

2020/21 Quarter 4 Review - Delivery Program 2017-2021

File No: X025796

Summary

This report reviews the City's operating and capital results against budget for the 2020/21 financial year, and progress against the performance measures identified within the Operational Plan 2020/21, being the fourth year of the Delivery Program 2017-2021.

The Covid-19 pandemic, and the City's response to support its community through this crisis, has had a significant impact on the City's operations and adversely impacted its long term financial performance. Following the onset of the pandemic back in March 2020, the City was forced to amend its publicly exhibited 2020/21 draft budget to reflect the anticipated reduction in operational income. While the Federal Government initially forecast the pandemic to last 6 months to September 2020, the operational and financial implications for the City's community and council have extended long beyond this assumption.

The City committed early to provide support to complement the Federal and State Government's assistance, and from the onset of the pandemic resolved two community support packages valued at \$72.5M focusing on local government responsibilities including fee waivers for footway dining, venue and banner hire, childcare services, parking services, rent relief in City-owned properties, grant funding for businesses and donations to support vulnerable communities. In October 2021, the City and NSW Government established a further \$20M CBD Revitalisation Fund to boost the local economy.

Unfortunately, the pandemic and its impacts upon the City continue to affect its businesses and community. Not only has it had a longer and deeper impact than we allowed when amending the reduced budget we resolved in June, it is also now having a significant impact on the City's 2021/22 operations and financial situation. As a result, a number of financial risks continue to evolve, including further reductions in commercial property income, venue hire and parking related income, along with changes to planned expenditure in a number of areas across council as referenced within this report.

Further detail on the continuing community support into the future was provided in a separate Council report in July 2021, however the uncertainty of the length and impact of the latest lockdowns, will require the City to again revisit its financial recovery plans.

In respect to the 2020/21 financial year, Council's financial performance at Quarter 4 reflects an Operating Result of \$125.1M, against a budget of \$90.6M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Council has achieved a Net Surplus of \$148.4M against a deficit budget of \$22.5M.

The favourable full year variance of \$170.9M includes two significant non-cash revenue categories, being the recognition of heritage floor space awarded to the City, and an increase in the value of the City's portfolio of investment properties. Operating expenditure was also reduced largely due to a range of Covid related impacts, and the result also includes gains on the sale of a number of assets, and increased levels of capital grants and contributions. The major variances to the budget are discussed in the body of this report, with full details provided at Attachment A.

The Capital Works Program expenditure of \$216.5M compares against a budget of \$294.6M. A summary of the 2020/21 capital works expenditure program and proposed budget net revote of funds to 2021/22 and future year forward estimates are outlined within the body of this report, and detailed at Attachment B.

The Technology and Digital Services capital expenditure, for projects developed internally, was \$17.6M, against a full year budget of \$23.7M.

The Plant and Equipment expenditure, net of disposals, was \$7.0M, against a full year budget of \$14.4M.

Property net divestments were \$53.9M, against a full year acquisition budget of \$121.4M.

This report presents the interim financial results against budget for the 2020/21 financial year. The financial results are still being finalised as part of the preparation of the annual financial statements, which are subject to external audit in August. 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 2021.

Progress against the Delivery Program performance measures is generally satisfactory, with full details provided in 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 in Attachment D for information.

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.

The Community Recovery Plan progress report provides an update on the current state of the City, business and community confidence, and the activities undertaken in respect of the six agreed action areas as provided at Attachment F.

Recommendation

It is resolved that Council:

- (A) note the interim financial performance of Council for the 2020/21 financial year ending 30 June 2021, including the Net Surplus of \$148.4M as outlined within the report and summarised at Attachment A to the subject report;
- (B) note the full year Capital Works expenditure of \$216.5M for 2020/21, approve the proposed revote of \$17.1M and adjustments to future years forward estimates, to increase the adopted 2021/22 budget to \$243.6M to progress the planned capital works, as detailed in the Attachment B to the subject report;
- (C) note the Technology and Digital Services capital expenditure of \$17.6M (net of disposals) for 2020/21, and approve the proposed revote of \$6.5M and other adjustments to future years forward estimates, to increase the adopted 2021/22 budget to a net \$22.5M as shown in Attachment B in the subject report;
- (D) note the full year Plant and Assets expenditure of \$7.0M for 2020/21, net of disposals, and approve the proposed revote of \$5.3M to increase the adopted 2021/22 net budget to \$14.5M as show in Attachment B in the subject report;
- (E) note the full year net Property Divestment proceeds of \$53.9M;
- (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;
- (H) note the Environmental Sustainability Progress Report, as shown at Attachment E to the subject report; and
- (I) note the Community Recovery Plan report, as shown at Attachment F to the subject report.

Attachments

- Attachment A.** Financial Results Summary
- Attachment B.** Capital Expenditure Financial Results
- Attachment C.** Fourth Quarter Operational Report 2020/21
- Attachment D.** Fourth Quarter Supplementary Report 2020/21
- Attachment E.** Environmental Sustainability Progress Report
- Attachment F.** Fourth Quarter Community Recovery Plan Report 2020/21

Background

1. The City's 2017-2021 Delivery Program and 2020/21 Operational Plan, including the 2020/21 budgets, were adopted by Council on 29 June 2020.
2. The Local Government Act 1993 requires quarterly progress reports against the financial objectives and six-monthly reports against the Operational Plan.
3. This report provides the fourth quarter (Q4) financial results for the 2020/21 financial year, and the achievements to date against the Operational Plan objectives.
4. 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.
5. The Capital Expenditure results for the 2020/21 year, together with a summary of project expenditure, and proposed budget revote and adjustments for 2021/22 and future years, are outlined within the body of this report and detailed at Attachment B.
6. A Quarter 4 progress report against the operational performance measures identified within the 2017-2021 Delivery Program Plan is provided within Attachment C.
7. 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.
8. Details on the progress of the City's environmental sustainability programs, and projects for the quarter, are provided at Attachment E.
9. The Community Recovery Plan progress report at Attachment F provides an update on the current state of the City, business and community confidence, and the activities undertaken in respect of the six agreed action areas.
10. It is important to recognise the impact of the Covid 19 pandemic on the City. Following the onset of the pandemic back in March 2020, the City was forced to amend its publicly exhibited 2020/21 draft budget to reflect the anticipated reduction in operational income. The Federal Government initially forecast the pandemic to last six months to September 2020, however the operational and financial implications for the City's community and council have obviously extended long beyond this assumption.
11. The ongoing impact of the pandemic is evident throughout the body of this report. The City acted to quickly introduce two City business support packages, valued at \$72.5M, focusing on local government responsibilities including fee waivers for footway dining, venue and banner hire, childcare services, parking services, rent relief in City-owned properties, grant funding for businesses, donations to support vulnerable communities, and the acceleration of capital works to maintain employment.

12. The actual impact on the City's finances has also varied as the year progressed. Prior to the most recent lockdown, some aspects of the City's operations had begun to recover well and ahead of budget expectations, while other areas had experienced a far greater and longer impact including our commercial properties portfolio. Note that all variances set out in this report are against the budget, already adjusted down to reflect the anticipated effects of the pandemic, as adopted by Council in June 2020.
13. At this stage, the financial implications of the Covid 19 pandemic on revenue across the last two financial years through waived rents, fees and foregone income is estimated at over \$85.0M, with additional expenditure of \$22.9M, an overall net impact exceeding \$100M.

2020/21 Operating Budget

14. The adopted 2020/21 budget projected operating income of \$591.4M and operating expenditure of \$500.8M, for an Operating Surplus of \$90.6M. After allowing for interest income of \$5.8M, capital grants and contributions of \$33.1M, depreciation expenses of \$102.9M, capital project related costs of \$8.0M and outgoing contribution for light rail of \$41.1M, Council budgeted for a Net Deficit of \$22.5M.
15. The City later entered into a joint plan to revitalise the city centre, with the State government committing up to \$15M and the City providing a further \$5M. The adopted budget was amended to reflect the additional income of \$9.2M in the current financial year and \$9.2M for the corresponding expenditure that would be delivered by the City, with no net impact to the budgeted Operating Surplus.
16. The 2020/21 budgeted operating income therefore increased to \$600.6M and the operating expenditure to \$510.0M, leading to the same Operating Surplus of \$90.6M.

Fourth Quarter Operating Results

17. The interim Q4 Operating Surplus was \$125.1M against a budget of \$90.6M, a favourable variance of \$34.5M. After allowing for interest income, capital grants and contributions, heritage floor space awarded, depreciation, capital project related costs and gains on the sale of assets and investment properties values, the Net Surplus was \$148.4M against a budget deficit of \$22.5M, a favourable variance of \$170.9M

18. The primary operating income variations to the budget are detailed in the table below,

Income Type	2020/21 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Commercial Properties	(\$3.4M)	<p>The unfavourable result reflects reduced income from many tenants, in line with the Federal Government's Code of Conduct for commercial tenancies and New South Wales (NSW) government legislation, beyond the already reduced budget. The City has also provided additional waiver provisions, outside of the required period of the code, to provide support for its tenants impacted by the pandemic.</p> <p>The City's net income share from QVB has also significantly reduced reflecting dramatically less patronage including a lack of international visitors.</p>
Community Properties	(\$2.9M)	Reflects waiving of rent for Childcare accommodation grant tenants, and the postponement of an accommodation agreement with MOCA (Museum of Chinese in Australia) for the former Haymarket library.
Enforcement Income	(\$2.6M)	Enforcement activity had started to recover as parking resumed in the City, however collection rates are lower than normal as Revenue NSW paused their recovery of outstanding fines for a period of the pandemic.
Other Building Fees	\$1.2M	Increased crane and hoarding fees from increased building activity in CBD, particularly for Sydney Metro.
Parking Meter Income	\$1.8M	Increased utilisation had started to return to pre-Covid levels in the final quarter of the year, above the rates anticipated in the COVID adjusted budget.
Rates and Annual Charges	(\$2.3M)	Lower rates from changes in property rating category, from business to residential, offset by increased charges from the domestic waste service review.

Income Type	2020/21 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Venue/Facility Income	(\$5.3M)	Significant unfavourable variance reflects the temporary closure and restrictions within Council's venues, due to public health orders, and a slower than anticipated recovery as the pandemic and restrictions have continued longer than expected.

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

Expenditure Type	2020/21 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Employee Related	\$10.1M	<p>Predominately relates to permanent vacancies (partially offset by an increase in agency used to backfill). Recruitment slowed while the City navigated through the impacts of Covid-19 and financial recovery.</p> <p>The above savings have been partially offset by an adjustment to our provision for workers compensation, reflecting the current value of potential claims in future years and the impact of lower long term bond rates.</p> <p>Note the reserves shows a reduction for workers compensation, which is due to the updated advice from the actuary that the prudential margin of 50% of the balance is no longer required for Government entities.</p>
Consultancies	\$1.0M	Minor variances across many business units with some relating to projects now being delivered in next financial year.
Enforcement and Infringement Costs	\$1.9M	The revenue share agreement with the State (based on cash received), is lower than budgeted due to the impact of Covid-19, and Revenue NSW's decision to pause active recovery of outstanding fines.

Expenditure Type	2020/21 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Event Related Expenditure	\$8.8M	Impact of Covid-19 on many projects across the City, in particular, Sydney New Year's Eve, Lunar Festival and the Christmas events.
Expenditure Recovered	(\$1.4M)	Removal of the monorail did not take place this year, so costs that were to be included in the Infrastructure Maintenance category (see below) did not occur, and will not be recovered.
Facility Management	\$2.2M	The City's Aquatic Centres contractor advised a lower than budgeted holding cost, to maintain the centres.
Grants, Sponsorships and Donations	\$3.0M	<p>Timing of payments and one childcare service provider received rent relief, in lieu of a subsidy with the Federal Government's Code of Conduct for commercial tenancies and New South Wales (NSW) government legislation.</p> <p>No payment for the Business Event Sponsorship program in 2020/21, as the agreement has been extended to next financial year.</p>
Infrastructure Maintenance	\$3.4M	<p>The monorail station was not removed this year.</p> <p>Slight timing delays in some works relating to parks, landscaping and street tree maintenance, increased road maintenance, and changes to the costs of street furniture maintenance as we transition the contract.</p>
IT Related	\$2.7M	The variance generally reflects the timing for the commencement of the managed security services project, and a number of software and maintenance costs were lower than budgeted.
Other Operating Expenditure	\$2.5M	Predominately due to delays in Ausgrid's rollout of the LED works, and reduced traffic management costs for the City's events.

Expenditure Type	2020/21 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Property Related Expenditure	\$3.8M	<p>Reduced leasing activities due to the current market environment, and re-classification of some costs to consultancies for the Crown Land management project.</p> <p>The variance also reflects lower than anticipated cleaning services in regards to reduced night trading activities, and later than budgeted opening of the City of Sydney Creative Studios in Bathurst Street.</p>
Stores and Materials	\$1.4M	Minor savings across many areas. Reduced cleaning costs for automated public toilet cleaning due to low usage, and reduced costs in Venue Management due to lower utilisation as a result of the pandemic.
Utilities	\$1.3M	Reduced water consumption due to increased rain fall, and the ongoing program to identify and resolve water leaks. Reduced electricity usage due to facility closures relating to the pandemic.
Waste Disposal Charges	(\$1.1M)	Waste generation tonnages and processing charges have increased in all categories from domestic bins, recycling, and general clean ups as more people have worked from home due to the Covid pandemic and in accordance with health orders.

Income Type	2020/21 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Capital Grants and Contributions	\$22.2M	<p>Contribution variances relate to developments north and south of the Martin Place Metro Station and David Jones Market street store.</p> <p>Additional works in kind were recognised within the Epsom and Rosebery precincts, and we have now recognised the Commonwealth and State Government grants towards the Pedestrianisation of George Street.</p>
Heritage Floorspace	\$44.1M	This unbudgeted non-cash variance reflects the recognition of the value of awarding Heritage floorspace for the QVB and Haymarket Library. The award is treated as inventory until sold and the proceeds are received.

Expenditure Type	2020/21 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Depreciation	(\$15.6M)	This expense is greater than the budget provision, as greater than anticipated increases in the revaluation of assets, lifts the depreciable value of major asset classes (infrastructure and open space improvements).

Revenue Type	2020/21 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Gain on Sale of Assets	\$47.6M	The gain reflects where sale proceeds exceed the asset book value of property including: 90 Regent Street, the former Epsom Road depot, a compulsory divestment of three parcels City-owned land at Observatory Hill to the NSW Department of Education, and the heritage floor space awarded for the Capitol Theatre, Haymarket Library and QVB.
Gain on value of Investment Properties	\$39.1M	This is another unbudgeted non-cash variance, representing a valuation gain (non-cash) recognised following the annual external revaluation of the City's investment properties.

20. The adopted 2020/21 operating budget was re-framed prior to adoption to account for the impact of Covid-19, with reductions to the budgeted income expected from many pandemic impacted operations including properties, parking related operations, and venue management. The budget also incorporated a significant CEO Contingency to provide for the risks arising from the uncertainty of resuming normal operations.
21. The City's financial performance for the full year was ahead of the adopted budget, however, while the financial results for council's overall operations are favourable, a number of individual business unit's budgets were more severely impacted by the pandemic than originally envisaged. The major budget variances are noted below:
- (a) City Property (\$1.8M) - suffered a significant reduction in property income beyond the initial estimated allowed in the budget. The City followed the Federal Government's Code of Conduct for commercial tenancies as State Government legislation required landlords to support qualifying tenants by waiving and deferring rent proportionate to their reductions in turnover. The City has however supported its tenants beyond the formal end date of the Code, out to June 2021 (and into the new financial year), as the pandemic and its impacts continued.

The City wants its businesses to have every opportunity to survive this challenging environment, and be able to resume business at the earliest date. This support was also evident in Council's resolution to extend the waiver of footway licences.

Finally, the City's budgeted share of ground rent from its lease to QVB, was also adversely impacted due to the pandemic with significantly lower levels of patronage than anticipated at the time of setting the budget.

To offset these impacts, an amount of \$1.5M has been transferred from the CEO Contingency to bring the Division back within budget, as detailed in Attachment A.

- (b) Venue Management (\$2.2M) - also heavily impacted by the public health orders, and the associated restrictions on attendance numbers, however in this instance the Division had sufficient budget to absorb the reduction in income.

Capital Expenditure

- 22. The Capital Works program achieved expenditure of \$216.5M against a full year budget of \$294.6M
- 23. While work continues on the City's vast capital works portfolio, a number of significant projects were completed in 2020/21 including Gunyama Park Aquatic and Recreation Centre, Sydney Park Water Harvesting Priority 1: Treatment Plant, Ultimo Community Centre renovation of ground floor bathrooms, Shannon Reserve, the Crescent Lands at Johnstons Creek, Gadigal Avenue North and the Fitness Stations at Pirrama Park.
- 24. Given the work in progress, a further \$17.1M of unspent funds at year end needs to be carried forward and revoted on top of the capital works program adopted as part in the 2021/22 Operational Plan in June. This will ensure adequate funding to continue the capital works projects during 2021/22 and beyond.
- 25. A final review of the 2020/21 program has then been undertaken, to take into account the revised revotes, the project timelines, the required community engagement and the capacity to deliver the projects within the program. As a result it is recommended that \$17.8M now be pushed into the future years forward estimates, for a revised 2021/22 capital works budget totalling \$243.6M.
- 26. A financial summary of the 2020/21 Capital Works program, a schedule showing the funds carried forward and deferred, and the revised 2021/22 budget and future years' forward estimates by significant project and program, and a status report on all active capital projects exceeding \$5.0M in value is provided in Attachment B.
- 27. Significant program and project budget variances for 2020/21 were reported in the first three quarters, however there were further projects with unfavourable variances by the final quarter of the year, including:
 - (a) Portfolio wide Air Conditioning replacement - delays in finalising documentation due to additional structural and power supply investigations. Project now in tender phase
 - (b) Town Hall House - Hot Water Storage Tank replacement - tender of project delayed while additional environmental reviews were undertaken.
 - (c) Portfolio Chiller replacement - finale documentation required additional structural and power supply investigations. Project now in tender phase.
 - (d) Lift upgrades/replacement – various sites - preparing tender documentation for priority lifts, while a strategic review considers all other vertical transport assets.
 - (e) Town Hall Arcade (Sydney Square) Waterproofing - additional structural investigations undertaken in relation to interface with Sydney Town Hall southern stairs, and current façade project, to ensure designs developed will not impact the waterproofing of the bathrooms.
 - (f) City Recital Hall - base building works - extended design phase for development of style guide, development of base design protocols for the site, and alignment to future capital works. Scope finalised and progressing to tender documentation.

- (g) Sydney Park Leachate site restoration - access requirements required by tenant impacted the progress of the project.
 - (h) Kings Cross Police Station - Cooling/ Heating upgrade - additional budget required to address market pricing, following a tender process.
 - (i) Woolworths Building Façade remediation - delays in third party approvals to commence works on site, including hoarding and scaffold installation.
 - (j) Corporation Building - Façade, Roof, Window, Awning repairs - delay in third party approvals to commence works on site, including hoarding and scaffold installation.
 - (k) Sydney Town Hall External Works Stage 3 - faster progress on Stone Façade remediation in 2020/21.
 - (l) Capital Programs Asset Enhancement - Green Square Trunk Drain- Link Road to Alexandra Canal - delay in closing final elements of the project.
 - (m) McDonald Street Widening - delay due to third party approvals and site flooding.
 - (n) Green Square to Ashmore Connection - delay in early works construction for western section on hold, pending Ausgrid's issue of a construction license. Shortlisted tenderers following EOI process. Early works to eastern side progressing.
 - (o) Zetland Ave (West) - Paul St to Portman St - delays in procuring kerbstone has impacted progress. Temporary road pavement construction on northern side completed to allow handover to Mirvac. Focus on Zetland Ave Mid and Portman Street construction.
 - (p) Existing Streets (Portman St) upgrade - Focus on Portman Street works and kerb supply for this portion of project has resulted in early expenditure on works.
 - (q) Zetland Avenue - Mid (Joynton Ave to Portman St) - Focus on Zetland Ave Mid and Portman Street construction. Handover of northern section with interface to Meriton development.
 - (r) Major Properties Efficiency Improvements - delay in LED lighting program due to supply and access, has extended programmed completion to early September 2021. Water efficiencies upgrade works, design completed and implementation commencing.
28. The Plant and Assets expenditure incurred during the year, net of disposals, was \$7.0M against a budget of \$14.4M, the underspend predominately reflecting plant and assets which could not be delivered within the year. It is proposed to carry forward and revote an additional \$5.3M which will increase the adopted 2021/22 budget for Plant and Assets from a net \$9.2M to a net \$14.5M. A financial summary of the 2020/21 result against budget, and the revised 2021/22 budget are included in Attachment B.
29. Technology and Digital Services capital works expenditure was \$17.6M against a budget of \$23.7M. It is proposed to carry forward and revote an additional \$6.5M, for projects already underway, and it is also recommended that \$2.3M be pushed into the future years forward estimates for a net 2021/22 revised budget of \$22.5M

30. Property Acquisitions and Divestments resulted in net divestment of \$53.9M for the 2020/21 year, against an acquisition budget of \$121.4M. The result reflects the divestment of significant parcels of heritage floor space at Capitol Theatre, Haymarket Library and QVB along with the sale of 90 Regent Street, the former council depot at Epsom Road by Council, and the compulsory divestment to the Department of Education of three parcels of land at Observatory Hill. The divestments were partially offset by the acquisition of land to ultimately create new open recreation space on Mandible Street, Alexandria.

Operational Highlights

31. There were a number of operational highlights, including:
- (a) The City has been successful in facilitating \$100,000 USD funding from the Carbon Neutral Cities Alliance to the not-for-profit Aboriginal Carbon Foundation to grow the market for carbon offsets created on Indigenous land in NSW, and a demonstration project. The Carbon Neutral Cities Alliance (CNCA) is a collaboration of international cities working together to achieve deep emissions reductions more efficiently and effectively. The City has participated in CNCA - predominantly funded through US philanthropy - since 2015. The "Game Changer" grant will be used to establish a market signal, precedent, and ethical system for secure long-term finance streams to traditional custodians and Indigenous enterprise to undertake and maintain regeneration projects.
 - (b) A number of park upgrades were opened and / or completed this quarter. The Hollis Park upgrade with Wilson and Burren Street Cycleway in Newtown was marked by official opening on 24 April. The playground upgrade in Crete Reserve, Rosebery and opening of a new park and plaza spaces in Rope Walk Park, Waterloo took place on 8 May. Playground upgrades at James Hilder Reserve Surry Hills, Strickland Park Chippendale and Daniel Dawson Reserve Alexandria were officially opened on 15 May. Work was also completed on the upgrade of the Palmerston Avenue Steps and Sarah Peninton Reserve in Glebe in May. The upgrade includes better access along Palmerston Avenue with new stairs, a concrete path, handrails, pram ramps and more welcoming entry points, a new bigger entry plaza to the light rail station, more native plants and grasses, new seating and a water bubbler and tap.
 - (c) The refurbishment of the Cutler footway and historic Burton Street viaduct in Darlinghurst was officially opened on 20 April. The viaduct was originally built in 1909 and its recent refurbishment, completed in partnership with Woollahra Council and the Australian Government will extend its life by another 100 years. We installed a concrete road surface on top of the bridge with a wider integrated footway to make it safer and easier for people walking.

- (d) The City recently awarded a Covid-19 Community Services Recovery Grant of \$100,000 to Sydney Alliance to establish NSW's first international student hub in Surry Hills (a 12-month pilot project). The City's contribution is focussed on community development initiatives including programs, consultation, advocacy and research. The Hub is a student led initiative in collaboration with more than 50 organisations, including civic groups, not-for-profit organisations, community associations and education industry representatives, such as the Council of International Students Australia, Multicultural Youth Affairs Network, Migrant Workers Justice Initiative and Tenants' Union. It will support international students in NSW with issues such as wage exploitation, accommodation needs and social isolation, all of which have been exacerbated during the pandemic. The Hub was officially launched on 26 May.
- (e) The Lord Mayors welcome for international students 2021 was held virtually on 16 March in collaboration with 13 community groups and service providers. The virtual event which attracted 300 attendees – was complemented by a series of 13 associated events delivered across two weeks. All events aimed to engage international students and encourage their return to Sydney when borders open, connect impacted international students in Sydney to accommodation and support services, and to raise awareness of indigenous cultural practices and knowledge sharing.
- (f) The City continues to advocate for changes on the State road network, including lower speed limits. On 19 April 2021, a new 40km/h speed limit was activated on King Street, Newtown and Erskineville Road, Swanson Street and Copeland Street, Erskineville. These roads are all State roads under the control of Transport for NSW.
- (g) On 30 March 2020 for 12 months, the council waived parking fees for essential workers including police, emergency services, and health agencies during the Covid-19 pandemic. These arrangements have been extended until September 2021.
- (h) From June 1 to 10, the City of Sydney in collaboration with the local startup sector and technology industry hosted the Visiting Entrepreneur Program. This free series of virtual and in-person events gives an inside look into how global entrepreneurs are launching and growing businesses in fields such as biotechnology and quantum technology. The 13 event program featured five global experts and a local lineup of deep tech innovators and disruptors.
- (i) Redfern Waterloo Pet Day at Waterloo Green took place on 22 May providing social housing residents in Redfern or Waterloo access free vet services. This year's event attracted 200 social housing residents and 181 companion animals including 132 dogs, 48 cats, and one rabbit. The Cat Protection Society, RSPCA, Sydney University Veterinary Teaching Hospital, and My Vet Waterloo provided free pet health checks and advice to pet owners. New partnerships were established this year with the NSW Animal Welfare League and Vets Beyond Borders, resulting in a record number of 50+ volunteer vets, vet nurses and vet students providing pet health services on the day. The event facilitated free vaccinations administered to 125 dogs and 39 cats, free microchipping provided to 13 dogs and 11 cats and free desexing booked for 25 dogs and six cats under the City's subsidised program.

Financial Implications

32. Financial performance in all principal activities, as defined within the Delivery Program 2017-2021, continues to be satisfactory, while noting that integrated transport for a connected City's budget reflects the impact of Covid-19 on parking related operations
33. At Quarter 4 the Operating Result was \$125.1M, against a budget of \$90.6M, a favourable variance of \$34.5M
34. At Quarter 4 the Net Surplus was \$148.4M, against a deficit budget of \$22.5M, a favourable variance of \$170.9M
35. The 2020/21 year end cash position was \$655.3M, which is \$349.1M favourable to the adopted budget, reflecting a higher opening cash balance than budgeted, the operating and capital results detailed in this report, and changes to the properties acquisition/divestment program as we focus on the City's financial recovery.
36. The Covid-19 pandemic continues to have a significantly adverse impact on a number of the City's key income streams, and the City has continued to expend significant sums in support of its local economy and community as noted above, including a number of additional grant programs and the 24-hour AI Fresco initiative in conjunction with the NSW Government. This poses some challenges to our annual operational budget and planned financial recovery, however we have also tightly managed our operations and have remain ahead of our adopted (Covid modified) budget.
37. Overall, the City remains in a strong financial position and is working to align with the financial targets as published in its long term financial plan, underlining its capacity to deliver its operational and capital expenditure improvement commitments. Surplus funds not yet required for projects are generally being directed towards specific cash reserves (restrictions), in accordance with Council's resolution and the City's long term financial plan, while the majority of the unrestricted cash is required to fund those capital programs without a specific reserve.
38. The City's 2021/22 budget was resolved prior to the latest series of lockdowns, arising from the State's health orders seeking to minimise and control the spread of Covid to safeguard the community. The initial lockdown period has now been extended, and the City is continuing to support its community through fee waivers, flexible parking policies, tenancy support and additional grant programs, however the lockdown significantly impacts many the City's normal operations and revenue cycle. While the ultimate financial impacts are unknown at this stage, the City will need to revise its initial financial recovery plan, and this may require a revised budget to be brought back to Council after the first quarter.

Relevant Legislation

39. 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.
40. 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

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

Public Consultation

42. The information contained within this report reflects Council's financial performance in the 2020/21 financial year.

BILL CARTER

Chief Financial Officer

Attachment A

<h2>Financial Results Summary</h2>

Financial Summary

City of Sydney | Q4 2020/21

\$'000	Year-to-date			Full Year		
	Current Budget	Actual	Variance Fav/ (Unfav)	Original Budget	Adjustment	Current Budget
Operating Income	600,580	582,501	(18,079)	591,371	9,209	600,580
Salary Expense	241,441	231,361	10,080	240,954	486	241,441
Expenditure	268,541	226,033	42,508	259,819	8,722	268,541
Operating Expenditure	509,982	457,394	52,587	500,773	9,209	509,982
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	90,598	125,107	34,508	90,598	0	90,598
Add Additional Income:						
Interest Income	5,817	5,505	(313)	5,817	(0)	5,817
Capital Grants and Contribution	33,108	55,334	22,226	33,108	(0)	33,108
Heritage Floorspace Award	0	44,064	44,064	0	0	0
Less Additional Expenses:						
Depreciation	102,904	118,475	(15,571)	102,904	(0)	102,904
Capital Project Related Costs	8,017	8,732	(715)	8,017	(0)	8,017
Light Rail Contribution to NSW Government	41,100	41,100	0	41,100	0	41,100
Net Gain on Disposal of Assets and Revaluations						
Gain (Loss) on Investment Funds	0	(3)	(3)	0	0	0
Gain (Loss) on Sale of Assets	0	47,614	47,614	0	0	0
Gain (Loss) on Properties	0	39,082	39,082	0	0	0
Net Operating Surplus/(Deficit)	(22,497)	148,395	170,892	(22,497)	0	(22,497)
Capital Works	294,648	216,548	78,100	280,659	13,989	294,648
Capital Works TDS	23,680	17,611	6,068	12,299	11,381	23,680
Plant and Equipment	14,435	7,032	7,403	8,000	6,435	14,435
Property Acquisition / (Divestment)	121,430	(53,937)	175,367	121,430	0	121,430
Capital Expenditure Total	454,193	187,255	266,938	422,388	31,805	454,193
Available Funds						
Opening Balance	632,794	632,794	0	598,153	34,641	632,794
Cash Surplus/(Deficit)	(326,669)	22,461	349,130	(291,927)	(38,838)	(330,765)
Closing Balance	306,124	655,255	349,130	306,225	(4,197)	302,028

Quarterly Income Statement

City of Sydney | Q4 - 2020/21

\$'000	Year-to-date				Full Year		
	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget
OPERATING INCOME							
Rates & Annual Charges	372,343	370,005	(2,338)	(1%)	372,343	0	372,343
Child Care Fees	1,778	1,169	(610)	(34%)	1,778	(0)	1,778
Private Work Income	5,546	5,367	(179)	(3%)	5,546	(0)	5,546
Parking Station Income	8,168	7,242	(927)	(11%)	8,168	0	8,168
Parking Meter Income	33,383	35,179	1,796	5%	33,383	(0)	33,383
Building & Development Application Incom	6,445	5,940	(506)	(8%)	6,445	0	6,445
Building Certificate	1,166	1,377	211	18%	1,166	0	1,166
Other Building Fees	10,179	11,375	1,196	12%	10,179	0	10,179
Aquatic Facilities Income	0	650	650	0%	0	0	0
Advertising Income	6,756	5,868	(888)	(13%)	6,756	0	6,756
Work Zone	13,829	13,865	36	0%	13,829	0	13,829
Venue/Facility Income	8,301	2,975	(5,326)	(64%)	8,301	0	8,301
Library Income	176	47	(129)	(73%)	176	0	176
Health Related Income	493	209	(283)	(57%)	493	0	493
Other Fees	3,525	3,467	(58)	(2%)	3,525	0	3,525
Enforcement Income	32,867	30,272	(2,594)	(8%)	32,867	0	32,867
Community Properties	8,503	5,634	(2,869)	(34%)	247	8,255	8,503
Footway Licences	935	41	(894)	(96%)	935	0	935
Commercial Properties	60,222	56,817	(3,405)	(6%)	68,477	(8,255)	60,222
Sponsorship Income	234	26	(208)	(89%)	234	0	234
Other Income	371	446	75	20%	513	(141)	371
Grants and Contributions	23,516	24,435	919	4%	14,166	9,350	23,516
Other Revenue	0	(0)	(0)	0%	0	0	0
Income (Excluding Internals)	598,737	582,406	(16,331)	(3%)	589,528	9,209	598,737
VIK Income	1,843	94	(1,748)	(95%)	1,843	(0)	1,843
Operating Income	600,580	582,501	(18,079)	(3%)	591,371	9,209	600,580
OPERATING EXPENDITURE							
Salaries and Wages	195,808	182,623	13,184	7%	195,738	69	195,808
Agency Contract Staff	8,504	13,862	(5,358)	(63%)	8,043	461	8,504
Travelling	215	68	148	69%	215	0	215
Employee Oncosts	6,778	3,125	3,654	54%	6,842	(64)	6,778
Superannuation	22,288	19,171	3,117	14%	22,269	20	22,288
Workers Compensation Insurance	4,140	10,360	(6,220)	(150%)	4,140	0	4,140
Fringe Benefit Tax	715	480	235	33%	715	(0)	715
Training Costs (excluding salaries)	1,402	653	749	53%	1,402	0	1,402

Quarterly Income Statement

City of Sydney | Q4 - 2020/21

\$'000	Year-to-date				Full Year		
	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget
Other Employee Related Costs	1,590	1,019	571	36%	1,590	(0)	1,590
Salary Expense	241,441	231,361	10,080	4%	240,954	486	241,441
Bad & Doubtful Debts	1,380	773	607	44%	1,380	(0)	1,380
Consultancies	4,032	3,007	1,025	25%	4,032	(0)	4,032
Enforcement & Infringement Costs	8,489	6,579	1,909	22%	8,489	0	8,489
Event Related Expenditure	14,551	5,775	8,776	60%	11,440	3,111	14,551
Expenditure Recovered	(6,845)	(5,491)	(1,354)	20%	(6,845)	(0)	(6,845)
Facility Management	10,162	7,943	2,219	22%	10,162	0	10,162
General Advertising	1,939	1,520	420	22%	1,568	371	1,939
Governance	1,779	1,582	196	11%	1,779	0	1,779
Government Authority Charges	7,799	7,525	273	4%	7,799	0	7,799
Grants, Sponsorships and Donations	31,018	28,060	2,958	10%	26,258	4,760	31,018
Infrastructure Maintenance	45,846	42,413	3,433	7%	46,438	(592)	45,846
Insurance	4,039	4,363	(324)	(8%)	4,039	(0)	4,039
Interest Expense	0	254	(254)	0%	0	0	0
IT Related Expenditure	13,602	10,853	2,749	20%	13,602	(0)	13,602
Legal Fees	3,553	2,575	978	28%	3,548	5	3,553
Operational Contingencies	6,280	0	6,280	100%	7,000	(720)	6,280
Other Asset Maintenance	3,231	2,598	634	20%	3,233	(2)	3,231
Other Operating Expenditure	11,448	8,985	2,463	22%	10,740	708	11,448
Postage & Couriers	1,484	1,226	258	17%	1,484	(0)	1,484
Printing & Stationery	2,017	1,479	538	27%	1,904	113	2,017
Project Management & Other Project Costs	1,188	1,030	158	13%	1,188	0	1,188
Property Related Expenditure	31,624	27,791	3,832	12%	31,478	145	31,624
Service Contracts	22,337	22,061	275	1%	22,327	10	22,337
Stores & Materials	5,528	4,102	1,426	26%	4,723	804	5,528
Surveys & Studies	2,235	1,755	480	21%	2,235	0	2,235
Telephone Charges	2,826	2,521	304	11%	2,826	0	2,826
Utilities	11,973	10,664	1,309	11%	11,973	(0)	11,973
Vehicle Maintenance	2,786	2,502	284	10%	2,778	8	2,786
Waste Disposal Charges	20,400	21,495	(1,095)	(5%)	20,400	(0)	20,400
Expenditure	266,698	225,939	40,759	15%	257,976	8,722	266,698
VIK Expenditure	1,843	94	1,748	95%	1,843	(0)	1,843
Expenditure Including VIK	268,541	226,033	42,508	16%	259,819	8,722	268,541

Quarterly Income Statement

City of Sydney | Q4 - 2020/21

\$'000	Year-to-date				Full Year		
	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget
Total Operating Expenditure (Excl Depreciation)	509,982	457,394	52,587	10%	500,773	9,209	509,982
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	90,598	125,107	34,508	38%	90,598	0	90,598
<i>Add Additional Income:</i>							
Interest Revenue	5,817	5,505	(313)	(5%)	5,817	(0)	5,817
Capital Grants	31,108	37,953	6,845	22%	31,108	(0)	31,108
Capital Grants - Works In Kind	2,000	17,381	15,381	769%	2,000	0	2,000
Heritage Floorspace Award	0	44,064	44,064	0%	0	0	0
<i>Less Additional Expenses:</i>							
Capital Project Related Costs	8,017	8,732	(715)	-9%	8,017	(0)	8,017
Depreciation	102,904	118,475	(15,571)	(15%)	102,904	(0)	102,904
Light Rail Contribution to NSW Government	41,100	41,100	0	0%	41,100	0	41,100
<i>Net Gain on Disposal of Assets and Revaluations</i>							
Gain Loss on Investment Funds	0	(3)	(3)	0%	0	0	0
Gain Loss on Sale of Assets	0	47,614	47,614	0%	0	0	0
Gain Loss on Properties	0	39,082	39,082	0%	0	0	0
Net Operating Surplus/(Deficit)	(22,497)	148,395	170,892		(22,497)	0	(22,497)
Capital Expenditure							
Capital Works	294,648	216,548	78,100	27%	280,659	13,989	294,648
Capital Works ISU	23,680	17,611	6,068	26%	12,299	11,381	23,680
Plant and Assets	14,435	7,032	7,403	51%	8,000	6,435	14,435
Property Acquisition / Divestment	121,430	(53,937)	175,367	144%	121,430	0	121,430
Total Capital Expenditure	454,193	187,255	266,938		422,388	31,805	454,193

Actual v Budget Operating Result by Division & Unit

City of Sydney | Q4 - 2020/21

Division/Unit	Income				Expenditure				Operating Result				
	\$'000	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance
Chief Executive Office					-	8,021	7,143	878	11%	(8,021)	(7,143)	878	11%
Chief Executive Office					-	1,528	1,392	135	9%	(1,528)	(1,392)	135	9%
Councillor Support					-	2,153	1,791	362	17%	(2,153)	(1,791)	362	17%
Office of the Lord Mayor					-	3,399	3,109	290	9%	(3,399)	(3,109)	290	9%
Secretariat					-	942	851	91	10%	(942)	(851)	91	10%
Chief Financial Office	472	559	87	18%	10,256	9,658	597	6%	(9,783)	(9,099)	684	7%	
Business Planning and Performance					-	1,391	1,276	115	8%	(1,391)	(1,276)	115	8%
CFO Administration		2	2	-	-	1,376	1,263	113	8%	(1,376)	(1,261)	115	8%
Financial Planning and Reporting			2	2	-	2,669	2,712	(43)	-2%	(2,669)	(2,710)	(41)	-2%
Procurement			1	1	-	2,651	2,354	297	11%	(2,651)	(2,352)	298	11%
Rates	472	554	82	17%	2,169	2,054	115	5%	(1,697)	(1,500)	197	12%	
Chief Operations Office	1,302	2,005	703	54%	23,030	21,059	1,971	9%	(21,728)	(19,055)	2,673	12%	
Chief Operations Office	175	573	398	227%	1,443	1,486	(43)	-3%	(1,268)	(913)	355	28%	
City Conversations					-	1,003	960	43	4%	(1,003)	(960)	43	4%
City Design	370	366	(4)	-1%	2,988	2,423	565	19%	(2,618)	(2,057)	561	21%	
City Transformation	80	91	11	13%	528	379	149	28%	(448)	(288)	160	36%	
Green Infrastructure					-	936	635	300	32%	(936)	(635)	300	32%
Green Square					-	650	520	130	20%	(650)	(520)	130	20%
Indigenous Leadership and Engagement	100		(100)	-100%	865	551	314	36%	(765)	(551)	214	28%	
Project Management Office					-	324	311	13	4%	(324)	(311)	13	4%
Strategic Community Engagement		21	21	-	1,049	892	157	15%	(1,049)	(870)	178	17%	
Strategy, Urban Analytics & Communications	577	851	274	47%	11,740	11,372	369	3%	(11,163)	(10,521)	642	6%	
Sustainability		104	104	-	1,504	1,531	(27)	-2%	(1,504)	(1,427)	77	5%	
City Life	19,879	11,764	(8,116)	(41%)	95,117	73,488	21,629	23%	(75,238)	(61,724)	13,513	18%	
City Business & Safety	3,900	908	(2,992)	-77%	7,450	4,035	3,414	46%	(3,550)	(3,127)	423	12%	
City Life Management					-	1,833	1,738	95	5%	(1,833)	(1,738)	95	5%
Creative City	6,654	3,272	(3,382)	-51%	31,358	20,535	10,823	35%	(24,705)	(17,264)	7,441	30%	
Grants and Sponsorship	1,558	1,651	93	6%	30,948	27,935	3,013	10%	(29,390)	(26,284)	3,106	11%	
Social Programs and Services	7,393	5,580	(1,813)	-25%	19,981	16,887	3,094	15%	(12,588)	(11,307)	1,281	10%	
Sustainability Programs	374	353	(22)	-6%	3,547	2,357	1,190	34%	(3,172)	(2,004)	1,168	37%	
City Planning Development and Transport	18,186	18,272	86	0%	43,771	39,568	4,203	10%	(25,585)	(21,296)	4,289	17%	
City Access	225	388	162	72%	4,243	3,645	598	14%	(4,017)	(3,257)	760	19%	
Construction & Building Certification Services	9,475	11,047	1,572	17%	2,708	2,493	214	8%	6,767	8,554	1,786	26%	
Health & Building	1,353	579	(773)	-57%	15,781	13,565	2,216	14%	(14,428)	(12,985)	1,443	10%	

Actual v Budget Operating Result by Division & Unit

City of Sydney | Q4 - 2020/21

Division/Unit	Income				Expenditure				Operating Result				
	\$'000	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance
Planning Assessments		6,324	5,913	(411)	-7%	14,440	13,781	659	5%	(8,116)	(7,868)	248	3%
Strategic Planning and Urban Design		809	345	(464)	-57%	6,601	6,085	516	8%	(5,791)	(5,740)	52	1%
City Projects and Property		70,162	64,900	(5,262)	(8%)	60,506	55,149	5,357	9%	9,656	9,751	94	1%
City Property		70,162	63,062	(7,100)	-10%	50,933	45,628	5,305	10%	19,229	17,435	(1,794)	-9%
CPP - Development and Strategy			600	600	-	3,672	2,812	860	23%	(3,672)	(2,213)	1,459	40%
CPP - Infrastructure Delivery			1,181	1,181	-	907	2,153	(1,246)	-137%	(907)	(972)	(65)	-7%
CPP - Professional Services			57	57	-	4,994	4,556	438	9%	(4,994)	(4,499)	494	10%
City Services		110,782	106,305	(4,477)	(4%)	203,268	187,419	15,849	8%	(92,486)	(81,114)	11,372	12%
City Greening and Leisure		560	1,338	778	139%	37,542	34,530	3,011	8%	(36,982)	(33,192)	3,790	10%
City Infrastructure and Traffic Operations (CITO)		29,190	28,255	(934)	-3%	43,629	38,545	5,084	12%	(14,440)	(10,290)	4,150	29%
City Rangers		32,242	30,342	(1,900)	-6%	26,156	23,266	2,891	11%	6,086	7,077	991	16%
City Services Management					-	482	515	(32)	-7%	(482)	(515)	(32)	-7%
City Services Strategy					-	815	864	(49)	-6%	(815)	(864)	(49)	-6%
Cleansing & Waste		997	1,048	51	5%	65,930	64,329	1,601	2%	(64,933)	(63,281)	1,652	3%
Parking and Fleet Services		41,551	42,629	1,078	3%	16,593	14,919	1,675	10%	24,958	27,711	2,753	11%
Security & Emergency Management					-	6,578	6,213	365	6%	(6,578)	(6,213)	365	6%
Venue Management		6,243	2,693	(3,550)	-57%	5,542	4,239	1,304	24%	701	(1,546)	(2,247)	-321%
Corporate Costs		377,293	420,060	42,767	11%	8,446	11,636	(3,190)	(38%)	368,847	408,424	39,577	11%
Legal and Governance		25	2	(23)	(93%)	13,625	12,591	1,033	8%	(13,600)	(12,590)	1,010	7%
Council Elections					-	1,087	1,179	(93)	-9%	(1,087)	(1,179)	(93)	-9%
Governance					-	646	568	77	12%	(646)	(568)	77	12%
Internal Audit					-	670	612	58	9%	(670)	(612)	58	9%
Legal Services		0		(0)	-100%	6,488	5,297	1,191	18%	(6,488)	(5,297)	1,191	18%
Risk Management		25	2	(23)	-93%	4,734	4,935	(201)	-4%	(4,709)	(4,933)	(224)	-5%
People Performance and Technology		2,477	2,698	220	9%	43,941	39,681	4,260	10%	(41,464)	(36,984)	4,480	11%
Business and Service Improvement					-	981	793	188	19%	(981)	(793)	188	19%
Customer Service		2,457	2,677	219	9%	7,809	6,658	1,150	15%	(5,351)	(3,982)	1,370	26%
Data and Information Management Services		20	14	(6)	-30%	7,380	7,074	306	4%	(7,360)	(7,060)	300	4%
Internal Office Services					-	292	279	13	5%	(292)	(279)	13	5%
Technology and Digital Services					-	17,505	16,153	1,351	8%	(17,505)	(16,153)	1,351	8%
Workforce Services			7	7	-	9,975	8,724	1,250	13%	(9,975)	(8,717)	1,257	13%
Total Result		600,580	582,501	(18,079)	(3%)	509,982	457,394	52,587	10%	90,598	125,107	34,508	38%

Summary of Income and Expenditure by Principal Activity

City of Sydney | Q4 2020/21

\$'000	Operating income			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	35,526	32,450	(3,076)	52,382	42,996	9,386	(16,856)	(10,546)	6,310
A leading environmental performer	1,387	1,508	121	78,735	73,902	4,833	(77,349)	(72,395)	4,954
Integrated transport for a connected city	72,518	71,874	(644)	51,925	48,788	3,137	20,593	23,085	2,493
A city for walking and cycling	-	1,163	1,163	3,043	1,639	1,404	(3,043)	(476)	2,568
A lively and engaging city centre	-	-	-	308	306	3	(308)	(306)	3
Resilient and inclusive local communities	18,320	13,915	(4,405)	102,023	89,426	12,598	(83,703)	(75,510)	8,193
A cultural and creative city	2,546	221	(2,324)	7,917	6,010	1,907	(5,371)	(5,789)	(418)
Housing for a diverse community	-	-	-	6,398	6,132	266	(6,398)	(6,132)	266
Sustainable development, renewal and design	18,331	18,250	(81)	41,237	38,346	2,891	(22,906)	(20,097)	2,810
Implementation through effective governance and partnerships	451,952	443,119	(8,832)	166,012	149,848	16,164	285,940	293,271	7,332
Total Council	600,580	582,501	(18,079)	509,982	457,394	52,587	90,598	125,107	34,508

