	\$2,000
Kirketon Road Centre	Improving Hand Hygiene and Health in Homeless and Highly Marginalised People	\$5,000
Lauren Carroll Harris	Prototype Care Package	\$5,000
Learning Lab P/L trading as Kirana Colleges Australia	Food Bank/Farmers Market	\$5,000
Life Changing Experiences Foundation	We-Care	\$4,700

4th Quarter Report – Grants and Sponsorship for 2019/20

Applicant	Project	Value
Life Force Foundation Ltd	Life Force Online Cancer Patient and Survivor Support Group	\$3,000
Little Fictions Productions	Little Fictions On Air 2020 series	\$3,000
Lorraine Byrnes	Covid-19	\$5,000
Love Local Food Delivery Sydney	Love Local Marketing	\$5,000
MAP Institute Pty Ltd	Women in Business Scholarship Program	\$3,000
Marcelo de Almeida	Cachai Comida	\$2,203
Matthew Tutty	Free Resources for Job Seekers	\$5,000
Merchant and Green	Live Streaming Workshops	\$5,000
Mike Worsley	Live from Stonewall	\$5,000
Miss Freya Bass	Leather Care Products	\$5,000
Neuroblastoma Australia	Run2Cure	\$5,000
Newtown Neighbourhood Centre	Removing Barriers to Digital Inclusion	\$5,000
Nutritional Synergy	Increasing Access to Telehealth and Online Services	\$3,770
One Another Community	Soft launch of OneAnother.community	\$5,000
Panimo	Backdoor Bookclub	\$5,000
Patricia Hoyle	Plain English Business Writing eLearning Modules	\$5,000
Pauline Manley	New Moves Online	\$4,717
Philippine Community Council Of NSW	Feed-A-Student Program	\$3,000
Phu and Vu t/a Bar Bellaccino 2 york	Renovation Coffee Cart	\$5,000
PM Cafe and Catering PTY LTD	Covid-19 Response Grant	\$5,000

4th Quarter Report – Grants and Sponsorship for 2019/20

Applicant	Project	Value
Police Citizens Youth Clubs NSW Ltd (PCYC Glebe)	PCYC Glebe - Improving Educational Outcomes Through Computer Access and Tutoring	\$4,965
Pulse Agency	Corporate Video	\$4,000
Radicalbox	Re-imagine the Use Space to Create Social Connections	\$5,000
Rafaela Pandolfini	Suite 7a	\$5,000
Ram Castillo	AussieBizOwners.com Online Q&A Webinars	\$4,593
Red Room Poetry	Writing Water: Sydney City Community Chapbook	\$5,000
Richard Bull	Neu Music Studios / Deepchild	\$4,650
Robert Young	Expansion	\$5,000
RollerFit/Rollergirl Promotions	All Ages Beginner Skate Program	\$5,000
Samuel McNair	Sam the Caricaturist Online	\$4,306
Scott Bidmead	Pivot online and boost wellbeing during the Covid-19 Pandemic.	\$5,000
Sean O'Riordan	Zoom Shakespeare	\$4,500
SEDA College NSW	Wi-fi Equity	\$5,000
Sew Make Create	Online Create with Your Community Workshops	\$2,000
Sliced Bread Social	Digital Transition for Small Business	\$2,500
Sneaky Possum	Sneaky Sounds	\$5,000
Sophie Parry	Development of online sewing classes	\$5,000
St John's Community Services Limited	St John's Legal Centre	\$5,000
Strata Answers Pty Ltd	Green Square & Darling Square Community Strata Engagement	\$4,100
Street Buffet	Street Buffet	\$5,000

4th Quarter Report – Grants and Sponsorship for 2019/20

Applicant	Project	Value
Sydney Community College Ltd	Create a Series of Live, Interactive Online Classes	\$5,000
Sydney Gay & Lesbian Choir Inc.	Maintaining Financial Viability	\$3,799
Sydney School of Arts & Humanities	Online Virtual Meetup Writing Groups	\$4,620
Teresa Johnson	ZOOM Dance at The Teresa Johnson Ballet School	\$2,725
The Deli Women & Children's Centre	Supporting & Enhancing Family Connections through Covid-19	\$5,000
The Eastern Thredbo Village	Photographic Print Series	\$5,000
The Freedom Hub Ltd	The Freedom Hub Addressing Immediate Food Security in Waterloo	\$5,000
The Interactions Lab PTY LTD	Create Impactful Digital and Virtual Business Content	\$5,000
The Rizzeria Cooperative Ltd	Iso-Riso: Contactless Printing & Online Workshop Delivery	\$3,375
The Sydney Connection	Dine for Sydney post CV19 Video	\$3,879
The Wallace Co-Op	Know your Neighbourhood	\$5,000
Think Inc.	Outside the Box	\$5,000
Timothy McArtney	Recording Upcoming Sydney Artists	\$5,000
Tiyan Baker	Completing Video Artwork for Exhibition on Prototype	\$3,500
Toast Cafe	Covid-19 B2B converting to B2C	\$5,000
Tom Bender	Brewers Retail	\$5,000
Ultra Automotive Repairs	Website Development	\$5,000
United Nations Association of Australia (NSW) Incorporated	Movement Monday	\$5,000
Will2Live	Expansion to Redfern	\$5,000
Women for Election Australia	NSW Local Govt elections - regional roadshow	\$5,000

4th Quarter Report – Grants and Sponsorship for 2019/20

Applicant	Project	Value
Y Waste Why Waste Pty Ltd	Covid-19	\$5,000
Yoko Kawada	Online Art Kintsugi Workshop	\$2,215
	Total	\$511,767

Table 1.2 – Q4 Street Banner Sponsorship Summary

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q4	3	\$15,936
Total year to date	14	\$102,882

Table 1.2.1 – Q4 Street Banner Sponsorship in detail

Organisation	Project	Revenue Foregone
Australian Museum	UNSETTLED exhibition	\$7,200
Chau Chak Wing Museum, University of Sydney	Opening of the Chau Chak Wing Museum	\$6,096
Legacy Club Services	Legacy Week 2020	\$2,640
	Total	\$15,936

Table 1.3 – Q4 Venue Support Grants and Sponsorship Summary – Landmark Venues

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q4	0	\$0
Total year to date	35	\$328,376

4th Quarter Report – Grants and Sponsorship for 2019/20

Table 1.4 – Q4 Venue Support Grants and Sponsorship Summary – Community Venues

Quarter	No of Organisations	Revenue Foregone
Q4	0	\$0
Total year to date	39	\$236,317

International Travel Expenditure – Q4 Report

During the period 1 April to 30 June 2020 there was nil expenditure for international travel by Councillors and City employees representing the City. Due to Covid-19, international travel by Councillors or City employees representing the City will be on hold for the foreseeable future.

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

	Order Date	Order Amount	Outstanding Amount
Supplier: ACOUSTIC DIRECTIONS PTY LTD			
PU244933	21 May 2020	\$62,975.00	\$62,975.00
00001	Preparation of a Passive Acoustic Design Guide.		
Supplier: ACTIVE TREE SERVICES			
PU245388	19 June 2020	\$50,000.00	\$50,000.00
00001	Palms - Hickson Rd - Tree Contract 1743 Palm planting carried out in Hickson Road under Schedule of Rates under Tree Maintenance Contract 1743		
Supplier: AFL SPORTSREADY LTD			
PU244262	1 April 2020	\$50,600.00	\$46,880.81
00001	2020/21 Major Events and Festivals Arts Ready Trainee		
Supplier: ALFORDS POINT DRAIN INSPECTIONS PTY LTD			
PU244829	14 May 2020	\$132,000.00	\$29,754.00
00001	Stormwater Assets Condition Assessment - variation		
Supplier: AMPYRE PTY LTD			
PU244743	8 May 2020	\$71,588.00	\$62,513.00
00002	Senior Test Analyst		
00003	Test Manager covers the time period 1 May 2020 to 7 October 2020 for Unified Customer View System (UCVS) System Integration Test Planning, Execution and Planning.		
Supplier: A PRINCE CONSULTING PTY LTD			
PU245453	24 June 2020	\$81,109.60	\$81,109.60
	Kerbside waste audits - food scraps recycling trial		
Supplier: ARUP AUSTRALIA PTY LTD			
PU244643	30 April 2020	\$52,800.00	\$41,184.00
00001	Provide freight and sevice vehicle parking review.		
Supplier: ASPECT STUDIOS PTY LTD			
PU245496	25 June 2020	\$621,060.00	\$621,060.00
00001	Design Consultancy Services for Perry Park Stage 3 works.		
Supplier: ASTON TECHNOLOGY PTY LTD			
PU245540	29 June 2020	\$97,020.00	\$97,020.00
00001	Prepare documentation for systems to be installed in new constructions and building refurbishments. Supply of Project Support Services for Digital Technology Standards Development and Construction.		
Supplier: ATOM CONSULTING			
PU244410	15 April 2020	\$99,961.00	\$87,247.00
00001	Consulting Service - Specialist consulting service to assist the City with development of the CBD recycled water scheme project		
Supplier: AUST CONCERT & ENTERTAINMENT SECURITY			
PU245549	29 June 2020	\$2,100,000.00	\$2,100,000.00
00001	Ongoing Security Services re #1728		
Supplier: AUSTRALIA POST			
PU245494	25 June 2020	\$165,000.00	\$165,000.00
00001	OPEN ORDER: Postage Services		
00002	OPEN ORDER: Postage Services for International - GST not applicable		
Supplier: BEARENA PTY LTD			
PU245528	26 June 2020	\$54,930.25	\$54,930.25
00001	Nutanix Hardware Platform-		

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

	Order Date	Order Amount	Outstanding Amount
Supplier: BELGRAVIA HEALTH & LEISURE GROUP PTY LTD			
PU244998	27 May 2020	\$864,600.00	\$192,500.00
00001	Salaries and Wages Salaries and Wages 21/3/20 to 3/4/20		
00002	Operating Costs and Salaries Operating Costs (21/3/20 – 17/4/20) and Salaries (4/4/20 – 17/4/20)		
00003	Weekly Holding Cost Weekly holding cost effective 18/4/20 for duration of closure period Estimated at 11 weeks		
PU245477	25 June 2020	\$134,191.20	\$134,191.20
00001	Gunyama Transitional Services		
Supplier: BRAND X PRODUCTIONS INC			
PU245589	30 June 2020	\$54,175.00	\$54,175.00
00001	Year 3 - Creative Tenancy Management – Short Term - Empty Property (STEP) program - 1st retainer payment		
	Invoice date : June 2020		
00002	Year 3 2nd retainer payment due Dec 2020		
00003	Year 3 -Tenancy management/placement fee		
00004	Year 3 - Programming service fee		
00005	Year 4 - Creative Tenancy Management – Short Term - Empty Property (STEP) program - retainer payment		
	Invoice date : June 2021		
00006	Year 4 2nd retainer payment due Dec 2021		
00007	Year 4 -Tenancy management/placement fee		
00008	Year 4 - Programming service fee		
Supplier: BUILDING-PERFORMANCE			
PU244555	24 April 2020	\$245,300.00	\$219,831.92
00001	NABERS Program		
Supplier: CHOCOLATE CODED PTY LTD			
PU245071	1 June 2020	\$367,818.00	\$306,603.00
	Contractor Management & Visitor Registration System		
Supplier: CI2I PTY LTD			
PU244932	21 May 2020	\$180,288.24	\$180,288.24
00002	Crisis Management Training and Development Services - RFT 1959		
Supplier: CITYWIDE SERVICE SOLUTIONS PTY LTD			
PU244989	26 May 2020	\$2,591,879.40	\$2,591,879.40
00001	Stage 1 Concept Design 2020/2021 Contract 1980 Spring, Christmas, Hanging Basket/ Greenwall & Summer		
00002	Stage 2 Design Documentation 2020/2021 Contract 1980 Spring, Christmas, Hanging Basket/ Greenwall & Summer		
00003	Installation Spring 2020		
00004	Maintenance Spring 2020		
00005	Demobilisation		
00006	Christmas 2020		
00007	Installation Summer 2021		
00008	Maintenance Summer 2021		
00009	Demobilisation Summer 2021		
00010	Hanging Basket/Greenwall display Installation 2020/2021		
00011	Hanging Basket/Greenwall display Maintenance 2020/2021		

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

		Order Date	Order Amount	Outstanding Amount
00012	Hanging Basket/Greenwall display Demobilisation 2021			
00013	Schedule of Rates Year 1			
00014	Light rail display SOR Item 72 - Design, Plant Supply and Installation SOR Item 73 - Continuous Maintenance -12 Months SOR Item 74 - Demobilisation			
Supplier: COUNTRY CLUB INTERNATIONAL PTY LTD				
PU245503		26 June 2020	\$65,445.60	\$65,445.60
00003	Supply and installation of protective netting at King George V Centre			
Supplier: COX INALL RIDGEWAY				
PU245444		24 June 2020	\$107,167.50	\$107,167.50
00001	Botany Rd Corridor Indigenous Engagement and Heritage Study.			
Supplier: CRED COMMUNITY PTY LTD				
PU244726		7 May 2020	\$64,537.00	\$51,629.60
00001	Oxford St Strategic Review - Community Consultation.			
Supplier: CUMBERLAND BUILDING PTY LTD				
PU244965		22 May 2020	\$190,170.20	\$154,831.05
	The demolition and replacement of the machinery shed wall at Nursery Depot and associated works			
Supplier: DIALOG PTY LTD				
PU244599		28 April 2020	\$143,052.80	\$92,760.80
00001	Dynamics development resource for Unified Custmer View System CRM – Professional Services (Panel RFT1881)			
Supplier: E C S SERVICES PTY LTD				
PU245045		29 May 2020	\$168,901.15	\$168,901.15
00001	Ian Thorpe Aquatic Centre CCTV Upgrade Supply and installation of new Pelco VXPro 72TB NVR as per Asset Renewal Pricing Upgrade of 13 existing analog cameras to Pelco IMP331-1ERS			
00002	Supply and installation of 4 x Pelco Optera and 4 x External Bullet cameras to cover pool areas Cook and Phillip Park Pool CCTV Upgrade Supply and installation of new Pelco VXPro 56TB NVR as per Asset Renewal Pricing Upgrade of 8 existing cameras to Pelco IMP331-1ERS			
00003	Supply and installation of 4 x Pelco Optera and 4 x External Bullet cameras to cover pool areas Andrew Boy Charlton Pool CCTV Upgrade Supply and installation of new Pelco VXPro 32TB NVR as per Asset Renewal Pricing Upgrade of 4 existing cameras to Pelco IMP331-1ERS Supply and installation of 2 x Pelco Optera and 2 x External Bullet cameras to cover pool areas			
Supplier: EMILY MCDANIEL				
PU244844		15 May 2020	\$150,000.00	\$143,000.00
00002	Harbour Walk Curator - Curatorial Services			
Supplier: ENIGMA BUSINESS PRODUCTS				
PU244838		15 May 2020	\$144,567.50	\$144,567.50
00001	20QES2E700 Lenovo Thinkpad X1 Carbon I7 16GB 512GB 4G 3 Year NBD x 50			
00002	5WS0T36163 Lenovo Thinkpad X1 Carbon 5 Y 5 Year NBD Warranty Uplift x 50			
00003	FREIGHT Delivery of laptop to City of Sydney Council/device			
Supplier: FACTORY SOUND SALES PTY LTD				
PU245111		3 June 2020	\$82,214.00	\$82,214.00
00001	Audio System Components for venue management facilities			
Supplier: FARALGA PTY LTD				

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

	Order Date	Order Amount	Outstanding Amount
PU244401 00001 Resource recovery management services	14 April 2020	\$4,210,214.80	\$4,098,410.34
Supplier: FLEETPLUS			
PU245171 00001 Employee Vehicle Lease Rental-Novated lease	9 June 2020	\$72,600.00	\$72,600.00
Supplier: FUJITSU AUSTRALIA LIMITED			
PU245404 00001 Online Business Services development work	22 June 2020	\$159,500.00	\$159,500.00
PU245417 00001 Technical support from 1st July to end of March 2021 3 days a week.	23 June 2020	\$148,500.00	\$148,500.00
Supplier: GARTNER AUSTRALASIA PTY LTD			
PU245544 00001 Renewal of HR Leadership Council Membership for 2 years from 1 July 2020 to 30 June 2022	29 June 2020	\$56,507.00	\$56,507.00
Supplier: HBS GROUP PTY LTD			
PU244858 Sydney Town Hall Façade Conservation Stage 3 - Stonework	18 May 2020	\$8,302,404.00	\$8,282,197.00
Supplier: HERITAGE DECORATIVE GLASS			
PU244506 Sydney Town Hall Façade Conservation Stage 3 - Windows	22 April 2020	\$2,653,413.40	\$2,653,413.40
Supplier: HUB AUSTRALASIA PTY LTD			
PU244919 00002 Supply, assembly, delivery of Smart pole Paver Infill Clarence St Sydney. Intersections with King, Barack, Erskine and Margaret Streets	20 May 2020	\$61,260.07	\$61,260.07
PU244931 00001 Quote - Removal of Failed Luminaire and Installation of new Luminaire as per HUB's quote 00002 Allowance for replacement of luminaire that might fail in the future	21 May 2020	\$78,205.60	\$32,420.30
Supplier: INFOR GLOBAL SOLUTIONS (ANZ) PTY LTD			
PU244740 NSW Department of Planning DPIE API with Pathway- Development and ION License Annual Subsription fees- 3 years	8 May 2020	\$151,910.00	\$151,910.00
PU245401 00001 Purchase of GenCon licences and installation consultation 00002 INFOR Pathway EDMS GENCON licence and 1st year annual support fee INFOR Installation services for 2 environments (PROD and QA)	22 June 2020	\$63,507.40	\$63,507.40
PU245402 00001 50 days consulting services	22 June 2020	\$103,400.00	\$103,400.00
Supplier: INNER WEST COUNCIL			
PU244818 Booth Street Bridge Widening Works - exploratory investigation of services and pile locations. New order to cover the City's cost obligation under the Cost Share Agreement with Inner West Council.	13 May 2020	\$158,480.92	\$29,315.90
Supplier: IP TRADING PTY LTD			
PU244402 ESBS Project – Storage Switches	14 April 2020	\$62,376.60	\$19,368.80

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

	Order Date	Order Amount	Outstanding Amount
Supplier: JBS&G AUSTRALIA PTY LTD			
PU245022	28 May 2020	\$60,390.00	\$60,390.00
00001	Site Investigation - Potential property purchase		
Supplier: JCDECAUX AUSTRALIA TRADING PTY LTD			
PU245081	2 June 2020	\$50,749.22	\$50,749.22
00001	Removal of a JCDecaux fruit kiosk on Bent St, CBD		
PU245513	26 June 2020	\$150,000.00	\$150,000.00
00001	JCDecaux Automated Public Toilet usage re-imburement for the 2019/20 period		
PU245514	26 June 2020	\$2,750,000.00	\$724,326.00
00001	Cleaning and maintenance of JCDecaux owned street furniture for the period of February-June 2020		
Supplier: KGFOOD PTY LTD			
PU245293	16 June 2020	\$70,000.00	\$70,000.00
00001	Childrens Food Standing Order 20/21		
00002	Childrens Food Standing Order 20/21		
Supplier: KINESIS PTY LTD			
PU244633	29 April 2020	\$664,400.00	\$513,700.00
00001	Resilient Sydney Platform FY20		
00002	Resilient Sydney Platform FY21		
00003	Resilient Sydney Platform FY22		
Supplier: LEONARDS ADVERTISING			
PU244248	1 April 2020	\$120,000.00	\$48,418.10
00001	Advertising in Sydney Morning Herald paper April 2020		
Supplier: MASTER CATERING SERVICES PTY LTD			
PU245558	30 June 2020	\$383,500.00	\$383,500.00
	Supply of Meals on Wheels: Pre-packed individual cook-chill and frozen meals		
Supplier: MELOCCO PTY LTD			
PU244920	20 May 2020	\$165,777.41	\$35,341.37
00002	Granite Pavers - Austral Black Capital Works Program: Paver Infill Program .FY: Fast-tracked Stimulus Package		
PU244921	20 May 2020	\$281,024.57	\$221,876.85
00001	Granite Pavers - Austral Black Capital Works Program: Paver Infill Program. FY: Fast-tracked Stimulus Package		
PU244922	20 May 2020	\$67,216.41	\$874.58
00001	Granite Pavers - Austral Black Capital Works Program: Paver Infill Program .FY: Fast-tracked Stimulus Package		
Supplier: OLYMPIA GROUP (NSW) PTY LTD			
PU244578	27 April 2020	\$218,598.60	\$24,107.17
00001	Cliff Noble Centre Roof Membrane Upgrade under Contract no 10920		
Supplier: OPTIMAL STORMWATER PTY LTD			
PU244370	8 April 2020	\$262,790.00	\$91,630.00
00001	Stage 3 Rectification work (Rev.3) -Gross Pollutant traps repairs and maintenance		
Supplier: ORIX AUSTRALIA (LEASE RENTAL)			
PU245170	9 June 2020	\$291,500.00	\$291,500.00
00001	Employee Vehicle Lease Rental-Novated Lease		

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

	Order Date	Order Amount	Outstanding Amount
Supplier: PLAYROPE			
PU244442	17 April 2020	\$80,556.30	\$80,556.30
00001	Local Gov. Procurement Deed 308-3, Victoria Park Spinning Disk Replacement- LGP308-3		
Supplier: QUALITY MANAGEMENT & CONSTRUCTIONS PTY LTD			
PU244258	1 April 2020	\$54,444.33	\$54,444.33
00001	Restoration of CWO 41708 as quoted		
PU244432	16 April 2020	\$676,067.70	\$346,424.90
00002	Quote1840-2226 under Contract 1840		
PU244524	22 April 2020	\$149,827.02	\$125,903.39
00001	Restoration of CWO 43069 + 17 as quoted Batch 2038		
00002	Betterment & Linemarking		
PU244597	28 April 2020	\$97,227.75	\$14,247.26
00002	Restoration of CWO 43179 + 23 as quoted Batch 2041		
00004	Betterment		
PU244614	28 April 2020	\$167,091.48	\$167,091.48
00001	Restoration of CWO 42692 + 24 as quoted Batch 2042		
00002	Betterment		
PU244672	4 May 2020	\$708,739.54	\$708,739.54
00009	V01 - Site Establishment - Paving Variation for Paving Site Establishment. Raised as a variation as PO for Paving component exceeded amount in Engagement Memo.		
00003	Contract 1840 - Sandstone Shop Dwgs Original PO previously approved just for Shop Dwgs		
00004	Contract 1840 - Sandstone supply & inst		
00005	Contract 1840 - Paving supply & install		
00007	Contract 1840 - Preliminaries Preliminaries for Sandstone & Paving		
00008	Contract 1840 - Site Establishment Site Establishment for Sandstone & Paving		
PU244673	4 May 2020	\$155,749.19	\$155,749.19
00002	Contract 840 B		
00003	Contract 840 B - remedial bridges		
00004	Contract 840 B		
PU244685	5 May 2020	\$170,261.07	\$170,261.07
00001	Restoration of CWO 43192 + 16 as quoted Batch 2040		
PU244788	11 May 2020	\$315,045.36	\$52,307.85
00002	Murray/Gadigal intersection construction: Lachlan Precinct Post - VPA Public Domain Integration Work. Description of Works: continuous footpath treatment, cycleway continuation, paving, raised threshold, road rebuilding on the intersection of Murray Street and Gadigal Avenue (P1 Project)		
PU244789	11 May 2020	\$325,358.96	\$37,603.87
00001	CoS CBD Maintenance - N11 Stimulus Pack Precinct N11 -		
PU244866	19 May 2020	\$69,059.96	\$69,059.96
00001	Restoration of CWO 37853 + 16 as quoted Batch 2055 (Urgent Sydney Water works)		
PU244914	20 May 2020	\$107,616.71	\$107,616.71
00001	Supply permanent lights Alexandria Oval Lights for Alexandria Park. 12 week lead time. Project Name: Alexandria Park lighting upgrade, permanent light supply only.		
PU245054	29 May 2020	\$229,937.84	\$229,937.84
00002	Pitt Street Cycleways		
PU245064	1 June 2020	\$793,217.32	\$793,217.32

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

		Order Date	Order Amount	Outstanding Amount
00001	Dunning Avenue Tactical Popup Cycleway. Carry out civil works and installation of trial popup tactical cycleway.			
PU245065		1 June 2020	\$550,420.42	\$550,420.42
00001	Ashmore Precinct Pop up cycleways - SOR - pop up cycleways - Ashmore Precinct - Tactical - Covid-19 response			
PU245075		1 June 2020	\$251,192.23	\$116,531.21
00001	Alexandria Oval Emergency works. Lighting Program 2019/2020			
00003	Waterloo Oval Emergency Works			
00004	Waterloo Oval Lights			
00005	Waterloo Oval Consturction			
00006	Sweetacres works			
00007	Alexandria design works			
00008	Alexandria temp lights works			
PU245077		2 June 2020	\$63,082.62	\$63,082.62
00001	Restoration of CWO 43005 + 20 as quoted			
PU245078		2 June 2020	\$122,715.43	\$122,715.43
00001	Restoration of CWO 43258 + 20 as quoted Batch 2050			
PU245079		2 June 2020	\$164,266.09	\$164,266.09
00001	Restoration Works of CWO 40483 as quoted Restorations works as scoped inclusive of linemarking + replacement of full driveway pavers @ David Jones Loading Bay.			
PU245210		10 June 2020	\$176,523.70	\$37,697.70
00001	Quote 02062020 under contract 1840 works will provide additional garden beds and renew priority areas of paving presenting possible hazards			
PU245211		10 June 2020	\$87,741.67	\$4,161.19
00002	Quote 200609 rev 1 Contract 1840			
PU245228		11 June 2020	\$76,507.20	\$76,507.20
00001	Temporary lighting from 12 May 2020 Alexandria Oval Emergency Works. Additional 12 weeks of Temporary Lighting			
PU245282		16 June 2020	\$51,721.15	\$51,721.15
00001	Restoration of CWO 39600 + 43099 Kensington St, Chippendale as per quote			
00002	Cut 30m2 brick pavers to match existing			
PU245283		16 June 2020	\$189,810.92	\$189,810.92
00001	Restoration Works CWO 40083 as quoted Castlereagh St, Sydney			
PU245284		16 June 2020	\$312,591.69	\$312,591.69
00001	Restoration of CWO 43096 + 12 as quoted Batch 2044			
PU245557		30 June 2020	\$209,890.36	\$209,890.36
00001	Restoratio of CWO 41031 + 18 as quoted Batch 2056 (Urgent Sydney Water Works)			
Supplier: RJC GROUP PTY LTD				
PU244847		15 May 2020	\$2,242,971.38	\$2,027,145.65
	Bay Street Depot – Bulk Store Structural Remediation and Conservation Works			
Supplier: ROMBA PTY LTD				
PU245204		10 June 2020	\$233,455.40	\$215,456.07
00003	Pirrama Park Fitness Hub			
Supplier: SDN CHILDRENS SERVICES INC				
PU244291		3 April 2020	\$307,340.00	\$230,505.00
00002	Management Services of Chippendale Child Care Service at 60 Pine Street Chippendale.			

