

2021/22 Quarter 2 Review - Delivery Program 2017-2021

File No: X039568

Summary

This report reviews the operating and capital results against budget for the 2021/22 financial year, and progress against the performance measures identified within the Operational Plan 2021/22, which represents an additional year for the Delivery Program 2017-2021 as a result of the extension to the previous Council term.

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. While the Federal Government initially forecast the pandemic to last six months to September 2020, the operational and financial implications for the City's community and council have extended long beyond this original assumption.

The City committed early on to provide support to complement the Federal and State Government's financial 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. The City also partnered with the NSW Government, in 2020-21, to establish the \$20 million AI Fresco Summer program.

The City's 2021/22 budget was developed in a period that many of its major revenue sources had begun to show signs of significant improvement and was therefore quite optimistic in terms of our expected organisational and financial recovery. While not expecting a full revenue recovery, the City had budgeted for an Operating Surplus of \$110M, and a Net Surplus of \$23.7M. Unfortunately, by the time the budget was resolved in June 2021, the 'Delta' lockdown had commenced. While at that point the duration and extent of the later lockdown was uncertain, the ongoing pandemic and its impacts have continued to affect the City's businesses and community, our own operations and our forecast financial situation.

At the Quarter 1 Delivery Program review, the City had forecast an unfavourable operating variance of \$41.9M for the 2021/22 financial year, reflecting multiple and significant revenue losses arising from the Covid-19 pandemic, while most of our major expense items (salary and wages, materials and service contracts, etc) continued. As a result, Council resolved to increase its CEO Contingencies budget by \$45.0M, and decrease its budgeted Operating Surplus to \$65.0M, so that the Chief Executive Officer could transfer sufficient additional budget to the affected Divisions so they could continue to authorise and deliver services to our community, whilst still operating within their approved budget delegations. The resolution did not provide any additional discretionary funds to the Chief Executive Officer.

A number of these ongoing financial risks continue to evolve. Property income forecasts have again been reduced to reflect a further extension of the Federal Retail and Other Commercial Leases (Covid-19) Regulation 2022, now to the end of March 2022, to provide additional rental relief and support for small to medium business tenants. The City's flexible approach to parking related activities to support our community and organisational recovery, while still trying to regulate demand, maintain traffic flows and ensure a safe operational environment continues to impact forecast revenues. Venue hire and other attendance related revenues continue to be adversely impacted, and there have also been changes to planned expenditure in a number of areas across council.

It should be noted that this global pandemic is disrupting the acquisition and delivery of material supplies, including building and other materials. In addition, the level of community infection has resulted in significant shortages in the available workforce. These challenges are combining to impact the delivery of our core community services, some of our capital works and technical projects, and are also contributing to an environment of rising costs. The City continues to work closely with our suppliers to continue to deliver these services and projects, but the current environment does present ongoing timing and financial risks.

The Quarter 1 Delivery Program review noted that we expected that to have a clear picture of the pandemic's financial impacts on the City and its community by early 2022. It was proposed that by the Quarter 2 review, we would be in a position to provide an assessment of the total financial losses sustained for the last two years, since March 2020, to provide a financial recovery plan and a roadmap that would enable the City to understand what actions would be required to realign our finances back to the City's adopted long term financial plan.

Unfortunately the latest 'Omicron' strain, which commenced in December, exceeded most predictions in terms of the level of infection and continues to impact the broader economy and the City's financial situation. While a number of Federal and State government and medical commentators are suggesting that the peak of infection may now have passed, we obviously need to continue monitoring the current situation, and respond to the government health orders and other directives.

A detailed financial recovery plan, based on our best knowledge and forecasts, is being developed in parallel with the preparation of next year's Operational Plan, budgets and the next iteration of the 10 year Long Term Financial Plan (LTFP). This plan will be incorporated into the City's next suite of Integrated Planning and Reporting documents, to be presented for Council's consideration in May, then public exhibition, and ultimately adoption in June.

Council's financial performance at Quarter 2 2021/22 reflected a year to date (YTD) Operating Surplus of \$40.2M, against a revised YTD budget of \$17.8M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Council has achieved a YTD Net Surplus of \$23.4M against a YTD Deficit budget of \$21.6M. For the full year, Council is forecasting an Operating Surplus of \$65.0M in line with its budget as reduced at Q1, however a Net Surplus of \$8.3M which is \$26.0M favourable to budget, predominately reflecting favourable variances in operating expenditure and higher capital contributions, partially offset by unfavourable variances in operating income. All major variances are outlined within the body of this report, and full details are provided at Attachment A.

The Capital Works Program expenditure of \$82.8M compares to a YTD budget of \$106.6M. The annual forecast for the program has been revised to \$211.3M against a full year budget of \$251.1M. A summary of the 2021/22 capital project expenditure and forecast is outlined within the body of this report, and detailed at Attachment B.

The Information Services capital expenditure for projects developed internally was \$7.8M, \$3.1M favourable to the YTD budget, with a forecast of \$23.7M against a full year budget of \$23.1M, and minor adjustments to the budget recommended in Attachment B.

The Plant and Equipment expenditure at Quarter 2, net of disposals, was \$2.2M against a YTD budget of \$8.3M, with a full year forecast of \$12.5M, with adjustments to the budget recommended in Attachment B.

Property Divestments (net) at Q2 were \$33.8M and forecasting a favourable variance of \$156.1M. This favourable variance primarily reflects the anticipated timing for a number of large property transactions, now expected to occur in the 2022/23 financial year.

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

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

An update on the progress of the City's Community Recovery Plan is provided at Attachment E.

Recommendation

It is resolved that Council:

- (A) note the financial performance of Council for the second quarter, ending 31 December 2021, including a Quarter 2 Net Surplus of \$23.4M and the full year Net Surplus forecast of \$8.3M, as outlined in the subject report and summarised in Attachment A to the subject report;
- (B) note the Quarter 2 Capital Works expenditure of \$82.8M and a revised full year forecast of \$211.3M, and approve the proposed adjustments to the adopted budget, including bringing forward \$4.4M of funds into 2021/22 capital budget as detailed in Attachment B to the subject report;
- (C) note the Information Services capital expenditure of \$7.8M, net of disposals, and a full year forecast of \$23.7M and approve the proposed adjustments to the adopted budget, including bringing forward \$0.6M of funds into 2021/22 capital budget and transfer of \$0.4M from the capital works contingency, as detailed in Attachment B to the subject report;
- (D) note the Quarter 2 Plant and Assets expenditure of \$2.2M, net of disposals, and a revised full year forecast of \$12.5M and approve the proposed adjustments to the adopted budget by transferring \$0.6M from capital works contingency, as detailed in Attachment B to the subject report;
- (E) note the Quarter 2 Property Divestment of \$33.8M, and the full year forecast net Property Divestment of \$24.1M;
- (F) note the operational performance indicators and Quarter 2 achievements against the Operational Plan 2021/22 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 2, as detailed in Attachment D to the subject report;
- (H) extend the period for the Community Recovery Plan to June 2022; and
- (I) note the second quarter 2021/22 Community Recovery Plan report, as shown at Attachment E to the subject report.

Attachments

- Attachment A.** Financial Results Summary
- Attachment B.** Capital Expenditure Financial Results
- Attachment C.** Second Quarter Operational Plan Report 2021/22
- Attachment D.** Second Quarter Supplementary Report 2021/22
- Attachment E.** Second Quarter Community Recovery Plan Report 2021/22

Background

1. The City's 2017-2021 Delivery Program and 2021/22 Operational Plan, including the 2021/22 budgets, were adopted by Council on 28 June 2021.
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 second quarter (Q2) and full year forecast financial results for the 2021/22 financial year, and the achievements to date against the Operational Plan objectives.
4. A Q2 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 to Q2, together with a summary of project expenditure, and proposed budget adjustments for 2021/22 and future years, are outlined within the body of this report and detailed at Attachment B.
6. Progress against the Operational Plan 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.
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. The Community Recovery Plan progress report at Attachment E 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.

2021/22 Operating Budget

9. The adopted 2021/22 budget projected operating income of \$624.5M and operating expenditure of \$514.5M, for an Operating Surplus of \$110.0M. After allowing for interest income of \$2.4M, capital grants and contributions of \$37.5M, depreciation expenses of \$113.9M, capital project related costs of \$8.7M, Council budgeted for a Net Surplus of \$27.3M.
10. The second wave of the Covid pandemic, had a broad and deeply adverse impact upon performance against the City's 2021/22 adopted budget, which had been predicated on the continued gradual recovery of our major revenue sources. As detailed in this report, the pandemic and the subsequent lockdown following the public health orders, has significantly reduced the City's revenue from its property rentals, all parking related activities, venue and facility hire, and construction related activities.
11. In order for the City's operations, services and facilities to continue for the benefit and support of our community, Council approved additional contingency budget of \$45.0M for operational support and a further \$5M for capital works at Q1 to allow the Divisions and business units impacted, to continue to operate within approved delegations.

12. The revised operating budget anticipated operating income of \$624.5M and operating expenditure of \$559.5M, resulting in an Operating Surplus of \$65.0M. After allowing for interest income of \$2.4M, capital grants and contributions of \$37.5M, depreciation expenses of \$113.9M, capital project related costs of \$8.7M, Council adopted a revised budget with a Net Deficit of \$17.7M.

Second Quarter Operating Results

13. The Q2 YTD Operating Surplus was \$40.2M against a budget of \$17.8M, a favourable variance of \$22.3M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Net Surplus was \$23.4M against a budget deficit of \$21.6M, a favourable variance of \$44.9M.
14. The result includes operating income results which are significantly unfavourable to budget by \$49.6M, a favourable variance to budget of \$72.0M for operating expenditure which includes the increased \$45.0M of CEO contingency, a \$10.6M unfavourable variance for capital grants and contributions and a favourable variance of \$6.9M for gain on sale of assets.
15. The primary operating income variations to the budget are detailed in the table below

Income Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Parking Station Income	(\$2.9M)	(\$2.9M)	Impacted by lockdown as more people worked from home and free parking for essential workers. The forecast represents an initial slow return, in parking revenue, toward pre pandemic levels as the City starts to re-open.
Parking Meter Income	(\$10.8M)	(\$11.2M)	
Enforcement Income	(\$12.6M)	(\$19.7M)	
Advertising Income	(\$3.8M)	(\$4.2M)	Street Furniture advertising income adversely impacted by Covid-19, and the resultant lack of passing foot traffic.
Private Work Income	(\$1.2M)	(\$2.6M)	Unfavourable due to the public health order restrictions including the temporary shutdown of the construction industry in the early phase of the lockdown in mid-2021.
Work Zone Income	(\$2.1M)	(\$2.8M)	

Income Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Venue Facility Income	(\$3.3M)	(\$4.2M)	Venue closures due to the public health order, with the forecast representing the uncertainty in the industry with many postponing to later in the year.
Commercial Property Income	(\$9.4M)	(\$14.6M)	Extension of rental waivers until March 2022 as the City continues to support its commercial tenants under the re-introduction of the Retail and Other Commercial Leases (COVID-19) Amendment Regulation. QVB revenue share is also subject to the code, and significantly reduced the forecast income share to the City.
Community Property Income	(\$0.8M)	(\$1.0M)	

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

Expenditure Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Employee Related	\$6.0M	\$7.1M	Predominately relates to permanent vacancies. (partially offset by an increase in agency used to backfill).
Enforcement and Infringement Costs	\$2.9M	\$4.5M	Reduced infringements, results in lower processing fees.
Event Related	\$3.0M	\$1.4M	Due to Covid some events were scaled back or cancelled, including some Christmas events and the New Year's Eve picnic.

Expenditure Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Facility Management	\$0.2M	(\$2.5M)	Leisure facilities contract is a fee for service, and therefore costs will be incurred as the services re-open, but attendance remains below pre pandemic levels.
Infrastructure Maintenance	\$4.9M	\$3.5M	Mainly due to the temporary shutdown of the construction industry on roadway maintenance. Changes to the contract transition for street furniture maintenance. Lower usage resulted in a reduction of parking meter maintenance.
Other Operating Expenditure	\$1.1M	\$1.4M	Reduction in Ausgrid's lighting network LED replacement program costs as residual, capital and maintenance charges are lower than anticipated in the budget. Lower bank charges due to lower parking meter usage.
Service Contracts	\$2.2M	\$1.1M	Covid lockdown meant that several library programs / courses and sports competitions were cancelled. CBD Revitalisation project delayed during lockdown and will extend into next financial year.
Surveys and Studies	\$0.2M	(\$1.0M)	Higher full year spend associated with the delivery of three State significant projects at Pymont, Central and Blackwattle Bay

Expenditure Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Utilities	\$1.0M	\$1.1M	Favourable due to consumption savings.

Income Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Interest Income	\$1.0M	\$1.8M	Higher opening cash balances and lower capital expenditure. Interest rates offered are anticipated to slowly increase in the second half of this financial year.

Income Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Capital Grants and Contributions	\$10.6M	\$17.2M	<p>The timing of developer contributions are difficult to predict.</p> <p>The increase in the full year forecast relates to development rights scheme for 77-93 Portman St Zetland, which is Site 15 in the Green Square Town Centre.</p>

Expenditure Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Depreciation	\$3.1M	\$0.0M	The YTD variance in part is due to revaluations of some infrastructure asset classes at year end, and timing of assets being completed.

Type	2021/22 YTD Budget Variance Favourable / (Unfavourable)	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Gain on Sale of Assets	\$6.9M	\$6.9M	Recognition of sale and disposal of heritage floor space at QVB. Disposal of 330-332 Botany road, Alexandria, as resolved by Council.

17. The adopted 2021/22 operating budget was developed prior to the Covid-19 'Delta' lockdown commencing in late June 2021. Operational contingencies in the operating budget were increased from \$5.5M to \$7.0M, for the 2021/22 financial year, to include a higher provision for the uncertain operating and financial environment. However, the budget only anticipated the tail end impact of Covid-19 in areas such as commercial property income, venue management and parking related services, with a gradual recovery back to normal expected after the height of the pandemic.
18. As noted above, Council resolved at Q1 to increase the CEO contingency by a further \$45.0M to allow those affected business units to operate within an approved financial framework and provide their required services to the community. The contingency budget has then been allocated to the impacted Divisions, as noted below, and detailed in Attachment A.
19. The City Life Division, specifically the Venue Management unit, was heavily impacted by the public health orders and the associated restrictions.
20. The City Projects and Properties Division, specifically City Property has been impacted by a reduction in commercial property income as the City continues to support commercial tenants with rental waivers, and the City's income share from QVB has also substantially reduced.

21. The City Services Division suffered the loss of income in the City Rangers, Parking and Fleet Services, and City Infrastructure units, due the lockdown and health orders and few people in the CBD.

Capital Expenditure

22. The Capital Works program achieved expenditure of \$82.8M against a YTD budget of \$106.6M.
23. The full year forecast of the capital works program has been reduced from a budget of \$251.1M to \$211.3M following the latest review, which assessed the expected delivery of the projects and revised cost estimates for each individual project.
24. Capital Works projects that are finalised may have savings that can be utilised to offset the expenditure in programs requiring additional funds for project completion. Progress on a number of projects has also advanced beyond that included within the program budget projections for 2021/22. Approval is therefore recommended to bring forward funds of \$4.4M from future years' capital works forward estimates, and to reallocate funds from within relevant programs, into the 2021/22 budget to continue the progress on these projects.
25. There are also a number of other cashflow changes proposed within the future years' forwards estimates. Full details are provided in Attachment B.
26. Significant variances are forecast for a number of the 2021/22 capital programs asset enhancement budgets and future years' forward estimates, including
 - (a) Open Space & Parks:
 - (i) Wimbo Park Surry Hills - favourable variance to date due to ongoing preparation of tender documentation and management of DA approval conditions by TfNSW.
 - (ii) Synthetic Sports Field - Turruwul Park - Project proposed to be cancelled subject to a separate report to going to Council in this reporting round.
 - (iii) Alexandria School and Park Synthetic Sports field (Joint Use) - Additional scope which is subject to a separate tender report going to Council in this reporting round.
 - (iv) Sydney Park Impact Mitigation Works - Finalising tender documentation. Increase in forecast reflects current market conditions. Tenderers to be sought in early 2022 with construction in the 2022/23 financial year.
 - (b) Properties - Investment and Operational
 - (i) Organisation wide building management system integration - unfavourable due to Covid impacts affecting the completion dates of other projects, and a consequent delay in assigning resources to this project.

27. Significant variances are also forecast for a number of the 2021/22 capital programs asset renewal budgets and future years' forward estimates, including
- (a) Property Assets
 - (i) Corporation Building - Façade, Roof, Window, Awning Repairs - expenditure higher this financial year due to works proceeding ahead of schedule.
 - (ii) Town Hall Arcade (Sydney Square) Waterproofing - Project completed, saving realised.
 - (iii) Lift Upgrades/Replacement – various sites - favourable variance as tender process is still underway. Covid related impact on lead times will impact the construction start timeframe.
 - (iv) Pittsway Arcade Food Court Refurb & Upgrade - Additional funds required to undertake the revised scope.
 - (v) Commonwealth Bank 546 George St - BCA Fire Electrical Renewal - potential project savings resulting from a reduced scope.
28. A financial summary of the Capital Works program, the proposed budget adjustments, and a status report on all active capital projects exceeding \$5.0M in value is provided at Attachment B.
29. Information Services capital expenditure, for internally developed projects, is \$7.8M against a budget of \$10.9M with a forecast of \$23.7M that is slightly over the full year budget of \$23.1M. The current challenges which are being experienced in regards to supply and resources means the reported forecast remains at risk. Approval is sought to bring forward \$0.6M into the 2021/22 budget and allocate \$0.4M from capital works contingency to continue progress on a number of these projects.
30. The Plant and Equipment expenditure incurred year to date, net of disposals, was \$2.2M against a budget of \$8.3M, due to the timing of delivery for fleet and plant items. And a full year forecast of \$12.5M against a full year budget of \$15.8M at this stage. Approval is sought to allocate \$0.6M from capital works contingency to continue progress on the migration of the Skype to MS Teams project.
31. Property divestments at Q2 reflects the sale of heritage floor space, and the divestment of 330-332 Botany Road, Alexandria, as resolved by Council.

Operational Highlights

32. The Youth Week 2022 Training and Employment Program commenced on 24 September 2021. Fifteen young people who live and study in the City of Sydney local government area were selected through a competitive recruitment process to participate in the program for seven months. Through this program Participants have access to mentors from youth led organisation, Y-Lab, to assist them through their study and to implement Youth Week 2022 events. The programs outcomes are to provide participants with increased skills and knowledge, increased social and community connection, and increased understanding and connection to the City of Sydney.

33. Sydney Christmas included Christmas trees, smart pole decorations, lighting and street banners, the Canopy of Light in Pitt St Mall, a light canopy installation over Martin Place and a huge illuminated star hanging from the entrance of the Green Square library. Christmas tree outdoor locations included: Town Hall, Martin Place, Taylor Square, Customs House Square, Union Square Pyrmont, Surry Hills, St Mary's Cathedral Forecourt, Green Square Plaza, Erskineville and Fitzroy Gardens, Kings Cross. Roving program and pop up performances were aimed at reactivating the City and high streets and attracting people to businesses. More than 18 choirs performed in December near Martin Place Christmas tree and on George Street.
34. The City worked with the NSW Government to ensure the Sydney New Year's Eve event was held safely for attendees and staff. The 9pm Welcome to Country with Fireworks included a live performance broadcast by the ABC, Sydney Harbour Bridge pylon projections and curated soundtrack. The midnight Fireworks and lighting display included a commissioned soundtrack by Sydney-based The Presets and pylon projections.
35. The City of Sydney website picked up a top prize at the recent Good Design Awards, receiving a prestigious gold accolade for outstanding digital design and innovation. The Good Design Awards are the highest honour for design and innovation in Australia. The website, which launched in late 2020, also recently won a Sitecore Experience Award for 'best innovation with emerging technologies'. Since the launch, we've seen a 50% improvement in click-through rates to online services and 25% reduction in the time and effort it takes our customers to complete what they want to do.
36. Gunyama Park Aquatic and Recreation Centre was awarded the National Award in Public Architecture, 2021, by the Australian Institute of Architects (AIA). The national awards were held on 5 November 2021. The Project also won the NSW Chapter Award for Public Architecture, 2021. Gunyama Park Aquatic and Recreation Centre is Australia's first 5 Star Green Star Design and As Built Aquatic facility.