Capital Budget Review Statement

City of Sydney | Q4 2020/21

All figures in \$'000

	Year-to-date			Full-year				
	Current Budget	Actual	Variance Fav / (Unfav)	Original Budget	Adj.	Current Budget	Proposed Adj.	Proposed Budget
Bicycle Related Works	10,147	7,249	2,897	7,406	2,740	10,147		10,147
Green Infrastructure	10,660	4,032	6,628	9,471	1,189	10,660		10,660
Open Space & Parks	30,960	26,331	4,630	22,426	8,534	30,960		30,960
Properties - Community, Cultural and Recreational	29,870	20,518	9,352	22,854	7,016	29,870		29,870
Properties - Investment and Operational	2,256	794	1,462	1,973	282	2,256		2,256
Public Art	2,576	1,467	1,108	2,344	232	2,576		2,576
Public Domain	111,480	89,256	22,225	118,803	(7,322)	111,480		111,480
Stormwater Drainage	3,409	143	3,267	3,141	269	3,409		3,409
Capital Programs Asset Enhancement	201,358	149,790	51,568	188,418	12,940	201,358		201,358
Infrastructure - Roads Bridges Footways	16,797	16,201	596	17,646	(849)	16,797		16,797
Open Space & Parks	21,047	15,454	5,593	18,126	2,921	21,047		21,047
Properties Assets	35,664	16,970	18,694	31,925	3,739	35,664		35,664
Public Art	1,030	914	115	1,344	(314)	1,030		1,030
Public Domain	14,254	12,808	1,446	13,276	978	14,254		14,254
Stormwater Drainage	4,358	4,411	(54)	4,925	(567)	4,358		4,358
Capital Programs Asset Renewal	93,149	66,758	26,391	87,242	5,908	93,149		93,149
Contingency - Active	141		141	5,000	(4,859)	141		141
Project expenditure not creating asset value	(3,921)	(43,785)	39,864	(4,500)	579	(3,921)		(3,921)
Net Capital Expenditure	290,727	172,763	117,964	276,159	14,568	290,727		290,727
Project expenditure not creating asset value		(40)						
Plant and Assets	14,435	6,992	7,443	8,000	6,435	14,435		14,435
Project expenditure not creating asset value		(341)	341					
TDS Capital Works Projects	23,680	17,270	6,409	12,299	11,381	23,680		23,680
Property Acquisition / Divestment	121,430	(53,884)	175,314	121,430		121,430		121,430

Capital Budget Review Statement

City of Sydney | Q4 2020/21

All figures in \$'000	Year-to-date			Full-year				
	Current Budget	Actual	Variance Fav / (Unfav)	Original Budget	Adj.	Current Budget	Proposed Adj.	Proposed Budget
Capital Funding								
Domestic Waste Reserve	321	321		321		321		321
Stormwater Management Reserve	2,633	2,633		2,646	173	2,820		2,820
Developer Contributions (General)	75,444	76,249	(805)	80,879	2,558	83,437		83,437
Infrastructure Contingency Reserve	2,280	2,280		2,280	1,134	3,414		3,414
Green Infrastructure Reserve	9,227	3,500	5,727	7,458	1,769	9,227		9,227
Renewable Energy	1,100	371	729	2,248	(1,148)	1,100		1,100
City Centre Transformation Reserve	41,100	41,100		200	40,900	41,100		41,100
Specific Reserve Funding	132,105	126,455	5,650	96,032	45,386	141,418		141,418
General Funding	318,167	16,687	301,480	321,856	(13,002)	308,853		308,853
Total Funding	450,272	143,141	307,130	417,888	32,384	450,272		450,272

Cash and Investments Budget Review Statement

City of Sydney | Q4 2020/21

	Op.Balance	Year-to-date		
All figures in \$'000	Actual	Transfer to	Transfer from	Actual
Externally Restricted				
Developer Contributions (General)	84,820	22,331	(76,249)	30,902
Specific Purpose Unexpended Grants	153	37,735	(34,557)	3,332
Domestic Waste Reserve	31,042	58,261	(54,852)	34,450
Stormwater Management Reserve	612	2,021	(2,633)	-
Total Externally Restricted Cash and Investments	116,627	120,348	(168,291)	68,684
Internally Restricted				
Affordable and Diverse Housing Fund	8,475	-	(4,010)	4,465
City Centre Transformation Reserve	41,100	-	(41,100)	-
Commercial Property	88,038	10,000	-	98,038
Employee Leave Entitlement Reserve	6,887	2,307	(2,350)	6,844
Green Infrastructure Reserve	17,477	-	(3,500)	13,977
Green Square Reserve	86,325	-	-	86,325
Heritage Conservation Fund	23,714	24,456	-	48,170
Infrastructure Contingency Reserve	2,280	-	(2,280)	-
Public Liability Insurance Reserve	404	241	-	646
Renewable Energy	7,747	-	(371)	7,375
Performance Cash Bonds	23,345	19,398	(12,433)	30,310
Workers Compensation Reserve	22,880	-	(5,479)	17,400
Total Internally Restricted Cash and Investments	328,671	56,403	(71,524)	313,550
Total Restricted Cash and Investments	445,299	176,751	(239,815)	382,234
Unrestricted Cash and Investments	187,495			273,020
Total - Cash and Investments	632,794			655,255

Contingency Report

City of Sydney | Q4 2020/21

\$'000		CEO	General	Capital Works	Total
Adopted budget - contingency		4,500	2,500	3,998	10,998
Less Approved Contingency Allocations:					
Approval Date					
24/08/2020	Feasibility study of the Minerva / Metro Theatre, Kings Cross		(10)		(10)
24/08/2020	Purchase of reusable cloth masks and the distribution of masks and health relate material to support vulnerable communities		(200)		(200)
9/11/2020	Capital Works Q1 Budget Adjustments			(2,335)	(2,335)
26/10/2020	Moore Park Golf Proposal		(50)		(50)
14/12/2021	Activating Oxford Street for a Safe 2021 Mardi Gras		(150)	-	(150)
15/02/2021	Capital Works Q2 Budget Adjustments			(1,340)	(1,340)
15/02/2021	Contingency allocated to City Projects and Properties as noted in the body of the Q4 report	(1,458)			(1,458)
22/02/2021	Racism Not Welcome' campaign		(10)		(10)
24/03/2021	Support for Communities impacted by Flooding		(300)		(300)
23/04/2021	Capital Works Q3 Proposed Budget Adjustments			(181)	(181)
Allocated:		(1,458)	(720)	(3,856)	(6,034)
Funds Available:					
	Operational	3,042	1,780		
	Capital			141	
Unallocated contingency		3,042	1,780	141	4,963

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 year ended 30 June 2021 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 quarter ending 30 June 2021 was 5 July 2021.

Signed: *B. Carter*

Bill Carter, Chief Financial Officer
Responsible Accounting Officer

Date: 30/07/2021

Attachment B

Capital Expenditure Financial Results

2020/21 Capital Works Expenditure Summary				Revised 2021/22 Capital Works Budget			
	Budget 2020/21	Actual Expenditure 2020/21	Budget v Actual Variance fav (unfav)	Adopted 2021/22 Budget	Carry Forward / Adjustments	Re-Phased (to)/from Future Years Fwd est	Proposed Revised Budget 2021/22
Bicycle Related Works	10.1	7.2	2.9	19.6	1.5	2.1	23.2
Green Infrastructure	10.7	4.0	6.6	6.0	1.5	(2.2)	5.3
Open Space & Parks	31.0	26.3	4.6	21.6	1.8	(0.5)	22.9
Properties - Community, Cultural and Recreational	29.9	20.5	9.4	11.0	1.5	(0.7)	11.9
Properties - Investment and Operational	2.3	0.8	1.5	3.2	1.1	(0.0)	4.3
Public Art	2.6	1.5	1.1	4.4	0.6	(0.7)	4.4
Public Domain	111.5	89.3	22.2	65.8	3.3	(2.7)	66.4
Stormwater Drainage	3.4	0.1	3.3	15.2	1.1	(10.4)	5.9
Capital Programs Asset Enhancement	201.4	149.8	51.6	147.0	12.5	(15.2)	144.3
Infrastructure - Roads Bridges Footways	16.8	16.2	0.6	11.4	0.5	0.2	12.0
Open Space & Parks	21.0	15.5	5.6	20.0	2.4	(2.6)	19.7
Properties Assets	35.7	17.0	18.7	31.3	1.5	(0.8)	32.0
Public Art	1.0	0.9	0.1	1.0	0.1	0.0	1.2
Public Domain	14.3	12.8	1.4	22.2	0.1	0.6	22.9
Stormwater Drainage	4.4	4.4	(0.1)	3.5	0.0	0.0	3.5
Capital Programs Asset Renewal	93.1	66.8	26.4	89.3	4.6	(2.6)	91.3
Total Capital Works	294.5	216.5	78.0	236.3	17.1	(17.8)	235.6
Capital Contingency	0.1	0.0	0.1	8.0	0.0	0.0	8.0
Total Contingency	0.1	0.0	0.1	8.0	0.0	0.0	8.0

	2020/21 Plant and Equipment Expenditure Summary				Revised 2021/22 Plant and Equipment Budget		
	Budget 2020/21	Actual Expenditure 2020/21	Budget v Actual Variance fav (unfav)	Adopted 2021/22 Budget	Carry Forward / Adjustments	Re-Phased (to)/from Future Years Fwd est	Proposed Revised Budget 2021/22
Books & Library Resources	1.2	0.6	0.6	0.9	0.1	0.0	1.0
Information Technology (Equipment)	0.0	0.0	(0.0)	2.0	0.0	0.0	2.0
Technology and Digital Services - Capital Projects	23.7	17.6	6.1	18.3	6.5	(2.3)	22.5
Vehicles and Plant	4.9	1.0	3.9	4.2	3.8	0.0	8.0
Equipment, Furniture & Fittings and Miscellaneous	8.3	5.5	2.9	2.0	1.3	0.0	3.4
Total Net Plant and Equipment	38.1	24.6	13.5	27.5	11.8	(2.3)	37.0

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.

\$'M	Prior Years Total	2021/22	2022/23	2023/24	2024/25	4 Years Total	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	27.8	23.2	15.8	11.4	13.2	63.7	3.1	4.3	1.5	2.8	0.1		75.5	103.3
Green Infrastructure	39.3	5.3	3.2	2.7	1.4	12.7	1.1	1.1					14.9	54.2
Open Space & Parks	97.2	22.9	29.5	30.1	8.1	90.6	12.0	21.1	21.6	22.9	24.1	24.1	216.3	313.4
Properties - Community, Cultural and Recreational	174.9	11.9	31.0	34.7	5.3	82.9	9.5	8.1	10.7	12.0	12.0	12.0	147.2	322.1
Properties - Investment and Operational	1.5	4.3	0.0	0.2	0.5	5.1	1.0	2.0	3.0	3.0	4.0	4.0	22.1	23.5
Public Art	4.4	4.4	3.7	2.6	1.0	11.6		1.0		1.0		1.0	14.6	19.0
Public Domain	369.2	66.4	25.2	27.0	25.3	143.9	20.9	15.8	17.7	19.2	15.9	13.3	246.7	615.9
Stormwater Drainage	78.7	5.9	7.1	13.5	1.7	28.1	4.2	5.5	6.7	6.2	6.6	6.6	63.8	142.6
Asset Enhancement Projects Total	792.9	144.3	115.5	122.2	56.5	438.5	51.8	58.9	61.2	67.0	62.7	61.0	801.1	1,594.0
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		12.0	11.7	12.5	12.6	48.8	14.2	15.0	16.5	18.3	19.4	19.4	151.6	151.6
Open Space & Parks		19.7	19.7	24.2	25.1	88.7	24.9	24.1	25.5	23.8	25.2	25.3	237.7	237.7
Properties Assets		32.0	34.9	41.7	40.7	149.4	42.4	30.6	25.6	24.7	23.9	26.0	322.5	322.5
Public Art		1.2	0.8	0.8	0.8	3.5	0.8	0.7	0.8	0.8	0.7	0.7	8.0	8.0
Public Domain		22.9	11.5	11.9	11.9	58.2	15.4	17.3	16.2	14.0	12.3	11.6	145.1	145.1
Stormwater Drainage		3.5	4.5	5.5	5.5	19.0	5.5	3.5	3.5	3.5	3.5	3.5	42.0	42.0
Asset Renewal Programs Total		91.3	83.1	96.6	96.6	367.6	103.2	91.3	88.1	85.1	85.0	86.5	906.8	906.8
TOTAL CAPITAL WORKS		792.9	235.6	198.6	218.8	806.1	155.0	150.2	149.3	152.1	147.7	147.5	1,707.9	2,500.8
Contingency														
Capital Works Contingency		8.0				8.0							8.0	8.0
Total Contingency		8.0	0.0	0.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0	0.0	8.0	8.0

Capital Works Commenced projects - Individual Projects > \$5M

City of Sydney | Q4 2020/21

Project Name	\$'000		Q4 June 2021 Status Comments
	Cost to date	Total budget	
Zetland Avenue - Mid (Joynton Ave to Portman St)	4,322	7,409	Construction works progressing due for completion early 2022.
Existing Streets (Portman St) Upgrade	5,837	12,157	Construction works progressing due for completion early 2022.
Zetland Ave (West) - Paul St to Portman St	3,397	10,138	Construction works progressing due for completion early 2022 with northern section due for completion mid 2023 following Mirvac development completed.
Joynton Av upgrade (Hansard St to Elizabeth St)	23,827	24,077	Road works completed.
Green Square to Ashmore Connection	7,236	27,000	Early works progressing. Tender for main construction works being prepared.
McDonald Street Widening Works	9,523	18,290	Construction works progressing due for completion early 2022.
Kings Cross Public Domain - Macleay Street	6,470	12,300	FY21/22 works included Smartpole trenching and footings, footway paving and continuous footway treatments in multiple locations. A flexible and consultative approach to scheduling works was adopted so that community needs and impacts could be accommodated. Additional \$1.3m project scope endorsed by Council in March 2021 has increased overall project budget to \$12.3m, with works on track to be completed by end FY21/22.
George Street South Pedestrianisation	7,024	43,500	Project is progressing well, with George Street extended footpaths open to public between Bathurst and Liverpool Streets. George St footpath extensions between Liverpool and Goulburn Streets is scheduled for opening to public between late Aug and early Sep 2021. Works at Intersections are ongoing as TfNSW design approval are received.
Drying Green Park	13,572	22,630	Construction works in progress including drainage installation, earthworks, building levels for the raised lawn. Project completion anticipated April 2022.
The crescent lands at Johnstons creek	13,204	13,926	Project completed.
Wimbo Park Surry Hills	920	6,215	S4.55 Approved in June (delayed by TfNSW). Design documentation received and under review with stakeholders progressing on track.
City Centre Playground Works	1,037	6,280	Completed 80% Tender Documentation. Project to be placed on hold while Plan of Management, Crown Land and planning approvals are obtained.
Urban Skate Park - Sydney Park	7,459	8,282	Project completed.
Synthetic Sports Field Installations - Perry Park	376	8,733	Scoping report endorsed. Progressing with detailed design. Construction start expected mid 2022.
Alexandria School and Park Synthetic Sportsfield - Joint Use	933	6,225	Construction underway. Finalising detailed design of Park Road works.
Perry Park - Stage 2 Basketball Court	5,340	7,970	Construction underway. Completion due late 2021.
Synthetic Sports Field - Turruwul Park	113	5,888	Community consultation complete. Concept design in development.
Synthetic Sports Field - Waterloo Oval	63	8,496	Concept design in development.

Capital Works Commenced projects - Individual Projects > \$5M

City of Sydney | Q4 2020/21

Project Name	\$'000		Q4 June 2021 Status Comments
	Cost to date	Total budget	
Gunyama Park Aquatic and Recreation Centre	102,739	104,468	Project completed.
Moore Park Road Cycleway	1,484	22,912	Project on hold indefinitely pending TfNSW approval of cycleway along Oxford Street (west).
Erskineville Alexandria Precinct Cycleway Links	540	8,317	Pop-up cycleway in place. Scope approved by Council. Bridge, Railway & Henderson portion undergoing final design. For the Ashmore & Harley portion of the cycleway construction tenders have closed and a Contractor is expected to be appointed by Sept 2021.
Castlereagh Street Cycleway - North	774	22,369	95% design complete. Community consultation and scope report scheduled for late 2021 with construction tender and construction in 2022
SSHS - Stage 2 (Cultural/Community/Health Facilities)	140	24,719	The City's financial contributions to the project is not due commence until the Development Deed with Department of Education is signed. Contributions will commence in Q1 of 2021/2022 financial year.
Huntley Street Recreation Centre - Development	900	19,380	Progressing with Development Application.
George Street - Lend Lease Circular Quay VPA	371	8,838	Council has endorsed appointment of Innovillage as Business Innovation Space (BIS) operator. Innovillage have commenced design of the fit out of the BIS.
Joynton Avenue Stormwater Drainage Upgrade	2,896	24,916	Project in procurement process with engagement due early 2022.
Light Rail - CBD to South East	220,000	220,000	All TfNSW payments have been settled and the project is now complete with all defects rectified within the defects liability period.
Hyde Park Tree Replacement & Other Works	22,275	22,364	Project complete.
Open Space Renewal - Hyde Park Lighting	579	6,400	Progressing with Design Development (50% package)
Customs House - Façade Upgrade stage 2	666	6,927	Works to the Façade are expected to commence January 24 and completed over a two year period.
Sydney Town Hall External Works Stage 3	5,166	16,495	Project is in construction stage with works on the stone façade and glass window restoration on track.

Attachment C

**Fourth Quarter Operational Plan Report
2020/21**

City of Sydney – Operational Plan Report – Quarter 4 2020/21

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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 in line with the Local Strategic Planning Statement.	The Central Sydney Planning Strategy and revised planning proposal identifies opportunities for employment growth. Final planning controls were approved by Council and Central Sydney Planning Committee in December 2020 and the controls with the NSW Government for implementation. Planning and Urban Design Studies to protect and grow jobs are being carried out for Botany Road Corridor, Oxford Street and Enterprise Lands. These studies are being formulated into planning proposals and have started to be reported.	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, input and advocacy on public domain outcomes into state government led projects including Circular Quay, Central Station, Metro station precincts, North Eveleigh precinct, Redfern Station upgrade, and Barangaroo Central including Hickson Road (the Hungry Mile). Major private development projects include AMP Circular Quay precinct, Alfred and George Street Circular Quay. Public domain planning for Green Square and Ashmore Estate provide co-ordination and requirements for private developments across these precincts.	On Track
Service Delivery		
Deliver City Services to meet the needs of a Global City.	On track.	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.	To support economic recovery and the hospitality sector, Council approved fee waivers to June 2022 and changes to the City's Outdoor Dining Guideline, streamlining the approval process for outdoor dining on footways and in reallocated road space. The City's Nightlife and Creative Sector Advisory Panel met four times to discuss key issues and needs in light of the pandemic. Their feedback has helped inform the City's approach to supporting businesses and the creative sector. For the financial year 2020/21 the City supported 49 businesses to the value of \$485,618 under the Night Time Diversification and Live Performance Grant programs to increase the diversity of nightlife. Many recommendations made by the City were included in the Liquor Amendment (24-hour Economy) Bill 2020 and will strengthen the City's Open and Creative planning reforms, which are being finalised post public exhibition. These 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 be important to the post-pandemic recovery. The City provided input into the NSW Government 24-Hour Economy Strategy for the Greater Sydney Area, which was launched on the 14 September 2020. The City will work closely with NSW Government on implementation of the strategy which reflects the City's Open Sydney Strategy and many recommendations made by the City to the 2019 Parliamentary Inquiry into Sydney's Night Time Economy.	On Track

Develop and implement the International Engagement Framework focused on promoting Sydney globally.	The City is incorporating its approach to international engagement in the development of its new community plan Sustainable Sydney 2050. In the past year, the City has delivered Asialink's Asia Business Event Series via a Knowledge Exchange Grant. The series of 3 events focused on 1) international education (30 March), 2) e-commerce for retailers (20 April) and 3) trade diversification (24 June). The events attracted 139 attendees. The City also supported the launch of Haymarket HQ's Sydney Landing Pad, NSW's first landing program for international high-growth SMEs and tech scaleups aiming to enter the Australian market, establish offices in Sydney and create new jobs. 37 international high growth companies have been accepted into the program with an average valuation per participating company of \$25million. Since the program started the program cohort has created 13 new jobs in Sydney. The City also held the virtual Lord Mayor's Welcome for International Students in collaboration with 13 partners including Study NSW. The event attracted over 300 registrations, with 100% of survey respondents indicating the event met or exceeded expectations.	On Track
Implement priority projects and programs from the Retail Action Plan that create great experiences, build capacity and resilience, remove barriers, and engage with the sector.	The City continues to work closely with the retail sector to support businesses through the recovery of the pandemic. Skills development programs such as Reboot Series, to enhance innovation, collaboration, digitisation and e-commerce were very successfully delivered in March with over 1,550 registrations of which 81% were business owners and entrepreneurs. Council and the NSW Government have supported the continuation of the AI Fresco outdoor dining program and fees will continue to be waived until 31 June 2022 to support the food and beverage/hospitality sector recovery. Data continues to be collected from participants of the AI Fresco program - to date over 80% satisfaction rating has been received from applicants and that 90% of respondents reported that outdoor dining is beneficial or crucial to their business.	On Track
Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.	The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The City is in negotiation with the finalist from the Request for Offer stage for the operator. This project will provide 3,800 sqm affordable space for tech startups and scaleups in 2022. The Visiting Entrepreneur Program 2021 program was successfully delivered online in June. This year's theme is Transformative Technology - Bio & Quantum. Australia's chief scientist Dr Cathy Foley and four international entrepreneurs Po Bronson, Nabiha Saklayen, Rebecca Krauthammer and Ilana Wisby were the main speakers.	On Track
Implement priority projects and programs from the Eora Journey Economic Development Plan that focus on support for Aboriginal and Torres Strait Islander business owners, employees and education success.	The City continues to seek advice from the Aboriginal and Torres Strait Islander Advisory Panel. Work is ongoing to progress the combined work across the new Stretch Reconciliation Action Plan and Eora Journey Economic Development Plan including progressing the work on 119 Redfern Street.	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 2020). Surveys, case studies & reports section of the City's website updated with latest data for external users. Analysis, data and insights provided to Greater Sydney Commission, the Department of Planning, Industry and Environment (DPIE), University of Technology Sydney (UTS) and other organisations in past six months.	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 appropriate projects and programs to support the recovery of the International Education sector impacted by Covid-19.	<p>As of 28 June 2021, there are over 170,000 international students enrolled in courses in NSW, of which over 112,000 students are onshore in NSW while over 55,000 remain offshore in their home countries awaiting the reopening of borders. This equates to approximately 34% of international students remaining offshore.</p> <p>On 10 June the NSW Treasurer announced a pilot plan to welcome new and returning international students to NSW from the second half of 2021. The industry-funded quarantine model will enable 250 international students to arrive in Sydney each fortnight and quarantine at specially approved student accommodation. It's worth noting the international student allocation is in addition to the current number of returning Australians, and all costs associated with travel and quarantine will be borne by education providers and students at no cost to taxpayers.</p> <p>17 activities took place this quarter to support the international student community, some highlights include:</p> <p>a) International Student Hub Pilot project launched on 26 May. The City provided a \$100,000 grant to Sydney Alliance to establish the International Student Hub in collaboration of over 50 community, religious and charitable organisations. At the launch, Investment NSW announced a \$120,000 contribution to the project to support case management and coordination, helping international students to navigate services and support. The City's contribution is focussed on community development initiatives including programs, consultation, advocacy, and research.</p> <p>b) A total of 409 international students participated in nine online events delivered by the City's International Student Leadership Ambassadors to build employability skills, support health and wellbeing and link students with relevant services. Events included: Networking with International Student Leaders; The Law in Your Hand and Career Success Essential Workshops.</p> <p>c) Letter sent from the Lord Mayor, with Alex Greenwich MP, to the NSW Treasurer requesting the safe return of international students and financial support for providers, student travel concessions, targeted mental health programs and to develop dedicated quarantine facilities. (June).</p> <p>d) Facilitated connection of industry experts with Australia China Business Council to stage a national symposium on international education attended by hundreds of industry, government and academic representatives, including keynote address by The Hon Julie Bishop, Chancellor of ANU, on 9th June.</p> <p>e) 140 people attended the International Student Leadership and Ambassadors 2018-20 Graduation and 2021-22 Program Induction Ceremonies on 2nd June.</p>	On Track
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 (currently under construction at 182 George Street) project continued to progress. The City is in negotiation with the preferred operator selected from the Request for Offer stage. With subsidy from the City, this project will provide 3,800 sqm affordable space for tech startups and scaleups from 2022.	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.	As a member of the Western Harbour Alliance, the City is involved in Western Harbour Precinct - Business Improvement District trial project. The City continued to contribute to the proposed three-year formal trial of the business improvement district model.	On Track

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		
Deliver appropriate major events that support the social and economic recovery of the city.	<p>Forming part of the CBD Revitalisation program, from November to March the City delivered a program of roving entertainment in the CBD, drawing increased audiences to businesses, and creating opportunities for artists and creative industry practitioners. As part of this program, the City, State Government and Sydney Festival produced Sunset Piazza. This outdoor performance venue in Cathedral Square presented a program of 25 performances over eight weeks from January to March. The program provided employment to 425 creatives including 316 artists. The City installed Christmas trees and decorations in the CBD and villages and produced small pop up and roving music performances in the City's villages during December.</p> <p>In September, due to the pandemic the City announced that the NSW Government would take temporary custodianship of Sydney's New Year's Eve celebrations. The event was kept to a seven-minute pyrotechnic display at midnight and crowd numbers strictly controlled.</p> <p>In February Sydney Lunar Festival attracted a total audience of nearly 614,000 people. Installation of lanterns along George Street helped draw the audience to businesses in the CBD and Haymarket. The Community Performance Program was held in Lower Town Hall for the first time and involved 265 performers from the Chinese, Korean, Vietnamese, Taiwanese, Thai, Japanese and Indonesian communities. Of the 47 community groups involved, 15% participated in the program for the first time.</p> <p>Between February and June, the City launched 15 new capital works projects, ranging from the Gunyama Park Aquatic and Recreation Centre through to a series of small parks within local residential areas.</p>	On Track

Visitor Experience

Implement priority projects and programs from the Tourism Action Plan that focus on destination development, destination management and destination marketing.	<p>The City is working closely with the Tourism sector and the Visitor Economy stakeholders to support businesses affected by international, state and territory border closures, lockdowns and public health orders. We have contributed to submissions and advocacy programs to state and federal government to ensure support funds are directed to sectors most impacted throughout the pandemic.</p> <p>We do continue where possible to promote shop local and visitor local campaigns to residents, workers and visitors to drive footfall and spend into our LGA. Campaigns have included the 'rediscover Sydney' and '365 Days of Local Economies' campaign which have been well received with over 200k views per month. We are working closely with Destination NSW to ensure campaigns align and amplify our collective messages.</p> <p>We continue to support Business Events Sydney to rebuild the pipeline of business meetings for Sydney for a focus on domestic conferences and longer-term pipeline of international meetings and conferences.</p>	On Track
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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 continues to work closely with media partners through the '365 Days of Local Economies' initiative to promote local businesses and precincts. In the last 12 months, the City has worked in partnership with Concrete Playground on "Our Sydney", a shop local initiative to support businesses heavily impacted by the pandemic. The initiative featured more than 900 local businesses across a series of 11 day and night village guides; a series of four highly engaging videos hosted by local creatives supporting businesses in the CBD, and 11 curated village lists of 'Reader's Choices'. Overall, the campaign reached more than 4.3 million people and achieved 9.6 million campaign impressions. Results of a Concrete Playground survey showed that 99% of readers agreed it was important to support local businesses, and 92% of readers said that the 'Our Sydney' content encouraged them to visit a local business. The City has continued to work closely with Business Events Sydney to support the attraction and acquisition of domestic and international business events for Sydney in 2022 and beyond to drive value for the city and ensure the ongoing recovery of Sydney's business events sector. In the last 12 months, Business Events Sydney successfully secured six global meetings and incentives for the city. These events are expected to deliver 25,950 delegate days to the city between 2021 and 2026, generating an estimated direct expenditure of close to \$25m for the economy. Meetings and incentives previously secured for Sydney using City of Sydney funding continue to be affected by the ongoing impacts of Covid-19. Of the 45 business events secured utilising City of Sydney funding for 2020 and beyond, 11 events have been postponed and 16 events cancelled. However, Business Events Sydney has succeeded in rescheduling 62% of previously secured business events to a future year.

On Track

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 continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress updates include:

- City of Sydney Resilience Risk Assessment complete.
- Revised Local Emergency Risk Assessment has been circulated for feedback by the LEMC.
- Revised Local Emergency Management Plan is in progress.

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 16,734 tonnes of residential and public domain waste. The total recycling component was made up of 239.23 tonnes of mattresses, an estimated 265.65 of whitegoods/metals, and 19.33 tonnes of E-waste from recycling events and contractor streaming.

On Track

Monitoring and compliance

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

The City manages compliance with applicable fire safety regulations through regular structured monitoring of properties and compliance programs. Inspection programs have been suspended since mid-June due to Covid-19 Public Health Orders.

- Boarding house/backpacker inspections continued in Q4.
- Late night and licensed premises inspections recommenced in Q4 after being suspended due to Covid-19.
- The retail food safety inspection program continued, with inspections being prioritised based on risk. The program is behind due to staffing shortages and Covid-19, however a plan to inspect all due premises over the next 12 months has been developed.
- The City continues to manage rodent baiting programs across all public spaces and parks.

Watch

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

In Q4 the rangers spent over 12,000 hours in patrols to monitor legislative compliance and respond to complaints including but not limited to development applications, companion animals, noise, litter and unlawful trading.

On Track

1.S.1 Performance Measures

City Development

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial development approved	m2	307,491	275,036	-	46,370	37,357	58,436	54,629	196,792	Includes 42,000m ² for redevelopment of Harborside Darling Harbour.	Indicator Only
Commercial development completed	m2	131,138.63	141,594	-	2,557	1,872	47,881	43,519	95,829	Includes redevelopment and refurbishment of Locomotive Workshop at Australian Technology Park.	Indicator Only

Business Events Sydney

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Bids for business events submitted	No.	24	25	-	-	1	-	5	6	Six bids submitted in the last 12 months, this number has drastically reduced from previous years due to Covid-19 border closures.	Indicator Only
Events secured	No.	20	19	-	-	0	-	6	6	Over the 12 months to June 2021, Business Events Sydney utilised City funding to secure six global meetings and incentives for the city.	Indicator Only
Delegate numbers of events secured	No.	16,340	11,126	-	-	0	-	6,300	6,300	Covid-19 has impacted this industry.	Indicator Only
Economic impact of events secured	\$M	70	41.4	-	-	0	-	25	25	Covid-19 has impacted this industry.	Indicator Only
Delegate days of events secured	No.	72,530	43,696	-	-	0	-	25,950	25,950	Covid-19 has impacted this industry.	Indicator Only

Support for the Economy and Business

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	\$ '000	778.65	739.76	-	144.02	281.28	0	0	425.3	This year a total of 18 significant economic grants were approved by Council for a year to date total of \$425,304 in cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange Sponsorship and includes support for Bicycle Food Delivery Co-op, Global Cities After Dark Sydney and the Youth Innovation Challenge. Covid-19 affected the number of applications received for this financial year.	Indicator Only

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants approved by the City of Sydney for major events	\$ '000	5,540.7	5,662.4	-	423.25	0	3,445.68	1,795.5	5,664.43	This year the City supported Sydney Fringe Festival, Vogue Fashion's Night Out, Sydney Festival, the Biennale of Sydney, Yabun Festival, Australia Day and the Sydney Gay and Lesbian Mardi Gras Parade and Festival, Sydney Fringe Festival and Vogue Fashion's Night Out to the value of \$5,664,434 in cash and value-in-kind.	Indicator Only

Diverse and inclusive economy

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	156	178	-	180	192	-	190	190	The frequency of reporting for this measure has changed from quarterly to biannually.	Indicator Only

International Students

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
International students studying in the City of Sydney LGA	No.	175,000	140,000	-	-	-	-	129,939	129,939	In March 2021 NSW Department of Education Skills and Employment figures show 129,939 enrolments in Sydney - City and Inner South, not all of whom were onshore in NSW. Enrolments for NSW for the same period were 117,149 onshore and 55,263 offshore totalling 172,412.	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	0	The City continues to support the uptake of renewable energy through the Renewable Energy Help Centre, environmental grants program, and related initiatives.	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 and update procedures to drive efficiencies across fleet operations and reduce emissions. Work is nearing completion on an upgrade of the fleet asset system to assist these processes and to integrate data sources. A strategy is also being developed focused on the increased take up of more energy efficient vehicles via fleet procurement strategies and step change from traditionally fuel vehicles to electric vehicles. Emissions across the fleet continue to fall.	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.	Stage One of the change-over of Ausgrid-owned residential street lighting to energy-efficient LEDs is substantially complete. Over 3,000 (99%) light fittings have been upgraded to LED. A reduction in the City's electrical consumption of about 750 MWh a year has been achieved, representing 2.5% of the City's grid electricity use. Stage Two of the change-over of Ausgrid-owned street lighting to energy-efficient LED lights on main roads is scheduled to commence July 2021 and expected to be completed within 12 months.	On Track

Sustainable Planning		
Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero energy building standards.	Presented the performance standards to net zero energy to the Central Sydney Planning Committee and Council in May 2021. The project and associated planning controls were unanimously supported. The planning proposal has been submitted to the Department of Planning, Industry and Environment for approval to exhibit.	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 findings were incorporated into the performance standards to net zero energy buildings program.	On Track

Advocacy

Advocate for higher BASIX targets for residential buildings.

The evidence base to identify higher BASIX targets for high rise development and improvements to the BASIX tool forms part of the City's Net Zero Performance Standards program. The evidence base was complemented by discussions with a number of developers. The higher targets identified through the Net Zero Performance Standards program were presented and endorsed by Council in May 2021 and submitted to the Department of Planning, Industry and Environment for approval to exhibit. Discussion has started and continues with NSW Government on targets and improvements to the BASIX tool, as part of that net zero program.

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
Managing waste and resources				
Continue investigating opportunities to divert residential food waste from landfill.	2022	77	<p>As at end of June 2021, the residential food scraps collection and recycling trial had been operational for 23 months. Key results of the project to 30 June were:</p> <ul style="list-style-type: none">• A total of 569.64 tonnes of food scraps have been collected and recycled.• More than 13,300 households now have access to the food scraps service across 162 apartment buildings and just over 1,000 houses. <p>A series of three waste audits have been conducted over the course of the project to evaluate the outcomes of the service. Key results from these audits indicate that in properties participating in the trial:</p> <ul style="list-style-type: none">• Total waste generation declined from 7.2 kgs/household/week in 2019 to 6.8 kgs in 2020 and to 6.1 kgs in 2021.• The amount of food scraps that is being recycled by houses is very high and has increased over time, with 88% of all food waste being recycled in July 2020 and 93% in February 2021. Food scraps recycling by apartment buildings is relatively low, and it decreased from 33% in July 2020 to 23% in February 2021.• Contamination in the food scraps bin increased from 1% in July 2020 to 4% in February 2021. This increase was due to large amounts of contamination found in only three bins in the February audit. With those atypical bins removed from the data, contamination would have been just 0.7%. <p>In June, the City commenced a pilot of providing food scraps caddies and liner bags to apartments that haven't registered for the trial in four apartment buildings. The objective of the pilot is to test what happens to recovery and contamination in the food scraps bin when all apartments in a building are provided with equipment to participate in the service. To evaluate the outcomes of the pilot, the City will conduct a waste audit and a resident survey. Results of the pilot will support the business case for the proposed full rollout of the food scraps recycling service. Work is continuing on preparation of a project evaluation report and service options business case and recommendations for roll out of the service beyond the trial period.</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.	The waste conditions were implemented through the review of standard conditions of consent in June 2021.	On Track
Monitoring and reporting waste		
Integrate organisational waste reporting on the City's digital environmental platform.	Successful migration of City owned properties, major projects and operational maintenance upgrades onto a central platform for regular monitoring against targets.	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.	<p>City staff are engaging directly with the public on how to safely choose reusable items over single use items and how to ask your local café for a 'contactless pour' into your reusable coffee cup through local pop-up stalls. From March to June 2021, City staff provided face to face education at 17 pop-up stalls to encourage use of reusable cups and engaged with 591 City workers and visitors during lunchtime in Martin Place, and 588 morning commuters in three locations near local cafes and transport hubs in Erskineville, Forest Lodge and Redfern. The City also partnered with Responsible Cafes to educate cafes on ways to promote reuse and waste avoidance. In May 2021 Responsible Café educators approached 102 cafes to engage with staff and encourage acceptance of reusable cups and provided educational posters to promote the uptake of reusable coffee cups and containers.</p> <p>The City is piloting a recycling support service to 40 apartment buildings across the City to make it easier for buildings to recycle right. From January to June 2021, City staff conducted 22 site visits and waste audits, engaged with 1870 apartment residents about recycling through letters, guides, posters, report cards and seven educational pop-up stalls. Initial findings show that the buildings in the program have been able to reduce contamination levels in the recycling bin and a reduce recyclables being placed in the rubbish bin.</p> <p>The City is partnering with Plastic Oceans Australasia to deliver a Primary School Waste Avoidance Program to engage with the school community about waste avoidance. From January to June 2020, in school terms 1 and 2, 14 local primary schools opted-in to the program and 261 students, and their teachers, engaged in 12 workshops.</p> <p>The City's "Recycle It Saturday" drop-off event was held on 19 June 2021 and attended by 589 participants despite rainy weather to recycle electronic waste, clothes, toys, polystyrene, x-rays, batteries, light bulbs and gas cylinders.</p> <p>The City's Home Recycling Trial collected 2041 bags from 875 homes, recycling a total of 6.1 tonnes of tricky items directly from residents' doorsteps in Q4 including soft plastics, clothes, batteries, light bulbs, polystyrene and small electronics. This is nearly triple the amount that was recycled in the previous quarter (Jan-Mar) showing growing demand in the service, especially as the pandemic continues.</p>	On Track
Management and compliance		
Conduct targeted patrols 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.	In Q4 rangers conducted 1,376 hours of patrols and issued 34 notices. For the 2020/21 financial year 4,389 hours were conducted with 100 notices issued.	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, through its membership of the Southern Sydney Regional Organisation of Councils, has been involved in a project to determine future waste infrastructure and data needs. This project and a similar one undertaken by the Department for Planning, Infrastructure and the Environment has provided input into the recently released State Government 20 Year Waste Strategy.

On Track

In addition to the inclusion of an action to protect industrial land for waste recycling and management facilities as part of the City of Sydney Local Strategic Planning Statement 2020, the City has also provided comments on the recent State Government Employment Zones Reform regarding encouraging the use of light industry areas for circular economy activities or businesses.

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.	2022	80	<p>The Green Square town centre water recycling scheme is in operation and supplying recycled water to users. 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. Additional pipeline has been requested for Meriton development on Epsom Rd and affordable housing scheme (St George and Citywest) on Ashmore Connector.</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. An Expression of Interest is expected to go out to market in mid 2021.</p> <p>Sydney Park Water Reuse relocation and upgrade completed construction and is in operation. Erskineville Water Reuse is under investigation (current works include to reinstate the bore, CCTV on the stormwater asset and stormwater flow monitoring and sampling).</p>	On Track

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.	MUSIC-link is used by both developers and staff. It streamlines the process of assessing the compliance of Water Sensitive Urban Design (WSUD) requirements in line with the City's water quality targets.	On Track
Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls in line with the Local Strategic Planning Statement.	A NABERS Water control for non-residential buildings will be developed as part of the update to the Local Environment Plan and Development Control Plan. A review of Water Sensitive Urban Design planning controls is programmed for FY21/22.	On Track

Advocacy

Advocate for urban renewal areas to meet world's best practice environmental standards.

Advocacy has continued to NSW Government for environmental outcomes aligned to City targets in the following renewal projects: Waterloo Estate; Central Station; Blackwattle Bay.

On Track

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.

The City has completed the base case (2006) stormwater quality modelling.

On Track

The modelling will assist the City in tracking our progress towards the Sydney 2030 stormwater quality improvement targets and guide decisions regarding future stormwater quality improvement measures including Gross Pollutant Traps (GPTs) and raingardens.

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

Ongoing - new WSUD infrastructure is considered for public domain works.

On Track

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 will continue to be added to the City's stormwater drainage network to assist in achieving stormwater quality improvement target for receiving waterways.

On Track

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

Major Programs

Progress To Date

Status

Commercial office engagement

Implement priority projects, programs and advocacy arising from the City's Sydney's Sustainable Office Plan.

Action is delivered largely through the flagship programs of the Better Buildings Partnership (BBP) and CitySwitch Green Office. The focus for both these programs this quarter has been setting up governance arrangements for next financial year with financial members.

On Track

A significant piece of work was completed to quantify the carbon savings achieved by the sector through the City's environmental performance grant program. A total of 25 Ratings and Assessments grants in the commercial office sector with a total City investment of \$249,489.00 has unlocked \$1,044,795 in community investment retrofitting buildings and reducing carbon emissions by 296 tonnes per annum.

Business engagement (non-office based)

Implement priority projects, programs and advocacy arising from the City's Making Sydney a Sustainable Destination Plan.

Actions to deliver the Making Sydney a Sustainable Destination Plan included an annual event with the Sustainable Destination Partnership where annual results from 2020 were released. Work also commenced on the Sydney submission to the Global Sustainable Destination Index.

On Track

A significant piece of work was completed to quantify emissions savings from the sector through the City's environmental performance grant program. A total of 85 Ratings and Assessments grants in the accommodation & entertainment sector with a total City investment of \$922,087.00 has unlocked \$4,862,238.69 in community investment retrofitting buildings and reducing carbon emissions by 5,545 tonnes per annum.

Residential Engagement

Implement priority projects, programs and advocacy arising from the City's Residential Apartment Sustainability Plan.

The Smart Green Apartments (SGA) program has reduced emissions by 24,030 tonnes CO2e per year, and saved \$3.49 million in operational costs annually. 625kW of solar has been installed. The SGA awards were held in March at the Hudson residential precinct.

On Track

Since 2016 the City has invested \$752,054 through 122 Ratings and Assessments Grants to strata buildings. This has unlocked \$2,214,588 community investment in building upgrades reducing emissions by 3375 tonnes and operating costs by \$653,971 per year. 381kW solar was installed. Nine new Ratings grants were awarded to owners corporations in 2021.

Strata Leadership Network forums and the Strata Sustainability Reference Group were delivered quarterly focused on sustainability, resilience and Covid-19 support for high density communities. The City supported 114 apartment buildings to get a NABERS rating with four procuring GreenPower. A total of 22 SGA buildings and 31 grant buildings are participating in the City's food scraps recycling trial. The City continued to advocate for improved minimum environmental standards for apartment buildings.

Provision of grants and other cross sector support

Continue to support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target.

There is 16.8MW of rooftop solar installed in the Local Government Area. The Power2U rebate program (Ausgrid partnership) has facilitated 1,250 kW of rooftop solar projects in the city. Smart Green Apartments buildings have installed 652kW and 381kW has been installed as a result of the Ratings and Assessments Grants.

On Track

As part of the continued efforts to increase onsite renewables uptake, the City has published a guideline to installing solar in heritage areas, that balances the climate emergency response with heritage protection measures. This is a significant step forward in making it easier for residents and businesses to access renewables. The City is also accelerating renewables access through innovation grants.

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	80	Installed capacity has reached about 2300 kW of solar PV panels generating over 3000 MWh of clean energy each year. More than 300 kW of extra panels are targeted for installation in the next two years, mostly at the new Huntley St facility, bringing the total installed capacity to just over 2,600 kW.	On Track

Major Programs	Progress To Date	Status
Environmental Management Systems		
Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.	Waste data improvement projects included improving the collection and reporting of construction waste from the City construction services contracts. These datasets are now being tracked and monitored through the Sustainability Management and Reporting Tool (SMART).	On Track
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	Environmental reporting system has identified significant sustainability opportunities. Opportunities have been actioned resulting in improved energy and water performance compared to last quarter.	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's Floodplain Management Program also considers the impacts of climate change in flood controls. The City continues to explore new opportunities and to participate in initiatives that improve outcomes and resilience with regards to climate change. Stage one of the accelerated upgrade of over 3000 Ausgrid owned street lights to energy efficient LED technology was completed in 2021. The City is also participating in the SSROC sustainable pavements tender to include crushed recycled glass and other recycled products into road building.

On Track

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).

Continuing to implement energy and water initiatives at identified sites with focus on LED roll-out, water efficiency initiatives and rainwater tanks improvements.

On Track

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

Onsite food waste dehydrator under construction with estimated 6 months lead time. Working on site preparation with relevant stakeholders.

On Track

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 now completed the installation of vehicle telematics and is in the process of the development of reports and data usage to more effectively maintain and manage the fleet. Fleet Services has also deployed the City's first fully electric commercial vehicle as part of a strategy to expand electric vehicle numbers. This vehicle will be trialed and assessed with a number of business units over the coming 12 months to assist and inform future purchasing decisions. Further electric (or low emissions) alternatives to other plant and equipment are being progressed via procurement.

On Track

Procurement, grant assessment & contract management

Implement Social and Sustainable Procurement Guidelines, Supplier Code of Conduct, Returnable Schedule on selected procurement activities – major construction materials, consumables, major contract, event management and supplier due diligence.

Social and Sustainable Procurement Guidelines, Supplier Code of Conduct, Returnable Schedule on selected procurement activities - due diligence has been completed and implementation is now being monitored for effectiveness. Working with SSROC on further refinements to improve shared outcomes.