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

	Order Date	Order Amount	Outstanding Amount
Supplier: SKYLINE LANDSCAPE SERVICES PTY LTD			
PU245523	26 June 2020	\$9,400,946.69	\$9,400,946.69
Year 2 - Parks and Open Space Maintenance Services - Contract 1851			
Supplier: SMITH AND TZANNES PTY LTD			
PU245164	5 June 2020	\$54,824.00	\$46,354.00
Nursery Depot – Alexandria Canal Depot - Option Viability Study and Concept Planning			
Supplier: SOURCE SEPARATION SYSTEMS PTY LTD			
PU245455	24 June 2020	\$94,703.40	\$94,703.40
Kitchen caddy bins (4,500) & compostable caddy liner bags (900,000) for food scraps recycling trial phase II			
PU245463	24 June 2020	\$94,703.40	\$94,703.40
Kitchen caddy bins (4,500) & compostable caddy liner bags (900,000) for food scraps recycling trial phase II			
Supplier: SOUTHERN CROSS PROTECTION PTY LTD			
PU244623	29 April 2020	\$150,000.00	\$101,843.46
00001 For ongoing security patrol and alarm response services as per tender #1608.			
Supplier: SULO MGB AUSTRALIA PTY LTD			
PU245461	24 June 2020	\$52,641.05	\$52,641.05
00001 770 x 60ltr SULO Kompakt MGB 60 Litre Mobile garbage bin – Retro style with handle – Colour: Body - Dark Green, Lid – Burgundy, Hot stamps: Lid – 'FOOD SCRAPS ONLY', Body - City of Sydney logo & 10-digit bin ID# (white foil)			
Supplier: SWITCHBOARD ALTERATIONS AUSTRALIA			
PU245545	29 June 2020	\$54,340.00	\$54,340.00
Main Switchboard Upgrade at Sydney Park Nursery Depot			
Supplier: SYDNEY CIVIL PTY LTD			
PU244952	22 May 2020	\$319,077.33	\$319,077.33
00001 Granite paving civil works Paver Infill Phillip Street, Sydney. 52 Phillip Street to Bridge Street. FY: Fast-track capital works program			
PU244957	22 May 2020	\$684,752.75	\$684,752.75
00001 Granite paving civil works Paver Infill Sussex Street, Haymarket. Goulburn to Hay Street, west side. FY: Fast-track capital works program			
PU244958	22 May 2020	\$1,215,736.99	\$1,215,736.99
00001 Granite paving civil works Paver Infill Elizabeth Street, Sydney. Park Street to St James Road, east side. FY: Fast-track capital works			
PU245277	15 June 2020	\$337,870.82	\$337,870.82
00001 Stimulus Package - Drainage Renewal Work Drainage Renewal-Bourke Road.			
PU245357	18 June 2020	\$3,203,394.94	\$3,203,394.94
00001 Construct Lachlan Street and Gadigal Ave Waterloo signalised intersection, off-road separated bi-directional cycleway and associated public domain integration works			
PU245360	18 June 2020	\$133,489.40	\$133,489.40
00001 Stimulus Package-Drainage Renewal Works Drainage Renewal-Upper Road			
PU245456	24 June 2020	\$274,277.52	\$274,277.52
00001 Road Renewal Park St Sydney, Park St from George St to Elizabeth St full width. Bus lane relocation job			
PU245508	26 June 2020	\$63,180.61	\$63,180.61
00001 Martin Place Bollards Installation Crowded Place Protection			

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

	Order Date	Order Amount	Outstanding Amount
Supplier: SYDNEY WATER CORPORATION			
PU245091	2 June 2020	\$608,334.76	\$608,334.76
00001	Johnston Creek Channel Naturalisation and Wetland Project - Bridge Works		
Supplier: TELSTRA CORPORATION LIMITED			
PU245002	27 May 2020	\$191,664.39	\$191,664.39
00002	Telstra Sussex, Liverpool to Goulburn Paver Infill. Telstra services adjustments to install paver infill lids. Elizabeth St, Park to St James Rd, Pitt St, Campbell to Goulburn Sts, Sussex St, King to Market Sts, Goulburn St, Elizabeth St to Wentworth Ave, Goulburn St, George to Sussex Sts, Sussex St, Liverpool to Goulburn Sts, both sides, Sussex, Goulburn to Hay Sts. FY: fast-track paver infill program. Telstra Infill Lids Agreement/Telstra footpath agreement.		
00003	Telstra Sussex, King to Market Sts Paver Infill. Telstra services adjustments to install paver infill lids for Elizabeth St, Park to St James Rd, Pitt St, Campbell to Goulburn Sts, Sussex St, King to Market Sts, Goulburn St, Elizabeth St to Wentworth Ave, Goulburn St, George to Sussex Sts, Sussex St, Liverpool to Goulburn Sts, both sides, Sussex, Goulburn to Hay Sts. FY: fast-track paver infill program. Telstra Infill Lids Agreement/Telstra footpath agreement.		
00004	Telstra Sussex, Goulburn to Hay Paver Infill. Telstra services adjustments to install paver infill lids for Elizabeth St, Park to St James Rd, Pitt St, Campbell to Goulburn Sts, Sussex St, King to Market Sts, Goulburn St, Elizabeth St to Wentworth Ave, Goulburn St, George to Sussex Sts, Sussex St, Liverpool to Goulburn Sts, both sides, Sussex, Goulburn to Hay Sts. FY: fast-track paver infill program. Telstra Infill Lids Agreement/Telstra footpath agreement.		
00006	Telstra Pitt, Goulburn to Campbell Paver Infill. Telstra services adjustments to install paver infill lids. Elizabeth St, Park to St James Rd, Pitt St, Campbell to Goulburn Sts, Sussex St, King to Market Sts, Goulburn St, Elizabeth St to Wentworth Ave, Goulburn St, George to Sussex Sts, Sussex St, Liverpool to Goulburn Sts, both sides, Sussex, Goulburn to Hay Sts. FY: fast-track paver infill program. Telstra Infill Lids Agreement/Telstra footpath agreement.		
00007	Telstra Elizabeth, Park to St James Paver Infill. Telstra services adjustments to install paver infill lids. Elizabeth St, Park to St James Rd, Pitt St, Campbell to Goulburn Sts, Sussex St, King to Market Sts, Goulburn St, Elizabeth St to Wentworth Ave, Goulburn St, George to Sussex Sts, Sussex St, Liverpool to Goulburn Sts, both sides, Sussex, Goulburn to Hay Sts. FY: fast-track paver infill program. Telstra Infill Lids Agreement/Telstra footpath agreement.		
00008	Telstra Goulburn, George to Sussex Paver Infill. Telstra services adjustments to install paver infill lids. Elizabeth St, Park to St James Rd, Pitt St, Campbell to Goulburn Sts, Sussex St, King to Market Sts, Goulburn St, Elizabeth St to Wentworth Ave, Goulburn St, George to Sussex Sts, Sussex St, Liverpool to Goulburn Sts, both sides, Sussex, Goulburn to Hay Sts. FY: fast-track paver infill program. Telstra Infill Lids Agreement/Telstra footpath agreement.		
00009	Telstra Goulburn, Eliz to Wentworth Paver Infill. Telstra services adjustments to install paver infill lids. Elizabeth St, Park to St James Rd, Pitt St, Campbell to Goulburn Sts, Sussex St, King to Market Sts, Goulburn St, Elizabeth St to Wentworth Ave, Goulburn St, George to Sussex Sts, Sussex St, Liverpool to Goulburn Sts, both sides, Sussex, Goulburn to Hay Sts. FY: fast-track paver infill program. Telstra Infill Lids Agreement/Telstra footpath agreement.		
Supplier: THE AUDIT OFFICE			
PU244414	15 April 2020	\$232,980.00	\$153,538.00
00001	Audit services for 2019/20		
Supplier: THE GARDENMAKERS PTY LIMITED			
PU244719	6 May 2020	\$71,425.20	\$71,425.20
00001	Contract 1896 - Paving Repairs - Hyde Park Paving repairs as per Statement of Works No. 2		
Supplier: TONKIN ZULAIKHA GREER PTY LTD			
PU244854	18 May 2020	\$369,127.00	\$369,127.00
00001	Botany Road Corridor: Urban Design Study for a term of 8 months.		
Supplier: TSS TOTAL SURVEYING SOLUTIONS PTY LTD			
PU244827	14 May 2020	\$53,515.00	\$5,335.00
00001	Detail surveys for foot way, access & inclusion, drainage renewal capital works projects. 2020/21, 2021/22 & 2022/23		
Supplier: VENTIA PTY LTD			
PU245165	5 June 2020	\$99,846.22	\$99,846.22
00001	Installation of Replacement UPS		
PU245182	9 June 2020	\$92,510.00	\$92,510.00
00002	Bay Street and Alexandra Canal Depot rainwater tank upgrade works		

Quarterly Contract Order Details - Quarter 4 - April to June 2020

New contracts approved within the Quarter over \$50,000 and yet to be fully performed.

		Order Date	Order Amount	Outstanding Amount
PU245412		23 June 2020	\$87,353.40	\$87,353.40
00001	Supply A/C to Abraham Mott Centre			
PU245413		23 June 2020	\$90,846.10	\$90,846.10
00001	Supply carpet and vinyl to ROCC			
PU245436		24 June 2020	\$87,402.90	\$87,402.90
00001	Supply A/C to Abraham Mott Hall			

Attachment E

**Fourth Quarter 2019/20
Environmental Sustainability Progress
Report**



Green Environmental Sustainability Progress Report

January 2020 to June 2020

A detailed bi-annual overview of the City of Sydney's progress against our environmental sustainability targets for both the Local Government Area (LGA) and the City's own operations.

city of villages

CITY OF SYDNEY 

Green Smart Streets

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Since 2008, Sustainable Sydney 2030 has articulated the collective vision of residents and visitors, workers and businesses. The City then committed to ambitious targets and strong actions across six key environmental focus areas, set out in the Environmental Action 2016-2021 Strategy and Action Plan

The Green Report outlines the progress of our environmental program. The Green Report is the City's state of the environment report and fulfils the reporting requirements of the NSW Local Government Act 1993 No. 30 Section 428A and the Integrated Planning and Reporting guidelines.

The City's Environment Policy¹ applies to all City of Sydney's operations, assets, activities and staff.

An Environmental Management System (EMS) supports the City's commitment to sustainable asset management and operations.

Message from the CEO

The period from January to June 2020 has been unprecedented. The year commenced with the devastating summer Australian bushfires highlighting the importance of all levels of government to take leadership on climate change. This was followed by the impact of the Covid-19 pandemic, both crises have challenged all of us on the way we live and work, and we outline in this report how the City has responded.

In February 2020, Council endorsed the [Climate Emergency Response](#), in accordance with the City's Climate Emergency Declaration June 2019, when we declared that climate change poses a serious risk and should be treated as a national emergency. The response outlines the priority actions for the City and calls for all of us to [take individual action](#).

In June 2020, Council endorsed the [Community Recovery Plan](#). When the pandemic first hit Sydney, the City responded quickly, closing our community facilities, increasing cleansing and waste regimes, and establishing new grants programs to help support our creatives, community sector and small businesses.

The recovery plan gives direction to how we will work in partnership with our communities, businesses, the state government and other local governments to lay the groundwork for and support economic and social recovery in our City. In taking action, we will also look for opportunities to embed climate action in all that we do, to ensure culture and creativity is central to the recovery effort and to create a more equitable and resilient city and community in future.

This Green Report provides an update for the most recent period, January to June 2020, on our programs, initiatives, achievements, and includes the latest climate science in the Climate Adaptation section.

I encourage everyone to read and distribute this report widely to share ideas and inspire environmental leadership everywhere.



Monica Barone, Chief Executive Officer

¹ City of Sydney Environment Policy can be seen in Appendix 2.

1. Our environmental targets

Sustainable Sydney 2030 outlines the aspiration of our community and businesses for our local government area to be an environmental leader on a global scale.

The following are environmental targets outlined in the Environmental Action 2016 - 2021 Strategy and Action Plan.

City of Sydney Operations



Low-carbon city

- **44** per cent reduction in greenhouse gas emissions by end June 2021 based on 2006 levels
- **70** per cent reduction in emissions by 2030 based on 2006 levels
- **50** per cent of electricity from renewable sources by end June 2021



Water sensitive city

- Annual potable water use of **180** L/m² of irrigated open space by end June 2021
- **Zero** increase in potable water use by end June 2021 from 2006 baseline, achieved through water efficiency and recycled water
- **Zero** increase in potable water use by 2030 from 2006 baseline, achieved through water efficiency and recycled water



Zero waste city

- **70** per cent resource recovery of waste from City-managed properties by end June 2021
- **80** per cent resource recovery of construction and demolition waste generated and managed by City operations by end June 2021
- **50** per cent resource recovery of waste from City parks, streets and public places by end June 2021



Active and connected city

- **Zero** increase in fleet emissions from 2014 baseline by end June 2021



Green and cool city

- The average total canopy cover is increased by **50** per cent by 2030 (from 15 to 23 per cent), and increased by **75** per cent by 2050 (to 27 per cent), from a 2008 baseline
- Plant **700** new street trees each year until 2021
- Plant **50,000** new trees and shrubs in City parks and street gardens each year until 2021
- Tree species diversity will not consist of more than **40** per cent for any particular plant family, **30** per cent for any genus or **10** per cent for any one species by 2021
- Habitat sites in the city are protected and the area of bush restoration sites is increased by **100** per cent by 2023 from a 2012 baseline of 4.2 hectares
- Indigenous fauna species diversity, abundance and distribution is **maintained or increased** by 2023 based on a 2012 baseline
- A progressive **increase** in the number of habitat features for priority fauna species is established along potential habitat linkages by 2023



Local Government Area

Since the targets for Sustainable Sydney 2030 were set, the City of Sydney local government area (LGA) has undergone significant growth and is expected to continue to grow.

Regardless of future growth, the 2030 targets set by the City of Sydney are absolute.



Low-carbon city

- **70** per cent reduction in greenhouse gas emissions by 2030 based on 2006 levels
- Net **zero** emissions by 2050²
- **50** per cent of electricity demand met by renewable sources by 2030



Water sensitive city

- **Zero** increase in potable water use by 2030 from 2006 baseline, achieved through water efficiency and recycled water
- **50** per cent reduction in the annual solid pollution load discharged to waterways via stormwater by 2030
- **15** per cent reduction in annual nutrient load discharged to waterways via stormwater by 2030



Zero waste city

- **70** per cent recycling and recovery of residential waste from the local government area by end June 2021
- **70** per cent recycling and recovery of commercial and industrial waste from the local government area by end June 2021
- **80** per cent recycling and recovery of construction and demolition waste from the city by end June 2021



Active and connected city

- **33** per cent of trips to work during the AM peak undertaken by walking by 2030, by city residents
- **10** per cent of total trips made in the city are undertaken by bicycle by 2030
- **80** per cent of trips to work during the AM peak are undertaken by public transport by 2030, by city residents and those travelling to Central Sydney from elsewhere
- **30** per cent of city residents who drive (with an unrestricted drivers licence) are members of a car sharing scheme by 2030



Green and cool city

- The average total canopy cover is increased by **50** per cent by 2030 (from 15 to 23 per cent), and increased by **75** per cent by 2050 (to 27 per cent), from a 2008 baseline

² Accelerated target of net zero by 2040 proposed February 2020 by the Lord Mayor Clover Moore will form part of the City's new long-term strategic plan, Sustainable Sydney 2050



2. Low carbon city



What our cities do to address climate change sets the agenda everywhere for communities and governments to promote innovation and solutions to achieve a net zero future.

In *Sustainable Sydney 2030*, we set a 2030 target to reduce emissions both across the city and in our operations by 70 per cent below 2006 levels. In our Environmental Action 2016-2021 Strategy and Action Plan, we have strengthened our renewable energy targets for both our own operations and in our local government area, extending our target to net zero emissions by 2050. In light of the climate emergency, we realise that even more urgent action is required, and in early 2020 proposed a target for the local government area of net zero emission by 2040 to be included in the City's new long-term strategic plan, *Sustainable Sydney 2050*

Council endorsed operational targets and actions are represented by a waterfall chart that outlines operational emissions and the anticipated results of actions that will be taken in order to achieve the 2021 target of 44 per cent reduction. (Chart 2).

The City's 'Asset Environmental Budget' (AEB) translates operational carbon emissions targets into a detailed plan and

is incorporated into the [Resourcing Strategy](#) to promote transparency in monitoring of our emissions performance.

City of Sydney to go 100 per cent renewable

The City of Sydney will further slash its greenhouse gas emissions by using 100 per cent renewables to meet its grid electricity needs, from July 2020. The renewables commitment endorsed by Council in March 2019 will see the City's operations cut emissions by around 18,000 tonnes a year – equivalent to the power consumption of around 4,000 City households.

The City will purchase renewable power from Sapphire Wind Farm in the New England area, Bomen Solar Farm near Wagga Wagga and the community owned Repower Shoalhaven solar farm.

Using 100 per cent renewable electricity is essential to achieve our commitment to reduce organisational emissions by 70 per cent, well on the way to net zero by 2050.

More broadly, the shift to renewable energy in the electricity sector is happening much faster than anyone imagined as the cost of new renewable energy continues to fall. The City estimates it may save up to \$500,000 a year (compared to previous electricity bills) by sourcing its grid electricity from renewable energy. With the recent declaration that climate change should be treated as a national emergency, this is another way in which we can demonstrate that we lead by example, to inspire local residents and businesses to take action themselves.



City of Sydney is a founding member of BRC-A



Business Renewables Centre Australia (BRC-A) provides a membership platform to simplify, streamline and accelerate corporate purchasing of large-scale wind and solar energy and storage. The City of Sydney is one of the founding members of this important organisation, along with over 60 other organisations, including councils, project developers and some of Australia's best known and biggest companies.

Working with its partners, the BRC-A will drive best practice principles for negotiating and delivering, and eventually standardising corporate renewable power purchase agreements (PPAs) that reduce costs for purchasers, deliver fair returns for developers and financiers, and contribute to local and regional economies.

"It just goes to show that switching to renewable energy is a sound business decision, and one that is being considered in boardrooms and planning meetings all around Australia," said Monica Richter, Project Director for BRC-A.

Net zero and 100 per cent renewable energy commitments



The City has set targets in line with what is necessary at the global scale to avoid the worst impacts of climate change. We all need to contribute to this outcome and the large and increasing number of organisations making these commitments is testament to the new opportunities from a clean economy.

ClimateWorks Australia has identified that 25 per cent of Australia's largest banks are working towards setting emissions targets which are consistent with a net zero pathway for both their operations and their investment and lending activities and almost half of Australia's largest listed property companies have made commitments to reduce greenhouse gas emissions that closely align with the Paris Climate Agreement.

See https://www.climateworksaustralia.org/resource_category/tracking/

After only 1-year having an Australian presence, many prominent Australian companies - including all of the big-four banks - have signed up to the RE100 program to use 100 per cent renewable energy, many by 2025 or sooner.

The City acknowledges leading organisations operating in our area who are using renewable energy and committing to net zero emissions targets. (Please let us know if your organisation is not shown here.)

Timeframe	Organisation	Commitment
Now	GPT	Signs Net Zero Carbon Buildings Commitment
	Bank Australia	100 per cent renewable
	Frasers Property Australia	First carbon neutral certified building. All base buildings certified by 2020
	Allens, ANZ, APN Outdoor, CBRE, Dexus, Frasers Property Australia, GPT, JCDcaux, NAB, Pangolin, PWC, Sydney Opera House, Westpac, WWF	Certified carbon neutral
	UNSW	100 per cent renewable
2020	City of Melbourne	100 per cent renewable
	City of Sydney	100 per cent renewable
2025	GPT	Wholesale Office Fund net zero by 2021
	ANZ, Atlassian, Maquarie Group, NAB, QBE, Westpac	100 per cent renewable by 2025
	Lendlease	Australian Prime Property Fund Commercial (APFFC) net zero by 2025 and Carbon Positive Barangaroo
2030	AMP Capital	Wholesale Office Fund net-zero property portfolio by 2030.
	Dexus	Net zero property portfolio by 2030
	Frasers Property	Company-wide carbon zero target by 2028
	GPT	Entire property portfolio to be zero carbon by 2030
	Mirvac	Net zero positive by 2030 and 100 per cent renewable energy buildings
2040	Commonwealth Bank	100 per cent renewable by 2030
	Investa	Net zero organisation by 2040 with science-based targets
	JLL	Reduce emissions from its own offices 80 per cent by 2040



Advocacy

The City has numerous successful partnerships and programs to deliver on our targets, and we are committed to leading by example in our own operations. However substantially more action and policy is required by the NSW and Australian governments to meet the City's target for net zero emissions by 2050 – a target which aligns with Australia's commitment to the Paris Agreement and the NSW government state-wide target.

During the past six months the City has prepared submissions to the Future of NABERS Energy consultation paper and Australian Government Technology Investment Roadmap discussion paper.

We continue to work with a range of strategic partners including the Green Building Council of Australia and the Property Council of Australia to demonstrate the benefits of expanding the Commercial Buildings Disclosure scheme. Shared industry recommendations include reducing the threshold of disclosing energy performance; and expanding the scope of disclosure to include office tenancies and other building sectors.

City of Sydney Operations

Carbon neutral program

The City has been measuring, reducing and offsetting all of its operational greenhouse gas emissions since 2006/07. In 2011, the City of Sydney became the first of any level of Government in Australia to be certified as Carbon Neutral under the Australian Government Climate Active program (previously called the National Carbon Offset Standard).

The City remains carbon neutral by continuing to implement emissions saving projects, developing a greenhouse gas emissions inventory with independent verification each year, and through the provision of accredited offsets equivalent to 100 per cent of the organisation's emissions.

How we do it

Measure

Any carbon neutral claims must be accurate and verified independently.

Avoid and reduce

The City has been achieving real energy and greenhouse gas emissions savings in our buildings, street lighting, and fleet operations.

Renewable energy

The City is rolling out solar PV to sites it owns and manages to generate clean electricity and from July 2020 will be purchasing 100 per cent renewable electricity.

Offset

The City reduces its carbon liability by avoiding and reducing emissions and using offsets for emissions that cannot be avoided.

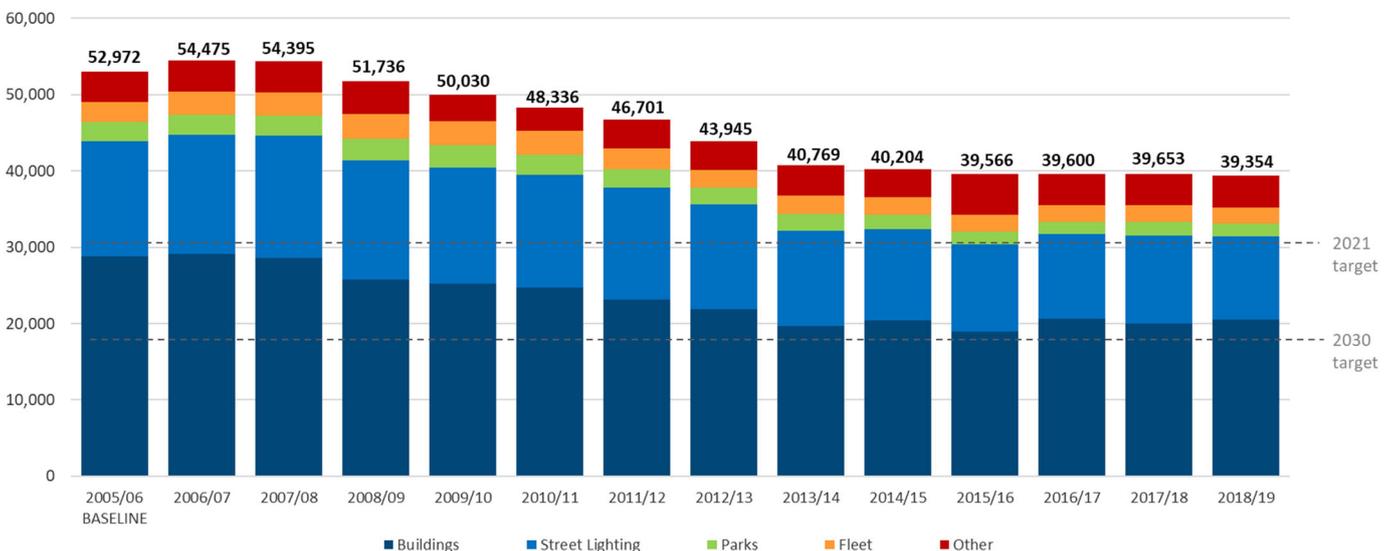
In some instances, the City also includes third party emissions. Contractor emissions are outside of the City's operational control however are included as scope 3 emissions on the basis that they provide core local government services that would otherwise need to be provided by the City. Similarly, we include our own flight and accommodation emissions as well as making an allowance for flights paid for by others, because it is sometimes hard to prove if the external party offset the City's flight. Emissions from travel by City staff accounts for less than 0.5 per cent of the City's total inventory. Each year the City purchases additional offsets to cover any variability in data.



Relevant links

- [Climate Active](#)

Chart 1: City of Sydney operations greenhouse gas emissions





Our operational targets



Greenhouse gas emissions

- 44 per cent reduction in greenhouse gas emissions by end June 2021, based on 2006 levels
- 70 per cent reduction in greenhouse gas emissions by 2030 based on 2006 levels



Renewable energy

- 50 per cent of electricity demand met by renewable sources by end June 2021

How we are tracking

Annual greenhouse gas emissions

Chart 1 tracks our actual annual operational emissions by category to the Sustainable Sydney 2030 target of a 70 per cent emission reduction against the 2005/06 baseline. Chart 2 incorporates projects currently in progress and their proposed effects. It is anticipated that as projects currently in progress begin to deliver scoped benefits, overall emissions will reduce accordingly.

Emissions from grid electricity are calculated based on the emissions factors, for NSW, currently 0.81 tCO₂-e/MWh for scope 2 and 0.09 tCO₂-e/MWh for scope 3 emissions. Greenhouse gas emissions are calculated using National Greenhouse Factors³.

Energy consumption data

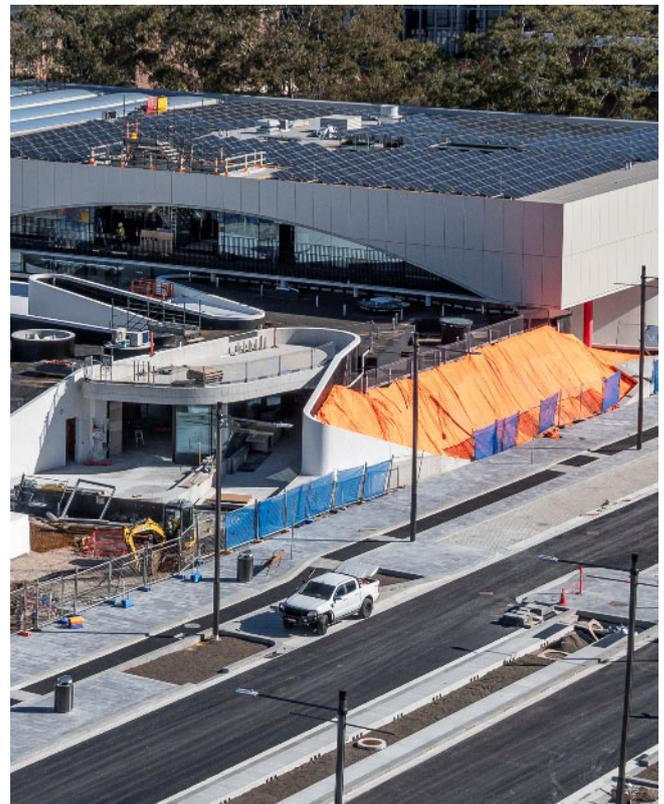
The table below shows energy consumption data for the organisation. It is important to note that while the City's total energy consumption has been increasing, total emissions have decreased due to more renewable energy in the grid. The City will focus on new opportunities to improve energy efficiency and the new procurement of renewable energy to meet energy and emissions targets.