Financial Implications

37. Financial performance in the majority of the principal activities, as defined within the Delivery Program 2017-2021, continues to be impacted by Covid-19, and noted in the body of the report.
38. At Quarter 2 the YTD Operating Surplus was \$40.2M, with a full year forecast Operating Surplus of \$65.1M against a revised budget of \$65.0M.
39. At Quarter 2 the YTD Net Surplus was \$23.4M, with a full year forecast Net Surplus of \$8.3M against a deficit budget of \$17.7M, a favourable variance of \$26.0M.
40. In the current year, the Covid-19 pandemic has had a significantly adverse impact on a number of the City's key income streams and the City continues to expend significant sums in support of its local economy and community, including donations and a number of additional grant programs.

41. As the challenging operating environment is expected to extend well into the second half of this financial year, the City will continue to review in detail its operational and capital programs within the long term financial plan, to update its financial recovery plan and ensure that all plans are in line with our long term financial sustainability principles. The long term financial plan will be incorporated within the suite of integrated planning and reporting documents, to be considered by Council in May, then publicly exhibited before formal adoption in June 2022.
42. The City remains in a strong financial position with a YTD cash balance of \$729.1M that includes unrestricted funds of \$326.4M. The 2021/22 year end cash position is forecast to be \$544.6M, favourable to budget by \$212.8M, largely reflecting the operational variances explained within this report and a number of budgeted property acquisitions which are now expected to occur early next financial year.
43. Note that 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.

Relevant Legislation

44. 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.
45. 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

46. The quarterly report is due to be submitted to Council within two months of the end of the respective quarter.
47. The information contained within this report reflects Council's financial performance in the 2021/22 financial year.

Public Consultation

48. There is no requirement for public consultation for this report.

BILL CARTER

Chief Financial Officer

Attachment A

Financial Results Summary

Financial Summary

City of Sydney | Q2 2021/22

Year-to-date				Full Year				
\$'000	Current Budget	Actual	Variance Fav/ (Unfav)	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav/ (Unfav)
Operating Income	314,750	265,114	(49,636)	624,517	0	624,517	561,179	(63,338)
Salary Expense	125,804	119,754	6,049	247,705	0	247,705	240,609	7,096
Expenditure	171,101	105,177	65,924	266,812	45,000	311,812	255,493	56,320
Operating Expenditure	296,905	224,931	71,974	514,517	45,000	559,517	496,102	63,415
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	17,845	40,183	22,337	110,000	(45,000)	65,000	65,078	78
<i>Add Additional Income:</i>								
Interest Income	1,199	2,204	1,005	2,399	0	2,399	4,239	1,840
Capital Grants and Contribution	20,618	31,236	10,618	37,510	0	37,510	54,725	17,215
<i>Less Additional Expenses:</i>								
Depreciation	56,930	53,849	3,081	113,861	0	113,861	113,861	0
Capital Project Related Costs	4,283	3,286	997	8,726	0	8,726	8,725	1
<i>Net Gain on Disposal of Assets and Revaluations</i>								
Gain (Loss) on Sale of Assets	0	6,881	6,881	0	0	0	6,881	6,881
Net Operating Surplus/(Deficit)	(21,550)	23,369	44,919	27,322	(45,000)	(17,678)	8,337	26,015
Capital Works	106,578	82,814	23,763	244,305	6,782	251,087	211,346	39,742
Capital Works TDS	10,870	7,775	3,096	18,292	4,857	23,149	23,720	(571)
Plant and Equipment	8,298	2,179	6,119	9,172	6,588	15,760	12,520	3,240
Property Acquisition / (Divestment)	0	(33,763)	33,763	131,917	0	131,917	(24,133)	156,050
Capital Expenditure Total	125,746	59,005	66,741	403,686	18,227	421,912	223,452	198,460
Available Funds								
Opening Balance	655,255	655,255	0	554,265	100,990	655,255	655,255	0
Cash Surplus/(Deficit)	(86,970)	73,831	160,801	(260,278)	(63,227)	(323,505)	(110,676)	212,828
Closing Balance	568,284	729,085	160,801	293,986	37,764	331,750	544,579	212,828

Quarterly Income Statement

City of Sydney | Q2 - 2021/22

Year-to-date					Full Year				
\$'000	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav / (Unfav)
OPERATING INCOME									
Rates & Annual Charges	189,081	189,284	203	0%	378,163	0	378,163	378,164	1
Child Care Fees	771	565	(206)	(27%)	1,542	-	1,542	1,241	(301)
Private Work Income	3,283	2,054	(1,229)	(37%)	6,566	0	6,566	3,935	(2,631)
Parking Station Income	5,586	2,727	(2,859)	(51%)	10,200	0	10,200	7,300	(2,900)
Parking Meter Income	21,088	10,306	(10,782)	(51%)	38,400	0	38,400	27,200	(11,200)
Building & Development Application Incom	2,686	2,453	(234)	(9%)	5,435	0	5,435	5,090	(345)
Building Certificate	602	802	200	33%	1,204	0	1,204	1,412	207
Other Building Fees	5,702	5,889	187	3%	11,433	0	11,433	11,375	(58)
Aquatic Facilities Income	122	53	(69)	(57%)	122	0	122	122	(0)
Advertising Income	4,589	823	(3,766)	(82%)	9,167	0	9,167	4,975	(4,192)
Work Zone	8,162	6,088	(2,074)	(25%)	16,324	0	16,324	13,532	(2,792)
Venue/Facility Income	4,342	1,015	(3,327)	(77%)	8,904	0	8,904	4,741	(4,163)
Library Income	80	15	(65)	(82%)	160	0	160	94	(65)
Health Related Income	882	424	(457)	(52%)	1,805	0	1,805	1,113	(691)
Other Fees	1,601	1,599	(2)	(0%)	3,460	-	3,460	3,506	46
Enforcement Income	19,487	6,867	(12,621)	(65%)	38,975	0	38,975	19,320	(19,655)
Community Properties	4,987	4,200	(787)	(16%)	10,176	0	10,176	9,146	(1,030)
Footway Licences	0	(30)	(30)	0%	0	0	0	(30)	(30)
Commercial Properties	31,026	21,646	(9,380)	(30%)	61,177	0	61,177	46,588	(14,589)
Sponsorship Income	52	3	(49)	(94%)	234	0	234	170	(65)
Other Income	401	318	(83)	(21%)	721	0	721	1,296	575
Grants and Contributions	9,023	6,996	(2,028)	-22%	18,559	0	18,559	19,423	865
Other Revenue	0	(0)	(0)	0%	0	0	0	0	0
Income (Excluding Internals)	313,555	264,096	(49,458)	(16%)	622,726	0	622,726	559,714	(63,012)
VIK Income	1,195	1,018	(178)	(15%)	1,791	0	1,791	1,465	(326)
Operating Income	314,750	265,114	(49,636)	(16%)	624,517	0	624,517	561,179	(63,338)
OPERATING EXPENDITURE									
Salaries and Wages	99,583	92,167	7,417	7%	196,706	0	196,706	187,676	9,031
Agency Contract Staff	5,212	7,947	(2,735)	(52%)	10,093	0	10,093	16,373	(6,279)
Travelling	88	6	82	93%	186	(0)	186	131	55
Employee Oncosts	4,317	4,712	(395)	(9%)	6,861	(15)	6,846	6,012	833
Superannuation	11,966	10,649	1,317	11%	23,666	15	23,681	21,077	2,604
Workers Compensation Insurance	3,180	3,187	(7)	(0%)	6,375	0	6,375	6,389	(15)
Fringe Benefit Tax	350	252	98	28%	700	0	700	504	196
Training Costs (excluding salaries)	397	406	(10)	(2%)	1,594	0	1,594	1,203	391

Quarterly Income Statement

City of Sydney | Q2 - 2021/22

Year-to-date					Full Year				
\$'000	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav / (Unfav)
Other Employee Related Costs	711	427	283	40%	1,524	0	1,524	1,244	280
Salary Expense	125,804	119,754	6,049	5%	247,705	0	247,705	240,609	7,096
Bad & Doubtful Debts	750	288	462	62%	1,500	0	1,500	1,900	(400)
Consultancies	2,263	858	1,405	62%	5,853	0	5,853	5,383	470
Enforcement & Infringement Costs	4,305	1,439	2,866	67%	8,473	0	8,473	4,023	4,450
Event Related Expenditure	6,608	3,637	2,971	45%	11,277	0	11,277	9,833	1,445
Expenditure Recovered	(2,206)	(2,550)	344	(16%)	(5,645)	0	(5,645)	(5,813)	168
Facility Management	5,274	5,083	191	4%	10,779	0	10,779	13,234	(2,455)
General Advertising	616	310	306	50%	1,251	80	1,331	1,296	35
Governance	738	603	135	18%	3,036	0	3,036	2,992	44
Government Authority Charges	3,664	3,581	83	2%	7,329	0	7,329	7,226	103
Grants, Sponsorships and Donations	11,435	13,548	(2,112)	(18%)	21,176	950	22,126	22,545	(420)
Infrastructure Maintenance	22,022	17,159	4,863	22%	45,297	0	45,297	41,764	3,533
Insurance	2,525	2,403	122	5%	5,068	0	5,068	5,212	(144)
Interest Expense	0	0	(0)	0%	0	0	0	0	(0)
IT Related Expenditure	6,775	6,046	729	11%	14,165	0	14,165	14,339	(174)
Legal Fees	1,611	1,032	579	36%	3,329	0	3,329	3,190	140
Operational Contingencies	43,323	0	43,323	100%	7,000	43,920	50,920	6,886	44,034
Other Asset Maintenance	1,411	990	421	30%	3,137	0	3,137	2,664	472
Other Operating Expenditure	5,022	3,903	1,119	22%	12,099	0	12,099	10,719	1,380
Postage & Couriers	633	696	(63)	(10%)	1,268	0	1,268	1,221	46
Printing & Stationery	834	655	179	22%	1,504	0	1,504	1,615	(111)
Project Management & Other Project Costs	588	488	100	17%	1,139	0	1,139	1,100	39
Property Related Expenditure	16,877	13,987	2,890	17%	36,325	0	36,325	35,518	807
Service Contracts	11,750	9,577	2,173	18%	23,747	0	23,747	22,687	1,060
Stores & Materials	2,512	1,917	595	24%	4,526	50	4,576	3,849	726
Surveys & Studies	647	419	228	35%	1,797	0	1,797	2,841	(1,044)
Telephone Charges	1,277	1,163	114	9%	2,553	0	2,553	2,408	144
Utilities	6,030	4,993	1,038	17%	11,939	0	11,939	10,884	1,055
Vehicle Maintenance	1,315	931	383	29%	2,627	0	2,627	2,226	402
Waste Disposal Charges	11,304	11,003	302	3%	22,474	0	22,474	22,286	188
Expenditure	169,905	104,159	65,746	39%	265,021	45,000	310,021	254,027	55,994
VIK Expenditure	1,195	1,018	178	15%	1,791	0	1,791	1,465	326
Expenditure Including VIK	171,101	105,177	65,924	39%	266,812	45,000	311,812	255,493	56,320

Quarterly Income Statement

City of Sydney | Q2 - 2021/22

Year-to-date					Full Year				
\$'000	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget	Annual Forecast	Variance Fav / (Unfav)
Total Operating Expenditure (Excl Depreciation)	296,905	224,931	71,974	24%	514,517	45,000	559,517	496,102	63,415
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	17,845	40,183	22,337	125%	110,000	(45,000)	65,000	65,078	78
<i>Add Additional Income:</i>									
Interest Revenue	1,199	2,204	1,005	84%	2,399	0	2,399	4,239	1,840
Capital Grants	19,730	31,236	11,505	58%	35,735	0	35,735	52,185	16,450
Capital Grants - Works In Kind	888	0	(888)	(100%)	1,775	0	1,775	2,540	765
<i>Less Additional Expenses:</i>									
Capital Project Related Costs	4,283	3,286	997	23%	8,726	0	8,726	8,725	1
Depreciation	56,930	53,849	3,081	5%	113,861	0	113,861	113,861	0
<i>Net Gain on Disposal of Assets and Revaluations</i>									
Gain Loss on Sale of Assets	0	6,881	6,881	0%	0	0	0	6,881	6,881
Net Operating Surplus/(Deficit)	(21,550)	23,369	44,919		27,322	(45,000)	(17,678)	8,337	26,015
Capital Expenditure									
Capital Works	106,578	82,814	23,763	22%	244,305	6,782	251,087	211,346	39,742
Capital Works ISU	10,870	7,775	3,096	28%	18,292	4,857	23,149	23,720	(571)
Plant and Assets	8,298	2,179	6,119	74%	9,172	6,588	15,760	12,520	3,240
Property Acquisition / Divestment	0	(33,763)	33,763	0%	131,917	0	131,917	(24,133)	156,050
Total Capital Expenditure	125,746	59,005	66,741		403,686	18,227	421,912	223,452	198,460

Actual v Budget Operating Result by Division & Unit

City of Sydney | Q2 - 2021/22

Division/Unit		Income				Expenditure				Operating Result			
\$'000		Budget	Actual	Variance Fav/ <i>(Unfav)</i>	% Variance	Budget	Actual	Variance Fav/ <i>(Unfav)</i>	% Variance	Budget	Actual	Variance Fav/ <i>(Unfav)</i>	% Variance
Chief Executive Office				-		4,707	4,064	643	14%	(4,707)	(4,064)	643	14%
Chief Executive Office				-		815	799	16	2%	(815)	(799)	16	2%
Councillor Support				-		1,101	852	250	23%	(1,101)	(852)	250	23%
Office of the Lord Mayor				-		1,853	1,739	115	6%	(1,853)	(1,739)	115	6%
Secretariat				-		938	675	263	28%	(938)	(675)	263	28%
Chief Financial Office		243	352	109	45%	5,445	5,265	181	3%	(5,202)	(4,913)	289	6%
Business Planning & Performance				-		645	670	(25)	-4%	(645)	(670)	(25)	-4%
CFO Administration			0	0	-	728	689	39	5%	(728)	(688)	40	5%
Financial Planning & Reporting				-		1,550	1,439	111	7%	(1,550)	(1,439)	111	7%
Procurement			0	0	-	1,358	1,352	5	0%	(1,358)	(1,352)	6	0%
Rates		243	351	108	44%	1,165	1,115	50	4%	(922)	(764)	158	17%
Chief Operations Office		409	528	118	29%	12,261	11,174	1,087	9%	(11,852)	(10,647)	1,205	10%
Chief Operations Office		250	393	142	57%	969	863	106	11%	(719)	(470)	249	35%
City Design		57	25	(32)	-57%	1,860	1,707	153	8%	(1,804)	(1,682)	121	7%
City Transformation		64	45	(19)	-30%	120	117	4	3%	(56)	(72)	(16)	-28%
Green Infrastructure				-		375	336	39	10%	(375)	(336)	39	10%
Green Square				-		295	254	42	14%	(295)	(254)	42	14%
Indigenous Leadership & Engagement				-		370	303	67	18%	(370)	(303)	67	18%
Project Management Office				-		171	131	41	24%	(171)	(131)	41	24%
Strategic Community Engagement				-		1,051	829	222	21%	(1,051)	(829)	222	21%
Strategy & Communications		39	66	27	71%	6,261	5,829	432	7%	(6,223)	(5,763)	460	7%
Sustainability				-		788	806	(19)	-2%	(788)	(806)	(19)	-2%
City Life		10,520	6,518	(4,002)	(38%)	48,166	41,704	6,461	13%	(37,645)	(35,186)	2,459	7%
City Business & Safety		1,588	543	(1,046)	-66%	3,157	1,901	1,256	40%	(1,569)	(1,359)	210	13%
City Life Management				-		860	796	64	7%	(860)	(796)	64	7%
Creative City		408	822	415	102%	17,484	13,384	4,100	23%	(17,076)	(12,562)	4,514	26%
Grants & Sponsorship			318	318	-	10,834	12,994	(2,159)	-20%	(10,834)	(12,676)	(1,841)	-17%
Social City		3,777	2,975	(802)	-21%	10,640	9,177	1,463	14%	(6,863)	(6,201)	662	10%
Sustainability Programs		167	131	(37)	-22%	1,315	818	497	38%	(1,148)	(687)	461	40%
Venue Management		4,581	1,729	(2,851)	-62%	3,876	2,635	1,241	32%	704	(906)	(1,610)	-229%
City Planning Development & Transport		9,601	9,043	(558)	(6%)	21,295	19,422	1,873	9%	(11,694)	(10,380)	1,315	11%
City Access		85	66	(19)	-22%	2,021	1,638	382	19%	(1,936)	(1,572)	364	19%
Construction & Building Certification Services		5,391	5,149	(242)	-4%	1,428	1,331	97	7%	3,964	3,818	(146)	-4%

Actual v Budget Operating Result by Division & Unit

City of Sydney | Q2 - 2021/22

Division/Unit		Income				Expenditure				Operating Result			
\$'000	Budget	Actual	Variance Fav/ <i>(Unfav)</i>	% Variance	Budget	Actual	Variance Fav/ <i>(Unfav)</i>	% Variance	Budget	Actual	Variance Fav/ <i>(Unfav)</i>	% Variance	
Health & Building	1,225	629	(596)	-49%	7,758	6,930	828	11%	(6,534)	(6,302)	232	4%	
Planning Assessments	2,570	2,436	(134)	-5%	7,224	6,967	257	4%	(4,654)	(4,531)	123	3%	
Strategic Planning & Urban Design	330	763	433	131%	2,865	2,556	308	11%	(2,535)	(1,793)	741	29%	
City Projects & Property	36,235	25,937	(10,297)	(28%)	45,733	25,322	20,411	45%	(9,498)	616	10,114	106%	
City Property	36,235	25,910	(10,325)	-28%	40,545	21,166	19,379	48%	(4,311)	4,744	9,055	210%	
CPP - Development & Strategy				-	1,754	1,049	705	40%	(1,754)	(1,049)	705	40%	
CPP - Infrastructure Delivery		28	28	-	635	626	9	1%	(635)	(598)	36	6%	
CPP - Professional Services				-	2,799	2,481	318	11%	(2,799)	(2,481)	318	11%	
City Services	64,871	30,556	(34,316)	(53%)	128,290	86,055	42,235	33%	(63,419)	(55,499)	7,919	12%	
City Greening & Leisure	552	139	(413)	-75%	19,091	17,649	1,442	8%	(18,540)	(17,510)	1,029	6%	
City Infrastructure & Traffic Operations (CITO)	17,607	10,173	(7,433)	-42%	20,576	16,014	4,562	22%	(2,969)	(5,840)	(2,871)	-97%	
City Rangers	19,304	6,957	(12,347)	-64%	13,244	9,893	3,352	25%	6,059	(2,935)	(8,995)	-148%	
City Services Management				-	29,343	286	29,057	99%	(29,343)	(286)	29,057	99%	
City Services Strategy				-	397	380	17	4%	(397)	(380)	17	4%	
Cleansing & Waste	735	253	(482)	-66%	34,445	32,641	1,804	5%	(33,710)	(32,388)	1,322	4%	
Parking & Fleet Services	26,674	13,033	(13,641)	-51%	7,884	6,302	1,582	20%	18,790	6,731	(12,059)	-64%	
Security & Emergency Management				-	3,309	2,890	419	13%	(3,309)	(2,890)	419	13%	
Corporate Costs	191,656	190,943	(713)	(0%)	808	4,255	(3,447)	(427%)	190,849	186,688	(4,160)	(2%)	
Legal & Governance				-	6,961	6,184	777	11%	(6,961)	(6,184)	777	11%	
Council Elections				-	639	663	(24)	-4%	(639)	(663)	(24)	-4%	
Internal Audit				-	251	222	30	12%	(251)	(222)	30	12%	
Legal Services				-	3,159	2,452	707	22%	(3,159)	(2,452)	707	22%	
Risk Management & Governance				-	2,912	2,846	65	2%	(2,912)	(2,846)	65	2%	
People Performance & Technology	1,214	1,237	24	2%	23,238	21,486	1,752	8%	(22,024)	(20,248)	1,776	8%	
Business & Service Improvement				-	550	445	105	19%	(550)	(445)	105	19%	
Corporate Human Resources		5	5	-	3,176	3,027	149	5%	(3,176)	(3,023)	153	5%	
Customer Service	1,206	1,223	17	1%	3,518	3,064	454	13%	(2,312)	(1,840)	471	20%	
Data & Information Management Services	8	10	2	27%	3,852	3,579	273	7%	(3,844)	(3,570)	275	7%	
Internal Office Services				-	149	150	(0)	-0%	(149)	(150)	(0)	-0%	
People Performance & Technology				-	496	415	81	16%	(496)	(415)	81	16%	
Total Result	314,750	265,114	(49,636)	(16%)	296,905	224,931	71,974	24%	17,845	40,183	22,337	125%	