On Track

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.	2022	90	<p>Face-to-face education and volunteer programs were on hold for a period in 2020/21 due to Covid-19 restrictions. Some education programs were moved to an online format with face-to-face workshops resuming in November 2020 in line with the Covid Safety Plan.</p> <p>During the year 29 education programs were held attracting 415 attendees, noting 38% of programs were delivered as webinars. A pilot school excursion program was held in June 2021 with students from a local high school. Farm volunteer programs resumed in August 2020, with 988 volunteer shifts being worked and 1766 volunteer hours being contributed to Sydney City Farm.</p> <p>The year saw 265kgs of food being harvested and donated to OzHarvest and the Asylum Seekers Centre for distribution to people in need. The City Farm Business Plan review continued including community consultation to understand the value of the farm and ideas for future programs and activities. In December 2020, 146 people responded to an online survey and three community focus groups were held in April 2021.</p> <p>Sydney City Farm Environmental Management Plan was finalised and accepted by the site auditor in August 2020. Asbestos remediation works were undertaken, and the City Farm orchard was constructed. Over 75 people attended the orchard site opening in May 2021, assisting to plant 100 fruiting trees, shrubs, and vines.</p>	On Track
Greening Sydney Plan				
Continue the review of the Greening Sydney Plan to identify targets and strategic priorities to increase the extent of greening that will cool and calm the city.	2020	90	The review of the Greening Sydney Strategy is progressing. A draft Strategy was presented to Council at the March meeting, and community consultation occurred from 19 April to 23 May. The draft Strategy is scheduled to go to Council for adoption in July.	On Track
Major Programs				
Community Greening				
Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.			The City currently supports 23 community gardens, including two footpath verge gardens and three active Landcare groups which engage over 850 community volunteers. The City encourages gardens to become self-managed groups to a high standard and assists groups through access to grants and donation of materials and plants, including sourcing native plants from a local Indigenous nursery. A new garden group at Elger Street, Glebe is currently being formed.	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. At end June 2021, a total of 1,106 street trees have been planted, exceeding the target of 700 trees. A further 50 park trees were planted during the year. Ongoing delivery of the inroad planting projects continue, with works completed in Boyce St Glebe and Jones Bay Rd Pyrmont. Projects have been designed and planned for Crystal St Plaza and Bunn St Ultimo.	On Track

Urban Ecology

Continue to expand, improve and protect bush regeneration areas in the City's parks and open spaces.	Core bush restoration sites continue to be maintained to improve habitat value for flora and fauna. Extensive works on the Prince Alfred Park native plant roof have been completed in June, with 2,700 tubestock plants installed. A work plan for Prince Alfred Park meadow has been developed to coordinate large scale removal of exotic grasses. In total, 13,579 tubestock have been planted across the bush restoration sites. Ecological interpretive signage has been installed at prominent sites to raise awareness about the City's works in these areas as another tool to further protect the integrity of these sites.	On Track
Monitor the diversity, number and distribution of priority fauna species reported on the local government area.	No reporting over this quarter. Formal fauna and flora surveys are due to commence in 2022 to assess any changes over the last 10 years in line with the Urban Ecology Strategic Action Plan. The online fauna database is still being upgraded with the GIS team. The database will aim to display community sightings on the City's website.	On Track

Greening Sydney Plan

Continue to deliver the public domain landscaping program.	The Public Domain Landscape Program has delivered 11080 m2 YTD and 582 m2 of new and refurbished landscape work for June 2021. Significant projects include Gadigal Ave Waterloo and Chalmers St Surry Hills as well as large amounts of infill planting.	On Track
Deliver Living Colour floral displays throughout the city during spring and summer.	Spring, hanging basket and greenwall display to begin mid-September for an eight week period. Displays to continue through the Light Rail corridor on George and Alfred Streets. Greening also provided on Pitt and George street for alfresco dining.	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.	Water consumption in parks for the 12 months ending March 2021 was down 31% on the same period the previous year due to: - more favourable rainfall - consistent and timely investigation of changes in water use, including the use of interval, real time water data being provided by the Organisation Wide Metering Project - Automatic wet weather shut off irrigation systems - We are using recycled water from Sydney Park for water truck filling. The new parks water recycling contract will deliver improvements in asset management approach and greater visibility and transparency over recycled water data.	On Track
Identify opportunities to connect parks to recycled or alternative water sources.	A review of opportunities to connect parks to recycled or alternative water sources was completed at the end of 2020. Implementation of a combined water re-use scheme to serve Erskineville Oval, Harry Noble Reserve and Solander Park is in development phase. Further investigation of opportunities for the following parks is proposed to be undertaken in future years: Rushcutters Bay Park, Redfern Oval and Park, Victoria Park, Wentworth Park. The following parks are proposed to be connected to the future CBD recycled water network: Hyde Park, Belmore Park, Prince Alfred Park, Observatory Hill.	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		
Advocate for improvements to the national construction code.	The City has representatives on Australian Sustainability Building Environment Council (ASBEC) working groups meetings including the Compliance Working Group, Building Codes Task Group and the Nationwide House Energy Rating Scheme (NatHERS) National Stakeholders Consultative Group (NSCG). These groups provide input to inform the National Construction Code update 2022.	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 the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress update includes: - City of Sydney Resilience Risk Assessment complete. - Revised Local Emergency Risk Assessment has been circulated for feedback by the LEMC. - Revised Local Emergency Management Plan is in progress.	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in monitoring and reducing the urban heat island effect.	Installation is near completion for a network of 21 sensors to measure urban heat and air quality around the city centre.	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 adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through development approval process. This policy along with the Development Control Plan (DCP) and LEP are being reviewed to ensure compliance with the current amendment to the planning regulations.	On Track

2.S.1 Performance Measures

Greenhouse emissions

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 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	39,354	36,459	-	3,926	3,877	2,947	2,032	12,782	Electricity emissions are zero since the City began using 100% renewable electricity in July 2020. Emissions listed here are from natural gas usage based on utility data from Envizi - which may include accruals and be subject to change and 'other' emissions which are based on the most recent year's verified emissions. The City verifies annual emissions as part of its climate neutral certification annually around December. The latest FY data are estimates only representing a 76% reduction in carbon emissions compared to the 2006 baseline.	Indicator Only
Greenhouse gas emissions for City of Sydney local government area – total all emissions. Baseline 2006 data - 5,815,521 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	4,553,154	4,275,807	-	-	-	-	0	-	Emissions data for the local government area is reported annually one year in arrears. Data for FY20/21 is not yet available.	Indicator Only
Reduction in greenhouse gas emissions in the local government area based on 2006 levels - 5,815,521 tCO2e (data from previous financial year; target of 70% by 2030 & net zero emissions by 2050)	%	21.71	26.48	-	-	-	-	0	-	Emissions data for the local government area is reported annually one year in arrears. Data for FY20/21 is not yet available.	Indicator Only
Percentage of electricity demand in the local government area met by renewable sources (target of 50% by 2030, data from previous financial year)	%	20	23	-	-	-	-	20.5	20.5	It is not possible to measure renewable energy at the local government area scale. The figure provided is the amount of renewable energy consumed in the NSW electricity grid for the 2020/21 financial year with data sourced from https://opennem.org.au/energy/nsw1/?range=all&interval=fin-year	Indicator Only

Water Usage and Stormwater

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	477,223	378,360	-	70,073	84,846	91,521	88,088	334,528	The published data for the FY21 Q4 period is the best estimate available at time of the publication. Data for the previous three quarters has been revised following receipt of Sydney Water invoicing. The estimate represents a 22% reduction in potable water use compared to the 2006 baseline.	Indicator Only
Potable water usage from the local government area – 2006 baseline (33,712) (data from previous financial year)	ML	37,770	38,930	-	-	-	-	0	-	Water use in the local government area is published annually, one year in arrears, by Sydney Water. Data for FY 2020/21 not yet available. Figures for FY2019/20 have been revised to reflect final Sydney Water data.	Indicator Only

Waste - Local Government Area

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total residential waste collected	Tonnes	65,298	68,809.01	-	17,729.28	17,565.18	17,416.87	16,734.4	69,445.73	The total amount of waste collected from residents is lower than previous quarters.	Indicator Only
Total residential waste collected per capita	Kg/Capita	279.9	286.29	-	71.97	71.3	70.7	67.93	281.9	Total amount of waste generated by each resident has reduced from previous quarters.	Indicator Only
Percentage of source separated recycling of total residential waste	%	26.38	26.57	35	28.13	27.5	27.82	27.24	27.67	The percentage of source separated recycling of total residential waste has reduced slightly from last quarter.	Indicator Only
Percentage of recycling and recovery of residential waste	%	48.67	45.52	70	50	46.5	46.78	44.74	47.01	Recovery rates are lower than previous quarter due to low facility diversion rates as a result of legislative changes that no longer allow organic material that is mechanically separated from red bin waste to be recovered and used as a 'mixed waste organic output' or soil amendment.	Indicator Only

Sustainable management of waste and resources

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total waste collected from City managed properties including aquatic centres	Tonnes	897.33	816.38	-	209.52	210.1	229.23	231.19	880.04	The total waste generated from City owned and managed properties for FY 20/21 is 64 tonnes higher compared to last financial year. This is due to portfolio increases this financial year and significant closure periods last financial year, due to Covid-19 restrictions.	Indicator Only
Recovered and recycled waste collected from City managed properties including aquatic facilities	Tonnes	259.44	362.75	-	191.73	194.22	209.69	216.62	812.26	Over 90 per cent of waste materials have been recycled and recovered from City owned and managed properties each quarter of this financial year. This is a significant increase in waste recycled and recovered compared to FY19/20, resulting in the City achieving its operational waste target.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places	%	42	46	-	-	-	-	52	52	Includes the following streams: kerbside recycling; food scraps; garden organics; white goods; E-waste and recycling events.	Indicator Only
Resource recovery of waste from City managed properties including aquatic centres	%	29	46	-	91.5	92	91	93	91.88	The June 2021 70% resource recovery target for City owned and managed properties has been exceeded. City properties have achieved an increase in the resource recovery rate from 44% in 2019/20 to 92% for 2020/21. Recycled waste accounts for 44% of the total amount of waste generated, including 14% from food scrap recycling. The remaining increase in resource recovery is largely due to the recovery achieved from the general 'dry' waste stream, via a process that turns this waste stream into a Resourced Derived Fuel that can be used as a fuel in cement production, rather than being sent to landfill.	Indicator Only

Greening Sydney

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	69,708	78,725	50,000	36,018	19,983	16,235	34,147	106,383	Planting undertaken across the LGA including Hyde Park North, Wattle Street Streetscape, Canal Reserve, Prince Alfred Park, Southern Cross Drive Reserve, Sydney Park, Glebe Foreshore, Blackwattle Bay, Harry Noble Reserve, Redfern Oval, Alexandria Park, Hollis Park and streetscapes in Waterloo, Surry Hills, Rosebery, Alexandria and Erskineville.	On Track
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	5,940	8,272	7,500	4,343	3,566	1,498	1,673	11,080	The Public Domain program is well over target and under budget. Program delivery has kept up with the large volumes of greening work created by the City's stimulus package as well as completing garden refurbishing work. The recent rain has also helped the street gardens flourish.	On Track
Maintain or increase number of indigenous bird species observed (2009/10 baseline - 63 species)	No.	67	68	-	-	-	-	0	-	Numbers maintained - no formal avifauna surveys have been done in 2020/21 due to Covid-19 limitations. Fauna surveys due to commence in early 2022 to assess any changes over the last 10 years in line with the Urban Ecology Strategic Action Plan.	Indicator Only
Extent of locally-indigenous bushland	ha	12.2	12.9	13.5	-	-	-	12.9	12.9	No increases in this reporting period. Current total area of bush restoration sites exceeds the Urban Ecology Strategic Action Plan target of 9.2ha.	Indicator Only

Environmental Grants

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Environmental grants approved by the City of Sydney	\$ '000	1,599.89	1,135.2	-	294.68	698.41	22	3.66	1,018.74	This year a total of 92 Environmental grants were approved by Council for a total of \$1,018,739. This includes a hire fee reduction of Sydney Town Hall for Tipping Point, to run their event #StopAdani and Beyond Roadshow.	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.	The City is working with Transport for NSW to develop and implement a City Centre Action Plan, which has been informed by the City Centre Access Strategy (2013) and Movement and Place. The City is also currently partnering with Transport for NSW to prepare an update to the City Centre Access Strategy. This document will be guided by Future Transport 2056 and other State policies and by the work coming from the 2050 technical studies.	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 Metro initiatives.	Metro West station locations in Pyrmont and City Centre (Hunter Street at Wynyard) now confirmed and planning assessment underway. Regarding the Metro West extension, Council has requested the Lord Mayor write to the Minister for Transport and Roads seeking stations at least at Zetland and Central, to be operational by 2030-1 (same timeframe as Metro West). The City continues to prosecute the case for this early Metro West extension via projects such as the Transport for NSW Camperdown Ultimo Transport Strategy.	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 and will be included in the Strategy for Streets.	On Track

3.2 Transport infrastructure is aligned with city growth.

Major Programs	Progress To Date	Status
Partnership		
Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.	The City is continuing to work with TfNSW to ensure the delivery of the King Street Gateway project with the final design features, including public art, being completed. The first stage of Metro West received planning approval in March 2021 following extensive lobbying by the City, and the NSW Government has now confirmed stations at Pyrmont and the City CBD at Hunter Street. The City is continuing to provide input into public domain and design matters, for the Sydney Metro City & Southwest stations within the City's LGA.	On Track
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 challenges 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.	<p>The City will review the Neighbourhood Parking Policy in 2021-2. The review will include consideration of any matters in draft Sustainable Sydney 2050. The review will also include the process for determining visitor parking entitlements.</p> <p>The Policy remains fit for purpose in guiding how operational teams manage the kerb as roadspace change occurs, resident and business demand changes due to Covid-19 or new streets in Green Square open.</p>	On Track
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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 continues to work with State Government to understand current challenges and innovations in last-mile freight. This includes research into the off street freight requirements of the city centre and the costs and benefits of providing for this using various delivery methods. This work is being finalised.	On Track
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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 WestConnex and Metro. This includes the upcoming King Street Gateway project. The City has also collaborated with Randwick, Bayside and Inner West councils 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 collaboration also encompasses promoting the Inner Sydney Regional Bike Network.	On Track
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Technology

Partner with the State Government to facilitate innovation in transport management, ensuring technology assists in achieving agreed urban and transport outcomes.	<p>Key actions from the June Council meeting are preparing planning controls to support electric vehicle uptake, and consideration of options for electric vehicles in the car sharing system. The City's advocacy for Zero Emissions buses in Green Square is ongoing.</p> <p>The NSW Government is preparing to trial smart kerbside approaches in Western Sydney. Transport for NSW has briefed the City. The City will continue to observe the trials to inform its own processes.</p>	On Track
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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
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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 TfNSW and the Centre for Roads Safety under the Roads Safety Partnership to deliver traffic calming devices and help reduce speeds within the Council area.	On Track
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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 continues to advocate for lower speed limits across the LGA. Transport for NSW (TfNSW) has responsibility for changing speed limits across NSW.</p> <p>The City is working with TfNSW to improve safety for all road users by introducing 40km/h speed limits throughout the local government area. The City has been applying to TfNSW for speed changes on the local and regional road networks and advocating for speed changes on the state road network.</p> <p>Reducing speed limits from 50km/h to 40km/h decreases pedestrian deaths and serious injury by up to 33 per cent. In Q4, new 40km/h speed limits were activated on King Street, Newtown and Wilson Street, Newtown and Erskineville Road, Swanson Street and Copeland Street, Erskineville. These roads are all State Roads under the control of TfNSW.</p>	On Track
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The City continues to advocate for changes on the state road network with Cleveland Street currently under review. Currently 72% of our local and regional road network has a speed limit of 40km/h or lower. The City is expecting TfNSW to activate the Potts Point, Rushcutters Bay and Elizabeth Bay speed reduction in July 2021. The City is targeting State and Regional roads for speed reduction as well as the remainder of the local road network. The lower speed limits will enhance community safety and encourage community recovery.

Road safety partnerships

Continue to build relationships with Transport for New South Wales through the local government road safety program to improve road safety within the LGA.

The City continues to work closely with TfNSW in improve road safety outcomes. Our Speed Reduction Action Plan and Local Government Road Safety Program complement our business as usual working relationships with TfNSW.

On Track

Manage amenity

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

Due to Covid-19 pandemic requirements for a staggered start and finishing times, Cleanaway are allowed to start at 5am. They are minimising community disruption by varying the starting points and avoiding starting collection in residential areas where noise can be an issue.

On Track

Community programs

Facilitate a range of road safety education programs for the community.

The City as part of the Local Government Road Safety Program has facilitated a number of community road safety education projects. These include school safety, speed reduction, motorcycle safety, pedestrian safety, senior safety, child restraint safety and learner driver programs. As part of the Local Government Road Safety Program the City accessed an additional \$20,000 of funding to support these programs.

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.

Handover of the City assets from the Light Rail project took place in July 2020. All defects were rectified within the 12 month defects liability period.

On Track

Behavioural

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

Council has requested the Lord Mayor write to the Minister for Transport and Roads seeking Metro West extension by 2030-1. The priority station is Zetland station, which would significantly increase capacity in the City Centre-Green Square-Airport corridor, including Botany Road. The City continues to advocate for Light Rail / Trackless Tram / Zero Emission Buses between Green Square and the City Centre (using the Eastern Transit Corridor).

On Track

Designs for Oxford Street cycleway are being developed.

The City is advocating for major change to Broadway as part of the Camperdown Ultimo Transport Strategy (Transport for NSW). A key aspect is a public transport system incorporating reallocated roadscape on Parramatta road when West Connex opens in 2024. The City expects the draft Strategy will be presented to the Minister for Transport and Roads in late 2021.

3.5 Transport services and infrastructure are accessible.

Major Programs	Progress To Date	Status
Parking		
Manage the demand for parking to ensure there is equitable access to the constrained supply.	Rangers proactively monitor parking across the LGA to ensure turnover and parking space availability.	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 advocating for high quality public domain outcomes for metro station precincts, Central Station planning and Redfern Station upgrade. Ongoing advocacy and input into major state government development projects including Waterloo estate, Barangaroo Central/Hickson Road and North Eveleigh. Prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations.	On Track
Transport infrastructure		
Advocate to ensure public transport infrastructure meets the needs of users.	The inclusion of Pymont Station and Hunter Street station in Metro West provides opportunities for placemaking in the station precincts. This will consider the needs of workers, residents, businesses and visitors to each location. The City is liaising with Transport for NSW and Sydney Metro to determine the best approach to developing and implementing specific concepts, such as street closures. The City continues to negotiate King St Gateway implementation as a community benefit from WestConnex Stages 2 and 3. The Gateway project will reduce the traffic volumes, speed and capacity of King Street south of Newtown, and Sydney Park Road.	On Track

3.S.1 Performance Measures

Parking and road management

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Car share bookings	No.	233,527	239,637	-	70,395	73,521	71,541	68,325	283,782	Reduction from previous quarter.	Indicator Only
Residents who are members of car share schemes	No.	45,126	52,529	-	53,291	55,571	57,217	58,542	58,542	Slight increase this quarter consistent with previous growth trend.	Indicator Only
Resident drivers who are members of car share schemes	%	35.12	40.7	-	41.3	42.7	44	44.9	44.9	Minor increase over last quarter.	Indicator Only
Length of streets across the local government area with a speed limit of 40km/h or less	Km	165.6	271.59	-	271.59	271.59	271.59	295.4	295.4	King Street, Newtown from Carillion Ave, Darlington to Sydney Park Rd Erskineville is now 40km/h from 50km/h. Wilson Street, Newtown from Erskineville Rd to King St is now 40km/h from 50km/h. Swanson St, Erskineville from Erskineville Rd to Copeland St is now 40km/h from 50km/h. Copeland St, Erskineville from Mitchell Rd to Swanson St is now 40km/h from 50km/h. Princess Hwy, Newtown from King St to May Street is now 40km/h from 60km/h.	Indicator Only

Roads maintenance

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	32,785	29,021	20,000	644	9,282	12,065	12,282	34,273	Annual target achieved.	On Track

Traffic calming

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
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.	8	6	10	2	1	1	6	10	Annual project target achieved for 2020/21.	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	85	<p>Four infrastructure improvement projects delivered in FY21:</p> <ol style="list-style-type: none"> 1. Kent Street, Sydney - separated cycleway upgrade. 2. St Peters & Premier Lanes, Darlinghurst - shared zone. 3. Lang Road/Driver Avenue, Moore Park (the City has accepted TfNSW funding) - signalised intersection upgrade. 4. Bowden Street, Alexandria - separated cycleway upgrade. <p>Mobilisation underway for delivery of FY22 improvement projects. Design and approvals progressing for FY23 improvement projects.</p>	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 2020/21 Central Business District Streetscape Improvement program included the installation of 10 Smartpoles and LED lighting on Wentworth Avenue, the installation of 27 Smartpoles traffic signal upgrades and LED lights along Clarence Street and the installation of granite paving on sections of Elizabeth, Phillip and Sussex Streets.			On Track
Cycling				
Complete the City's high priority regional routes, with separated cycleways where possible.	65% of the planned regional bike network is complete including temporary pop-up cycleways (62% complete excluding the pop-up cycleways on regional routes).			On Track
Partnerships				
Work with neighbouring councils, state and federal governments to implement the Inner Sydney Regional Bike network.	Transport for NSW has committed to implementation of an adapted Inner Sydney Regional Bike Network - called the Principle Bicycle Network in its strategic planning documents. However, it seems that TfNSW may have stopped work on the Final Business Plan to support this, though it was supposed to have been completed at the end of 2020. Randwick, Waverley and Inner West Councils have recently built cycleways that are part of the Inner Sydney Regional Bike Network. The Sydney Gateway project and WestConnex are also contributing elements of the Inner Sydney Regional 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.	All 2020/21 Capital Works Projects and Programs implemented priority actions of the Liveable Green Network.			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. Improving priority for pedestrians in the City Centre is also one of the draft outcomes as part of the Strategy for Streets work we are undertaking in collaboration with Transport for NSW.	On Track
Cycling - city centre		
Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	<p>Pitt Street pop-up cycleway (700 metres) and a short connection between Liverpool Street cycleway and Darling Harbour were completed.</p> <p>Transport for NSW has agreed to progress, and either fully or partially fund the following City Centre cycleways, totalling over 3km:</p> <ul style="list-style-type: none"> - Pitt Street North permanent design to replace the pop-up cycleway - Oxford and Liverpool Streets (between Taylor Square and Castlereagh Street) - College Street - Castlereagh Street (between Liverpool and King Streets) - Chalmers Street link to Prince Alfred Park. 	On Track
Partnerships		
Collaborate with the State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project.	George Street between Bathurst Street and Liverpool is now complete, with Liverpool to Goulburn well underway. Project is on program.	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>* We have been running a promotion and education program associated with the new pop-up cycleways, focused on improving people's capability to use the bike network.</p> <p>* In this FY, 336 adults completed the cycling course and 179 adults completed the bike maintenance course. 1690 young children attended the balance bike clinic.</p> <p>* We held 105 Share the Path education sessions, where 992 people had their bikes tuned-up, 3,577 maps were provided and 675 bells were attached to bikes.</p>	On Track
Walking and cycling for leisure		
Lead and/or support events celebrating and focusing on walking and cycling. Promote attractive routes and open spaces.	Guided rides and outdoor pop-up introduction to bike maintenance sessions were held but are currently on hold due to Covid-19 health restrictions.	On Track

Monitor

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

In 2021, 91% of residents are interested in walking more, up from 84% in 2017. There was a statistically significant increase in people saying they are “very interested” in walking more. The factors which will most influence people to “definitely more likely to walk” are wider and better-quality footpaths, more pedestrianised streets in the CBD, clean and tidy streets, and pedestrian priority at CBD intersections.

On Track

The proportion of residents who ride a bike regularly has increased from 7% to 18%. Over half of the regular riders only started riding in the last two years, an increase from past surveys. Of those, 52% started riding after finding out good places or routes to ride, more than double past surveys, and peer encouragement has also more than doubled.

There has been a significant increase in how safe riders feel – 60% feel at least moderately safe.

Residents who have a bike but don't use it much are significantly more interested in riding than in the last survey. 76% of infrequent and potential riders are interested in riding more. The main barrier is fear of riding with traffic, though there has been a significant drop in safety concerns among infrequent riders. Availability of bicycle paths separated from traffic continues to be the most effective measure at getting them to ride more. 68% of potential riders (ie that don't currently have a bicycle) would be “definitely more likely” to ride with separated bike paths available to them.

The twice-yearly bike count at intersections across the council area showed a peak in October 2019, when there were two and a half as many bike trips as when the count started in 2010 (a 147% increase). During Covid-19, travel in Sydney by all modes dropped by about half, but cycling was very resilient, with travel at commute times only falling by about 15%. Permanent bike counters show increases in bike trips at non-commute times.

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.

Behaviour

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

* In this FY, 336 adults completed the cycling course and 179 adults completed the bike maintenance course. 1690 young children attended the balance bike clinic.
* We held 105 Share the Path education sessions, where 992 people had their bikes tuned-up, 3,577 maps were provided and 675 bells were attached to bikes.
* City staff have been contributing advice and input to the Food Delivery Industry Safety Taskforce.

On Track

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

Major Programs

Progress To Date

Status

Journey to work - commuting

Encourage the use of walking and cycling for commuting to work in the city area.

City staff are working with the NSW Government's Travel Choices program to provide technical advice to influence their program and the activities to support their program, including cycling courses for workplaces. We have been running a promotion and education program associated with the new pop-up cycleways, focused on improving people's capability to use the bike network.

On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Length of separated cycleways provided	Km	0.31	2.89	0.47	6.78	0.21	0.05	0.47	7.51	The projects planned for completion this quarter are forecast for completion Q2 FY21/22.	On Track
Length of on-road cycleways provided/upgraded	Km	2.35	0.7	2.6	0	0.6	0	0.6	1.2	The focus of FY20/21 was implementation of separated cycleways. The Covid-19 transport response diverted resources to plan and implement on-road cycleways provision and upgrades.	Attention Required
Length of shared paths provided/upgraded	Km	0.06	2	2.4	0	0	0	0.13	0.13	The focus of FY20/21 was implementation of separated cycleways. The Covid-19 transport response diverted resources usually planning shared path provision and upgrades.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney	%	7	(26)	-	-	(15)	-	(5)	(5)	Covid-19 continues to impact commute travel. While travel by all modes was down 50%, bike trips at commute times was only down 5% on last count in October, showing cycling to be quite resilient. Bike trips at other times of day have increased.	Indicator Only
Attendees at cycle safety courses	No.	167	233	-	91	97	86	62	336		Indicator Only

Footpaths

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway renewed	m2	14,392	10,993	10,000	5,449	4,122	4,742	5,577	19,890		On Track
Footway replaced by green verge	m2	2,448	2,365	2,000	183	751	694	855	2,483		On Track
New granite infill paving	m2	1,054	1,000	1,500	1,749	81	143	2,099	4,072		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.	Draft public domain plan for Town Hall precinct nearing completion. Progressing design option development for new Central station precinct public spaces to inform City South public domain plan. Additional project co-ordination with State Government relating to metro, bus planning and development is required to finalise both public domain plans.	On Track
Safety		
Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.	<p>The City is a member of a number of precinct security groups including Martin Place, Town Hall, Pitt Street Mall and Circular Quay. These groups provide an opportunity for businesses and landowners to collaborate and coordinate efforts to ensure the safety of crowded places.</p> <p>The City continued to assist the NSW Police through the operation of the Street Safety Camera Program. The City released 1049 items of footage to NSW Police in the past 12 months to support the investigation and prosecution of crimes against the person, including assault, affray, and robbery.</p>	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 public domain capital works projects.	The Sydney Harbour Bridge Southern Cycleway (formerly Harbour Village North Cycleway) will be delivered by RMS. The City is currently managing the design development in consultation with relevant stakeholders and government bodies.	On Track
Planning		
Implement actions from the Central Sydney Planning Strategy that enable commercial space and activity.	The Central Sydney Planning Strategy and associated changes to planning controls are currently with the Department of Planning Industry and Environment for finalising, after being endorsed by Council and CSPC.	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 (BIS) project at 182 George Street continued to progress. The negotiation with the preferred operator continued. It has been confirmed that the operator is to manage the fit-out and PCG agreed to the subsidy requested by the operator, which will be recommended to the Council. The BIS will provide 3,800 sqm affordable space for tech startups and scaleups in 2022.	On Track
Tourism provision		
Develop and deliver appropriate tourist information programs to meet visitor requirements.	Tourism has been significantly impacted by the pandemic with Visitor Services suspended from 17 March 2020.	Watch

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

Major Programs	Progress To Date	Status
City centre creative activity		
Support and facilitate the growth of creative and cultural activities in the city centre.	The team has continued to be the point of contact for all outdoor activations, events and film productions in the public domain and facilitated and approved a large number of projects in-line with the changing requirements due to Covid-19.	On Track

5.S.1 Performance Measures

City centre public life											
Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway dining in the city centre	m2	2,598.82	2,273.74	-	1,821	1,214	2,100.7	2,498.74	2,498.74	A total of 144 Footway Consents make up this month's total of 2,498.74sqm, which is an increase of 402.94sqm and 16 Consents over the total reported in March 2021. This growth is attributed to the Alfresco City Outdoor Dining initiative and the footway fee waiver.	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>This year 3961 adults, youth and children participated in 218 inclusive cultural programs delivered in face-to-face, online and hybrid form across the City's Library network. Programming included 32 participation programs, 44 interactive workshops with a digital citizenship focus and 142 programs supporting social connection. Online videos such as the Art and Maker series and Auslan and English Storytime have had over 13,600 views. Customs House re-opened to the public with Developing Sydney: capturing 1900 – 1920 exhibition.</p> <p>The Covid-19 pandemic continued to impact face-to-face programming. The Hybrid in-person and online event delivery model was developed in response to reduced venue capacities and to increase program accessibility and support social connection.</p> <p>Program highlights included a Lunchtime Conversation series with topics such as fake news, and Sydney's sly grog history; 12 online Auslan and English Storytime videos; hybrid delivery of the Wikipedia Edit-a-thon and development Art and Poetry packs for distribution to Meals on Wheels recipients.</p>	On Track
Public Domain		
Maintain and enhance public domain across the local government area through an ongoing program of improvement works.	Capital works projects and programs continue to maintain and enhance the public domain across the Local Government Area.	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 Town Centre has been awarded a Six (6) Green Star rating for Communities by the Green Building Council of Australia. The rating recognises the sustainability attributes of planning, design and construction of large-scale development projects at a community scale. It is the highest possible rating, denoting 'World Leadership'.</p> <p>Other facilities such as the Joynton Avenue Creative Centre, the Green Square Library and Plaza and Dyuralya Square have been recognised by numerous awards.</p> <p>Gunyama Park Aquatic and Recreation Centre opened in February 2021 and has been awarded the Sulman Award for Public Architecture and the Lord Mayor's Prize at the 2021 NSW Architecture Awards.</p> <p>The Drying Green Park is under construction and planned for completion in mid-2022.</p> <p>Planning and designs for a new Green Square primary school and community shared use facilities on the Joynton Avenue Creative Precinct is underway in partnership with the Department of Education.</p>	On Track
Lead placemaking and community engagement activities for the growing Green Square neighbourhood.	With some easing of Covid-19 restrictions, some community programs were able to be held face-to-face in June 2021 as part of the annual Green Square Winter Warmers program before restrictions increased again. Other programs, such as the Building Managers monthly engagement continued online over the first half of 2021. The City has continued to work with Mirvac, a major landholder in the Green Square town centre, to facilitate the delivery of activation programs. This includes a new temporary open space link between the Green Square plaza and Ebsworth Street which will be used for Mirvac place making events and can tie in with City run events in the plaza in the future.	On Track

Social Strategy

Implement the Social Sustainability Policy and Action Plan.	Within the Social Sustainability Action Plan there are 59 actions across four strategic directions. The majority of these actions have commenced, three actions have been completed and five actions are now continuing as business as usual.	On Track
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6.2 Our city is a place where people are welcomed, included and connected.

Major Programs	Progress To Date	Status
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Social Programs and Services

Implement the Inclusion Disability Action Plan.	<p>The City's fifth Inclusion (Disability) Action Plan 2021-2025 was endorsed by Council. The plan was developed in consultation with people with disability, including the City's Inclusion (Disability) Advisory Panel, people living with mental health conditions, carers and advocacy and disability organisations.</p> <p>The Panel provided input into Street Furniture concept designs and feedback on the impacts of Covid-19 for people with disability.</p> <p>A total of 1,808 (88%) City employees have completed the Inclusion (Disability) Awareness Training module.</p> <p>The City participated in a training program with the Council for Intellectual Disability for employees aimed at reducing barriers to employment for people with intellectual disability. The City updated the Online Access Map, which now includes stairs, lifts, seats, bus shelters, information kiosks and navability for six parks.</p> <p>Gunyama Park Aquatic and Recreation Centre opened and includes a Changing Places Facility with a hoist and lift system to carry a person through to the hydrotherapy pool.</p>	On Track
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Offer affordable social programs and services that promote social inclusion, connection and participation.	<p>Community centres opened standard hours where possible, with safety provisions. Increasing numbers of face-to-face programs were offered, with free online classes and programs to ensure community social inclusion, connection and participation.</p> <p>A total of 81 programs were offered, with 11,985 attendances. A total of 1,056 free online sessions were delivered to 8,965 attendees, over 1,900 phone calls made to individuals experiencing social isolation, and 20 online sessions offered to vulnerable communities.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 540 attendances at face-to-face English classes at Ron Williams Community Centre, and online in partnership with TAFE NSW through Ultimo Community Centre • 280 attendances at the Youth in the City School Holiday Program • 125 attendances at a community lunch program at Reginald Murphy Community Centre for older socially isolated people • 637 attendances at 24 online events and workshops for international students • 45 attendances at three online anti-racism and bystander action workshops • 9,000 views of the Transgender Day of Remembrance online event. 	On Track
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Deliver programs that support community safety.	<p>In the period July 2020 to June 2021 the City's focus was on responding to the impacts of Covid-19 for the community. Key safety and crime prevention messaging was provided to over 2,600 residents monthly on topics including preparation for emergencies mail theft, scam protection and bike security.</p> <p>The City delivered the following programs raising awareness of domestic and family violence:</p> <ul style="list-style-type: none"> - four Domestic and Family Violence Forums in collaboration with Women's Safety NSW, Domestic Violence NSW, NSW Police Force, Women's Legal Service NSW (First Nations Women's Legal Program) and Rape and Domestic Violence Services Australia. - 'Cultural competency and safety' training for domestic violence practice leaders to improve responses and support for Aboriginal and Torres Strait Islander community members accessing domestic violence services - a series of events as part of the global 16 days of Activism campaign in November 2020 engaging with over 180 participants. 	On Track
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To contribute to the safety and protection of our most vulnerable residents during Covid-19, the City provided 23,000 free cloth reusable masks to identified vulnerable groups in the Local Government Area.

On the 8 December 2020, the City in collaboration with NSW Police and NSW Health hosted a “How to Deliver A Safe Event” seminar to support the CBD Revitalisation program to increase capacity and skills in delivery events safely in the context of Covid-19. Of those who provided feedback; 76 per cent increased their skills and knowledge, 96 per cent were confident to apply what they learned and 100 per cent know where to get help if they need assistance.

The City invested over \$2M in food relief including grants to support agencies to respond to the food need due to the impact of Covid-19 on the community, and a donation to OzHarvest. The City also convened a collective impact food relief operations group made up of 60 not-for-profit agencies and local businesses. The shared goal is to ensure anyone who needs food in Sydney can get it. Since March 2020 the group have provided over 600,000 meals, 60,000 food hampers and \$40,000 of vouchers to vulnerable residents.

During the period July 2020 and June 2021, the City established a temporary home meal service in partnership with Ozharvest to support residents not eligible for Meals on Wheels. This program was designed for highly vulnerable residents without the means or mobility to access alternative food support including people in self-isolation. Four food relief agency subgroups were established to respond to ongoing demand. This includes a core group of 34 agencies who respond to food relief in the City South, City West, CBD and City East areas, and a specialist group supporting Refugee and Asylum Seeker residents across the LGA.

Social Justice

Undertake advocacy activities promoting social justice, community resilience and cohesion.

Within the Social Sustainability Action Plan there are several actions which commit the City to act as an advocate on behalf of our communities. The focus of our advocacy work for the next twelve months will be on the themes of financial security, housing, social cohesion and community spaces and places. This has included contributing to the City's submission to the NSW Department of Customer Service's 2021 Strata Schemes Statutory Review recommending a focus on educating and promoting the responsible management of sustainable and resilient communities. City staff have also met with Australian Council of Social Services to discuss upcoming advocacy campaigns for "Raising the Rate" of financial assistance.

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.

Surveys, case studies & reports section of the City's website updated with latest data for external users. Covid-19 impact data and analysis available on City's EconomyID site.

On Track

Support small business

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

As part of the \$20 million CBD Revitalisation partnership with NSW Government, 55 of these grants had been delivered by June 2021 including as the YCK Laneways Festival, a 6-week festival of music and cultural programming across 10 small bars around York, Clarence and Kent Streets (YCK). 100% of participating venues were satisfied or very satisfied with the results of the festival on their business; 90% saw an increase of 10-50% on their Mon-Fri turnover and 80% an increase of 10-50% over the weekends.

On Track

The City supported Afterpay Australian Fashion Week through a Commercial Creative Sponsorship. For the first time the program opened with a Welcome to Country, as well as the First Nations runway that showcased eight of the nation's most talented and highly awarded Indigenous designers.

The City continued the delivery of the Reboot Webinar Series to help businesses adapt, innovate and thrive in light of the pandemic. The City delivered 'Raising the Bar – Light Rail Edition' in partnership with established global event organisers Raising the Bar and Sydney University. The initiative saw 10 city bars and venues along the light rail corridor hosting 20 events.

The 2021 Visiting Entrepreneur Program (VEP) focused on biotechnology and quantum technology as emerging sectors in Sydney's economy. The VEP attracted more than 1,200 attendees. Results of our surveyed events showed that 73% of respondents gained new knowledge and skills by attending these events; and 75% of respondents agreed that the program raised the positive global profile of Sydney's startup ecosystem. The City also supported the delivery of the Asia Business Event Series via a Knowledge Exchange Grant focussing on international education, e-commerce for retailers and trade diversification.

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 on City, developer and State Government projects to inform community infrastructure delivery and meet changing community needs and aspirations. These projects include the Waterloo Estate (South) redevelopment, the Pymont Place Strategy and the future planning of City owned community assets.	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.	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 hours care. Highlights include: <ul style="list-style-type: none"> • Workshops with children to develop ideas for Aboriginal Welcome Murals for the facades of some early learning centres; • Assessment and Rating Visits at Pymont Children's Program and Surry Hills Children's Program • Celebrations marking ANZAC Day and Reconciliation Week • Enhancing children's understanding of child safety during Child Protection Week through a range of age appropriate activities, experiences and discussions • Zoom reading sessions led by Aboriginal and Torres Strait Islander community members and Elders • Child-oriented art projects that drew inspiration from artists including Matisse, Vincent Van Gogh and Frida Kahlo • The Amazing Race game, where children competed in a range of challenges • Dramatic play experiences including "Talk Like a Pirate Day" and "Knights and Dragons" • Art, literacy, coding and movie making activities and projects. 	On Track
Support a diverse, inclusive and accessible range of community programs and projects through community facilities.	Community centres opened standard hours where possible, with safety provisions. Increasing numbers of face-to-face programs were offered, with free online classes and programs to ensure community social inclusion, connection and participation. 729 parents participated in online or face to face programs with their babies and toddlers. Highlights include: <ul style="list-style-type: none"> • 66,949 total attendances across all community centres • 7,959 attendances at King George V Recreation Centre, Juanita Nielsen and Pymont Community Centre gyms and 5,452 attendances at fitness and leisure classes across all centres • 172 Meals on Wheels clients received free Christmas hampers and 194 received Easter hampers • 183 programs were accessible by people with disability • 18 online programs were delivered to support increased digital literacy skills • 8 community wakes were hosted by Redfern Community Centre for members of the local Aboriginal Community • 2,720 attendances across community centres to access free public access computers and to connect with other community members and staff. 	On Track

Community Facilities Delivery

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

A Community and Service Property Long Term Plan is currently being developed. This focus on optimising the use of community facilities in order to meet community needs.

On Track

Parks and recreation facilities

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

Ongoing projects that contribute to maximise the availability of quality recreational facilities include:

- New Aquatic and Fitness Centre at Gunyama Park (opened February 2021)
- New skate facility opened at Sydney Park December 2020
- New skate plaza at Federal Park opened July 2021
- New outdoor gym completed and open at James Hilder Reserve March 2021
- New indoor multipurpose courts at Perry Park under construction
- Sports field development program - planning underway for outdoor synthetic fields at Perry Park, Turruwul Park and The Crescent
- New synthetic sports field at Alexandria Park Community School (Joint Use Project) underway
- New change-rooms, toilets and storage facility for Jubilee Oval - planning and consultation with sporting groups underway.

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. Wellbeing indicators data has been used to support the Waterloo Human Services collaboration and Inclusion (Disability) Action 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 continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress update includes:

- City of Sydney Resilience Risk Assessment complete.
- Revised Local Emergency Risk Assessment has been circulated for feedback by the LEMC.
- Revised Local Emergency Management Plan is in progress.

On Track

Customer service

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

The Contact Centre and Service Centres continued to assist the community with their service needs. The City Concierge assisted small business and community groups with information relating to grants and financial assistance. In 2020/21 the City Concierge responded to 1,217 enquiries. The Community Hotline assisted the community with information about Covid-19 testing centres, vaccination centres, masks, food security and restrictions. In 2020/21 the Hotline assisted 302 community members. A new multi-channel Contact Centre system was implemented in April 2021. This system connects residents and businesses to the most appropriate response area.

On Track

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the Village Centres	m2	3,646.76	3,021.06	-	2,439	3,129.4	3,954	4,738.61	4,738.61	A total of 379 Footway Consents make up this month's total of 4,738.61sqm, which is an increase of 718sqm i.e. 62 Consents over the total reported in March 2021. This growth is attributed to the Alfresco City Outdoor Dining initiative and the footway fee waiver.	Indicator Only
Economic grants approved by the City of Sydney	\$ '000	1,023.59	3,656.77	-	2,439.33	437.39	3,265.2	20	6,161.93	This year a total of 363 economic grants were approved by Council for a total of \$6,161,925 in cash and value-in-kind. The majority includes additional Covid Relief Grants through Small Business Grants and Covid Recovery Grants through CBD Activation Grants. This includes support for York Clarence Kent Laneways festival, Sneaker Customisation Classes and Fenghuang Lion Dancing.	Indicator Only

Libraries and learning

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	73,232	86,048	-	82,905	83,034	84,366	83,853	83,853	Small (3%) decrease on the same period last year.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,552.8	1,470.43	-	192.6	287.58	318.4	330.14	1,128.72	Loans of physical items increased significantly compared to same quarter last year, which was during lockdown. There is an increase of physical loans of 17% from the previous quarter, which aligns to steadily increasing library use during the pandemic. Digital usage had decreased by 29% compared to the same quarter last year when there was a drastic uptake of accessing online materials during the lockdown.	Indicator Only
Attendance to City libraries	000	1,319.71	1,266.72	-	17.99	75.3	97.07	102.76	293.11	This represents a large increase on the same period as last year of which a significant period was in lockdown due to the pandemic. While increasing, the statistics remain lower than pre pandemic numbers.	Indicator Only

Child & Family Services

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City operated Children's Services	No.	1,108	1,020	-	570	33	216	72	891	Attendances are returning to pre-Covid-19 levels across all services however this represents an overall decrease (13%) in the number of new children accessing services compared with last year.	Indicator Only
Approved Early Education and Care places (long day care, occasional care and preschool) in the City of Sydney	No.	-	-	-	-	-	-	7,318	7,318	Approved Early Education and Care Services places as at 30 June 2021 which are registered on The Australian Children's Education & Care Quality Authority National Register.	Indicator Only
Sessions of care provided at the City's Education and Care Services (long day care, occasional care, preschool, out of school hours care)	No.	-	63,830	-	16,595	15,276	14,982	17,619	64,472	This represents a 1% increase on last year.	Indicator Only
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.	-	23,666	-	6,989	6,347	6,537	7,606	27,479	There was a 16% increase in discounted and free sessions offered compared with the last year.	Indicator Only

Community health and well-being

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Attendances at targeted initiatives to improve community health and wellbeing	No.	517,859	372,418	-	4,543	5,328	4,154	6,530	20,555	The number of face-to-face programs delivered was significantly lower than in previous years due to Covid-19 restrictions. Previously published data for Q1 and Q2 have been revised to account for attendances not previously noted.	On Track
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	96.5	72.5	85	75	85	90	95	86.25		On Track
Parks and open space managed by the City of Sydney	ha	209.8	211.9	191	-	-	-	214	214	The City acquired 3ha of parks and streetscapes over the past 12 months. This includes 2ha of parks - Gunyama Park, Garraway Park, Allsorts Park, Alexander St Reserve and Shea's Creek Shared Path. There was also 11,100 square metres of street gardens and landscaped traffic treatments.	On Track
Attendances at aquatic and leisure centres	000	1,643	1,179.75	-	182	293	323	460	1,258	In an interrupted and challenging year of recovery attendance was 1.258M. This compares to 1.179M in Covid-19 impacted	Indicator Only

FY20 and 1.643M for the last full year in FY19. Recovery has been affected by outbreaks and lockdowns throughout the year. Learn to swim program has bounced back well with over 5,200 participants. Fitness has been slower to recover with 4,114 memberships at 30 June.

A highlight and major success was opening Gunyama Park Aquatic and Recreation Centre on 1 February 2021. Despite opening in a pandemic and at the back end of the summer season, the centre has been a great success with individuals and families, with an average of 41K visits per month (full year 205,000 visits).