Organisation	Electricity (MWh)	Natural gas (GJ)	Total energy (GJ)
Baseline (Jun 2016)	42,427	21,894	174,631
Last Year (Jun 2019)	31,250	75,853	188,353
Most recent (Jun 2020)	29,080	82,917	187,606
Difference (baseline)	-13,347 (-31%)	+61,023 (+279%)	+12,975 (+7%)
Difference (previous year)	-2,170 (-7%)	+7,064 (+9%)	-746 (0%)

³ Greenhouse gas factors [August 2019](#).

The table below describes the sources for the annual operations greenhouse gas emissions data. For more information, see [Appendix 1: Data management plan](#).

Title	Source
Buildings, parks and street lighting	SMART (Sustainability Management and Reporting Tool)
Fleet	Fleet services fuel consumption data.
Other GHG	Various systems are used to collect emissions from other business activities such as contractor fuel, waste, flights, taxi journeys and refrigerants.

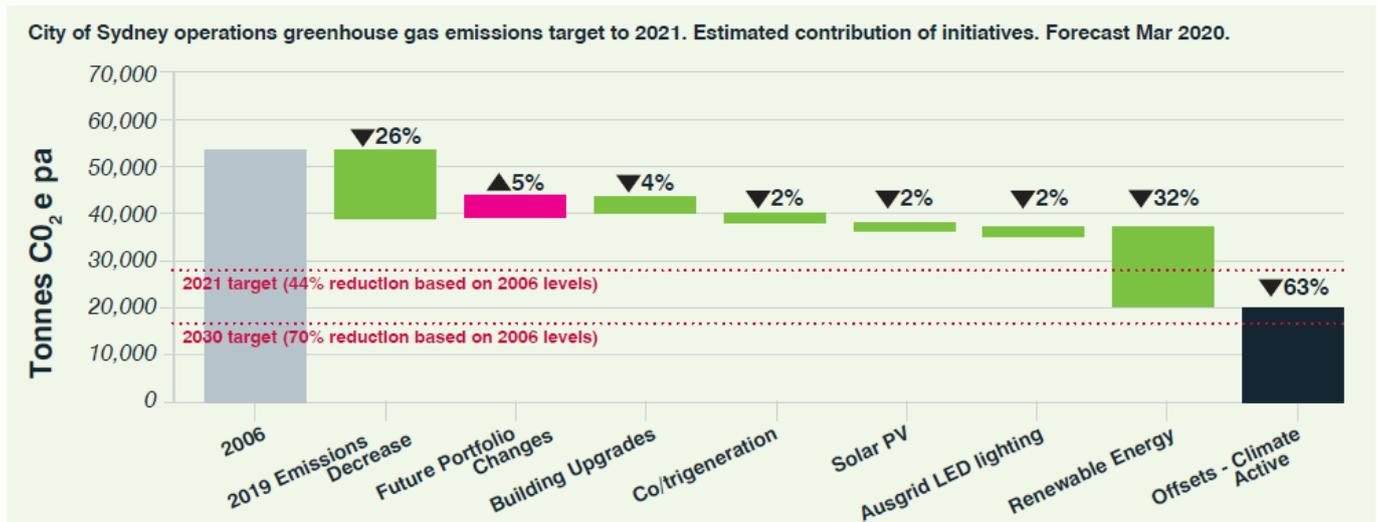




How we will get there

As at June 2019, the City has a verified emissions reduction of 26 per cent from the 2006 baseline. The chart below shows the initiatives that the City has undertaken and the estimated contributions of the programs we will implement across our operational portfolio to exceed the target of reducing our emissions by 44 per cent by 2021. The commitment to 100 per cent renewable electricity will enable the City to be on track to achieve the 70 per cent reduction of emissions well before 2030. We will maintain our certified carbon neutral status each year through the purchase of verified offsets for those emissions we cannot eliminate, as we have since 2011.

Chart 2: City of Sydney operations greenhouse gas emissions targets to 2021. Estimated contribution of initiatives.



Completed initiatives – 26 per cent reduction achieved

The result since 2006 has been achieved by:

- Portfolio change (+4 per cent) over time including additional facilities in 2018/19 Green Square Community and Cultural Precinct, Green Square Library and Plaza, Perry Park Recreation Centre and Darling Library. In previous years Ian Thorpe Aquatic Centre, 343 George Street, Sydney, and Surry Hills Community Centre.
- Energy efficiency programs, solar installed to date, improved energy measurement and monitoring, behaviour changes and small works.
- Annual weather and changes in emissions factors.

Initiatives to be completed by 2021

The 2021 emissions target remains at 44 per cent reduction from the 2006 baseline and due to the City's commitment to 100 per cent renewable electricity the current forecast is a 63 per cent reduction.

- Future portfolio increase (+5 per cent) assumes the expansion of the City's property portfolio for community and operational purposes. Including:
 - Increases in acquisition of 546-552 George St in 2019/20, and Gunyama Park Aquatic Centre expected to open in 2020
 - Increases through developer contributions to the City including Greenland Tower Creative Hub and 178-186 George Street
 - Proposed Divestments including Oxford St holdings.
 - Increased pedestrian lighting and maintenance for parks and public domain at Green Square.
- Building upgrades (-4 per cent) reflects estimated savings from efficiency upgrades in the most resource intensive properties via the Major Properties Efficiency Project (MPEP).
- Co/Trigeneration (-2 per cent) reductions will be accomplished through the operation of cogeneration facilities at Cook and Phillip Park Aquatic Centre and Ian Thorpe Aquatic Centre.
- Solar Photovoltaics (PV) (-2 per cent) on City properties.
- Ausgrid LED lighting (-2 per cent) The City has partnered with Ausgrid to change all conventional street lights in the City area to LEDs.
- Renewable energy for electricity (-32 cent) to be purchased by the City directly from a renewable project through a Power Purchase Agreement. This is enacted through the purchase of Large Scale Generation Certificates (LGC). 1 LGC is created for 1MWh of renewable electricity. 20% of LGCs created must be surrendered to the Australia Government under the Renewable Energy Legislation. The remaining 80% are retired to ensure that they are not double counted.
- Note Covid-19 impacts have not been included in the estimates.



Gunyama Park Aquatic and Recreation Centre: Construction works

Operational Emissions Target

The following table provides annual asset portfolio carbon emission estimates to 2023. The estimates are presented in a similar format to a four year financial budget and include how the City will exceed the 2021 target.

	2019/20	2020/21	2021/22	2022/23
GHG Tonnes CO2e				
Property Emissions Portfolio				
Carried Forward Portfolio Balance	21,008	19,357	19,348	18,022
Add				
Net Portfolio Changes	254	2,050	214	364
Reductions Emissions Projects				
Building Upgrades	(857)	(997)	(383)	0
Co/Trigeneration Installations	(522)	(476)	(476)	0
Solar Installations	(526)	(585)	(680)	0
Total Property Emissions at End of Period	19,357	19,348	18,022	18,386
Parks and Street Lighting Emissions				
Carried Forward Portfolio Balance	12,641	12,308	11,443	10,376
Add				
New Street Lights	0	114	134	162
Reduction of Emissions				
Ausgrid LED Street Lighting Program	(333)	(979)	(1,201)	(1,255)
Total Streets and Parks Lighting Emissions at End of Period	12,308	11,443	10,376	9,283
Other Emissions				
Refrigerants, Waste and Water	2,065	1,724	1,598	1,500
Contractor Fuel	1,269	1,329	1,341	1,354
Organisational Fleet	2,417	2,417	2,417	2,417
Corporate Emissions (Events, travel etc)	916	916	916	916
Grid Emissions (benefit from greening the grid)	(408)	(240)	(164)	0
Total Other Emissions	6,259	6,147	6,108	6,187
Reduction of Emissions				
Offsite Renewables	0	(17,134)	(17,134)	(17,134)
Total Offsite Renewables Emissions	0	(17,134)	(17,134)	(17,134)
Total Emissions at End of Period	37,924	19,803	17,372	16,722

Baseline June 2006 Emissions GHG Tonnes CO2e 52,972 Estimated Emissions reduction June 2021 (63%)



Environmental Management System (EMS)

The City continues to improve its environmental management processes, in line with the ISO14001 standard and to ensure all City staff are aware of their environmental management responsibilities. During the period the following was undertaken:

- The City released the [Climate Emergency Response](#) to the City's Climate Emergency declaration in July 2019 (see Section 4 below)
- The City has developed a suite of procurement documentation that will embed social and sustainable procurement practices as the norm. These practices as well as local buy initiatives will have an impact in the next financial year

The Procurement Returnable Schedules have been developed for prospective suppliers to assess and provide assurance and/or commitment to the City's legal and strategic objectives in relation to Climate Change, Local Buy Corporate Social Responsibilities, Chain of Responsibility, Modern Slavery Act, environmental impacts, recycling content and other elements to develop towards a Circular Economy. Other documents include a Code of Conduct for Suppliers

- The City has developed Sustainable Event Management Guidelines to support the delivery of major events (see more details below). A site audit was undertaken by the EMS team for New Year's Eve and the audit findings informed the development of the guidelines
- Council owned land that have an associated Contaminated Land Environment Management Plan (CLEMP) were loaded on the Dial Before You Dig (DBYD) platform. Ongoing construction works projects on the associated land will now have direct access to the CLEMPs through the DBYD request system
- All staff sustainability training has been rolled out to City staff (see more details below).

SMART - Sustainability Management and Reporting Tool

SMART is the City's system to manage, monitor and report on utilities and other sustainability metrics for all assets owned or managed by City of Sydney. It provides City asset managers and staff with improved visibility on electricity, gas, water consumption, and waste generation.

The platform has been implemented and is now in an operational phase with a process set up for regular utility monitoring, reporting and continual improvement.

For the period July 2019 – June 2020, SMART led to identification of utility variances within City's portfolio in tune of 321 megawatt hour of electricity, 19 terajoules of natural gas, 29 mega litres of water. The electricity and natural gas variances equates to 1,285 tonnes of greenhouse gas emissions.

Building upgrades

The City has continued to improve on the energy efficiency of its property portfolio through building upgrades projects such as:

- LED lighting replacements across key City properties including within its aquatic centres and community centres which has not only achieved energy efficiency, but also improved light levels, occupant safety, maintenance requirements and aesthetics.
- Aquatic centre improvements including heat recovery from backwashing, new efficient heat pumps, UV modulation units and high efficient motors for pumps.
- Heating, Ventilation and Air-Conditioning (HVAC) improvements through better controls and sensors, installation of variable speed drives (VSDs), refrigerant management and targeted maintenance.
- Proactive building management through Building Analytics (building management systems) where optimisation, fault detection and efficiency measures are identified and actioned.
- Regular site inspections by City staff helps identify assets or systems for potential improvement as well as safety concerns.

A key program for delivering energy and water efficiency within City buildings is the Major Properties Efficiency Project (MPEP). The program targets fourteen of the City's highest energy and water consuming sites and is a four year program running from 2016/17 to 2020/21. The program is in its final year of delivery and to date has delivered approximately 1,597 tonnes of CO2 emissions savings through the above projects.

Additionally, the City continues to work on its initiatives to improve the sustainable building ratings of its own property portfolio through implementing a Green Star gap analysis, NABERS improvement program and commitment to the Government Resource Efficiency Policy (GREP).

Ultraviolet (UV) modulation for aquatic operations

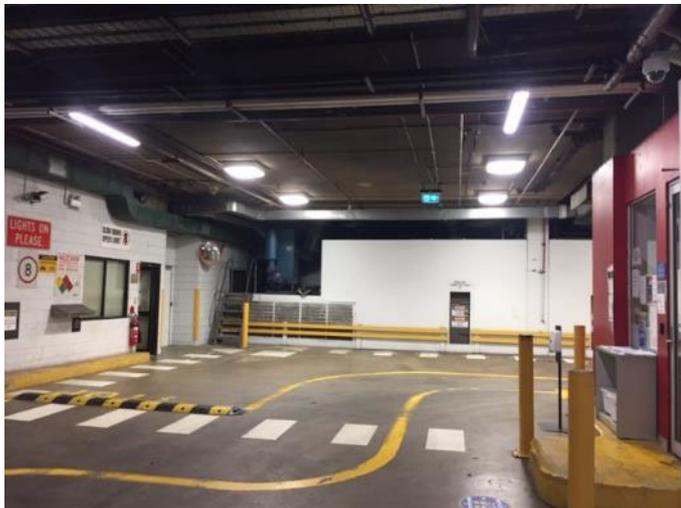
Through MPEP, the City has installed UV control technology for its indoor pools. This equipment allows UV to be controlled using water chemistry parameters rather than running continuously. The units at both pools will save a combined 167 MWh/yr and more than \$33,000 per year.





LED lighting upgrades at Town Hall House car park

Through MPEP, Town Hall House car park is using only 50% of the previous energy used, saving almost 67 MWh of electricity a year, which equates to \$14,000 a year.



Fleet

Fleet emissions continue to contribute approximately 7 per cent of the City's total emissions and continuing efforts at emissions reductions focus on low-risk and eco-driving strategies. Low-risk driving practices almost always contribute to lower fuel or battery use and fewer emissions.

Project updates

Solar PV and energy storage

To date, the City has installed 42 solar PV systems at multiple Council sites including office buildings, child care centres, libraries, works depots, community centres, sporting fields and other venues.

Five solar PV systems, totalling up to 550 kW, were added on City buildings during FY19/20.

The City also hosts the first major customer-based battery storage facility in Sydney. In collaboration with TransGrid, a 500 kWh lithium ion battery system has been installed at the new Alexandra Canal depot. The battery facility allows the depot to use more of the renewable energy generated via the massive on-site solar PV installation (if there was no batteries, more on-site generated energy would be exported to the grid).

Cogeneration at Ian Thorpe Aquatic Centre (ITAC)

Installation and commissioning of the new cogeneration plant at ITAC was been completed in October 2019. The cogeneration is fully operational now and operates between 6:00am and 9:00pm daily. The project is expected to achieve up to 600 tonnes of CO₂ emission reduction per annum.

Cogeneration at Cook + Phillip Park Aquatic Centre

The City has signed a contract to install new heating and cooling equipment. The project includes a new 250 kW cogeneration unit, a new chiller with heat pump, new heat pumps and new boiler. The project will be completed in calendar year 2020 and will deliver up to 700 tonnes a year of emission reductions in total.

Sustainability at the City learning



Nearly 500 staff from all areas of the City have completed a special, interactive course called Sustainability at the City. The course is designed to generate discussion and collaboration of ideas about what it means to be sustainable at work and at home.

The course presents sustainability in the context of 'care'; caring for place, for future and in our daily decisions.

Participants discuss how, in our everyday roles, no matter what our role is, we can make decisions that have a positive impact on the environment. The connections between our roles and the City's environmental targets are explored with common discussion areas including waste avoidance and recycling, responsible procurement and water savings. On the home front there are new commitments made to review solar and green power options, incorporate more active transport in to the day and composting of food waste.

One of the most common commitments by individuals completing the course is to have more, and braver conversations about what it means to make sustainable decisions. Many participants nominate that conversations with suppliers, colleagues, the community and family as a key way to share sustainable values widely.



Sustainable event guidelines

Sustainable event guidelines



The City has developed the sustainable event guidelines to help event organisers implement environmental sustainability into practice during the design, management and implementation of events.

The City is committed to aligning event management with ISO 20121 Sustainable Event framework. To be internationally recognised as a leader in the design and delivery of sustainable events, whilst maintaining excellence in quality and audience satisfaction.

The City hosts a variety of major indoor and outdoor events as well as community events. Audiences includes local Sydney communities, the wider communities across Australia and an international audience for major events such as New Year’s Eve and Sydney Lunar Festival. We work with a range of stakeholders and suppliers to present events and we encourage and value partners who share a commitment to achieving leading environmental performance for a sustainable future.

The guidelines include advice on the following topics:

Planning

- 1. Planning
- 2. Stakeholder engagement
- 3. Marketing and Communications
- 4. Procurement

Operational

- 5. Merchandise, printing and signs.
- 6. Waste
- 7. Energy
- 8. Water
- 9. Transport
- 10. Local Environmental Impacts

Evaluation

- 11. Outcomes and evaluation

Our major events teams will work to create the lowest environmental impact possible, while inspiring audiences to participate in and contribute to the event’s sustainability through low impact activities and actions.

The sustainable event guidelines will be available online now.

Advocacy

LED streetlights

The City aims to be the first council in Australia to replace all public lighting in its area with energy-efficient LEDs. Having completed the roll-out on City-owned lighting poles, the City is now partnering with Ausgrid (our local electricity utility) to upgrade utility-owned streetlights.

The Ausgrid upgrade involves replacement of conventional streetlight fittings (e.g. mercury vapour, compact fluorescent) with more energy-efficient LED streetlights.

Stage one of the program is now largely complete with 80 per cent of residential lights changed over at June 2020. Ausgrid is now accelerating stage two of the changeover of other streetlights (typically on major roads and in commercial areas). When both stages are complete in mid-2022, emissions will have been reduced by about 3,400 tonnes a year (based on standard grid emission factors). The City will also save over \$1 million a year in operational savings, thanks to reductions in maintenance charges (LEDs last over 10 years) and in electricity bills.

As noted, the Ausgrid upgrade program builds on the success of the City’s earlier initiative to replace City-owned streetlight fittings with LEDs. The City was the first local government area to install energy-efficient LED streetlights on a large scale. Via a \$7 million project, we replaced over 6,000 City-owned street and park lights between 2012 and 2016. This reduced emissions by over 2,000 tonnes a year and reduced operational costs by about \$800,000 a year.

More information is on the Ausgrid website at:

<https://www.ausgrid.com.au/In-your-community/Streetlights/LED-Streetlight-Rollout>



The local government area

Local government area targets



Greenhouse gas emissions

- 70 per cent reduction in greenhouse gas emissions by 2030 based on 2006 levels
- Net zero emissions by 2050



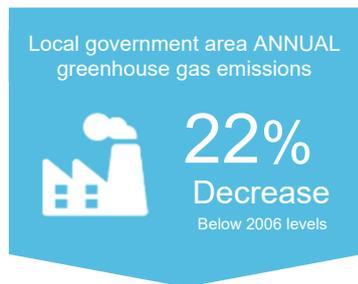
Renewable energy

- 50 per cent of electricity demand met by renewable sources by 2030⁴

How the local government area is tracking

Annual greenhouse gas emissions

Chart 3 tracks actual emissions from the local government area. Note that as at 2018-19 emissions have reduced by 22 per cent since the 2006 baseline. Prior to the Covid-19



pandemic there have been 45 per cent more residents⁵, 22 per cent more jobs and more than 50 per cent growth in the economy. This clearly shows that energy and emissions have been decoupled from growth.

The City recently updated the way we report emissions in order to become compliant with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC)⁶ – the new international benchmark for reporting city emissions.

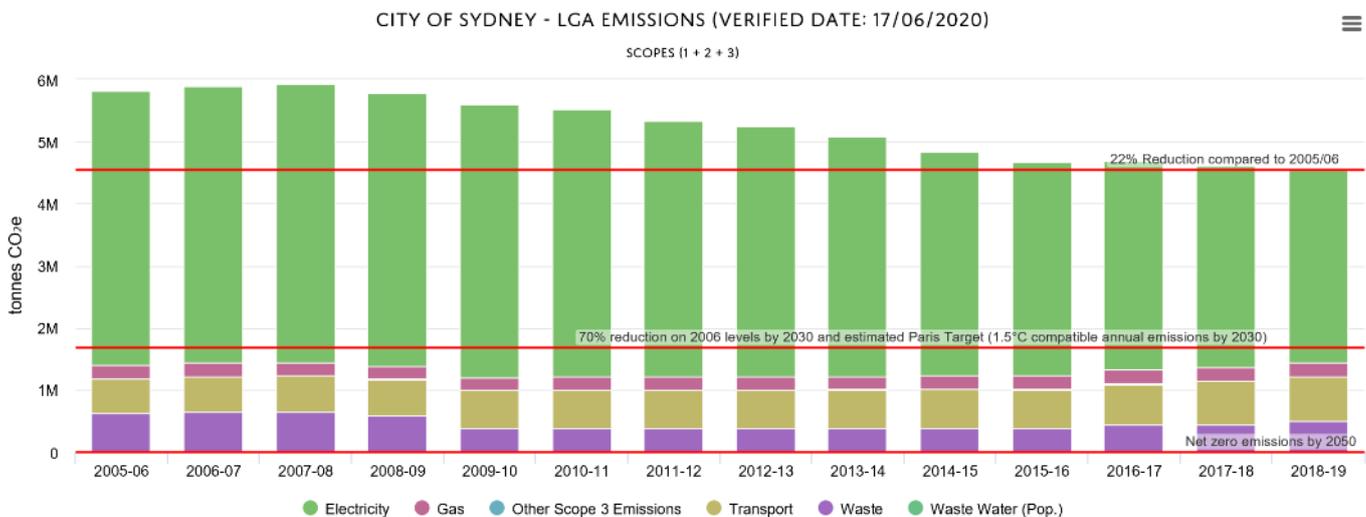
Chart 3: Local government area greenhouse gas emissions

Energy consumption data

The table below shows energy consumption data for the LGA. Please note, LGA data is shown to June 2019, which is the most up to date data available.

LGA	Electricity (MWh)	Natural gas (GJ)	Total energy (GJ)
Baseline	4,159,436	3,038,529	18,012,502
Most recent (to June 2019)	3,369,046	3,572,753	15,701,322
Difference	-790,389	+534,224	-2,311,177
Difference (per cent)	-19%	+18%	-13%

For more information see [Appendix 1: Data management plan](#).



⁴ The renewable electricity target incorporates renewable electricity both within the grid and classified as additional to the grid.

⁵ Based on 2017/18 LGA population data for residents/workers/visitors compared to 2005/2006 baseline.

⁶ <http://www.ghgprotocol.org/city-accounting>



How we will get there

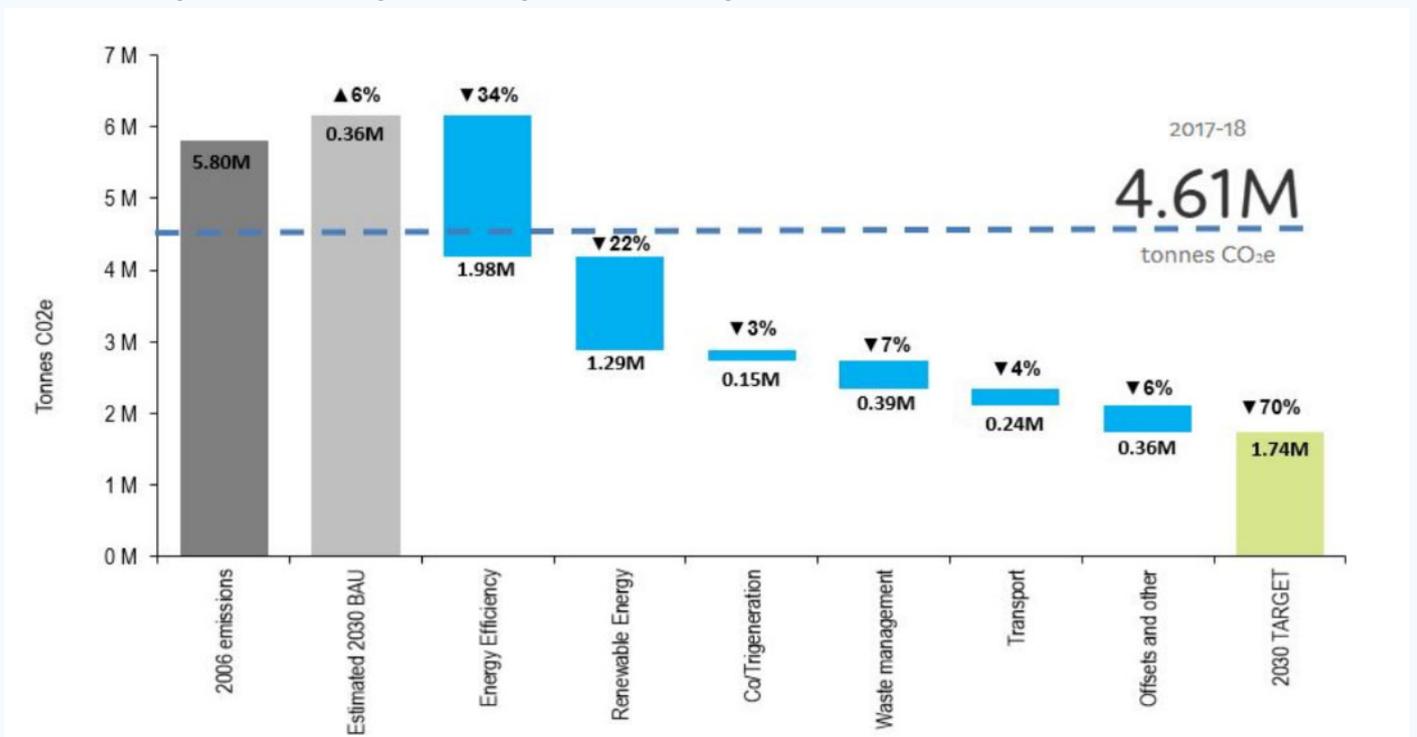
Chart 4 shows the estimated contributions of the initiatives we expect could lead to reduction of the city’s emissions by 70 per cent by 2030.

Since 2007 total greenhouse gas emissions across the local government area have continued to fall.

Most greenhouse gas emissions in the City of Sydney local government area are due to buildings. Emissions are falling due to improved energy efficiency awareness and practices, and the increase of renewable energy in the grid and locally. However, as buildings become more efficient, and as more people live and work in the area, emissions from transport are growing as a proportion of the total.

Achieving the target will require a major increase in focus on improving the energy efficiency of new and existing buildings and increasing the amount of renewable energy locally and in the grid, especially as Australia’s aging coal generation fleet reaches end of life. The electrification of transport, powered by an increasingly renewable grid will make a notable contribution to reducing emissions from transport.

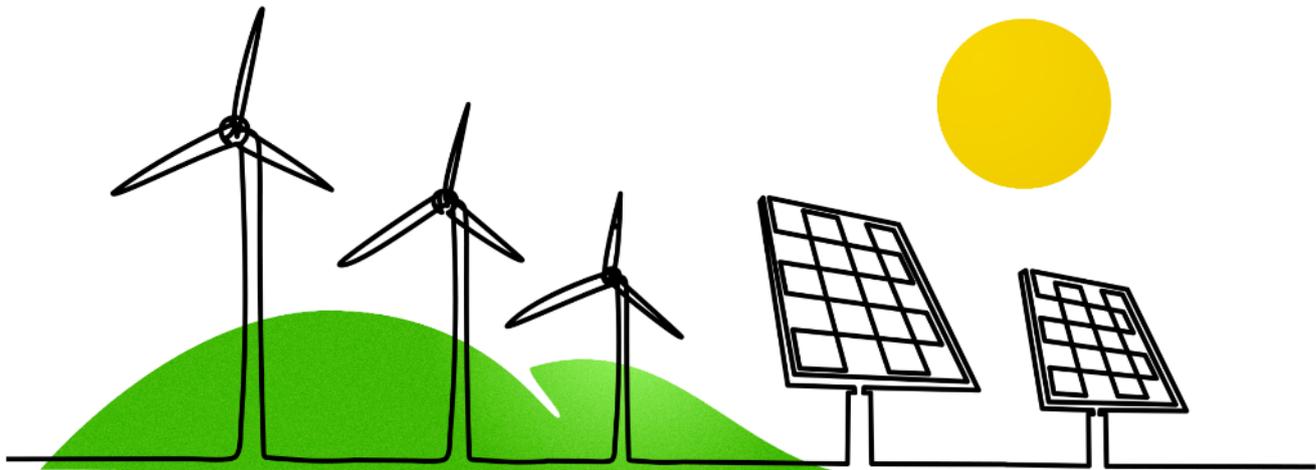
Chart 4: Local government area greenhouse gas emissions target. Estimated contribution of initiatives.