Full Year Budget v Full Year Forecast Operating Result by Division & Unit

City of Sydney | Q2 - 2021/22

Division/Unit					Income				Expenditure				Operating Result			
\$'000					Budget	Forecast	Variance Fav/(Unfav)	% Variance	Budget	Forecast	Variance Fav/(Unfav)	% Variance	Budget	Forecast	Variance Fav/(Unfav)	% Variance
Chief Executive Office					-				9,199	8,825	374	4%	(9,199)	(8,825)	374	4%
Chief Executive Office					-				1,531	1,519	12	1%	(1,531)	(1,519)	12	1%
Councillor Support					-				2,183	2,111	73	3%	(2,183)	(2,111)	73	3%
Office of the Lord Mayor					-				3,627	3,564	63	2%	(3,627)	(3,564)	63	2%
Secretariat					-				1,858	1,632	226	12%	(1,858)	(1,632)	226	12%
Chief Financial Office					487	600	113	23%	10,702	10,416	286	3%	(10,215)	(9,816)	399	4%
Business Planning & Performance					-				1,271	1,268	3	0%	(1,271)	(1,268)	3	0%
CFO Administration					-				1,401	1,393	8	1%	(1,401)	(1,393)	8	1%
Financial Planning & Reporting					-				3,050	2,922	128	4%	(3,050)	(2,922)	128	4%
Procurement					-				2,683	2,567	115	4%	(2,683)	(2,567)	115	4%
Rates					487	600	113	23%	2,298	2,266	32	1%	(1,811)	(1,666)	145	8%
Chief Operations Office					811	1,398	587	72%	25,731	23,822	1,909	7%	(24,919)	(22,424)	2,495	10%
Chief Operations Office					500	780	280	56%	1,991	1,812	179	9%	(1,491)	(1,032)	459	31%
City Design					70	70		0%	4,039	3,697	342	8%	(3,969)	(3,627)	342	9%
City Transformation					64	45	(19)	-30%	170	190	(20)	-12%	(106)	(145)	(39)	-37%
Green Infrastructure					-				691	604	87	13%	(691)	(604)	87	13%
Green Square					-				705	625	80	11%	(705)	(625)	80	11%
Indigenous Leadership & Engagement					100	55	(45)	-45%	1,042	833	209	20%	(942)	(778)	164	17%
Project Management Office					-				375	318	57	15%	(375)	(318)	57	15%
Strategic Community Engagement					-				2,252	1,943	309	14%	(2,252)	(1,943)	309	14%
Strategy & Communications					77	315	238	309%	12,760	12,186	574	4%	(12,683)	(11,871)	812	6%
Sustainability						133	133	-	1,704	1,614	90	5%	(1,704)	(1,481)	223	13%
City Life					21,062	16,829	(4,233)	(20%)	90,847	84,764	6,083	7%	(69,785)	(67,935)	1,850	3%
City Business & Safety					3,177	3,046	(130)	-4%	6,483	6,218	265	4%	(3,307)	(3,172)	135	4%
City Life Management					-				1,703	1,653	50	3%	(1,703)	(1,653)	50	3%
Creative City					1,670	1,618	(51)	-3%	31,109	28,523	2,586	8%	(29,439)	(26,904)	2,535	9%
Grants & Sponsorship					136	606	470	346%	21,937	22,540	(603)	-3%	(21,801)	(21,934)	(133)	-1%
Social City					7,439	6,499	(941)	-13%	20,175	18,355	1,820	9%	(12,736)	(11,856)	880	7%
Sustainability Programs					249	249		0%	2,644	2,100	544	21%	(2,395)	(1,851)	544	23%
Venue Management					8,391	4,810	(3,581)	-43%	6,796	5,376	1,420	21%	1,595	(566)	(2,161)	-135%
City Planning Development & Transport					19,335	18,191	(1,145)	(6%)	42,480	41,175	1,305	3%	(23,145)	(22,984)	160	1%
City Access					170	170		0%	4,445	4,182	263	6%	(4,275)	(4,012)	263	6%
Construction & Building Certification Services					10,845	10,515	(330)	-3%	2,810	2,622	188	7%	8,035	7,893	(142)	-2%
Health & Building					2,490	1,587	(903)	-36%	15,180	13,765	1,414	9%	(12,690)	(12,179)	511	4%

Full Year Budget v Full Year Forecast Operating Result by Division & Unit

City of Sydney | Q2 - 2021/22

Division/Unit					Expenditure				Operating Result			
\$'000	Budget	Forecast	Variance Fav/(Unfav)	% Variance	Budget	Forecast	Variance Fav/(Unfav)	% Variance	Budget	Forecast	Variance Fav/(Unfav)	% Variance
Planning Assessments	5,170	4,975	(195)	-4%	14,302	13,758	544	4%	(9,132)	(8,783)	349	4%
Strategic Planning & Urban Design	660	944	284	43%	5,743	6,848	(1,105)	-19%	(5,083)	(5,904)	(821)	-16%
City Projects & Property	71,795	56,003	(15,792)	(22%)	79,853	64,061	15,792	20%	(8,057)	(8,057)	0	0%
City Property	71,795	55,976	(15,820)	-22%	69,390	54,202	15,188	22%	2,406	1,773	(632)	-26%
CPP - Development & Strategy				-	3,807	3,665	142	4%	(3,807)	(3,665)	142	4%
CPP - Infrastructure Delivery		28	28	-	1,213	1,113	100	8%	(1,213)	(1,086)	127	11%
CPP - Professional Services				-	5,443	5,080	363	7%	(5,443)	(5,080)	363	7%
City Services	125,164	82,222	(42,942)	(34%)	228,821	185,879	42,942	19%	(103,657)	(103,657)	0	0%
City Greening & Leisure	1,195	777	(418)	-35%	38,724	40,203	(1,478)	-4%	(37,529)	(39,426)	(1,896)	-5%
City Infrastructure & Traffic Operations (CITO)	35,487	26,831	(8,655)	-24%	43,074	37,402	5,672	13%	(7,587)	(10,571)	(2,983)	-39%
City Rangers	38,607	19,287	(19,321)	-50%	26,082	20,650	5,432	21%	12,525	(1,363)	(13,888)	-111%
City Services Management				-	29,575	481	29,094	98%	(29,575)	(481)	29,094	98%
City Services Strategy				-	781	776	5	1%	(781)	(776)	5	1%
Cleansing & Waste	1,274	827	(448)	-35%	68,301	66,341	1,959	3%	(67,026)	(65,515)	1,512	2%
Parking & Fleet Services	48,600	34,500	(14,100)	-29%	15,713	13,890	1,823	12%	32,887	20,610	(12,277)	-37%
Security & Emergency Management				-	6,570	6,136	434	7%	(6,570)	(6,136)	434	7%
Corporate Costs	383,313	383,314	1	0%	9,203	16,944	(7,740)	(84%)	374,109	366,370	(7,740)	(2%)
Legal & Governance	5	5		0%	15,357	15,126	231	2%	(15,352)	(15,121)	231	2%
Council Elections				-	2,395	2,472	(76)	-3%	(2,395)	(2,472)	(76)	-3%
Internal Audit				-	697	697		0%	(697)	(697)		0%
Legal Services				-	6,333	5,821	512	8%	(6,333)	(5,821)	512	8%
Risk Management & Governance	5	5		0%	5,931	6,136	(205)	-3%	(5,926)	(6,131)	(205)	-3%
People Performance & Technology	2,545	2,618	74	3%	47,324	45,090	2,234	5%	(44,780)	(42,472)	2,308	5%
Business & Service Improvement				-	1,190	1,031	159	13%	(1,190)	(1,031)	159	13%
Corporate Human Resources				-	7,205	6,486	718	10%	(7,205)	(6,486)	718	10%
Customer Service	2,530	2,603	74	3%	6,890	6,341	548	8%	(4,360)	(3,738)	622	14%
Data & Information Management Services	15	15		0%	7,615	7,388	227	3%	(7,600)	(7,373)	227	3%
Internal Office Services				-	293	293	(0)	-0%	(293)	(293)	(0)	-0%
People Performance & Technology				-	930	820	110	12%	(930)	(820)	110	12%
Total Result	624,517	561,179	(63,338)	(10%)	559,517	496,102	63,415	11%	65,000	65,078	78	0%

Capital Budget Review Statement

City of Sydney | Q2 2021/22

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	4,940	2,424	2,516	19,640	3,591	23,230		23,230
Green Infrastructure	2,589	1,391	1,198	5,370	(24)	5,346	(230)	5,116
Open Space & Parks	15,777	12,039	3,739	21,586	1,191	22,777		22,777
Properties - Community, Cultural and Recreational	5,026	2,659	2,366	11,036	805	11,841	396	12,237
Properties - Investment and Operational	2,171	233	1,938	3,234	2,275	5,509		5,509
Public Art	2,035	489	1,546	4,443	(70)	4,373		4,373
Public Domain	32,874	30,899	1,975	65,667	6,195	71,862	230	72,092
Stormwater Drainage	1,301	329	971	15,135	(9,255)	5,880		5,880
Capital Programs Asset Enhancement	66,713	50,463	16,249	146,111	4,707	150,818	396	151,215
Infrastructure - Roads Bridges Footways	7,352	5,859	1,493	11,350	773	12,123		12,123
Open Space & Parks	4,946	4,467	480	19,392	229	19,621	613	20,234
Properties Assets	12,979	11,029	1,950	30,568	2,690	33,258	3,020	36,278
Public Art	727	352	374	995	166	1,161		1,161
Public Domain	10,990	10,186	804	22,216	3,188	25,405	420	25,825
Stormwater Drainage	1,406	458	948	3,513	0	3,513		3,513
Capital Programs Asset Renewal	38,399	32,351	6,048	88,035	7,046	95,081	4,053	99,134
Contingency - Active	1,466		1,466	8,000	(2,812)	5,188	(1,007)	4,181
Project expenditure not creating asset value	(4,283)	(267)	(4,016)	(8,726)		(8,726)		(8,726)
Net Capital Expenditure	102,295	82,547	19,748	233,420	8,941	242,361	3,443	245,804
Project expenditure not creating asset value								
Plant and Assets	8,298	2,179	6,119	9,172	6,588	15,760	575	15,760
TDS Capital Works Projects	10,870	7,775	3,096	18,292	4,857	23,149	1,036	24,759
Property Acquisition / Divestment		(33,763)	33,763	131,917		131,917		131,917

Capital Budget Review Statement

City of Sydney | Q2 2021/22

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								
Stormwater Management Reserve	1,406	560	846	2,040	(85)	1,955		1,955
Developer Contributions (General)	20,885	24,703	(3,818)	23,335	14,500	37,835		37,835
Green Infrastructure Reserve	2,143	1,241	903	3,858	(81)	3,777		3,777
Renewable Energy	54	8	46	800	40	840		840
Specific Reserve Funding	24,489	26,511	(2,022)	30,033	14,373	44,407		44,407
General Funding	96,974	32,227	64,747	362,767	6,012	368,780	5,053	373,833
Total Funding	121,463	58,738	62,725	392,801	20,386	413,186	5,053	418,240

Cash and Investments Budget Review Statement

City of Sydney | Q2 2021/22

	Op.Balance	Year-to-date			Full-year		
All figures in \$'000	Actual	Transfer to	Transfer from	Actual	Transfer to	Transfer from	Forecast
Externally Restricted							
Developer Contributions (General)	30,902	29,062	(24,703)	35,261	35,663	(38,541)	28,025
Specific Purpose Unexpended Grants	3,288	8,292	(7,684)	3,897	33,168	(36,456)	-
Domestic Waste Reserve	34,445	30,465	(29,033)	35,877	62,122	(57,844)	38,723
Stormwater Management Reserve	-	1,019	(560)	459	2,040	(2,040)	-
Total Externally Restricted Cash and Investments	68,636	68,838	(61,979)	75,494	132,994	(134,882)	66,748
Internally Restricted							
Supported Accommodation, Affordable and Diverse Housing Fund	4,348	5,000	-	9,348	5,000	(10)	9,338
City Centre Transformation Reserve	(0)	-	-	-	-		(0)
Commercial Property	98,038	-	-	98,038	-	(10,000)	88,038
Employee Leave Entitlement Reserve	6,844	1,232	(887)	7,190	2,231	(1,627)	7,448
Green Infrastructure Reserve	13,977	-	(1,241)	12,736	-	(2,308)	11,668
Green Square Reserve	86,325	-	-	86,325	-	(40,000)	46,325
Heritage Conservation Fund	48,170	11,900	(3)	60,067	29,469	(3)	77,635
Public Liability Insurance Reserve	646	-	-	646	-	-	646
Renewable Energy	7,375	-	(8)	7,368	-	(8)	7,368
Performance Cash Bonds	30,310	4,583	(7,236)	27,657	9,495	(16,150)	23,655
Workers Compensation Reserve	17,400	458	-	17,858	458	-	17,858
Total Internally Restricted Cash and Investments	313,433	23,174	(9,374)	327,233	46,653	(70,106)	289,980
Total Restricted Cash and Investments	382,068	92,012	(71,354)	402,727	179,647	(204,988)	356,728
Unrestricted Cash and Investments	273,186			326,358			187,851
Total - Cash and Investments	655,255			729,085			544,579

Summary of Income and Expenditure by Principal Activity

City of Sydney | Q2 2021/22

	Operating income			Operating expenditure			Operating result		
\$'000	Budget	Actual	Variance Fav / (Unfav)	Budget	Actual	Variance Fav / (Unfav)	Budget	Actual	Variance Fav / (Unfav)
A globally competitive and innovative city	19,531	7,048	(12,483)	28,842	22,397	6,445	(9,311)	(15,349)	(6,038)
A leading environmental performer	909	387	(522)	39,263	36,756	2,508	(38,354)	(36,369)	1,985
Integrated transport for a connected city	41,029	23,994	(17,035)	52,934	19,583	33,351	(11,904)	4,412	16,316
A city for walking and cycling	-	(0)	(0)	422	628	(205)	(422)	(628)	(205)
A lively and engaging city centre	-	-	-	99	62	37	(99)	(62)	37
Resilient and inclusive local communities	12,200	5,203	(6,997)	49,366	46,687	2,679	(37,166)	(41,484)	(4,317)
A cultural and creative city	1,126	335	(790)	4,283	2,978	1,305	(3,157)	(2,643)	515
Housing for a diverse community	-	-	-	1,737	1,671	66	(1,737)	(1,671)	66
Sustainable development, renewal and design	9,573	9,001	(571)	20,306	19,491	815	(10,733)	(10,490)	243
Implementation through effective governance and partnerships	230,383	219,145	(11,238)	99,652	74,678	24,974	130,731	144,467	13,737
Total Council	314,750	265,114	(49,636)	296,905	224,931	71,974	17,845	40,183	22,338

Contingency Report

City of Sydney | Q2 2021/22

\$'000

		CEO	General	Capital Works	Total
Adopted budget - contingency		4,500	2,500	8,000	15,000
Jul - Sep 2020	Additional \$5M Capital Works contingency as approved at Q1			5,000	5,000
Jul - Sep 2021	Additional \$45M CEO Contingency as approved at Q1 due to unfavourable income impacts related to COVID	45,000			45,000
Less Approved Contingency Allocations:					
Approval Date					
26/07/2021	Support for Our Community - 2021 Lockdown Response - OzHarvest		(300)		
26/07/2021	Support for Our Community - 2021 Lockdown Response - Foodbank		(300)		
26/07/2021	Support for Our Community - 2021 Lockdown Response - Secondbite		(100)		
26/07/2021	Support for Our Community - 2021 Lockdown Response - Supply & distribute masks to vulnerable communities and increase communication with mental health support		(50)		
26/07/2021	Support for Our Community - 2021 Lockdown Response - New Community Emergency Quick Response Grants for Not For Profit Entities.		(250)		
16/08/2021	Joint campaign with metropolitan councils to deliver a clear and consistent message to the community about the proposed legislative changes re Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021.		(80)		
18/10/2021	Approved Tender T-2021-511 Green Square to Ashmore Connector Road			(5,477)	
Jul - Sep 2021	Adopted Q1 Capital Works changes as detailed in attachment B			(1,035)	
Jul - Sep 2021	Adopted Plant and Assets change as detailed in the Q1 report			(1,300)	
	City Projects and Properties	(14,221)			
	City Services	(29,102)			
	Corporate Services	(1,677)			
Oct - Dec 2021	Proposed Q2 Capital Works changes as detailed in attachment B			(1,007)	
Allocated:		(45,000)	(1,080)	(8,819)	(54,324)
Funds Available:					
	Operational	4,500	1,420		
	Capital			4,181	
Unallocated contingency		4,500	3,580	4,181	10,676

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 period to 31 December 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 31 December 2021 was 4 January 2022.

Signed:		Bill Carter, Chief Financial Officer Responsible Accounting Officer
Date:	28/01/2022	

Attachment B

Capital Expenditure Financial Results
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Capital Works Expenditure Summary

City of Sydney | Q2 2021/22

		Year-to-date				Full-year			Total Project				
All figures in \$'000	Prior Year Actual	Dec YTD Budget	Dec YTD Actual	Variance Fav / (Unfav)	Life-to-date actual (Prior Years + YTD)	2021/22 Current Budget	2021/22 Current Forecast	Variance Fav / (Unfav)	4 Years Budget Total	2025/26 - 2030/31 Budget Years Total	Budget	Forecast	Variance Fav / (Unfav)
Bicycle Related Works	20,919	4,940	2,424	2,516	23,342	23,230	15,183	8,048	63,674	11,820	96,413	94,978	1,434
Green Infrastructure	28,893	2,589	1,391	1,198	30,284	5,346	3,056	2,289	12,659	2,240	43,792	42,138	1,654
Open Space & Parks	77,793	15,777	12,039	3,739	89,832	22,777	20,756	2,021	90,463	125,716	293,972	294,549	(578)
Properties - Community, Cultural and Recreational	117,464	5,026	2,659	2,366	120,123	11,841	12,193	(352)	82,227	64,349	264,040	264,062	(22)
Properties - Investment and Operational	1,473	2,171	233	1,938	1,707	5,509	3,570	1,939	6,134	17,000	24,608	23,940	668
Public Art	4,366	2,035	489	1,546	4,855	4,373	3,361	1,013	11,627	3,000	18,994	19,241	(247)
Public Domain	126,593	32,874	30,899	1,975	157,492	71,862	64,571	7,291	152,670	103,396	382,659	380,846	1,813
Stormwater Drainage	78,086	1,301	329	971	78,416	5,880	2,316	3,563	28,133	35,701	141,919	141,398	521
Capital Programs Asset Enhancement - Active	455,587	66,713	50,463	16,249	506,051	150,818	125,006	25,813	447,588	363,221	1,266,397	1,261,153	5,243
Infrastructure - Roads Bridges Footways		7,352	5,859	1,493	5,859	12,123	11,986	137	47,309	100,450	147,759	147,533	226
Open Space & Parks		4,946	4,467	480	4,467	19,621	16,848	2,774	88,631	148,917	237,548	236,236	1,311
Properties Assets		12,979	11,029	1,950	11,029	33,258	27,867	5,392	149,937	173,111	323,048	321,295	1,752
Public Art		727	352	374	352	1,161	960	201	3,485	4,483	7,968	7,891	77
Public Domain		10,990	10,186	804	10,186	25,405	25,359	45	60,732	84,478	145,210	144,735	475
Stormwater Drainage		1,406	458	948	458	3,513	3,320	193	19,014	23,000	42,014	41,821	193
Capital Programs Asset Renewal - Active		38,399	32,351	6,048	32,351	95,081	86,340	8,741	369,108	534,438	903,546	899,512	4,034
Contingency - Active		1,466	0	1,466	0	5,188	0	5,188	5,188	0	5,188	0	5,188
Grand Total	455,587	106,578	82,814	23,763	538,402	251,087	211,346	39,742	821,883	897,660	2,175,130	2,160,665	14,465

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

City of Sydney | Q2 2021/22

\$'000			
Project Name	Cost to date	Total budget	Q2 December 2021 Status Comments
Zetland Avenue - Mid (Joynton Ave to Portman St)	6,781	6,902	Construction completed.
Existing Streets (Portman St) Upgrade	8,803	10,382	Construction progressing with completion forecast for early 2022.
Zetland Ave (West) - Paul St to Portman St	5,192	9,565	Construction progressing on south side with completion forecast for early 2022. North side works pending completion of developers construction with forecast completion in mid 2023.
Joynton Av upgrade (Hansard St to Elizabeth St)	23,084	24,077	Project complete.
Zetland Avenue – East (Joynton Av to Victoria Park Pde)	13,993	14,048	Project complete.
Green Square to Ashmore Connection	9,131	32,244	Project in construction. Completion of eastern section by September 2022.
McDonald Street Widening Works	14,342	18,290	Construction progressing with completion forecast for early 2022.
Kings Cross Public Domain - Macleay Street	9,000	12,300	Works continued to recover to full capacity in October following easing of restrictions in September. Construction focused on completing paving works to Macleay Street between Rockwall Crescent and Manning Street (including footway widening) and paving, continuous footpath treatments and greening works in commercial zones. The continuous footpath treatment at the Hughes Street intersection was completed.
Crown Street Public Domain	1	27,900	Engagement of internal stakeholders and Transport for New South Wales commenced in early 2022. Project on track for community engagement in March 2022 and LPCTCC endorsement in May 2022.
George Street South Pedestrianisation	18,062	43,500	George St Pedestrianisation works between Bathurst Street and Hay Street completed and opened to community for free movement across rail tracks. Hay St to Rawson Pl extents are progressing well with eastern side open and western side to progressively open from Jan to Mar 2022. Devonshire St (Elizabeth to Chalmers) and Hay St (George to Sussex) works to commence mid-Feb 2022.
Drying Green Park	20,193	22,630	Construction progressing on track - completion forecast for early 2022.
The crescent lands at Johnstons creek	13,353	13,415	Project complete.
Wimbo Park Surry Hills	1,158	6,215	Ongoing preparation of tender documentation and management of DA approval conditions by TfNSW.
City Centre Playground Works	1,077	6,280	Early works scheduled Feb/Mar 2022. Council endorsement of Plan of Management & Native Title Compliance pending
Urban Skate Park - Sydney Park	7,577	8,005	Project complete.
Synthetic Sports Field Installations - Perry Park	640	8,733	Construction tender closed and under assessment.