Peak Occupancy - Perry Park Recreation Centre	%	-	-	-	58	59.2	68.6	84.6	84.6	The centre had good Q4 attendances with 84.6% occupancy during peak hours, and achieved an annual average peak occupancy of 67.9%. This is a good recovery, factoring in the impact of additional Covid-19 closures, traditional closure over Christmas and one court being out of service for a period of time while stage 2 construction works are completed. A notable success is the growth of internal run sports competitions for volleyball, futsal and netball. Hirers continue to book the centre offering a diverse range of other sports including basketball, badminton, roller skating, kendo and multi-sports.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	-	-	-	62.5	75	76	78	78	Despite the impacts associated with restrictions on group programming and the extended wet weather in March, the service continues to record very high occupancy rates, well in excess of the industry average of 25%. The tennis court operations delivered a diversity of programmes including wheelchair tennis, women in sport program, junior hotshots, holiday camps, cerebral palsy day for people with disability, Smash Mental Health Program, free weekly lessons with Jarjun Aboriginal College and schools programs.	Indicator Only

Social Programs and Services

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Social grants approved by the City of Sydney	\$ '000	2,696.67	6,531.49	-	3,555.98	285.48	9.94	113.98	3,965.38	This year a total of 161 Social grants were approved by Council for a year to date total of \$3,965,384 in cash and value-in-kind. These projects were awarded through the City's Community Services Grant, Festivals and Events Sponsorship (Community), Knowledge Exchange Sponsorship Matching Grants, Venue hire, Street Banner, Quick Response Grants and Covid-19 recovery support. This includes support for Digital Literacies in Glebe and Woolloomooloo NAIDOC Celebrations.	Indicator Only
Revenue forgone by the City through the accommodation grants program – leases for social initiatives	\$ '000	2,907.42	3,024.03	-	726.01	692.04	691.93	694.13	2,804.12		Indicator Only
Programs/events delivered that promote social inclusion and connection	No.	1,129	986	-	20	16	11	31	78	The number of face-to-face programs delivered was significantly lower than in previous years due to Covid-19 restrictions.	Indicator Only
Passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	18,825	13,796	-	975	673	1,116	1,522	4,286	This represents a 69% decrease on last year. Hire of the City's community busses have been impacted by Covid-19 restrictions.	Indicator Only
Subsidies provided through the City's community bus-hire scheme	\$	-	38,920.25	-	3,641	2,499	4,064	6,089	16,293	This represents a 50% decrease on last year. Hire of the City's community busses have been impacted by Covid-19 restrictions.	Indicator Only
Meals provided through the City's Meals on Wheels service	No.	37,655	35,056	-	11,028	11,401	11,588	11,358	45,375	This represents a 30% increase over last year, noting that the City took on 36 additional clients from Inner West on 1 July 2020	Indicator Only
People surveyed accessing City programs and services who report an increase in their connectedness to the community	%	80	94	-	-	-	-	80	80		Indicator Only
People surveyed accessing City programs and services who report an improvement in their physical health	%	85	83	-	-	-	-	62	62		Indicator Only
People surveyed accessing City programs and services who report an improvement in their social wellbeing	%	89	81	-	-	-	-	69	69		Indicator Only
Total bookings of City Spaces facilities and venues	No.	20,003	14,874	-	146	549	652	2,265	3,612	Due to Covid-19 safety requirements bookings were open on limited days and to limited groups for some periods during the year to ensure community safety and compliance with restrictions. This has impacted overall booking numbers.	Indicator Only

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total bookings of City Spaces facilities and venues at community rates	No.	10,530	9,027	-	0	231	331	946	1,508	Due to Covid-19 safety requirements bookings were open on limited days and to limited groups for some periods during the year to ensure community safety and compliance with restrictions. This has impacted overall booking numbers.	Indicator Only
Overall attendance at City Spaces	No.	896,443	604,492	-	5,261	7,269	14,681	39,738	66,949	Community Centres returned to pre-Covid-19 opening hours and restarted programs, but some activities were still limited due to Covid-19 safety requirements. Previous data has been slightly adjusted to account for attendances not previously noted.	Indicator Only
Bus hires through the City's community bus-hire scheme	No.	533	353	-	51	35	41	44	171	This represents a 52% decrease on last year. Hire of the City's community busses have been impacted by Covid-19 restrictions.	Indicator Only
People surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity	%	86	84	-	-	-	-	52	52		Indicator Only

Companion animals

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded	No.	216	142	-	29	34	31	19	113	There were seven dogs and 12 cats impounded in Q4.	Indicator Only
Dog attacks	No.	140	145	-	24	31	25	38	118	There were 38 reported dog attacks in Q4.	Indicator Only
Dog declared menacing/dangerous	No.	3	3	-	1	1	0	2	4	There were two dogs declared 'menacing' in Q4. There were no dogs declared 'dangerous' 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>Art & About continued to attract audiences at existing murals by Max Berry, Georgia Hill, Ash Keating, Numskull and the Gadigal Mural at the Australian Design Centre.</p> <p>Intersections (24 June to 4 July) by Ian Strange, saw 120 metres of LED light beams break through a house located in Surry Hills. Appearing to go through walls, bedrooms, kitchen, floors, hallways and the ceiling the installation was a spectacular light show visible to passers-by.</p> <p>As One Door Closes, Another Opens (28 June to 9 August) by Will Cooke, a mural located at the Top of the Town building in Darlinghurst, comprised of two doors, painted in swathes of saturated colour opening and closing in geometric perpetuity.</p>	On Track
Deliver hoardings activation program throughout the city.	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. The program has continued, business as usual, throughout the pandemic. A total of 91 of the new suite of Site Works licenses have been approved for installation in the public domain since their release in September 2019. This includes 10 licenses issued in this period. The City approved the display of historic images on 14 hoardings at 13 locations across the City. Additionally, all 10 Site Works artworks have been relicensed for use on concrete roadside barriers for outdoor dining precincts created as part of the NSW Government and City of Sydney CBD Revitalisation program, with 44 artwork licenses issued to date.	On Track
Delivery of art projects in the public domain.	<p>As part of the City Centre Public Art Plan there is a further laneway artwork in development and due for installation late 2021.</p> <p>In addition to this, there are currently three temporary artworks installed in laneways off George Street to assist in activating the City. These temporary works will remain in place until March 2022.</p> <p>In Green Square the Connecting Project for Green Square Town Centre is currently in detailed design development. Kerrie Poliness's 'Stream' is being delivered as part of the Drying Green Park currently under construction.</p> <p>The Eora Journey is progressing with 'bara' by Judy Watson now installed on the Tarpeian Lawn above Tubowghule (Bennelong Point) with a community celebration planned for when it is safe to gather.</p> <p>The Harbour walk is also underway with the first projects in development working with Place Management NSW. Stage two of the Redfern Terrace project is in development. Maintenance and conservation of the overall City Art collection is ongoing.</p>	On Track
Living History		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	<p>Sharing knowledge and delivering public programs has been a focus with 30 talks delivered - online, hybrid and in person for an audience of 1,305 people, locally and nationally. 26 media interviews were delivered, and historical input provided for news stories and journalist inquiries.</p> <p>Exhibitions included Developing Sydney: Capturing Change, 1900-1920, a virtual exhibition and physical installation at Customs House also shortlisted in the 2021 National Trust Heritage Awards and a historical display on the history of Customs House installed on the ground floor of the building. Two programs were published online: The Things We Keep video series available through the archives catalogue, and History Week 2020 published through the History Council's YouTube channel. The Barani website continues to be a major access point for Sydney's Aboriginal history.</p>	On Track

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

Major Programs	Progress To Date	Status
Creative Participation Programs		
Deliver cultural infrastructure programs and liaise with providers to deliver programs.	107 Projects (107), head tenant of Joynton Avenue Creative Centre, delivered 299 public events or activities from the centre during 2020-2021 including workshops, exhibitions, music and events which were attended by 3,468 people. 107's public programming strategy includes self-produced programming, co-produced programming and callouts for community applications to ensure a mix of activities, applicants, disciplines and access points for the public. 107 achieved a sublease occupancy rate of 100% this period. During 2020-21 they supported a total of 21 tenants, retaining tenants by providing increased subsidy to those affected by the Covid-19 pandemic. Brand X, head tenant and operator of the upper floor of the East Sydney Community and Arts Centre operated the rehearsal facility at an average of 62% capacity including Covid-19 Public Health Order restrictions during 2020-2021. They delivered 13 Artist-to-Artist training sessions, invested in 26 new performance works attracting 1,563 audience members to generate over \$26,000 in profit for participating artists.	On Track

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

Major Programs	Progress To Date	Status
Regulatory Reform		
Develop planning and regulatory reforms to support the provision of cultural infrastructure and activities.	The Open and Creative Planning Reforms, including encouraging later opening shops, new controls for cultural activities and new entertainment sound planning controls, were approved by Council and the Central Sydney Planning Committee and exhibited. The reforms were approved by Council and CSPC in March 2021 and are now with the NSW Department of Planning, Industry and Environment for implementation. Work is continuing on the entertainment sound planning controls to address detailed submissions and to undertake additional consultation.	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.	To date 161 cultural projects were approved by Council for a total value of \$3,268,451, supporting a range of cultural groups through our Quick Response, Venue Hire Support, Street Banner Sponsorship, Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform, Knowledge Exchange Sponsorships and Matching Grant programs. This year the City also provided Covid-19 recovery support for cultural groups through 35 Cultural Sector Innovation grants and 9 Creative Fellowship Funds. A total of \$1,626,224 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces.	On Track
Sector Development		
Support and deliver initiatives that encourage a community of diverse creative workers and organisations.	The City supports its diverse creative communities through programs that develop skills and increase networks for artists and arts workers. Programs in development are being informed by Action 4 in the Community Recovery Plan: Protect and empower the cultural sector by prioritising the role of local creativity, cultural spaces, talent and knowledge. The City delivered an online grant writing training workshop series: Funding Fundamentals with Creative Plus Business, training designed to build the capacity of local artists and creatives applying for grant funding from the City and at state and federal level. Approximately 100 people attended each of the online workshops for which over 200 people had registered as interested in attending each event.	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 public artworks as part of the Eora Journey.	<p>The City has launched 3 of the 7 public art projects in the Eora Journey program, curated by Hetti Perkins, to take place over a 10 year period.</p> <p>bara, Monument for the Eora by artist Judy Watson is now installed on the Tarpeian Lawn above Tubowghule (Bennelong Point) with preparations for a community celebration underway which will take place once it is safe to gather.</p> <p>The second stage of the Redfern Terrace project is in development.</p> <p>The Eora Journey Harbour Walk project curated by Emily McDaniel, 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.</p>	On Track
Reconciliation Action Plan		
Develop, adopt and implement an updated Reconciliation Action Plan.	The City's Stretch Reconciliation Action Plan was endorsed by Council in November 2020. The three year plan will now be implemented and monitored through regular reporting.	On Track

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,168.96	5,767.88	-	1,979.84	716.42	522.7	49.4	3,268.36	To date 160 cultural projects were approved by Council for a total value of \$3,268,361. This includes Quick Response support for Jen Waterhouse to show a body of works exploring mental illness at a gallery in Redfern, venue hire support for Milk Crate Theatre to hold workshops and rehearsals in Alexandria Town Hall and support for an Anzac Day Remembrance Festival at Sydney Town Hall.	Indicator Only
Revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,569.71	1,914.74	-	483	429.82	289.08	424.33	1,626.22		Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	124	85	-	34	113	62	78	78	The City provided 36 spaces to 78 organisations through a number of programs: William Street Creative Hub, Short-term Empty Property Program, Accommodation Grants Program, Creative Live / Work spaces and Venue Support Sponsorship. This is an increase of 26% on the 62 organisations last quarter.	Indicator Only
Artists supported	No.	2,047	1,887	-	-	303	-	604	907	Artists engaged include all City's Site Works, Curatorial, Major Events and cultural programs artists. The pandemic has prevented the City from delivering some programs and events resulting in fewer artists engaged during this period.	Indicator Only
Creative personnel supported	No.	16,375	11,699	-	-	780	-	5,271	6,051	Creative personnel have been engaged primarily through creative spaces programs, major events, cultural programs and Customs House historical display. The pandemic has prevented the City from delivering some programs and events, therefore fewer creative personnel were engaged this period.	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				
Continue to facilitate an Alternative Housing Ideas Challenge to promote dialogue and policy development using new ideas.	2021	95	The City shared the learnings from its own Affordable Housing initiatives including the Ideas Challenge, with interested local councils from Sydney metropolitan area in a Workshop on Affordable Housing that was organised under the Resilient Sydney initiative.	On Track

Major Programs	Progress To Date	Status
Housing supply		
Seek the NSW Government's approval of the Housing Strategy and implement the actions through changes to the planning controls.	The Housing for All: Local Housing Strategy has been adopted by Council and is awaiting approval by the Department of Planning, Industry and Environment.	On Track
Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.	<p>As at 30 June 2021 there were:</p> <ul style="list-style-type: none"> • 10,264 private residential dwellings approved or under construction in the city • 2,427 non-private residential dwellings approved or under construction in the city • 2,734 private residential dwellings lodged but not yet approved in the city • 2,139 non-private residential dwellings lodged but not yet approved in the city. <p>In the fourth quarter of 20/21 there were 490 private dwellings completed and 56 non-private dwellings completed.</p>	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.	<p>Several opportunities continue to be tested. Opportunities will progressively be brought to Council for consideration. Council endorsed the sale of surplus land at Bourke Road, Alexandria to Bridge Housing in Q3 and this is progressing toward a heads of agreement and contract.</p> <p>In June, St George Community Housing opened its 160 unit development on the former City depot in Redfern. City West Housing and the City are finalising the contract to sell surplus land to develop a minimum of 160 units within 500 metres of Green Square Railway Station.</p>	On Track
Planning		
Facilitate affordable housing through the planning system, optimising existing programs, developing new programs, encouraging site specific opportunities and investigating innovative approaches.	The City's LGA wide affordable housing levy came into effect in July 2021. The expanded levy is estimated to result in up to 1,100 additional affordable dwellings. The City has also prepared planning proposals for NSW Land and Housing Corporation sites at Cowper Street, Glebe and Elizabeth Street, Redfern and Waterloo Estate (South), Waterloo, which will increase social and affordable housing. The City will also apply affordable housing contribution requirements on sites that seek additional FSR in the planning proposal process. The City is working with other Councils to also encourage and mentor them in the development of affordable housing levy schemes.	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		
<p>Advocate to state government and housing providers for the retention of existing social housing and increase in supply.</p>	<p>The City continues to advocate to the State Government and housing providers for the retention and increased supply of social and affordable housing across the local area. The State Government selected a panel of experts to review and assess the City's planning proposals for the Waterloo Estate (South) redevelopment. The Planning Minister approved revised plans for the redevelopment to go on public exhibition. The City continues to communicate with the Waterloo community, to advocate for the State Government to conduct a robust and inclusive public exhibition process for the planning proposal.</p>	On Track
Capacity Building		
<p>Provide and support community capacity building initiatives in social housing neighbourhoods.</p>	<p>The City provided a submission in December 2020 to the NSW Government's Legislative Assembly Inquiry into the Management of the NSW Public Housing Maintenance Contracts. The City provided evidence for increased social housing, improved maintenance and dedicated community development workers to support residents and communities to thrive.</p> <p>The Redfern Waterloo Pet Day was held in May 2021, attracting over 200 social housing residents and 181 companion animals. The event provides pet health services for social housing residents, while enhancing community connection and safety.</p> <p>The City in partnership with City East Community College provided free first aid and CPR training for social housing communities across the local government area.</p> <p>The City in partnership with Resilience NSW, Department of Communities and Justice, Fire and Rescue, SES, Red Cross, Inner Sydney Voice and local non-government agencies and social housing residents developed an Emergency Preparedness Handbook for people living in social housing. The City has translated this resource into seven community languages to increase access to emergency planning messaging for CALD communities.</p> <p>Over the period from July 2020 to June 2021 the City has supported Waterloo social housing residents to prepare for the formal public exhibition of the proposed redevelopment of the Waterloo South precinct, this has included information and capacity building sessions for residents.</p>	On Track
Partnerships		
<p>Collaborate with state government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.</p>	<p>The City works in partnership with the Department of Communities and Justice, NSW Land and Housing Corporation and resident groups to increase the safety and amenity of public housing areas. From July 2020 through June 2021, 118 issues were escalated to the social housing operations meeting with 17 per cent of these issues successfully resolved to date. The most common issues have been rat abatement (24 per cent), bin replacement and repair (14 per cent), hoarding and squalor (14 per cent) and illegal dumping and general amenity issues (both six per cent).</p> <p>City staff in partnership with NSW Department of Communities and Justice and NSW Land and Housing Corporation conducted 53 inspections over 10 weeks across the LGA to identify key actions for improvement. Outcomes are reported back to residents regularly.</p>	On Track

Collaborate with the NSW State Government 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 is the Planning Proposal Authority for a number planning proposal requests that have been, or are intended to be, submitted by the NSW Land and Housing Corporation for sites within the LGA. A proposal for Cowper Street, Glebe has been finalised and will deliver a significant proportion of dwellings as social housing. Elizabeth Street, Redfern is being publicly exhibited and will be reported back to Council in late 2021. The City is advocating a greater amount of social housing and affordable housing to what is proposed by the State Government. The planning proposal for Waterloo Estate (South) was approved by Council in February, however that State Government took back the plan making authority in March 2021. The Waterloo Estate proposal has now been approved by the State Government for public consultation, which will proceed later in 2021. The City is advocating a greater amount of social housing and affordable housing to what is proposed by the State Government.

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

Advocate for innovative responses, and build the capacity of City staff, non-government services and the community to contribute to preventing and reducing homelessness.

The City continues to advocate for the needs of individuals experiencing homelessness. Highlights include:

- co-chair of the Non-Residents Rough Sleeper Coordination Group
- member of the Aboriginal Case Coordination Group and Sydney Covid-19 Rough Sleeping Taskforce
- advocate for the needs of non-resident rough sleepers
- participated in the Council of Capital City Lord Mayors (CCCLM) Housing and Homelessness working group and represented them at the Legislative Assembly Committee Community Services inquiry into the Protocol for Homeless People in Public Places and the Federal Government Inquiry into Homelessness in Australia
- provided information to Hobart Council on the Emergency Response Protocol and updated the Protocol in response to the March rain event
- worked with partners to establish a Covid-19 Vaccine hub for vulnerable communities
- continued to support the End Street Sleeping collaboration to develop the By Name List
- provided advice regarding Street Count and homelessness to eight councils, and the Department of Communities and Justice.

On Track

Service coordination collaboration and capacity building

Partner and support the delivery and coordination of specialist homelessness outreach services to link people sleeping rough with services and support.

The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and Department of Communities and Justice (DCJ) continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. HART has engaged with 2,212 people since March 2019 and 323 people have been housed since March 2017.

On Track

Highlights include:

- 175 outcomes achieved by the Woolloomooloo Integrated Services Hub (WISH) coordinated by the City, bringing together over 16 services to assist people with access to health, housing, specialist support and other services
- 229 people assisted to exit homelessness and 145 people prevented from entering homelessness as a result of programs funded by the City
- provided reusable cloth masks and health information to people sleeping rough
- two responses conducted under the Emergency Response Protocol for People Sleeping Rough in partnership with DCJ and St Vincent's Health Network
- supported St Vincent's to establish a 'Heat Hub' for vulnerable communities.

Services

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

The City conducted its 24th bi-annual Homelessness Street Count in February 2021. There were 272 people sleeping rough across the local government area (LGA) and 288 people occupying crisis and temporary accommodation beds. The February 2021 result represents a 19 per cent decrease from the February 2020 count of 334 people sleeping rough.

On Track

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.

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New dwellings approved	No.	1,048	1,661	-	163	379	248	289	1,079		Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 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	No.	-	-	-	-	-	-	0	-	None built as at 30 June 2021	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the city area	No.	685	859	-	-	-	-	859	859	Data for FY16/17 to FY19/20, previously unreported, has now become available.	Indicator Only

Homelessness

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	220	264	-	74	63	44	48	229		Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	204	193	-	24	38	40	43	145		Indicator Only
People sleeping rough in the city area	No.	373	334	-	-	0	-	272	272	Each year a count is undertaken in August and February each year. Due to the pandemic, no count was undertaken in August 2020.	Indicator Only
Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	2,800	1,200	-	1,200	0	1,000	3,000	5,200	This year three grants were approved by Council for a year to date total of \$5,200,000 cash. Support was provided through the Affordable and Diverse Housing fund to Wesley Community Services Limited to redevelop the Wesley Edward Eagar Centre to support to men and women experiencing homelessness. Support was also 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 environmental performance and provide appropriate infrastructure.	The City has prepared submissions on Blackwattle Bay 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; Cowper Streets, Glebe and Waterloo Estate (South) social housing sites have set higher environmental benchmarks, design excellence strategies and space for community facilities. The City will continue to advocate for improved urban outcomes in all state government urban renewal projects.	On Track
Integration		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City has executed 17 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 Projects	Completion Date	% Complete	Progress To Date	Status
Strategic Planning				
Update the Local Environment Plan and Development Control Plan to implement the sustainability actions in the Local Strategic Planning Statement.	2021	75	A number of actions from the Local Strategic Planning Statement are being investigated in the forthcoming update to the Local Environmental Plan (LEP) and Development Control Plan (DCP). These include: developing planning controls to increase canopy cover on private land; defining biodiversity corridors and guidance for developments in those corridors; developing NABERS water controls for non-residential buildings; and reviewing solar panel controls to reduce planning barriers that impact implementation.	On Track
Major Programs				
Design partnership				
Facilitate the Design Panels to provide expert advice on public domain and major development applications.			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 have successfully been undertaken by video link.	On Track

Advocacy

Develop opportunities with state agencies that support the development of transport related infrastructure.	The City is continuing to work with state agencies on infrastructure planning through a number of place based precincts. This includes: Pyrmont Place Strategy, Camperdown Ultimo Collaboration area and the Strategy for Streets.	On Track
Develop opportunities with state agencies that support the development of infrastructure for recreation and community facilities.	Work has continued with the Department of Education on the joint Green Square Integrated Community Facility and School project. NSW Treasury allocated funding for the delivery of the school component of the project in the June 2021 budget. The project will deliver both dedicated and shared community spaces, including a multipurpose court, communal hall and multipurpose indoor spaces.	On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Infrastructure				
Continue the implementation of the Wayfinding Strategy.	2023	98	All precinct packages complete. Additional signage for George Street south pedestrianisation programmed to be installed as part of this project. Prototype development / manufacture and message layouts for Harbour Walk signage are underway. Additional review of wayfinding in Green Square is underway to ensure directions to key destinations are up to date and adequate.	On Track
Crowded Place Protection - develop kit of parts and design guidelines to implement protection measures.	2020	95	Crowded place protections measures are being progressively installed as part of the extension of the pedestrianisation of George Street. Infrastructure is being put in place as the blocks are opened to pedestrians.	On Track

Major Programs	Progress To Date	Status
Public Domain Infrastructure		
Undertake periodic review of public domain design codes in the city.	The revised Streets Code has been reviewed. The draft Parks Code has been completed and is 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, and Public Domain Studies.	The program for rollout of new and upgraded sports fields in the LGA was approved by Council. Assessment of properties for acquisition to provide additional sport and park amenity is undertaken as required. The George Street south pedestrianisation project has commenced construction.	On Track
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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 for additional public open space alongside changes to planning controls. The planning proposal and planning agreement for 55 Pitt Street, Sydney includes new public domain and has been approved by Council and the CSPC. The planning proposal and planning agreement for 187 Thomas Street provides for new through site links and a publicly accessible plaza. Council and CSPC approved the City's planning proposal for the Waterloo Estate which included over 2 hectares of new public open space.	On Track
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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 City adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through development approval process. This policy along with the Development Control Plan (DCP) and LEP are being reviewed and updated to ensure compliance with the current amendment to the planning regulations. The procurement for Joynton Avenue trunk drain construction has commenced. This drain will connect to newly built Green Square drain and upon completion it will alleviate high risk flooding in Joynton Avenue. Following the release of the new version of Australian Rainfall and Runoff - May 2019 (ARR 2019), the city has updated flood studies for the Alexandra Canal and Blackwattle Bay catchments to the new standard (ARR2019). Remaining flood studies will be progressively updated to this new standard.	On Track
Program delivery		
Develop and implement Public Domain Plans and Placemaking Strategies for urban renewal areas.	The City continues to deliver the new streets, open spaces, pedestrian and bike links in line with our public domain strategies. New community facilities will be delivered as part of the joint project with the Department of Education on the former South Sydney Hospital site. Online community programs have continued throughout the first half of 2021. Some community programs were able to be delivered face-to-face in June prior to Covid-19 restrictions being increased again. The Danks Street South Precinct public domain concept design is almost complete, with work underway on a placemaking strategy for the precinct.	On Track
Strategic planning		
Implement the Local Strategic Planning Statement through changes to the planning controls to provide for housing and jobs targets.	Council adopted and published the Local Strategic Planning Statement and Housing Strategy in March 2020 as required by the NSW Government. Progress on key actions in the Local Strategic Planning Statement includes approval of the Central Sydney Planning Strategy in December 2020 and consultation on the Botany Road corridor and Oxford Street precinct studies. These studies and the review of the Southern Enterprise Area strategy will be incorporated into an update to the LEP and DCP later in 2021.	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.	There have been no updates to the Community Wellbeing Indicators (CWI) in the past six months. Wellbeing indicators data has been used to support projects in Glebe, Waterloo and the Central Precinct Renewal Project.	On Track

9.S.1 Performance Measures

Development Assessments

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of DA applications	Days	62	72.4	55	64.6	56.8	55.68	55.15	55.15		Watch
Average processing time for construction certificates	Days	6.68	6.85	10	6	9.23	7	6.9	7.28	A mean average of 6.9 days was achieved for the period. This was still within range of the set performance target of 10 days.	On Track
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	41.6	42.9	40	37.03	33.08	32.47	31.65	31.65		On Track
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	50	55	45	49	43	43	42	42		On Track
Average time to determine 90% of footway applications	Days	28.8	31.7	35	23.78	12	11.26	12.26	12.26		On Track
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	22.8	24	20	18.5	12.36	18.85	15	15		On Track

Voluntary Planning Agreements

Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	27	16	-	3	6	4	3	16	The City received three new offers during the quarter.	Indicator Only
Voluntary Planning Agreements executed	No.	18	16	-	9	2	3	3	17	The City executed three new Planning Agreements during the quarter.	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.	Strategic and operational risk advice is provided in relation to key capital and operational projects, initiatives and services across the City. Key areas this year have included the new child safe standards, event management during the pandemic, landfill gas issues, design safety assessments and al fresco roadway dining. This year also saw a re-refresh of the City's Risk Management Policy and development of a new risk management system which will be completed by the end of 2021, bringing project, event, contract, operational and executive risks into one system.	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.	The City revised Covid-19 Safety plans in line with NSW Health requirements during the outbreak of Covid-19 in Greater Sydney. Employee wellbeing was supported through EAP services, the City's peer support program and other mental health resources.	On Track
Ensure 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.	The team continues to provide regular advice to internal stakeholders in the area of privacy management, including review of the privacy protection notices and privacy project assurance for key digital transformation projects. Staff refresher Privacy training was rolled out during the quarter.	On Track
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	The most frequently requested information continued to be development application related, which the City releases. The expansion of development and building related content available online in the City's Archives & History Catalogue and Find a DA continued. New information was uploaded to the Catalogue, leveraging off the City's digitisation program.	On Track
Continue to implement a risk based and comprehensive annual Internal Audit plan for the City in accordance with the Internal Audit Charter.	The three year audit program for FY2021/22 - FY2023/24 and annual audit plan for FY2021/22 were approved by the Audit Risk and Compliance Committee.	On Track
Ensure all electoral processes are well managed and meet legislative requirements.	Action against the workplan continues on track. Enrolment letters were distributed to every person believed to be entitled to vote as a non-resident at the 4 September election, as required by the legislation. Following the nomination cut-off date on 28 June 2021, the City is deeming nominees for all sole corporations that have not nominated specific company officers to vote. However, elections have again been postponed until December 2021 due to Covid-19.	On Track
Develop and implement a program of managing Crown Lands, to ensure compliance.	Crown Lands have advised that they are 65% through their review of the draft Plans of Management, prior to releasing for public exhibition. It is now anticipated that the plans will be adopted in late 2021, subject to Minister's consent. The legislated deadline has been removed due to an amendment to the Crown Land Management Regulations, mitigating any risk of non-compliance.	On Track
Governance		
Continually review and adapt the elements of governance to maintain community confidence in the City.	An updated privacy e-learning module was rolled out to all staff as refresher training during the quarter. In addition, a new code of conduct refresher for all staff is also nearing completion, focusing on conflicts of interest. The biennial corporate fraud and corruption risk assessment was commenced.	On Track

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

Major Programs	Progress To Date	Status
Organisational Capability		
Partner with regional governments, business and the community to facilitate delivery of the Resilient Sydney Strategy for the greater Sydney region and incorporate elements into the City's strategic plans.	<p>Various meetings were held with the 33 metropolitan Councils and various State Agencies over the past 6 months. Close collaboration is underway with the newly established Resilience NSW. Resilient Sydney strategy implementation continues, alongside supporting Sydney councils to respond and recover from ongoing shock events including the ongoing pandemic and lockdowns, extreme storms and recent damaging flooding. Resilience Ambassadors network meetings continue to connect councils and share best practice. Strategy implementation continues in key actions:</p> <p>Action 1: Twelve Sydney councils are now preparing local resilience plans.</p> <p>Action 7: An Affordable Housing working group has been established with the NSW Government and SSROC to progress new approaches to local housing strategies in Sydney.</p> <p>Action 9: Cool Suburbs rating tool has been developed and is being piloted to measure and encourage actions to reduce urban heat in the suburbs of Sydney.</p> <p>Action 13: The Resilient Sydney data platform and service continues to develop with new datasets and capacity building. Since the program began, over 1500 hours of training have been accessed by over 200 council Platform users in Sydney. All 33 Councils of Sydney are using the Platform.</p> <p>Action 16: Resilient Sydney are collaborating with four NSW Government agencies to source social cohesion and wellbeing data to monitor social resilience for every LGA in Sydney. A program of workshops is planned with local government for FY22.</p> <p>Action 18: Neighbour Day was held in late March with Resilient Sydney providing council campaign materials for residents and businesses encouraging community connectedness for resilience. 25 councils (75% of Sydney councils) took part in the 2021 campaign.</p>	On Track
Continue to deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability.	<p>The 2021/22 Operational Plan and 2021 Resourcing Strategy were adopted by Council in June 2021 and have now been published on the City of Sydney website. Preparation of the City's 2020/21 Annual Report is underway for completion by end of November.</p> <p>NSW Local Government elections have again been postponed due to Covid-19 and will now be held in December 2021. Work has commenced on the end of term report. Planning has also commenced for development of the 2022-2025 delivery program and new community strategic plan.</p>	On Track
Implement and monitor priority actions within the People Strategy.	Key actions continued to focus on supporting productivity, employee engagement and employee wellbeing in the context of Covid-19 disruption and recovery. New workforce initiatives commenced to support inclusion for Aboriginal and Torres Strait Islander people and people from culturally diverse backgrounds.	On Track
Deliver programs to build a diverse and inclusive organisation.	Key actions included the launch of the Counting Culture report sponsored by the City; celebration of International Day of Cultural Inclusion and Reconciliation Week attended by over 700 employees; and employment of two candidates with lived experience of disability as Graduate Diversity and Inclusion Officers.	On Track
Implement and monitor priority actions of the Information and Technology Strategic Plan.	Key actions included a new collaboration platform for external partners, staff access to the LinkedIn learning app on their mobile devices, and implementation of digital signage in our major depot sites. Other work included new capability for remote technical support and issue resolution for corporate phones and further cyber security protections for corporate email and web browsing activity.	On Track
Enhance our digital capability implementing key actions from the Digital Strategy.	The City's system for incoming call management was replaced with a contemporary contact centre system that provides a better service for our communities and staff in queuing, response management, workload management and analysis. Installation of New interactive smart-board technology has commenced for our children's services and installation of Digital Signage has commenced in libraries and neighbourhood service centres. State of the art technology in being installed in the City's newest creative arts facility, the Greenland Building.	On Track

Implement actions and deliver programs to improve customer experience.	Development of the City's digital channel continues. The Virtual Assistant (VCA) and Live Chat channels now assist residents with parking, community venues, waste, rates and general enquiries. The City Concierge assisted small business and community groups with information relating to grants and financial assistance. In 2020/21, the City Concierge responded to 1,217 enquiries. The Community Hotline continued to assist the community with information about Covid-19 testing centres, vaccination centres, masks, food security and restrictions. In 2020/21, the Hotline assisted 302 community members.	On Track
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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.	Asset Management Policy drafted and being reviewed. A Schedule of Asset Accountabilities is being developed, including role definitions and resilience. These will be incorporated into the review of the Asset Management Plans.	On Track
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Partner with business, communities, organisations and other levels of government to deliver the Community Recovery Plan – a plan for the social and economic recovery of our city from the Covid-19 pandemic.	All actions of the Community Recovery Plan continue to be implemented, with activity scheduled for 52 of the 57 actions this quarter. The focus of activity during the quarter was on reactivation and revitalisation. Recovery continued well with many of the City's programs and services steadily reintroduced as face-to-face or hybrid delivery. Consumer confidence had increased significantly and city office workers were returning to the city centre for work, albeit still at only 69% of pre-Covid-19 levels. The detailed activity report provides full details of the ongoing support and reactivation. However, with the outbreak of the Covid-19 Delta strain in Sydney leading to a metropolitan wide lockdown on 25 June, the quarter ended with a sharp decline in activity, visitation and confidence. The impact of the outbreak will be reported in the next quarter.	On Track
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Continuous Improvement

Implement a business improvement program to improve efficiency and effectiveness of key services.	The primary focus for improvement has been on digitising key services to improve efficiency and user experience. Organisational priorities have been developed as the focus for improvement and transformation for the new financial year - asset management, sustainability, and venue management.	On Track
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10.3 The City of Sydney is financially sustainable over the longer-term.

Major Programs	Progress To Date	Status
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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.	The City continues to model the business and financial implications of major programs, projects and initiatives to understand any impact on our long term financial sustainability. Business case reviews incorporate analysis of underlying financial assumptions and consideration of strategic alignment and proposed options.	On Track
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Rates

Continue to proactively advocate for change in local government rating legislation and guidelines to improve equity amongst our ratepayers.	The City continues to collaborate with other Councils and NSW Government, providing comment and feedback to Government reviews and reviews by the Independent Pricing and Regulatory Tribunal in relation to rates and annual charges. Recent reviews include IPART's review of the rate peg to include population growth, as well as IPART's review of domestic waste management charges.	On Track
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Strategic Property Management

Continue to work with property management service provider to optimise revenue opportunities.	The City meets regularly with our service provider to reduce vacancy and drive revenue growth. However, Covid-19 has impacted revenue levels through mandated waivers and market interest.	On Track
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Fees and Charges

Progressively review the cost of delivering the City's major services to ensure appropriate fees and charges and ensure the level of council subsidy is identified.	A timeline for the targeted major services in the first phase of the project has now been completed, with the program now underway.	On Track
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Procurement

Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability.	Following completion of the update of all tendering & quotation documents, to include social & sustainable procurement assurance schedules, the focus has been on ensuring these are utilised and understood. Contract reviews continue with key lessons learned used to improve performance under the contract and to improve future specifications and specialised training requirements. There is increased oversight on our strategic contracts focusing on performance, risk, costs and end of term transition considerations. Compliance assurance continues to promote best practice and governance.	On Track
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10.4 The City of Sydney makes a positive contribution to the governance of metropolitan Sydney.

Major Programs	Progress To Date	Status
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Governance Reform

Contribute to governance forums and reviews by the Office of Local Government and participate in relevant state and federal government initiatives.	The City continues to liaise with external agencies to implement and maintain best practice responses and advice on governance matters and to continue our professional networking and development. City staff attended an ICAC Corruption Prevention Network Forum on Conflicts of Interest. City staff also contribute to discussions within the Southern Sydney Regional Organisation of Councils (SSROC) Governance Forum as issues emerge.	On Track
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Policy Reform

Research, assess and make submissions on intergovernmental policy issues to NSW and federal governments 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 including: -four to the Department of Planning Industry and Environment's regarding the Building Business Back Better program, NSW Clean Air Strategy, Bays West draft Place Strategy and the Design and Place SEPP Explanation of Intended Effects; -two to Transport for NSW regarding the South East Bus Plan and Redfern North Eveleigh Strategic Vision; and -one to NSW Legislative Council Waste Avoidance regarding the Resource Recovery Amendment (Plastics Reduction) Bill 2021.	On Track
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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>The City engaged across 75 projects. In response to Covid-19 physical distancing requirements, our engagement methods were adjusted to include more online workshops, briefings and webinars and pop-up sessions held in outdoor settings.</p> <p>Public domain initiatives in response to Covid-19 featured prominently including pedestrianisation of George Street and pop-up cycleways.</p> <p>Key strategies – Greening Sydney and the Environmental Strategy and the Disability Action Plan – were placed on public exhibition. Central Sydney planning framework and planning changes to supporting culture and night-time and cultural were put on public exhibition for final review. The future of Oxford Street as a creative and cultural precinct saw a high level of engagement (over 1000 survey responses and submissions).</p> <p>There was significant interest in green space with over 10,000 responses to the survey on reconfiguring Moore Park golf course. Crown Land Plans of Management involved Aboriginal and Torres Strait Islander people in a important conversation about decolonising these places. Community member provided feedback on the community gardens policy and City Farm. The City consultation on 3 new synthetic sports fields and engaged extensively, including with children, on upgrades to small parks.</p>	On Track
Deliver key projects as part of Sustainable Sydney 2030 and which contribute to the finalisation of Sustainable Sydney 2050.	During the pandemic, community engagement focussed on recovery, local projects and key initiatives in 2030. Engaging on the finalisation of the 2050 strategy will take place next financial year.	On Track
Finalise the review of Sustainable Sydney 2030, that has engaged the community in setting the future direction for our city to 2050.	Presentation to Council of the draft Sustainable Sydney 2050 vision for our city has been deferred to the 2021/22 financial year. Its development has been informed by a comprehensive engagement program, research findings and analysis of the impacts from the Covid-19 pandemic.	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 to the community on a wide variety of City projects, programs and services through media releases, web and digital content, the City of Sydney News digest and our social media channels. Recent key projects have included the alfresco city program, new cycleways, the net zero building emissions targets, new planning controls for Oxford Street, the food waste recycling trial, the George Street pedestrianisation, new affordable housing developments, and a variety of Covid-19 recovery initiatives.	On Track
Provide community access to relevant data through the City's open data portal.	New interactive apps were published on the City's Data Hub: a Planning Controls Viewer, an Access and Inclusion Interactive Map, and a Pedestrian Counting Dashboard. In addition, open data sets were published about Filming Permit Areas, Pedestrian counts from automated sensors, Stairs, Lifts, and Navability Routes. The City's Data Hub now contains 112 open data sets and 51 other data products (interactive apps and maps, dashboards, data stories and documents) which are available to the public.	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 collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community, including mechanisms such as the Resilient Sydney Program.	Resilient Sydney continues to connect and support councils to respond and recover from ongoing shock events of Covid-19, extreme storms and recent damaging flooding. Resilience Ambassadors network meetings continue to connect councils and share best practice. The Resilient Sydney Platform has grown to deliver 6 years of benchmarked environmental reporting data to all 33 councils of Sydney. There are now over 200 local government users using this data for local decision making. Resilient Sydney strategy implementation continues. Collaboration projects with the NSW Department of Planning, Industry and Environment, Greater Sydney Commission and Resilience NSW are improving engagement with local government in Sydney for programs on urban greening, resilient places and net zero planning. Major urban heat mitigation and management projects continue with WSROC. Discussions continue with NSW Government to share the learning of five years of the Resilient Sydney program in the development of resilience plans. The City continues to chair the waste and affordable housing groups of SSROC as well as participate in other working groups.	On Track
State and national partnerships		
Strengthen state and national partnerships through collaboration, 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.	The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with metropolitan Sydney councils as well as with Ministers and Departmental representatives on issues and projects relevant to the City, such as homelessness and transport, our response to Covid-19 and how we can support the recovery of our economy. Meetings continue with relevant stakeholders in Local and State Government about the implementation of the Resilience Plan for Sydney. The City continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, city safety, economic development, climate action, homelessness, affordable housing, community infrastructure and advocacy to the Federal Government.	On Track

International partnerships

Utilise 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 Global Resilient Cities Network.

In 2020-21, the City produced the Lord Mayor's Welcome for International Students, supported and participated in two webinar events with international organisations, one on resilience and the other international education, and contributed to an international education article.

On Track

The Lord Mayor's Welcome for International Students 2021 was held virtually in March, in partnership with 13 community groups, universities and their offshore study centres, State Government, and peak bodies. The welcome aimed to recognise and celebrate international students' contributions to Sydney's vibrancy and cultural diversity, and connect them to support services and outside the classroom opportunities. It attracted 857 registrations from international students from 59 countries with 300 attended the event. A post event survey indicated 100% of the attendees found the event met or exceeded expectations and 90% have gained a better understanding of local culture and support services available and felt more welcomed. The City further co-curated 13 associated programs with partners for the students.

In August the City supported a webinar produced by the Asia Society on "Disruptive Asia - Building Community Resilience Amidst Uncertainty" with speakers from the City, Oxfam and the University of Sydney. In September, the City collaborated with ICEF to produce and participate in a webinar themed "Promoting Cities as Study Destinations" with speakers from the City, Montreal, Buenos Aires and Stockholm. The event discussed how as the world looks ahead to the 'new normal', cities, regions and countries are redefining their strategies to welcome back international visitors and students. It attracted 1200 registrations from around the world and was attended by 356 people. In October, the City contributed to an international article written by City Nation Place on international education titled 'The unsung benefits of attracting international students to your destination'. The article was published digitally in December.

The Resilient Sydney program continues to engage in the global Resilient Cities Network joining webinars, workshops and meetings with other global cities during the pandemic. Sydney is actively engaged in a community of practice with 18 global cities on managing and mitigating stresses resulting from urban heat.

10.S.1 Performance Measures

Accountability and transparency

Key Performance Indicator	Unit	2018/19 Result	2019/20 Result	2020/21 Target	2020/21 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	61	55	-	12	12	6	10	40	There has been a decline in section 41 access applications (formals). This is partially due to an increase in people self-serving information through DA Search and the Archives and History Catalogue. Covid-19 may have also impacted the number of information access applications.	Indicator Only
GIPAA Informal Access Applications received	No.	4,400	3,946	-	969	851	931	1,000	3,751	There was a decline in the number of informal information access requests received. This may be attributed to Covid-19's impact on business activities within the LGA; and improved digitisation of records allowing better self-service.	Indicator Only
Public Interest disclosures received	No	2	2	-	0	2	1	0	3		Indicator Only

Complaints processes											
Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	0	-		Indicator Only
Complaints regarding fraud or corruption by City staff upheld	No.	-	4	-	0	0	0	2	2		Indicator Only
Workforce											
Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,963.43	1,977.33	-	1,973.12	1,982.32	1,934.53	1,929.25	1,929.25		Indicator Only
Vacancy rate	%	7.28	9.11	-	8.99	10.71	9.86	9.93	9.87		Indicator Only
Lost time injuries	No	47	54	-	12	12	11	11	46		Indicator Only
Customer service											
Key Performance Indicator	Unit	2018/19	2019/20	2020/21	2020/21 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Customer contacts via Online Business Services (OBS)	No.	183,514	224,942	-	57,981	56,512	62,910	62,595	239,998		Indicator Only
Customer contacts via Online Business Services (OBS)	%	41.6	45.75	-	46	46	48	52	48		Indicator Only
Customer contacts by other channels (calls, counter)	No.	252,950	265,663	-	66,865	67,156	67,200	57,234	258,455		Indicator Only
Customer contacts by other channels (calls, counter)	%	58.4	54.25	-	54	51	52	48	51.25		Indicator Only
Calls answered within 30 seconds	%	69.66	67.25	70	70	67	69	68	68.5		Watch
Calls completed at first contact	%	83.46	87.5	80	93	94	94	91	93		On Track
Customer requests received	No.	182,069	220,247	-	54,173	55,482	58,301	67,771	235,727		Indicator Only
Customer requests actioned within agreed service standards	%	88.75	87.57	95	88	88	86	93	88.75		Watch

Attachment D

Fourth Quarter 2020/21 Supplementary Reports

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

Major Legal Issues for 2020/21 – Quarter 4 2020/21

Council of the City of Sydney v Telstra Corporation Limited (Federal Court)

The City filed proceedings in the Federal Court of Australia against Telstra Corporation Limited challenging the validity of a “Land Access and Activity Notice” issued to the City by Telstra. The notice related to the installation of payphones in 60 locations around the local government area under Telstra’s power to undertake maintenance on its telecommunications facilities. The City was seeking a declaration from the Federal Court that the notice was invalid, and that Telstra was unable to take action under it.

On 11 June 2021 Telstra wrote to the City and advised that it was withdrawing the Notice the subject of the appeal. As a result, the proceedings were discontinued.

Landream Pymont Pty Ltd v City of Sydney Council – 14-26 Wattle St, Pymont

The applicant appealed the refusal of development application D/2019/649 by the Central Sydney Planning Committee on 25 June 2020. The proposal was for four building and indicative land uses including residential, commercial, retail, child care and recreational facilities.

The City is the owner of the site (the former Fig and Wattle depot) and the applicant, Landream Pymont Pty Ltd, was awarded the purchase of the site subject to an option agreement. As the site is owned by the City, the development application was assessed by an external consultant planner.

Following discussions between the experts an amended scheme was filed with changes including a deletion of one storey on some blocks, increased compliance with the height controls, increased setbacks to improve heritage outcomes and provision of compliant deep soil areas. A public benefit offer was also made for the provision and maintenance of a footpath along Jones Street.

As a result of the amendments being made the City’s experts advised the court that all contentions in the matter had been resolved. The matter proceeded by way of a consent orders hearing and judgment approving the application subject to conditions was handed down on 28 May 2021.

Grants and Sponsorships Policy – Quarter 4 2020/21

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:

- o Quick Response Grants Program
- o Venue Hire Support Grants and Sponsorship
- o 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 2020/21 financial year are:

Grants	Approved
Quick Response Grants	\$4,213
Year to Date Total	\$12,201

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.

Revenue Foregone	Approved Q4	Year to Date
Street Banner Sponsorship	\$0	\$45,403
Venue Hire Support (Landmark & Community venues)	\$92,912	\$449,399
Totals	\$92,912	\$494,802

The attached report outlines:

- o the grants and sponsorships approved by the City in Q4 of financial year 2020/21 for the Quick Response Grants Program, Street Banner Sponsorship and Venue Hire Support Grants and Sponsorship.