- Energy efficiency (-34 per cent) calculated on the basis of existing and new state and federal government policies and programs
- Renewable energy (-22 per cent) reflects 50 per cent of electricity being provided by renewable sources
- Co/trigeneration (-3 per cent) is based on historic average installation rates
- Waste diversion/advanced waste treatment (-7 per cent) reflects savings from avoided landfill emissions
- Transport (-4 per cent) emissions reductions would be realised by use of vehicles with lower emissions intensity, and by changing the mode split to move away from car travel and towards public transport and walking and cycling
- Offsets and future opportunities (-6 per cent) include savings that could be made from transport, waste, renewable energy, energy efficiency, regulatory and/or technological improvements, or other opportunities. Offsets could be purchased by those entities generating emission

High voltage electricity data

The electricity distributor has provided community-wide high-voltage (HV) electricity data for City of Sydney local government area. HV electricity is now around 14 per cent of total LGA electricity however we do not include this in the City’s official GPC community inventory as it is unclear how reliable or replicable this data is due to confidentiality reasons. While electricity usage is generally declining as buildings and equipment become more efficient, HV electricity is on the increase - most likely due to increasing demand for rail public transport and data centres. More renewable energy supply will be key to reducing emissions from these sectors on a trajectory to net zero.



Take action

Sydney needs to accelerate its transition from a city powered by coal, to a low-carbon city, and ultimately to a net zero city by 2050. On paper, these are straightforward targets, however the path to becoming net zero is complex and costly, even for the most motivated resident or organisation.

The 2019 Climate of the Nation Report, commissioned by the Australian Institute, reported that 81 per cent of Australians are concerned about climate change. This sentiment was echoed at a local level through the City's Sustainable Sydney 2050 engagement report. Our community express a desire to be part of the solution, but they are looking for more information from trusted sources on the practical actions they can take.

One way that we have been addressing this community need, and to achieve 50 per cent of electricity demand from renewable sources by 2030 through voluntary action, is through broad scale marketing.

Here are some examples of the materials the City has produced to educate our community about renewable energy:

- Development of the [Renewable Energy Help Centre](#) – an online knowledge base covering everything from solar panels to power purchase agreements.
- A short [video](#) (Facebook login required) and article educating students about climate action.
- An illustrated [video explaining how GreenPower](#) works and why it's the quickest and easiest way to switch to renewables at home and work.

Relevant links

- [Sustainable Sydney 2030](#)

Advocacy

Standards for urban renewal precincts

Upcoming urban renewal precincts in our local area – such as Waterloo Estate, Central Station precinct and the Bays Precinct – present the opportunity to deliver world-leading environmental sustainability outcomes. The NSW state government will be redeveloping these sites, and the City will advocate for high environmental standards for these areas as they will be bringing tens of thousands of new residents into our LGA – and we want their environmental footprint to be as small as possible. This is a key way for the State Government to apply its own target for net zero emissions across the state by 2050.

Advocacy

Increase the building code targets

BASIX and the National Construction Code are the mandatory planning instruments that set the minimum standard for energy and water efficiency of new buildings. The BASIX standard was set 12 years ago and has not kept pace with new technology and falls short of current best-practice. Standards must be raised now to ensure we don't build more new poor-performing buildings that will lock-in carbon emissions for decades to come. The NSW government needs to increase BASIX targets for minimum environmental performance in residential buildings. The National Construction Code also needs to develop a net zero trajectory with clear review and update milestones. The City is a member of the Australian Sustainable Built Environment Council (ASBEC) which has prepared a major report called *Built to Perform: An Industry Led Pathway to a Zero Carbon Ready Building Code* www.asbec.asn.au/publications/ - this will provide a good basis for City advocacy.



3. Water sensitive city



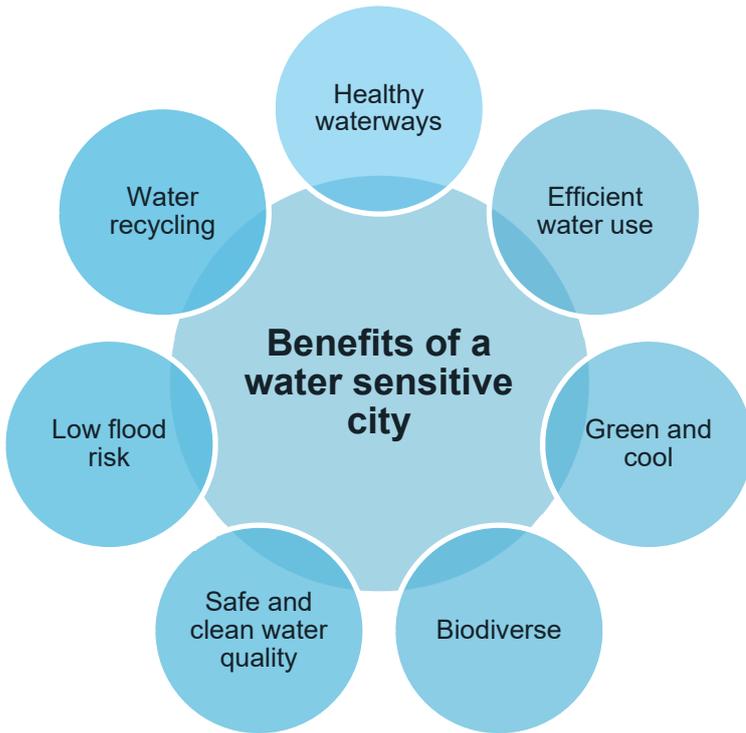
Water is crucial to the social, economic and environmental wellbeing of our city. Sydney is under pressure from rapid population growth and urban densification. Water sensitive approaches helps deliver a more sustainable and liveable city with green public spaces and healthy waterways.

Water conservation in Greater Sydney

A report released in June 2020 by the NSW Audit Office unfortunately concluded that “the NSW Department of Planning, Industry and Environment and Sydney Water have not effectively investigated, implemented or supported water conservation initiatives in Greater Sydney.” “As a result, Greater Sydney’s water supply may be less resilient to population growth and climate variability, including drought.”

Recent rain allowed Greater Sydney water restrictions to be eased back to Level 1, but one of Sydney’s most severe droughts on record is still a concern. Sydney Water states “it’s still too early to tell if the recent rain is just temporary relief from drought or a sign that things are improving.”

Water conservation; which includes water recycling, leakage management and programs to enhance water efficiency; is key to sustainable management of Sydney’s water supplies.



Advocacy
Water recycling

The current 2017 Metropolitan Water Plan states that recycling water makes Sydney’s drinking water supply go further. The NSW Audit Office concluded that there has been limited action by the NSW Department of Planning, Industry and Environment to remove barriers to water recycling.

Recycled water becomes even more critical as Sydney’s drinking water supplies continue to face challenges including population growth, urbanisation and a changing climate.

This is why the City of Sydney continues to use alternative water sources including rainwater, groundwater and recycled stormwater; as well as investigate recycled wastewater, which is non-rainfall dependent.

The City of Sydney also continues to advocate to the NSW Government for changes that will promote investment, innovation and competition in the recycled water market.

Our operational targets



Water consumption

- Zero increase in potable water use by end June 2021 from 2006 baseline, achieved through water efficiency and recycled water
- Annual potable water use of 180L/m² of irrigated open space by end June 2021



City of Sydney operations

Why reduce our potable water use?

The predicted impacts of climate change and population growth will strain our potable water supplies, with potable water demand in the local government area estimated to be 30 per cent higher in 2030 than in 2006.

To respond to this, the City is transforming to be a water sensitive city that is resilient, cool, green and productive. We aim to drought-proof our operations, so we can use water when it is hot and dry to help keep the City green and cool. The City’s non-potable water supplies will safeguard our water supplies so even in times of drought, we can help for use in the next century and beyond.

What is potable water?

Potable water, also called drinking water, is water suitable for drinking, cooking and personal bathing.

What is non-potable water?

Non-potable water is not the same quality as drinking water and can be used for purposes such as irrigation, toilet flushing and dust suppression.

What makes up City operational water use?

Type	Includes
Parks and Public Domain	Parks, reserves, playgrounds, street closures, garden beds and nature strips. Also included are water features that are in the public domain.
Commercial buildings	Income producing buildings, such as Customs House, parking stations and retail shops. It also includes properties acquired for strategic purposes that do not fall into the above categories
Community buildings	Includes childcare centres, libraries, community centres and town halls.
Aquatic facilities	Includes Victoria Park Pool, Andrew (Boy) Charlton Pool, Cook and Phillip Park Aquatic Centre, Ian Thorpe Aquatic Centre and Prince Alfred Park Pool.
Operations	Depots and workshops



The City of Sydney’s approach

Our approach to meeting our water targets and becoming a water sensitive city involves:

- Using less water through changes in behaviour and using water efficient fixtures and fittings
- Capturing alternative water sources to recycle and use for non-potable purposes
- Connecting our parks and buildings to alternate water supplies, such as harvested stormwater and rainwater
- Reducing stormwater pollution, minimising local flood risk, enhancing greening and urban cooling through retrofitting the stormwater management network with raingardens, wetlands, swales and gross pollutant traps
- Upgrading irrigation systems to be more efficient
- Improved data management and monitoring to identify, investigate and rectify anomalies in water consumption.

How we are tracking

Annual water consumption

As at June 2020, it is estimated that the City operations potable water use has decreased by 4 per cent from the 2006 baseline, from 431 to 413 megalitres per annum (MLpa).

The below table summarises the difference between our current and 2006 baseline water use. The data for 2019/20 has been updated which include 23 per cent estimated accruals.

City of Sydney operations - water use comparison	
Baseline (FY 2006)	431 ML
Current (FY 2020)	413 ML
Difference (ML)	-18 ML
Difference (%)	-4%

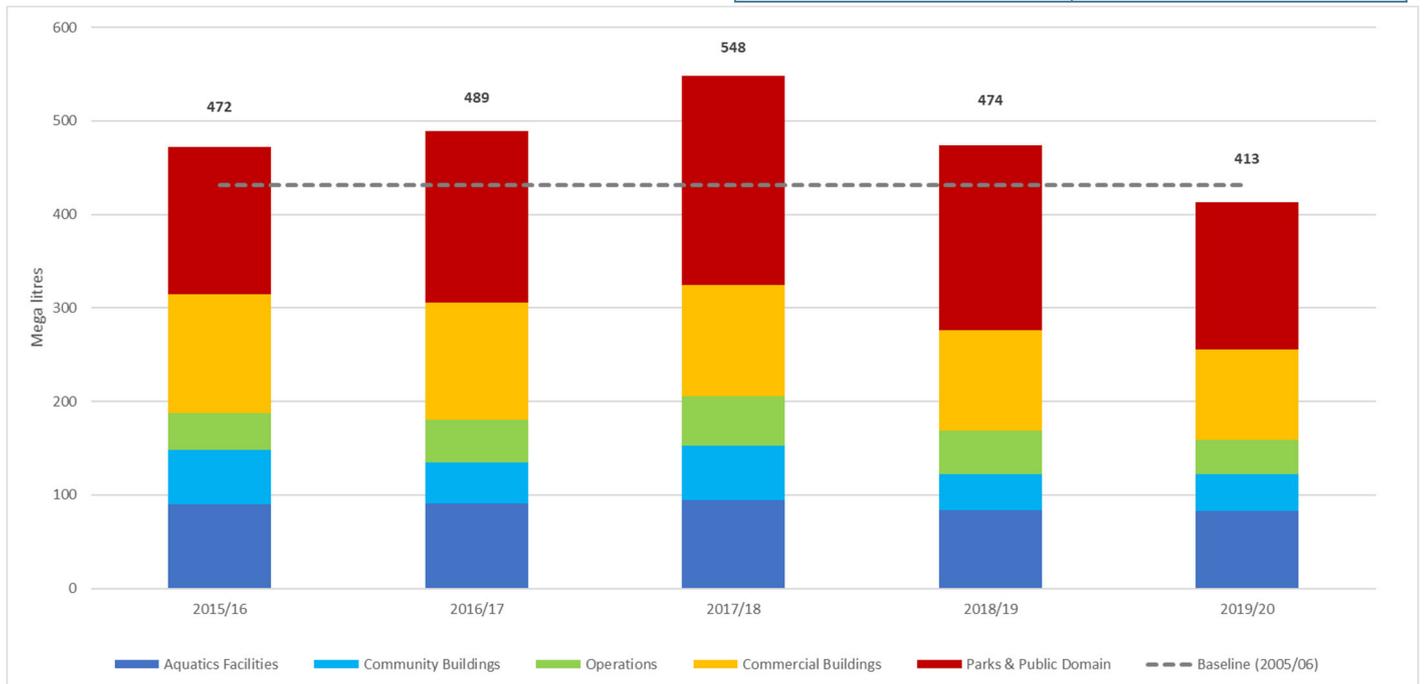


Chart 5: City of Sydney operations potable water use

Chart 5 shows our organisation wide water use over the past 5 financial years. Most of the savings for FY 2019/20 are due to identification and rectification of leaks, results from our tenancy on-charging program and potential Covid-19 impacts.

Decreases since the baseline year of 2006 baseline is mainly due to: improvements in water data management; rectification of water leaks, changes to City’s portfolio (buildings and parks) and use of recycled water for irrigation.

For more information see [Appendix 1: Data management plan](#)
Notes for Chart 5:

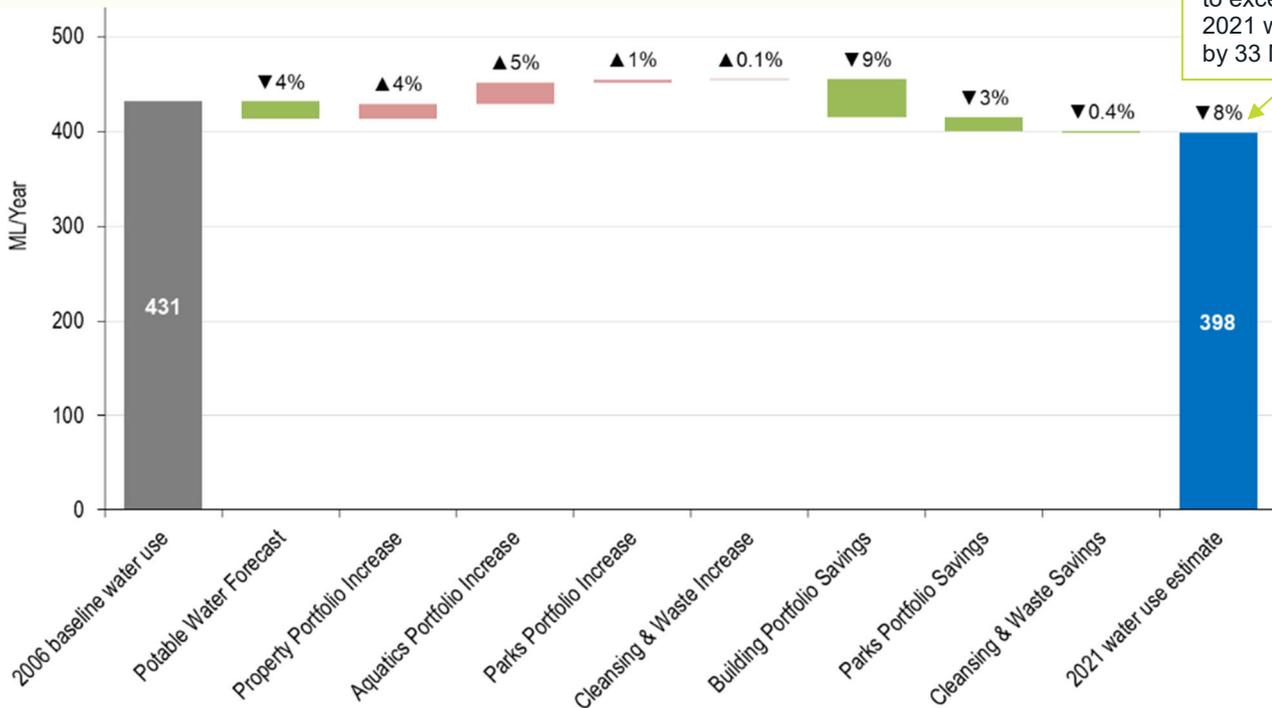
- The 2019/20 figure of 413 ML is made up of 77% actual data and 23% accrued data.
- All data sourced directly from Sydney Water and stored within the City’s SMART data management system.
- Exceptions - Only sites where the City has ‘operational control’ are included. Properties where a whole building is leased and the tenant has full building operations and maintenance obligations, such as the Queen Victoria Building and the Capitol Theatre, are excluded.
- Categorisation method – When allocating multi-purpose City buildings to one of the above categories, the dominant water use type for the reporting period is the determining factor for the reporting period. For example, Customs House has office, retail, library and exhibition uses, and is allocated to Commercial Buildings. Over time the categorisation of a property may change depending on the use.



How we will get there

Chart 6 shows the forecast change in the City’s operational water use. Estimated increases in water use are due to the City’s growing portfolio of buildings, aquatic centres and parks. Estimated reductions in potable water use is associated with projects we plan to implement across our operational portfolio to meet our 2021 water target of maintaining our potable water use at 2006 levels.

Chart 6: City of Sydney operations potable water use – How we are tracking against our target to 2021



We are expected to exceed our 2021 water target by 33 ML

Projects and initiatives

The City has a suite of projects underway to reduce potable water through efficiency measure and recycled water. These include:

- The Major Properties Efficiency Project has identified 23 ML/year potable water savings across the City’s highest 14 water using properties through rainwater harvesting, water efficient fixtures and fittings and facilities’ management actions.
- Upgrades at Bay Street Depot and Alexandria Canal Depot Rainwater Harvesting systems – to enable increased rainwater collection and improved performance of existing system
- Undertaking water audits of key City buildings to identify and undertake water efficiency improvement opportunities. Key City buildings include our rainwater systems, cooling towers and key buildings (including Green Square Community and Cultural, Bay Street Depot, Woolworths Building, 307 Pitt Street and Pittsway Arcade)
- Implementing a “user pays” model has increased awareness of tenant water consumption which helps our tenants take responsibility for their water usage and encourages further water savings.
- Gunyama Aquatic centre rainwater harvesting system will provide water for pool top up and recycled water from the City’s Green Square water reuse scheme will be used for toilet flushing and irrigation, saving a total of 5 ML/year
- We continue to increase the use of non-potable water in the public domain to keep our streets clean and irrigate green spaces such as parks, trees and verge gardens. We use recycled water from our Sydney Park and Green Square stormwater recycling schemes, rainwater harvesting systems, and groundwater bores.
- The City continues to improve water data management through review of water consumption data to identify and rectify anomalies such as leaks; and development of a comprehensive metering and monitoring program to provide more granular and regular data at sites.

The current outlook, estimates that the City is on track to meet or potentially exceed the operational potable water consumption targets.



Project update

Water consumption in parks

Since 2006, the area of parks and open spaces requiring irrigation in the LGA has increased by over 50 per cent. This includes Harold Park, Wentworth Park, Redfern Park, Redfern Oval, Pirrama Park, Harmony Park, Prince Alfred Park, Paddington Reservoir Gardens, Peace Park, Lillian Fowler Reserve, Mary O'Brien Reserve and Coulson Street Reserve.

The City's target for water usage in our parks is 180L per square metre of irrigated space by the end of 2021. Improved water data being collected in SMART and more accurate asset area data in the City's Corporate Asset Management System (CAMS), the accuracy of irrigation rates will be reviewed and when complete reported through future Green Reports.

The table below provides estimated potable water usage in City Parks and Public Domain (as shown in Chart 5). The *2019/20 figures are made up of 77% actual data and 23% accrued data.

City Parks and Public Domain	
Financial Year	Potable water use (ML)
2006	133
2015	194
2016	157
2017	183
2018	224
2019	197
2020	158*

Smart watering project

The Smart watering project is focused on delivering automated, digital, close-to-real-time view of water usage needs in the City's parks to inform water management decisions impacting the City's potable water consumption

targets. A proof of concept for Alexandria Park Oval is currently under development. Soil moisture sensors will soon be installed in Alexandria Oval and data visualisation will be developed to help operational staff and management make better decisions about water use.

Response to drought

To build resilience, particularly in times of drought, the City continues to investigate how to further reduce water use in our parks. We are continuing to increase the use of recycled water, rainwater and bore water to irrigate parks and playing fields and water trees; and we have modified maintenance practices to minimise water use.

Improving our data

The organisation wide metering project commenced implementation in early 2020 and is delivering important benefits for the management of water in Parks, including:

- Sub meters and data logging on our large irrigation systems. This data, combined with more accurate asset areas from CAMS, will be used to more accurately report on irrigation efficiency and fine tune irrigation practices.
- Automated collection of water consumption data at major parks will give much better visibility of how water is being used. At least 90 per cent of water consumption in parks and open spaces will be monitored on a daily basis, or even more frequently. This will help improve the City's system for monitoring and controlling park irrigation, to further drive water efficiency and reduce water consumption.



Projects updates

Sydney Park water reuse scheme upgrade

The Sydney Park water reuse project was originally completed in 2015 and enables around 850 million litres of stormwater each year to be harvested from our urban stormwater network and captured in a series of wetlands within Sydney Park.

These wetlands provide several benefits to our community. They provide habitat for wildlife, enhance the park's visual amenity, and naturally clean the stormwater before being discharged into the Cooks River via Alexandria Canal.

The capture of stormwater in Sydney Park's wetlands also provided the opportunity to treat and re-use this stormwater for non-potable water uses such as: irrigation of Sydney Park, growing plants at our nursery depot, and watering street trees and street gardens. There is also opportunity to improve the treated water quality better for ablution use.

In 2017, the original water treatment plant at Sydney Park was removed to accommodate changing land use resulting from the NSW State Government's WestConnex road project. This required the City to build a new fit-for purpose stormwater recycling treatment plant, so we could continue to utilise recycled water in and around Sydney Park.

Construction of the new recycling plant is nearing completion, and the Sydney Park water recycling scheme will be back up and running by the end of this year, making a significant contribution to the realisation of the City's Sustainable Sydney 2030 targets for water recycling.

The new treatment plant even has the capability to expand in the future and increase the supply of recycled water to other customers in the area, such as to new apartment blocks and industrial facilities.

Green Square water reuse

The best opportunity to develop water recycling schemes is within urban renewal areas because they provide the density and scale required for efficient investment in recycled water infrastructure, and can be planned and installed at the time of development, which is cheaper and more efficient than retrofitting.

It also allows private water utilities to offer water services across an entire precinct, improving commercial viability. The City is investigating the use of planning controls to encourage the delivery of recycled water services.

The City has successfully delivered Green Square Stage 1: In 2018, we switched on one of Australia's first decentralised stormwater recycling schemes in an urban environment. The scheme currently provides recycled water to parks, community facilities and more than 3,000 apartments in the Green Square Town Centre for garden and turf irrigation, toilet flushing and clothes washing.

The City supports efforts to expand water recycling in the Green Square area. It would like to see a Stage 2 project achieved, namely a utility-led water reuse scheme in the Greater Green Square area outside of the town centre. Unlike Green Square Water Reuse Stage 1 which captures stormwater for reuse, Stage 2 would collect locally generated wastewater for treatment and reuse. Further development of a Stage 2 scheme is currently hampered by 2016 changes to water pricing. Current pricing and regulatory barriers in the water sector continue to challenge the development of recycled water schemes like the one envisioned for Stage 2.



CBD Water recycling scheme

As part of the construction of the Sydney Light Rail project, at the request of the City, recycled water pipelines were installed along George Street between Circular Quay and Prince Alfred Park next to Central Station. Along with the recycled water pipeline installed along Wynyard Walk, the City has an invaluable opportunity to develop a recycled water scheme in Sydney's centre.

It is envisaged that selected City of Sydney assets and interested customers (such as building owners and developers) could connect to a recycled water pipe network and be provided with recycled water for non-potable (non-drinking water) uses such as park irrigation, garden watering, toilet flushing and cooling tower use.

A successful CBD water recycling scheme will require diligent planning and delivery, as well as approval and a license under the NSW Water Industry Competition Act. The City is currently working to understand how best to develop the recycled water pipelines into a successful water recycling scheme for our city centre.

By replacing potable water with recycled water, this project has the potential to provide a valuable contribution to the City's LGA target of zero increase in potable water use by 2030 from 2006 baseline.



Local government area targets



Water consumption

- Zero increase in potable water use by 2030 from 2006 baseline, achieved through water efficiency and recycled water



Stormwater quality

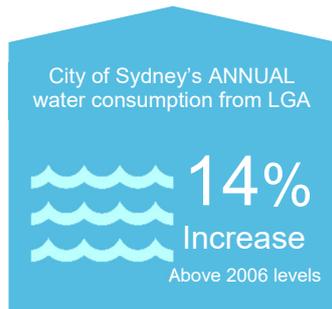
- 50 per cent reduction in the annual solid pollution load discharged to waterways via stormwater by 2030
- 15 per cent reduction in annual nutrient load discharged to waterways via stormwater by 2030



The local government area

How are we tracking?

Chart 6⁷ shows annual potable water usage across the city has grown 14% against our 2006 baseline, during which time the city's population has grown at least 50 per cent.⁸ This is an increase of one per cent on 2017/18 consumption data, which was impacted by a dry, hot year.



Water efficiency programs, environmental performance grants and recycled water schemes will continue to relieve pressure on our potable water supplies.

Our policies to incorporate recycled water on a precinct scale will assist in keeping our city green and cool and use less potable water for non-potable uses.

Increased growth in the local area and the removal of state government-imposed water restrictions after the previous drought have led to annual consumption rising above the baseline in recent years.

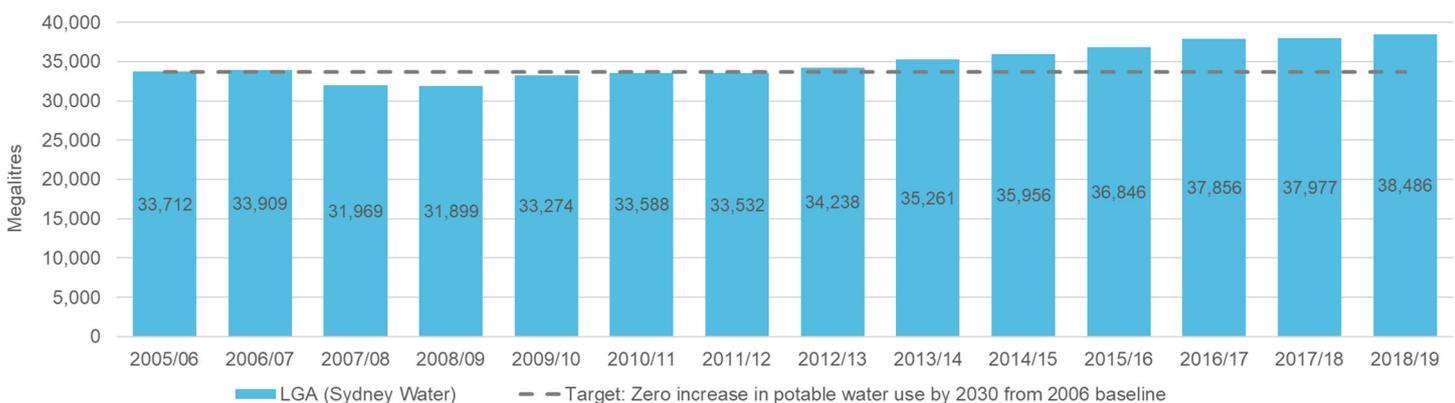
Water consumption data

This table shows water consumption data for the local government area. Data for the local government (LGA) is based on actual data received from Sydney Water for consumption to end 2018/19. Data for 2019/20 will be available from Sydney Water by late 2020 and will be included in the next report.