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

City of Sydney | Q2 2021/22

	\$'000		
Project Name	Cost to date	Total budget	Q2 December 2021 Status Comments
Alexandria School and Park Synthetic Sportsfield - Joint Use	2,105	6,225	Construction underway on the field works. Commencing construction of Park Road works.
Perry Park - Stage 2 Basketball Court	7,403	7,720	Project complete.
Synthetic Sports Field - Turruwul Park	139	5,888	Project proposed to be cancelled and report to going to Council in February 2022.
Synthetic Sports Field - Waterloo Oval	64	8,496	Project proposed to be cancelled and report to going to Council in February 2022.
Oxford and Liverpool Street Cycleway	295	11,576	Scope report going to Council in February 2022.
Wilson and Burren St cycleway	10,778	11,101	Project complete.
Erskineville Alexandria Precinct Cycleway Links	908	8,316	Head Contractor engaged and construction works underway on Ashmore and Harley Streets.
Castlereagh Street Cycleway - North	847	22,397	Consultation programmed for early 2022.
College Street Cycleway	9	5,426	In principle approval from TfNSW and undertaking detailed design.
SSHS - Stage 2 (Cultural/Community/Health Facilities)	191	24,719	The State Significant Development application for construction of the Green Square School and Community Spaces was publicly exhibited during November 2021 and is being assessed by the City, as delegated by the Minister. Early works including demolition commenced in December 2021.
Huntley Street Recreation Centre - Development	1,077	19,980	Revised Development Application submitted.
George Street - Lend Lease Circular Quay VPA	403	8,838	Lendlease construction of base building on schedule. City meeting regularly with Business Innovation Space operator to resolve design and construction of fit out.
Pymont Community Centre Upgrade	729	5,700	Finalising Tender Documentation. Anticipate issuing Tender to market end February 2022
Joynton Avenue Stormwater Drainage Upgrade	3,009	24,916	Progressing through Early Contractor Involvement process, with Request for Tender forecast to be released early 2022.
Hyde Park Tree Replacement & Other Works	22,318	22,364	Main works complete. Café fitout early 2022.
Open Space Renewal - Hyde Park Lighting	808	6,400	Documentation progressing (50% Design due early-mid 2022). Additional investigations underway to inform design and planning approvals.
Customs House – Façade Upgrade stage 2	686	6,927	Project team has updated change request for budget, rephasing and timing to be submitted in March.
Town Hall House, Façade Remediation	597	12,444	Tender Expression of Interest for Main works early 2022.
343 George St - Facade Remediation & Facade Lighting	823	16,676	Stage 1: Barrack Lane Tender Review in progress. Tender Report to Council early-mid 2022.
Sydney Town Hall External Works Stage 3	7,270	16,495	Stone and stained glass works underway and progressing well. Stone works forecast completion mid 2022.

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

City of Sydney | Q2 2021/22

		\$'000	
Project Name	Cost to date	Total budget	Q2 December 2021 Status Comments
Sydney Park Brick Kilns - Renewal Works	20	16,000	Procurement of Head Design Consultant in progress - Concept Design to commence early 2022.
City Centre - Barrack St masterplan	43	5,699	Preliminary design work has commenced with the Master plan for Barrack Street will be completed by end 2022.

Capital Works Budget Adjustments

City of Sydney | Q2

\$'000													
Project Name	Financial Year					Proposed Budget Adjustments in Future Years					Total		Q2 Status Comments
	Full Year Budget	Contingency Fund	In-Year Budget Adjustments	Brought Forward from Future Years	Proposed Adjusted Full Year Budget	22/23	23/24	24/25	25/26	26-32	Current Project Budget	Proposed Project Budget	
Corporation Building - Façade, Roof, Window, Awning Repairs	1,884	0	0	1,000	2,884	(500)	(500)	0	0	0	4,008	4,008	Bring funds forward to complete works due March 2022.
Sydney Town Hall External Works Stage 3	3,174	0	0	1,303	4,478	(706)	(161)	(437)	0	0	16,495	16,495	Bring funds forward due to work progress faster than expected.
Minor Works Capital Program (Properties)	278	0	200	0	478	0	0	0	0	0	278	478	Amend budget to align with the revised program.
Future Year Properties Renewal - Provisional		0	(200)	200	0	(200)	0	0	0	0	179,569	179,369	As per above
Cycling safety works and bike parking program	1,349	0	0	420	1,769	0	0	0	0	(420)	12,939	12,939	Bring funds forward due to additional project required for current year.
Green Square to Ashmore Connection	9,809	0	230	0	10,039	0	0	0	0	0	32,244	32,474	Budget transfer to carry out the construction of recycle water pipeline to affordable housing schemes in Green Square
Green Square Water Reuse - Non Potable	767	0	(230)	0	537	0	0	0	0	0	10,359	10,129	As per above.
Open Space Renewal - The Western Block	629	0	0	367	996	(367)	0	0	0	0	1,140	1,140	Bring funds forward as work progress faster than expected
Parks General - Tote Park	168	0	0	247	414	(247)	0	0	0	0	524	524	Bring funds forward to align with the completion date
Synthetic Sports Field - Crescent Park	974	0	0	0	974	0	1,226	0	0	0	3,750	4,976	Additional budget required for the updated scope elements.
Synthetic Sports Field - Turruwul Park	228	0	0	0	228	0	(1,226)	0	0	0	5,888	4,662	As per above
Green Square Angle Parking	1,686	0	0	0	1,686	1,290	0	0	0	0	1,686	2,976	Budget required for additional scope.
Traffic Committee – Improvement Works	1,755	0	0	0	1,755	0	0	0	0	(1,290)	20,619	19,329	Budget required for additional scope.
Portfolio wide Air Conditioning Replacement Project	1,121	0	358	0	1,479	491	0	0	0	0	2,381	3,230	Additional budget is required to address a budget shortfall based on the current market value for the works.
Redfern CC & Ultimo CC AGP Tenancy Bathroom Works	200	0	(358)	165	7	(656)	0	0	0	0	925	76	As per above.
Corporation Building - Façade, Roof, Window, Awning Repairs	1,884	0	352	0	2,236	0	0	0	0	0	4,008	4,360	Additional budget required due to additional stonework identified during construction that requires repairs and replacement
Town Hall Arcade (Sydney Square) Waterproofing	160	0	(352)	352	160	(352)	0	0	0	0	1,179	828	As per above.
SSHS - Stage 2 (Cultural/Community/Health Facilities)	4,360	0	0	396	4,756	(396)	0	0	0	0	24,719	24,719	Bring funds forward to reflect the revised cash flow.
Total Capital Works Projects	30,425	0	0	4,449	34,875	(1,641)	(661)	(437)	0	(1,710)	322,712	322,712	
ePlanning	439	432	0	0	871	0	0	0	0	0	4,280	4,712	Additional budget required due to changes are needed to the ePlanning Assess and Plan modules to comply with Planning control amendments.
TRIM 2021 Upgrade to 10.x (currently ver 9.3 Extended Suppor	336	0	0	52	388	(127)	0	0	0	0	463	388	Bring funds forward and reduce budget to align with the updated program.
Digital Asset Management System	180	0	0	46	226	(130)	0	0	0	0	730	646	Bring funds forward and reduce budget to align with the updated program.
Social Media Management Platform	252	0	0	52	304	(108)	0	0	0	0	920	864	Bring funds forward and reduce budget to align with the updated program.
EBEMS - Ungerboeck Cloud Upgrade	500			454	954	(861)	0	0	0	0	1,691	1,284	Bring funds forward and reduce budget to align with the updated program.
Skype Migration project - Hardware	250	575			825	0	0	0	0	0	250	825	Additional budget is required to address a budget shortfall based on the current market value for the works.
Total TDS Capital Works Projects	1,957	1,007	0	604	3,568	(1,226)	0	0	0	0	8,334	8,719	

Attachment C

<p>Second Quarter Operational Plan Report 2021/22</p>
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Glossary

BASIX – Building sustainability index, is a NSW Government planning measure to reduce household electricity and water use by setting minimum sustainability targets for new and renovated homes.

CALD – Culturally and linguistically diverse peoples referencing the many Australian communities that originally came from different countries and therefore have cultures and languages that are different to those of Australians born here generation after generation.

CBD – Central Business District. The Sydney Central Business District is the historical and main commercial centre of Sydney. Geographically, its north-south axis runs from Circular Quay in the north to Central railway station in the south. Its east-west axis runs from a chain of parkland that includes Hyde Park, The Domain, Royal Botanic Gardens and Farm Cove on Sydney Harbour in the east, to Darling Harbour and the Western Distributor in the west.

CCAP – Climate Change Action Plan - City is a web-based software application owned by Kinesis designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

CWI – Community Wellbeing Indicators developed in partnership with the Institute for Sustainable Futures at the University of Technology, Sydney and the McCaughey Research Centre from the University of Melbourne which provide a critical evidence-base on changing trends and issues affecting the community over time that can inform policy development and service provision investment planning.

DCJ – Department of Communities and Justice supports vulnerable people and families to participate in social and economic life and build stronger communities.

DPIE – Department of Planning, Industry and Environment provide services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional New South Wales.

EPA – NSW Environment Protection Authority is the primary environmental regulator for New South Wales. Its purpose is to improve environmental performance and waste management for NSW.

HART – Homelessness Assertive Outreach Response Team is a partnership between NSW Department of Communities and Justice and City of Sydney who collaborate with specialist health, homelessness, and other non-government services to provide services for people sleeping rough.

ICAC – The Independent Commission Against Corruption is an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.

IPART – Independent Pricing and Regulatory Tribunal. Is the independent regulator that determines the maximum prices that can be charged for certain retail energy, water and transport services in New South Wales and also reviews certain matters relating to local government, including the annual rate peg.

LGA – local government area. The Sydney LGA is made up of 33 suburbs wholly or partly contained within our Local Government Area boundary. They are Alexandria, Annandale, Barangaroo, Beaconsfield, Camperdown, Centennial Park, Chippendale, Darlinghurst, Darlington, Dawes Point, Elizabeth Bay, Erskineville, Eveleigh, Forest Lodge, Glebe, Haymarket, Millers Point, Moore Park, Newtown, Paddington, Potts Point, Pyrmont, Redfern, Rosebery, Rushcutters Bay, St Peters, Surry Hills, Sydney, The Rocks, Ultimo, Waterloo, Woolloomooloo and Zetland.

MPEP – Major Properties Efficiency Project, implemented by the City to investigate and deliver cost-effective options for reducing emissions generation and water consumption at 14 City properties which together account for at least 80% (electricity), 95% (gas) and 70% (water) of utility usage across the City's property portfolio.

NABERS – National Australian Built Environment Rating System is a national rating system that measures the environmental performance (energy efficiency, water usage, waste management and indoor environment quality) of Australian buildings and tenancies and their impact on the environment.

PPE – Personal protective equipment or clothing used and/or worn to provide personal health and safety.

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

SMART System – the sustainability management and reporting tool used to record and report the Council's utility consumption for its buildings, parks, civic-spaces and street lighting.

SRAP – Stretch Reconciliation Action Plan. Adopted by the City in 2020, this reconciliation action plan outlines our vision and action we will take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of the history and experiences of First Nations peoples, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

SSROC – South Sydney Regional Organisation of Councils is an association of 11 councils spanning Sydney's southern, eastern, central and inner west suburbs which provides a forum through which member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

TfNSW – Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight.

City of Sydney – Operational Plan Report – Quarter 2 2021/22

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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 Framework was finalised in November 2021 and implements planning controls for employment growth. Planning controls to protect and grow jobs have been exhibited for Botany Road Corridor, Oxford Street and North Alexandria and the Enterprise Area.	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, Waterloo Estate, 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, and Alfred and George Street Circular Quay. Public domain planning for Green Square and Ashmore Estate provide a co-ordinated and aligned public domain response for private developments across these precincts.	On Track
Service Delivery		
Deliver City Services to meet the needs of a Global City.	The City is continuing to adjust services in response to the impact of Covid-19 on both staff, operations, safety and business continuity. The strategic outlook will be reassessed once there is an understanding of what the full impact of the pandemic has been and there is a greater sense of what "Covid normal" looks like.	On Track

1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
Economy		
Continue to implement the OPEN Sydney Strategy to develop a vibrant, safe and sustainable night time economy that offers a diverse range of leisure and entertainment options for all ages and interests, with inviting and safe public spaces, easily accessible information and connected transport.	<p>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 and assisting over 370 businesses to access more space for outdoor dining on footways and in reallocated road space.</p> <p>In 2021 the City supported 26 grants to businesses to the value of \$485,120 under the Night Time Diversification and Live Performance Grant programs to increase the diversity of nightlife.</p> <p>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.</p> <p>The City is a member of the 24-Hour Economy Advisory Group and is working closely with NSW Government to support delivery of the 24-Hour Economy Strategy.</p>	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.	<p>The City continues to work closely with the retail sector to support businesses recover through the impacts of the pandemic and reduced pedestrian activity in the CBD.</p> <p>We have provided regular updates and briefings to the sector to ensure they have awareness of access to business support, grants to drive activations and events, marketing and communications opportunities and general information relating to public health orders.</p> <p>We have promoted Christmas decorations, events and activations and provided a Black Friday retailing promotional platform to amplify retailer activations and events.</p> <p>The City has focused communications on building consumer confidence that coming to the city is a safe and enjoyable experience and highlighted opportunities to shop, dine, drink and engage across a variety of city experiences.</p>	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.	<p>The City sponsored UTS Startup Central, located on Broadway, to show people what technology-enabled entrepreneurs are doing, how they're doing it, who is doing it, and how the public can take their first steps as entrepreneurs.</p> <p>The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to startups and scaleups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space. The space will open in late 2022, bringing 3,800 sqm affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term.</p> <p>The City is also exploring the opportunity to launch the second iteration of the Sydney Landing Pad Program, in discussion with industry partners. In the last three years, this City-funded program has attracted 185 applications from 40 cities around the world with an average valuation of \$25million. To date, the program has created 13 jobs and achieved a return of investment of 2500% for the City of Sydney.</p>	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.	<p>Focus on support for Aboriginal and Torres Strait Islander business owners, employees and education success continues in line with the Eora Journey Economic Development Plan.</p> <p>The City's grants program attracted successful applications from Aboriginal and Torres Strait Islander owned businesses for matching grants for entrepreneurs, festival and events sponsorship grants for Tranby College and First Hand Solutions for an Indigenous Art Fair and knowledge exchange sponsorship for the Indigenous Entrepreneur Network to provide a report on Aboriginal and Torres Strait Islander Business Status.</p> <p>A social media campaign to promote local businesses during Indigenous Business Month in October raised awareness of the businesses and drove traffic to their own social media accounts. It received positive feedback from participating businesses and the audience.</p>	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.	<p>The 2021 Housing Audit, Residential Monitor, Commercial Development Monitor and Visitor Accommodation Monitor have all been completed and uploaded to the website for use by industry, academia, government and business. Data used to support Tech Central project, Redfern North Eveleigh project, Covid-19 Business Recovery Survey and IPART review on contributions.</p>	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>Currently there are just over 91,000 international students onshore in NSW while over 56,000 remain offshore, which equates to 38% of the international student population. In the last quarter, nine activities took place to support the recovery of the international education sector, including:</p> <ul style="list-style-type: none"> - At the StudyNSW virtual panel, 'Support for NSW International Students during Covid-19' the City's International Student and Leadership Ambassadors (ISLA) were panellists - A total of 201 international students participated in three events delivered by the City's ISLA team with 93% reporting increased skills and knowledge, 98% reporting increased connectedness and 92% reporting increased social wellbeing. The events were an Employment Panel, Cultural Fest event, and Aussie Culture 101, and they aim to help to build students' capacity to participate in the local community, increase their employability skills and cultural intelligence - The City's ISLA team continue to promote relevant international students services, support and volunteering opportunities to their relevant network such as Study NSW's Virtual Study Program, Surf Lifesaving Bilingual Water Safety Volunteer Program, My Legal Mate and Covid-19 information and welfare support - The City's ISLA team participated in the NSW Surf Lifesaving Information Hub consultation - The City's ISLA team participated in the Centre for Volunteering CALD Volunteer consultation to inform resource and policy development and implementation - At the ISANA International Education Association National Conference, 'Student partnerships – the future of international education through a student-led consultative approach', the City's ISLA team were panellists - In the Welcoming Cities resource, 'Putting out the Welcome Mat', the City's ISLA program was showcased as a case study to illustrate the benefits of engaging in learning and development to create pathways to further learning, employment, civic participation and self-empowerment. Putting out the Welcome Mat' is designed to assist local councils to develop successful plans, initiatives, policy documents and partnerships to advance welcoming work in local councils and communities. 	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.	<p>The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to startups and scaleups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space. The space will open in late 2022, bringing 3,800 sqm affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term.</p>	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.	<p>The City continues to contribute to the development of the Tech Central Innovation Precinct through the Camperdown-Ultimo Collaboration Alliance.</p> <p>The City is also participating in the 3-year Western Harbour Precinct - Business Improvement District trial project which is underway.</p> <p>The City worked collaboratively with Investment NSW to organise the NSW-Guangdong Joint Economic Meeting which was held on 1-2 December 2021. This event marked the 35th anniversary of the Sydney-Guangzhou Sister City relationship and aims to unlock bilateral trade and investment outcomes and facilitate knowledge exchange for priority sectors in Australia and China.</p> <p>The City has been briefing stakeholders on our planned Reopening and Reactivation of Sydney, highlighting business support grants that are open to business to encourage the reactivation across our LGA. Stakeholders briefed have included Business Sydney, Property Council, American Express, Australian Retailers Association, Business Council of Australia. We have worked in collaboration with Office of 24 Hour Commissioner, DPIE, Treasury and other government agencies to ensure a coordinated effort.</p> <p>In the face of the pandemic, the City is working with multiple stakeholders to develop its new transitional economic strategy to support economic recovery and long term economic growth.</p>	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>Beginning in late October, the City began a program of roving entertainment in the CBD to activate the city and encourage visitation. This expanded into the villages in December. In late November, the City was further activated for Christmas with trees and decorations in the CBD and villages, accompanied by a program of roving costume performers and choirs throughout December in the CBD.</p> <p>On 31 December, the City produced Sydney New Year's Eve. Ticketing was introduced for all vantage points to manage pandemic requirements and specific messaging was developed encouraging patrons to visit local hospitality businesses on their way to see the fireworks to assist with business recovery. Final numbers at the event were significantly reduced due to the rapid increase in Covid-19 infections in the lead up to the event.</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 continues to work closely with the tourism sector and Destination NSW to support the visitor economy. Regular communications and engagement with the sector takes place where we share opportunities to access business support, grants, participation in City produced major events and access to marketing communication channels.</p> <p>Destination marketing has been focused on promoting to local and national audiences building confidence that the city is a safe place to visit and enjoy over the summer months. The focus has been on promoting our major events including Christmas, New Years eve and other supported events including Sydney Festival and activations including Black Friday retailing events which attract visitors.</p> <p>Limited visitor services have been engaged due to the restricted border controls.</p> <p>Ongoing promotion of local businesses has continued through the shop local campaign.</p>	On Track

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 worked collaboratively with Investment NSW to organise the NSW-Guangdong Joint Economic Meeting (JEM) which was held on 1-2 December 2021. Held every two years, JEM aims to unlock bilateral trade and investment outcomes and facilitate knowledge exchange for priority sectors in Australia and China. The City presented on its work related to sustainable urban development.