1. Grants Information

Table 1.1 – Q4 Quick Response Grants Summary

Quarter	<u>Approved</u>	
	No of Applicants	Value Approved
Q4	3	\$4,213
Total year to date	8	\$12,201

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
Jen Waterhouse	Public program - Eye see pink black and white	\$1,125
Newtown Public School Parents and Citizens Association	Newtown Public School P&C S.H.U.S Recycling Initiative	\$1,088
Shane Anthony Jones	Our Blood Runs in the Street, Brisbane Tour	\$2,000
	Total	\$4,213

Table 1.2 – Q4 Street Banner Sponsorship Summary

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q4	0	\$0
Total year to date	8	\$45,403

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

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q4	8	\$60,965
Total year to date	18	\$220,480

Table 1.3.1 – Q4 Landmark Venue Program in detail

Organisation	Event	Venue	Revenue Foregone
Artemis Media	Australia's Biggest Singalong!	Sydney Town Hall	\$14,850
Artes Christi Australia Inc	Anzac Day Remembrance Festival	Sydney Town Hall	\$8,663

Organisation	Event	Venue	Revenue Foregone
Immunisation Coalition	Influenza Action Week - Flu Vaccination Day	Sydney Town Hall	\$6,030
Marrickville Legal Centre	Train the Trainer Showcase and Graduation Event	Barnet Long Room, Customs House	\$1,568
Mostly Mad Music Inc	Music and Madness - In Symphony - A commemoration and celebration of mental	Sydney Town Hall	\$22,636
St Columbans Mission Property Association	The Sydney Statement - Media Launch	Sydney Town Hall	\$1,218
Sydney Musical Promotions Trust	Live at Customs House: Konstantin Shamray	Barnet Long Room, Customs House	\$2,345
Tipping Point	#StopAdani and Beyond Roadshow - Sydney	Sydney Town Hall	\$3,655
Total			\$60,965

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

Quarter	No of Organisations	Revenue Foregone
Q4	13	\$31,947
Total year to date	36	\$228,919

Table 1.4.1 – Q4 Community Venue Program in detail

Organisation	Event	Venue	Revenue Foregone
Alexandria Residents Action Group	Monthly Meetings (triennial approval – Year 1 allocation)	Alexandria Town Hall	\$1,197
Australian Jigsaw Puzzle Association Inc	NSW State Jigsaw Puzzle Competition	Harold Park Community Space	\$540

Organisation	Event	Venue	Revenue Foregone
Coalition of Glebe Groups	Monthly meetings (triennial approval – Year 1 allocation)	Benledi House	\$468
Crystal Meth Anonymous	Unity Day	Glebe Town Hall	\$1,430
DirtyFeet Ltd	The Right Foot Performance program for people with and without disability	Harold Park Community Space and Glebe Town Hall	\$1,835
Glebe Art Society	Glebe Art Show	Harold Park Community Space	\$5,050
Milkcrate Theatre	Retrospective rehearsals & regular workshop space	Alexandria Town Hall Main Hall	\$4,617
Millers Point Community Resident Action Group	Millers Point Playgroup (triennial approval – Year 1 allocation)	Harry Jensen Centre	\$1,342
Narcotics Anonymous	Weekly support group meeting.	Benledi House	\$446
Sahaja Yoga Meditation	Free weekly yoga and meditation sessions	Glebe Town Hall	\$7,791
Share Inc	Weekly Fitter & Stronger classes	St Helen's Community Centre	\$3,217
Spanish Community Care Association	Weekly activities for seniors (triennial approval – Year 1 allocation)	Ultimo Community Centre	\$3,192
Wholistic Emotional Support group	Weekly meetings (triennial approval – Year 1 allocation)	Brown Street Community Hall	\$822
Total			\$31,947

International Travel Expenditure – Quarter 4 2020/21

During the period 1 April to 30 June 2021 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.

Contract Order Details - Quarter 4 - April to June 2021

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

		Order Date	Order Amount	Outstanding Amount
Supplier: Adobe Systems Software Ireland Limited				
PU250438		29 April 2021	\$200,204.95	\$200,204.95
1	AEM FORMS: MS BASIC HR 99.5% - 300K/3M			
Supplier: ABUD				
PU250318		23 April 2021	\$104,412.00	\$104,412.00
1	Supply and Delivery of Public Domain Furniture for "George Street South Pedestrianisation" for Package 1 and 2 as per the attached ABUD quote dated 11.04.21 in accordance with the Contract 2944 between City and ABUD Quote #: 00001221			
PU250419		14 April 2021	\$95,997.00	\$64,416.00
1	9 ABUD Village bronze seats			
2	12 Stainless Steel ABUD Bin with Hood			
PU251456		11 June 2021	\$332,255.00	\$332,255.00
1	Supply and Delivery of Public Domain Furniture for "George Street South Pedestrianisation" for Package 2 as per the attached ABUD quote dated 04.06.21 in accordance with the Contract 2944 between City and ABUD			
Supplier: A E Smith & Son				
PU251846		30 June 2021	\$116,600.00	\$0.00
1	O&M services for Trigenation plant at Town Hall House			
Supplier: Ampyre Pty Ltd				
PU251708		23 June 2021	\$53,856.00	\$53,856.00
1	Senior Test Analyst services x 68 days			
Supplier: AON Risk Services Australia Limited				
PU250406		27 April 2021	\$6,275,328.00	\$0.20
6	Premium amount including GST			
7	AON service fee 2021/2022			
Supplier: ARA Security Services Pty Ltd				
PU250105		13 April 2021	\$90,238.69	\$44,817.27
	Building security service equipment upgrades			
Supplier: Arcadis Australia Pacific Pty Ltd				
PU250462		30 April 2021	\$65,275.10	\$49,669.18
1	Waste Processing Study			
Supplier: Ausgrid				
PU251309		8 June 2021	\$143,000.00	\$143,000.00
1	Ausgrid pit protection as per Ausgrid's rates dated 2 June 2021			
Supplier: Australian Concert & Entertainment Security				
PU250638		30 April 2021	\$234,100.00	\$570.32
1	Ongoing Security Services re #1728			
PU251115		1 June 2021	\$52,000.00	\$5,877.28
1	June Open Order			
PU251310		8 June 2021	\$150,000.00	\$22,096.81
1	Ongoing security services			
2	Ongoing Security Services re #1728			

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

	Order Date	Order Amount	Outstanding Amount
Supplier: Austral Masonry Holdings Pty Ltd			
PU249998	1 April 2021	\$79,661.12	\$41,688.42
1	Supply of trihex and type P1 pavers		
Supplier: Bitzios Consulting			
PU250271	21 April 2021	\$123,321.00	\$47,744.40
2	Traffic study per 2021/155007		
3	Collection of weekend SCATS IDM data		
Supplier: Broadlex Services Pty Ltd			
PU251113	1 June 2021	\$72,000.00	\$1,996.66
1	June open order		
Supplier: Cardno (NSW/ACT) Pty Ltd			
PU251147	2 June 2021	\$187,683.32	\$187,683.32
1	Landfill Gas management Sydney Park Yr2 - Lump Sum		
2	Landfill Gas management Sydney Park Yr2 - Schedule of rates		
Supplier: Comensura Pty Ltd			
PU251459	15 June 2021	\$1,600,000.00	\$186,216.30
1	Agency Staff - Technology and digital Services		
Supplier: DLG Shape Pty Ltd			
PU250647	10 May 2021	\$509,823.00	\$492,178.70
	Fit-out works for the Bathurst Street Creative Hub Project		
Supplier: Duncan Miller			
PU251065	28 May 2021	\$98,000.00	\$46,300.00
1	Legal fees Class 1 LEC no. 2020/207337 & 207341 - Barrister's fee estimate		
Supplier: eCIFM Solutions Pty Ltd			
PU251528	16 June 2021	\$1,251,814.00	\$1,251,814.00
1	SaaS* Part C – ECIFIM support		
2	Support* Part C – ECIFIM support		
Supplier: Eco Guardians Pty Ltd			
PU250880	21 May 2021	\$330,730.51	\$180,398.46
1	Food Waste Dehydrators - Supply and installation at four CoS buildings		
Supplier: Euro Marble Australia Pty Ltd			
PU251426	11 June 2021	\$248,017.00	\$223,215.30
1	Supply of replacement granite kerbs associated with Wuganmagulya (Farm Cove) Conservation public art.		
Supplier: Gallagher Studio Pty Ltd			
PU251217	4 June 2021	\$398,750.00	\$398,750.00
	Head Design Consultancy for North Rosebery Park and Green Link project		
Supplier: Gartner Australasia Pty Ltd			
PU251848	30 June 2021	\$98,032.00	\$98,032.00
1	Finance Leadership Council 2021 - 2024 classic membership for midsized companies		
Supplier: HBS Group Pty Ltd			
PU251289	8 June 2021	\$57,474.45	\$43,944.45
1	Redfern Park Gates Conservation		

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

	Order Date	Order Amount	Outstanding Amount
Supplier: HUB Australasia Pty Ltd			
PU250289	22 April 2021	\$52,284.10	\$52,284.10
2	Supply and delivery of refurb smartpoles		
Supplier: Insurance Australia Ltd			
PU251461	15 June 2021	\$60,000.00	\$60,000.00
1	MV fleet claims - June 2021		
Supplier: IQ3 Pty Ltd			
PU251795	28 June 2021	\$381,855.10	\$381,855.10
	Supply a new Data Domain for production including 4 years support services		
Supplier: Itech Corporation Pty Ltd			
PU251422	10 June 2021	\$105,600.00	\$53,856.00
	Parks irrigation emergency and repair call out services, licence fees and additional sites for 2021/22 year		
Supplier: Jones Lang LaSalle (NSW) Pty Ltd			
PU251338	8 June 2021	\$72,724.20	\$66,906.22
1	Rent to Railcorp for - Walla Mulla Reserve - 7 parcels Lots 1,2,3,6,7,8,Pt9		
2	Rent to Railcorp for - Daniel Dawson Playground - Boundary St Redfern		
3	Rent to Railcorp for - Repeater Station 2-26 Park St		
4	Rent to Railcorp for - Wentworth Park Viaduct 1 Railway St Glebe		
5	Rent to Railcorp for - 4 Arches of Viaduct dress shed, Glebe		
Supplier: KGFood Pty Ltd			
PU251418	10 June 2021	\$70,000.00	\$70,000.00
1	Childrens food standing order 21/22		
2	Childrens food standing order 21/22		
Supplier: Komatsu Australia			
PU250745	13 May 2021	\$107,260.00	\$107,260.00
1	Crawler excavator		
2	registration		
PU250746	13 May 2021	\$107,260.00	\$107,260.00
2	Excavator for Alexandra Canal Depot		
3	Registration cost		
PU250747	13 May 2021	\$202,850.00	\$202,850.00
2	Wheel loader		
3	registration		
Supplier: LOOK Corporate Pty Ltd T/AS LOOK Print			
PU250728	13 May 2021	\$52,202.70	\$42,799.90
	Waste Truck Livery 2021 Refresh		
Supplier: Maddocks			
PU250212	19 April 2021	\$59,586.66	\$6,427.85
1	Legal fees and advice - Payphone removal litigation -Telstra and JC Decaux - revised fee estimate		
2	Disbursements - GST Exempt - Federal Court Filing Fee		
PU251465	15 June 2021	\$91,080.00	\$74,580.00
1	Legal fees and advice - estimate- Class 4 LEC no. - 187 Thomas Street, Haymarket		

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

		Order Date	Order Amount	Outstanding Amount
Supplier: Marval Australia Pty Ltd				
PU251696		23 June 2021	\$59,769.09	\$59,769.09
1	Support & Maintenance Amount for current year 2020/21			
Supplier: McArthur Management Services				
PU250471		3 May 2021	\$58,000.00	\$1,993.01
1	May Open order			
PU251114		1 June 2021	\$80,000.00	\$4,380.71
1	June Open Order			
Supplier: McWilliam & Associates Pty Ltd				
PU251784		28 June 2021	\$105,875.00	\$105,875.00
1	Valuation - Public Art Collection 2021 Valuation - Public Art Collection 2021			
Supplier: Mediamonks Australia Pty Ltd				
PU250712		11 May 2021	\$63,162.00	\$63,162.00
1	Stage 1 – Implementation Planning Study - digital forms project			
Supplier: Micromex Systems Pty Ltd				
PU250626		6 May 2021	\$80,300.00	\$18,480.00
1	Micromex Survey hosting platform for community engagement- administration of platform			
Supplier: National Trust of Australia (NSW)				
PU251014		27 May 2021	\$106,959.07	\$54,784.76
1	Year 2 Bush Restoration contract 2962 SOP			
2	Year 2 Bush Restoration contract 2962 SOR			
Supplier: Nearmap Australia Pty Ltd				
PU251645		22 June 2021	\$60,720.00	\$60,720.00
1	Nearmap license renewal for 2021/22			
Supplier: OverDrive Australia Pty Ltd				
PU251756		24 June 2021	\$50,000.00	\$1,044.41
1	eBooks and eAudio eBooks and eAudio			
Supplier: PricewaterhouseCoopers				
PU250447		29 April 2021	\$163,900.00	\$39,600.00
1	Preparation of the Community and Service Portfolios Long-Term Plan for 60 properties			
Supplier: Print Media Group				
PU251442		11 June 2021	\$51,865.00	\$51,865.00
1	Supply of Visitor parking permits			
Supplier: Quality Management & Constructions Pty Ltd				
PU250025		7 April 2021	\$2,504,425.83	\$2,312,534.28
1	Stage1 Light Rail Associated Works			
PU250171		12 April 2021	\$128,322.85	\$128,322.85
1	Drainage repairs at 155 Bourke Surry Hil			
2	Drainage repairs at Campbell and Mary St			
3	Drainage repairs at Elizabeth & Park St			
4	GPT Lid replacement Harbour St			
5	Drainage Pit Repairs Harcourt & Dunning			

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

		Order Date	Order Amount	Outstanding Amount
PU250333		23 April 2021	\$248,582.03	\$248,582.03
1	Preliminaries			
2	Various Verde and Austral Black paving			
6	Site Establishment Area A1 \$250k-\$500k			
PU250543		5 May 2021	\$366,214.95	\$366,214.95
1	Early works - Park and Swanson			
PU250654		6 May 2021	\$54,218.68	\$715.25
3	Driveway, Newcombe St Paddington			
PU250666		10 May 2021	\$231,981.37	\$17,980.35
1	1840 Sandringham Stormwater and Pavement			
2	1840 Sandringham Stormwater - V1			
PU251085		31 May 2021	\$325,362.69	\$139,034.00
1	Reinstate CWO 41872 + 3 as per quote reinstate cwo 41872 + 3 as per quote			
2	Variations 1.01 - 5.01 variations 1.01 - 5.01			
PU251232		4 June 2021	\$115,308.14	\$115,308.14
1	Repairing of stormwater pipe repairing of stormwater pipe. The storm water pipe in Dixon St Haymarket needs repairing as it has damage to part of the pipe			
PU251387		10 June 2021	\$205,458.40	\$205,458.40
1	Preliminaries			
2	Supply and Installation Balustrades, decking & handrails			
3	Supervision and Plant			
4	Removal of existing timber decking			
5	Removal of Ext base plates/balustrade and metal Treatment			
6	Establish Contract B Charge in area A1			
PU251635		21 June 2021	\$101,854.94	\$101,854.94
1	Sydney Park Skate Park-Fence Around Bowl			
PU251670		23 June 2021	\$167,327.39	\$167,327.39
1	Clean and seal of Dixon St to Hay St and Factory St and Thomas St			
Supplier: RJC Group Pty Ltd				
PU251491		15 June 2021	\$3,109,389.40	\$3,044,270.81
	Corporation building remediation works			
Supplier: Rogers Construction Group Pty Ltd				
PU251610		18 June 2021	\$374,471.45	\$374,471.45
1	Centennial Hall – Sydney Town Hall backstage upgrade and accessibility works- construction works demolition and alterations			
Supplier: Sita Environmental Solutions				
PU251582		18 June 2021	\$178,200.00	\$165,197.13
1	Contract 1633 - Skyline Parks Waste - Y3 contract			
Supplier: Skyline Landscape Services Pty Ltd				
PU251148		2 June 2021	\$7,701,635.34	\$7,008,523.82
1	Lump Sum - Contract 1851 Year 3 - Contract 1851 - Parks and Open Space maintenance services			
2	SOR - Contract 1851 Year 3 - Contract 1851 - Parks and Open Space maintenance services			
3	Area Change - Contract 1851 Year 3 - Contract 1851 - Parks and Open Space maintenance services			
Supplier: Sony/ATV Music Publishing (Australia) Pty Ltd				
PU251814		29 June 2021	\$66,000.00	\$49,500.00
	New Year's Eve Midnight Soundtrack			

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

		Order Date	Order Amount	Outstanding Amount
Supplier: Sustainable Machinery Pty Ltd				
PU251728		24 June 2021	\$161,395.70	\$161,395.70
1	New Holland aerator & shockwave equip & rego			
Supplier: Sydney Civil Pty Ltd				
PU250181		16 April 2021	\$108,349.34	\$39,472.84
1	Tzannes bench seat restoration program			
PU250655		4 May 2021	\$93,029.02	\$93,029.02
1	Street furniture additions			
PU251716		24 June 2021	\$149,248.00	\$149,248.00
1	2020/21 LGA Survey Marks Survey - Stage one			
PU251834		30 June 2021	\$132,764.70	\$27,825.60
1	PCTC 20/21 works			
Supplier: TechnologyOne				
PU250613		7 May 2021	\$99,907.50	\$99,907.50
1	ePlanning assess configuration & security			
Supplier: The Audit Office				
PU251124		1 June 2021	\$238,700.00	\$143,825.00
1	2020/21 audit fee			
Supplier: The Gardenmakers Pty Limited				
PU251421		10 June 2021	\$57,731.52	\$57,731.52
1	Supply and delivery of pavers for custom water feature paving pattern at Taylor Square			
2	Supply and delivery of pavers - natural stone pavers for banded paving Taylor Square water feature			
Supplier: Thomas Duryea Logicalis Pty Ltd				
PU251138		1 June 2021	\$809,378.75	\$688,835.44
	Cisco Network infrastructure and resource services, for Core Network Upgrade project			
PU251584		18 June 2021	\$52,525.00	\$52,525.00
1	Procurement of Cisco Network Infrastructure and licencing			
Supplier: Tiks Solutions Pty Ltd				
PU251261		7 June 2021	\$224,983.00	\$184,173.00
	Contractor Management and Visitor Registration System -milestones 4, 5 and 6.			
Supplier: Trustee for Kuys Discretionary Family Trust				
PU251361		9 June 2021	\$63,140.00	\$63,140.00
1	Non destructive testing of public domain lighting poles			
Supplier: The Trustee for the SAM Unit Trust				
PU251478		15 June 2021	\$50,000.00	\$22,313.49
1	Signs maintenance contract			
Supplier: United Stone Australia Pty Ltd				
PU250430		29 April 2021	\$196,300.50	\$196,300.50
1	Supply and delivery of SA Black Hill Austral black pavers			
Supplier: University of Technology Sydney				
PU250766		14 May 2021	\$170,503.30	\$68,201.32
	NAIDOC Week Event Management 2021 University of Technology Sydney Jumbunna Institute for Education and Research			

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

	Order Date	Order Amount	Outstanding Amount
Supplier: Ventia Pty Ltd			
PU250028	7 April 2021	\$74,006.09	\$74,006.09
1	Replacement of cold water pumps at Town Hall House		
Supplier: Water Brothers Group Pty Ltd			
PU250957	25 May 2021	\$50,784.80	\$17,784.80
1	Site audit and design for 17 sites Water Brothers to carry out site audit and design of water efficient fixtures for MPEP Water Efficient Fixtures Project.		
Supplier: WSP Australia Pty Ltd			
PU251242	4 June 2021	\$185,625.00	\$185,625.00
1	Strategic design for Oxford West, Flinders St and Broadway.		

Attachment E

Environmental Sustainability Progress Report



Green Environmental Sustainability Progress Report

January to June 2021

A detailed 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 SYDNEY 

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*Cover: Glo building, Smart Green Apartments
participant image © City of Sydney*

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

The Green Report outlines the progress of our environmental program. The Green Report is the City's State of the Environment Report as at June 2021 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 has drafted a new Environmental Sustainability Policy which incorporates the principles outlined in the Climate Emergency Response and strengthens the environmental management expectations of our partners. The updated Environmental Sustainability Policy was exhibited in June 2021.

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

Message from the CEO

Urgent climate action continues to be a priority. The United Nations Environment Program (UNEP) World Meteorological Organisation State of the Global Climate 2020¹ highlights that major greenhouse gas emissions continued to rise and that 2020 recorded the 3rd warmest average temperature on record. In addition, record temperatures in North America have been recorded to June 2021.

The City continues to take action to address climate change impacts. The period to June 2021 represents the first financial year that electricity usage by City's operations is 100 per cent powered by renewables, using electricity generated from wind and solar farms in regional NSW. This is a significant step for the City's operations to achieve its 2030 carbon reduction target.

This report closes out the Environmental Action 2016-2021 Strategy and Action Plan. The report outlines how we have achieved many of the City's operational 2021 targets and our progress to 2030 targets.

A new [Environmental Strategy 2021-2025](#) has recently been endorsed by Council, and presents our plan for the next 4 years, including updated targets for the LGA to achieve net zero by 2035. The Strategy is supported by the updated [Environmental Sustainability Policy](#).

The City has also released the strategic review, [Planning for net zero energy buildings](#). The report identifies the most appropriate performance standards to achieve high-performing net zero energy buildings in Greater Sydney.

The City's new Greening Sydney Strategy 2030 has also recently been endorsed. It outlines ambitious urban greening programs and actions that will deliver a cooler, calmer and more resilient city.

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



Monica Barone, Chief Executive Officer

¹ WMO Provisional Report on the State of the Global Climate 2020

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 Targets



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 Targets

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
- **15** per cent reduction in per capita municipal solid waste generation by 2030 compared to 2015



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 2035 is proposed by the draft Environmental Strategy 2021-2025 and will form part of the City's new long-term strategic plan, Sustainable Sydney 2050



2. Low carbon city



The City of Sydney now purchases ethically sourced carbon offsets with the Aboriginal Carbon Foundation. © Aboriginal Carbon Foundation

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 and extended our emissions target to net zero emissions by 2050.

In light of the climate emergency, we realise that even more urgent action is required, and our Environmental Strategy 2021-2025 includes a target for the local government area of net zero emissions by 2035.

The City's 'Asset Environmental Budget' (AEB) translates operational carbon emissions targets into a detailed plan and is published in the [Resourcing Strategy](#) to promote transparency in monitoring of our emissions performance.

Ethically sourced carbon offsets

The City has been measuring, reducing and offsetting all of its operational greenhouse gas emissions since 2007. 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 at least 100 per cent of the organisation's emissions.

Australia's Black Summer—our devastating 2019/20 bushfire season—highlighted the symptoms of climate change and led to strong interest in Aboriginal cultural fire stick farming practices. Fortunately, it's now possible to invest in fire stick farming, also known as cultural burning, by purchasing carbon offsets.

Fire stick farming is a way of managing the environment Aboriginal communities have practiced for tens of thousands of years. It improves the health of the land and wildlife by setting cool burns, generally spot fires with smaller, more controlled flames during the early, cool dry season. Larger, hotter, fires emit more carbon emissions than cool burns. So cultural burning reduces carbon emissions.

In early 2020, we began investigating options for purchasing ethically sourced offsets from fire stick farmers, also known as carbon farmers, in northern Australia. We chose to partner with the Aboriginal Carbon Foundation, an Indigenous not-for-profit that supports carbon projects.

Each program provides environmental, economic, social and cultural benefits, estimated to contribute around \$15 million annually to local economies.

"This important partnership highlights the City's commitment to our Indigenous economic development plan by continuing



to procure from Aboriginal and Torres Strait Islander businesses for our needs,” said the City’s Senior Community Engagement Coordinator, Indigenous Leadership and Engagement, David Beaumont.

Working with the Aboriginal Carbon Foundation, we chose to buy Australian Carbon Credit Units from the Tiwi Islands savanna burning for greenhouse gas abatement project. The Tiwi Islands are part of the NT, 80km to the north of Darwin adjoining the Timor Sea.

We would ideally like to work with local Aboriginal organisations in NSW. With enough demand, the Aboriginal Carbon Foundation is willing to create a supply of carbon offset projects throughout NSW.



The Tiwi Island team. Image © Aboriginal Carbon Foundation

100 per cent renewable electricity

The City of Sydney commenced using 100 per cent renewable electricity to meet its needs from July 2020. The renewables commitment 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. Before using renewable electricity, the City’s 2019/20 emissions were 31 per cent below our 2006 baseline. Our 2020/21 emissions are expected to be around 76 per cent below 2006 levels (see Chart 1).

The City purchases 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 was essential to achieve our commitment to reduce organisational emissions by 70 per cent.

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. The NSW Government Electricity Infrastructure Investment Act 2020 now also provides significant support and investment signals to assist with the renewable energy transition.

Planning for the net zero buildings



Greater Sydney Commission’s 2021 Greater Sydney Planning Awards. City of Sydney’s Graham Jahn and Anja Te Wake, and Geoff Roberts, Chief Commissioner of the Greater Sydney Commission

The City has released the strategic review, [Planning for net zero energy buildings](#). The report identifies the most appropriate performance standards to achieve high-performing net zero energy buildings in Greater Sydney.

The performance standards and proposed planning controls were unanimously supported by Council on 17 May 2021 for public consultation. Public consultation will take place after the NSW Government provides gateway determination.

Energy use in buildings continues to be a significant contributor to greenhouse gas emissions in Greater Sydney. To support the transition to net zero energy, the City has developed performance standards for net zero energy buildings to be implemented through the planning system.

The performance standards are step change improvements in energy performance for new office, multi-unit residential, hotel, shopping centre and mixed-use developments and major refurbishment projects.

These improvements can be through:

- energy efficiency
- on-site renewable energy
- off-site renewable energy recognised in the planning system

Industry and government action on these performance standards will help meet our shared goal of achieving net zero emissions.



The performance standards for net zero energy buildings project received a Certificate of Commendation at the Greater Sydney Commission's 2021 Greater Sydney Planning Awards in the Planning Disruptor category.

City of Sydney is a founding member of BRC-A



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.

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.

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, the Australian government needs set a net zero target in line with Australia's commitment to the Paris Agreement to keep global heating below 1.5 degrees, and to develop programs and support for communities affected in the transition. All state and territory governments in Australia have established zero targets.

During the last year the City prepared a submission in support of the Climate Change Bill 2020, calling for a net zero target for Australia before 2050 and guidance around the accounting and fair apportionment of voluntary actions. We continue to work with a range of strategic partners including the Green Building Council of Australia and the Property Council of Australia.



Sussex Street © City of Sydney



City of Sydney Operations

Carbon neutral program

The City has been measuring, reducing and offsetting all of its operational greenhouse gas emissions since 2007. 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 our residual emissions.

How we do it

Measure

We prepare a detailed emissions inventory each year and have it verified independently to ensure it is accurate.

Avoid and reduce

The City has been achieving energy and emissions savings in our buildings, street lighting, and fleet operations through energy efficiency upgrades, monitoring and management.

Renewable energy

The City is rolling out solar PV to many sites and from July 2020 began purchasing 100 per cent renewable electricity. This will make a significant reduction in the City's emissions as depicted in Chart 1 below.

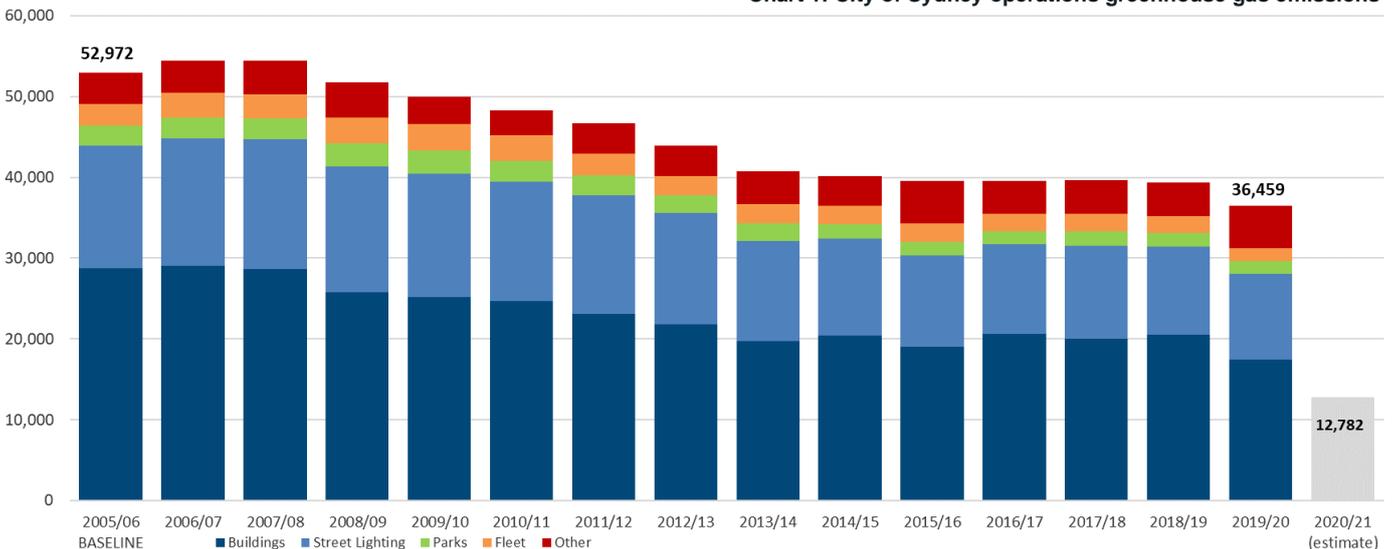
Offset

The City reduces its carbon liability by avoiding and reducing emissions and using offsets for emissions that cannot be avoided. Each year the number of offsets has reduced as we continue to implement energy efficiency, renewable energy and fuel switching programs despite providing a greater level of service to our community. The City has also started to purchase higher quality offsets to support regional areas to develop projects that absorb carbon back out of the atmosphere. In 2020 offsets purchased supported forest regeneration in NSW. In 2021 we purchased a share of offsets from Indigenous savannah fire and land management in northern Australia.



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 shows that the City’s emissions have reduced since 2006. In line with the Australian Government Climate Active Program the City reports electricity emissions using location-based emissions factors for NSW from the National Greenhouse Factors, and market-based accounting using the national renewable power percentage. The difference between these methods is how the emissions avoided by renewable energy are apportioned to the end user. Using market-based accounting, the City can claim 100% emissions free electricity since it purchases 100% from renewable sources (by purchasing and surrendering LGCs - renewable energy certificates).

The reduced emissions in 2019/20 are due to ongoing improvements in energy efficiency, onsite solar and the impacts of COVID-19 to business operations.

Energy consumption data

The table below shows energy consumption data for the organisation. Whilst the use of gas has increased over the base year, total energy has only increased negligibly, especially considering the additional facilities and services operated by the City since 2006.

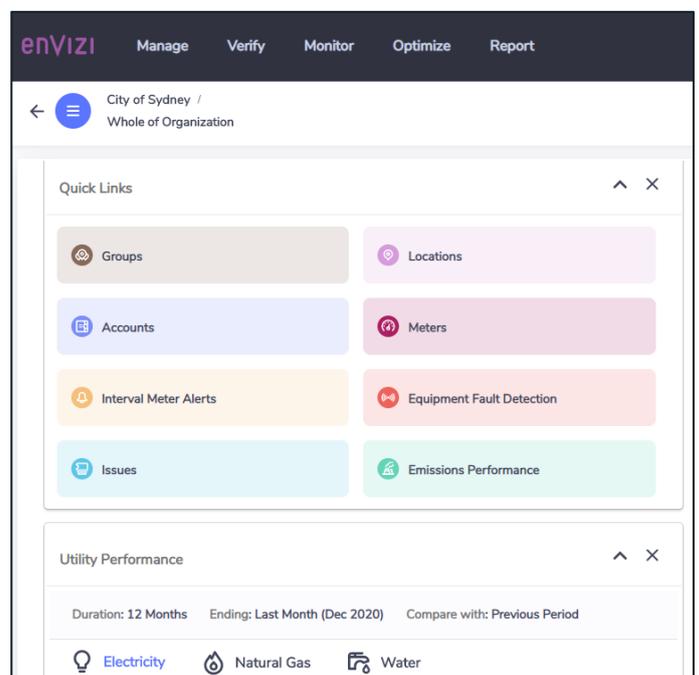
The City’s use of gas has increased since the base year primarily due to pool heating and the installation of gas-fired co and trigeneration which currently produces fewer emissions than the electricity grid. However, emissions from the City’s use of electricity have now been negated since it began to use 100% renewable electricity.

Organisation	Electricity (MWh)	Natural gas (GJ)	Total energy (GJ)
Baseline	42,427	21,894	174,631
Last Year (Jun 2020)	28,405	84,811	187,068
Most recent (Jun 2021)	29,237	84,845	190,098
Difference (baseline)	-13,190 (-31%)	+62,951 (+288%)	+15,467 (+9%)
Difference (previous year)	+832 (+3%)	+34 (+0%)	-3,030 (+2%)

Procurement of a renewable gas supply will be one way to reduce the emissions from the City’s existing gas using equipment until it reaches end of life and it is cost-effective to replace with alternatives powered by renewable electricity.

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.



SMART: Sustainability Management and Reporting Tool

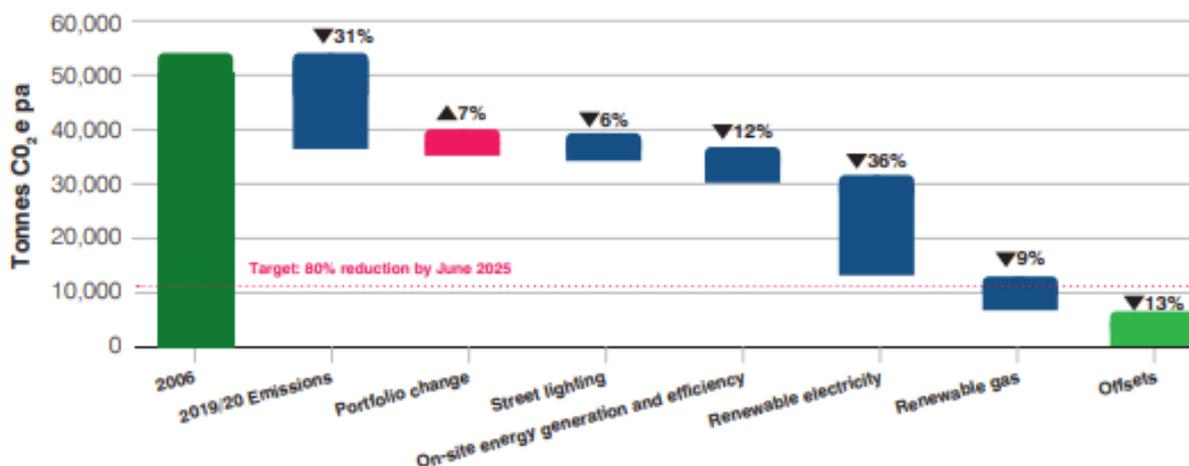


Asset Environmental Targets

How we will get there

As at June 2020, the City has a verified emissions reduction of 31 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% renewable electricity will enable the City to achieve the 80% per cent reduction of emissions well before 2025. 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 2007. On current projections, the City is anticipated to achieve 76% reduction by June 2021 and 87% by June 2025 excluding carbon offsets.

City of Sydney operations greenhouse gas emissions target to 2025. Estimated contribution of initiatives.



The waterfall chart shows emissions reductions from opportunities identified by the City and may be subject to change. For example, if more energy efficiency is deployed than depicted here, a lower amount of renewable electricity would be required, and vice-versa. Likewise, the City will continue to purchase additional high quality carbon offsets to remain carbon neutral until renewable gas becomes available. The emissions result is the same. The ultimate mix of type of opportunities deployed will be based on what is most feasible and cost effective.

Completed Initiatives - 31% reduction achieved

The result since 2006 has been achieved by:

- Portfolio change (+10 per cent) over time including additional facilities Green Square Community and Cultural Precinct, Green Square Library and Plaza, Perry Park Recreation Centre, Darling Library Ian Thorpe Aquatic Centre, 343 George Street, 546 George Street and Surry Hills Community Centre.
- Solar installed 1.75MWp capacity including Alexandria Canal Depot, Creative City Depot, Perry Park Stage 1, Wilcox Mofflin building and 37 other City buildings
- Energy efficiency programs, improved energy measurement and monitoring, behaviour changes and small works
- COVID-19 service impacts and emission factor changes
- Future portfolio increase (+7 per cent) assumes the expansion of the City's property portfolio for community and operational purposes.
- **Increases:** Gunyama Park Aquatic Centre, Huntley St Alexandria and Green Square School Community Facility Centre and through developer contributions to the City: Greenland Tower Creative Hub, 271-275 Kent St and 178-186 George Street.
- **Proposed Divestments:** Including Oxford St holdings.
- Ausgrid LED lighting (-6 per cent) the City is working with Ausgrid to deliver this program.
- Onsite Energy Generation & Efficiency (-12 per cent) Includes the completion of the Major Properties Efficiency Project, cogeneration at Cook and Phillip Park Aquatic Centre and Ian Thorpe Aquatic Centre and Solar Photovoltaics (PV) on City properties and proposed energy efficiency projects estimated for property assets.
- Offsite renewable 100% electricity (-36 per cent) purchased by the City directly from a wind and two solar farms through a Power Purchase Agreement (PPA).
- 100% Renewable Gas (-9 per cent) options to be investigated.

Initiatives to be completed by 2025

The cities current target is 80% reduction from the 2006 baseline by 2025. This target may be revised due to the City's commitment to offsite renewable 100% electricity indicating that this target will be achieved by June 2021.



Asset Environmental Target 2021

Resourcing Strategy



Gunyama Park Aquatic and Recreation Centre opened February 2021

	2020/21	2021/22	2022/23	2023/24	2024/25
GHG Tonnes CO2e					
Property Emissions Portfolio					
Carried Forward Portfolio Balance	17,465	16,466	18,172	16,998	15,592
Add					
Net Portfolio Changes	359	2,366	305	108	338
Reductions Emissions Projects					
Energy Efficiency	(690)	0	(1,388)	(1,514)	(1,388)
Co/Trigeneration Installations	(342)	(342)	0	0	0
Solar PV Installations	(326)	(319)	(90)	0	0
Total Property Emissions at End of Period	16,466	18,172	16,998	15,592	14,542
Parks and Street Lighting Emissions					
Carried Forward Portfolio Balance	12,159	11,278	10,232	9,144	9,244
Add					
Net Portfolio Changes	0	0	0	0	71
New Street Lights	0	35	41	100	110
Reduction of Emissions					
Ausgrid LED Street Lighting Program	(881)	(1,081)	(1,130)	0	0
Total Streets and Parks Lighting Emissions at End of Period	11,278	10,232	9,144	9,244	9,425
Other Emissions					
Refrigerants, Waste and Water	891	891	891	891	891
Organisational Fleet	2,100	2,000	1,900	1,800	1,700
Corporate Emissions (Events, travel, contractor fuel etc)	4,330	4,330	4,330	4,330	4,330
Reduction from previous year	0	0	0	0	0
Total Other Emissions	7,321	7,221	7,121	7,021	6,921
Reduction of Emissions					
Offsite Renewables - 100% Electricity	(22,283)	(22,105)	(19,981)	(19,626)	(18,895)
Renewables Gas	0	0	0	0	(5,072)
Total Offsite Renewables Emissions	(22,283)	(22,105)	(19,981)	(19,626)	(23,966)
Total Emissions at End of Period	12,782	13,519	13,282	12,231	6,922
Baseline June 2006 Emissions GHG Tonnes CO2e: 52,972	76%	Emission Reduction June 2025:		87%	



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.

The updated Environmental Sustainability Policy aims to strengthen the environmental management expectations of our partners including suppliers, grant participants and organisers holding events in our spaces. Our partners will be required to comply with the policy and supporting guidelines including:

- [Sustainable Event Guidelines](#)
- [Guidelines for Single-Use items](#)
- [Sustainable Design Technical guidelines](#)

Embodied carbon

The City has become a founding member of Materials Embodied Carbon Leaders' Alliance (MECLA). Coordinated by WWF Australia with seed funding from the NSW Government, this program aims to work collaboratively with suppliers and users to reduce embodied carbon in the building and construction sector.

In addition, the City has commenced work on evaluating the embodied carbon of its own capital works projects. Embodied carbon - the emissions caused by the extraction, processing, transport and use of materials like concrete, steel and aluminium - is now recognised as a principal issue for the built environment. The City has several projects trialling alternative low embodied materials. This project endeavours to estimate the opportunity for the City to track and reduced embodied carbon through its works programs.

Sustainability at the City training

All staff training has been rolled out to over 670 staff from all areas of the City. The training is an interactive course focussing on the foundations of environmental sustainability and embedding outcomes into work processes and behaviours.

Design for Environmental Performance Template - Planning

The City is committed to sustainable development, in the planning process a precondition to receiving development consent is the demonstration of design excellence which incorporates the principles of ecologically sustainable development. The development must also meet the requirements under Section J of the National Construction

Code and State Environmental Planning Policy (Building Sustainability Index: BASIX), where relevant.

The Design for Environmental Performance template standardises how applicants demonstrate compliance with relevant planning controls. It ensures the design and technology responses for environmental performance that the applicant proposes are reflected in the submitted plans where appropriate. For more information on the template contact us via email at ems@cityofsydney.nsw.gov.au.

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.

For the 2020/21 year, SMART identified utility variances within City's portfolio in tune of 58-megawatt hour of electricity, a terajoule of natural gas, 33 mega litres of water. The electricity and natural gas variances equate to 78 tonnes of greenhouse gas emissions.

Building Upgrades

The City has continued to improve the energy efficiency of its property portfolio through building upgrade projects:

- LED lighting replacements across key City properties including within its aquatic centres and community centres which has achieved energy efficiency, and 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 efficiency motors for pumps.
- 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 completion phase and to date has delivered approximately 1,597 tonnes of CO2 emissions savings through the above projects.



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 as a result, fewer emissions.

The City of Sydney has embraced electric vehicles, with 19 fully electric Nissan Leaf vehicles in its fleet, as well as 40 hybrid cars and 70 hybrid trucks. Earlier this year, the City also deployed its first fully electric commercial truck, which is being trialled over the next 12 months to assess the viability of utilising electric technology in commercial vehicle applications across the City. The City also has a fleet of ten well used e-bikes.



The City's first fully electric truck © City of Sydney

Project updates

Solar PV and energy storage

To date, the City has installed 43 solar PV systems at multiple Council sites including office buildings, childcare centres, libraries, works depots, community centres, sporting fields and other venues. Three solar PV systems were added to the rooftops of City buildings from July 2020 to June 2021. Total capacity added exceeded 400 kW.

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 were no batteries, more on-site generated energy would be exported to the grid).

Ian Thorpe Aquatic Centre Heat pump replacement

The City has also completed the replacement of all aged and end of life heat pumps at the centre. The new, highly energy efficient heat pumps were installed in December 2020. The City is also looking to install a separate energy

monitoring and power monitoring system for the heat pumps to track and manage the energy consumption and the overall performance of the new heat pumps.

Cogeneration at Cook + Phillip Park Aquatic Centre

The City has installed a new 250 kW cogeneration unit, a new chiller, new heat pumps and new boiler at Cook and Phillip Park Aquatic Centre. The installation and commissioning of the heating and cooling equipment along with the cogeneration plant was completed in November 2020. The cogeneration system commenced operation in the first half of calendar 2021. The energy services upgrade project will deliver up to 700 tonnes CO₂e a year of emissions reduction in total.



Pratik Patel, Project Engineer at Cook and Phillip Park Aquatic Centre

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 changeover is now complete with over 99 per cent of lights on residential streets (just over 3,000 fittings) converted to LEDs by March 2021.

Ausgrid is now preparing to roll out Stage Two of the changeover by focussing on the replacement of conventional lights on major roads and in commercial areas. More than 5,000 fittings will be replaced as part of Stage Two.

When Stage One and Stage Two have both been completed, which is expected to happen by mid- 2022, emissions will have been reduced by about 3,400 tonnes a year (based on standard grid emission factors).

More information is on the [Ausgrid website](#)



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



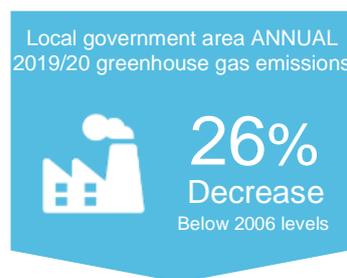
Renewable energy

- 50 per cent of electricity demand met by renewable sources by 2030³

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 2019/20 emissions have reduced by 26 per cent since the 2006 baseline. In 2019/20 there were 51 per cent more residents, 42 per cent more jobs and more than 50 per cent growth in the economy since 2006 – which clearly shows that energy and emissions have been decoupled from growth.



The City reports emissions based on the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC)⁴ – the international benchmark for reporting city emissions.

The table below shows energy consumption data for the LGA. Please note, LGA data is shown to June 2020, as Ausgrid have not provided June 2021 data at the time of publication.

LGA	Electricity (MWh)	Natural gas (GJ)	Total energy (GJ)
Baseline	4,159,436	3,038,529	18,012,502
Most recent (to June 2020)	3,124,441	3,378,486	14,626,474
Difference	-1,034,995	+339,957	-3,386,025
Difference (per cent)	-25%	+11%	-19%

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

Energy consumption data

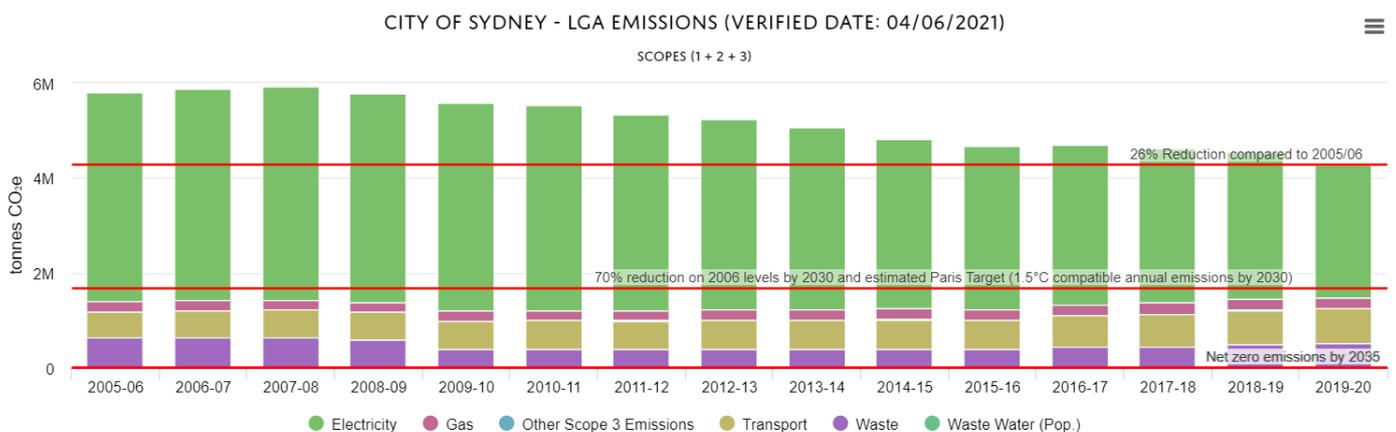


Chart 3: Local government area greenhouse gas emissions

³ The renewable electricity target incorporates renewable electricity both within the grid and classified as additional to the grid.