	Baseline (ML)	Current (end 18/19) (ML)	Difference (ML)	Difference (%)
LGA	33,712	38,486	4,774	14

For more information, see [Appendix 1: Data management plan](#)

Chart 6 City of Sydney's local government area potable water use



⁷ All data sourced directly from Sydney Water.

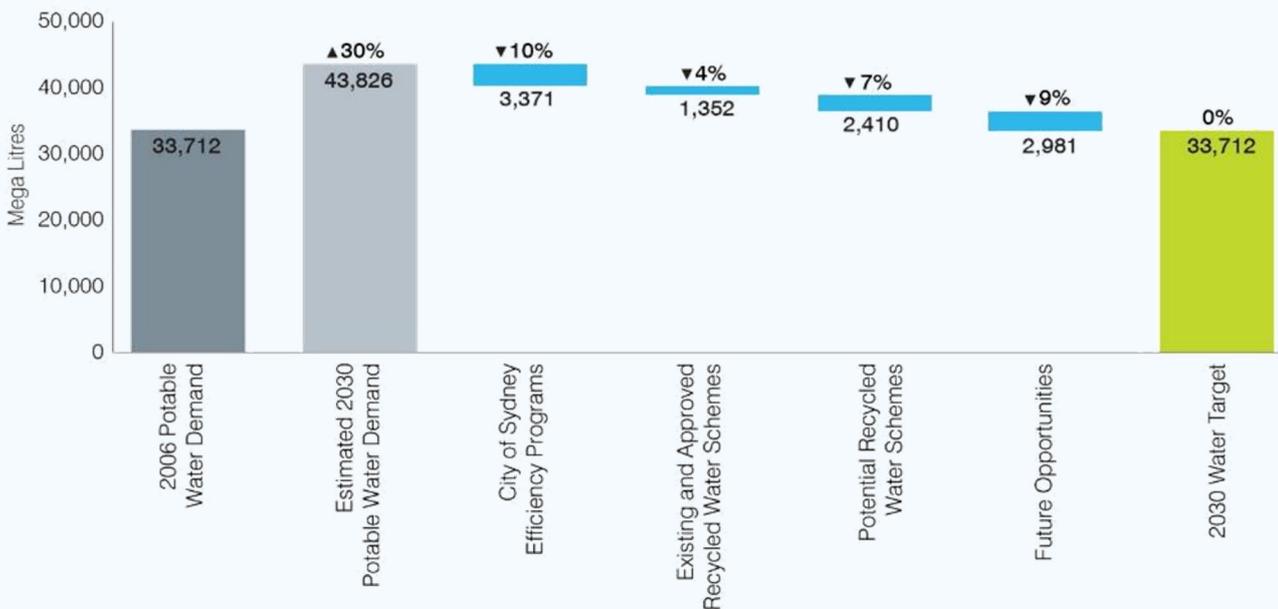
⁸ Based on 2018/19 LGA residential population compared to 2005/2006 baseline



Estimated contribution of initiatives

Chart 7 shows the estimated contributions of the initiatives we believe could minimise the amount of potable water consumed in the local government area by 2030, despite the growth that the area will see in that time. The City of Sydney will take a range of actions to achieve its target of zero increase in potable water use by 2030 from the 2006 baseline, however city-wide water consumption is influenced by a number of factors outside the City's control.

Chart 7 Local government area potable water use target. Estimated contribution of initiatives.



Key points are highlighted below:

- City of Sydney efficiency programs (-10 per cent) help residents and business to reduce water consumption
- Existing and approved recycled water schemes (-4 per cent) include the City's stormwater harvesting schemes, and private water recycling schemes, based on operations at full capacity
- Potential recycled water schemes (-7 per cent) reflects opportunities for additional recycled water infrastructure; for example, the potential to include recycled water schemes in urban renewal areas that are redeveloped by the NSW state government
- Even if all identified opportunities for recycled water infrastructure are implemented, 2030 potable water use across the city will likely exceed 2006 levels by around nine per cent. We will need to work with Sydney Water, other government entities and private sector to identify water conservation opportunities, recycling and alternative water supply, to safeguard potable water supply and meet the predicted increased demand on water supplies



Stormwater quality improvements

The City has some of the oldest stormwater drainage infrastructure in Australia. Traditionally large pipes and channels remove excess stormwater from the city to minimise flood risk and damage. With the continued urbanisation and densification of Sydney, our natural landscape continues to be altered leading to increased stormwater run-off (with increased impervious surfaces) and declining waterway health due to high concentrations of nutrients, sediments and other pollutants such as litter entering our stormwater network and ultimately the Cooks River and Sydney Harbour.

The City is committed to improving waterway health by reducing stormwater pollution entering downstream waterways. We're achieving this by installing and maintaining stormwater treatment systems (such as raingardens, wetlands and swales) in our stormwater network, and using water sensitive urban design (WSUD) and management approaches, including:

- Mandating WSUD in new developments where appropriate
- Installing gross pollutant traps (GPTs) in the stormwater network to remove litter and large solids from stormwater
- Installing raingardens, swales and wetlands in public open spaces to slow down and filter pollution from stormwater flows.
- Incorporating raingardens into road renewal and streetscape upgrade projects.

What we've already done

We've installed 249 raingardens in the City of Sydney local area since 2005. These gardens treat stormwater, protect local waterways and green our city streets. There are also 48 council owned gross pollutant traps (GPTs) in the stormwater network that, together with the 26 GPTs within Council's LGA owned by others, collect up to 700 tonnes of litter each year when fully operational.

The City has begun a program of repair and upgrade to the City's GPTs with an aim to restore and maintain peak performance. This program will take place over several years. The City has also reviewed the maintenance schedules of its GPTs, to optimise their cleaning regime, and established a program for regular inspection to maintain optimal performance.

We're working with our Sydney Harbour and Cooks River partners to create a management program that will achieve

support for the coordinated management and ecologically sustainable development of Sydney.

MUSIC model

MUSIC⁹ is a water quality decision support tool that helps the City estimate stormwater pollutant generation and simulate the performance of our stormwater treatment systems (such as our stormwater harvesting schemes, GPTs, and raingardens) within our stormwater catchments.

This water quality tool allows the City to make catchment management decisions that balance cost, runoff frequency and water quality improvements. So the City can, for example, select the optimal locations for new stormwater treatment systems that best contribute to our Sustainable Sydney 2030 water quality targets.

The City now has MUSIC Link that improves efficiency for both developers and the City in meeting water quality targets. It allows for quicker confirmation that water quality infrastructure, installed as part of a development application, meets the City's MUSIC modelling settings and pollutant removal targets.

Rushcutters bay living seawall project.

The City worked with the Sydney Institute of Marine Science (SIMS) over the course of 2 years to deliver the living seawall of 90 habitat panels that runs along two 12-metre stretches of the Rushcutters Bay foreshore, providing local marine life with nooks and crevices to live in and encouraging more seaweed and animal species to return.

The panels were installed by the SIMS in June 2020, with support from the City of Sydney, following the success of projects in other locations across Sydney Harbour. SIMS will continue to monitor the microhabitats of each panel for remainder of the year.



⁹ MUSIC stands for Model for Urban Stormwater Improvement Conceptualisation.



4. Climate resilient city



Climate Emergency Response

In an emergency, we must all act. Our leaders must rise to unite the community and drive the vision of a zero-carbon economy. We must speed up our responses in areas where we can have positive impacts on reducing the detrimental effects of climate change.

In 2019 we joined 85 other councils to declare a climate emergency. Our [Climate Emergency Response](#), endorsed by Council in February 2020, contains the how we will take swift and meaningful action on climate change, to ensure the future sustainability of the City of Sydney, its communities, economy and environment. In this Green Report, we summarise the actions we have taken in the last four months in each of the four focus areas of the Climate Emergency Response.

Lead by example

Action in this area is about ensuring consideration of the climate emergency is incorporated into the City's decision-making processes and operational activities. Recent work has included developing increased requirements for environmental and social performance in tender documentation to ensure that the City's purchasing decisions have the best possible environmental outcomes.

We have also been communicating more frequently with our staff about the climate emergency and encouraging them to identify ways their area of the organisation can respond.

Support climate emergency priorities through planning

The City is currently reviewing its key planning controls – the Local Environmental Plan and the Development Control Plan. As part of this review, we are looking at how we can use planning controls to increase tree canopy and vegetation on private property, protect bushland, maximise opportunities on onsite renewable energy generation and increase resilience to flooding. We're also developing a performance standards pathway for net zero energy buildings.

Work with and prepare our communities

As part of our switchover to using 100% renewable electricity for our operations on 1 July 2020 (see the project updated in Low Carbon City) we have been sharing information with our residents and business to assist them to make the switch too. Our [renewable energy help centre](#) has tools and information to assist all members of the community, from large business to renters in apartment buildings.

Build momentum and advocate

We know we need to work together with other councils to take climate action at scale. The City is a founding member of Climate Emergency Australia – a national network of governments and section partners, to provide the climate leadership Australia needs. In its first year the network will focus on shared advocacy priorities and developing climate action tools for councils



Community Recovery Plan (Covid-19)

The City's [Community Recovery Plan](#) outlines the way the City will manage the economic and social recovery through to the end of 2021. The Plan has four recovery goals, including that 'Recovery is a catalyst for a green and sustainable future'. As we move into the recovery phase we must seize the opportunity to build back greener. A low-carbon recovery could not only initiate the significant emissions reductions needed to halt climate change but also create more jobs and economic growth than a high-carbon recovery would. We will boost our recovery and climate-proof our city by accelerating the uptake of renewables, the transition to a circular economy and the use of new technologies. Our actions will support the growth of jobs and new industries.

Resilient Sydney

Through its research and strategy development, Resilient Sydney identified the top eight shocks likely to impact metropolitan Sydney, published in 2016. Four years later in 2020, all eight have now occurred, with Covid-19 an example of a large-scale pandemic shock. The Resilient Sydney Strategy was released in 2018 with a vision for Sydney as a metropolis that is connected, inclusive and resilient.

The strategy has five directions and 35 collaborative actions and is in implementation. In February 2020, the City of Sydney agreed to invest in continuing the 'Resilient Sydney Platform' under Action 13. The award-winning data tool provides a standardised environmental footprint of metropolitan Sydney, and each local government area across the city, through data and reports. Over 180 users from Sydney councils are now accessing the platform, using the information to develop plans and strategies supporting actions to better live with the climate and act for the climate emergency.

In May 2020, the NSW Government established Resilience NSW - a new body to oversee the government's disaster preparedness and recovery arrangements. Resilience planning work, methodologies and networks created by the Resilient Sydney program will be shared with Resilience NSW.

The work of the Resilient Sydney Program, its Steering Committee, state government and business partners and all the 33 contributing and engaged Councils of our city over the last four and a half years has enabled us to act together in the multiple crises of the last 12 months, including drought, bushfires, floods and a pandemic.

Supporting Sydney during Covid-19

The Covid-19 pandemic provided an opportunity for the Resilient Sydney program to translate the strategy into action, by connecting Councils together to share practical resources and expertise, collecting data on impacts and undertaking advocacy to the state government.

The Resilient Sydney Office worked with councils to prepare, adapt and respond to the multiple shock events Sydney has faced in 2020. From March, the program

hosted monthly events with senior leaders from all 33 local governments of metropolitan Sydney to identify common issues impacting their organisations and communities. Many of these were then formerly raised with relevant State Government Departments and a number of legislation and process changes followed.

The Office shared template documents with Councils including emergency management pandemic sub-plans, Business Continuity Plans, recovery plans, and draft communications to employees and communities. This has enabled all 33 councils of Sydney to more efficiently respond to the crisis.

Bushfire recovery response



The Local Government Bushfire Recovery Support Group was established in January 2020 by the Office of Local Government NSW in partnership with City of Sydney Resilient Sydney Office to assist council disaster recovery and support operations in local communities. The main function of the Group is to connect local councils who need support after the bushfires with councils who have resources to offer in assistance.

The group has been working to maintain a database of services and resources being offered to councils in need by councils who are able to assist; and aiding in matching these offers and requests of resources between councils. As a part of this group, the City has also aided councils in need.

Eleven staff members from the City Services attended the Southern Highlands to help with clean-up efforts. The team removed damaged and fallen trees and replaced and repaired road signage for communities in need. A group of 15 staff and eight vehicles from City Greening and Leisure, City Infrastructure and Traffic Operations and Cleansing and Waste also took part in a two-week deployment to help with bushfire recovery in Wingecarribee Shire near Bowral. The City team worked with staff from Wingecarribee Shire Council to help the community start their recovery and clean up. They worked to remove and chip more than 500 burnt trees and replace around 1,000 metal marker posts.



The group continues to work with Office of Local Government to match aid requests from affected councils with councils with resources to offer. Forty-four NSW councils have offered help using the Recovery email recovery@cityofsydney.nsw.gov.au inbox, and 19 councils have asked for aid, while there was approx. 556 offers of support from external agencies.

Climate Adaptation Strategy

The Council endorsed the Climate Adaptation Strategy in 2015 to help us prioritise and plan actions to prepare the city for the environmental, social, cultural and economic impacts of climate change.

The following provides an update of the trends and climate observations as at June 2020. We know that now, globally, we need to take clear and fast action to reduce greenhouse gas emissions significantly in around ten years, to achieve net zero emissions well before 2050, to remove warming gases from the atmosphere, and to implement geo-engineering solutions to cool the planet.

Under the Paris Agreement, most countries agreed to halt warming at well below 1.5°C in view of the predicted risks to the environment, our societies and our economies. However the 2019 Emissions Gap Report by the UNEP shows that current levels of commitment are insufficient to meet this target. There is an urgent need for us to act globally now to reduce emissions, to avoid the devastating impacts of global warming that are forecast. Inaction comes with economic and social costs; disproportionately shouldered by those who can least afford it.

As a result, the City is fast-tracking priority actions of the Climate Adaptation Strategy to reduce the impacts of urban heat island effects through the urban canopy planting program and intense storm impacts through floodplain and stormwater management, along with myriad social and economic plans.

The strategy, titled “Adaption for Climate Change: [A long term strategy for the City of Sydney](#)” can be downloaded from our website. The strategy will next be updated in 2022 when the IPCC release the climate report.

Impacts for Sydney

Human activities are estimated to have already caused 1.1°C¹⁰ of global heating above pre-industrial levels. In 2019, Australia experienced an annual national mean temperature 1.52 C above average¹¹. Across Australia we are witnessing this as alarming episodes of extreme heat, water shortage, flooding and bushfires, all of which impact our vulnerable populations, livestock, food production and of course, our native flora and fauna.

In Sydney, our major climate hazards include extreme heat, drought and bushfire impacts.

Extreme heat

Australia endured average maximum temperatures beyond previous records and had its hottest day on record of 41.88 C¹², averaged over the country, on 18 December 2019. The most extreme heat occurred in western Sydney, with Penrith experiencing 48.9 C on 4 January 2020. Penrith’s temperature was a new record high value for any metropolitan area in Australia. Such temperatures are dangerously hot, and place extreme thermal stress on humans and the environment.

The overall climate of Sydney is considerably influenced by its coastal position and proximity to the ocean, despite the cooling sea breeze the City still suffers from Urban Heat Island impacts.

The City commissioned the [Cooling Sydney Strategy](#) to provide urban overheating mitigation recommendations to support the strategic planning of Sydney. Appropriate design features include cool roof, cool facades, green roofs, vertical greenery, tree canopies, cool building materials, natural ventilation and smart use of water are some of the ways to mitigate urban heat island impacts.

Drought

The national rainfall average for 2019 was extremely low - 40 per cent below the national average - comparable to the other driest periods in Australia’s recorded history including during the Federation Drought and the Millennium Drought. Since 2017, much of NSW rainfall has been close to or below previous record low reading and the impacts of low rainfall in this multi-year period have been intensified by record high temperatures.

In this setting, available water evaporates more quickly, and low soil moisture is experienced. This in turn adversely affects the filling of water catchments when it does rain¹³.

The City has committed to being a water sensitive city where we continue to identify opportunities for operational improvements in the use of water, to develop alternative water supplies and to advocate to the NSW Government to promote investment in recycled water schemes. The availability and smart use of water is just one way of making our city resilient when it is hot and dry.

Bushfire

The 2019–20 bushfires in New South Wales (NSW) have been unprecedented in their extent and intensity across multiple Australian states. A 60-kilometre long “mega fire” around Sydney was larger in size than the Sydney metropolitan area and the resulting air quality, even in the centre of Sydney, was deemed hazardous – the worst on record.

In May 2020, the [NSW Fire and the Environment 2019–20 Summary](#) was published by the NSW Department of Industry and Environment, which details the first

¹⁰ <http://www.bom.gov.au/climate/current/annual/aus/#abs=Global>

¹¹ <http://www.bom.gov.au/climate/current/annual/aus/>

¹² <http://www.bom.gov.au/climate/current/statements/>

¹³ <http://www.bom.gov.au/climate/current/annual/aus/>



assessment of the effects of the fires on NSW biodiversity and landscape values. The report includes a post-fire analysis of indicators from the [Biodiversity Indicator Program](#), and is a companion document to the first [NSW Biodiversity Outlook Report](#).

Why it is so important to act now

Mitigating climate change is a fundamental challenge facing cities, governments and communities. On a city, state and national level we have made global commitments for action that will contribute to managing and mitigating extreme weather in Sydney.

It is important to also keep in sight that action on climate change not only averts natural disasters. It brings social and economic benefits. Energy prices could be lower and more secure, cities cleaner, more people employed, and human health improved through better diet and cleaner air.

The scale of the challenge outlined by the IPCC is that global emissions need to be half by 2030, and net zero by 2050 – to have a 50 per cent chance to limit global warming to 1.5°C.

The City of Sydney responds to this climate emergency by using all levers available to local government. However, the transformative change required cannot be delivered by local government alone. State and Federal government policy, legislation and funding need major changes to reduce greenhouse gas emissions, manage the transition and adapt to climate impacts.

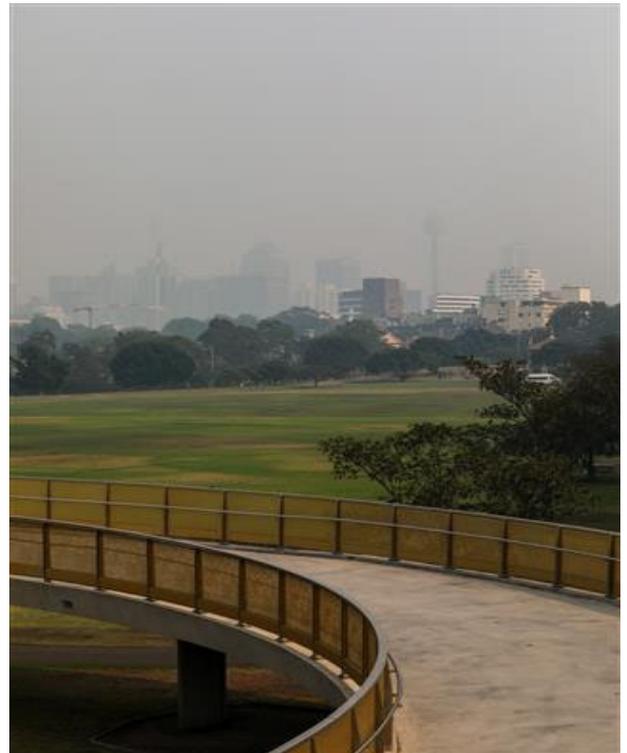
Sydney's Air Quality Monitoring

From March of this quarter, in many places around the world, there were stories about visible air quality improvements as a result of reductions in traffic and in industry, while Covid-19 restrictions were in place.

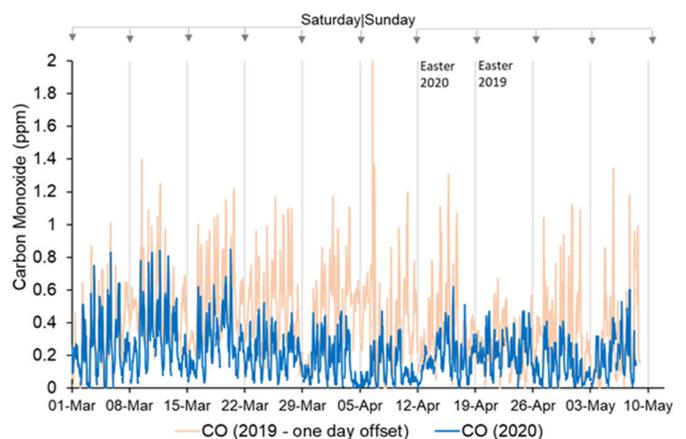
Similarly, there were significantly less people travelling across Sydney in this period. While it is difficult to draw definite conclusions from initial observations, the Department of Planning, Industry and Environment reports falls in carbon monoxide (CO), an air pollutant associated with emissions from motor vehicles, since mid-March 2020, compared to 2019. Assessing trend changes in air quality would require detailed analysis of long-term data that takes in to account complex interactions between air pollutant emissions and daily and seasonal weather conditions.

The Climate and Atmospheric Science branch of the NSW Department of Planning, Industry and Environment publishes seasonal analyses of factors affecting major air pollution episodes in New South Wales.

The reports may be viewed online or downloaded at <https://www.environment.nsw.gov.au/topics/air/air-pollution-episodes>.



As an example, the graph below shows hourly CO levels monitored at Bradfield Highway roadside monitoring station from 1 March to 11 May 2020, compared to the same period in 2019.





Tool to assess risk from climate change



The City was a foundation partner in the development of XDI (cross-dependency) Sydney Pilot Project, along with Sydney Water, Transport NSW, NBN and other agencies. The project was led by DPIE and has resulted in an online tool, which models the impact of climate change on real assets and also models options to

mitigate the impacts.

The success of the Sydney Pilot Project has led to DPI funding a new project: XDI NSW. Many more state government agencies, and potentially all local governments in NSW, will have access to the tool to enable better decision making about climate risk to assets.

What we are doing

The City is already actively adapting to climate change. Within our own operations and the city, we have:

Urban Canopy – Planted 13,892 new street trees since 2005 and installed 3,561 square metres of landscaping throughout the city's streets this reporting period (see [Section 9, Urban Canopy](#)).

Floodplain management – In NSW, local councils are responsible for managing flood prone land. The NSW Government Flood Prone Land Policy assists in determining if development on floodplains is appropriate and sustainable. The Floodplain Development Manual 2005, developed by the NSW Government requires preparation of a Flood Study and a Floodplain Risk

Management Study and development and implementation of a Floodplain Risk Management Plan.

The City has flood studies and floodplain risk management studies for all catchments located within the LGA. A flood implementation plan has been prepared setting future floodplain management works for each catchment.

The flood studies including the implementation plan require periodic review to maintain up to date flood information based on the changes in the catchments; and newly available information and guidelines to estimate flood information. Accordingly, the Alexandra Canal and Blackwattle Bay flood studies are being reviewed to include the new rainfall revision by Australian Rainfall and Runoff (ARR) 2019.

Stormwater management – The City has made significant investments in stormwater management infrastructure to mitigate local flooding and to improve stormwater quality for receiving waterbodies.

The City recognise the management of the stormwater assets is key to maintain optimum performance of the stormwater system. Accordingly, the City continues to assess its stormwater assets condition with the use of CCTV and implement maintenance and renewal works where appropriate. This process is approximately 40 per cent complete and will be finalised in the FY 2021/22.

Relevant links

- [Climate Emergency Response](#)
- [Community Recovery Plan](#)
- [Adapting for climate change – a long term strategy for the City of Sydney: 2015-2070](#)
- [Resilient Sydney Strategy](#)



5. Zero waste city

Leave Nothing to Waste is our strategy for managing Sydney's resources to 2030. The City is working to achieve its zero waste target by 2030, with a focus on waste avoidance, reuse and better recycling.

The City of Sydney area produces more than 5,500 tonnes of waste every day from homes, offices, at the city's many venues and events and during construction of buildings and transport infrastructure. Approximately 69 per cent of all waste is recycled but there are still opportunities to divert and exploit more than 2,000 tonnes which currently goes to landfill each day.

To assist with achieving our zero waste targets the City has identified six priority areas:

- promote innovation to avoid waste
- improve recycling outcomes
- sustainable design
- clean and clear streets
- better data management
- future treatment solutions

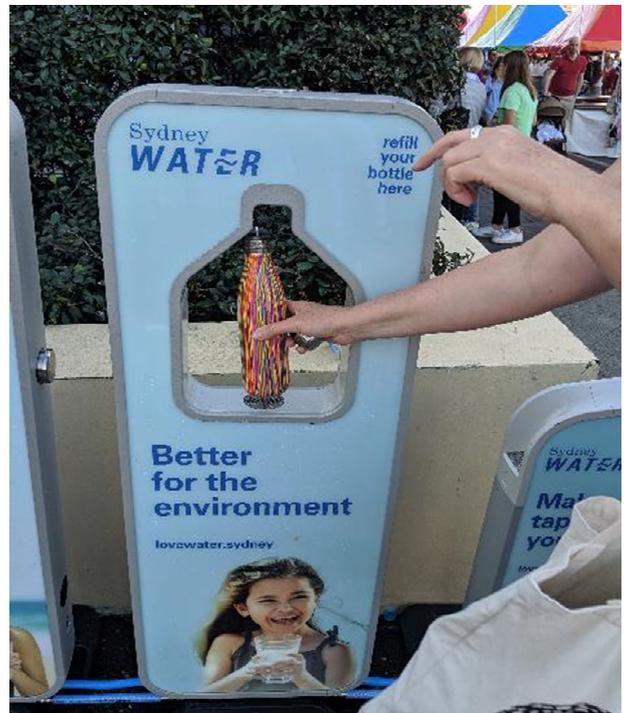


City of Sydney Operations

Delivering best practice sustainable events

The City's Major Events and Festivals (MAJEV) team have continued to improve environmental stewardship and ensure the City's major events are planned and delivered in compliance with the ISO 20121 Sustainable Event Framework.

Sustainability initiatives were implemented in Sydney Christmas 2019 and Sydney New Year's Eve (NYE) 2019 and Sydney Lunar Festival (SLF) in 2020:



- Hydration stations were provided for attendees to support the elimination of single use plastic water bottles.
- Single use plastic water bottles, straws, utensils, ponchos, flyers, giveaways and polystyrene food containers were eliminated from City managed sites.
- The purchase of longer lasting, reusable scrims has now eliminated the use of plastic cable ties (used for crowd control barriers and site fencing).
- Reusable stillages for production were acquired to reduce the use of plastic wrap for securing transit/storage pallets.
- Closed Loop waste solutions were engaged for Lunar Lanes to provide waste management, recycling bins, general waste bins, organic food waste bins and staff



for SLF & NYE. A reported 63.6% of waste generated by SLF 2020 and 62.5% of waste generated by NYE 2019 was diverted from landfill, exceeding the 50% resource recovery recycling target for City Parks and Public Places.

- Online inductions for staffing and reduction in printed communications and marketing collateral.
- Costumes were donated to community groups and schools or sent to Community Reuse Centres.

The MAJEV's sustainability journey has developed through a cross-functional change management project with the Sustainability Strategy team. From which the City's Sustainable event guidelines have developed and are now available for all event managers.

The MAJEV team undertook sustainability training in June to support the release of the Sustainable Event Guidelines and build capability within the team.

MAJEV have progressed the implementation plan, establishing sustainable event delivery key performance indicators (KPIs) for the 2020/21 event season and embedding key sustainability requirements into procurement documentation. These improvements will help drive sustainable solutions from our event supply chain.