The City has continued to work closely with Business Events Sydney to support the attraction and acquisition of domestic and international business events to Sydney, to drive value for the city and ensure the ongoing recovery of Sydney's business events sector. In the last six months, BESydney successfully secured seven global meetings and incentives expected to deliver 61,950 delegate days and an estimated direct expenditure of over \$44 million for the economy between 2022 and 2024. Moreover, two notable multi-year opportunities have been secured: Unbound ANZ (3-year period) and Impact X (2-year period). While meetings and incentives previously secured for Sydney continue to be affected by the ongoing impacts of Covid-19, there have only been four events cancelled and one withdrawn in this last six months, down from eight cancellations in the previous six months. Business confidence in the opportunity to hold events appears to be increasing.

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, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues.

On Track

Cleansing and waste

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

In Q2, the City collected 17,029 tonnes of residential and public domain waste. The total recycling component from recycling events and contractor streaming consisted of 182 tonnes of mattresses, 178.88 tonnes of whitegoods/metals, and 9.51 tonnes of E-waste.

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.

Most proactive inspection programs have been suspended since mid-June 2021 due to Covid-19 Public Health Orders and to protect staff safety. This includes;

- Boarding house/backpacker inspections
- Public swimming pool inspections
- Late night and licensed premises inspections

The retail food safety inspection program recommenced in Q2 once restrictions eased, with a focus on high risk premises. The City continued to undertake inspections in response to complaints where there was an imminent public, environmental, health or safety risk, or where there was a significant potential to cause harm to people or the environment.

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 the first quarter of the year City Rangers spent over 13,961 hours in patrols to monitor legislative compliance and respond to customer complaints, including but not limited to Development Applications, companion animals, noise, litter and unlawful trading. A further 12,245 hours of patrols were conducted in Q2.

On Track

1.S.1 Performance Measures											
City Development											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial development approved	m2	275,036	196,792	-	86,850	79,605	-	-	166,455	Includes approval of Atlassian tower at Tech Central at 69,000m²	Indicator Only
Commercial development completed	m2	141,594	95,829	-	85	34,899	-	-	34,984	Includes Equinox Data Centre in Alexandria at 19,400m²	Indicator Only
Business Events Sydney											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Bids for business events submitted	No.	25	6	-	-	9	-	-	9	In the last 6 months, Business Events Sydney successfully secured seven global meetings and incentives for the city. These events are expected to deliver 61,950 delegate days to the city between 2022 and 2024, generating an estimated direct expenditure of over \$44m for the economy. Two notable multi-year opportunities have been secured, one of which, Unbound ANZ, has been secured for Sydney for three years. The other, Impact X, has also been secured for a two-year period.	Indicator Only
Events secured	No.	19	6	-	-	7	-	-	7		Indicator Only
Delegate numbers of events secured	No.	11,126	6,300	-	-	20,350	-	-	20,350		Indicator Only
Economic impact of events secured	\$M	41.4	25	-	-	44	-	-	44		Indicator Only
Delegate days of events secured	No.	43,696	25,950	-	-	61,950	-	-	61,950		Indicator Only

Support for the Economy and Business											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 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	739.76	425.3	-	118.21	166.78	-	-	284.99	In the first half of the year, 10 significant economic grants were approved by Council for a year-to-date total of \$284,990 in cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange Sponsorships and include a research project led by the Indigenous Entrepreneur Network, Vibe Lab Asia Pacific's live music and hospitality sector roundtables, and a program to support women-led business by Springboard Enterprises.	Indicator Only
Grants approved by the City of Sydney for major events	\$ '000	5,662.4	5,664.43	-	209.52	312.28	-	-	521.8	In the first half of the year, the City supported three major events, City2Surf and Vogue American Express Fashion Night Out, and the Sydney Fringe Festival to a value of \$521,802 in cash and value-in-kind. Whilst Sydney Fringe Festival was cancelled due to the pandemic the grant was paid in full.	Indicator Only
Diverse and inclusive economy											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 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.	178	190	-	-	200	-	-	200		Indicator Only
International Students											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
International students studying in the City of Sydney LGA	No.	140,000	129,939	-	-	-	-	-	-		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 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 and a strategy is being developed to focus on the increased uptake of more energy efficient vehicles.. Emissions across the fleet continue to fall.	On Track
Continue to identify and implement initiatives to facilitate the 50% renewable by 2030 target for the city.	The City continues to support the uptake of renewable energy through the Renewable Energy Help Centre, environmental grants program, and related initiatives. The NSW electricity grid is on track to be more than 60% renewable by 2030 in large part due to the NSW Government Electricity Infrastructure Roadmap.	On Track
Actively manage the replacement of conventional lights with LED lights for all public domain light types (street lights, parks etc.) in the city.	Stage one of the change-over of Ausgrid-owned residential street lighting to energy-efficient LEDs is substantially complete. Over 3,000 light fittings have been upgraded to LED. A reduction in the City's electrical consumption of approximately 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 has commenced and is expected to be completed this financial year. Approximately 5000 light fittings will be upgraded to LED, and to date, 700 lights have been upgraded. The City is working closely with Ausgrid to review the inventory of lights, subject to upgrade, to mitigate the impacts of obtrusive lighting. This stage of the program will realise a significant reduction in the City's electrical consumption and greenhouse gas emissions of about 3000 MWh/year and 2,600 tCO2/year respectively.	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.	The net zero energy planning proposal was approved by the Department of Planning, Industry and Environment to exhibit. The planning proposal was exhibited between 18 November and 17 December 2021. The controls will be reported back to council and the Central Sydney Planning Committee early in 2022.	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. A submission will be made to the NSW Design and Place State Environment Planning Policy on targets and improvements to the BASIX tool.	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	99	The food scraps recycling trial was concluded as a project at end October 2021. The City is continuing to provide the service to residents while the results of the trial are being analysed. In the meantime, additional apartment buildings will continue to be recruited into the scheme up to a total of 250 buildings (as per trial targets). Key results of the service to 31 December were: - A total of 851.60 tonnes of food scraps collected and recycled. - Almost 17,000 households with access to the food scraps recycling service across 211 apartment buildings and just over 1,000 houses. - A further 14 apartment buildings have provided strata committee approval to participate and will join the scheme in the coming months.	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.		Not Yet Due To Report

Monitoring and reporting waste		
Improve monitoring, reporting and verification of waste data in City buildings, City construction sites and residential services.	The City is developing a single point of reference to view all waste data collection and reporting activities within the City of Sydney Council.	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.	In Q2, 176 waste avoidance activities were delivered and 3,741 residents and/or visitors to the City were engaged to help raise awareness and provide education about recycling, food waste avoidance and safe alternatives to single use items. In October and for much of November, face to face engagement continued to be postponed due to public health restrictions and contactless outreach and engagement opportunities were provided for residents to help improve waste avoidance and recycling behaviours at home. Through the 'Ask A Waste Expert' online service, we responded to 169 questions from 91 residents on a range of topics and items. The doorstep recycling service continued to grow with 2,229 pickups from residents' homes in Q2 resulting in 6.9 tonnes of materials being recycled – the most since the service started. Other engagement and awareness activities undertaken included virtual recycling information sessions, an online session called 'DIY Christmas for People & Pets', pop-up stalls at Gunyama Park in Rosebery and Shannon Reserve in Surry Hills to promote safe alternatives to single use items and raise awareness about options for and safety of using reusable coffee cups. Students and teachers from 15 schools were engaged through remote learning resources to tackle single use plastics at home and in their schools, and to learn about waste avoidance methods and how to recycle right. In December, the program finished with a virtual end of year celebration and an awareness raising talk by a marine scientist on the extent of plastic pollution in the oceans and the negative effects on marine life with participation certificates delivered to students. To celebrate National Recycling Week in November, we delivered 5 recycling masterclasses and 1 recycling essentials class online and in-person for our Mandarin speaking community. A total of 265 people attended the	On Track

sessions. A contactless Recycle It Saturday event was also held in November where 636 people dropped off 14 tonnes of materials for recycling. The most popular items dropped off were electronics, textiles, paint and polystyrene. The City supported the Garage Sale Trail to the community to encourage local reuse. 51 sales were registered in our local area, 129 people registered for a trail tutorial with over 2,000 people participated as a seller or shopper. 14,539kg of items were sold, 30% of which would have otherwise gone to landfill (over 4 tonnes). Combined, local sellers made \$21,937 from selling their preloved goods.

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 the first quarter 912 patrol hours were conducted and five notices were issued. In quarter 2 a further 948 patrol hours were conducted with 12 notices being issued.	On Track
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Advocacy

Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.	In collaboration with regional organisations of councils, industry peak bodies and state and federal government the City is actively advocating for expansion of product stewardship for textiles and e-waste. A regional textiles working group has recently commenced with South Sydney Regional Organisation of Councils (SSROC). In collaboration with SSROC the City contributed to the December submission to federal government 2022-23 Ministers Product Stewardship priority list.	On Track
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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	83	The Green Square town centre water recycling scheme is in operation. Production of recycled water is increasing as more apartments within the Green Square Town Centre come online. Further installation of the last piece of reticulation infrastructure is pending. Additional pipeline has been requested for additional developments. Recycled water pipes are installed for future use along the light rail route in George Street and Wynyard Walk. An Expression of Interest has gone to market and is expected to close in Feb 2022. Sydney Park Water Reuse relocation and upgrade completed construction and is in operation. Erskineville Water Reuse system is under investigation.	On Track

Major Programs	Progress To Date	Status
Sustainable Planning		
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; Redfern North Eveleigh; Central Station.	On Track
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Stormwater quality / waterway health

Implement and renew vegetated and other stormwater systems to clean stormwater discharged to waterways.	Gross pollutant traps will continue to be added to the City's stormwater drainage network to assist in achieving stormwater quality improvement targets for receiving waterways.	On Track
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2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.

Major Programs	Progress To Date	Status
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Commercial office engagement

Implement priority projects, programs and advocacy arising from the City's Sydney's Sustainable Office Plan.	Action is delivered through the flagship programs of the Better Buildings Partnership (BBP) and CitySwitch Green Office. The focus for both these programs over the past six months has been annual reporting. Preliminary results indicate a combined carbon emissions savings of 366,496 tonnes CO2. The Phase 3 workplan for BBP progressed with meetings of the three working groups who will be driving sector projects on Circular Economy, Climate Positive and Resilience and Reconciliation. The CitySwitch Transformation project also progressed with collaboration with City of Melbourne and national partners to drive the project with signatories and stakeholders.	On Track
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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 a leadership panel meeting of the Sustainable Destination Partnership as well as commencement of annual reporting. Preliminary results indicate an annual emissions reduction of 26,392 tonnes of CO2. Results from Sydney's participation on the Global Sustainable Destination Index were received and Sydney dropped rank to number 15. The drop in ranking is largely attributed to an increase in the number of destinations participating, making it more competitive, and also ability to progress actions in the Making Sydney a Sustainable Destination Plan in a sector that has been significantly impacted by Covid-19. Grants continued to be managed with the accommodation and entertainment sector to activate building efficiency upgrades. Connections between the sector and Sydney Water's WaterFix Commercial program were also made to support water saving opportunities.	On Track
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Residential Engagement

Implement priority projects, programs and advocacy arising from the City's Residential Apartment Sustainability Plan.	Smart Green Apartments (SGA) program has reduced emissions by 27,030 tCO2e saving owners corporations \$3.91 million. A total of 18 new ratings grants were awarded to owners corporations in Round 2 to do NABERS ratings and sustainability action plans. The Strata Sustainability Reference Group, held in November, focused on sustainability and resilience for high density communities. To date, the City has supported 119 apartment buildings to get a NABERS rating with six procuring GreenPower. 22 SGA buildings and 31 grant buildings are participating in the City's food scraps recycling trial. Our monthly e-news was sent to 3,111 subscribers. The City continued to advocate for improved minimum environmental standards for apartment buildings.	On Track
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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 are 19.0 MW of rooftop solar installed in the LGA, an increase of 700 kW over the last three months. The City has continued to encourage renewables uptake through the grants programs. Sydney Solar Villages is a series of solar information nights that was launched through a Knowledge Exchange grant. The first session in October saw attendance of 26 residents, with at least two attendees proceeding to the solar installation phase. The Ultimo Solar Roadmap was delivered in October through our innovation grants program, as a partnership between Pingala and Sustainable Ultimo. The roadmap identified a range of solar solutions to fit Ultimo's diverse community and provides multiple entry points to suit different needs.	On Track
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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	The level of solar PV panels on City rooftops has reached about 2,300 kW, generating over 3,000 MWh of clean energy a year. This figure is inclusive of the recently completed Perry Park Stage 2, which has now passed inspection by Ausgrid. The next major PV installation will be at the City's Huntley St building. Originally this was planned for the last quarter of FY 22, but it is now more likely that work will take place in FY23. The project's financial forecasts have been adjusted accordingly.	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.	All targets are now being tracked through the Sustainability Management and Reporting Tool (SMART) system (City operations) or the CCAP system (local government area).			On Track
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	Environment reporting system has identified significant sustainability related opportunities. Corrective actions on these opportunities has resulted in improved energy and water performance over previous quarter.			On Track
Capital Projects				
Assess environmentally sustainable opportunities for incorporation into designs and technical specifications (including water sensitive urban design, stormwater management, public lighting, roads and pavement).				Not Yet Due To Report
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).	Viable initiatives within MPEP Program now complete. Team developing Asset Net Zero framework to drive energy and water efficiency at the City's most resource intensive sites.			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.	New waste signage throughout City buildings was implemented in late 2021. Working on a corporate communications program to increase waste education in 2022.			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 customer reports and dashboard data to assist with the effective maintenance and management of the fleet. The City's first fully electric commercial vehicle has been deployed as part of a strategy to expand electric vehicle numbers. This vehicle is being trialled and assessed 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.

The Procurement guidelines, the Supplier Code of Conduct and the inclusion of sustainability considerations in selected tender returnable schedules is being continuously monitored for effectiveness.

On Track

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

Major Programs	Progress To Date	Status
City Farm		
Continue City Farm operations.	City Farm education has continued online. In the past three months 7 webinars were held, attracting 200 attendees. Face-to-face education programs are scheduled to recommence in 2022. Supervised volunteer programs resumed at the farm in December 2021 after the program pause due to Covid-19 public health orders. Planning is underway for installation of a shade sail at the farm in early 2022.	On Track
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 high functioning self-managed groups 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 has formed at Elger Street, Glebe and community engagement is progressing with a group of interested residents to establish a community garden at The Western Block, Lyons Road, Camperdown.	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 December 2021, a total of 199 street trees and five park trees have been planted. Substantial planning work is underway to deliver the iconic park tree planting project works in autumn. Ongoing delivery of inroad planting projects continues, with work completed in Bunn Street Ultimo, and designed and planned for Crystal Street Plaza, Purkis Street Camperdown and Chelsea Street Redfern.	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. A 12-month project to control herbaceous weeds, install jute matting for weed and erosion control and planting of wetland 4 in Sydney Park was completed in October, with a total of 1,500 plants installed over the course of the project. Overall, 3,801 plants were installed in bush restoration areas over the past three months.	On Track
Monitor the diversity, number and distribution of priority fauna species reported on the local government area.	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 continues to be upgraded. 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.	In the financial year to date, 5,091 m2 of new and refurbished greening has been completed, with 534 m2 completed for the month of December. Significant projects include Gipps Street and Union Street, Pyrmont; Tudor Street, Surry Hills and Cook Road, Centennial Park.	On Track

Deliver Living Colour floral displays throughout the city during spring and summer.	Spring hanging basket and greenwall displays began mid-September for an eight week period. Displays continue along the Light Rail corridor on George and Alfred Streets. Greening has also been provided on Pitt and George Streets as well as Thomas Street for alfresco dining. The Christmas display was installed to complement tree installations from November through December. The Summer display installation commences in January 2022 for an eight week period. Concept development has commenced for the 2023/2024 display.	On Track
Finalise the review of the Greening Sydney Plan, with the adoption of the Greening Sydney Strategy 2030 and commence implementation.	The Greening Sydney Strategy was adopted by Council on 26 July 2021. work has commenced on operationalising the strategy. The review of the Urban Forest Strategy and Street Tree Master Plan has commenced.	On Track
Parks Water Savings Action Plan		
Improve water efficiency at the City's parks through efficiency measures and changes in management practices.	Efficiency measures continue to be implemented: - 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 for irrigation systems - Recycled water being used from Sydney Park for park irrigation and water truck filling - New parks water recycling contract delivering 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 has been completed. Investigation of a combined water re-use scheme to serve Erskineville Oval, Harry Noble Reserve and Solander Park is in development phase. Opportunities were identified at 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, and 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, and the City, provide input to inform the National Construction Code update in 2022.	On Track
Extreme weather events		
Develop plans 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, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues. Plans include: - Revised Local Emergency Management Plan 2021. - Heatwave, Severe Weather (Storm) - Consequence Management Guides.	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in monitoring and reducing the urban heat island effect.	20 of 21 sensors to measure urban heat and air quality around the city centre have now been installed.	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 the 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. The City continues to work collaboratively with asset owners and developers with regards to ensuring that flood risks are appropriately managed.	On Track

2.S.1 Performance Measures											
Greenhouse gas emissions											
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result		Q4	YTD	Comment	Status
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	36,459	12,782	-	-	-	-	-	-	Reported annually in June	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney operations from 2006 baseline of 52,972 tCO2e. Target 80% reduction by 2025	%	-	-	-	-	-	-	-	-	Reported annually in June	
Total greenhouse gas emissions for the City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	4,275,807	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney local government area from 2006 baseline of 5,815,521 tCO2e. Target 70% reduction by 2030 & net zero emissions by 2035	%	26.48	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Percentage of electricity demand in NSW met by renewable sources. Target of 50% by 2030	%	16.1	20.5	-	-	-	-	-	-	Reported annually in June	Indicator Only
Water Usage and Stormwater											
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result		Q4	YTD	Comment	Status
Potable water use from City operations. Target reduction from 2006 baseline of 431,000 kL	kL	378,360	334,528	-	-	-	-	-	-	Reported annually in June	Indicator Only
City of Sydney local government area residential potable water use per person per day. Target of 170 litres by 2030	kL	-	-	-	-	-	-	-	-	New measure. To be reported annually in June	
Reduction in City of Sydney local government area non-residential potable water use from 2019 baseline of 2.32 litres/sqm/day. Target 10% reduction by 2030	%	-	-	-	-	-	-	-	-	New measure. To be reported annually in June	