⁴ <http://www.ghgprotocol.org/city-accounting>



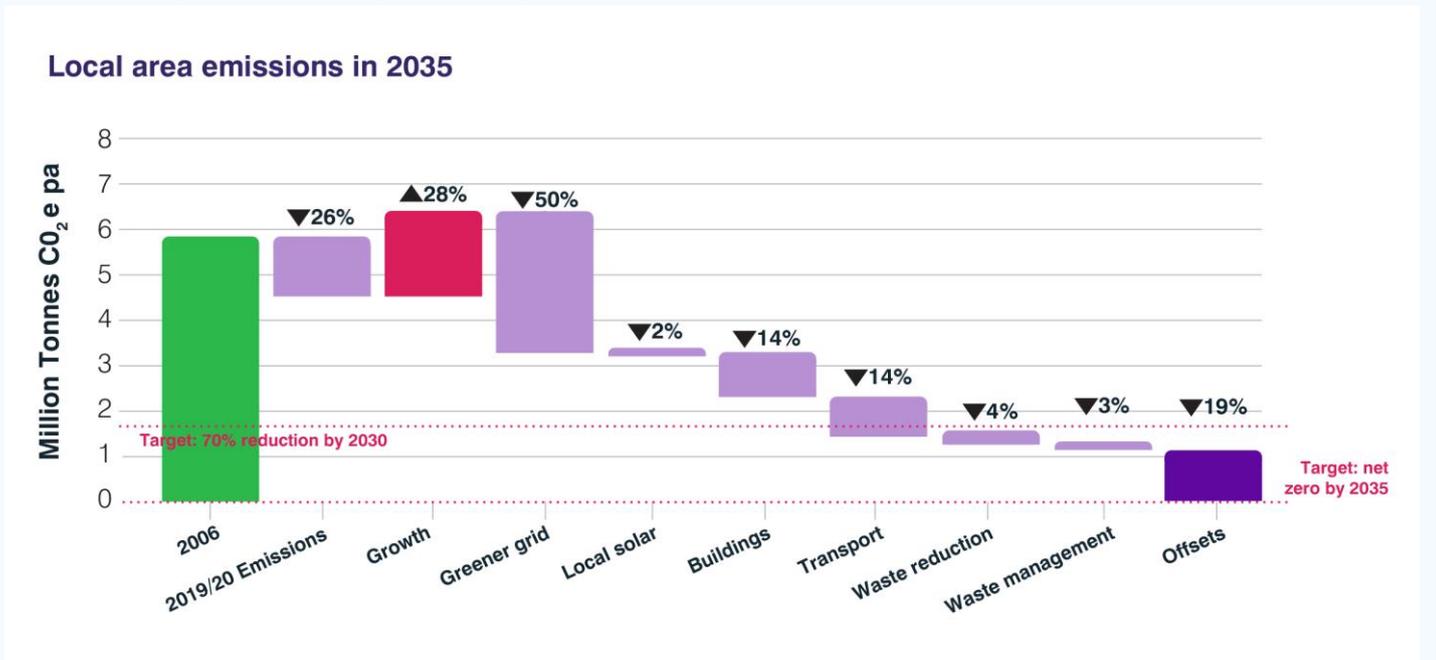
How we will get there

Chart 4 shows the estimated contributions of the initiatives we expect could lead to reduction of the city’s emissions to net zero by 2035. 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 have been growing as a proportion of the total.

Achieving the target will require major improvements in 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.



- Growth (+28 per cent) represents a reference case to show the increase in emissions due to growth in buildings, jobs and residents in the absence of interventions.
- Greener grid (-50 per cent) reflects current Australian Energy Market Operator (AEMO) projections under the step change scenario in the AEMO Integrated System Plan (ISP) 2020 - note: latest projections indicate the grid is greening at a more rapid rate than depicted here.
- Local solar (-2 per cent) estimates emissions reduction from renewable energy installed within the local government area.
- Buildings (-14 per cent) calculated based on existing and new state, local and federal government policies and programs such as building codes and planning controls.
- Transport (-14 per cent) shows emissions reductions by changing away from car travel towards public transport and walking and cycling, and electric vehicles including public transport using renewable energy
- Waste reduction (-4 per cent) reflects savings from avoided waste such as through circular economy initiatives.
- Waste management (-3 per cent) is calculated on avoided landfill emissions through alternative waste treatment.
- Offsets (-19 per cent) is based on the purchase of carbon credits by public and private entities to offset emissions which cannot be avoided.

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 and it is encouraging that the NSW Government intends on running Sydney Trains using renewable electricity within 4 years.



GreenPower residential customers © City of Sydney

Take action

Sydney needs to accelerate its transition from a city powered by coal, to an efficient low-carbon city, and ultimately to a net zero city by 2035 or sooner.

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.
- An illustrated [video explaining how GreenPower works](#) and why it's the quickest and easiest way to switch to renewables at home and work.

Net Zero Construction Materials: A Briefing for Government Executives and Leaders

NSW Government is tackling the challenges and seizing the opportunities in a net zero emissions economy. More than 100 professionals from all levels of government kicked off the first national discourse on low emissions building materials. Case studies showed that these materials are already being used in some of the largest projects in the state including Inland Rail and Transport for NSW, as well as the City of Sydney.

David Eckstein, Environmental Advisor for the City presented the City's case study on its [geopolymer pavement trial](#).

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 is in need of review to keep pace with current best-practice, and ensure that new poor-performing buildings do not lock-in carbon emissions for decades to come. The National Construction Code also needs to appropriately deliver against its [net zero trajectory](#) with clear review and update milestones. The City is a member of the Australian Sustainable Built Environment Council (ASBEC) and Energy Efficiency Council which are both leaders in advocating for better performing, efficient, cost-effective, safe, affordable, and comfortable buildings.



David Eckstein, Environmental Advisor at City of Sydney

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 is advocating 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 deliver against its own target for net zero emissions across the state by 2050.



3. Water sensitive city



Recycled water use © City of Sydney

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.

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 continue to strain our potable water supplies. 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, open spaces, sports fields, street gardens and playgrounds. 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 other 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 non-potable 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
- Regularly auditing and, where necessary, 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 2021, it is estimated that the City operations potable water use has decreased by 22 per cent from the 2006 baseline, from 431 to 335 ML per annum (this estimate includes 22% accruals).

The below table summarises the difference between our current and 2006 baseline water use.

City of Sydney operations – water use comparison	
Baseline (FY 2006)	431 ML
Current (FY 2021)	335 ML
Difference (ML)	-96 ML
Difference (%)	-22%

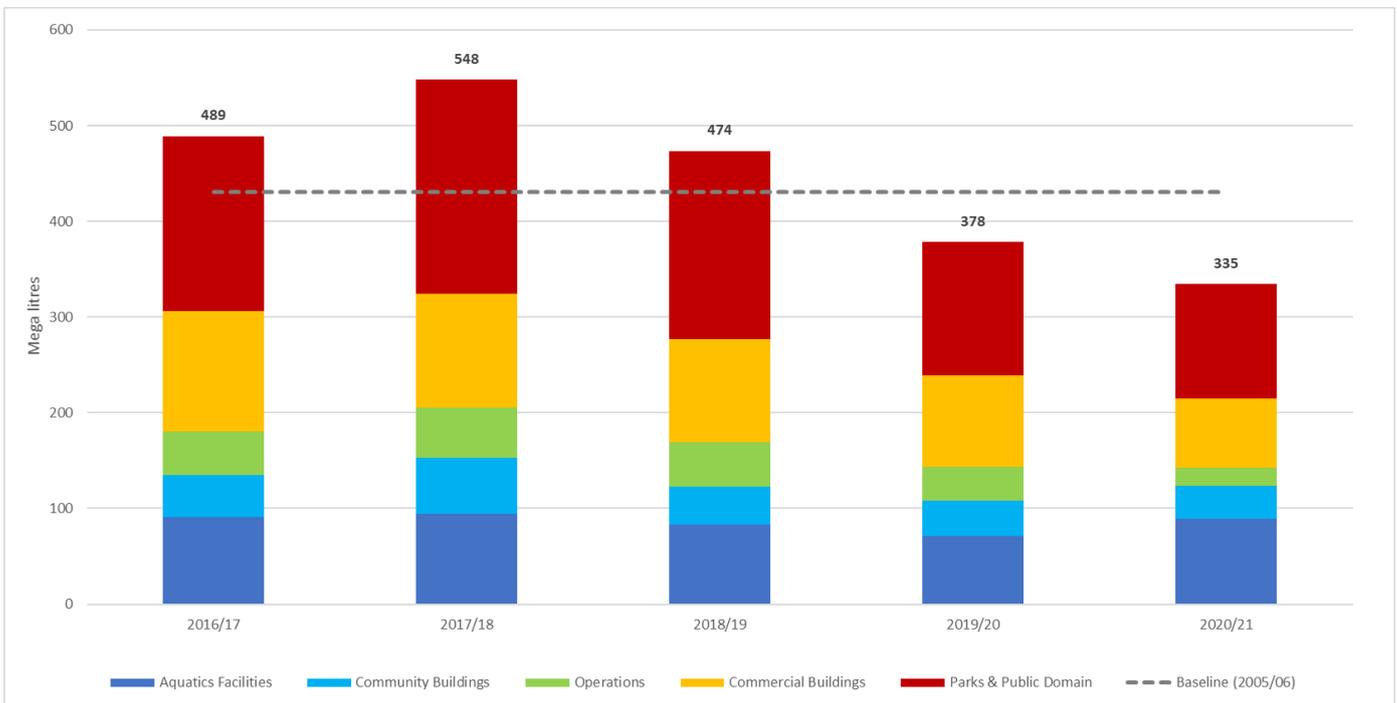


Chart 5: City of Sydney operations potable water use

Chart 5 shows our organisation wide water use over the past 5 financial years.

Water savings for the period 2020/21 are due to identification and rectification of leaks, results from our tenancy on-charging program, improvements in water data management and water efficiency projects.

A large portion of savings are also attributed to increased rainfall and COVID-19 related closures of water intensive City sites such as aquatic centres and public buildings.

Notes for Chart 5:

- The 2020/21 figure of 335 ML includes 22% 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.



Harold Park wetlands © City of Sydney

Project updates

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.

Despite these increases in green spaces, parks staff and our service providers have worked to reduce water use over the last three years through irrigation efficiency programs, prompt rectification of leaks and water losses and ensuring recycled water is used where possible

Improved water data is 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 revised if necessary, 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).

City Parks and Public Domain	
Financial Year	Potable water use (ML)
2006	133
2015	194
2016	157
2017	183
2018	224
2019	197
2020	139
2021	120

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 in implementation phase. Soil moisture sensors have been installed in Alexandria Oval and data from the sensors is being collected. Work to develop data visualisation of the captured and live data is underway. These visualisations will be provided to support operational staff and management to make better decisions about water use.

Improving our data

The City's 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 better visibility of how water is being used. At least 90 per cent of water consumption in parks and open spaces will be monitored daily, 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.

We now have over 90 water monitoring points in the City's parks and open spaces.



Project 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.

Installation of the new water recycling plant is now complete and is supplying recycled water for irrigation in Sydney Park, the nursery and for watering using tanker trucks. Since the new treatment plant was commissioned in October 2020 it has produced 3.5 million litres of treated stormwater.

The new treatment plant even has the capability to expand in the future and increase the supply of recycled water to meet other demands in the area.



Green Square water reuse centre © City of Sydney

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 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 1,000 apartments in the Green Square Town Centre for garden and turf irrigation, toilet flushing and clothes washing. The scheme has potential to supply recycled water to more than 3,000 apartments.

In the last year, the City has connected the Gunyama Park and Aquatic and Recreation Centre where it is using the recycled water for irrigation and in toilets. The sale of surplus City owned land in Green Square for apartments and affordable and social housing has been conditional on the developers connecting the new buildings to the Stage 1 scheme, thus expanding and making best use of the City's investment in water recycling.

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 has developed an Expression of Interest and will shortly be engaging with industry on how to best use these assets to deliver recycled water.

The City has signed a Memorandum of Understanding (MOU) with Sydney Water with both organisations committed to working together to promote the use of recycled water.



Environmental Grants

Sydney Harbour sediment remediation

A feasibility study undertaken by Sydney Institute of Marine Science, The University of Sydney and Macquarie University to measure the potential for natural burrowing animals (bioturbators) to be reintroduced into Sydney Harbour to remediate harmful pollutants retained in sediments that enter via stormwater inputs.

The introduction of native burrowing animals, particularly the native worm *Diopatra aciculata*, has produced an increase in the condition of sediments in terms of oxygenation and potential for nutrient processing. This has derived in the colonisation of other native species in these areas and an average increase in biodiversity of 50%.

Project outcomes summary

Sydney Harbour provides important socio-economic amenities and supports significant biodiversity, and stormwater discharges represent the main source of contaminants that impact the health of the Harbour. Burrowing animals (i.e. bioturbators) on the seabed play an essential role in the natural remediation of sediment contaminants and associated improvements in water quality. These animals have been mostly lost from Sydney Harbour sediments due to contamination, trampling and overfishing.

This pilot project successfully introduced native worms to contaminated sediments next to stormwater outflows in Sydney Harbour (Blackwattle, Rozelle and Rushcutters bay). Initial project results showed that native burrowing animals can increase sediment oxygenation, deriving in greater capacity of sediments to process nutrients and greater biodiversity. This indicates recovery of ecosystem services in these sediments and a boost on their resilience to climatic change.



Sydney Harbour Research Program undertaken by Sydney Institute of Marine Science, the University of Sydney, and Macquarie University



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 6⁵ shows annual potable water usage across the city has grown 15% against our 2006 baseline, during which time the city's population has grown at least 51 per cent.⁶



Water efficiency programs, environmental performance grants and recycled water schemes will continue to be focus areas 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.

Multiple factors have led to annual consumption rising above the baseline in recent years including increased growth in the local area, increased temperatures, extreme heat days and heatwaves.

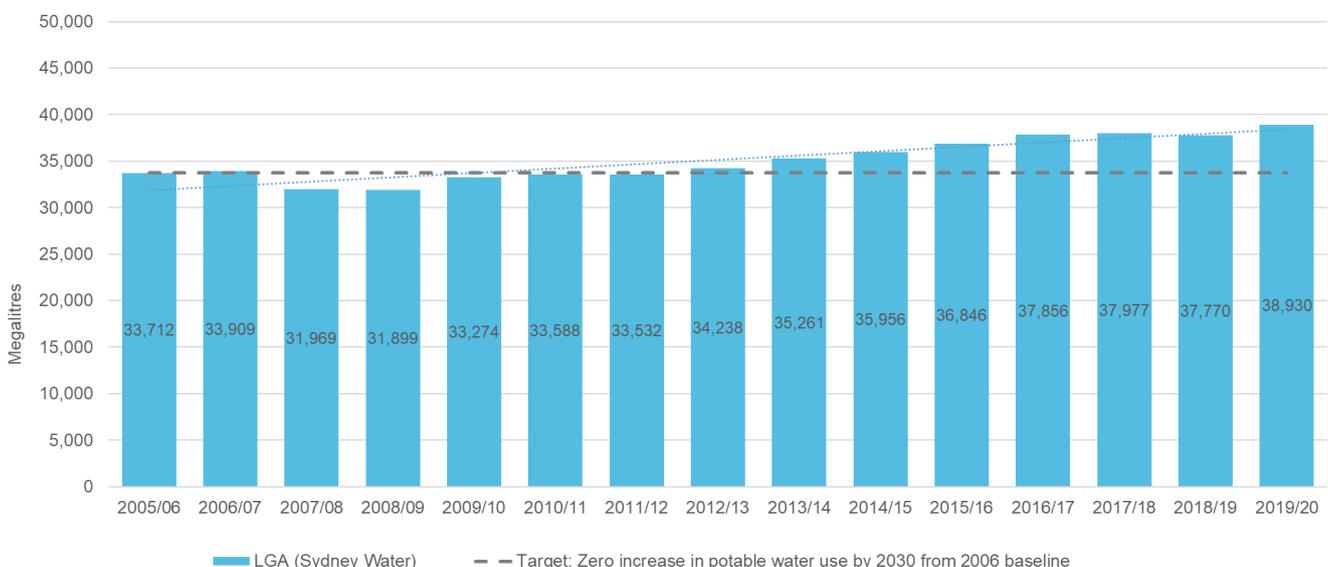
Water consumption data

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 2019/20. Data for 2020/21 will be available from Sydney Water by early 2022 and will be included in the next report.

	Baseline (ML)	Current (end 19/20) (ML)	Difference (ML)	Difference (%)
LGA	33,712	38,930	5,218	15

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

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



⁵ All data sourced directly from Sydney Water

⁶ Based on 2019/20 LGA residential population compared to 2005/2006 baseline



Coastal management program

As part of the City's coastal catchment management obligations, the City is a member of the following programs:

- The Greater Sydney Harbour Catchment Management Program, project managed by Sydney Coastal Council Group and chaired by Professor Bruce Thom from the NSW Coastal Council. In collaboration with 33 stakeholders across the catchment, the project team is working on developing and delivering a whole-of-catchment Catchment Management Plan, to achieve a strategic and coordinated management framework for the harbour.
- The Cooks River Alliance is bringing together stakeholders from across the catchment to develop a long-term strategy with actions to improve the health of the Cooks River using the NSW Coastal Management Act.

Stormwater quality improvements

The City has some of the oldest stormwater drainage infrastructure in Australia. 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 Gross Pollutant Traps (GPT), raingardens, wetlands and swales) in our stormwater network, and using water sensitive urban design (WSUD) and management approaches, including:

- Mandating WSUD in new developments
- Installing GPTs in the stormwater network to remove litter and large solids from stormwater
- Installing raingardens 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 248 raingardens in the City of Sydney local area since 2005. These gardens treat stormwater, protect local waterways and green our streets. There are also 47 council owned gross pollutant traps (GPTs) in the stormwater network.

From January to June 2021, these GPTs have removed 109 tonnes of rubbish from the City's stormwater network. In addition, an estimated 600 tonnes have been removed through pit and pipe cleans.

To encourage other organisation to improve their contributions to water quality, the City is liaising with other GPT owners in the LGA to improve collaboration, exchange information and advocate for improvements where possible.

The City completed an audit of the City's GPTs in 2019 and identified rectification works to restore the optimum performance of these GPTs. These rectification works are now completed, and further improvements are now underway. A similar program of repair and upgrade is now underway for the City's raingardens.

The City has also reviewed the maintenance schedules of its GPTs (to optimise their cleaning regime), improve maintenance access to the GPTs and established a program for regular inspection to maintain optimal performance.

Through the Development Application process, the City has developed water quality requirements for large developments to ensure stormwater from large developments meet high water quality standards.

MUSIC model

MUSIC⁷ 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 GPTs, raingardens, wetlands and stormwater harvesting schemes.

The City has developed a MUSIC models that covers the entire LGA. A 2006 model has been developed to establish a baseline against which progress towards water quality targets can be measured. The City is currently developing a MUSIC model for the current scenario (2021) for comparison against the baseline model.

The City will use the current state model to make catchment management decisions. For example, the City can select the optimal locations for new stormwater treatment systems that best contribute to our Sustainable Sydney 2030 water quality targets.

⁷ MUSIC stands for Model for Urban Stormwater Improvement Conceptualisation.



The City will continue to develop the current state model as water quality initiatives are implemented allowing progress towards our stormwater quality targets to be monitored.

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.

Awards Achieved

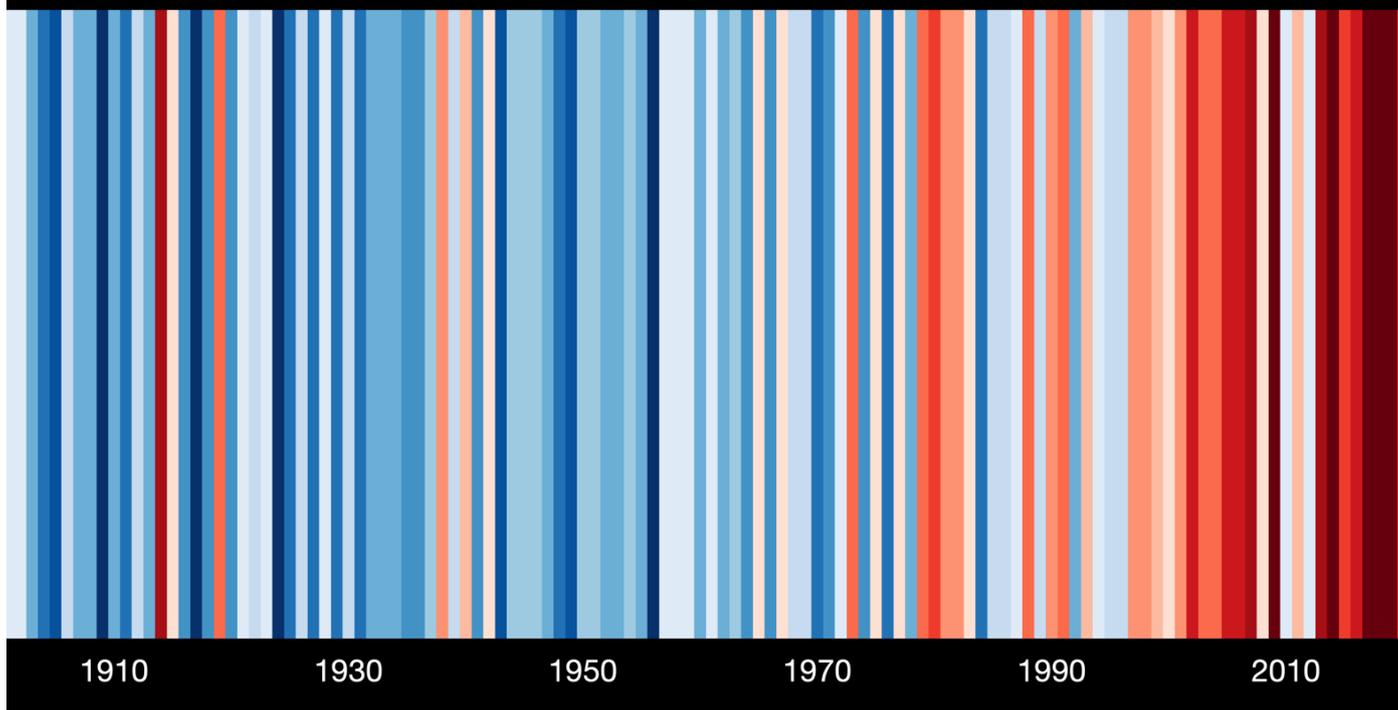
The City was recently named the co-winner of the prestigious 2021 National Award for Excellence in Asset Management by Stormwater Australia.





4. Climate resilient city

Temperature change in New South Wales since 1901



Credit Professor Ed Hawkins (University of Reading) Show your stripes These 'warming stripe' graphics are visual representations of the change in temperature as measured in each country over the past 100+ years. Each stripe represents the temperature in that country averaged over a year. For most countries, the stripes start in the year 1901 and finish in 2020.

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, outlines 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. The four focus areas of the Climate Emergency Response include:

Lead by example

Action in this area aims to ensure consideration of the climate emergency is incorporated into the City's decision-making processes and operational activities. Recent work has included the development of the [Environmental Sustainability Policy](#), which strengthens the City's climate change commitments. This policy is to be implemented across all council functions, activities and decision making. The policy applies to City employees, contractors, service

providers, suppliers, leasers, customers, grant recipients and volunteers working with us or on our land.

Support climate emergency priorities through planning

The City has reviewed its key planning controls – the Local Environmental Plan and the Development Control Plan.

As part of this review, the City has also released the strategic review, [Planning for net zero energy buildings](#). The report identifies the most appropriate performance standards to achieve high-performing net zero energy buildings in Greater Sydney.

The City's new Greening Sydney Strategy 2030, outlines ambitious urban greening programs and actions, has also finished exhibition. The implementation of this Strategy will deliver a cooler, calmer and more resilient city.

Work with and prepare our communities

The City's operations are 100% renewable electricity from 1 July 2020 (see the project update 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.

Resilient Sydney

The Resilient Sydney Strategy (2018) is now well into implementation phase delivering key actions to make Sydney more resilient with the 33 Greater Sydney councils and key partners. Ongoing city-wide networks encourage

A summary update for key actions includes:

- Action 1: Shocks and stresses managed through planning for growth: Greater Sydney's local governments are significantly increasing understanding, preparedness and planning for place-based shocks and stresses, including climate risks with resilience plans now under development or adopted for 12 of the 33 councils, supported by Resilient Sydney.
- Action 7: Affordable Housing: SSROC and Resilient Sydney are partnering to lead action with two forums with councils delivered during the period, and a working group established with State, ROCs and Western City Parkland group.
- Action 9: Cool Suburbs Tool: Initial development of the Cool Suburbs rating tool led by WSROC is complete and will now be tested with developers in Western Sydney. The tool rates the extent urban developments mitigate and manage urban heat for community life safety and liveability. This work was recognised by the Greater Sydney Commission which awarded the project a Greater Sydney Planning Award for Best Sustainability Initiative.
- Action 13: Resilient Sydney Platform: Collaboration Agreements have been developed with the NSW Department of Environment, Industry and Environment to accelerate delivery of place-based net zero emissions action and urban forest strategies across Greater Sydney. On 26 May 2021, over 100 council officers from Sydney councils actively contributed to a Greening our City workshop. Over 215 council officers of Sydney now use the Platform to access environmental data to inform local policies and programs. Over 1500 hours of training webinars have been accessed since inception.
- Action 16: Monitor metropolitan wellbeing and social cohesion- Resilient Sydney is partnering with Department of Communities and Justice to develop and deliver social cohesion initiatives for local government
- Action 18: Support communities to know their neighbours Resilient Sydney supported twenty-five councils to take part in Neighbour Day 2021 on Sunday 28 March 2021. The campaign encouraged councils to promote community social cohesion and social connections, especially during periods of extended city lockdown and physical distancing measures due to the pandemic.
- Action 33: monitoring and Evaluation: Resilient Sydney team conducted over 20 Interviews and collated 154 survey responses to develop draft findings to evaluate five years of the Resilient Sydney program.





Working with Greater Sydney

One of the reasons the City of Sydney has invested in Resilient Sydney is to play a role in building the resilience of Greater Sydney. When we work closely with our colleagues across local government, we build the relationships that will enable us to help each other to serve our communities. A team of five City of Sydney Health and Building staff volunteered with Hawkesbury Council following the major flood event in March.

The Hawkesbury Council is located on the northern border of the Sydney metropolitan area with the majority of its LGA rural land; very different to the City's LGA built area. The City of Sydney team noted that while the way the two Councils serve their communities is varied based on different community needs, the Hawkesbury staff face levels of challenges while serving their community that might be beyond our city-based imagination.

The resilience of the Hawkesbury community was clear to see. They have been through one of the worst bushfires in 2019, many medium scale floods and one major flood in the past few years. The stories the City team heard during their time at Hawkesbury were powerful and inspiring including residents who owned boats checking on their 'acreage' neighbours offering help, food, shelter and much more before SES were able to reach them. These neighbours had never met before the March flood and were amazed by the amount of help they received from their neighbourhood. Most members of the community anticipate a bigger flood event predicted for late June-July 2021 and are all getting ready to deal with it together.

Responding to COVID-19

During the COVID-19 disruption in 2020, the Resilient Sydney Office hosted regular Resilience Ambassadors meetings to connect all councils of Sydney. Councils have shared good practice community recovery and economic investment programs and approaches for a COVID-safe summer in Sydney. Discussions continue with NSW Government to share the learning of five years of the Resilient Sydney program in the future direction of Resilience NSW.

Resilient Cities Network: The global Resilient Cities Network remains active during the ongoing pandemic crisis, rapidly exchanging lifesaving emergency planning insights from cities on the front line of responding to COVID-19. Insights from global cities are being shared across metropolitan Sydney councils and the NSW government. Resilient Sydney continues to participate in a working group of cities sharing expertise on managing the impacts of extreme heat in the context of COVID-19 and social distancing measures.

Climate Adaptation Strategy

The Council endorsed its 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 July 2021.

- 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. The UNEP Emissions Gap Report 2020⁸ states that current levels of commitment are insufficient to meet this target.
- The report outlines that the COVID-19 pandemic offers only a short-term reduction in global emissions and will not contribute significantly to emissions reduction by 2030 unless countries pursue an economic recovery that incorporates strong decarbonisation. The report estimates that CO2 emissions could decrease by about 7 per cent in 2020, however atmospheric concentration of GHGs continue to rise, with the immediate reduction in emissions expected to have a negligible long-term impact on climate change.
- Historic and ever-increasing burden of human activity on the Earth's climate is observable in the continuing rise in extreme weather events. Including wildfires and hurricanes, and in the melting of glaciers and ice at both poles. The United Nations Secretary-General is calling on governments to use COVID-19 recovery as an opportunity to create more sustainable, resilient and inclusive societies, including commitment to net-zero goals before 2050.
- 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.
- 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 updated climate reports.



Impacts for Sydney

Human activities are estimated to have already caused 1°C⁹ of global warming above pre-industrial levels. In 2020, Australia's climate has warmed on average by 1.44 ± 0.24 °C¹⁰ since national records began in 1910, leading to an increase in the frequency of extreme heat events. 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

2020 was Australia's fourth-hottest year on record. 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 the City of Sydney local government area 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.

Rainfall

Australian rainfall is highly variable and is strongly influenced by drivers such as El Niño, La Niña, the Indian Ocean Dipole and the Southern Annular Mode. Despite this natural variability, long-term trends are evident in Australia's rainfall record. There has been a shift towards drier conditions across the southwest and southeast, with more frequent years of below average rainfall, especially for the cool season months of April to October. In 17 of the last 20 years, rainfall in southern Australia in these months has been below average. This is due to a combination of natural variability on decadal timescales and changes in large-scale circulation caused by increased greenhouse gas emissions.

Whilst rainfall in 2020 was above average for NSW¹¹ - average rainfall 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 rain.

The City has committed to be 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 Australia were 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 assessment of the effects of the fires on NSW biodiversity and landscape values.

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.

9 IPCC Special Report on the impacts of Global Warming
10 Bureau of Meteorology State of Climate 2020

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



Sydney's air quality monitoring

Researchers from the Land and Atmosphere Remote Sensing group at the Physical Technology Center in the Polytechnic University of Valencia in Spain¹² analysed satellite data to assess air quality changes that may be attributable to changes in human activity during the COVID-19 pandemic.

Preliminary results show varied outcomes, with Sydney and Brisbane pollution falling by 30% on average (using nitrogen dioxide as an indicator) after COVID-19 containment measures such as lockdowns came into effect. Nitrogen dioxide levels in the atmosphere are especially associated with motor vehicles and coal fired power generation.

Many factors influence air quality in Sydney including weather, especially wind and rain events, and uncontrolled bushfires and back-burning activities.

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](#).

As an example, the graph below from the [NSW annual air quality statement 2020](#) shows that air quality in Sydney East (which includes the City of Sydney area) was above the air quality health standards 96 per cent of the time.



The City East data comes from an air quality monitoring station the NSW Government installed on a City of Sydney site at Cook & Phillip Park in 2019.

The City is also trialling the deployment of 21 low-cost air quality sensors with UTS including a platform for public access to the data. UTS have also received a City of Sydney Environmental Innovation Grant to develop a Breathable Sydney roadmap due for completion in late 2021.

What are we doing to adapt to impacts of climate change?

Urban Canopy and Greening

The City planted 16,158 new street trees since 2005 and installed 11,080 square metres of landscaping throughout the city's streets this reporting period.

Floodplain management

In NSW, local councils are generally responsible for managing flood prone land. The [NSW Floodplain Development Manual](#) and the [Flood Prone Land Policy](#) recognises the benefits of use, occupation and development of flood-prone land. With the establishment of Floodplain Risk Management Committee, ad hoc decision making has been eliminated which is the primary cause of many present-day flooding problems.

The City has adopted detailed [floodplain management plans](#) and studies for all eight catchments within the LGA covering 2,666 hectares. These include catchments Alexandra Canal, Blackwattle Bay, Centennial Park, Darling Harbour, Johnstons Creek, Rushcutters Bay, Sydney City and Woolloomooloo.

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 have been reviewed to include the new rainfall revision by Australian Rainfall and Runoff (ARR) 2019 guidelines.

Stormwater management

The City continues to maintain and expand its stormwater infrastructure network in order to alleviate localised flooding and to improve the health of receiving waterbodies. The City's stormwater network consists of 12,084 pits, 174km pipes, 248 raingardens and 47 gross pollutant traps.

Climate change and its impact on weather patterns reinforces the importance of having a stormwater network that is performing well and continues to be in good condition. We do this by inspecting and assessing the condition of our pipe network using CCTV cameras and using the information to develop maintenance and renewal programs. Drain cleaning is also undertaken, both as part of the inspection process and when required as the performance of the network is monitored. Currently the condition-based assessment of the City's stormwater network is approximately 63 per cent complete and is

¹² Research from Polytechnic University of Valencia in Spain

¹³ The Conversation article



being used to guide capital works programs and overall strategic planning of the City's stormwater network.

The City's stormwater asset management process includes the prioritisation and implementation of drainage improvement works based on community benefit and affordability. Stormwater flows are being reduced through the siting of more raingardens that convert hard impervious surfaces into gardens that provide natural infiltration and filtration of stormwater runoff using water sensitive urban design practices. Raingardens are also effective at capturing sediment, making our stormwater cleaner and reducing maintenance costs.

Adapting to more intense rainfall conditions that may result from climate change and minimising the risk to the community is important. When stormwater assets are assessed as having reached the end of their useful service life, climate change adaption options are therefore

considered including extending or diverting the network or increasing the capacity of the network.

Finally, stormwater pollution is being treated through the maintenance and siting of gross pollutant traps. These devices act as the last line of defence for capturing stormwater pollutants before they reach the city's receiving waterbodies.

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](#)

CleanTech knowledge sharing grows Australia's green economy

One of the key programs under the City's Tech Startup Action Plan is the Visiting Entrepreneur Program (VEP). Since its November 2017 launch, the VEP has brought high-profile international entrepreneurs to Sydney to share their expertise and knowledge with the local tech startup community. The program has delivered 74 events for over 6,500 founders, and in doing so, helped to foster a culture of entrepreneurship and innovation and raise awareness of Sydney's tech startup ecosystem globally.

The 2020 CleanTech program was disrupted by COVID-19 restrictions. However, due to the importance of the content, amount of planning that was already complete and the need to support this vulnerable part of the tech startup ecosystem, we decided to adapt the program and run a virtual event series. There were strong indications pre-pandemic of a shift towards a green economy.

Now, as the economy restarts, a clean energy transition will be more vital than ever. As a hub of knowledge, capital exchange and innovation, Sydney has a key role to play in enabling and facilitating Australia's transition to green.

The program with our three virtual visiting entrepreneurs live streamed discussions to over 1,100 viewers where the CleanTech conversations focussed on the intersection of technology, environmental sustainability goals and the growth of the green economy. Technology has an important role in the transition to sustainable energy, particularly as we rebuild from the pandemic.



Australia is well placed to export goods, services and technology locally in Asia's clean energy transition. Food and agritech entrepreneurs are reimagining the food system to meet the needs of a growing global population, whilst also committing to sustainable growth.



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

City Property resource recovery 70% target exceeded

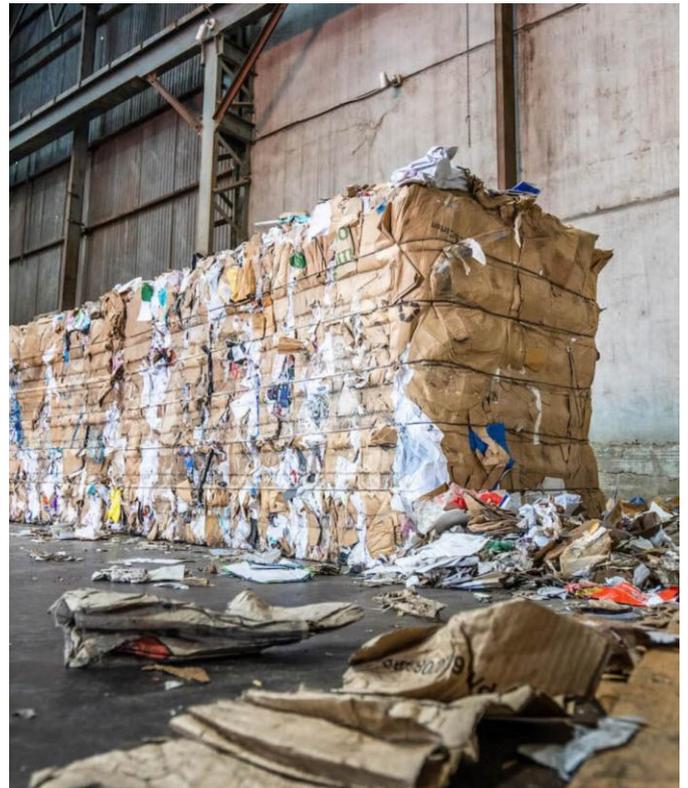
Over the past year, waste and resource recovery management for the City's property portfolio has improved significantly. Across the portfolio, an average of 92% resource recovery from our waste is achieved, meaning 92% is not sent to landfill (FY20/21). This is a significant increase on the previous resource recovery average of 44% (FY19/20).

Much of this has been achieved through recycling paper and cardboard, other mixed recyclable items such as drink and take away containers and recycling food scraps.

Additionally, in separating and recycling food scraps from the general waste stream the general waste stream is kept 'drier'. This in turn allows for a significant increase in resource recovery from the general waste that is usually sent to landfill.

This has been achieved through the City's new waste collection contractors who own and operate their own resource recovery facility, a facility that can process our 'dry general' waste into a Resource Derived Fuel (RDF) that can be used in cement kilns. This displaces the use of traditional fossil fuels normally used in cement production.

Higher recycling rates and resource recovery from our general dry waste supports the reduction of carbon emissions associated with waste disposal from the City's buildings.





GECA Certification

The City Property Waste Collection Services contract with Doyle Bros has been certified with the Good Environmental Choice Australia (GECA) Waste Collection Services Standard. GECA sets the standard for environmentally preferable services, recognising waste collection companies that deliver best practice waste collection services.

Ours is the first local government contract in Australia to achieve this.

In successfully certifying the contracted waste services delivered by Doyle Bros, the transparency, quality of services and accuracy of data have been independently verified and conform with the criteria set out by the standard.

GECA Ecolabelling standards go beyond Australian Standards and define an environmental benchmark for services and products.



Paving the way to better glass recycling

Around 14 per cent of glass collected from recycling bins during kerbside garbage collections can't be recycled and is instead stockpiled or sent to landfill. To reduce the amount of materials going to landfill, the City supported and promoted the Paving the Way program, as a member of the South Sydney Regional Organisation of Councils (SSROC).

The program focuses on using glass fines (crushed glass) instead of virgin sand for building roads and footpaths. This will increase the amount of collected glass that can be recycled from 65 per cent to 79 per cent, the equivalent of nearly 100 million glass containers each year.

This Sydney-based initiative also reduces the transport of glass interstate and provides long-term markets for what was previously considered a waste product.

The program demonstrates collaboration on circular economy principles in procurement between local, regional and state governments. It is the first project under the Procure Recycled memorandum of understanding (MoU), signed by SSROC members in November 2019, to promote the procurement of recycled materials.





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

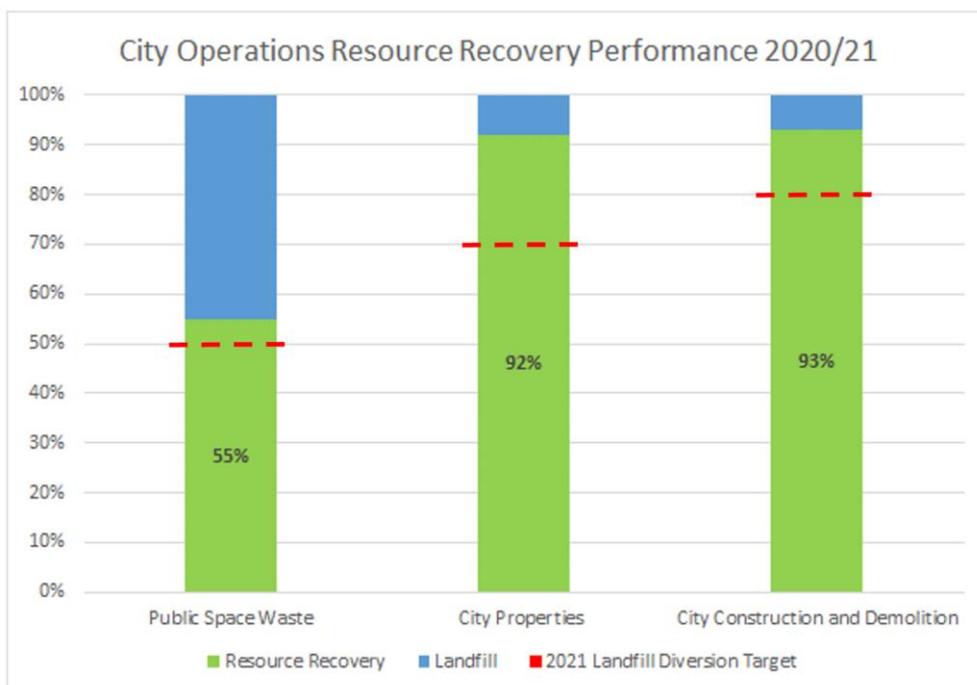
How we are tracking

Recycling of waste from City parks, streets and public places has increased from 46 per cent to 55 per cent between 2019/20 and 2020/21, achieving our 2021 target of 50 per cent diversion from landfill. The City’s ongoing high resource recovery of organics from parks and continued investment in alternatives to landfill for harder to recycle streams such as street sweepings and illegal dumping has contributed to achieving our 2021 target.

The 70% resource recovery target for City owned and managed properties has been exceeded. City properties waste has achieved an increase in the resource recovery rate from 44 per cent in 2019/20 to 92% in 2020/21. Recycled materials account for 44% of the total amount of waste generated, with 14% from food scrap recycling. The remaining increase in resource recovery is largely due to the increased recovery achieved from the general ‘dry’ waste stream, via a process that turns this waste stream into a resource derived fuel (RDF) that can be used in cement production, rather than being sent to landfill.

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 has improved significantly for 2020/21. This has been achieved through working closely with City projects contractors. The projects that generated construction and demolition waste this year, have diverted 93% of waste from landfill, thereby exceeding the 2021 resource recovery target of 80% for June 2021.

Chart 8. City of Sydney operations resource recovery performance against targets (totals Jul-20 to Jun-21)



- Public Space Waste data incorporates City parks, street sweepings, public litter bins, illegal dumps and stormwater pit material.
- 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 2021 estimated accrual data.
- City Construction and Demolition includes estimates based on data provided by City managed works and up to 15 of the City’s major projects.



Local government area targets



Recycling and Resource recovery

- 70 per cent waste diversion from operating businesses in the local government area away from landfill by end June 2021
- 70 per cent waste diversion (with a minimum of 35% as source-separated recycling) away from landfill by end June 2021
- 80 per cent waste diversion from construction and demolition activities in the local government area away from landfill by end June 2021

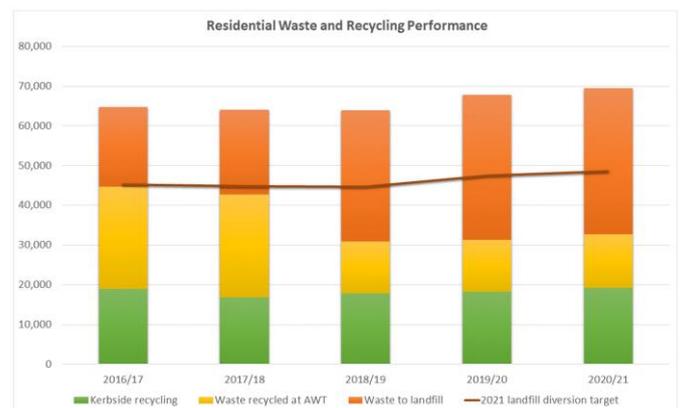
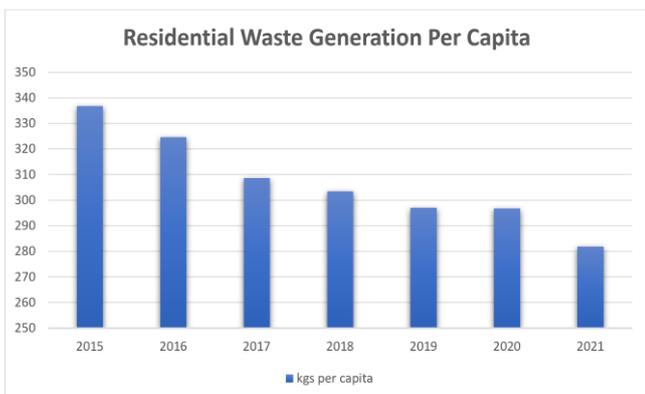


The local government area

How we are tracking

Waste minimisation – since 2015 the per capita annual waste generation rate of our residents has reduced by more than 15 per cent per resident. This means that each of our residents is producing less waste (by weight) each year. 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.

Recycling – as a result of recent EPA regulation changes the residential waste diversion from landfill has fallen by one per cent to 47 per cent from 2019/20 to 2020/21, and the source separated kerbside recycling rate is 28 per cent, the same as this time last year. The City recognises the challenges of delivering high quality source separated recycling outcomes in an uncertain and dynamic environment and is working on delivering enhanced recycling services and community engagement programs to further increase recycling rates and reduce contamination.





Residential Resource Recovery Updates



Pop-up education stalls on safe reuse

To reduce reliance on single use items and encourage safe reuse, City staff are engaging directly with the public at local pop-up stalls on how to safely choose reusable items over single use items and how to ask your local café for a ‘contactless pour’ into your reusable coffee cup.

From March to June 2021, City staff provided face to face education at 17 pop-up stalls to encourage use of reusable cups and engaged with 591 City workers and visitors during lunchtime in Martin Place, and 588 morning commuters in 3 locations near local cafes and transport hubs in Erskineville, Forest Lodge and Redfern. Engagement is planned to continue in other City locations.

Recycling reports help apartments reduce



The City is piloting a recycling support service to 40 apartment buildings across the City to make it easier for buildings to recycle right. City staff are engaging with apartment communities through site visits and waste audits, recycling info sessions and providing dedicated resources for residents including recycling report cards to show them how they’re tracking and tips to improve recycling rates.

From January to June 2021, City staff conducted 22 site visits and waste audits, engaged with 1870

apartment residents about recycling through letters, guides, posters, report cards and 7 educational pop-up stalls. Initial findings show that the buildings in the

program have been able to reduce contamination levels in the recycling bin and a reduce recyclables being placed in the rubbish bin.