Key event suppliers will be expected to demonstrate how environmental impacts are minimised in their operations by maintaining environmentally responsible policies and practices. The City has outlined general environmental minimum requirements for suppliers. Supply, services and waste management requirements and operational resource use requirements have also been outlined.

The MAJEV team will continue to systemise processes and improve their sustainable event management capacity in collaboration with the City's Sustainability Strategy team.

Food scrap recycling

This year the expansion of the food scrap collection service continued.

Key buildings including Town Hall House and Pittsway Arcade (food retailer) continued their successful food collection services and Customs House, Alexandra Canal Depot, Sydney Town Hall, and the City's owned and operated child care centres have successfully commenced food scrap collections. In some instances, this is an extension of existing onsite composting. The Child Care team plan to further integrate the value of recycling, separating food scraps and composting in the children's education.

The separation of food scraps from the general waste stream remains a key initiative in achieving our 70% diversion of waste from landfill target, for City Properties.

Innovation grants



Closed loop coffee program

In 2019 the City funded a feasibility study to implement a scalable, zero waste and closed-loop coffee delivery service, using ten workplaces as local delivery nodes and engaging over two-hundred workplace employees with the project. To communicate the benefits of closed-loop coffee to a wider audience, Kua developed an online impact calculator, hosted at <https://kuacoffee.co/>. The initiative is run by a social enterprise that is striving to deliver a net positive impact on society and the environment.

Waste diversion verification

In March, City staff visited the Western Sydney waste facility that receives and processes much of the City's construction and demolition (C&D) waste materials. The purpose of the visit was to verify resource recovery standards, and waste to landfill minimisation, for our civil infrastructure works program.



This site features large waste sorting sheds, conveyor belts with human and mechanical separation processes, and shredding and crushing equipment to process timber, concrete, bricks and other masonry materials. Metals that



may be included in mixed C&D waste loads are also separated and readily recycled. The site does include a landfill operation.

At the facility entry weighbridge visual inspection, weighing of loads and image capture are undertaken. These are critical components of validating that waste loads are accurately recorded and proceed to the logical part of the waste facility for processing.

The site visit enabled the City to be confident that close to 100 per cent (by weight) of our civil infrastructure C&D waste stream is diverted away from landfill. Some waste materials, for example packaging materials, excavated pipework (plastic conduit) and short off-cuts (from newly installed drainage pipes) are not currently recoverable. The City will continue to monitor this waste stream to ensure separation and waste recovery rates are maintained to this standard or better.



Our operational targets



Recycling and resource recovery

- 50 per cent resource recovery of waste from City parks, streets and public places by end June 2021
- 70 per cent resource recovery of waste from City managed properties by end June 2021
- 80 per cent resource recovery of construction and demolition waste generated and managed by City operations by end June 2021

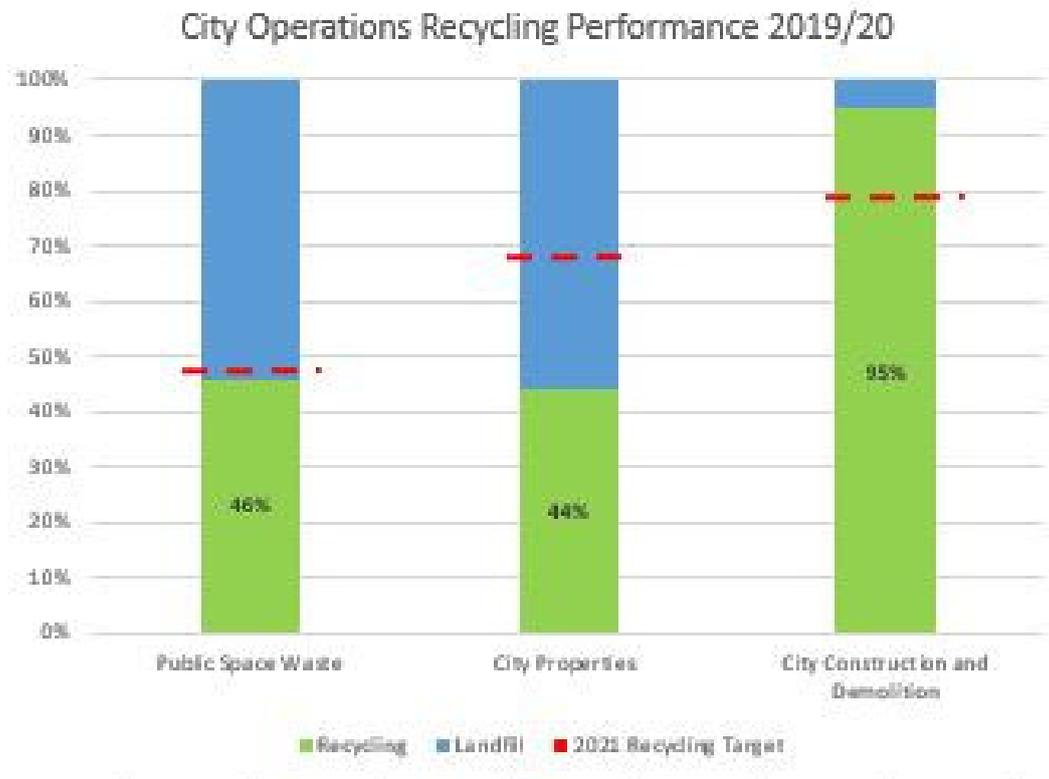
How we are tracking

Recycling of waste from City parks, streets and public places has increased from 42 per cent to 46 per cent between 2018/19 and 2019/20, closing the gap on our 2021 target of 50 per cent diversion from landfill. The City is continuing to look at additional changes to our operations to reach the 2021 target and beyond.

City properties waste has achieved an increase in recycling from 33 per cent in 2018/19 to 44 per cent in 2019/20. Following the success of the food waste trial in Town Hall House the City has continued to expand food waste collections across other community buildings and depots in 2020.

Construction and demolition waste produced by the City continues to achieve high diversion rates and through increased validation of performance the City's confidence in our reporting for this sector is improving. As a result of increased auditing we have adjusted the overall diversion rate down from 100 per cent to 95 per cent. We will continue to work closely with our contractors to improve diversion and the quality of waste data reporting.

Chart 8. City of Sydney operations waste disposal and resource recovery in tonnes (totals Jul-19 to Jun-20)



- City streets, public place and stormwater waste is not separated for disposal. Separate tonnages are based on waste audit estimates. Waste data includes Q4 estimated accrual data.
- City managed properties waste includes City of Sydney owned and managed buildings where the City has responsibility for the collection and management of the waste generated (approximately 65 buildings and five aquatic centres). Waste data includes June 2020 estimated accrual data.
- City Construction and Demolition includes estimates based on data provided by City managed works



Local government area targets



Recycling and Resource recovery

- 70 per cent recycling and recovery of commercial and industrial waste from the city by end June 2021
- 70 per cent recycling and recovery of residential waste from the city by end June 2021
- 80 per cent recycling and recovery of construction and demolition waste from the city by end June 2021



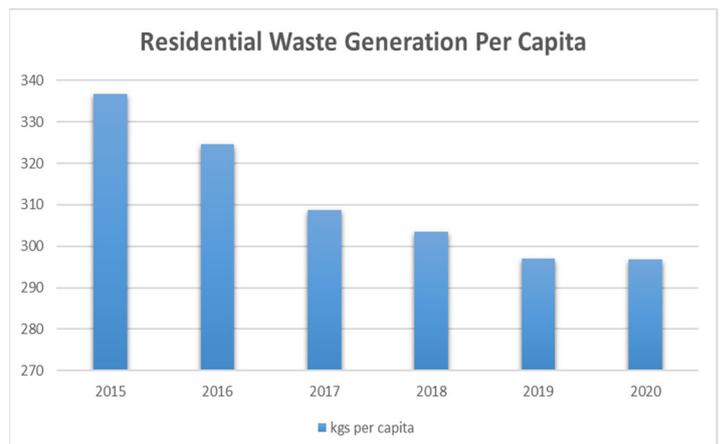
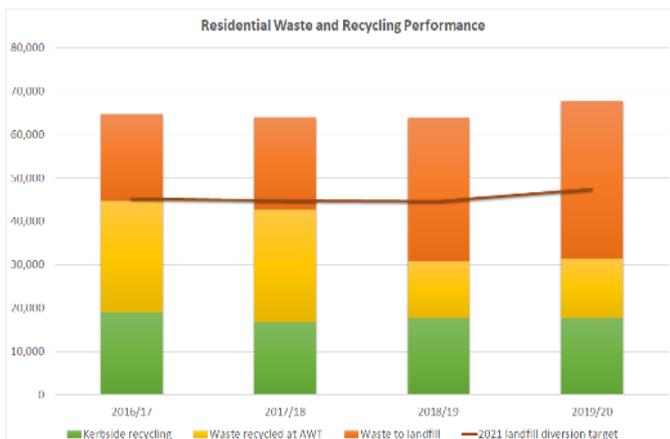
The local government area

How we are tracking

Waste minimisation – since 2015 the per capita annual waste generation rate of our residents has reduced by more than 12 per cent per resident. This means that each of our residents is producing less waste (by weight) each year. The City’s target is to achieve 15% reduction per capita by 2030. The cause of this reduction is likely to be a combination of factors including; light weighting of products through the manufacturing process, home composting, the introduction of the container deposit scheme and more residents taking up waste avoidance initiatives. In the last 24 months the rate of reduction has slowed.

The City is developing targeted waste avoidance programs to achieve greater reduction in waste generation.

Recycling – as a result of recent EPA regulation changes the residential waste diversion from landfill has fallen to 45 per cent, while our source separated kerbside recycling rate has increased slightly to 27 per cent compared to this time last year. The City is working on delivering enhanced community engagement programs to further increase recycling rates and reduce contamination.





Residential Resource Recovery Updates



Food scraps recycling collection trial

The City's Food scraps recycling trial has been running for over 11 months. The service is now available to more than 7,300 households across 88 apartment buildings and 320 houses.

Through the trial the City has so far:

- Diverted 200 tonnes of food scraps from landfill which is about 80 small waste trucks full.
- Avoided the equivalent of 339 tonnes of CO₂, the same as taking 81 cars off the road permanently.
- Saved 195m³ of landfill space, equal to 812 large wheelie bins (240L).
- Generated 49,313kWh of energy, enough to power 8.2 average households in the LGA for a year.
- Created 6,014kg of fertiliser to nourish soil in gardens and parks.

Households participating in the trial are provided with a kitchen caddy, supply of compostable caddy liner bags and a food scraps bin – everything needed to make separating food scraps for recycling easy. The collected food scraps are sent to the EarthPower anaerobic digestion processing facility in western Sydney where they are converted into electricity and fertiliser.

Feedback about the trial coming in from participating households and apartment building managers and champions continues to be overwhelmingly positive.

Survey results

Results of a survey of trial participants conducted in April indicated that:

- 93% of participants are extremely likely to continue using the service.
- 97% of apartment building managers or champions are happy to very happy with the way the service is running in their building.
- 61% of apartment building managers or champions think the trial has increased the sense of community in their apartment buildings.

Clean stream

Contamination of the food scraps recycling bins continues to be very low and is estimated at less than 5 per cent by weight. Spot checks were conducted by the food scraps processing facility showing residents are doing a great job putting the correct items in their green kitchen caddy compostable liner bags as part of the trial (see photo below).



Trial expansion

A preliminary evaluation of the results of the first seven months of the trial indicated early project success with the trial delivering good recovery and participation rates, low contamination, high customer satisfaction, and multiple environmental benefits.

In April it was decided to expand the trial to the next phase. Phase II will involve extending the trial for a further 12 months from September 2020 to provide the food scraps service to an additional 700 houses and 150 apartment buildings. At this scale, the service will over time be made available to more than 20,000 households across the City.



Return and Earn comes to Kings Cross



The City is contributing to the NSW Return and Earn container deposit scheme by partnering with TOMRA Cleanaway and installed a reverse vending machine (RVM) at Kings Cross Car Park in March 2020.

RVMs are automated kiosks that accept empty and uncrushed glass, plastic, steel and aluminium beverage containers from the public in return for a 10-cent refund as part of the NSW Container Deposit Scheme to reduce litter and increase recycling.

So far, the public has recycled 327,681 containers through the RVM, with the machine being used on average 90 times each day.

Educating the community on waste avoidance

The City is stepping up our waste avoidance and reduction efforts by increasing education and direct engagement with the community. Over the coming months, there will be more opportunities for residents to meet face to face with our new educators to learn, be coached and supported towards a waste-less lifestyle.



In February 2020, the waste avoidance education staff attended a social housing forum in Surry Hills, hosted by the Lord Mayor, and engaged with local residents about waste reduction.

Summer on the Green

In March 2020, staff engaged with residents about plastic waste recovery at a stall at the Summer on the Green event in Waterloo Green Park, attended by approximately 500 residents and run by Counterpoint Community.

In partnership with Defy Design, a group that turns plastic waste into new products, resource recovery outreach officers engaged with 166 residents, many of whom brought empty plastic bottles from home that were shredded, moulded and created into new useable items.

Food scraps recycling information sessions

Throughout February and early March, waste avoidance education staff provided food waste reduction and recycling education at information session stalls across 8 participating apartment buildings participating in the trial and guided over 200 residents through the foods scraps recycling trial process.



In May and June, due to Covid-19 restrictions, the information sessions were delivered virtually to a further 7 apartment buildings participating in the trial.

Relevant links

- [Leave Nothing to Waste, City of Sydney Waste Strategy](#)
- [Waste Management Local Approvals Policy](#)



Advocacy

NSW 20 Year Waste Strategy

The anticipated NSW Government 20-Year Waste Strategy is designed to be a whole-of-government initiative to provide a long-term strategic direction for communities, industry and all levels of government to work together to build resilient services and markets for waste resources. The strategy is not expected to be finalised until 2021.

The City is advocating that the Draft 20 Year Waste Strategy provides the regulatory and investment certainty to support the delivery of a comprehensive plan that delivers long term environmental benefits and is underpinned by a strong economic foundation.

The City believes regulatory action and investment is most required in the following ways:

- Invest in commercialising innovation that will deliver alternatives that are better from a resource management perspective
- Create clear procurement pathways for business and governments to stimulate demand for sustainable goods and services
- Create a regulatory framework that shares the responsibility for end of life materials across manufacturers, retailers and consumers
- Mandate data transparency supports industry to improve existing service levels, innovate for better environmental outcomes and provide consumers with confidence in their procurement decisions
- Balance the cost of using sustainable materials by imposing tariffs on those products and services that have not been designed to adhere to circular economy principles and have a high environmental cost at end of life
- Develop and implement a strategic plan for waste and recycling at a metropolitan level that identifies and secures land for existing and future waste treatment capacity requirements



6. Active and connected city



We are committed to promoting the most sustainable modes of transport for residents, workers and visitors.

City of Sydney Operations

Fleet emissions

The City's motor vehicle fleet has continued to address greenhouse gas emissions through its Sustainable Fleet Management Program. The Program is focussed on maintaining emissions at 2013/14 levels by further reducing fuel use until new low-emission products and technologies become available in Australia.

The City's fleet has continued to reduce its size, balancing vehicle numbers with the demands placed on providing essential services to residents, workers and visitors.

The combined fleet emissions for Q3 and Q4 2019/20 are on track to be 273 tCO₂-e less than the same period last year, and the annual total remains below the target level.

Blended bio-diesel continues to be the prime fuel type used by the City's diesel and diesel hybrid motor vehicle fleet. Petrol hybrids use Shell Unleaded E10 exclusively.

Procurement of new heavy vehicles

Fleet Services has recently incorporated industry best practice standards into all heavy vehicle and major plant procurement documents, ensuring vehicles are procured with the following major criteria:

- Wherever possible, Fleet Services will procure vehicles and plant with international best practice emission standards to ensure the City's impact on climate change is reduced.
- Fleet Services are also seeking the safest available vehicles, with particular regard to pedestrians, bike riders and other vulnerable road users.

Our Operational Targets



Fleet emissions

- Zero increase in emissions from the City's fleet of vehicles by 2021, from 2014 levels



Telematics

The City has installed telematics technology across the City’s fleet and the project is now in trial phase.

On completion of the trial the City will begin gathering crucial data which will assist with driver safety, environmental efficiencies and legal compliance.

Gaining quality data through telematics will assist the Fleet team and its internal customers to make more informed decisions on efficiencies, strategy, and workflow planning which will help to further reduce overall emissions.

Electric vehicle news



The City has ordered its first Electric Commercial vehicle, a fully electric Tipper Truck, which is due to arrive next quarter and will be utilised by key business units in order to gain feedback on the viability of utilising electric technology in commercial vehicle applications across the City.

This project was developed on the back of the City recently integrating 19 new fully electric Nissan Leafs into the Fleet. The Leaf has an average range of 270kms, which can increase with urban driving thanks to regenerative power through city driving, and the all new e-pedal.

Additionally, the Electric vehicle charge points for the City’s electric fleet have now been upgraded from type 1 to type 2. The upgrade has aligned the City with the electric vehicle industry, which is now producing all new vehicles with type 2 connectivity as standard, bringing better reliability and faster charging capabilities. The upgrades are completed and are now available for use across multiple depots and Town Hall House Car Park.

Active transport

City staff continue to embrace greener transport options and are increasingly choosing to walk, cycle or use public

transport to commute to work and travel within their working day.

City staff plan their travel using a simple transport hierarchy:

- Active Transport (walking or cycling using the City’s own bike fleet)
- Public Transport (buses and trains)
- Drive Green (the City’s own fleet of low emissions vehicles)

To support the use of active transport, staff are encouraged to use the City of Sydney’s bicycle fleet in preference to fleet cars and taxis. The bike fleet includes a range of bikes suited to various operational requirements, including a cargo bike, some electric assist bikes and bikes with additional carrying capacity. Before using the fleet, staff members take part in a cycling confidence course and are provided with personal protective equipment and are encouraged to build their cycling skills with regular group rides.

Most of the City’s bike fleet is housed in our end-of-trip facility provided for staff who walk or ride to work or exercising during work hours. The Pitstop includes 150 bike parking spaces, 150 lockers, ensuite and accessible bathrooms, showers, change rooms and a water station.

Since opening on 13 October 2014 an average of 94 people have accessed the Pitstop daily. There are a total of 26 fleet bikes located at a variety of Council facilities including King George Recreational Centre, Epsom Rd and Bay St Depots. The fleet has travelled more than 52,000 kilometres since 2011.

The following table shows the kilometres travelled by staff using the City Bike Fleet since its introduction in January 2012 and the number of staff members who have completed training to enable them to use the bike fleet. Distances travelled are measured using odometers mounted on each bike.

Bike Fleet	19/20 Q3	19/20 Q4	Year to date	Program to date
Staff trained #	18	0	60	788
Distance (km)	2,073	0	8,003	57,038



The local government area

Local government area targets

 Walking	– 33 per cent of trips to work during the AM peak undertaken by walking by 2030, by city residents
 Cycling	– 10 per cent of total trips made in the city are undertaken by bicycle by 2030
 Public transport	– 80 per cent of trips to work during the AM peak are undertaken by public transport by 2030, by city residents and those travelling to Central Sydney from elsewhere
 Car sharing	<ul style="list-style-type: none"> – 30 per cent of city residents who drive with an unrestricted drivers licence are members of a car sharing scheme by 2030 – Increase the number of car share bookings – Increase the number of on-street car share parking spaces

Walking

Walking is a low cost, reliable, healthy and environmentally friendly transport option. Research confirms that walking accounts for around 90 per cent of trips in the city centre and plays a major role in the local transport hierarchy.

The City continues to work to ensure that our built environment is designed to encourage residents and commuters to undertake short trips on foot.

The City recognises the importance of a safe walking environment so we are continuously working to improve pedestrian safety throughout the city, including advocating to the NSW Government.

Some of the City's achievements for pedestrian safety include prioritising walking and cycling in new developments like Green Square and Ashmore, upgrading and widening footpaths, installing new footpath lighting and street furniture, successfully advocating for improved pedestrian amenity along George Street, advocating for reduced waiting times for pedestrians at signalised intersections throughout the city centre (with Transport for NSW recently agreeing to reduce the wait time from 110 to 90 seconds at many intersections), and advocating for reduced traffic speeds throughout the city and local centres (including 40 km/h zones).

The City has made a submission to Infrastructure Australia, seeking for the cost of pedestrian delay in the City Centre to be identified as a national economic priority for investment and policy reform.

In our urban renewal areas we are designing walkable and liveable streets and places, ensuring new development provides new walking links. In Green Square we announced three pedestrian-only streets for the town centre, creating traffic free plazas for dining, relaxing and connecting to local shops and transport.

We launched the new Rainbow Crossing in Taylor Square – a trial painted road surface celebrating the local community and a new pedestrian priority zone.

The City is trialling a pedestrian counting device in Central Sydney suitable for counting pedestrians in high volume areas. These counters will be able to provide high accuracy data on pedestrian activities 24/7 in our busiest pedestrian areas.

Works began to replace the Cutler Footway. The footway links Burton Street, Darlinghurst, and MacDonald Street, Paddington. It will be replaced with a new wider footway for people walking and riding, new safety barriers, lighting and signs. The Burton Street viaduct arches below will also be repaired.

The City's rollout of an \$8 million Legible Sydney Wayfinding System is helping people get around Sydney with pedestrian-friendly maps, information pylons, new signs and digital technology. Over 600 signs, including 2,100 braille and tactile street signs have been installed across our local area.



 **Cycling**

The City’s Cycling Strategy and Action Plan (2018-2030) sets ambitious targets for the City to substantially complete 11 regional routes to link the inner city, homes, schools, businesses and other destinations. The Strategy guides projects and programs to help more people ride bikes in Sydney. It prioritises connecting the bike network, supporting business and people to ride and lead by example.

Dockless bikes continue to be popular in Sydney, providing a sustainable transport option for thousands of people. Share bikes can help fill transport gaps, free up space on the roads for people who need to drive, reduce air and noise pollution and improve health and wellbeing.

We work closely with operators in Sydney and other local councils on bike share guidelines and proactively manage issues around considerate parking.

We have developed an Active Travel Toolkit for schools to support schools to build an active travel culture.

We continue to offer a number of cycling courses to increase the capability of riders, including courses for first time riders and 1-on-1 tuition.

Project updates

- Construction began on Lawson Street cycleway in Redfern.
- Construction began on Miller and Saunders Streets in Pyrmont, Chalmers Street and to fill gaps on Liverpool Street.

	Q3	Q4	Year to date
Share the Path sessions	20	21	81
STP Tune Ups (#)	211	181	1,046
STP maps issued (#)	684	480	2,935
STP bells issued (#)	216	170	805
Cycling courses (# participants)	37	99	332
Maintenance courses (# participants)	32	0	119
Balance Bike Clinic	502	0	2,010



Public transport

The City continued to work with Transport for NSW to improve transport infrastructure and services across the City of Sydney, with particular emphasis on the City Centre, Green Square and Ashmore.

The City is collaborating with Transport for NSW on a Green Square and Waterloo Transport Action Plan. This will focus on implementation of actions in the five-year timeframe that will address current transport and access issues e.g. improving bus priority on routes to the City Centre.

The proposed Metro West remains a centrepiece of the NSW Government's plans. It will support the growth of both Sydney and Parramatta, renewal elsewhere, and increase capacity on rail lines serving the City Centre. The NSW Government announced the route and station locations in late 2019, with planned completion in 2031. The City included a submission for a station at Pyrmont, a strategic option still being investigated by Sydney Metro.

The City is also seeking NSW Government commitment to the next link in the Metro network, which the City believes should run from the planned terminus of Metro West in the City Centre to Randwick via Zetland and potentially other locations.

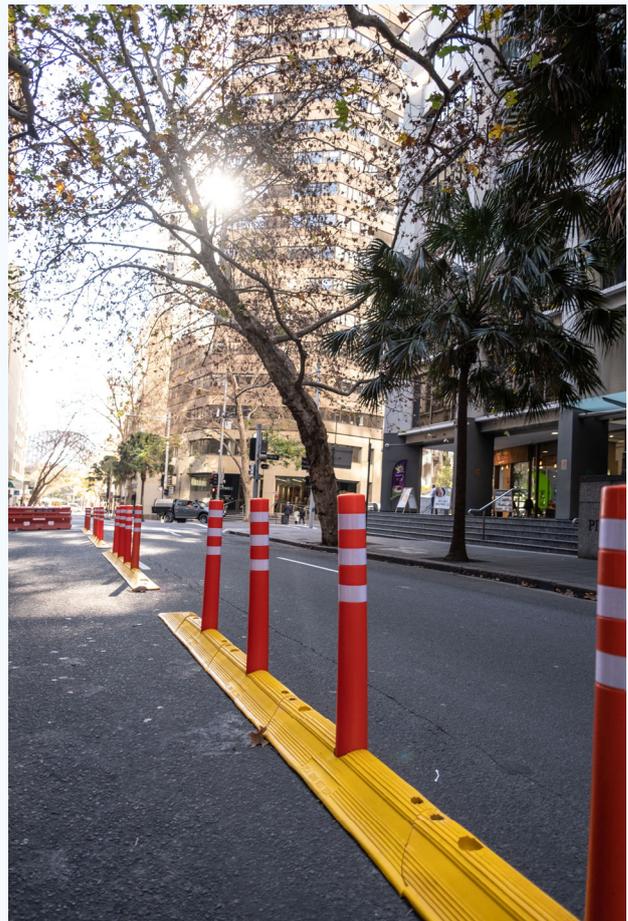
The City has supported the NSW Government in seeking ongoing recognition by the Australian Government (Infrastructure Australia) of the national importance of improved connections between the City Centre, Green Square and Southern Sydney.

City Access and Transport addresses transport and land use integration by providing strategic transport advice and advocacy on major developments in the city.

The City has continued to work closely with Transport for NSW on the CBD and South East Light Rail. The Light Rail is now in operation.

Pop up cycleways and Covid-19 response

- The City has developed 6 new pop up cycleways in collaboration with Transport for NSW.
- These cycleways total 7.5km, representing nearly a 50% increase in separated cycleways over the existing network.
- These pop-up measures will encourage more riders to undertake short trips by bike, freeing up space on public transport and parking for people who cannot travel by bike.
- A second phase of pop up cycleways is under consideration.
- To support the large increase in riding during the Covid-19 pandemic, the City introduced free 1-on-1 cycling courses throughout April and May 2020.
- The frequency of our Cycling in the City course has been doubled to facilitate more riders.





Liveable Green Network

The Liveable Green Network (LGN) is the City's plan to create a network of high quality walking and cycling routes in the City. The LGN connects the City to its urban villages, connects village to village and to parks and leisure facilities. The LGN ensures all residents are within reasonable walking distance to most local services including fresh food, childcare, health services and social, learning, and cultural infrastructure. At least 10 per cent of city trips will be made by bicycle and 50 per cent by pedestrian movement.

The network features include traffic calming measures, widened footpaths and more pedestrian crossings, way-finding, planting for shade and amenity, bubblers, seats, cycleways, bike parking and lighting.

Major footpath improvements were completed in Missenden Rd and Foveaux Streets including wider footpaths with new surfacing, new landscaping, continuous footpaths across intersections and new pedestrian crossings. Primary LGN works include:

- Abercrombie Street, Darlington
- Riley Street, Darlinghurst
- Reservoir Street, Darlinghurst
- Kellet Street, Kings Cross
- Craigend Street, Kings Cross
- Goodlet Street Surry Hills
- Liverpool Street, Darlinghurst
- Fitzroy Street at Nichols Street
- Dalmeny Avenue Rosebery
- Buckland Street Chippendale
- Granite infill in Lime Street and Campbell Street in Central Sydney
- Smartpoles Darlinghurst Road and Oxford Street

Car sharing

Over 66,000 City of Sydney residents and businesses are members of a car share organisation. Around 45 per cent of city residents who drive (with an unrestricted drivers licence) are members.