Waste - Local Government Area											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total residential waste collected	Tonnes	68,809.01	69,445.73	-	18,850.27	17,882.22	-	-	36,732.49	The total amount of residential waste collected is lower than the previous quarter but slightly higher than the same time last year.	Indicator Only
Total residential waste collected per capita	Kg/Capita	286.29	281.9	-	76.52	72.59	-	-	149.11	The amount of waste generated per capita has reduced since last quarter however it is slightly higher than the same time last year.	Indicator Only
Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030	%	-	-	-	9	14	-	-	14	There has been a 14% reduction in total waste collected per capita from the 2015 baseline.	Indicator Only
Percentage of source separated recycling of total residential waste. Target 35% by 2025	%	26.57	27.67	-	27.36	27.58	-	-	27.47	The percentage of material that is source separated for recycling by residents is slightly higher than last quarter.	Indicator Only
Percentage diversion from landfill of residential waste. Target 70% by 2025 and 90% by 2030	%	-	-	-	45.16	45.81	-	-	45.81	The percentage of residential waste diverted from landfill has increased slightly since last quarter. Overall diversion rate is limited by bans on organic waste being processed from the red-lid bin at alternate waste treatment facilities.	Indicator Only
Sustainable management of waste and resources											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total waste collected from City managed properties including aquatic centres	Tonnes	816.38	880.04	-	125.23	191.54	-	-	316.77		Indicator Only
Reduction in total waste collected from City managed properties including aquatic centres from 2019 baseline. Baseline 2019 data – 945 tonnes. Target 15% reduction by 2025	%	-	-	-	-	-	-	-	-	New measure. To be reported annually in June	
Resource recovery of waste from the City's parks, streets and public places. Target 50% by 2025	%	46	52	-	-	-	-	-	-	Reported annually in June	Indicator Only
Percentage diversion from landfill of waste from City managed properties including aquatic centres. Target 90% by 2030	%	-	-	-	92.8	93	-	-	93		Indicator Only
Percentage of source separated recycling of waste from City managed properties including aquatic centres. Target 50% reduction by 2025	%	-	-	-	48	50	-	-	50		Indicator Only

Greening Sydney											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	78,725	106,383	50,000	18,007	15,537	-	-	33,544	Key planting sites include: * Harmony Park * Fitzroy Gardens * Springfield Gardens * Oatley Road Playground * Ward Park * Nuffield Park * Crown Park * Sydney Park * Streetscapes - Booth Street, Harris Street, Bunn Street, Gordon Street, Henderson Road, Prince Albert Street, Gipps Street, Todor Street, Union Street, Cooks Road * Bush regeneration sites	On Track
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	8,272	11,080	7,500	3,088	2,003	-	-	5,091	Significant projects include Gipps and Bunn Street, Pyrmont; Henderson Road, Alexandria; Prince Albert Street, Sydney and Tudor Street, Surry Hills.	On Track
Indigenous bird species observed from community and/or formal surveys. Target to maintain or increase numbers. Baseline 2009/10 data - 63 species.	No.	68	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Extent of locally-indigenous bushland	ha	12.9	12.9	13.5	-	-	-	-	-	Reported annually in June	Indicator Only
Environmental Grants											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Environmental grants approved by the City of Sydney	\$ '000	1,135.2	1,018.74	-	481.48	478.62	-	-	960.1	In the first half of the year, 51 Environmental grants were approved by Council for a year to date total of \$960,103 in cash. These projects were awarded through the City's Environmental Performance - Ratings & Assessment and Innovation programs, and the Knowledge Exchange Sponsorship Program. This includes support for Good360's retail surplus Pop-up Shop and Seabin's Smart Cities, Cleaner Ocean program.	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 TfNSW 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.	The City continues to prosecute the case for this early Metro West extension via projects such as the Transport for NSW Tech Central (Camperdown Ultimo) Place-Based Transport Strategy. This Strategy is believed ready for release, however changes to Ministerial arrangements may delay this.	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.	<p>Transport for NSW (TfNSW) is currently preparing its submissions report on the Sydney Park Junction (formerly King Street Gateway) Review of Environmental Factors which was placed on exhibition in September 2021. Submitters strongly support the project, except for the proposal to remove the right turn ban from Mitchell Road into Sydney Park Road. Some submitters from the Inner West Council's LGA do not support the proposal to ban right turns from King Street into May Street. The City has accepted TfNSW's proposal to allow right turns from Mitchell into Sydney Park Road and supports TfNSW's proposal to ban right turns from King Street into May Street to ensure the benefits of the Sydney Park Junction project can be achieved.</p> <p>Metro City & Southwest - the City is continuing to work through outstanding matters, including trimming and removal of trees, and bollards.</p> <p>Metro West 'Environmental Impact Statement (EIS) (2) Station Excavation and tunnelling - The Bays to Sydney CBD' was placed on exhibition in November 2021. The City prepared a submission with input from across council and is now awaiting the release of EIS (3) in the first quarter of 2022. EIS (3) will cover the stations within the City's CBD. The City is also determining how best to work with TfNSW and Metro to ensure the best outcomes for the people of Sydney from the Metro West project.</p>	On Track

Advocacy		
Work with the State Government to ensure understanding of transport implications of development in the city area.	The City works closely with TfNSW and other state agencies via the Central Sydney Traffic and Transport Committee for all major developments in the City Centre. We are also working closely on the strategies at a precinct level, including Tech Central, Pyrmont Place Strategy and Strategy for Streets.	On Track
Parking		
Continue to implement the neighbourhood parking policy and review the policy at appropriate intervals.	The Policy continues to be implemented. A review of the policy is being initiated for Council consideration in 2021/22.	On Track
Freight and Servicing		
Work with State Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution.	The City continues to work with the NSW Government on developing new and innovative solutions to freight and servicing, including participation in workshops by Transport for NSW on the development of Delivery Servicing Plan material and guidance specific for NSW urban centre. The City also continues to work with the NSW Government through a monthly working group.	On Track
Regional Collaboration		
Continue to build relationships with neighbouring councils and collaborate on transport projects where infrastructure or impact is across the boundaries.	The City has developed strong working relationships with neighbouring councils in relation to WestConnex and Metro. The Sydney Park Junction project has undergone public consultation and the City is strongly pressing to ensure implementation. The City and Inner West Council collaborated closely on the NSW Government Tech Central Transport Strategy. Key initiatives such as proposed roadspace reallocation on Broadway/Parramatta Road straddle the council boundary.	On Track
Technology		
Partner with the State Government to facilitate innovation in transport management, ensuring technology assists in achieving agreed urban and transport outcomes.	The City continues to strengthen its strategic approach to the electrification of transport in the City. This will include significant collaboration with the NSW Government, given its own Electric Vehicles Strategy. Media reports suggest a trial of electric scooters could occur in 2022. However recent changes to the transport portfolio responsibilities may impact on the relative support for any trial.	On Track
3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport.		
Major Programs	Progress To Date	Status
Traffic calming initiatives		
Develop and deliver a range of initiatives to help support change of behaviour by traffic calming.	The City continues to work with 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
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.	The City is currently working with Transport for NSW to apply 40km/h speed limits on all roads within the Local Government Area. The City has received a grant of \$100,000 towards signage and 40km/h implementation.	On Track

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 Transport for NSW (TfNSW) to 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.

The City worked with Cleanaway to manage waste collection disruptions associated with the Covid-19 impact on staffing levels from infections and close contacts. Clean-up and garden organics collections experienced some delays. However, Cleanaway has delivered services with sourcing staff from agencies, other depots and working on weekends.

On Track

Community programs

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

The 2021/22 Local Government Road Safety Program is under way and will facilitate a range of road safety programs. Programs include Learning to Drive, Seniors Road Safety, Motorcycle Safety, Pedestrian Safety and Child Restraint Checks.

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 George Street pedestrianisation.

Following the completion of the light rail project, the City has been working with TfNSW and the light rail operator to extend the pedestrian boulevard from Bathurst Street to Railway Square. Construction is largely complete from Bathurst to Ultimo Road, with the remainder to be completed by the end of 2022.

On Track

Behavioural

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

Council has requested the Lord Mayor write to the Minister for Transport and Roads seeking Metro West extension by 2030/31. The priority station is Zetland, 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). 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, being developed by Transport for NSW. A key aspect is a public transport system incorporating reallocated road space 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.

On Track

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 our diverse community are considered in the public domain master planning for transport and urban growth projects.	The City is advocating for high quality and co-ordinated public domain outcomes for metro station precincts, Central Station planning and Redfern Station upgrade. Advocacy and input into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh is ongoing. Prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation.	On Track
Transport infrastructure		
Advocate to ensure public infrastructure meets the needs of users.	Planning for the Metro West Pymont and Hunter Street Stations continues, to meet the needs of customers, and people living or working around the future stations. Redfern Station Southern Concourse is well advanced. The City continues to strongly represent the needs of rail passengers, but also those of the residents in nearby affected streets.	On Track

3.S.1 Performance Measures											
Parking and road management											
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result		Q4	YTD	Comment	Status
Car share bookings	No.	239,637	283,782	-	-	149,204	-	-	149,204	Around a 6% increase from first half of the (calendar) year. Slight increase from comparable reporting period last year. Factors leading to increase could encompass (a) increases in activity as Covid-19 restrictions eased, in context of ongoing community concerns about using public transport; (b) impact of people reducing private car ownership due to financial hardship. The frequency for reporting has changed from quarterly to biannual.	Indicator Only
Residents who are members of car share schemes	No.	52,529	58,542	-	-	62,535	-	-	62,535	This result is based on three providers. One provider was unable to provide data so City assumed resident member numbers based on last quarter numbers.	Indicator Only
Resident drivers who are members of car share schemes	%	40.7	44.9	-	-	48	-	-	48	7% increase in number of resident members since previous quarter	Indicator Only
Length of streets across the local government area with a speed limit of 40km/h or less	Km	271.59	295.4	-	328.82	328.82	-	-	328.82	Speed limits on all local roads in Woolloomooloo, Potts Point, Elizabeth Bay and Rushcutters Bay were reduced from 50km/h to 40km/h in July 2021.	Indicator Only
Roads maintenance											
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result		Q4	YTD	Comment	Status
Road renewed/treated program	m2	29,021	34,273	20,000	0	13,827	-	-	13,827		On Track
Traffic calming											
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result		Q4	YTD	Comment	Status
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming plans	No.	6	10	10	0	11	-	-	11	Annual target achieved.	On Track

4 A city for walking and cycling

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cycling				
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area.	2023	91	Construction of separated cycleway upgrades in Bowden Street, Mandible Street and Bourke Road, Alexandria are complete. Preparations are underway for delivery of pop-up cycleway improvements on Moore Park Road and Fitzroy Street.	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 2021/22 Central Business District Streetscape Improvement program includes the installation of 13 Smartpoles and LED lighting across sections of Kent, Castlereagh and Sussex Streets, 11 Smartpole traffic signal upgrades and LED lighting in Druitt Street, and installation of granite paving in sections of Pitt and Goulburn Streets.			On Track
Cycling				
Complete the City’s high priority regional routes, with separated cycleways where possible.	Construction of several sections of the high-priority regional cycling network will start in the second half of this financial year, including King St, College St and Pitt St in the City Centre. Start of construction is planned for several other regional network segments in FY23, including Castlereagh St, Liverpool St and Oxford St. The network local and regional designations have been updated for some routes to reflect agreed changes with TfNSW and quality assurance review of network data is underway to correct redundant line data and other data errors. These changes will affect the percentage complete figures reported in the future.			On Track
Partnerships				
Work with neighbouring councils, state and federal governments to implement the Inner Sydney Regional Bike network.	As TfNSW has decided not to progress the NSW Principal Bicycle Network and the Final Business Case, the City met with TfNSW to discuss our priority cycleway projects in and into our council area. The City also met with Infrastructure Australia to ensure the Inner Sydney Regional Bike Network project would remain on the National Infrastructure Priority List.			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.	Work is in progress to implement actions associated with the Liveable Green Network, including footpath renewals and upgrades, pedestrian access improvements, cycling facilities, the rollout of an upgraded street furniture suite, pedestrian lighting works and the addition of green space along our streets as part of these programs.			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 and is working with the new role of a pedestrian manager at Transport for NSW. This includes reduced waiting times, improved space and improved quality of the public domain for people walking. Improving priority for pedestrians 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.	Very constructive collaboration with TfNSW resulted in significant progress on implementing city centre cycleways. TfNSW has given Approval in Principle for a cycleway on King Street between Pitt and Phillip Streets and for an improved design for a permanent cycleway along the northern side of Oxford Street between Taylor Square and Hyde Park. Cycleway connections were completed in August on Liverpool Street between Sussex Street and Darling Harbour, and in September on Chalmers Street between Central station and Prince Alfred Park.	On Track
Partnerships		
Collaborate with the State Government to implement the George Street south pedestrianisation project.	Construction between Bathurst Street and Rawson Place is now largely complete. Traffic modelling for the George / Pitt / Lee intersection is underway at the request of TfNSW. Following their review of this modelling, we will be able to finalise our design documentation and proceed with construction of the final section between Rawson Place and Pitt Street.	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.	In response to the strong interest in riding with children currently, the City ran a "Riding with kids" social media campaign, to give parents tips on riding safely with children and information on the road rules and safe route choice. The campaign was seen by 58,000 people and resulted in over 2,000 clicks through to the resources to support families to ride safely.	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.	Due to Covid-19 health restrictions, no events have been run since July, except for some guided rides and open air bike maintenance workshops just lately as restrictions eased.	On Track
Monitor		
Monitor walking and cycling participation and trips, attitudes and safety.	The peak hour count of bike trips in October 2021 showed a further 10% fall in bike trips at peak (ie commute) times since October 2020 as commutes continue to be impacted by Covid-19. However, permanent counters show high use at other times of the day, as more people use bikes for other local trips. To spread the news on the increases in walking and cycling participation, and improved interest and safety perceptions, we published the recent Active Transport survey results on our website which got positive media coverage in the Sydney Morning Herald.	On Track

Behaviour

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

Cycling courses and Share the Path education sessions were suspended due to Covid-19 public health orders. In their place we have been promoting online resources to assist people to ride safely.

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.

We have not been promoting walking and cycling for commuting to work at this time due to Covid-19 public health orders. Planning has been undertaken for a behaviour change campaign to run early in 2022, as well as providing support for Transport for NSW's Travel Demand Management program.

On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result Q2	Q3	Q4	YTD	Comment	Status
New separated cycleways provided	Km	2.89	7.51	0.47	0.12	0	-	-	0.12	No new separated cycleways were completed in Q2. Several are starting construction in Q3 and Q4.	On Track
New on-road cycleways provided/upgraded	Km	0.7	1.2	2.6	0	1.24	-	-	1.24	Upgrades the past three months include resurfacing of the Bourke Road, Bowden Street and Mandible Street cycleways.	On Track
Shared paths provided/upgraded	Km	2	0.13	2.4	0.37	0	-	-	0.37	No shared paths were provided nor upgraded this quarter. Available resources were focused on the design and approvals for separated cycleways.	On Track
Growth in cycling activity at key intersections around the City of Sydney	%	(26)	(5)	-	-	(10)	-	-	(10)	Covid-19 continues to suppress commuting travel	Indicator Only
Attendees at cycle safety courses	No.	233	336	-	0	23	-	-	23	Covid-19 restrictions have limited the delivery of cycling courses	Indicator Only

Footpaths

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result Q2	Q3	Q4	YTD	Comment	Status
Footway renewed	m2	10,993	19,890	10,000	1,960	3,286	-	-	5,246		On Track
Footway replaced by green verge	m2	2,365	2,483	2,000	312	785	-	-	1,097		On Track
New granite infill paving	m2	1,000	4,072	1,500	67	0	-	-	67	Major works nearing completion end Q2. 1352m2 will be completed early Q3. On track for Annual target of 1,500m2.	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.	Public domain plans for Town Hall precinct and City South endorsed by Council in October 2021. Going forward project co-ordination and partnership with State Government relating to public space development, traffic management, metro, bus planning and development is required to progress feasibility and implementation of project opportunities identified in these plans.	On Track

Safety

Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.	The City continues to support police through the operation of the Street Safety Camera Program. By end Q2, the City had received 525 applications for CCTV footage, with 365 items of footage released to support police in investigating and prosecuting offences. The City is also 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.	On Track
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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 the Central Sydney Planning Strategy to enable commercial space and activity.	On 26 November 2021 the Local Environmental Plan was amended to deliver on the intent of the City's Central Sydney Planning Strategy. This finalised a process that had taken over five years of working with the Department of Planning Industry and Environment to implement changes. In addition the City's Development Control Plan was amended, a new Development Contributions Plan came into effect, and updates to the City's Competitive Design Policy implemented.	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 (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to startups and scaleups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space. The space will open in late 2022, bringing 3,800 sqm affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term.	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.	On Track

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.	Work is being prioritised around supporting the Creative and Cultural community run events amidst the backdrop of the current pandemic outbreak and industry challenges. Efforts are centred around assisting organisers, hirers, and producers to coordinate events as part of applications for NSW State Government and City Grants as part of the CBD revitalisation.	On Track

5.S.1 Performance Measures

City centre public life

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	2021/22 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Footway dining in the city centre	m2	2,273.74	2,498.74	-	2,651.28	2,823.22	-	-	2,823.22	This represents 175 footway consents/licences, and an increase of 171.94sqm against the last reporting period. This increase is attributed to the Alfresco City Program.	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.	The majority of programming continued to be delivered online due to public health orders, with low cost, face-to-face creative workshops re-introduced into the Makerspace in December. A total of 16 programs were delivered to 575 participants, with online Auslan and English Storytime attracting almost 6,000 views. Makerspace programming will be extended in 2022. Recent program highlights include the 2021 Australian Life Photography Exhibition in Surry Hills and Glebe Libraries, the Lunchtime Conversation Series, introductory laser cutting workshops and Maker and Creator for children. With restrictions easing, online programming will continue to feature alongside face-to-face and hybrid events to broaden the reach of programs and provide accessible options for the community. Of 366 survey responses across all programming, 79% of people attending programs reported feeling welcome and included.	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>Facilities such as the Joynton Avenue Creative Centre, the Green Square Library and Plaza, Dyuralya Square and Gunyama Park Aquatic and Recreation Centre have been recognised by numerous awards.</p> <p>The Drying Green Park is under construction and planned for completion in mid-2022.</p> <p>Early works are underway to deliver in partnership with the Department of Education the Green Square School and Community Spaces on the Joynton Avenue community and cultural precinct. The winning design for this facility was selected by a jury through a design competition process.</p>	On Track
Lead placemaking and coordinate community development and engagement activities for the growing Green Square neighbourhood.	With some easing of Covid-19 restrictions, some community programs were held face-to-face during December 2021 as part of the Christmas celebrations in Green Square. Other programs, such as the Building Managers engagement has continued monthly. The City continues 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 where Mirvac’s place making events are being run and which will tie in with City run events in the plaza in the future.	On Track

Social Strategy

Implement the Social Sustainability Policy and Action Plan.	<p>Work continues on the development of a measurement and evaluation framework with activity data being collated across different actions in preparation for the first measurement and evaluation summary report.</p> <p>Work to further address food insecurity within our LGA has continued with the completion of the three year FoodLab Sydney Knowledge Exchange, an online event to share key findings as well as continued work to map the City's activities and its alignment to the Milan Urban Food Policy Pact.</p> <p>Proposed implementation items for the period 2022-2025 are currently being reviewed to ensure alignment with current community needs and the impacts from Covid-19.</p>	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>Highlights include:</p> <ul style="list-style-type: none"> •16 new Auslan and English Storytime videos produced and published on the City's website •Two sessions in the Lunchtime Conversation series focused on mental health and resilience •The City ran a marketing campaign and hosted two community events to show support for the 2021 Australian Paralympic team and to help foster more positive community attitudes towards people with disability. The marketing campaign included outdoor advertising, a City of Sydney news article and social media posts. One of the events was a Paralympic Wikipedia edit-a-thon with Paralympian and advocate Sarah Stewart. This event highlighted the importance of diverse voices when documenting Australian Paralympic history. •The City became a Disability Confident Recruiter with the Australian Network on Disability and joined the Australian Human Rights Commission's IncludeAbility Employer Network to increase employment opportunities for people with disability. 	On Track
Offer affordable social programs and services that promote social inclusion, connection and participation.	<p>Community centres reopened from 11 October. A total of 63 programs were offered, with 23,276 attendances. A total of 1,056 calls were made to socially isolated individuals to provide information, referrals and support.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • 2,619 subscribers to an e-newsletter helping new residents in urban renewal areas connect with each other and established communities • 107 online attendances at the Wear It Purple forum and panel with a diverse up line of LGBTIQ young people • 99 online attendances at the September Youth in the City School Holiday Program • 76 attendances at eight online Moon Festival programs celebrating moon stories from eight cultures, including First Nations Peoples • nine facilities used by NSW Health to offer community Covid-19 testing and vaccination <p>Five online city-wide programs delivered 31 program sessions and 337 attendances including:</p> <ul style="list-style-type: none"> • 201 attendances at international student programs • 41 attendances at anti-racism and by-stander action workshops • 25 young people completed the Career Lab youth employment program 	On Track
Deliver programs that support community safety.	<p>The City coordinated food deliveries through its network of 60 agencies providing food relief, supplied by Foodbank, OzHarvest and SecondBite, funded by Council's decision to support vulnerable communities during Covid-19. In this financial year, 29,642 food hampers 29,522 meals and 16,525 kg of requested items have been distributed to local community organisations providing food relief, including the continuation of services over the Christmas holiday period. In addition, the OzHarvest Waterloo Market continued to provide 1,500 food hampers weekly to local residents. The City also distributed 11,500 cloth masks to boarding house residents, Aboriginal community-controlled organisations, Community Housing providers, Meals on Wheels clients and rough sleepers. The City collaborated with local Aboriginal Community Controlled Organisations to distribute 2,500 hardcopy flyers to community to promote the Koori vaccination clinic and support services.</p>	On Track

The City supported the NSW Domestic Violence Collective's 'Let's end domestic violence' vigil as part of the United Nations International day for the elimination of violence against women through the provision of captions and Auslan for this online event viewed by 550 participants. In December, the City hosted an online workshop to increase awareness of how gender impacts the preparation, response, and recovery from disaster, delivered by Gender and Disaster Australia. The City and Domestic Violence NSW distributed Feel Safe in Your Own Home posters in English, Traditional Chinese, Simplified Chinese, Indonesian, Korean, Spanish, Thai, and Russian to community services and City businesses.