‘Recycle It Saturday’ Drop-Off events

The “Recycle It Saturday” drop-off events were held on 13 March and 19 June 2021 with a total of 1161 attendees visiting both events. Of those who attended 95% were City residents and the top three most common items dropped off for recycling were electronics, textiles and paint. 18 tonnes of electronic waste, clothes, toys, polystyrene, x-rays, batteries, light bulbs and gas cylinders were recycled at the March event.

Houses recycle 93% of their food scraps in Food Scraps Recycling Trial



Above: Maggie, The Erko’s building champion for the trial.

The residential food scraps collection and recycling trial has now been going for 23 months, recycling 569.64 tonnes of food scraps from more than 13,300 households including 162 apartment buildings and just over 1,000 houses.

A series of three waste audits have been conducted over the course of the project to evaluate the outcomes of the



service. Key results from these audits indicate that in properties participating in the trial:

- Total waste generation declined from 7.2 kgs/household/week in 2019 to 6.8 kgs in 2020 and to 6.1 kgs in 2021.
- The amount of food scraps that is being recycled:
 - by houses is very high and has increased over time, with 88% of all food waste being recycled in July 2020 and 93% in February 2021.
 - by apartment buildings is relatively low, and it decreased from 33% in July 2020 to 23% in February 2021.
 - Contamination in the food scraps bin increased from 1% in July 2020 to 4% in February 2021. This was a consequence of contamination found in only three bins in the February audit. With those atypical bins removed from the data, contamination would have been 0.7%.

In June, the City commenced a pilot of providing food scraps caddies and liner bags to apartments that haven't registered for the trial in four apartment buildings. The objective of the pilot is to test what happens to recovery and contamination in the food scraps bin when all apartments in a building are provided with equipment to participate in the service. To evaluate the outcomes of the pilot, the City will conduct a waste audit and a resident survey. Results of the pilot will support the business case for the proposed full rollout of the food scraps recycling service.

Partnering with Responsible Cafes to avoid coffee cup waste



Above: A local cafe promoting reusable coffee cups

The City partnered with Responsible Cafes to educate cafes on ways to promote reuse and waste avoidance. In May 2021 Responsible Café educators approached 102 cafes to engage with staff and encourage acceptance of reusable cups and provided educational posters to promote the uptake of reusable coffee cups and containers. Cafes in the City's local government area can join the Responsible Cafes network our community to reduce its reliance on single use items.

New truck artwork

New artwork showcasing easy recycling tips is currently being installed on 53 Cleansing and Waste vehicles including contractor waste and recycling collection vehicles and roadway sweepers, footway sweepers and large compactors. The artwork includes six different recycling and waste avoidance tips, repeated across the vehicles, to help remind residents of the City's recycling services.



Above: One of six new designs to be displayed on City waste and recycling collection trucks

Demand for Home Recycling increases

The City's Home Recycling Trial collected 2041 bags from 875 homes, recycling a total of 6.1 tonnes of tricky items directly from residents' doorsteps from April - June including soft plastics, clothes, batteries, light bulbs, polystyrene and small electronics. This is nearly triple the amount that was recycled in the previous quarter (Jan-Mar) showing growing demand in the service, especially as the pandemic continues.

A customer satisfaction survey was conducted in June to measure the effectiveness of the service with trial participants. The results from 112 survey respondents showed that:

- 97% were satisfied or very satisfied with the service
- 99% said they either definitely would or probably would use the service again.



School kids target single use plastics in Primary School Waste Avoidance Program

The City is partnering with Plastic Oceans Australasia to deliver a Primary School Waste Avoidance Program to engage with the school community about waste avoidance.

The program is focused on engaging students directly, as well as their teachers, parents and guardians. Program facilitators provide guidance to student-lead teams to help eliminate single-use plastics and improve school waste processes, such as repurposing and recycling.

From January to June 2020, in school terms 1 and 2, 14 local primary schools opted-in to the program and 261 students, and their teachers, engaged in 12 workshops to form student led groups to tackle single use plastics in their schools and to learn about waste avoidance and alternatives to single use items. Activities will continue in terms 3 and 4.

Relevant links

- [Leave Nothing to Waste, City of Sydney Waste Strategy](#)

Advocacy

Waste Infrastructure Study

During the consultation process for the NSW Government's 20 year waste strategy and the federal government's National Waste Policy update the City advocated for increased certainty through regulations and legislation, increased reinvestment of the waste levy to fund development of infrastructure to facilitate circular economy and transparent reporting across the industry to restore confidence in recycling.

Through its membership of the Southern Sydney Regional Organisation of Councils, the City was involved in a project to determine future waste infrastructure and data needs. This project has provided critical input into the recently released State Government 20 Year Waste Strategy.

In May 2021 City staff were invited to give evidence at the NSW Government Public Inquiry into the Waste Avoidance and Resource Recovery Amendment (Plastics Reduction) Bill 2020.



6. Active and connected city



Image © City of Sydney

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 2020/21 are 32 tCO₂-e less than the same period last year. The annual total remains below the target level of 2,417 tCO₂-e, at 1,568 tCO₂-e for 2020/21.

Blended biodiesel 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.

Fuel efficient heavy vehicles

Fleet Services has recently hard-coded some 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 via tendering documentation, with particular regard to the safety of drivers, 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

Phase 2 of the Telematics project will soon enable some low-risk and eco safe driving practices to be centrally and proactively implemented to help further reduce emissions into 2021/22. Phase 2 also allows the City and its asset owners to access and utilise the driver behaviour and vehicle asset efficiency data, to further inform business unit efficiency decisions. It also opens up the possibility for internal customers to utilise dashboards and exception reporting on emissions, trip planning and on-road 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 taken delivery of its first ever fully electric commercial vehicle – an electric tipper truck. The truck is being trialled with key business units over the next 12 month period to gain feedback on the viability of utilising electric technology in commercial vehicle applications across the City, including range, suitability, safety and user acceptance.

This project was developed on the back of the City recently integrating 19 new fully electric Nissan Leafs into the Fleet and upgrading charge points to align with new industry type 2 charging points. The Leaf has an average range of 270kms, which can increase with urban driving thanks to regenerative power through city driving, and the 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. To further expand on fully electric versions of fleet, some

further planning and discussions now need to take place to accommodate more electric vehicle charging spaces across City depot sites.

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 City’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 exercise 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 has accessed the Pitstop daily. There is 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	20/21 Q3	20/21 Q4	Year to date	Program to date
Staff trained #	0	16	35	842
Distance (km)	1,647	1,665	8,325	65,363



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 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.

We have worked with the State Government on the 5 Year City Centre Action Plan which includes a focus on pedestrian and cycling plans and actions in the city centre and Green Square. We have also worked with the State Government on the development of a business case for walking.

The City has investigated how to increase space for people walking to access essential services, high streets and public transport as a response to COVID-19. This helped to inform the development of the City's *Al Fresco* City Program (in partnership with the State Government), notably the road reallocation program related to outdoor dining.

In collaboration with Transport for NSW, the City is undertaking the update of the City Centre Access Strategy with a focus on people and place.

We are continuing to quantify the volume of walking in our area through counting and trialling new methods of gathering this data. We have undertaken walking counts at more than 100 locations and made this data available online. In addition, there is an ongoing trial of new counting technology in the city centre and walking counts and place observations were undertaken in conjunction with the roll-out of pop-up cycleways.

Proposed Pedestrian Boulevard - George St South

More people-friendly streets are being created, with wider footpaths and new spaces for businesses to operate, while attracting people back to the city centre. The proposal is supported by the NSW Government and will ensure everyone can move around comfortably while maintaining physical distancing.

George Street, between Hunter and Bathurst streets, has been upgraded to a pedestrian boulevard following the construction of the light rail. To build on this success, we proposed to extend the pedestrian boulevard to Railway Square by restricting through traffic and widening the footpaths to install more trees and street furniture.

The proposal also includes creating a pedestrian boulevard on Devonshire Street between Chalmers and Elizabeth streets, in Surry Hills.

The project is currently under construction.

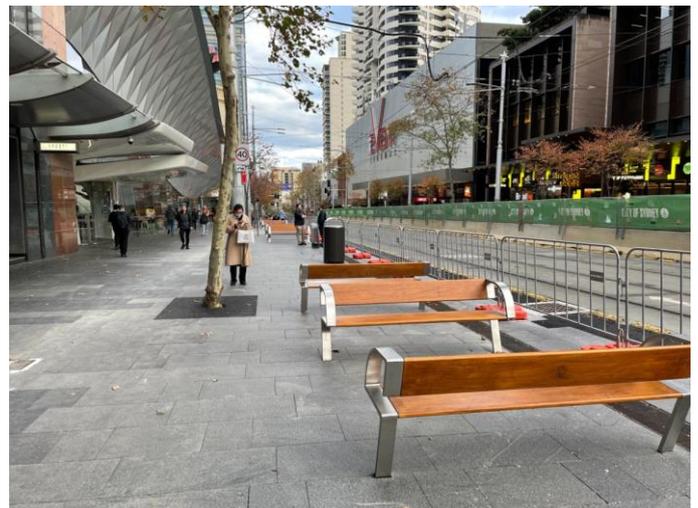




Image © City of Sydney

Cycling

The City’s Cycling Strategy and Action Plan (2018-2030) sets ambitious targets for the City to substantially complete the bike network 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.

The City worked closely with Transport for New South Wales (TfNSW) to construct 7km of pop-up cycleways in our area in response to the COVID-19 pandemic. These pop-up cycleways encouraged people to travel by bike, offering an alternative to public transport and driving.

A joint evaluation of the cycleways was undertaken with TfNSW and found people felt safe on the cycleways, 30% of users would otherwise drive or use public transport and the majority of the community supported making space for people to ride (71%).

Council approved retaining the pop-up cycleways for up to two years until permanent cycleways are designed and approved.

We continue to offer cycling courses and guided rides to increase the capability of riders, including courses for first time riders, 1-on-1 tuition, bike maintenance sessions and guided rides along the bike network. A concentrated program of these activities was undertaken in Green Square in May and June 2021.

Project updates

- Pop-up cycleways retained for up to two years until permanent cycleways are designed and approved.
- Construction is complete on Miller and Saunders Streets separated cycleways in Pyrmont
- Construction underway on Liverpool Street at Sussex Street in Sydney, and Chalmers Street between Prince Alfred Park and Devonshire in Sydney.

	2020/21				Year to date
	Q1	Q2	Q3	Q4	
Share the Path sessions	35	28	14	28	105
STP Tune Ups (#)	299	254	162	277	992
STP maps issued (#)	1126	1054	665	732	3,577
STP bells issued (#)	212	206	92	165	675
Cycling courses (# participants)	100	89	91	56	336
Maintenance courses (# participants)	28	28	75	48	179
Guided rides (# participants)	67	35	30	47	179



Image © City of Sydney



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 and Green Square.

The City is collaborating with Transport for NSW to improve transport to Green Square. We are jointly investigating a trackless tram system, and the City is encouraging Transport for NSW to accelerate the introduction of electric buses in this area. The City has developed a concept for a dedicated service connecting the Green Square Town Centre and the City Centre via the Eastern Transit Corridor and Crown and Oxford Streets.

Metro West stations are now confirmed, with a new station for Pyrmont and Hunter Street (Wynyard) by 2030-31. The Metro will connect Westmead and the City Centre via Parramatta, Olympic Park and the Bays Precinct. The City is calling for the line to extend as far as Zetland via Central, by 2031.

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.



Car sharing

More than 70,000 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 around 850 dedicated on-street car share parking spaces have been added to the network. Operators also have spaces in offstreet car parks, including the City's Goulburn Street and Kings Cross car parks.

There are four operators in the City, and ongoing interest from potential new operators.

Relevant links

- [Walking Strategy and Action Plan: 2014](#)
- [Cycle Strategy and Action Plan: 2018-2030](#)



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 is currently reviewing the Greening Sydney Strategy. A draft Strategy has been prepared and includes strategic directions to deliver a cool, calm and resilient city. The draft Strategy has finished exhibition, and following its adoption, the City will commence its implementation. This includes achieving ambitious new greening targets.



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 12.9ha, from the baseline of 4.6ha in 2012.



Our operational targets

 Urban canopy	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – Plant 50,000 new trees and shrubs in City parks and street gardens each year until 2021

Local government area target

 Urban canopy	<ul style="list-style-type: none"> – 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
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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



Image © City of Sydney

Urban canopy and greening

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 Boyce Street Glebe and Jones Bay Road Pyrmont. Construction will soon commence in Bunn Street Pyrmont. Design and consultation work continue for streets in Camperdown and Redfern.

A wider greening precinct approach has been completed in the eastern area around Danks Street Waterloo, with over 90 street trees planted and extensive street gardens installed. Work to increase greening in the Crystal St plaza will be completed by autumn 2022.

This planting is undertaken as part of the City's Street Tree Master Plan 2011¹³, 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 to renew parks in poor asset condition and to improve community amenity. Under the renewal program, projects have been completed at Daniel Dawson Reserve, James Hilder Reserve, Beaconsfield Park Playground, Strickland Park, Hollis Park Playground and Palmerston Avenue Steps during Q3 and Q4. Stimulus renewal works have also been undertaken to uplift asset condition of parks across the local government area through renewal of playground softfall, benches, plantings, turf and infrastructure. Planning and design for over 35 park renewal projects are currently underway. Under the Greening Sydney program various areas have been converted to increase the vegetated space within the City. During Q3 and Q4 in 2020-21 3,171m²

of landscaping (grass and planting installation) was completed. In Q3 and Q4, 40,382 new plants were installed at parks and streetscapes across the local government area including Forbes St, Danks St, Reserve St, Renwick St, Hiles St, Maddox St, Boyce St, Prince Alfred Park and Victoria Park.

Description	Q3 20/21	Q4 20/21	20/21 target	Year to date	Total to date
Park upgrades (#)	5	3		13	93 since 2008
Landscaping (grass/planting) (m ²)	1,498	1,673	7,500	11,080	118,308 since 2009
New shrubs and grasses planted in parks and streets	16,235	34,147	50,000	106,383	866,745 since 2009
Raingardens (#)	N/A	N/A	trend	N/A	249
Street trees planted since 2005 (#)	224	552	700	1,106	16,158
Canopy cover (on current) (%) *	N/A	N/A	N/A	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>



Image © City of Sydney

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 Urban Ecology Strategic Action Plan (UESAP) which outlines the City’s approach to identify, protect and rebuild locally indigenous plant and animal populations, will be updated and reviewed in early 2022, with a focus to establishing better biodiversity connectivity.

The Urban Ecology Workshop Series will resume in July 2021 (COVID-19 depending) and will consist of a series of events which highlight local wildlife conservation and restoration efforts

Bush restoration works continue to be implemented under the current bush regeneration contract. The City has targeted efforts at several bush restoration areas across the City. A total of 7700 native tubestock were planted across a number of sites in the north and south of the LGA from January – June 2021 to improve the structure and diversity of the bush restoration sites. Efforts in 2021 have been largely focused on promoting native regeneration and establishment, whilst controlling weed recruitment, especially after the heavy rain events in March.

Programs to commence in late 2021 include the nest box and hollow implementation program, and the continuation of the ibis monitoring surveys to manage key sites across the LGA. The City’s Australian White Ibis Management Plan was finalised in 2020 and is used to guide decisions on how to sustainably manage the ibis populations found within the City.

The urban biodiversity corridor project is also near completion as part of the Local Strategic Planning Statement review work. It has assessed the current linkages identified in the UESAP to determine their feasibility and identified possible future opportunities for enhancing connectivity across the LGA. A number of recommendations have been made to update the existing controls and provisions in the LEP and DCP.

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 have provided an important role for City residents during COVID-19 with increased interest in membership and the acknowledgement of the important role gardening plays in physical and mental health, social connection and the provision of fresh organic produce.

The City continues to support and implement community gardens in the local government area, with 23 gardens in total, including two community footpath verge gardens.

In addition to the new garden in Elger Street Glebe, work on Stage 2 of the Kings Cross Community Garden in Lawrence Hargrave Reserve is in progress and will be completed by the end of 2021. A new garden is proposed for the Western Block in Camperdown in 2022.

In recognition of the importance of native bees in pollinating services, three native beehives have been installed in this reporting period in gardens in Woolloomooloo, Surry Hills and Redfern.

Our volunteer urban Landcare groups have continued to provide an invaluable role in restoring native vegetation, weeding and litter removal which in turn supports the development of nature corridors and improved biodiversity within the city. Both the Pyrmont Ultimo Landcare group and Friends of Orphan School Creek have held successful community planting working bees.

Performance	Year to date	Total to date
Community Gardens (#)	No new	21
Landcare groups (#)	No new	5
Community footpath verge gardens (#)	No new	2
Community composting groups (#)	No new	0



Sydney City Farm

Sydney City Farm in Sydney Park, St Peters is a place to learn about urban agriculture and sustainable food production. From January to June 2021, 635 volunteer shifts were worked at the farm and 116kgs of fresh food was communally grown by volunteers and donated to the Asylum Seekers Centre.

Sydney City Farm education programs provide sustainable living content and practical solutions for organic waste management at home. In January to June 2021, two face-to-face Compost Basics and Worm Farm Basics workshops were held involving 44 participants.

Sydney City Farm held 14 other education programs on urban farming topics from January to June 2021, involving 215 participants.

Relevant links

- [City of Sydney Community Garden](#)
- [City of Sydney Bushcare](#)

	2020/21 Q3	2020/21 Q4	Total 2020/21
Food grown at Sydney City Farm	58.3kgs	57.6kg	265kgs
Number worm farm and composting education programs	1	1	7
Participants	24	20	131
Volunteer shifts	219	416	988
Number other urban farming education programs	4	10	22
Participants	68	147	284



Image © City of Sydney



Image: © Lucy Sharman Lend Lease

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 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.

Guides, case studies and more can be downloaded from www.cityofsydney.nsw.gov.au/green-roofs-and-walls

Performance	2019 new sites	2020 new sites	2021 new sites	Total to date ^[1]
Green roofs in the LGA (#)	5	15	9	180
Green walls in the LGA (#)	3	8	0	54
Total green roofs and walls (#)	8	19	9	230

[15] 2012/13 was the first year of measurement.

Innovation grant helps demonstrate the value of integrated green roofs

The City is proud to support a flagship green roof project through its environmental performance innovation grants program. The project involves a partnership between University of Technology Sydney (UTS), Lendlease and Junglify to compare two rooftops on two identical buildings in Barangaroo: one made of concrete with a solar PV system, and the other comprising a solar PV system integrated with a green roof.

The research project is one of the longest and most complete studies of its kind in Australia. It will provide the City with empirical evidence and data on the benefits of integrated green roofs in Sydney, and the results to date are compelling.

Integrated green roofs appear cooler on average by 5.5°C. The green roof remains at a steady 25°C throughout the day, compared to the usual swings of 20–60°C on a typical city roof. A green roof cools the roof, resulting in more power from the solar panels.

An integrated green roof stores and ‘polishes’ rainwater. It slows discharge to the stormwater system in high rainfall events to 7 litres per second, compared to 634 litres per second on the concrete roof. The green roof’s plant species provide an added benefit through their biological processes, which work to increase air quality. Green roofs encourage biodiversity in city spaces. Whereas a typical non-green roof might host four species of fauna, more than 30 species have been observed on the project’s green roof, including native bees, insects and birds.

There is huge potential across the city for more integrated and co-located solar green roofs.



8. Delivering to the community



Glo Apartments, Ratings and Assessment Grant recipient, strata committee and residents pictured image © City of Sydney

We are working with our residents and business community to improve the environmental sustainability of our city.

Environmental sustainability remains a core objective for our community and program partners, and throughout the 2021 financial year we have worked to support our communities as they seek to improve environmental performance and build resilience for a green and sustainable future.

This reporting period has seen some great achievements in our community while still responding to the pressures of the COVID-19 pandemic. Some key achievements include:

- The City's Ratings and Assessment Grants have unlocked over \$8.1M in community investment with building owners retrofitting buildings in the commercial and accommodation and entertainment sectors and residential sector. The City's initial investment of \$1.92M through grants to 233 recipients has increased sustainability ratings (NABERS) and reduced emissions by 9,216tCO₂e.
- In an industry first, strata management PICA Group has struck a renewable energy purchasing deal for a group of strata apartment buildings. The deal will provide 100 per cent green solar electricity for 3 years,

sourced from two NSW solar farms. 64 member buildings, including some from the City's Smart Green Apartments program will not only shrink their carbon footprint but also save an estimated \$681,000 collectively each year on electricity bills.

- Our Smart Green Apartments awards were held onsite at Hudson Precinct in March. The Hudson Community Association achieved significant savings by investing \$150,000 in sustainability upgrades, resulting in a reduction of 50.5% of their total site energy use, and a reduction of 47.7% of total site carbon emissions.
- The Sustainable Destination Partnership released its annual report and held its first networking event in over 12 months. Though COVID-19 was a significant impact on the sector, many members used the lockdown period to invest in their internal environmental systems. The State Library committed to net zero emissions by 2030, while Accor hotels won a Hotel Management Award recognising its work in eliminating single use plastic.

Relevant links

- [Support offered to our residents and businesses to improve their sustainability](#)



Business sectors – 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. These actions are largely delivered through two flagship programs - the Better Buildings Partnership and CitySwitch Green Office.

In 2020, the City built capacity in the office sector by presenting at the Good Environmental Choice circular economy conference; the Energy Efficiency Council annual conference; The Fifth Estate’s Happy Healthy Workplaces masterclass; and the World Energy Forum where the Better Buildings Partnership presented a safety study on installation of batteries.

Both programs delivered their annual reports demonstrating the sector’s action in creating a more sustainable sector. Additionally, the Better Buildings Partnership continued to lead industry innovation with the release of research pieces on circular economy, energy demand, and battery safety.

CitySwitch delivered a tool for better tracking of occupancy numbers and energy performance in response to the COVID-19 pandemic.

These programs were evaluated and recommendations were identified to accelerate sustainable action in the sector. Opportunities identified included collaborating across programs, engaging with common investors and supply chains, and embedding net zero emissions and circular economy targets into procurement

The City continues to champion the expansion of the federal Commercial Building Disclosure program to include smaller buildings and office tenants and continues to encourage Sydney LGA businesses to set net zero targets and commitments.

Better Buildings Partnership

The Better Buildings Partnership released preliminary results for FY 2019/20, showing that the partnership had achieved an overall carbon emission reduction of 66 per cent from the FY 2006 baseline year and a 39 per cent reduction in potable water consumption. It must be noted that the impact of people working from home from March 2020 due to the COVID-19 pandemic has resulted in exceptional results for FY 2019/20, with a year-on-year reduction of 29% in carbon emissions and 17% reduction in water consumption compared to FY 2018/19. This year’s annual results must be considered as outliers to the overall progress that the Partnership is making in reducing its environmental impact.

Performance	2005/06 baseline	2019/20 results	FY20 % saving achieved (from baseline)
Carbon emissions (t CO2e)	399,181	135,722	66% reduction
Potable water kL	3,160,760	1,922,916	39% reduction

The Partnership continued to facilitate the uptake of renewable energy by members and their tenants; defined pathways to achieve a circular economy; and accelerated targets for net zero emissions. An evaluation was also undertaken to define the next phase of the partnership.

Relevant links

- [Better Buildings Partnership](#)





CITY SWITCH

GREEN OFFICE

CitySwitch Green Office NATIONAL

The CitySwitch Green Office program now represents over 1,500 offices and over 20 per cent of the office floor space across Australia.

In this period, CitySwitch signatories completed annual reporting and attended an online national annual awards event in February 2021. Organisations who were recognised for their work included national winners dSquared Consulting, PropertyNSW, Cundall and TSA Group partnership, and the Victor Chang Cardiac Research Institute & St Vincent's Centre for Applied Medical Research.

Results for 2020 indicate signatories across Australia have achieved a reduction of approximately 270,198 tonnes of carbon emissions from energy efficiency improvements and purchased 2.4million tonnes of carbon offsets.

In this period the CitySwitch National program worked with The Fifth Estate to offer a masterclass in Happy Healthy Workplaces. Work also continued to with the National Starring Committee to define the Memorandum of Understanding and the Business Plan for the next phase of the program.

Performance - Cumulative	FY 19/20
Signatories (#)	622
Tenancies (#)	1,531
Office floor Space - NLA (m2)	5.1 million
Percentage of all Australian office space ¹	20
Average NABERS Energy rating (stars)	111
Signatories with carbon neutral certification	27



CitySwitch went online for the CitySwitch Annual Awards event in February 2021

CitySwitch Green Office SYDNEY

In the past six months the CitySwitch Green Office Sydney program continued to drive sustainability in commercial offices, including:

- Sydney signatories participated in the February annual event, and were recognised for their efforts with Finder and Steenson Varming winning the NSW CitySwitch signatory awards.
- Partnering with The Fifth Estate to offer a masterclass to signatories on returning to the office at the Happy Healthy Workplace event.

Performance - Cumulative	Q1 20/21
Signatories (#)	144
Tenancies (#)	228
Office floor space NLA (m2)	1,393,210
Office floor space as proportion of Sydney (%) ²	27.5
Number of tenancies with NABRES energy rating (stars)	23

Relevant links

- [CitySwitch Green Office](#)



Making Sydney a Sustainable Destination Plan

The 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. Many of the actions are delivered through the flagship program, the Sustainable Destination Partnership.

Though the sector has been significantly impacted due to the health and economic impacts of the COVID-19 pandemic, the City continued to promote and offer subsidised building ratings through the provision of grants. The City delivered an annual report and event with the Sustainable Destination Partnership that demonstrated sustainable action in a challenging year. Work also commenced to rank Sydney with the Global Destination Sustainability Index.

Sustainable Destination Partnership

The Sustainable Destination Partnership released an annual report for the 2019/20 financial year showing reductions of 19 per cent in carbon emissions and 21 per cent in water consumption from the previous year - though these reductions are largely attributed to building shut-downs due to the COVID-19 pandemic. Many partners used this quiet period to continue sustainability action, including the State Library and Museum of Contemporary Art who developed sustainability strategies. An annual event to share results and stories from 2020 was held at Customs House with partners. In addition, the City facilitated three leadership panel meetings and one-to-one consultation to support partners in planning for a sustainable recovery. An event on Power Purchase Agreements (PPAs) was also convened to share expertise from the City's own recently implemented PPA and encourage members of the partnership to increase their uptake of renewable energy.

Some partners also accessed the online training available through Love Food Sydney to maintain their commitment to halving food waste.

Performance	2017/18 Baseline	2019/20 Preliminary results	2020/21 Target
Carbon emissions (tCO ₂ e)	287,334	220,042 19% reduction	10% reduction
Potable water kL	2,570,437	2,025,331 21% reduction	Zero increase

Relevant links

- [Sustainable Destination Partnership](#)

Socially distanced Sustainable Destination Partnership Annual Event May 2021





Supporting renewables



Image © Bomen Solar Farm, Wagga Wagga NSW

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 on their procurement of renewable electricity. Onsite solar has increased over 2 MW in the last 6 months to 16.8 MW.

Highlights from the past 6 months include:

- Smart Green Apartments buildings have installed 652kW of solar which saves 756 tonnes CO₂e a year, \$109,000 in reduced energy bills and represents \$717,871 in community investment. A further 381kW of solar was installed through our grants program.
- Promotion of GreenPower to residents and businesses through podcast advertising, 3rd party media partnerships and content marketing articles and videos promoted by social media and email marketing.
- Promotion of the City's new carbon offset deal with the Aboriginal Carbon Foundation
- Promotion of a guide to carbon offsets for residents
- Continued promotion of the City of Sydney's renewables leadership and information on the City's Power Purchase Agreement, which came into operation on 1 July 2020

Relevant links

- [Switching to renewable energy](#)
- [Climate action for business, Climate action for residents, Climate action for students, Climate action for workers](#)
- [Aboriginal firestick farming: close-to-home carbon offsetting](#)
- [You guide to carbon offsets: 3 actions you can take now](#)
- [How to go renewable without rooftop solar](#)
- [Renting in Sydney? Here's a step-by-step guide for switching to renewable electricity](#)
- [One simple change you can make at home to slash your emissions](#)
- [How to go renewable without solar](#)
- [How to negotiate the best GreenPower deal](#)



Water Savings Partnership

The Water Savings Partnership program, in collaboration with Sydney Water, commenced in June 2019 and aims to engage with businesses to improve water use efficiency and deliver water saving opportunities. In less than 2 years the program has surpassed its participant target.

Over the last 6 months the program has focused on small to medium businesses such as cafes, restaurants, childcare centres, and gyms. It is assisting them in reducing operational costs in the form of reduced water bills.

A recent water efficiency assessment at a large restaurant that helped identify savings worth 20 kL/day. This equates to identified savings worth \$24,000 each year. The program is currently increasing subsidies made available to businesses for implementing recommended saving opportunities.

Performance	Results to date	Program Target
Businesses (#)	57	50
Savings identified (kL per day)	551	-
Savings achieved (kL per day)	136	150



City of Sydney's Ishita Singh has assisted 55 buildings to identify opportunities to reduce water consumption through the Water Savings Partnership with Sydney Water.

Love Food Sydney



Love Food Sydney waste consultant, Edge Environment, provides food waste avoidance engagement and training to staff at Butter, a restaurant in Surry Hills.

Love Food Sydney, funded by the NSW EPA, aims to build the capacity of residents, businesses and tertiary institutions to avoid food waste. The program promotional campaign has been activated broadly across the City of Sydney. Residents have been engaged via Facebook, the City's News e-newsletter, community centres, and integrated into the delivery of the food scraps organics trial and events such as Valentine's Day and Earth Day. Businesses have been targeted through the public health team, sustainability programs and externally via a Timeout Media partnership.

Love Food Sydney pop-up engagement sessions have been held on campus at university program partners, University of Technology and Sydney University (at O-week and Enviro Week respectively). A third pop-up was held in the foyer of Century Tower, a residential tower in the CBD with 300 apartments.

Since the restrictions of COVID-19 have eased, business face-to-face support has resumed and consultant support has been provided to 10 businesses with a further 23 registered for the program. Additionally, businesses in the hotel sector who have not been able to conduct waste reviews, have focused on the online training modules, e.g. Amora Hotel's management team has completed training. The program is further facilitating training to hospitality groups via their online learning platforms, e.g. 400 employees from Solotel Group and Merivale have completed training.

Residents participating in the program are at 614. The early analysis of the data indicates a reduction in food waste production in the household via the program.



Performance	Program Targets	Performance to Jun-21
Residential participants (#)	3,434	614
Business participants (#)	167	33
Online learning modules (#)		400
Businesses in tertiary institutions	20	3

Relevant links

- [Love Food Sydney](#)

Environmental Grants

In the first half of 2021 the City awarded 21 Environmental Performance and Knowledge Exchange Grants to facilitate action and catalyse solutions required to achieve the targets set by Sustainable Sydney 2030.

Sixteen Ratings and Assessments projects were funded that will assist building owners and managers better understand their environmental impact and identify opportunities for improvement.

Five Environmental Innovation projects were also funded:

1. Project to demonstrate a mechanical battery or flywheel energy storage. (Key Energy).
2. Education and engagement on circular economy and sustainability opportunities, with micro, small and medium businesses and enterprises. (Givvable Pty Ltd)
3. Project to connect retailers with surplus stock to charities who can distribute to those in need. (Good 360 Pty Ltd).
4. Project to clean Sydney Harbour with data monitoring, prevention and clean up. (Seabin Pty Ltd).
5. Project to recycle waste textile materials into yarn for reuse in the textile industry – closing the loop. (Dempstah Pty Ltd).

The City awarded one Knowledge Exchange grants for environmental outcomes, to assist local residents install solar.

In this period the City also assisted a number environmental projects through the Matching Grants program; helping to improve the sustainability of our LGA by supporting 2 community gardens, a community compost trial and development of a community mural to raise awareness of urban biodiversity.

Recent data analysis from 111 Ratings and Assessments grants in the commercial office and accommodation & entertainment sectors shows that the City has invested \$1,171,576 which has unlocked over \$5,900,000 in

community investment retrofitting buildings and reducing carbon emissions by 5,841 tonnes per annum.

In the Residential sector, 122 Grants to a total of \$752,054 have been awarded to Owners Corporations which has led to community investment of \$2,214,588 spent retrofitting apartment buildings to improve efficiency and sustainability. This has saved \$653,971 annually and reduced emissions by 3375tCO₂e. 381KW solar was also installed.

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 for improving sustainability in the strata sector.

The City continues to support the take-up of the NABERS tool for residential apartments, launched in June 2018, through Smart Green Apartments and the Environmental Performance Grants program. The City has directly supported 89 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).

The City supported a solar for apartment owners webinar hosted by Your Strata Property. The City is collaborating with the NSW government to ensure energy efficiency stimulus, incentives and support include strata communities and also low-income communities.

Ratings and Assessments Grants totalling \$752,054 have been given to 122 Owners Corporations since 2016. From this funding our community has invested \$2,214,588 into improving the sustainability of their buildings, reducing costs by \$653,971 per annum and carbon emissions by 3374tCO₂e. 381KW of solar has also been installed.

The City promoted the value of improved environmental performance and sustainability upgrades in residential strata through presentations at the following:

- Two webinars in March and May focused on increasing recycling in apartment buildings and installing solar for owners' corporations
- NABERS National Steering Committee

Relevant links

- [Residential Apartment Sustainability Plan 2015](#)

Smart Green Apartments



Smart Green Apartments Awards were held in March, where three awards were presented to the 2019 cohort of participants. One winner, Hudson Community Association (pictured), achieved significant savings by investing \$150,000 in sustainability upgrades, resulting in a reduction of 50.5% of their total site energy use, and a reduction of 47.7% of total site carbon emissions.

Smart Green Apartments is the City's flagship retrofit program for apartment communities. To date, direct engagement has occurred with 171 strata plans, 232 buildings and 37,158 residents in 18,864 apartments.

So far, buildings in the program have implemented energy efficiency projects to save a total of 24,030 tonnes CO₂e per year and saving participating owners corporations a total of \$3.49 million per year. This included 625kW of approved and identified solar, which saves 756 tonnes CO₂e a year, \$109,000 in reduced energy bills and represents \$717,871 in community investment.

Through the City's Waterfix partnership with Sydney Water; 3,026 individual apartments have been retrofitted within 14 buildings. These upgrades will achieve water savings of 847,698 kL per annum in reduced water bills.

Owners' corporations from all intakes have continued to implement waste improvement initiatives in their buildings, including 22 Smart Green Apartments buildings which are participating in the City's food waste collection trial.

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 of 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.

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 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.

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 at 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.	Construction waste data to continue to be incorporated into 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 plots 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



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

This report is published biannually for January to June and July to December by the City of Sydney at:

<http://www.cityofsydney.nsw.gov.au/council/forms-and-publications/environmental-plans-reports>

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Attachment F

**Fourth Quarter 2020/21
Community Recovery Plan Report**

Community Recovery Plan

Quarterly Report #4



Anne Ascharsobi, Director of Social and Environmental Impact at Xero talking about getting businesses to do more good at Raising the Bar 2021- Light Rail Edition, presented by the City of Sydney. This event was part of a program where leading Sydney visionaries, entrepreneurs and thought leaders gave talks on trends, innovations and cutting-edge ideas that our shaping our future. Programs such as Raising the Bar are key elements of the City's recovery plan to support business innovation as they adapt to the future.

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Where are we now?

State of the city update

Note regarding this data

Currently only limited up-to-date data is available at the City of Sydney level on the impact of Covid-19. Much of this data is collected or reported at different points in time, given different publication lags. The current situation continues to evolve – making much of the available data quickly out of date. Every attempt has been made to present the most recent data.

This is particularly important this quarter given the city was experiencing steady recovery for the majority of the period, until a lockdown was announced on 25 June with the spread of the Covid-19 Delta strain throughout Sydney. Even just one week of lockdown saw a dramatic decline in spend and confidence which will be lasting impact into the next quarter. For the sake of consistency in reporting, this report concentrates on the overall period. However, where possible relevant data on the immediate situation post lockdown is referenced to provide current context.

For the period April – June 2021:

- **City Output (GDP):** For the majority of the quarter, the array of data generally relating to the aggregate domestic national economy has been positive, particularly in respect of the labour market. This continued the momentum of the beginning of 2021 as economic activity continued to recover. However, not all industries have benefitted equally. The City of Sydney economy (having been impacted hardest initially) continues to lag other places less reliant upon international visitation and hospitality.

Compared to the March 2020 quarter, the quarterly modelled City Output is down about 4.0% annually in real terms, despite growing in the majority of the quarter and weathering the withdrawal of policy support as domestic consumer spending continued to recover. This maintains the strong 'improvement' on the September quarter 2020 result but still represents a cumulative decline of over \$8 billion since pre-Covid.

However, the lockdown and tightened movement restrictions at the end of the quarter is estimated to cost the city economy about \$250 million per week. This means growth in the quarter has probably declined by about \$ 500 million or around 0.4%.

The continued lack of international visitors, the uncertainty of lockdown period and the continuation of mobility restrictions and delays in the vaccination process could well see growth momentum continue to ease into Q1 2021-22, with potentially a further \$1.5-2 billion decline by the end of the September quarter.

- **Employment:** Nationally, the ABS Payroll Jobs Data index shows an increase in employment over levels at the start of the pandemic. The City of Sydney index shows a decline of about 0.2% since February 2020 which is an improvement on the 2% decline recorded in the January-March quarter. However, it is the largest decrease recorded within any of the major urban areas in Australia, matched only by City of Melbourne.
- **Workforce:** Transport authorities indicate that patronage on public transport for quarter four increased, although it is still 40% down on numbers in 2019. This is confirmed by City of Sydney pedestrian count figures (-42%), Opal card usage (-40%), UberMedia-Roy Morgan Mobility Index (-53%) and Property Council estimates of office occupancy levels of 67% of pre-Covid levels in early June.

However, where data is available since the lockdown and restrictions have been reintroduced, mobility has declined significantly. Monthly Opal data tap-offs in the city declined 29% from May to June to be over 52% less than pre-Covid; daily pedestrian count data fell by over 52% in the last 4 weeks to 11 July, where counts were approximately 10% of pre-Covid numbers.

- **Industry Impacts:** Despite the ABS data showing an increase in national employment since the onset of the pandemic, given the City economy's reliance on tourism (both international and domestic) and visitors, as well as the Hospitality sector, industries most affected by decreased employment (Australia-wide) between March 2019 and June 2021 are:

- Arts and Recreation Services decreased by 5%
- Accommodation decreased by 14%
- Food Services decreased by 12%

These industries are disproportionately concentrated in the City of Sydney local area so the impact on the local economy is likely to have been even greater. However, these results were an improvement on the results of January-March quarter.

- **Resident Impacts:** Notably these industries also have the highest proportion of local residents employed and so the impact on the City resident-workforce was considerable. According to the Small Area Labour Statistics, the unemployment rate for local residents for March 2021 (the latest available figures) was 6.5%, more than double the rate of March 2019 as over 6,000 City of Sydney residents lost their jobs. Unemployment in the City of Sydney went from one of the lowest rates in Sydney and Australian residents to one of the highest.
- **Spend:** Confidential spend data sighted by Council indicates that for the period from March 2020 to June 2021 (compared to the same period in 2019-20):

- Total retail spending decreased by 15%
- Total retail spending by international visitors decreased by 78%
- Total retail spending by domestic consumers decreased by 5%
- Spending at eating places fell by 8%
- Spending on accommodation fell by 42%
- Spending at clothing stores fell by 10%

Again, this was a significant 'improvement' on the quarter-on-quarter decline in the March 2021 quarter, indicating growth in the April - June. However the cumulative total gives an understanding of the impact on cash flow of city businesses and their economic viability following the end of JobKeeper and other support arrangements.

However, the data can be further subdivided to determine the momentum of the quarter and the initial impact of the lockdown from 25 June through to 4 July.

Since the beginning of April 2021 to 25 June:

- Total retail spending increased by 1.4%
- Total retail spending by international visitors increased by 19%
- Total retail spending by domestic consumers increased by 1%
- Spending at eating places rose by 6%
- Spending on accommodation rose by 31%
- Spending at clothing stores fell by 6%

Since the last week of June to 4 July:

- Total retail spending decreased by 62%
- Total retail spending by international visitors decreased by 91%
- Total retail spending by domestic consumers decreased by 52%
- Spending at eating places fell by 78%
- Spending on accommodation fell by 89%
- Spending at clothing stores fell by 61%

- **International Students and Travel:** The reduction of caps on international arrivals represents a continued threat to economic recovery facing the city and is likely to slow and delay recovery further. Hotel occupancy in the city centre for the quarter increased to over 50%, up from 30% recorded earlier in the year, but still much less than 85% pre-Covid. The lack of international visitors particularly impacts the restaurants, hospitality and arts sectors.

The international student sector continues to be heavily impacted by the travel restrictions. This sector is particularly important for the city economy as each student spends an average of \$25,000 per trip – six times the spend of the average international traveller. Just over 200 students arrived in NSW in May 2021, compared with 40,000 international student arrivals in February 2020. From March 2020 – May 2021, on-site enrolments in higher education and English language courses in NSW (many of which are offered in our local area and adjacent localities) declined by over 52,000 (48%). This was only partially offset by an increase of 13,000 in on-line enrolment – a net decrease of 28%. Significantly, this particularly impacts on local businesses and shops servicing the resident student community.

Confidence

Business Confidence: Not surprisingly, business confidence declined significantly through the pandemic period. Between February and the end of September, the Index of Business Confidence has fallen by 18.2% and by 22.6% compared to September 2019. However, in response to the economic recovery as well as prospective budget measures, it rose dramatically from November. That momentum of confidence continued into 2021.

In fact, the May 2021 figure was the highest for 10 years, having increased 3.4% over Q4. Business Confidence has now increased strongly for nine straight months and is up 43pts (+50%) since September 2020. As at March 2021 it was 23% higher than in February 2020 and is 14pts above the long-term average. In NSW, the index for June was 137.1, well above the long-term average and an increase of 36% on a year ago.

However, the business confidence result was based on interviewing conducted before the Sydney-wide lockdown and the latest restrictions were introduced in several states. There is no doubt that business confidence in NSW will be severely negatively impacted, particularly if the lockdown is further extended and restrictions further tightened. As an example, Victorian business confidence dropped 16 pts in June as the state confronted a new outbreak of cases and went into a two-week lockdown in early June 2021.

- **Consumer Confidence:** Consumer confidence has also increased consistently from August to May. However, weekly confidence surveys in late June and early July highlight the fragility of such consumer surveys.

Interestingly, there seems to be a strong correlation between confidence in Sydney and Melbourne, irrespective of which city is dealing with community transmissions of Covid-19, lockdowns and restrictions. A review of the specific city data since March 2020 shows that though there is a sharp decline in confidence in the particular city where a lockdown is imposed, consumer sentiment movements tend to be similar in both cities and there was no great divergence even during Melbourne's prolonged lockdown in 2020.

Thus, in the week ended 22 June when Sydney had its mini-lockdown (ahead of the major lockdown in July), consumer confidence actually rose by 5.2% after Melbourne's restrictions eased and the ABS revealed that the national unemployment rate had fallen to 5.1% (its lowest level since February 2020). However, the next week as the lockdown was extended, Sydney consumer confidence fell 4.6%, and then by 10 per cent in the next week ending 6 July after multiple major cities were placed into lockdown.

The economic factor underlying confidence was indicated by the next week ended 13 July when Sydney consumer confidence rose by 3.7% after the government announced income support to those in lockdown.

Recent Trends: a “Desert Storm” among the “Green Shoots” of recovery: Overall, the run of data over the quarter had been positive, with the labour market weathering the withdrawal of policy support and consumer spending continuing to recover.

However, the immediate outlook has deteriorated markedly, with Sydney going into a fourth week of ‘hard’ lockdown, that looks likely to be further extended.

The uncertainty of future outbreaks means that until we reach vaccination coverage levels of 75-80% of our population, our cities could be subject to further ‘quick and hard’ lockdowns. This could have significant economic impact on businesses, consumers, and workers.

The likelihood of minimal international travel in 2021 and even 2022, and the subsequent impact on the food, hospitality and visitor-dependent businesses mean the overall rate of further recovery is likely to be slow, and the employment impact may spike again.

The closure of construction sites will have significant impacts and employment implications.

In summary, the September 2021 quarter represents another critical period in the City of Sydney recovery with several challenges ahead including:

- End of current lockdown
- Uncertainty from the possibility of new Covid-19 cases and lockdowns
- The mental psyche of the community
- Ongoing lack of international travel
- Vaccination program rollout and supply issues
- Other supply chain issues as other countries contend with repeat waves of Covid-19
- Relaxation of restrictions potentially leading to complacency and cluster outbreaks
- Fragility of consumer confidence

Against these challenges is the resilience of the domestic economy and the momentum of confidence levels of business and consumers and the capacity of the city to attract workers and visitors back into the city centre.

Summary of the plan

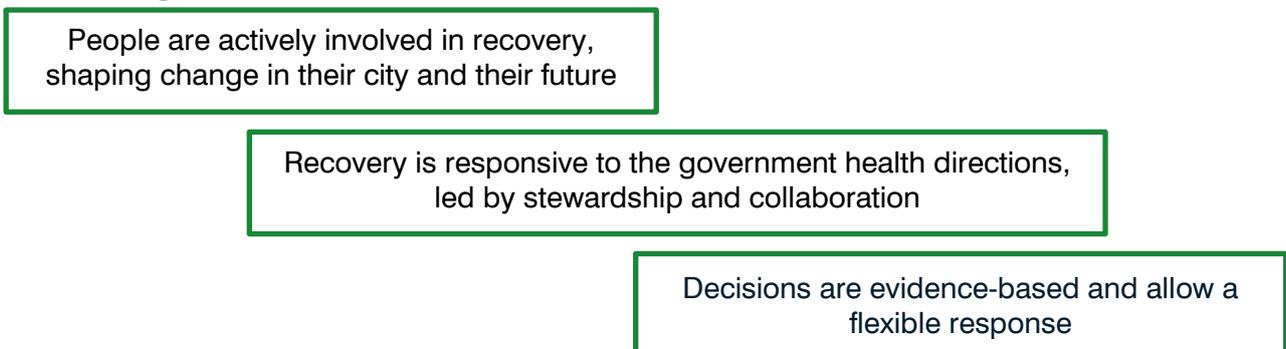
Recovery goals

- Recovery is inclusive and equitable
 - Recovery supports a resilient economy and community wealth building
 - Recovery is a catalyst for a green and sustainable future
 - Recovery is strengthened by a robust and diverse cultural sector
-

Action Areas



Guiding principles



What we have done

This section provides an overview of activity under each of the recovery plan actions for the period 1 January - 31 March 2021:

	Total Actions	Actions Underway	Activity this Quarter
Business as usual/transformed actions:	39	39	38
New actions:	18	18	14
Recovery plan total actions:	57	57	52

Action Area 1

Safely manage public places and streets to support community life and business

People can move in and around the city safely because space is re-allocated and businesses can successfully reopen.