The City supports car sharing as part of Council's strategy to make the City of Sydney sustainable.

Car sharing enables multiple households and businesses to share the use of a vehicle. This reduces the number of cars parked on the street, as well as reducing overhead costs for those who rarely need a car (or a second car). As each journey is paid for at the time it is taken, drivers have an incentive to consider cheaper ways of travelling, which results in less car trips. This in turn reduces congestion, greenhouse gas emissions and air pollution. The key support provided by the City is the installation of clearly marked on-street parking spaces in strategic locations dedicated to specific car sharing vehicles. These enable residents to quickly find a vehicle and return it after use. The City installed its first car sharing parking space in 2008. Since then almost 850 dedicated on-street car share parking spaces have been added to the network.

A new car sharing operator commenced operations at the beginning of this year, bringing the total to four operators in the City.

While the pandemic reduced car sharing during the more stringent lockdown measures in March and April, usage is increasing again.

Relevant links

- [Connecting our city: 2012](#)
- [Walking Strategy and Action Plan: 2014](#)
- [Cycle Strategy and Action Plan: 2007-2017](#)
- [Liveable Green Network](#)



7. Green and cool city

Dealing with heat is identified as a priority for reducing shocks and stresses on our city and its community. Greening our city is an important component of the Sustainable Sydney 2030 vision to be green, global and connected.

Reducing the effects of urban heat through measures such as increasing shading and canopy, water misting, and careful selection of building and road materials are increasingly important to reduce the overall heat impacts for our communities. We are also focussed on increasing and preserving local indigenous plant and animal populations in our city, through parks and streets verges.

The City maintains sensors in City locations that measure temperature and humidity to collect locally specific background data to monitor and evaluate the effectiveness of urban heat treatments.

A collaborative effort between the City, the community and other land managers is needed to improve our city's urban canopy and ecological value. We will continue to work with our community and others in the city to deliver this commitment.



City of Sydney Operations

What we are doing

The City has programs and measures to increase canopy cover, habitat linkages and native plant and animal species in its open spaces and streetscapes.

We have:

- Planted thousands of new street trees since 2005 and installed landscaping and additional plants throughout the city's streets and parks
- Provided annual floral displays and hanging baskets in areas with no landscaping or planting through the City's Living Colour program
- Planted thousands of native plants and increased habitat across our bush restoration sites since 2015
- Upgraded 77 parks since 2008 and installed 249 raingardens

How we are tracking

The City's canopy cover was 15.5 per cent in 2008, 17.1 per cent in 2013, and 18.1 per cent in 2019 and 19.1% in 2020. Whilst the City is one of the few councils in Sydney that has managed to increase canopy cover over this time, we need the rate of canopy cover growth to increase more quickly to meet the urban canopy target of 23 per cent by 2030.

Progress against our fauna targets will be measured formally every five years through a comprehensive survey. Bush restoration sites in the city have increased to 12.3ha, from the baseline of 4.6ha in 2012.

Photo: Crete Reserve Playground





Our operational targets



Urban canopy

- The average total canopy cover is increased by 50 per cent by 2030 (from 15 to 23 per cent), and increased by 75 per cent by 2050 (to 27 per cent), from a 2008 baseline
- Plant 700 street trees each year until 2021
- Tree species diversity will not consist of more than 40 per cent for any particular plant family, 30 per cent for any genus or 10 per cent for any one species by 2021



Urban ecology

- Habitat sites in the city are protected and the area of bush restoration sites is increased by 100 per cent by 2023 from a 2012 baseline of 4.6 hectares
- Indigenous fauna species diversity, abundance and distribution is maintained or increased by 2023 based on a 2012 baseline
- A progressive increase in the number of habitat features for priority fauna species is established along potential habitat linkages by 2023



Urban greening

- Plant 50,000 new trees and shrubs in City parks and street gardens each year until 2021

Local government area target



Urban canopy

- The average total canopy cover is increased by 50 per cent by 2030 (from 15 to 23 per cent), and increased by 75 per cent by 2050 (to 27 per cent), from a 2008 baseline



The local government area

The City of Sydney recognises the importance of trees and other plants in providing significant environmental, social and economic benefits for the community. There is growing international recognition of the role of cities and local governments in supporting and promoting biodiversity.

The City is committed to increasing tree coverage, improving urban ecology and biodiversity and supporting community greening to make Sydney one of the world's leading green cities. To achieve this, the City has developed the Greening Sydney Plan.

The Plan acknowledges the importance of ecology and biodiversity to city living and supports the development of the Urban Ecology Strategic Action Plan.

Three strategic focus areas have been identified informing the objectives and targets of the Plan:

- **Urban Canopy** - developing and protecting the city's urban forest
- **Urban Ecology** - greening to improve habitat for biodiversity
- **Community Empowerment** - to green and care for our urban landscape

Relevant Links

- [Greening Sydney Plan: 2012](#)



Urban canopy

The City of Sydney recognises that trees and green spaces are one of a city's most important natural assets. They are crucial to maintaining the high quality of our public realm and achieving Sustainable Sydney 2030, by assisting the creation of green corridors and increased canopy cover.

In-road tree planting projects were completed within Rosebery including Rosebery Avenue, Crewe Place, Cressy Street, Morley Avenue and Hayes Road. Several of these streets were delivered in a funding partnership with the NSW Government 5 Million Trees Grant. Works are also 70% complete at Reserve Street, Beaconsfield.

Design and consultation work continues for streets in Glebe, Ultimo and Pyrmont. A wider greening precinct approach is well underway in the eastern area around Danks Street Waterloo, with over 90 street trees planted and extensive street gardens installed.

This planting is undertaken as part of the City's Street Tree Master Plan 2011¹⁴, which is a blueprint for street tree plantings across the City of Sydney.

The City is continuing to deliver a number of parks upgrades within the LGA. Since 2008, 77 parks have been completed, including two completed during Q1 and Q2 in 2019-20 and several more currently being planned. The upgrade of Lew White Reserve has been completed and new fitness equipment has been installed at Waterloo Park. Upgrades of Maybeanke Reserve, Ross Street Playground and Pirramma Park Fitness are due for completion in 2019-20. Planning and design for over 20 park renewal projects are currently underway. A further eight small parks across the local government area will commence design in 2019-20, with delivery over the next three years.

Under the Greening Sydney program various areas have been converted to increase the vegetated space within the City. During Q1 and Q2 in 2019-20 3,561 m² of landscaping (grass and planting installation) was completed. Major planting works were completed at Hyde Park, Chippendale Green and Sydney Park.

Raingardens are one of the simplest forms of Water Sensitive Urban Design (WSUD), improving water quality and managing runoff to improve biodiversity and the liveability of urban environments. 249 raingardens have been installed to date.

Description	Q3 19/20	Q4 19/20	19/20 target	Year to date	Total to date
Park upgrades (#)	1	1		2	77
Landscaping (grass/planting) (m ²)	1,829	1,732	8,000	3,561	102,517 since 2009
New shrubs and grasses planted in City parks and streets	22,780	20,182	50,000	42,962	724,599 since 2009
Raingardens (#)	N/A	N/A	trend	N/A	249
Street trees planted since 2005 (#)	135	404	700	800	14,692

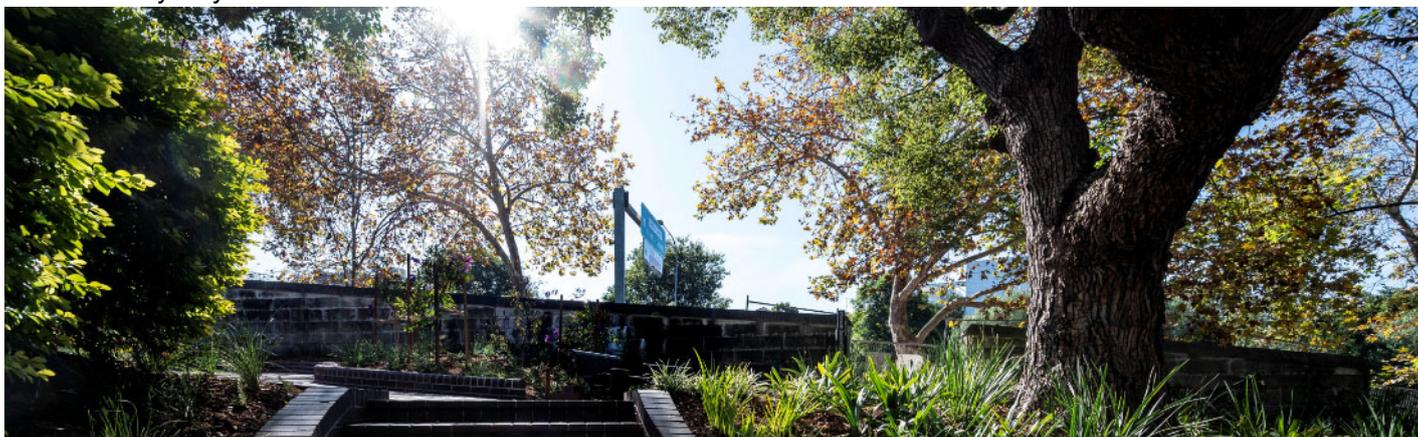
Description	Q3 19/20	Q4 19/20	2030 target	Year to date	Total to date
Canopy cover (on current) (%)*	N/A	N/A	23.5	N/A	19.1

Please note numbers on the table above are compiled from various sources and may include adjusted totals as more accurate data is received.

* Canopy cover is measured every two to five years. 2013 data was made available in 2016, with new measurement undertaken in early 2020, and the data shown in the table above.

Relevant links

- [City of Sydney Street Trees](#)
- [Sydney's Green Streets](#)
- [Urban Forest Strategy 2013](#)



¹⁴ <http://www.cityofsydney.nsw.gov.au/live/trees/tree-policies>



Photo: Zebra blue butterfly (*Leptotes plinius*) recorded during the summer invertebrate surveys

Focal Group	Total species recorded
Butterflies	14
Bees	14
Spiders	12
Cicadas	5

Urban ecology

The ecological health of urban areas influences not only the diversity and abundance of plant and animal species, but also the quality of life of urban residents. Improved urban ecosystems can consequently have both environmental and social benefits.

The City's Urban Ecology Strategic Action Plan (UESAP) was adopted by Council in March 2014. The Plan outlines the City's approach to identify, protect and rebuild locally indigenous plant and animal populations.

Bush restoration works continue to be implemented under the new bush regeneration contract. The City has targeted efforts at several bush restoration areas across the City. A total of 8759 native tubestock were planted across a number of sites in the north and south of the LGA to improve the structure and diversity of the bush restoration sites. Efforts in 2020 have been largely focused on renewing the Prince Alfred Park pool roof, with a program of improvements being carried out across 2020.

A total of 762m of habitat fencing has also been installed across many of the sites to enable plants to establish as many of the parks are being well loved particularly during Covid-19.

The baseline invertebrate survey has been completed by the University of Sydney. Four focal groups were targeted of which we observed the following:

In total 45 distinct species were observed across the 19 sites surveyed. The most abundant group overall with 40 observations of 14 species, were the native bees. These new records of invertebrates across the LGA are central to identifying place-based baselines for what could and should be expected to be found at sites, with the possible absences of key groups pointing to opportunities for what could be encouraged there through active management. Management and approaches to ongoing monitoring have been identified in the report with the aim of improving the City's invertebrate diversity and population.

The urban biodiversity corridor project is underway as part of the Local Strategic Planning Statement review work. It will assess the current linkages identified in the UESAP to determine their feasibility and to identify possible future opportunities for enhancing connectivity across the LGA.

Relevant links

- [Urban Ecology Strategic Action Plan 2014](#)



Community empowerment

Community gardens and community planting

The City of Sydney supports community gardens, verge gardens, community composting and urban Landcare groups within our City. Community gardens offer the opportunity for local residents to grow and harvest their own organic produce, convert food waste into valuable compost for soil fertilisation and connect socially with members of their local community which enhances community health and wellbeing.

The City continues to support and implement community gardens in the local government area, with 20 gardens, two community footpath verge gardens, and a new community composting group in development.

In addition to the new garden at Frances Newton Reserve, Darlinghurst which commenced earlier this year, stage 2 of the Kings Cross Community Garden in Lawrence Hargraves Reserve is progressing and a new garden in Elger Street Glebe is being established. Bourke Street Community garden in Woolloomooloo is the first garden within the city now hosting chickens.

Our volunteer urban landcare groups provide an invaluable role in planting and restoring native vegetation, weeding and litter removal which in turn supports the development of nature corridors and improved biodiversity within the city.

Community planting events happen throughout the year to assist existing urban landcare groups, community groups and schools in urban greening projects. The City is looking to establish two new groups within the coming year.



Photo: Bourke Street Community Garden, Woolloomooloo

Relevant links

- [City of Sydney Community Gardens](#)
- [City of Sydney Community Composting](#)
- [City of Sydney Bushcare](#)

Performance	Q3 19/20	Q4 19/20	19/20 target	Year to date	Total to date
Community Gardens (#)	No new	No new	>18	No new	20
Landcare groups (#)	No new	No new	trend	No new	5
Community footpath verge gardens (#)	No new	No new	trend	No new	2
Community composting groups (#)	No new	No new	trend	No new	0



Green roofs and walls

Green roofs and walls make an important contribution to the urban environment. They help mitigate the impacts of the urban heat island effect, slow and clean stormwater, improve air quality, increase habitat for biodiversity and create additional space for urban food production and recreation. The Green Roofs and Walls Policy – the first of its kind in Australia, was formally adopted by the Council in 2014.

The City has developed resources to inform, inspire and encourage building owners to include green roofs and walls in their developments. These include a guide to waterproofing for green roofs and walls, a green roofs and walls inspiration guide and case studies showcasing two of the City’s own green roof projects, Surry Hills Library and Beare Park amenities block. The City’s work on green roofs and walls, including the policy, guidelines and its own green roofs and walls, was ‘highly commended’ in the NSW Government’s Green Globe Awards in October 2015.

The guides, case studies and more can be downloaded from www.cityofsydney.nsw.gov.au/green-roofs-and-walls

Green roofs and walls are becoming a standard feature in new developments, as developers seek to make the most of rooftop spaces and provide attractive offerings for residents and workers. In 2020 the City approved 19 developments featuring green roofs or green walls.

Performance	2018 new sites	2019 new sites	2020 new sites	Total to date ^[1]
Green roofs in the LGA (#)	11	5	15	171
Green walls in the LGA (#)	1	3	8	54
Total green roofs and walls (#)	12	8	19	221

Relevant links

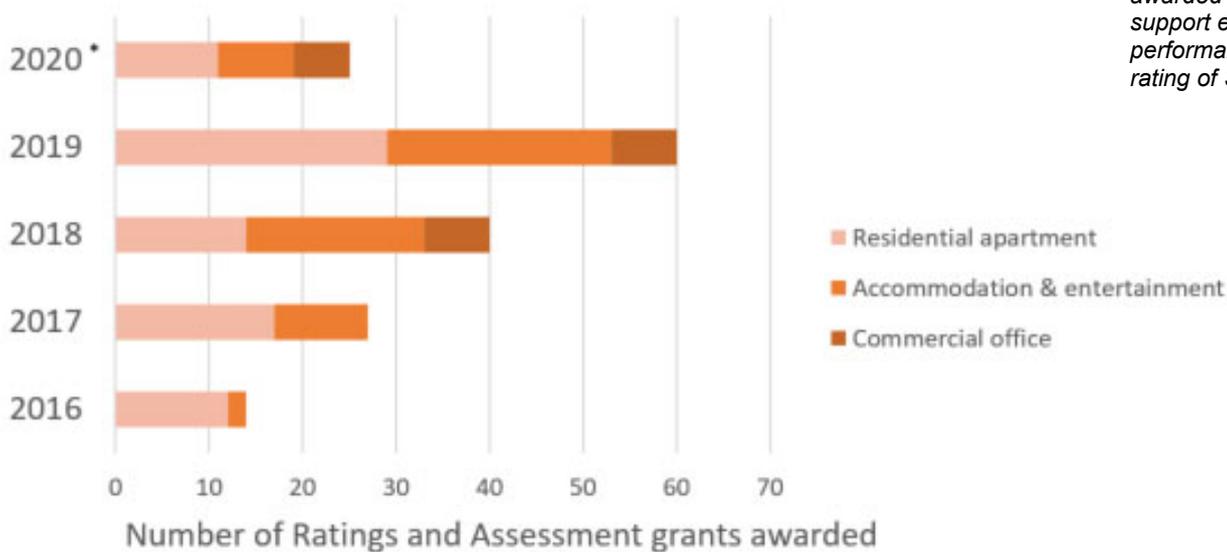
- [Green Roofs and Walls](#)

^[1] 2012/13 was the first year of measurement.



8. Delivering to the Community

City of Sydney Ratings and Assessment Environment
Grants awarded per building type



From 2016, the City has awarded 166 grants to support environmental performance assessment and rating of Sydney buildings.

* Including first round of 2020 grants only (grants awarded in 3 rounds annually)

Highlights

During this period we have worked with our local residents and business communities to understand and provide the support they need in order to catalyse improved environmental performance while recovering from the impacts of the Covid-19 pandemic.

Our program stakeholders have told us that sustainability and improving environmental performance remains a core goal with many spending the last few months developing key projects to improve resource efficiency, as well as environmental certification and reporting, and development of strategy to drive sustainability.

This priority is also evidenced through consultation that the City conducted in March 2019 and again in May 2020, where the community’s concern for climate change impacts increased in rank from fourth to second place. The City’s community recovery plan addresses this concern with the explicit goal of ‘Recovery is a catalyst for a green and sustainable future’.

In March the City finalised an evaluation of our Environmental Ratings and Assessment grant program. The evaluation found the grants program is a cost-effective mechanism to improve energy and water efficiency and increase knowledge and uptake of credible environmental performance certification of buildings, comparing well to similar programs in other jurisdictions. Between 2016 and 2020, the City awarded over \$1.4 Million through a total of 167 Environmental grants for rating or assessing building environmental performance. The City’s funding unlocked over \$4.4 million in resource efficiency investment from grant recipients with an estimated 4,960 tonnes of carbon emissions now being saved per annum as a result. The program has enabled 69 buildings to complete an environmental performance rating, with the majority of grant recipients stating that this work was dependent on grant funding.



Business sector – Program update

Sustainable Office Sector Plan

Sydney's Sustainable Office Buildings Plan was adopted by Council in 2018 and highlights 35 actions to achieving more sustainable buildings across the office sector.

The City has collaborated with sector stakeholders to achieve the following:

- Championed the expansion of the federal Commercial Building Disclosure program to include smaller buildings and office tenants
- Collaborated with national peak bodies to develop a shared position on an integrated policy framework to drive continuous improvement of environmental performance
- Encouraged Sydney LGA businesses to set net zero targets and commitments

Better Buildings Partnership

The Better Buildings Partnership released annual results for 2018-2019, showing how the partnership has achieved carbon emission reductions of 53 per cent from the FY 2006 baseline. Potable water consumption has increased over the last two years, five per cent over the last 12 months.

Performance	2005 - 2006 Baseline	2018-19 results	% change 12 months (since 2017-2018)
Carbon emissions (tonnes CO ₂ e)	401,897	213,851	6% reduction
Potable water kL	3,160,760	2,311,665	5% increase

The Partnership continues to facilitate the uptake of renewable energy by members and their tenants; define pathways to achieve a circular economy; and deliver innovative initiatives to achieve increased tenant engagement. The partnership supported the pilot of the Better Buildings Cup with eight buildings in Sydney participating during this period.

Three waste organisations (ORG, Haulaway Services and iTreat) have now been certified by the Good Environmental Choice Australia's waste services standard. This standard was developed in conjunction with the Partnership to help increase the capability and quality of services provided by the waste industry.

During the year the Partnership has focussed on defining practical solutions for industry adoption of a Circular Economy. This included an analysis of the barriers and opportunities in transitioning members' buildings and portfolios towards a circular economy where waste is considered a resource. In addition, the partnership updated its National Construction Code (NCC) Section J Compliance checklist, a tool designed to help

building owners comply with the NCC energy efficiency requirements.

The partnership also identified barriers to increase energy demand flexibility and developed an energy demand management protocol which supports building owners to curtail energy demand during peak times.

Relevant links

[Better Buildings Partnership](#)



CitySwitch Green Office NATIONAL

In 2019 the CitySwitch annual program report announced that signatories across Australia achieved a reduction of 98,050 tonnes of emissions from energy efficiency improvements, and a further 844,160 tonnes of emissions were abated through the purchase of carbon offsets.

The CitySwitch annual conference was held as an online event in May, with the national Program Managers and the National Steering Committee participating in an online collaborative forum to contribute to program and campaign planning, share knowledge and insights, and partake in technical training.

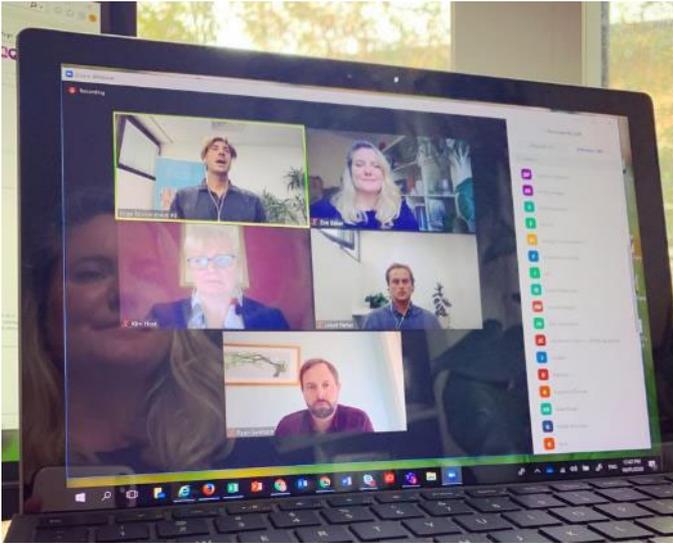
CitySwitch continued to support the pilot of the Better Buildings Cup by delivering the 'Bring Your Best Self' campaign as part of the final season of the Cup, with digital resources including factsheets, posters and social media assets.

The program interviewed 113 CitySwitch signatories to determine their priorities and needs at the start of the Covid-19 pandemic, and determined that sustainability remains a priority for many members, with certifications and reporting, strategy and efficiency as key projects.

A substantial increase to program membership was realised in 2019 as Property NSW included an additional 562 tenancies with a combined floor space over 650,000 square metres to their existing program commitment. The program now represents over 1,500 offices and over 20 per cent of the office floor space across Australia.

Performance - Cumulative	Q3 19/20	Q4 19/20
Signatories (#)	623	634
Tenancies (#)	1,534	1,547
Office floor Space - NLA (m ²)	5,014,938	5,105,216
Percentage of all Australian office space ¹⁵	20.0	20.3
Average NABERS Energy rating (stars)	4.5	-

¹⁵ Based on 25.1 million NLA m² total per Property Council of Australia, Office Market Report 2016



Waste webinar panel presentation - “Don’t waste the opportunity”

CitySwitch Green Office SYDNEY

Signatory annual reporting and awards take centre stage towards the end of the calendar year. Sydney hosted the NSW and national CitySwitch awards event in November, with Sydney signatories well represented amongst award winners. NSW New Signatory of the Year was awarded to Finder for the innovative ways they have engaged staff and customers; NSW Partnership of the Year to Finder and coffee provider and circular economy partner Kua; NSW Signatory of the Year Under 2000sqm to Steensen Varming who continue to demonstrate leadership; and NSW Signatory of the Year over 2000sqm to Commonwealth Bank of Australia for their outstanding abatement and renewables action. Highly commended awards also went to Sydney signatories The George Institute and the Garvan Institute of Medical Research.

In 2019, Sydney signatories have achieved a reduction of 37,715 tonnes of emissions from energy efficiency improvements. This represents a total annual energy saving, through reduced energy costs, to members of over \$11 Million.

The program continued engagement work on a range of topics with members, businesses and building managers through the Better Buildings Cup, as organisations and office building managers responded to Covid-19 impacts. The program supported signatories carrying out sustainability, health and wellbeing and CSR staff engagement programs to maintain staff connection while working remotely, and presented on a panel webinar with waste experts exploring the waste improvement opportunities during office occupancy changes.

Performance - Cumulative	Q3 19/20	Q4 19/20
Signatories (#)	140	144
Tenancies (#)	167	223
Office floor space NLA (m2)	1,370,063	1,370,063

Office floor space as proportion of Sydney (%) ¹⁶	26.9	26.9
Average NABERS energy rating (stars)	-	4.6

Making Sydney a Sustainable Destination Plan

Making Sydney a Sustainable Destination Plan was adopted by Council in 2018 and highlights 28 actions to achieving more sustainable buildings across the accommodation and entertainment sector.

The City has collaborated with sector stakeholders to achieve the following:

- Thirteen accommodation and entertainment buildings to date have received grant funding to support their first third party environmental performance rating or energy audit
- Engagement with government travel buyers to include environmental rating requirements in their accommodation Request for Proposals has resulted in Local Government NSW endorsing this advocacy position, and COAG’s Energy Council committing all Australian governments to preference hotels with NABERS rating by mid-2021.

Sustainable Destination Partnership

In November 2019, the Sustainable Destination Partnership (SDP) released its first progress report highlighting five percent reduction in carbon emissions, zero increase in potable water and significant improvements in waste reporting in its first year of collaboration. All partners reported increased organisational and staff capacity, and initiation of new projects to drive sustainable change in their businesses.

Five new partners joined the Partnership which now encompasses 61 per cent of hotel rooms in the city.

The Partnership has committed to a Roadmap to Halving Food Waste by 2026, four years ahead of the national target.

The Partnership commenced work on its second annual work plan which will focus on improving waste reporting, working towards halving food waste, identifying water saving opportunities, implementing actions towards the Single Use Pledge and increasing knowledge and investment in renewable energy.

The Covid-19 pandemic has severely impacted many members. However recent engagement has indicated a strong interest to leverage the partnership to support a sustainable tourism recovery.

Performance	2017-18 Baseline	2018-19 results	2020-21 Target
Carbon emissions (tonnes CO2e)	242,656	234,884 (5% reduction)	10% reduction
Potable water kL	2,032,196	2,012,308	Zero increase

Relevant links

- [Sustainable Destination Partnership](#)

¹⁶ Based on 5.1 million NLA m² total per Property Council of Australia, Office Market Report 2016



Announcing our new electricity contract powering the City with renewable energy, continuing to engage with our community on the importance of climate action

Community and Business – Program update

Renewable Energy Program

To address increasing community concern around the impacts of climate change, and deliver on Goal 8 in the City's Climate Emergency Response – "Help the community access onsite and offsite renewables, including 100 per cent GreenPower" – the City has continued efforts to engage the community about renewable electricity.

Highlights of activity delivered over the past 6 months include:

- Addition of resources about providing guidance on Power Purchase Agreements (PPAs), for a beginner and intermediate business audience, to the City's Renewable Energy Help Centre – an online knowledge base designed to help people in their transition to procuring renewable electricity
- Digital content explaining the Climate Emergency for a general public audience was distributed following Council's adoption of the Climate Emergency Response Plan; the objective was to encourage climate action within individuals and businesses.
- Two videos exploring the City's own 100% renewable electricity deal. These include a call to action to adopt GreenPower, and include messaging on the benefits of a green recovery in line with advocacy actions in the City's community recovery plan from the Covid-19 pandemic.
- Two further articles and videos were produced and partnered with venue signage, internal communications,

and affiliate marketing to raise awareness of the City's renewable electricity deal.