The City's Community Safety Contacts magnet was translated into 13 community languages, with 10,000 magnets distributed to local police stations, food relief organisations, libraries and community centres. Key safety and crime prevention messaging was provided to over 5,200 residents each month on topics including mental health, domestic and family violence, scam protection and preventing parcel theft.

Social Justice

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

This period marked the conclusion of the innovative pilot program for FoodLab Sydney through the Knowledge Exchange program. To share the findings about food security and strengths-based approaches to building capacity and resilience, the City hosted an online event for City staff and select external stakeholders presented by the University of Sydney research panel and key City staff. The City also participated in a workshop run by Department of Communities and Justice on social cohesion post the Covid-19 pandemic.

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.

The 2021 Housing Audit, Residential Monitor, Commercial Development Monitor and Visitor Accommodation Monitor have been completed and uploaded to the City's external website. Contract to provide community profile (Census) data, population forecasts, and economic data extended to 2026.

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 Al Fresco City Project partnership with the NSW Government, the City continues to work closely with grant recipients of the CBD Activations Grant Program to bring vibrancy back to the streets of Sydney. Examples include "Happy Hours", an event delivered by Darlinghurst Business Partnership in late November with over 60 businesses participating, generating \$38,000 in ticket sales, with 1,510 attendees and a further 552 people attending free events. Other activations throughout December included exhibitions and events by "Unseen" a multimedia project that gives voice to women experiencing homelessness and housing insecurity, Merivale's "Live Music" sessions with 20 performances showcasing local jazz and folk artists to help revitalise local laneways and welcome people back to the CBD and "Sugar Republic", a Willy Wonka factory-like experience for families. Haymarket Chamber of Commerce, supported by the City of Sydney, delivered the first of two outdoor events in Chinatown to help reinvigorate the district. The event featured Chinese-Australian performers, singers, musicians and martial artists.

On Track

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

Major Programs	Progress To Date	Status
Community Planning		
Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.	Social planning and strategic advice on City, developer and state government projects to inform community infrastructure delivery so that it meets changing demographics and community need is ongoing. These projects include the Waterloo Estate (South) redevelopment, the Pyrmont Place Strategy and Blackwattle Bay State Significant Precinct, the Tech Central Precinct and the future planning and provision of City owned community buildings.	On Track
Community well-being		
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.	<p>The City's education and care services have supported essential workers through the Covid-19 pandemic by continuing to operate long day care, occasional care, pre-school and outside school hours care.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> - Providing a range of fun, educational and recreational programs that focus on children's interests, level of development and approved curriculum frameworks - Supporting the inclusion of vulnerable families through continued partnerships between families and support agencies - Increasing children's digital awareness through participation in programs such as online coding programs and movie making - Providing families with information to assist in preparing preschool children for the transition to school - Orienting new families to services. 	On Track
Support a diverse, inclusive and accessible range of community programs and projects through community facilities.	<p>Community centres began re-opening from 11 October in line with Public Health Order restrictions. A range of free online and face to face programs were offered to ensure community social inclusion, connection and participation. A total of 63 programs were offered, with 23,276 attendances. A total of 1,059 calls were made to individuals experiencing social isolation, and to provide information about how to access vaccination bookings, immunisation records, and other social support services.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • 7,768 total attendances across all community centre programs offered online • 7,223 attendances at targeted initiatives to improve community health and wellbeing • 33 programs to increase inclusion and diversity • 27 accessible programs offered to people with disability • 13 programs to improve digital literacy and inclusion 	On Track
Community Facilities Delivery		
Develop a property portfolio that ensures community facilities optimise opportunities and community needs.	The Community and Service Property Strategic Assessment and Opportunities Report is presently being finalised. 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.	Projects under way which will enhance and maximise community sport and recreation opportunities include new indoor multipurpose courts at Perry Park which are under construction and new synthetic sports field where planning is underway. The Sports field development program includes planning for outdoor synthetic fields at Perry Park and The Crescent, and new synthetic sports field and courts at Alexandria Park Community School which is due for completion in early 2022. Project to repair and enhance cricket nets at Sydney Park - planning underway and completion expected in 2022. Project to install new cricket screens at Jubilee Oval - planning 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."		Not Yet Due To Report
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 in the past six months.	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, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues.	On Track
Customer service		
Provide relevant information and effective contact services for the community.	The City continues to support and assist the community with their service needs. For the period July 2021 to December 2021, the Contact Centre (including City Concierge and Community Hotline) responded to 114,299 contacts via phone, email, mail, face to face and online and the City's on-line services received 128,978 service, application and payment requests from the community.	On Track

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	2021/22 Result Q1	2021/22 Result Q2	2021/22 Result Q3	2021/22 Result Q4	2021/22 Result YTD	Comment	Status
Footway dining in the village centres	m2	3,021.06	4,738.61	-	5,237.26	5,425.42	-	-	5,425.42	This total area represents 459 footway consents/licences, and an increase of 188.16sqm against the last reporting period. This increase is attributed to the Alfresco City Program.	Indicator Only
Economic grants approved by the City of Sydney	\$ '000	3,656.77	6,161.93	-	874.57	628.56	-	-	1,503.13	In the first half of the year, 67 economic grants were approved by Council for a year-to-date total of \$1,503,126 in cash and value-in-kind. These projects were awarded through the City's Festival and Events Sponsorship (Village) Business Support Grants, Venue Hire Support program and Matching Grants programs. This includes support for the Australia China Business Council Innovation Summit, a new live performance space at Bar Whispers in Redfern and Australian Cocktail Month.	Indicator Only

Libraries and learning

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	2021/22 Result Q1	2021/22 Result Q2	2021/22 Result Q3	2021/22 Result Q4	2021/22 Result YTD	Comment	Status
Active library memberships	No.	86,048	83,853	-	84,679	81,903	-	-	81,903	City Libraries were closed due to Public Health Order restrictions for three months of this period.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,470.43	1,128.72	-	148.21	103.79	-	-	252	City Libraries were closed due to Public Health Order restrictions for three months of this period.	Indicator Only
Attendance to City libraries	000	1,266.72	293.11	-	0.25	70.57	-	-	70.82	City Libraries were closed during Q1 due to Public Health Orders.	Indicator Only

Child & Family Services												
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Children supported through City operated education and care services (long day care, occasional care, preschool, outside school hours care)	No.	1,020	891	-	505	126	-	-	-	631	Easing health order restrictions resulted in a 4.6% increase in new enrolments, particularly in the outside school hours care services, compared with the same year to date figure last year (603)	Indicator Only
Approved early education and care places (long day care, occasional care and preschool) in the City	No.	-	7,318	-	-	-	-	-	-	-	Reported annually in June	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	64,472	-	11,825	13,726	-	-	-	25,551	Easing health order restrictions resulted in an increase of 16% this quarter in the number of sessions of care compared with the previous quarter. Due to the impacts of the pandemic, this figure represents a decrease of 10% compared with the same period last year (15,276)	Indicator Only
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care) that were discounted or free	%	-	-	-	4,351	6,025	-	-	-	6,025	There was a 38% increase in the number of free and discounted sessions of care this quarter compared with the previous quarter, and a decrease of 10% compared with the same period last year (6,347).	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	27,479	-	4,351	6,025	-	-	-	10,376	Easing public health restrictions resulted in an increase of 38% this quarter in the number of free and discounted sessions of care compared with the previous quarter, and a decrease of 10% compared with the same period last year (6,347)	Indicator Only
Community health and well-being												
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	72.5	86.25	85	95	95	-	-	-	95		On Track
Parks and open space managed by the City of Sydney	ha	211.9	214	191	-	-	-	-	-	-	Reported annually in June	Indicator Only
Attendances at aquatic and leisure centres	000	1,179.75	1,258	-	5.71	310	-	-	-	315.71	Attendance figures have been significantly impacted by Covid-19.	Indicator Only

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Peak Occupancy - Perry Park Recreation Centre	%	-	84.6	-	0	54	-	-	-	54	Centre closed under Public Health Order (Covid-19 Temporary Movement and Gathering Restrictions) and reopened on 25 October 2021 under reduced opening hours. Regular hirers returned by early November and sports competitions resumed in mid-November with traditional slowing of demand by mid-December. School holiday camp bookings cancelled due to the Omicron Covid-19 outbreak in NSW.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	-	78	-	98	87	-	-	-	87	Court occupancy down slightly on Q1 where 98% was recorded. Occupancy across all courts remains well above the industry average of 25%. Tennis continues to prove popular with the community as a sporting choice throughout the Covid-19 pandemic.	Indicator Only
Social Programs and Services												
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Social grants approved by the City of Sydney	\$ '000	6,531.49	3,965.38	-	3,294.95	820.9	-	-	-	4,115.84	In the first half of the year, 158 Social grants were approved by Council for a year to date total of \$4,115,842 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events (Community), Community Services, Quick Response - Emergency and Event Representation and relevant Knowledge Exchange, Matching, Street Banners, Venue Support programs and the Community Emergency Quick Response Grants. Projects supported include essential care packs for families through the Asylum Seekers Centre, Accessible Art's ArtScreen project to provide career development for artists with disability, and the Cooperative for Aborigines Limited's Glebe Story Festival. Further donations were also provided to support food relief programs through Oz Harvest, Foodbank Australia and SecondBite.	Indicator Only
Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	-	-	889.79	882.24	-	-	-	1,772.03	In the first half of the year the value of revenue forgone by the City through the Accommodation Grants Program for social initiatives totalled \$1,772,029. This includes the Babana Aboriginal Mens' Group at Benledi House in Glebe, the Inner City Legal Centre at Darlinghurst Road in Kings Cross and the Women's Library at Brown Street in Newtown.	Indicator Only

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	13,796	4,286	-	0	652	-	-	-	652	Community transport recommenced some services this period, however, this represents a 60% decrease on the same year to date period last year (1,648). Hire of the City's community busses has been impacted by Covid-19 restrictions.	Indicator Only
Meals provided through the City's Meals on Wheels service	No.	35,056	45,375	-	12,852	12,335	-	-	-	25,187	There was an increase in meals provided this year to date period of 12% compared with the same period last year (22,429)	Indicator Only
Percentage of bookings of City Spaces facilities and venues at community rates	%	-	-	-	0	48	-	-	-	48	This is a new measure so there is no previous data available	Indicator Only
Overall attendance at City Spaces	No.	604,492	66,949	-	0	23,276	-	-	-	23,276	Community Centres reopened following the lockdown period. This represents an 86% increase on the same year to date period last year (12,530)	Indicator Only
Companion animals												
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Dogs and cats impounded	No.	142	113	-	13	17	-	-	-	30	12 dogs and five cats impounded in the three months to December.	Indicator Only
Dog attacks	No.	145	118	-	24	39	-	-	-	63		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.	The 2021 Australian Life and Little Sydney Lives exhibitions were presented online. Australian Life received 1,971 entries taken in locations across Australia and more than 100 entries were received for Little Sydney Lives. The Australian Life winning image was announced during a live stream broadcast. Winners of the Little Sydney Lives 3-7 years and 8-12 years categories were announced online in a pre-recorded message by judge Justine Clarke. Large scale mural, As One Door Closes, Another Opens by Will Cooke and presented at Top of the Town building in Darlinghurst, was installed in June and has been extended until the end 2022.	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 throughout the pandemic. A total of 116 of the current suite of Site Works licenses have been approved for installation in the public domain since their release in September 2019. This includes 14 licenses issued in this period. The City approved the display of historic images on five hoardings. Additionally, all ten Site Works artworks have continued to be used on concrete roadside barriers for outdoor dining precincts created as part of the NSW Government and City of Sydney CBD Revitalisation program, with 78 artwork licenses issued to date outside hospitality venues.	On Track
Delivery of public art projects in the public domain as part of the City Art program.	As part of the City Centre Public Art Plan there is a further laneway artwork 'In through the out door' by Callum Morton in development and due for installation mid 2022. In addition to this, there are currently three temporary artworks installed in laneways off George Street to assist in activating the City as part of the City Art Temporary Laneway program. These temporary works will remain in place until March 2022 and there is a series of free public art tours which have been programmed to coincide with these works, allowing people to experience the City Centre and Chinatown through artworks. In Green Square the Connecting Project for Green Square Town Centre 'Here is Here. And Everywhere' by Tobias Rehberger is currently in detailed design development. Kerrie Poliness's 'Stream' is being delivered as part of the Drying Green Park currently under construction and due for completion in mid 2022. 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. 'Yananurala' (The Harbour walk) is also underway with the first projects in development working with Place Management NSW and Stage two of the Redfern Terrace project is in development. The maintenance and conservation of the City Art public art collection is ongoing with a specialised program of conservation and restoration, as well as preventative maintenance ensuring the future integrity of the collection of more than 200 works.	On Track
Living History		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	The City has delivered a range of public advice, internal advice and engagement programs through talks and media interviews. Three talks were delivered and well attended, including At the Mayor's Table with 43 online audiences members, two major newspaper articles featured quotes from the City Historian, and one radio interview was given, sharing Sydney's history to diverse audiences. Implementation of the Naming Policy and content development for the Barani Aboriginal history website is ongoing. Two new articles were published on the Barani website related to boxing: an overview essay and a shorter article on the Golden Gloves Gym in Glebe.	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.	<p>107 Projects (107), head tenant of Joynton Avenue Creative Centre, achieved an occupancy rate of 100% this quarter by supporting 16 creative micro-business tenants with subsidised space.</p> <p>Unable to deliver face to face programs due to the pandemic, 107 delivered online programs delivered by artists, organisations and tenants from the centre. This included distributing 120 Art At Home art boxes and presenting a live streamed concert with tenant Sydney Improvised Music Association.</p> <p>Brand X, head tenant of the upper floor of the East Sydney Community and Arts Centre (ESCAC), reopened their rehearsal facility in October and operated at an average occupancy level of 46% during this period.</p> <p>Brand X's Flying Nun Program recommenced in November with three showings resulting in 419 audience members generating \$7,684 in income for artists. Their creative retail residency, Protoshop, continued to be showcased both from ESCAC and in an online format with the commission of five artists who each received \$2,500 to create a new product for the shop.</p>	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.	<p>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 Central Sydney Planning Committee 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. The City is engaging with the NSW Government on implementation of Special Entertainment Precincts under the Local Government Act with the City to be involved in a potential trial of Special Entertainment Precincts. The City's Planning Proposal and DCP for Oxford Street has progressed to post exhibition. It will be report back in the first half of 2022. It seeks to increase the provision of cultural and creative floorspace in the Oxford Street precinct.</p>	On Track
Audience Development		
Provide support to a range of cultural groups that offer opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of cultural and creative industries.	<p>In the first half of the year, 80 Cultural projects were approved by Council for a year to date total of \$2,237,364 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events Sponsorship (Artform), Cultural and Creative Grants & Sponsorships, Quick Response Grants, Street Banner Sponsorships, Knowledge Exchange Sponsorships and Venue Hire Support programs. This includes support for a three month artistic residency in The Rocks for local artist Tristan Chant, the Electronic Music Conference tenth anniversary edition and the Brolga Dance Academy's dance classes for Aboriginal and Torres Strait Islander students in Redfern. A total of \$1,545,039 in rent foregone was provided to cultural organisations in our Accommodation Grant Program for long term use of the City's spaces, which includes the Museum of Chinese Australian History at 744 George Street.</p>	On Track

Sector Development

Deliver and facilitate opportunities for skills development, collaboration and capacity building to ensure cultural sector resilience and sustainability.

During this period the cultural sector has required crisis support due to the pandemic. Although many restrictions eased on 11 October, impacts for the cultural sector are ongoing, with continued venue and event density restrictions. The City collated a regular digest email of crisis support information, funding and collaborative opportunities relating to the sector, which was distributed to cultural tenants and cultural grant recipients and available through the City's Business Concierge hotline. The City promoted at-home skills development opportunities for the creative workforce through marketing and communications channels, including materials from the Reboot online series produced by the City and the Artist-2-Artist series funded by the City and produced by Brand X.

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.

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.
'bara', Monument for the Eora by artist Judy Watson is now installed on the Tarpeian Lawn above Tubowghule (Bennelong Point). A community celebration to launch the artwork is planned and will take place once it is safe to gather.
The second stage of the Redfern Terrace project is in development.
'Yananurala' which translates as Walk on Country with the 'la' at the end acting as an imperative, curated by Emily McDaniel, is in development in partnership with Place Management NSW and project partners including cultural institutions. Wayfinding signage for the walk is currently being prototyped and will be installed in the first half of 2022.

On Track

Reconciliation Action Plan

Implement the Stretch Reconciliation Action Plan.

The Stretch Reconciliation Action Plan's first year report is being submitted to Council in early 2022.