What we are doing to support recovery

1.1 Prioritise our business concierge service to support businesses to open and operate safely

- There were 107 contacts to the business concierge service in quarter 4 20/21 and 1,178 since commencement as follows:

	Q4 20/21	Since Commencement
Calls:	32	511
Emails:	75	667

- The majority of enquiries are about the City’s grants program and Covid-related business programs.
- In April, the City implemented a new contact system enabling the creation of an inbound call queue for business. In addition to providing an enhanced service for business enquiries, this function provides the City with greater business intelligence about inbound calls.

1.2 Continue the acceleration of the capital works program to upgrade city streets, parks and playgrounds

- Parks renewal stimulus package: LGA North. \$2.4M of accelerated landscape works completed by 4 head contractors (plus subcontractors/suppliers also supported). Projects completed in Q4 include:
 - Infrastructure, planting and returfing packages in the CBD, Millers Point, Glebe, Haymarket, Chippendale, Camperdown, Surry Hills, Pyrmont, Forest Lodge and Ultimo.

What we are doing to support recovery

- Parks renewal stimulus package: LGA South. \$1.25M of \$1.3M of accelerated landscape works completed by 2 head contractors (plus subcontractors/suppliers also supported). Projects completed in Q4 include:
 - Lacrozia Playground, Darlinghurst
 - Lillian Fowler Reserve, Newtown
 - Turruwull Park, Rosebery
 - Other completed projects in Q4 include:
 - New skate plaza at Federal Park, Forest Lodge opened in July
- 1.3 Clean public places and streets to a high standard
- Waste collections have continued according to regular schedules with minimal missed scheduled collections despite more waste being generated. Although domestic general waste generation decreased slightly in Q4 as more people returned to their offices to work part-time of full-time, the waste generation is still higher than pre-pandemic level for all domestic waste streams. Due to another lockdown starting in late June, all waste streams, especially commingled recycling, recorded an increase in June in comparison to the previous two months in the quarter.
 - A Recycle it Saturday event was held on Saturday 19 June with 589 attendees and COVID-19 safety measures in place.
 - The Home Recycling Trial continued which allows residents to have items collected from their front door with a contactless pick up and recycled via RecycleSmart.
 - Cleansing Operations are monitoring for 'hot spots' in the LGA as identified by NSW Health. When 'hot spots' are identified within the LGA, cleansing crews attend and service the immediate area. This includes removing any illegal dumps, steam cleansing footpaths, street furniture and emptying and cleaning street litter bins.
 - Additional mobile street litter bins around hospitals and testing venues have been deployed as required.
 - Cleansing operations have amended weekend cleansing schedules to prioritise areas with high pedestrian activity during the new lockdown restrictions.
-

What we are doing to support recovery

- 1.4 Promote safe alternatives to single-use items to address emerging waste issues
- To reduce reliance on single-use items and encourage safe reuse, City staff are engaging directly with the public at local pop-up stalls on how to safely choose reusable items over single-use items and how to ask your local café for a “contactless pour” into a reusable coffee cup. Staff provided face to face education at 17 stalls and engaged with 591 city workers and visitors during lunchtime in Martin Place and 588 morning commuters in 3 locations near local cafes and transport hubs in Erskineville, Forest Lodge and Redfern.
 - The City is partnering with the Responsible Cafés network to provide education and engagement about safe alternatives to take away cups and containers for local cafés and their customers. In May Responsible Café educators approached 102 cafés to engage with staff and encourage acceptance of reusable cups and provided education posters to promote the uptake of reusable cups and containers.
 - The City is partnering with Plastic Oceans Australasia to deliver a primary school waste avoidance program. 14 local primary schools are registered and 261 students and teachers are participating in the program. In April and May 3 face to face school workshops were delivered to 51 primary students and 8 secondary students to enable them to form student-led groups to help tackle single-use plastics in their schools. They learnt about waste avoidance methods and how to recycle right. The program is planned to continue throughout term 3 (Covid-dependent).
- 1.5 Communicate that Sydney is safe, clean and open for business
- Visits to the City’s Covid-19 page on the City of Sydney’s website peaked on 26 June as new stay at home orders were announced in response to the worsening Bondi cluster. Results of bespoke content produced for the Bondi cluster will be reported in the next quarterly report.
 - Content articles on City of Sydney News promoted via City’s social channels and to 15,600 weekly email digest subscribers:

Page Views:	Q4	Total
• Public health alerts as required:	7,852	61,677
• Covid-19 page on CoS website:	2,990	6,161
• Face masks required in City venues:	736	5,398

What we are doing to support recovery

- 1.6 Work with NSW Government on city management initiatives such as mobility and transport, temporary footpath widening, cycleways, change signal timing, lower speed limits, travel demand planning and reprioritisation of roads
- Transport for NSW and the City of Sydney delivered 7 pop-up cycleways under the Covid-19 public health orders. In May Council approved retaining the pop-up cycleways on city streets for a further two years.
 - Transport for NSW and the City worked collaboratively to reduce speed limits on King Street and Wilson Street, Newtown; and Erskineville Road, Swanson Street and Copeland Street, Erskineville.
 - The City opened online applications for outdoor dining in new spaces, including reallocated road space on 30 November 2020. As at 30 June, 339 applications have been received, of which 124 relate to reallocated road space and 215 relate to reallocated footway space. Of these, 240 have been approved, 74 not approved/withdrawn, 18 are being assessed and 7 are on hold.
 - A survey of business participating in the outdoor dining program was conducted in March. 90% of respondents reported the alfresco dining to be beneficial or crucial to their business, 45% reported employing an additional 2 or more staff per week and 41% reported increasing staff hours by 10 or more hours per week. More than half (58%) reported an increase in turnover of up to 10%. The City has also received direct feedback from business praising the initiative and the work of City staff to successfully execute it. The success of this project was recognised at 2021 Greater Sydney Commission planning awards, with a commendation for City-shaping during Covid-19.

Other actions we will take

- 1.7 Review and determine if current fee waivers should be extended to continue to support activation of space for community life, cultural participation and commercial use while maintaining accessibility
- With the exception of footway dining fees which have been extended until 2022, remaining fee waivers expired at the end of March 2021.
 - The City assisted 5,072 businesses this financial year with relief of inspection, registration, application and administrative fees for health and building compliance activities such as food premises, mobile food vendors, temporary food stalls, skin penetration, cooling towers and fire safety statements.
 - Footway dining, market permits and filming fees on grounds of hardship.
 - Return of venue hire and banner fees for bookings that have been unable to proceed.
 - Waived/discounted venue hire fees for events that were able to proceed

Other actions we will take

- Value of fees waived:
 - Waived inspection, registration, application and administrative fees relating to Health and Building regulatory and compliance activities, such as: food premises, temporary food stalls, mobile food vendors, skin penetration, cooling towers and annual fire safety statements:

	Fin YTD	Since commencement
Fees waived	\$891,297	\$ 989,276

- Waived filming fees, markets rental fees and venue hire cancellation fees:

	Since commencement
Filming fees foregone	\$ 260,614
Market rental waived	\$ 114,001
Venue hire cancellation fees waived	\$1,477,522
Venue hire fees waived/discounted	\$ 305,638

- Waived footway dining fees:

	Since commencement
Fees waived	\$2,464,610

- Rent relief on commercial properties (excluding QVB):

	Apr 20 – Jun 21
Total rent relief forecast	\$5,824,800*
Total rent deferral estimate	\$4,053,790

NB: Rent relief is provisional due to an additional waiver on commercial rent agreed on 20-Jul for Q4. This will be updated in next quarterly report.

1.8 Invest in the pedestrianisation and activation of south George Street

- Construction to convert the southern end of George Street to a pedestrian boulevard, creating 9,000m² of additional pedestrianised space began in March and is well-underway.
- Work between Bathurst and Goulburn streets is in the final stages with some paving, pit, poles and localised intersection works still to be completed. Construction south of Goulburn Street is planned to start from around mid-July.
- Work is progressing south block by block, towards Railway Square. Work on Devonshire Street in Surry Hills is planned to start in 2022.

Other actions we will take

- A Community Liaison Officer has been appointed to work with local residents and businesses to ensure they are well informed ahead of works in the area. A community update was distributed on 15 June and construction notifications are hand delivered and emailed to George Street businesses. Regular updates will continue be provided to the community as construction continues.
 - The initiative is viewed as a positive step in the recovery by providing space for physical distancing, creating new outdoor space for businesses to utilise, and improving the look and feel of the street for people. It is considered to be a project that will help reinvigorate the southern CBD.
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Action Area 2

Provide equitable access to the essentials for safe and comfortable daily life for all residents

Address rising inequality within our community by advocating for and supporting access to essential services for all. This includes housing, food, community services, digital resources and skills development.

What we are doing to support recovery

- 2.1 Direct existing grant support towards addressing emerging community issues and funding those most in need
- While there were no specific Covid-19 recovery grants awarded during Q4, the City awarded 143 grants in Round 1, 2021-22 for a total of \$4,972,748. Nearly \$1.7M was awarded to support community services.
- 2.2 Continue to provide online and face-to-face programming with a focus on supporting health and wellbeing, digital literacy, social inclusion, reskilling and employment
- Provided 381 online and face-to-face program sessions for 44,263 people.
 - The City continues to develop programs that support the outcomes of this action such as:
 - 78 inclusive cultural programs delivered face-to-face, online and hybrid formats to 1,499 participants across the City’s library network
 - English, Mandarin and Bilingual Rhymetime and Storytime sessions. 41 sessions were presented to 839 children and adults from Glebe, Darling Square and Green Square library branches
 - Face-to-face creative workshops delivered from the Makerspace – 18 workshops in mediums such as laser cutting, 3D printing and Maker Time to 121 children youth and adults in this period.
 - Hybrid lunchtime talks series – accessible for both online and face to face audiences
 - Hybrid Wikipedia Edit-a-thon – accessible both online and face to face focused on adding images from the City’s archives to WikiCommons.
 - Art and Poetry packs for distribution to Meals on Wheels recipients
 - Be Connected digital literacy sessions
 - Online Auslan and English Storytime videos, featuring Deaf presenters as literacy role models
 - The Online Book Club series continued with 26 participants in 3 intimate online sessions.
 - Across all programming, 579 survey responses were collected from attendees with 85% of people reporting they felt welcome and included.

What we are doing to support recovery

- 2.3 Manage community spaces, services and facilities to ensure safe, equitable and affordable access and participation
- Free and low cost face-to-face programs continued in libraries along with continuation of hybrid events.
 - Accessibility and inclusion were supported through the provision of Auslan interpretation at live events, live captioning and alternative programming such as online Auslan and English Storytime, digital workshops and online webinars.
 - Most libraries remained open across 7 days, providing access to library collections, study spaces, venues and public access IT. Home Library Service also ran to a regular schedule.
 - Libraries were closed on 25 June due to public health orders.
- 2.4 Increase utilisation of internet and digital access and participation through City libraries and community facilities and explore opportunities to support digital training and advocate for subsidised internet access beyond our own facilities
- The library provided public access to computers at eight sites across the City in line with physical distancing requirements.
 - The City purchased 1,017 ebooks and 2,100 eAudiobooks to enhance and improve the online library collection. This online collection of eBooks and eAudio materials provides remote access to content such as popular fiction and non-fiction materials, junior, young adult and adult materials, to library members in the comfort of their home or anywhere with access to the internet.
 - The City trialled a new online platform, iVox books with library members and the community. The iVox app provides access to a range of animated talking picture books with 3D characters and scenes. Users tilt their mobile device to see characters in 3D and zoom in on characters and scenery. The animated books also provide text and audio for learning and literacy development.
 - Digital collections continue to see increased usage (up nearly 25% on the same period last year) and are being actively promoted in the libraries.
 - The Be Connected program launched in April, providing free one-to-one digital training sessions with qualified Be Connected library team members. Sessions include Absolute Beginners, Searching the internet, Using email, Using the online library, Connecting on social media and Getting started with video calls.

What we are doing to support recovery

2.5 Work with other government agencies and organisations working in the homelessness sector to support those at risk of or experiencing homelessness

- Seven-day coverage provided by the City’s homelessness unit and public space liaison officers who continue to engage with people experiencing homelessness. Staff are providing rough sleepers with the most up to date information from NSW Health, along with information about service provision and accommodation available.

People supported to access long term housing:

Q4 20/21	Since commencement
48	229

- The City joined with St Vincent de Paul Society, St Vincent’s Hospital and the Kirketon Road Centre to set up a vaccination hub for homeless people at the Oznam learning centre in Wolloomooloo. On the first day of the weekly four-hour clinic, staff vaccinated 120 people.
- The City continues to advocate for the needs of individuals experiencing homelessness. Activities included:
 - Co-chair of the Non-Residents Rough Sleeper Coordination Group
 - Member of the Aboriginal Case Coordination Group and Sydney Covid-19 Rough Sleeping Taskforce
 - Advocate for the needs of non-resident rough sleepers
 - Participated in the Council of Capital City Lord Mayors (CCCLM) Housing and Homelessness working group and represented them at the Legislative Assembly Committee Community Services inquiry into the Protocol for Homeless People in Public Places and the Federal Government Inquiry into Homelessness in Australia
 - Provided information to Hobart Council on the Emergency Response Protocol and updated the Protocol in response to the March rain event
 - Worked with partners to establish a Covid Vaccine hub for vulnerable communities
 - Continued to support the End Street Sleeping collaboration to develop the By Name List
 - Provided advice regarding Street Count and homelessness to eight councils, and the Department of Communities and Justice.

What we are doing to support recovery

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| <p>2.6 Continue to leverage the City’s existing Supported Accommodation, Affordable and Diverse Housing Fund to create more affordable housing</p> | <ul style="list-style-type: none"> – \$3M in support was provided through the Affordable and Diverse Housing fund to St George Community Housing for their Youth Foyer Project. This project will deliver 73 units of affordable housing near Victoria Park. – Council is negotiating with Bridge Housing to convert an unused Council-owned site on Bourke Rd Alexandria into 21 affordable apartments. |
| <p>2.7 Advocate to federal and state governments for increased investment in social and affordable housing as well as no forced evictions and tenants' rights</p> | <ul style="list-style-type: none"> – The City’s LGA wide affordable housing levy will come into effect in July 2021. The expanded levy has the potential to result in up to 1,100 additional affordable dwellings by 2036. – The City has prepared planning proposals for NSW Land and Housing Corporation (LaHC) sites at Cowper Street, Glebe and Elizabeth Street, Redfern and Waterloo Estate (South), Waterloo. The City seeks to maximise social and affordable housing at these sites. NSW Land and Housing have indicated that the Cowper Street, Glebe site will have a significant increase in social housing. – The Lord Mayor and City staff attended the NSW Parliament’s Public Accounts Committee’s public hearing on social housing maintenance on 10 May 2021 as witnesses to advocate for increased social housing, improved standards of living and dedicated placed-based coordination and support. – City staff continue to work in partnership with LaHC and Department of Communities and Justice (DCJ) to improve safety and amenity in social housing communities. From March to May 2021 City staff conducted 55 site visits with LAHC and DCJ to identify areas for improvement. |
| <p>2.8 Prioritise the provision of food security services for our vulnerable communities through partnerships, networks, grants and existing services</p> | <ul style="list-style-type: none"> – Delivered 11,358 Meals on Wheels meals to 231 residents and continued service uninterrupted. – Continue to support the OzHarvest free Supermarket in Waterloo which is open 5 days per week supporting an average of 1200 people per week. – Approximately 10 not for profit agencies and businesses supported with \$300,000 Covid-19 relief grants to provide food support to the community. |

Other actions we will take

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| <p>2.9 Work with charities to support their fund-raising to provide ongoing services to people in the local area</p> | <ul style="list-style-type: none"> – Continued to support the #feedsydney fundraising campaign for OzHarvest. Every dollar donated provides 2 meals. \$112,108 raised so far towards a goal of \$200,000. |
| <p>2.10 Advocate to the federal government for the continuation of financial and other support packages and broadening access to assistance</p> | <ul style="list-style-type: none"> – The Lord Mayor wrote to the NSW Treasurer in June to seek hardship grants for small businesses impacted by the lockdown in June 2021 as a result of a Covid-19 outbreak, particularly those within the cultural and creative industry. – City staff met with the Australian Council of Social Service (ACOSS) to discuss their current ‘Raise the Rate’ campaign to increase JobSeeker and Youth allowance and to plan for future advocacy to reduce poverty and inequality within our communities. |
| <p>2.11 Connect impacted international students to accommodation and mental health support services</p> | <p>International Student Hub Pilot project launched on 26 May. The City provided a \$100,000 grant to Sydney Alliance to establish the hub in collaboration with over 50 community, religious and charitable organisations. At the launch, Investment NSW announced a \$120,000 contribution to the project to support case management and coordination, helping international students to navigate services and support. The City’s contribution is focussed on community development initiatives including programs, consultation, advocacy, and research.</p> <ul style="list-style-type: none"> – A total of 409 international students participated in nine online events delivered by the City’s International Student Leadership Ambassadors to build employability skills, support health and wellbeing and link students with relevant services. Events included: Networking with International Student Leaders; The Law in Your Hand and Career Success Essential Workshops. |
| <p>2.12 Advocate to the NSW Government to direct energy efficiency support to low-income residents and strata communities in the local area</p> | <ul style="list-style-type: none"> – The City is collaborating with NSW Govt to ensure energy efficiency stimulus, incentives and support include strata communities and low-income communities. – The City successfully advocated for changes to strata legislation to drive improved building performance and cost-savings through simplification of the decision making around solar. – The City continues to promote utility bill-support programs to our residents. – The City is developing an electric vehicle guide for owners’ corporations. |

Action Area 3

Strengthen community cohesion to build the resilience of local communities

Communities are connected, engaged and empowered to manage their own recovery and ready to respond to shocks and emergencies.

What we are doing to support recovery

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| <p>3.1 Provide grants that facilitate community engagement in City owned spaces and public places</p> | <ul style="list-style-type: none"> – The City provided rent relief for childcare centre providers until 31 March 2021 for an approximate value of: <table border="0" style="margin-left: 20px;"> <tr> <td style="padding-right: 20px;">Fin YTD</td> <td>Since Commencement</td> </tr> <tr> <td>\$1,339,188</td> <td>\$1,666,188</td> </tr> </table> <p style="margin-left: 20px;">This action is now complete</p> | Fin YTD | Since Commencement | \$1,339,188 | \$1,666,188 |
| Fin YTD | Since Commencement | | | | |
| \$1,339,188 | \$1,666,188 | | | | |
| <p>3.2 Provide residents with links to support services and practical assistance</p> | <ul style="list-style-type: none"> – Provided information and referral pathways to residents in a range of formats online and in print with links to relevant health, safety and support contacts. There were 15,413 website visits to the City’s Covid-19 response webpage during Q4. – Continued the community hotline which received 61 calls for requests to information or support. | | | | |
| <p>3.3 Support the provision of health and safety information to residential strata owners</p> | <ul style="list-style-type: none"> – The City continues to provide health, safety and resilience information through to strata communities through the Smart Green Apartments program and the Residential Strata Sustainability group. We provided resources and support focused on pandemic management for high density strata communities via 14 e-newsletter publications to a database of 3,434 people. | | | | |
| <p>3.4 Advocate to ensure environmental sustainability is of high importance in fast-tracked urban renewal programs</p> | <ul style="list-style-type: none"> – Advocacy has continued to NSW Government for environmental outcomes aligned to City targets in the following renewal projects: <ul style="list-style-type: none"> • Central Station Western Gateway • Waterloo Estate • Blackwattle Bay | | | | |
| <p>3.5 Coordinate local emergency response through Local Emergency Management Committee</p> | <ul style="list-style-type: none"> – The City continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Progress update includes: <ul style="list-style-type: none"> • City of Sydney Resilience Risk Assessment complete. | | | | |

What we are doing to support recovery

- Revised Local Emergency Risk Assessment has been circulated for feedback by the LEMC.
- Revised Local Emergency Management Plan is in progress.

- The City waived parking fees for essential workers and converted on-street parking for pop-up cycleways and workzones, foregoing revenue totalling \$99,588 in quarter 4 20/21 and \$1,967,269 since commencement, as follows:

- Free on-street parking

	Q4 20/21	Since Commencement
Hospitals:	\$ 18,531	\$672,291
Cycleways:	\$ 19,200	\$161,815
Workzones:	\$ 283	\$ 62,017

- Free Goulburn St car park parking

	Q4 20/21	Since Commencement
Police:	\$ 41,242	\$732,660
Health:	\$ 1,020	\$ 17,187
Charity:	\$ 272	\$ 1,887

- Free Kings Cross car park parking

	Q4 20/21	Since Commencement
Police:	-	\$107,150
Health:	\$ 11,220	\$120,870
Charity:	\$ 7,820	\$ 91,392

3.6 Work with the Resilient Sydney network to share best practice and establish cross boundary recovery initiatives

- Resilient Sydney Ambassadors Network met in April share progress on resilience and recovery plans across metropolitan Sydney. Councils shared best practice on resilience risk assessments to inform emergency management planning, including during the ongoing pandemic.
- Resilient Sydney has commenced several metropolitan wide projects with the NSW state government to provide standardised data and template plans to councils on urban forestry, net zero planning and social cohesion and wellbeing – directing recovery investments into building a more liveable and safer city.

Other actions we will take

- 3.7 Empower communities to manage their own recovery by strengthening local connections through networks, events and forums, for example supporting community celebrations at the end of the pandemic
- In June 2021, the City and emergency response partners hosted a community education and launch event for the Emergency Preparedness Handbook for people living in social housing, where 150 people attended. The City translated this resource into 7 community languages to increase access to emergency preparedness messaging for CALD communities.
 - In May 2021 the City with domestic violence sector partners and NSW Police delivered an emergency preparedness workshop for over 55 professionals, from Domestic and Family violence agencies.
 - The City established four food relief agency subgroups, made up of 34 core agencies, to respond to ongoing demand across the LGA during the pandemic. The City delivered workshops in business continuity planning and supported the groups to develop local protocols outlining ways of working together for ongoing support and in response to a crisis. Of those who provided feedback:
 - 95 per cent strengthened networks and established partnerships with other food relief providers
 - 80 per cent have increased capacity to respond to food insecurity
 - 77 per cent have increased ability to respond to food insecurity in emergencies
 - 95 per cent are committed to continue participation in the collective response.
 - In June, Sydney Town Hall was lit-up as a show of support for the people of India as they faced the impact of Covid-19 across their country.
- 3.8 Facilitate capacity building workshops with the community sector and community led organisations to support their planning for the reopening of their services
- No activity scheduled this quarter.

Other actions we will take

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| <p>3.9 Explore with the local Aboriginal and Torres Strait Islander community the idea to facilitate a culturally sensitive commemorative event due to the impacts on participating in <i>Sorry Business</i> during the pandemic, and to provide an opportunity for support, collective reflection and acknowledgement for community members who have passed away.</p> | <p>– The City supported the Aboriginal community to host eight community wakes in Redfern Community Centre. City staff assisted families in developing the required Covid-safe plans according to the current health orders and were present on the day to assist with monitoring safety requirements and to support community members.</p> |
| <p>3.10 Celebrate the work of the community groups and volunteers including at the annual Lord Mayor volunteer thank you event</p> | <p>– No activity scheduled this quarter.</p> |

Action Area 4

Protect and empower the cultural sector by prioritising the role of local creativity, cultural spaces, talent and knowledge

The resilience of our cultural sector is strengthened through involvement in recovery efforts, sustaining diverse cultural practice, protecting creative spaces and thriving community participation.

What we are doing to support recovery

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| <p>4.1 Direct existing grant support to sustain cultural organisations and stimulate development opportunities for local creatives</p> | <ul style="list-style-type: none"> – The City awarded 28 cultural and creative grants and 25 festival and events sponsorships (both artform and village/community) as part of Round 1 2021-22 grants. In total for these 3 programs: <ul style="list-style-type: none"> • Grant applications received: 114 • Grant applications supported: 53 • Value of support requested: \$3,260,288 (cash & VIK) • Value of support invested: \$1,827,869 (cash & VIK) |
| <p>4.2 Advocate to federal and state governments for targeted support for culture and no net loss of cultural space</p> | <ul style="list-style-type: none"> – The City is awaiting the outcome of The House of Representatives Standing Committee on Communications and the Arts inquiry into Australia’s creative and cultural industries and institutions, to which the City made a submission last year. |
| <p>4.3 Support Aboriginal and Torres Strait Islander cultural practices and knowledge sharing</p> | <ul style="list-style-type: none"> – As busking started to return to the city streets in line with public health orders (until the CBD lockdown commenced in late June 2021), the City was once again able to support of cultural practice in the public domain by Aboriginal and Torres Strait Islander performers. – The City is working to better support Aboriginal and Torres Strait Islander grant applications through: <ul style="list-style-type: none"> • Promotion • Training • Application • Assessment – During Q4, the City Approved the following support for Aboriginal and Torres Strait Islander grant applications: <ul style="list-style-type: none"> • 6 grant applications for Round 1, 2021-22 grants were received from Aboriginal and Torres Strait Islander applicants and were all approved. The City awarded \$278,154 in cash and value in kind across festivals and events village and community grants, cultural and creative grants and sponsorship, knowledge exchange sponsorships and community services grants. Four of these were verbal applications. |

What we are doing to support recovery

- 15 additional grants that support Aboriginal and Torres Strait Islander communities were approved at a value of \$993,240 in cash and value in kind. This was across festivals and events artform as well as village and community grants, cultural and creative grants and sponsorships, knowledge exchange sponsorships, environmental performance grants – innovation, community services grants and matching grants.

4.4 Continue work to maximise opportunities for cultural sector in City owned spaces and community venues

- The City is providing rent relief for creative spaces, short-term empty property, creative accommodation grant and live/work Waterloo and William St tenants for an approximate value of:

	Fin YTD	Since Commencement
• Creative spaces:	\$129,182	\$172,775
• Other cultural:	\$224,882	\$297,600
• Other social:	\$103,504	\$137,699

- In total, the City has provided rent relief for Accommodation Grant Program recipients and creative tenants to the value of:

	Fin YTD	Since commencement
Rent relief	\$1,796,757	\$2,274,263

- This year 3,961 adults, youth and children participated in 218 inclusive cultural programs delivered in face-to-face, online and hybrid form across the City's library network. Programming included 32 participation programs, 44 interactive workshops with a digital citizenship focus and 142 programs supporting social connection. Online videos such as the Art and Maker series and Auslan and English Storytime have had over 13,600 views. Customs House re-opened to the public with Developing Sydney: capturing 1900 – 1920 exhibition.
- The Covid-19 pandemic continued to impact face-to-face programming. The Hybrid in-person and online event delivery model was developed in response to reduced venue capacities and to increase program accessibility and support social connection.
- Program highlights included a Lunchtime Conversation series with topics such as fake news, and Sydney's sly grog history; 12 online Auslan and English Storytime videos; hybrid delivery of the Wikipedia Edit-a-thon and development art and poetry packs for distribution to Meals on Wheels recipients.

4.5 Enable diverse local cultural infrastructure and activation through the City's Open and Creative planning reforms

- The Open and Creative planning reforms, a set of measures to make it easier for small businesses to trade later, or host performances and shows are still with the Department of Planning, Industry and

What we are doing to support recovery

Environment and have not yet been sent to Parliamentary Counsel for drafting. Once drafting is complete, the reforms will be published and able to be implemented.

Other actions we will take

4.6 Facilitate opportunities for collaboration and capacity building to ensure cultural sector resilience and sustainability

- As part of Al Fresco Sydney the City commissioned four temporary public artworks that reimagine city spaces. The artworks were installed from 7-22 January for 6 months. Given the popularity of these works demonstrated by letters of support and feedback from participants attending City Art tours (see below), the City is extending three of the artworks until March 2022.

The temporary artworks being extended are:

- WE ARE ALL ASTONISHINGLY WISE by Katy B. Plummer in Abercrombie Lane
- Giant Badges by Adam Norton in Barrack Street
- Barlow Street Forest by the Dirt Witches (Prudence Gibson, Lara Merrett, Caroline Rothwell, Rena Shein, Floria Tosca, Vivienne Webb).

The artwork EVER SUN by Rochelle Haley in Wilmot Street has been removed as adjacent building owners needed to replace a broken glass panel to their building and the cost to maintain, remove and reinstall the work was not feasible.

- As part of Al Fresco Sydney the City offered a program of free City Art Walking Tours to coincide with the City Art Laneways and to activate these new artworks, along with other works in the City’s City Art public art collection and those commissioned by developers as conditions of development consent. The tours aim to draw people back into the City Centre and provide a way for the public to engage with some of the 200+ public artworks in the City Art public art collection.

Importantly the tours have also provided jobs (as tour guides) for 13 artists and art educators.

4.7 Continue to explore opportunities for making space for culture in partnership with public and private sectors

- The City has been reviewing the outcomes of the Oxford Street Strategic Review. Considering the results of early consultation and formulating changes to the planning controls to support and reposition the Oxford Street cultural and creative precinct.

4.8 Set up a working group comprising representatives of the cultural sector to agree

- Action complete

Other actions we will take

sites for pop-up or future
cultural activity and prepare a
report to Council to approve
these sites as Covid-19
recovery activity sites

Action Area 5

Rebuild the visitor economy through promotion of our vibrant and safe city with activated main streets and nightlife

People in the city are supported to safely return to a 24-hour Sydney through a phased and integrated approach, with government and industry working together.

What we are doing to support recovery

5.1 Use our communications channels to promote shop local and visit local to residents, workers and visitors

- Continued option for online events to be promoted on What's On(line). The number of events submitted to the platform increased 70% in Q4. This is a strong indication that more events are being programmed, both online and face to face.
- When stay at home orders were announced on 26 June, What's On reverted to What's On(line) and presented events that are being held online only.
- Leveraged What's On as primary event platform:
 - Events submitted: 3,941
 - Page views per month: 215,835
 - Sessions per month: 166,012
 - Email subscribers: 32,088
- The City worked in partnership with Concrete Playground on "Our Sydney," a shop local initiative to drive residents to support their businesses heavily impacted by the pandemic.

The initiative featured more than 900 local businesses across a series of 11 day & night guides (+185K page views); a series of 4 videos hosted by local creatives supporting businesses in the CBD (+610,000 views), and 11 lists of 'Reader's Choices' featuring nominations from Sydneysiders of their favourite day and night businesses, sparking passionate conversations on social channels about why we should all support our local businesses (the callout for Newtown nominations sparked 419 comments on social).

Overall, the campaign reached more than 4.3 million people. A Concrete Playground survey with more than 600 responses showed that 99% of readers agreed it was important to support our local businesses, and 92% of readers said that the 'Our Sydney' content encouraged them to visit a local business.

What we are doing to support recovery

- 5.2 Continue to invest in local festivals and major events that demonstrate Sydney's vibrancy and encourage local Sydneysiders and others from around the state and country to visit
- The City has commenced planning for the major events program, beginning with NAIDOC in the City in July. However, with the Bondi Covid-19 cluster causing a Sydney-wide lockdown at the end of June, the decision has been made to move the event online.
 - Planning is currently underway for Sydney Christmas 2021, Sydney New Year's Eve 2021 and the 2022 Sydney Lunar Festival. The events will showcase Sydney's vibrant culture while ensuring the safety of all staff and participants in line with Public Health Orders.
 - The City's tours of public art have been extremely popular often booking out prior to being advertised. The City has received positive feedback and they have created the opportunity for more than 300 people to come back into the city and engage with the public art collection resulting in a dwell time of over 570hrs to date in the city centre and Chinatown contributing to the city's economy and activation following Covid-19 impacts.
- 5.3 Continue to partner with Business Events Sydney to build the pipeline of business meetings for Sydney
- City staff continue to meet regularly with BE Sydney team to understand the pipeline of events and how the City can leverage these events through the retail, tourism and hospitality sectors.
 - Through the ongoing support the City provides to BESydney the following outcomes have been achieved:
 - Whilst the global tourism market continues to navigate the impacts of Covid-19, BESydney has secured 10 events year to date which will attract 14,450 delegates and generate an estimated \$46M in direct expenditure to the NSW economy. For example, Sydney has been named as the host for the Australian Physiotherapy Association's (APA) national conference Physiotherapy 2023. This conference alone is expected to attract 1,800 delegates over three days in October 2023 at the ICC Sydney, with an estimated direct expenditure of \$4.8M. It is indicative of increasing confidence in the sector as organisers confirm in-person meetings.
 - BESydney currently has a total of 91 events with a combined estimated direct expenditure of \$513M secured between 2021 and 2026 spanning health, financial services, and technology, with 70% of meetings impacted by Covid-19 postponed into future years.

What we are doing to support recovery

- The latest bid wins follow BESydney’s ‘*It’s got to be Sydney*’ campaign launch late last year, which positions Sydney as the number one Australian destination for business visitors.
- BESydney has been named the Host City Partner for national business events exhibition, *Get Local 2021*, the first major business events trade show in NSW since the pandemic and a key initiative to rebuild and grow business events across the region. The trade show connect buyers, exhibitors and industry. It will help them to identify business opportunities, drive lead generation, build relationships and grow their networks.

5.4 Continue to engage with the accommodation and entertainment sector to ensure sustainability is promoted and prioritised

- While the accommodation and entertainment sector continue to be heavily impacted by the pandemic, the City continues to focus on 3 primary goals:
 - Activate Upgrades:
The City has continued to promote and offer subsidised building ratings to the sector through the provision of grants.
 - Build Capacity and Foster Leadership:
The Sustainable Destination Partnership is the key platform through which the city builds the sector capacity and demonstrates leadership. The City conducted a workshop with the sector on renewable power purchase agreements.
 - Promote and Recognise:
Ongoing promotion of Sydney as a safe and sustainable destination.
- A significant piece of work was completed to quantify emissions savings from the sector through the City’s environmental performance grant program. 85 Ratings and Assessments grants in the accommodation & entertainment sector with a total City investment of \$922,087.00 has unlocked \$4,862,238.69 in community investment retrofitting buildings and reducing carbon emissions by 5,545 tonnes per annum.

5.5 In line with health advice, welcome people back to Sydney through roaming ambassadors, maps and digital services

- The City is working with the NSW Government to promote the Dine & Discover digital voucher scheme. We have provided information for businesses on how to register and promoted the scheme to our local communities through the City of Sydney News website and newsletters.
- It has not been feasible to recommence the visitor ambassador program while international borders remain closed.

What we are doing to support recovery

- 5.6 Advocate to state and federal governments for ongoing support for international students while they continue to be impacted by the pandemic
- The Lord Mayor and Alex Greenwich MP wrote to the NSW Treasurer in June requesting the safe return of international students to Sydney. The letter also advocated for financial support for international student service providers, student travel concessions, targeted mental health programs and to develop dedicated quarantine facilities for international students.

Other actions we will take

- 5.7 Engage local creatives in the City's programs and work with others to do the same to activate precincts to support local businesses, sustain local culture and drive footfall on main streets
- As part of the \$20 million AI Fresco City Project partnership with NSW Government, the City continued working closely with the 95 grant recipients of the \$3 million dollar CBD Activations Grant Program to safely bring people back into the city with an exciting program of creative and unique experiential activations.

By 30 June 2021, 55 of these grants had been successfully delivered, including the successful YCK Laneways Festival, a 6-week festival of music and cultural programming across 10 small bars around York, Clarence and Kent Streets (YCK). 10/10 of participating venues were satisfied or very satisfied with the results of the festival on their business; 9/10 saw an increase of 10%-50% on their Mon-Fri turnover and 8/10 an increase of 10%-50% over the weekends. Most participants also highlighted live music events as their most successful events during the festival. 8/10 venues stated that when health orders next allow, they will continue to program some of the events trialled during the festival on an ongoing basis, which will translate into job opportunities for creatives & performers into the future.

- The City supported Afterpay Australian Fashion Week (AAFW) through a Commercial Creative Sponsorship. AAFW took place during 31 May to 4 June 2021 at Carriageworks as well as various iconic locations around Sydney.

The event showcased more than 70 established and emerging designers and connected them to international buyers and media.

AAFW also provides employment opportunities for the wider events and creative industries, including event producers, tech and sound specialists, multimedia, security, catering, photographers, cleaning, and hair and makeup artists.

Other actions we will take

For the first time the program featured a First Nations runway show (supported by an all First Nations talent crew for both front and back of house) that showcased 8 of the nation's most talented and highly awarded Indigenous designers.

5.8 Partner with Destination NSW to develop a local and domestic visitor marketing campaign for Sydney, with focus on the cultural offering over the 2020–2021 summer

- The City continued its “rediscover Sydney” marketing campaign as part of the \$20M city centre revitalisation partnership with NSW Government, in consultation with Destination NSW.
- The objectives of the campaign are to:
 - Encourage residents, workers and intra-state visitors to the CBD to eat, drink, dwell or see cultural programming and activations
 - Encourage CBD businesses to take advantage of grants, relaxed outdoor dining rules
 - Build consumer confidence – the city is safe and open
- Marketing activity included outdoor, cinema, podcast and digital advertising, a digital content partnership, content reaching CALD audiences, extensive rich digital content creation shared and amplified across the City’s own channels. The City’s What’s On website provided the landing destination for all programming information.
- Destination NSW continues to run the “Love Sydney like you mean it” campaign to promote visiting Sydney to Sydneysiders and intrastate visitors.

5.9 Encourage and facilitate the return of international students back to Sydney in partnership with education sector

- Facilitated connection of industry experts with Australia China Business Council to stage a national symposium on international education on 9 June. The event was attended by hundreds of industry, government and academic representatives, including keynote address by The Hon Julie Bishop, Chancellor of Australian National University.
- 140 people attended the International Student Leadership and Ambassadors 2018-20 Graduation and 2021-22 Program Induction Ceremonies on 2 June.

Action Area 6

Support businesses and organisations to innovate and adapt, so that industries can evolve and grow

Connecting people to new ways of thinking and working, harnessing their creative capacity to solve problems, pivot and transform through skills development, new models and partnerships so more businesses can share in the benefits.

What we are doing to support recovery

- 6.1 Facilitate dialogue with heavily impacted sectors to support their recovery
- The City conducted the latest Covid-19 Business Needs Survey to check in with businesses 12 months after the first survey in May 2020. The survey was live 31 May – 21 June and we received more than 500 responses from businesses across the LGA. The responses provide insight into business needs right before the current lockdown as respondents were asked what support they wanted most over the next - 12 months, ranked in order of priority:
 1. Financial support
 2. Marketing and promotion
 3. Clear and ongoing communication of ongoing support available for small business
 4. Less red tape and regulation
 5. Advocacy for business support across other levels of government and industry
 6. Events and activation of local precincts
 - The top need for business was the same as in May 2020, with financial support ranked number one, especially to cover costs like rent and wages, followed by marketing and promotion to bring people back into the streets (when restrictions allow). Events and activations dropped in priority from top four to top six.
- 6.2 Direct existing grant support for organisations, businesses and industry, including those dominated by women, to assist them to innovate, adapt and grow
- Council awarded 24 business support grants in Round 1 2021-22 grants at a value of \$572,208 cash in Q4. These grants support initiatives in live music and performance, night-time diversification and place and industry.
 - Examples of programs that received grants which support women include:
 - Sydney International Women's Jazz Festival 2021 - 2022 - Sydney Improvised Music Association was approved for \$50,000 through the festivals & events

What we are doing to support recovery

artform sponsorship. This ten-day music festival that celebrates women in jazz and activates venues across the local area, including development opportunities for musicians through its artist-in-residence and commissioning/mentor programs. The festival presents around 100 performances and employs approximately 350 musicians, creatives and educators, and collaborates with more than 25 partner organisations.

- Pathways for Young Artists – The House That Dan Built was approved for \$32,806 through a knowledge exchange sponsorship. This pilot traineeship program establishes a best practice model for nurturing young female music artists. The House is a female-focussed music and multidisciplinary performance collective. It nurture cross-generational female voices and collaborations with professional artists, translating the hopes, fears and lived experiences of women and girls into mesmerising vocal performance.

6.3 Continue to support collaboration across the innovation precincts within the Camperdown Ultimo collaboration area

- The City’s CEO chairs quarterly meetings of the Camperdown-Ultimo Collaboration Area Alliance which represents all major partners in the precinct and represents the City on the Tech Central industry advisory group.
- In Q4 the Alliance participated in workshops initiated by the Greater Sydney Commission to develop a brand for the Tech Central precinct and a place collaboration tool to map the networking, physical and economic assets in the precinct. This online tool will facilitate connections and collaborations for innovation.
- As a member of the Western Harbour Alliance, staff participated in a kick-off meeting of the Western Harbour BIDCo steering group 3 year trial.

6.4 Implement the Central Sydney planning strategy to support a pipeline of development and investment certainty

- Central Sydney planning strategy and planning proposal were approved by Council and the Central Sydney planning committee in December 2020. The city is working with the NSW Government on the drafting and finalisation of the planning controls and contributions plan.

6.5 Continue to use City procurement to support local businesses and a shift to a circular economy

- Implementation of the social and sustainable procurement guidelines, supplier code of conduct, and returnable schedule on selected procurement activities is being monitored for effectiveness. The City is working with SSROC on further refinements.

What we are doing to support recovery

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| <p>6.6 Continue to support communities and businesses to accelerate their uptake of renewable energy to stimulate the green economy</p> | <ul style="list-style-type: none"> – Action is largely delivered through the flagship programs of the Better Buildings Partnership (BBP) and CitySwitch Green Office. In Q4 activity focussed on setting up governance arrangements with financial members for the new financial year. – A significant piece of work was completed to quantify the carbon savings achieved by commercial office sector through the City's environmental performance grant program. 25 Ratings and Assessments grants in the commercial office sector with a total City investment of \$249,489.00 has unlocked \$1,044,795 in community investment retrofitting buildings and reducing carbon emissions by 296 tonnes per annum. – As part of our continued efforts to increase onsite renewables uptake, we have published a guideline to installing solar in heritage areas, that balances the climate emergency response with heritage protection measures. This is a significant step forward in making it easier for residents and businesses to access renewables. The City is also accelerating the uptake of renewables access through innovation grants. |
| <p>6.7 Continue to assist businesses and apartment buildings owners' corporations to implement retrofits for increased efficiency</p> | <ul style="list-style-type: none"> – The Smart Green Apartments program has reduced emissions by 24,030 tonnes CO2e per year, saved \$3.49 million in operational costs and installed 625kW of solar. – To date the City has invested \$752,054 through 122 ratings and assessments grants to strata buildings. This has unlocked \$2,214,588 community investment in building upgrades reducing emissions by 3375 tonnes and operating costs by \$653,971 per year. 381kW solar was installed. Nine new Ratings grants were awarded to owners corporations in Round 1 2021-22 grants. – Strata Leadership Network forums and the Strata Sustainability Reference Group were delivered quarterly focused on sustainability, resilience and Covid-19 support for high density communities. – The City supported 114 apartment buildings to get a NABERS rating with four procuring GreenPower. – 22 SGA buildings & 31 grant buildings are participating in the City's food scraps recycling trial. – The City continued to advocate for improved minimum environmental standards for apartment buildings. |

What we are doing to support recovery

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| 6.8 | Prioritise investment in City projects that provide significant local green economy benefits | – No activity scheduled this quarter. |
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Other actions we will take

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| 6.9 | Produce skills development programs to enhance innovation, collaboration, digitisation and e-commerce | <ul style="list-style-type: none"> – The City continued the delivery of the Reboot Webinar Series to help businesses adapt, innovate and thrive in light of the pandemic. The third series of six webinars was held from 17 May to 28 June and was tailored to small businesses, start-ups and creatives, with a focus on digital platforms and tools to reach new customers and retain existing ones. Key industry experts featured included: Matt Leach (Canva), Melinda Petrunoff (Facebook), Leah Harris (Spotify) and Adam Jacobs (THE ICONIC). – The third series was successful in attracting businesses from across sectors, including professional & creative services (24%), retail & hospitality (19%) and arts & culture sector (17%). – Since launching in October 2020, Reboot has attracted a total of 6,916 business registrations to 18 events. 90% of attendees agreed the knowledge gained will help grow their businesses. The webinar series has also successfully added a total of 2,000+ new businesses subscriptions to the City of Sydney Business newsletter (a 40% increase of the original database). Recordings of the webinars are available on the City’s website and have so far attracted 1,300+ views. – On 28 April, the City delivered 'Raising the Bar – Light Rail Edition' in partnership with established global event organisers Raising the Bar and University of Sydney. The initiative saw 10 city bars and venues along the Sydney light rail route from Circular Quay to Surry Hills turned into ‘classrooms’ for the night hosting 20 events (two speakers at each venue).

All events were sold out in advance with 1,138 registrations, helping bring new audiences to our local businesses and at the same time democratising access to our local innovators and thinkers for the general public. Survey feedback showed 100% of respondents found the events met or exceeded expectations. |
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Other actions we will take

- The 2021 Visiting Entrepreneur Program (VEP) was held from 1 – 10 June and focused on biotechnology and quantum technology as emerging sectors in Sydney's economy with a huge potential for global competitiveness into the future.

Speakers included Australian Chief Scientist Dr Cathy Foley and global visiting entrepreneurs Po Bronson, managing director of IndieBio the world's leading biotech accelerator; Nabiha Saklayen, co-founder and CEO of Cellino (awarded the first fellowship at the International Genomics Institute founded by Nobel Laureate Jennifer Doudna); and Quantum entrepreneurs Rebecca Krauthamer, CEO of Quantum Thought, and Ilana Wisby, founding CEO of Oxford Quantum Circuits (who in July 2021 announced the launch of the UK's first quantum computing-as-a-service).

- The program featured 5 international entrepreneurs and 28 local experts across 13 events hosted in collaboration with the local startup ecosystem. The full VEP program attracted more than 1,200 attendees. Post event surveys showed that 73% of respondents gained new knowledge and skills; and 75% of respondents agreed that the program raised the positive global profile of Sydney's startup ecosystem. Moreover, 54% of those thinking of entrepreneurship were inspired to start a new business because of the program.
- The City also supported the delivery of Asialink's Asia Business Event Series via a Knowledge Exchange Grant. The series of 3 events focused on:
 1. International education (30 March)
 2. E-commerce for retailers (20 April)
 3. Trade diversification (24 June).

The events attracted 139 attendees. Survey feedback showed 85% of respondents gained new insights and 71% feel more capable of capitalising on Asian opportunities. Moreover, 50% indicated they are now more likely to export or invest overseas.

6.10 Advocate to federal and state governments to invest in green economy as major generator of jobs

- No activity scheduled this quarter