- A significant refresh of the sustainability and climate action content presented on the City's corporate website. Key outcomes of this refresh include a new focus on community action; a new dedicated section on the climate emergency; an expanded water section; and a 'hub' for City programs and grants. Sustainability content is now more visible on the site having been repositioned higher in the navigation.

Relevant links

- [Renewable Energy Help Centre](#)

Building Tune-up Program

The tune-up program seeks to support building owners improve their energy efficiency and reduce utility costs through low cost upgrades and tuning of their energy systems. During the 2019/20 year the City evaluated the effectiveness of the program. The evaluation found that 16 buildings were provided with tune-up services (efficiency implementation support or access to a sophisticated data analytics system) which resulted in identified total carbon savings of 21,231 tonnes CO₂-e, at a city investment of \$13.5 per Tonne CO₂-e. Onsite assessments have been on hold due to building access restrictions in the initial stages of Covid-19 government response. However online consultations between assessors and building owners has been implemented, and interest in the program is strong.

Relevant links

- [Building Tune Up](#)



Sydney Water Partnership

The Sydney Water Partnership commenced in June 2019 and aims to engage with residents and businesses to improve water use efficiency and deliver water saving opportunities over the next two years. By June 2021 we aim to achieve 150kL/day of water savings and participation of 50 non-residential stakeholders. Results to date have been higher than our targets, although implemented savings have been impacted by building access restrictions imposed in response to the Covid-19 pandemic. Another key outcome was the delivery of a water efficiency sector study in the Accommodation and Entertainment sector in collaboration with the Sustainable Destination Partnership.

Performance	Results to date	Program Target
Non-residential participants (#)	31	50
Savings identified (kL per day)	442	-
Savings achieved (kL per day)	49	150

Love Food Sydney Pilot

Love Food Sydney, funded by the Department of Planning, Industry and Environment (DPIE) will build the capacity of residents, businesses and tertiary institutions to avoid food waste. The program launched in February with an event attended by more than 70 stakeholders and potential business participants at Town Hall House. Since launch, 14 businesses and 100 residents have registered for the program. However engagement methods had to be reassessed due to restrictions in response to the Covid-19 pandemic. Face to face business support for the project was put on hold and an e-learning module is being developed to support an alternate delivery once food and beverage businesses resume activity, and outreach to the residential community has also been impacted. The program worked closely with DPIE to use social media as an alternate method to maintain momentum.

Performance	Program Targets	Performance to Jun-20
Residential participants (#)	3,434	100
Business participants (#)	167	14
Businesses in tertiary institutions	20	-

Environmental Grants

In the first half of 2020 the City awarded 34 Environmental Grants to facilitate action and catalyse solutions required to achieve the targets set by Sustainable Sydney 2030.

Through the City's Environmental Grants supported 16 Ratings and Assessments projects to assist building owners and managers better understand their environmental impact and to identify opportunities for improvement, 5 Building Operations projects to determine baseline electricity consumption, and 13 Innovation projects to:

1. Subscribe Sydney businesses to a world-positive coffee service, with six tonnes of ethical coffee distributed to these workplaces with zero-waste (Bugisu Project Limited).
2. Measure energy consumption and reduce household costs by moving a select group of households across the City of Sydney to clean energy. (Enosi Australia Pty Ltd)
3. Develop a subscription based, peer-to-peer toy exchange platform, to encourage reuse and recycling of children's toys. (Flipp Pty Ltd).
4. Investigate the installation of mechanical battery flywheels to power buildings with solar energy, reducing electricity grid use, carbon emissions. (Leon Energy Pty Ltd).
5. Explore architectural applications for recycled plastic milk and juice bottle waste sourced from commercial buildings across the City of Sydney. (Spark & Burnish Pty Ltd).
6. Research the use of small, inexpensive and portable multi-factor air quality sensors to improve the building energy consumption and environmental comfort levels of office staff at the University of Technology, Sydney. (University of Technology Sydney).
7. Reduce concrete slurry from building sites contaminating waterways and the urban environment by introducing a filtering system to building sites. (Clean Barrow Pty Ltd).
8. Investigate the potential of industrial rooftop spaces for solar installations by bringing together the landlord and their tenants, and highlighting the benefits to both parties and the environment. (Deltaq Pty Limited).
9. Investigate the development of a backend search engine for hospitality booking systems to present accommodation sector environmental performance data in a user friendly manner for consumers to promote sustainably informed choices (Joan Products And Services Pty. Ltd.).
10. Measure the impact of incorporating a green roof with solar PV installations by comparing two similar sites, located side by side, on Hickson Road - Barangaroo. (Lendlease (Millers Point) Pty Limited).
11. Build a community-driven roadmap of solar energy solutions in Ultimo to increase uptake of solar installation. (Pingala - Community Renewables for Sydney Inc).
12. Develop new technologies to collect data and monitor the health of urban native bee hives, with information to be shared with the wider beekeeping community to ensure a diverse and healthy urban eco-system. (Pocket City Farms).
13. Measure impact of replacing food truck single use disposable cutlery and crockery with re-usables, which are collected, washed and re-used. (Ruzi Group Pty Ltd).

No projects were funded through the Knowledge Exchange program or through the Matching grant program, in the January to June 2020 period.

Relevant links

- [Environmental Performance Grants](#)
- [Knowledge Exchange Sponsorships](#)
- [Matching Grants](#)
- [Environmental grants interactive map](#)



Residential Sector – Program update

Residential Apartment Sustainability Plan

The Residential Apartment Sustainability Plan (RASP) adopted by Council in August 2015 contains 30 actions to drive demand for better performing buildings over a ten-year period.

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 February and May to discuss opportunities and collaboration around improving sustainability in the strata sector; particular focus has been on upcoming legislative changes to the Strata Schemes Management Act (NSW).

Following the launch of the NABERS tool for residential apartment buildings in June 2018, the City is supporting the take-up of this tool through Smart Green Apartments. The City has directly supported 83 ratings (either individual strata buildings or layered schemes in precincts). The ratings are on a scale from 0 stars (poor) to 6 stars (market leading). Two apartment buildings in Sydney have been awarded with the highest 6 star NABERS energy rating; one with and one without GreenPower. These are the first apartment buildings nationally to receive a 6 star rating.

Two Leadership Network events were held with 233 participants representing buildings from the Smart Green Apartments alumni. Topics covered included enhancing building performance using NABERS and fire safety in apartment buildings.

The City hosted a webinar on the topic 'Safe and harmonious apartment living during Covid-19' in April. The webinar was presented by strata lawyer Amanda Farmer, Founder of Your Strata Property.

The City promoted the value of improved environmental performance and sustainability upgrades in residential strata through presentations at the following:

- Your Strata Property webinar streamed live on Facebook
- NABERS National Steering Committee

Relevant links

[Residential Apartment Sustainability Plan: 2015](#)

Smart Green Apartments



The Moore Park Gardens Strata Committee recently approved the installation of solar panels

Smart Green Apartments is the City's flagship retrofit program for apartment communities. To date, direct engagement has occurred with 141 strata plans, 172 buildings and 27,182 residents in 13,876 apartments.

Energy efficiency projects have been implemented in the 2016, 2017 and 2018 intake years, avoiding 17,267 tonnes CO₂ per year and saving participating owners corporations a total of \$2.48 million per year.

Through the City's Waterfix partnership with Sydney Water; 2676 individual apartments have been retrofitted within 12 buildings. These upgrades will achieve water savings of 555ML per annum and cost savings to owners of \$1.02 million per annum in reduced water bills.

Owners' corporations from all intakes have continued to implement waste improvement initiatives in their buildings. Seven Smart Green Apartments buildings are participating in the City's food waste collection trial.



Green Villages

The Green Villages brand aims to connect sustainable living content and initiatives to drive and celebrate sustainable city villages.

Two Green Villages talks, attended by 74 participants, were delivered at Sydney Park on the topics; Worm farming and composting basics, Composting and worm farming and Small space gardening. Follow-up surveys of participants indicated that 91 per cent of respondents have undertaken one or more new actions since attending the talk.

Performance	Q3 19/20	Q4 19/20	Year to date	2019/20 target
Workshops and forums (#)	2	0	7	8
Participants (#)	74	0	221	240
Participants implementing (per cent)	91	0	91	85

Relevant links

- [City of Sydney Environmental News](#)



Green Villages community education – vertical gardening workshop

9. Glossary

Active transport: Involves any physical activity that gets you from one place to another, such as walking and cycling.

Annual Carbon Inventory: Internal database developed by the Sustainability Unit summarising annual greenhouse gas emissions from all City of Sydney assets and activities (buildings, street lighting, parks & other) resulting from consumption of electricity, gas and fuel and other sources.

Arterial transport: A high-capacity urban road or route.

BASIX or Building Sustainability Index: A NSW government index, to rate energy and water efficiency performance of residential buildings, that aims to reduce water consumption and greenhouse gas emissions by 40 per cent compared to pre-BASIX (2004) buildings.

Biodiversity: Biological diversity including species richness, ecosystem complexity and genetic variation.

Business-as-usual: A projection (e.g. greenhouse gas emission levels) based on the assumption that all existing policy measures remain in place with no new measures introduced.

Canopy cover: The proportion of land area occupied by the tree's crown or canopy, or combined canopies, when visualised from directly above. It is often expressed as a percentage or the total area covered.

Carbon intensity: Electricity that has a high emissions concentration, or energy intensity, for example coal-fired electricity has a high emissions concentration, or carbon intensity.

Carbon neutral or net zero emissions: Balancing the amount of carbon released with an equivalent amount offset by purchasing carbon credits to make up the difference.

COP21: The 2015 United Nations Climate Change Conference held in Paris, December 2015 that negotiated the Paris Agreement - a global agreement on the reduction limiting global warming to less than 2°C compared to pre-industrial levels and to drive efforts to limit the temperature increase even further to 1.5°C.

C40 Cities: is a network of the world's megacities committed to addressing climate change.

Dual plumbing: A plumbing system with two separate pipes supplying potable and reclaimed water to a building or precinct.

Ecosystem: Animals, plants and microorganisms that live in one place, as well as the environmental conditions that support them.

Energy efficiency: Using less energy to achieve the same output.

Energy storage: The capture of energy produced at one time for use at a later time.

Environmental Action 2016 – 2021 Strategy and Action Plan The strategy and action plan combines the insights and data from environmental master plans and strategies that the City developed between 2008 and 2015. The plan outlines our progress to date, and approach to achieving our bold Sustainable Sydney 2030 targets.

Environmental Management System (EMS): is a structured system designed to help manage environmental impacts and improve the environmental performance of the City's operations.

Environmental Upgrade Agreements: A NSW government finance mechanism for building owners to access finance for upgrade works of existing buildings that result in energy, water and other environmental savings.

Greenhouse gas emissions: Gases that trap heat in the atmosphere. Greenhouse gases from human activities are the most significant driver of observed climate change since the mid-20th century.

Locally indigenous: A native plant that is limited to a particular geographic area and often confined to a specific habitat.

Low-carbon energy: Electricity produced with lower amounts of carbon dioxide emissions than conventional fossil fuel power generation, such as wind, solar and hydro power.

Mitigate: Taking action to reduce impact on the environment, as well as contributions to climate change (in this context).

National Australian Built Environment Rating System or NABERS: An Australian government initiative that measures and rates the environmental performance of Australian buildings and tenancies.

National Greenhouse Accounts (NGA) Factors: Published by the Department of Climate Change "The National Greenhouse Accounts (NGA) Factors" has been prepared by the Australian Government and is designed for use by companies and individuals to estimate greenhouse gas emissions for reporting under various government programs and for their own purpose.

Net zero emissions: Balancing the amount of carbon released with an equivalent amount offset. Usually offsets are through purchasing carbon credits to make up the difference. The best practice approach is to reduce, or avoid, carbon emissions first, then offset any unavoidable emissions.

Non-potable water: Water that is not of a quality for drinking and cooking purposes, used for purposes such as laundry, gardening, car washing and cooling towers.

Paris Pledge for Action: At COP21 in Paris (December 2015), a group of global cities, regions, companies and investors committed to achieve climate stability, limiting global temperature rise to less than 2°C.

Performance Planning: Performance Planning (PP) is a TechnologyOne product that stores measures, projects and targets. Data can be imported or manually entered depending on the source. Managers are responsible for ensuring accuracy of the data. PP also contains Corporate Plan KPI's and projects.

Potable water: Treated water that is safe enough for consumption, use in kitchens and bathrooms. Water that is of drinking water quality for use in bathrooms, kitchens and for consumption.

Raingardens: Gardens that allow rainwater runoff to be absorbed, providing rainwater for plants and improving water quality in waterways by up to 30 per cent.

Recycled water: Former wastewater (sewage) is treated to remove solids and impurities and used for non-potable water needs, rather than discharged into waterways.

Renewable energy: Energy from resources which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat.

Resilience: The capacity to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks are experienced.

100 Resilient Cities: Pioneered by the Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

Scope 1 GREENHOUSE GAS emissions: Emissions directly occurring "from sources that are owned or controlled by the institution, including: on-campus stationary combustion of fossil fuels; mobile combustion of fossil fuels by institution owned/controlled vehicles; and "fugitive" emissions. Fugitive emissions result from intentional or unintentional releases of greenhouse gases, including the leakage of hydro fluorocarbons from refrigeration and air conditioning equipment".

Scope 2 GREENHOUSE GAS emissions: Indirect emissions generated in the production of electricity consumed by the institution. Scope 2 emissions physically occur at the facility where electricity is generated.

Scope 3 GREENHOUSE GAS emissions: All the other indirect emissions that are "a consequence of the activities of the institution, but occur from sources not owned or controlled by the institution" such as commuting, air travel for

university activities, waste disposal; embodied emissions from extraction, production, and transportation of purchased goods; outsourced activities; contractor owned- vehicles; and line loss from electricity transmission and distribution".

Sea level rise: Long-term increases in the mean sea level due to global warming.

Sustainability Management and Reporting Tool (SMART): SMART is a new utilities management system that will manage and record energy and water usage by directly extracting consumption data from relevant authorities.

STEvE (System for Tracking EVerything Environmental): STEvE (the System for Tracking EVerything Environmental) is a Utilities Information Monitoring System.

Stormwater harvesting: Water from intense rainfall events (stormwater) is captured, cleaned and typically re-used for non-potable purposes.

Sustainable Sydney 2030: City of Sydney publication that sets the 2030 vision for the city aligned to the strategic priorities of Green, Global & Connected. Sets the direction, defines the road map and articulates the step changes required to achieving a more sustainable future.

Swales: Low, moist or marshy land, naturally landscaped feature or a human-created one, that manages water runoff, filters pollutants and increases rainwater permeation.

The best practice approach is to reduce or avoid carbon emissions first, then offset any unavoidable emissions.

Trigeneration: A system providing cooling, power and heating. Electricity is produced locally, the waste heat is used to supply heating and hot water, and converted into cooling via a heat-driven chiller system.

Urban heat island effect: Cities are often warmer than rural areas because vegetation is replaced with hard structures, such as pavements and buildings, which absorb and release more heat than the natural landscape.

Urban renewal areas: A program of land redevelopment in areas of moderate to high density urban land use.

Utility corridors: A passage built underground or aboveground to carry utility lines such as electricity, water and sewerpipes.

Water efficiency: Using less water to achieve the same output.

Water sensitive urban design: A design approach which integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.

Wetlands: A land area saturated with water that forms a distinct ecosystem of aquatic plants that manage water runoff, filter pollutants and increase rainwater permeation.

10. Appendix 1: Data management plan



Low-carbon city

City of Sydney (Operations)		
Data type	Current Status	Forward Plan
Electricity	<p>Reporting underway from SMART.</p> <p>Electricity currently is reported quarterly in arrears. Data provided by electricity retailers.</p> <p>Daily monitoring occurring at all large electricity using sites (over 100,000 kWh per annum).</p>	Continue to implement and monitor data through Sustainability Management and Reporting Tool (SMART)
Natural gas	Gas data is reported quarterly in arrears. Additionally gas account data (usage) may be estimated in cases where the gas retailer cannot read meters.	Continue to implement and monitor data through Sustainability Management and Reporting Tool (SMART)
Other sources	<p>Emissions sources including flights, taxis, contractor fuel, onsite fuel usage, and refrigerants are added to SMART quarterly.</p> <p>Events data is estimated on previous years' performance.</p>	Improvement plan priorities include improving contractor reporting templates and consistency in recording staff travel data.
Co/Tri generation and renewable energy	The City is working to improve the measurement and reporting of, trigeneration and solar power generation. Data is estimated based on system size.	Improvement plan being developed to improve metering and incorporate data into SMART.
Asset Environmental Budget (Emissions)	<p>Asset Environmental Budget (emissions) has been developed based using baseline data from the NCOS report.</p> <p>Estimations for portfolio increases has been based on existing portfolio performance, Project projects for co/trigeneration, MPEP, Solar Photovoltaics program programs have been based on estimations for each program. In addition Ausgrid lighting roll out program has been estimated based on the anticipated delivery program.</p>	The Asset Environmental Budget will be reviewed annually.
Local Government Area (LGA)		
Data type	Current Status	Forward Plan
Electricity	<p>CCAP City - reported through the Environmental Sustainability Platform.</p> <p>The electricity distributor has provided community-wide high-voltage electricity data for City of Sydney local government area at a high level. Due to confidentiality clauses, a breakdown of the high-voltage data by source has not been provided and hence is not included in the City's community inventory.</p>	Continue to monitor and report electricity data.
Natural gas	CCAP City reported through the Environmental Sustainability Platform	Continue to monitor and report

Other sources	CCAP 2.0 reported through the Environmental Sustainability Platform	Continue to monitor and report
Co/tri generation and renewable energy	Information about renewable energy installations is available through the Clean Energy Regulator. The Australian PV Institute have developed a solar map with funding through ARENA at http://pv-map.apvi.org.au/ Currently there is no formal mechanism in place for tracking installed co and trigeneration systems.	Continue to monitor and report



Water sensitive city

City of Sydney (Operations)		
Data type	Current Status	Forward Plan
Water	The transition of water data to SMART, the new utility data management system is almost complete. First water utility data set has been released in this report and will be verified in future reports. Data is collated from water utility bills. Accruals for June have been calculated based on estimates from previous periods.	The organisation-wide sustainable metering program will address key priorities to improve metering and monitoring of water, energy and other sustainability components including recycled water consumption.
Annual potable water use by irrigated open space	The irrigated areas are being reviewed and will be updated in the next report.	Irrigated areas are being verified so the irrigation intensity can be accurately determined.

Local Government Area (LGA)		
Data type	Current Status	Forward Plan
Water	Reporting mains water consumption annually only. No existing process for accurately capturing and reporting non-mains water consumption except manually via IPART for WICA licensees only (annually in arrears). Data for LGA potable water usage available annually only.	Continue to monitor and report



Zero waste city

City of Sydney (Operations)		
Data type	Current Status	Forward Plan
Waste	Commercial waste and recycling from 65 City of Sydney properties is reported quarterly. Construction and demolition waste reporting is limited.	The City has recently completed an organisation wide review into the way in which it collects, reports and verifies recycling and landfill diversion performance data, to significantly improve the accuracy and transparency of our reporting. The City is committed to improved reporting processes and implementing solutions for increased recycling performance of the waste it manages.
City managed property waste	All City managed property waste reported from SMART with the exception of aquatic centres.	Aquatic centres waste data to be incorporated in to SMART

Local Government Area (LGA)		
Data type	Current Status	Forward Plan
Waste	Construction and demolition waste from the city reporting is limited.	LGA commercial waste data capture to be improved and verified.
Residential waste	LGA residential waste data available and reported in the Corporate Plan. Residential and city streets waste tonnages are reported from processor reports and invoices that are extrapolated into local master spreadsheets.	
City parks, streets and public place waste	City parks waste tonnages are reported directly from processor reports and invoices. City streets, public place and stormwater waste is not separated for disposal. Separate tonnages are based on estimates from the <i>Operations Waste Databases Audit July 2017</i> .	City parks, streets, public place and stormwater waste tonnages to be reviewed for incorporation into SMART.
e-waste	City runs e-waste drop off events tonnage collected is included in the report and also included in the corporate report.	

Active and connected city

City of Sydney (Operations)		
Data type	Current Status	Forward Plan
Fleet	Provided from the City's data management system Ausfleet.	Improvement plan to be developed and data to be incorporated into SMART.
Cycling	Event data, attendance at training sessions and monitoring is collated by City staff and maintained in registers.	Improvement plan to be developed to assess management of data.

Local Government Area (LGA)		
Data type	Current Status	Forward Plan
Car sharing	Car share operators provide monthly usage and membership data to the City. Issues with reviewing data due to operator's capacity to plot suburb boundaries, parking areas. Operators do not have common membership categories. Peer to Peer car share membership is not collected by the City. RMS publishes licensing data each quarter. City maintains database of on-street and off-street car share parking using Traffic Committee data and operator reports.	Improvement plan to be developed to assess management of data.



Green and cool city

City of Sydney (Operations)

Data type	Current Status	Forward Plan
Green and cool city	Organisational reporting currently not centralised.	Improvement plan to be developed to assess management of data

Local Government Area (LGA)

Data type	Current Status	Forward Plan
Urban canopy	Urban canopy measurement is currently undertaken every five years, through the use of Lidar or other high resolution aerial imagery. Tree planting figures are provided through the Corporate Asset Management System (CAMS)	A review of the canopy cover timing will occur as part of the Urban Forest Strategy review. Improvement plan to be developed to assess management of data
Urban ecology	Event data and attendance data is collated by City staff and maintained in registers. Survey data collates as described in the City's Urban Ecology Strategic Action Plan	Improvement plan to be developed to assess management of data.
Community Empowerment	Event data and attendance data is collated by City staff and maintained in registers	Improvement plan to be developed to assess management of data.
Green roofs and walls	Green roofs and walls data is collated by City staff and maintained in registers	Improvement plan to be developed to assess management of data.

Delivering to the Community

Local Government Area (LGA)

PROGRAM NAME	Current Status	Forward Plan
Better Buildings Partnership	Program data collated from participants in spreadsheets and uploaded to CCAP 2.0 Environmental Sustainability Platform for archiving and analysis. Details of participants (individual buildings and floor space), energy use and energy savings implemented reported annually in arrears.	Continue to monitor and report
CitySwitch	Program data collated in national CitySwitch CRM database for archiving and analysis. Sydney data entered to CCAP 2.0 Environmental Sustainability Platform. Details of participants (individual tenancies and floor space), energy use and NABERS ratings reported annually in arrears.	Continue to monitor and report
Sustainable Destination Partnership	Program data collated from participants in spreadsheets and uploaded to CCAP 2.0 Environmental Sustainability Platform for archiving and analysis.	Continue to monitor and report
Smart Green Apartments	Program data collated in SUMS data platform. Details of participants recorded annually, energy and water use data uploaded monthly and details from assessment reports recorded through phases of assessment process. NABERS ratings numbers provided by NSW Government Household and Small Business Program	Archiving and analysis to be improved through inclusion in CCAP 2.0 Environmental Sustainability Platform
Environmental Grants	Program data collated in SmartyGrants platform and in program manager spreadsheets. Information recorded as prompted by phases of grant process (application to acquittal).	Ease of analysis to be improved through inclusion in Programs CRM database

11. Appendix 2: Environment Policy

environment policy

The City of Sydney is the local government authority responsible for the central business district and more than 30 suburbs over 26.15 square kilometres. The City provides services for more than 180,000 residents and 20,000 businesses. On any given day, the local population swells to more than 1 million. Sydney is a vibrant, cosmopolitan city with a diverse population, with people from 186 nations, including one of Australia's largest Aboriginal communities.

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets in response to mounting evidence of a warmer, more unstable climate. These targets can be found at www.cityofsydney.nsw.gov.au/greenreport.

All levels of government, the private sector and the community have a vital role to play to ensure that we: stabilise emissions to maintain an acceptable global climate, ensure the city can cope with the impacts of rising sea levels and increased heat and flooding, reduce the unsustainable growth in energy, water and resource demands, prevent pollution and waste to landfill, ensure energy security and minimise impacts of climate threats and pressures from population increase, including on green space and urban ecology objectives.

The City is committed to protecting the environment through: complying with relevant legislation and regulation, complying with relevant government policy commitments and continuous improvement of environmental management processes.

We are prioritising and planning actions needed to prepare the city for the environmental, social, cultural and economic impacts of climate change. These include; a Resilience Strategy for Sydney being developed with the support of the Rockefeller Foundation's 100 Resilient Cities initiative and a Climate Adaptation Strategy to assess and mitigate risks from climate change for the local government area and our own operations.

The objectives shown below are taken from the City of Sydney's *Sustainable Sydney 2030 Community Strategic Plan (2014)*, Direction 2: A Leading Environmental Performer. The Plan is reviewed every four years.

our commitments

Objective 2.1

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

City now

- Reliance on centrally provided energy infrastructure outside the city.
- Legacy in existing buildings, lifestyle and work practices of a high energy consumption era.
- Reasonable level of engagement in property industry regarding the importance of efficient buildings.

City in 2030

- Continuous improvement in energy efficiency, energy productivity and greenhouse gas emissions.
- Ultra efficient buildings.
- A growing number of regenerative buildings or precincts that help to improve the carbon footprint of their surrounds.
- Networks of low and zero carbon local energy production and sharing.

Objective 2.2

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

City now

- City focused on diverting residential waste from landfill.

City in 2030

- A city that sees waste from all sectors as a valuable resource.
- Waste management practice of all sectors are coordinated to minimise environmental impacts.

Objective 2.3

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

City now

- Water is seen as a cheap, renewable resource.
- Invisible drains that quickly remove water which is treated like waste.

City in 2030

- The value of water is properly recognised.
- Potable water use is rationalised and opportunities to replace demand with recycled water are realised.
- The quality of city waterways meet the needs of the community while minimising impact on the environment.

Objective 2.4

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

City now

- An urban management practice that focuses on what is easier - new development.
- Leading environmental practice in silos not enabling transformative change.

City in 2030

- A community that understands the environmental impact and one that collaborates in the development and implementation of initiatives that improve the environmental performance of the city.
- An urban development norm that means that all new and redeveloped buildings operate with high environmental performance - supported by robust State and local planning policy and standards.

Objective 2.5

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

City now

- A commitment to strategic environmental initiatives

City in 2030

- International recognition for environmental leadership across all areas of the City of Sydney activities.

Objective 2.6

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

City now

- The city has some tree lined streets and great urban parks.
- Urban canopy is 15.5 per cent of the city area and there is very little remnant vegetation or landscape.
- The City is working with the community to green local streets and spaces.

City in 2030

- The City is planting trees into every available road and footpath, and residents and developers are planting large canopy trees on private property.
- The urban canopy has increased and the community are enjoying the financial, social and environmental benefits of their trees.
- The urban heat effect has reduced and there are wildlife corridors linking the city's major parks.
- The city has the highest quality parks and open spaces maintained to best practice standards.
- The community are active participants in protecting and enhancing the city's trees, parks, flora and fauna.



Monica Barone
Chief Executive Officer April 2015



LEGEND

CO₂	Carbon dioxide
GWh	Gigawatt hours
Kg	Kilogram
kL	Kilolitres
kWp	Kilowatt peak
LED	Light Emitting Diode
LGA	Local Government Area
m²	Square meters
ML	Megalitres
MWh	Megawatt hour
MWe	Megawatt equivalent
t	Tonne
tCO₂-e	Tonnes of carbon dioxide equivalent

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<http://www.cityofsydney.nsw.gov.au/council/forms-and-publications/environmental-plans-reports>

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