On Track

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result Q2	Q3	Q4	YTD	Comment	Status
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	5,767.88	3,268.36	-	1,734	503.36	-	-	2,237.36	In the first half of the year, 80 Cultural projects were approved by Council for a year to date total of \$2,237,364 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events Sponsorship (Artform), Cultural and Creative Grants & Sponsorships, Quick Response Grants, Street Banner Sponsorships, Knowledge Exchange Sponsorships and Venue Hire Support programs. This includes support for a three month artistic residency in The Rocks for local artist Tristan Chant, the Electronic Music Conference and the Brolga Dance Academy's dance classes for Aboriginal and Torres Strait Islander students in Redfern.	Indicator Only
Accommodation concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,914.74	1,626.22	-	614.28	930.76	-	-	1,545.04	In the first half of the year, the value of revenue forgone by the City through the Accommodation Grants Program for cultural initiatives totalled \$1,545,039. This includes the Museum of Chinese Australian History at 744 George Street, Screen Culture Association at Benledi House, Glebe and Radio Eastern Sydney at Paddington Town Hall, Oxford Street.	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	85	78	-	75	46	-	-	46	In Q2, the City provided 34 spaces to 46 organisations through a number of programs: Accommodation Grants Program, William Street Creative Hub, Creative Live Work Spaces, Venue Support sponsorship and Short Term Empty Property program. This is a decrease of 39% on the 75 organisations supported in Q1 due to all shared work space arrangements heavily reduced due to the pandemic and the City's community venues for hire being closed. However, the Museum of Chinese in Australia commenced their occupation of the former Haymarket Library, submitting their DA for internal fit out works and soft opening ahead of launch in mid-2022.	Indicator Only

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Creative personnel supported by City of Sydney programs	No.	11,699	6,051	-	-	3,170	-	-	-	3,170	Creative personnel have been engaged primarily through creative spaces programs, Major events, cultural programs, and Library events. Therefore fewer creative personnel were engaged during this period as some events and programs have been impacted by the pandemic.	Indicator Only

8 Housing for a diverse community

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Housing supply				
Continue to facilitate an Alternative Housing Ideas Challenge.	2022	95	The City continues to explore Affordable Housing initiatives including the Ideas Challenge with select Community Housing Providers.	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 been granted conditional approval by the Department Planning, Industry and Environment. The City's Local Environmental Plan and Development Control Plan are being reviewed and appropriate changes will be made to reflect the actions in the Housing Strategy.	On Track
Monitor the balance of residential development to non-residential development in the city including the quantity and type of dwelling types.	<p>As at 31 December 2021 there were:</p> <ul style="list-style-type: none"> • 10,982 private residential dwellings approved or under construction in the city • 4,312 non-private residential dwellings approved or under construction in the city • 2,410 private residential dwellings lodged but not yet approved in the city • 1,257 non-private residential dwellings lodged but not yet approved in the city <p>In the second quarter of 21/22 there was:</p> <ul style="list-style-type: none"> • 106 private dwellings completed • 0 non-private dwellings completed 	On Track

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

Major Programs	Progress To Date	Status
Partnerships		
Continue to investigate opportunities to use City owned land for affordable housing delivered through partnerships with government, not for profits and the private sector.	Several opportunities continue to be tested. Opportunities will progressively be brought to Council for consideration. Bridge Housing are progressing due diligence on the City owned surplus land at the corner of Dr Margaret Harper Avenue and Bourke Street, Green Square. The heads of agreement and contract continue to be progressed. The sale of surplus City owned land to City West Housing has been completed which will see a minimum 160 units developed within 500 metres of Green Square Railway Station.	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 also applies 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		
Advocate to state government and housing providers for the retention and increased supply of social and affordable housing.	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. Key projects include the Waterloo (South) redevelopment, the Pyrmont Place Strategy and Blackwattle Bay State Significant Precinct, 600 Elizabeth Street, Redfern and the Redfern North Eveleigh Precinct Renewal site. The City continues to communicate and support the Waterloo community and seek the State Government to conduct a robust and inclusive public exhibition process for the planning proposal.	On Track
Capacity Building		
Provide and support community capacity building initiatives in social housing neighbourhoods.	<p>The City partnered with Women and Girls Emergency Centre delivering domestic violence prevention and ally workshops online over four weeks in November. A total of 19 community members participated to learn how to have supportive conversations and safely respond. The City also engaged Full Stop Australia to deliver 'Responding with compassion' training to respond to disclosures of domestic and family violence or sexual assault. A total of 34 participants engaged in this training in December including residents, schools, childcare centres, and community services.</p> <p>The City hosted an online 'Get Prepared: Summer Weather' information session in partnership with the Red Cross and NSW State Emergency Services. A total of 20 social housing community leaders, residents and frontline workers attended in December. The City also distributed 40 Emergency Preparedness Packs in community languages to the Chinese and Russian speaking communities in Redfern and Waterloo. Packs included Emergency Preparedness Handbook for People Living in Social Housing, City of Sydney Safety Contacts magnet, first aid kits, fire blankets and local information.</p> <p>A Covid-19 Social Housing Support webinar was hosted as part of Emergency Ready Week with NSW Department of Communities and Justice Housing, NSW Land and Housing Corporation, NSW Health and the City of Sydney, with over 70 local social housing residents and frontline workers participating.</p>	On Track
Partnerships		
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties.	<p>The City continues to work with NSW Health, Department of Communities and Justice (DCJ) and community organisations to support Covid-19 testing and vaccination clinics through the provision of City venues and distribution of up to date information to social housing residents.</p> <p>The City hosts the quarterly Social Housing Operations Group with the DCJ and NSW Land and Housing Corporation to implement collaborative responses to safety and amenity. In the financial year to date, 127 issues were escalated to the social housing operations group with 90 (71%) successfully resolved. The most common issues have been maintenance, illegal dumping, waste management and rat abatement. Other issues include companion animals, tree management, lighting, parking and traffic, amenity, anti-social behaviour and housing transfers.</p> <p>The City worked with key staff from state government agencies, non-government agencies and residents to develop a draft Waterloo human services collaborative plan. The plan will assist with engagement, planning and coordinated responses by human services agencies, to the Waterloo community, in advance of the Waterloo Estate redevelopment.</p>	On Track

Collaborate with the NSW Government to ensure the renewal of the housing estates are well planned and delivers improved social outcomes.

The City is the Planning Proposal Authority for a number planning proposal requests from the NSW Land and Housing Corporation. A proposal for Cowper Street, Glebe has been finalised and the NSW Government announced the project will deliver 100 per cent social housing. Elizabeth Street, Redfern was approved by Council and the Central Sydney Planning Committee in November 2021 and is with the NSW Government for finalisation. The City's planning proposal for Waterloo Estate (South) was approved by Council in February 2021, however that State Government took back the plan making authority in March 2021. The Waterloo Estate proposal has now been approved by the NSW Government for public consultation, which is expected to proceed in early 2022. The City is advocating a greater amount of social housing and affordable housing to what is proposed by the NSW 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
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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:

- Supported NSW Health and partners to provide vaccinations to people living in boarding houses
- Supported partners to operate a Covid-19 vaccination in Woolloomooloo hub for vulnerable communities including people experiencing homelessness
- 92 outcomes were recorded for the Woolloomooloo Integrated Support Hub (WISH), which recommenced in November and provided information and support to people experiencing or at risk of homelessness
- Provided information to mobile voluntary services to improve service delivery including regarding Covid-19 safety and PPE, waste management and food safety
- Provided referrals, PPE and health information to people sleeping rough.

On Track

Service coordination collaboration and capacity building

Partner and support the delivery and coordination of 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 2,763 people since March 2019 and 345 people have been housed since March 2017. Highlights:

- 34 people assisted to exit homelessness and 35 people prevented from entering homelessness as a result of programs funded by the City
- Provided support to services assisting non-resident people in emergency accommodation
- Agreed revisions to the Emergency Response Protocol Terms of Reference with the DCJ and NSW Health.

On Track

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 continues to support the coordination of care for people who are non-residents and experiencing homelessness. The City's Public Space Liaison Officers have continued to patrol throughout the pandemic, seven days per week, to provide advice and referrals to people sleeping rough, and to provide partners, including the Department of Communities and Justice and NSW Health, with information about the needs of people street sleeping, and the numbers of people requiring support. The City supported NSW Health, Wayside Chapel and the Kirketon Road Centre in ensuring people in boarding houses were able to access vaccinations. City staff assisted in collating information about the numbers of people in boarding houses across the city, and the locations of these facilities.

On Track

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result Q2	Q3	Q4	YTD	Comment	Status
New dwellings approved	No.	1,661	1,079	-	1,013	1,327	-	-	2,340		Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result Q2	Q3	Q4	YTD	Comment	Status
Affordable rental housing units resulting from NSW government operations including Redfern Waterloo affordable housing levy	No.	-	-	-	-	-	-	-	-	Reported annually in June	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the city area	No.	859	859	-	-	-	-	-	-	Reported annually in June	Indicator Only

Homelessness

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result Q2	Q3	Q4	YTD	Comment	Status
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	264	229	-	32	34	-	-	66	This represents a 52% decrease compared to the same year to date period last year (137). This is influenced by changes to funding arrangements for these services, and levels of temporary accommodation provided to people sleeping rough	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	193	145	-	36	35	-	-	71	This represents a 14% increase on the same year to date period last year (62)	Indicator Only
People sleeping rough in the city area	No.	334	272	-	-	0	-	-	-	Due to the Covid-19 pandemic the winter street count could not proceed.	Indicator Only

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	1,200	5,200	-	1,200	214.89	-	-	1,414.89	In the first half of the year, six grants were approved by Council for a year-to-date total of \$1,414,885 cash. In addition, support was provided through the Affordable and Diverse Housing Fund to extend the role of the Aboriginal Affordable Housing Engagement Coordinator at St George Housing Limited and a Community Services Grant was awarded to Women's Community Shelters for a project utilising student accommodation as a transitional housing option for women experiencing or at risk homelessness.	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, Redfern North Eveleigh 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 Street, 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 7 new Planning Agreements with the private sector since the start of the financial year. The Agreements will deliver new and upgraded public infrastructure including roads, footpaths 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.	2022	90	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	Progress To Date			Status
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 School and Community Spaces project. The Project Development Deed between the Department of Education and the City was executed in November 2021. The project will deliver both dedicated and shared community spaces, including a multipurpose court, communal hall and multipurpose indoor spaces. Early works including demolition of existing buildings commenced in November 2021. A State Significant Development Applications for the project was publicly exhibited during November 2021 and is currently being assessed by the City.

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. Finalisation of sign locations and message layouts with required approvals for Harbour Walk signage is underway.	On Track
Crowded Place Protection – prepare Design and Assessment Guidelines for protection measures on City owned or managed land.	2022	95	Draft guidelines are complete and are undergoing further review on risk assessment levels prior to finalisation. The concept design is underway for a City bollard shroud that can accommodate structural/ rated impact. A full scale mock up of the shroud was reviewed in George Street and a prototype is now under manufacture.	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 endorsed and is on City website. The draft Parks Code has been completed and is undergoing internal stakeholder review.			On Track
Public space planning				
Develop initiatives arising from the City’s Open Space and Recreation Needs Study, and Public Domain Studies.	Park improvement program ongoing which is increasing the area, quality and range of facilities across the open space network. Assessment of properties for acquisition to provide additional sport and park amenity is undertaken as required. Recent acquisition of properties in Mandible Street, Alexandria will provide additional future sports fields and facilities in the mid-term. The George Street south pedestrianisation construction is well underway with street blocks already completed. This project will deliver on Chinatown Public Domain outcomes at Hay Street, Ultimo Road and Thomas Street.			On Track
Open space				
Negotiate provision of additional public space, including parks, footpaths, through site links and other public space through proposals to change planning controls.	The City considers opportunities for additional public open space alongside changes to planning controls. During this quarter, the planning agreement for 14-26 Wattle Street, Pyrmont was executed and provides for a new publicly accessible footway to Jones Street.			On Track

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

Major Programs	Progress To Date	Status
Stormwater infrastructure Program		
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	The City adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through the 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. 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.	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. The Danks Street South Precinct public domain concept design is complete and construction of The Drying Green park and Portman Street/Zetland Avenue in the Green Square town centre are nearing completion. New community facilities will be delivered as part of the joint project with the Department of Education on the former South Sydney Hospital site. Some community programs and events have continued, however limited due to Covid-19 restrictions in place.	On Track
Strategic planning		
Implement the Local Strategic Planning Statement through changes to the planning controls that contribute to 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 include finalisation of the Central Sydney Planning Framework in November 2021, gateway determination and public exhibition of draft controls for the Botany Road corridor, Oxford Street and North Alexandria precincts and review of the Employment Lands Strategy.	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. The existing CWI data have been used to inform and measure the updated Sustainable Sydney 2030-2050 targets. Other uses include community properties review; alignment of culture counts surveys; measurement and evaluation frameworks; advice on community need for urban renewal and state significant sites; and to inform feedback on community need and aspirations for social impact assessments.	On Track

9.S.1 Performance Measures											
Development Assessments											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of DA applications	Days	72.4	55.15	55	54.2	56.7	-	-	56.7		Watch
Average processing time for construction certificates	Days	6.85	7.28	10	7	6	-	-	6.5	A mean average of 6 days was achieved for the period, quicker than the target of 10 days	On Track
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	42.9	31.65	40	33.85	32.5	-	-	32.5		On Track
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	55	42	45	46	48	-	-	48		Attention Required
Average time to determine 90% of footway applications	Days	31.7	12.26	35	3.2	10.1	-	-	10.1		On Track
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	24	15	20	15.1	15.9	-	-	15.9		On Track
Voluntary Planning Agreements											
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	16	16	-	3	3	-	-	6	The City received a further three new offers during the quarter.	Indicator Only
Voluntary Planning Agreements executed	No.	16	17	-	5	2	-	-	7	The City executed two new 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		
Continue to deliver programs to embed risk management principles into organisational decision making.	The development of the CAMMSRisk system is nearing completion and will move into the live environment in January 2022. This system will help users better assess, treat, record, report, monitor and review risks, not just within their area, but also across the wider organisation. A variety of the support tools have been developed and will be made available to help further develop risk management awareness and embed this within day to day decision making.	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 developed and implemented a new Covid Safe Workplace Policy to reduce the risk and impacts of workers acquiring and transmitting Covid-19 in the workplace. The policy outlines controls in 4 key areas: interactions of workers and physical distancing, hygiene and cleaning, ventilation, and vaccinations. Workplace initiatives were implemented for RUOK Day in September and Mental Health Month in October. New mental health resources were promoted for staff and managers including supports to manage Covid-19 fatigue and anxiety.	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. Following the December 2021 election, a robust induction program will be released in early 2022 to ensure all Councillors are provided with the information they require to perform their civic duties and meet our legislative obligations. 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 information provision legislation, making frequently requested information publicly available where possible.	The City's website now has an increased volume of development and building information available to the public. This together with proactive awareness raising has resulted in a quarter of all informal information requests able to be fulfilled through self-service.	On Track
Continue to implement a risk based and comprehensive annual Internal Audit plan for the City in accordance with the Internal Audit Charter.	All internal audits for the FY2021/22 plan have been allocated and most are currently in the planning phase. Some reviews are scheduled to begin fieldwork in February 2022.	On Track
Ensure all electoral processes are well managed and meet legislative requirements.	Non-resident rolls for the election on 4 December 2021 were delivered to the NSW Electoral Commission ahead of schedule. Feedback will now be sought from all stakeholders on the non-residential register and NSW Electoral Commission's administration of our election. This feedback will be used to develop a plan for the ongoing maintenance of the non-residential register and delivery of the 2024 election.	On Track
Develop and implement a program of managing Crown Lands, to ensure compliance.	The seventeen Crown Land Draft Plans of Management have been endorsed by Crown Lands and were publicly exhibited 29 September - 24 November 2021. As a requirement of the Crown Land Management Regulations, the City will be seeking Minister's consent prior to reporting to Council for adoption in early 2022.	On Track

Governance

Continue to deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City.	Code of Conduct refresher training has been rolled out to all staff with positive feedback and active engagement. The refresher training focussed on conflicts of interest and complemented the launch of a new conflicts of interest register. In addition, a new policy register has been launched which includes an integrated reporting tool. The delegation review group continues to meet at least bi-monthly to consider proposed changes to the City's delegations registers. The City is also in the process of systematising additional governance registers. New complaints and allegations and investigation actions registers, both with restricted access, have been implemented and additional registers including a new delegations register will be finalised in the coming quarter.	On Track
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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.	<p>The Resilient Sydney Strategy continues in implementation. Sydney councils continue to adapt to the changing pandemic disruptions and health orders. Recovery investment and actions are likely to be impacted by the emerging Omicron Covid-19 variant causing further disruptions to the population and economy of the city.</p> <p>Action 1: Thirteen Sydney councils are now preparing local resilience plans.</p> <p>Action 7: An Affordable housing forum was held by SSROC with Community Housing providers, the NSW Government and councils.</p> <p>Action 9: The Cool Suburbs rating tool is being reviewed post the pilot phase for its applicability within the upcoming SEPP as a tool to reduce urban heat in the suburbs of Sydney.</p> <p>Action 13: The Resilient Sydney data platform and service continues with over 300 users from all 33 councils now using the data. Canopy cover data for all of Sydney was made available in November. The new Greater Sydney Race2Zero program to reduce community-wide greenhouse gas emissions was launched on 1st December with the Greater Sydney Commission and NSW Department of Planning and Environment.</p> <p>Action 16: A program of social cohesion and wellbeing workshops is planned with local and state government for 2022.</p> <p>Action 24: A collaboration with Infrastructure NSW and the global Resilient Cities Network has delivered new guidance and a tool for council and state government agencies to assess resilience of assets and asset management approaches. A workshop held in December was well attended by councils.</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.	The 2021/22 Operational Plan and 2021 Resourcing Strategy were adopted by Council in June 2021 after public exhibition. The City's 2020/21 Annual Report including the End of Term Report are complete and are now published on the City of Sydney website. Work is underway on the 2022-2026 delivery program, the new community strategic plan and the 2022/23 operational plan and resourcing strategy.	On Track
Deliver programs to build a diverse and inclusive organisation.	Work continued on implementation of the Stretch Reconciliation Action Plan and Inclusion Disability Action Plan. This year's Gender Pay gap review was completed. The City's diversity and inclusion networks continued hosting staff events to connect staff and support them during the pandemic.	On Track
Enhance our digital capability implementing key actions from the Digital Strategy and Information and Technology Strategic Plan.	Further enhancements were made to the public DA search. A single sign on solution for the public was deployed for library systems and the WhatsOn website. Work continued for the ePlanning platform.	On Track
Implement actions and deliver programs to improve the experience of people using our services.	<p>The City Concierge assisted small business and community groups with information relating to grants and financial assistance. The City Concierge staff visited small businesses in Pyrmont, Potts Point, Crown Street, Redfern Street and Glebe Point Road to inform them about the Sydney Summer Streets program and potential opportunities for their business.</p> <p>Development of the City's digital channel continues with a focus on developing and implementing a Smart Digital Forms platform.</p>	On Track

Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations.	Work has commenced to develop the pilot asset management plan (Playgrounds). Asset Strategy review/development is under way.	On Track
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.	The period October to December provided a short reprieve with vaccination targets met, lockdown restrictions easing, people returning to their offices (albeit still at only 24% of pre-Covid-19 levels by the end of November,) consumer confidence rising and planning for events such as Christmas and New Years Eve, festivals and other entertainment underway. The City's work to support communities and businesses continued and is outlined in detail in the Community Recovery Plan Quarterly Report. The quarter closed with the rapid emergence of the Omicron variant which means the City's work to support ongoing recovery continues. Therefore, while the initial term of the Community Recovery Plan finished with this quarter, it is proposed to continue to deliver actions under the Community Recovery Plan for another 6 months until 30 June 2022.	On Track
Continuous Improvement		
Deliver a program to improve the efficiency and effectiveness of key services.	Organisational priorities have been developed for improvement and transformation - asset management, sustainability, and venue management. Cross functional project teams have been collaborating to deliver these priority projects.	On Track
10.3 The City of Sydney is financially sustainable over the longer-term.		
Major Programs	Progress To Date	Status
Financial Planning		
Undertake reviews of project governance documentation to analyse the projected 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
Develop, monitor and report against the City's long term financial plan and financial recovery plan to ensure and demonstrate council's financial sustainability, and intergenerational equity.	The Q2 financial report to Council in February 2022 will reference the City's financial recovery plan, both the ongoing and emerging impacts of the Covid-19 pandemic on the City's operating results and capital expenditure. The protracted impacts of the pandemic will also be considered in the development of the City's 2022/23 operating and capital budgets, and the the next iteration of the long term financial plan.	On Track
Rates		
Continue to collaborate with government to achieve positive rating legislative reforms.	The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews. Recent IPART reviews include the domestic waste management charges, and their review of the rate peg to allow for residential population growth, where the City has successfully argued that its entire rates base should be able to increase as recommended for all other NSW councils.	On Track
Strategic Property Management		
Continue to manage the investment property portfolio to optimise revenue opportunities.	A number of significant leasing deals have been negotiated and agreed in the year to date in buildings 343 George Street, 540 George street, Customs House and Wilcox Mofflin. The City continues to implement the Commercial Lease Code of Conduct supporting the City's tenants as they recover as well as maintaining a secure income stream.	On Track

Fees and Charges

Continued reviews and detailed costing of core services, incorporating new and/or changing services to ensure appropriate fees and charges, along with suitable levels of subsidy where applicable.

A detailed review of fees and charges continues to progress, while a detailed review of Waste Service Charges is underway in preparation for the 2022/23 budget.

On Track

Procurement

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

Tendering and quotation documents include social and sustainable procurement assurance schedules, and the focus is on ensuring these are utilised and understood. Best practice, improvement opportunities and governance are a continuing focus.

On Track

10.4 The City of Sydney makes a positive contribution to the governance of metropolitan Sydney.

Major Programs

Progress To Date

Status

Governance Reform

Contribute to governance forums and reviews by 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 attend ICAC Corruption Prevention Network Forum and other relevant forums/webinars.

On Track

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 NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. Most recently this has included making detailed submissions including: Greater Sydney Parklands Trust - draft exposure Bill; Office of Local Government - Review of the tendering provisions of the Local Government (General) Regulation 2005; and NSW Environment Protection Authority (EPA) - Draft Noise Guide for Local Government.

On Track

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

Major Programs

Progress To Date

Status

Community engagement

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

23 projects were open for feedback from July - December 2021. This is lower than usual due to the Covid-19 lockdown and council elections. Five projects included targeted engagement with Aboriginal and Torres Strait Islander communities and four included targeted engagement with children and young people. The majority of projects involved land use planning including the public exhibition of new planning controls for Oxford Street creative precinct and the Botany Road corridor; and upgrades to nine small parks. In response to Covid-19 physical distancing requirements, most engagement activities were carried out online. The City, won the Planning Institute of Australia NSW 2021 Awards for Planning Excellence in Stakeholder Engagement for the Oxford Street Strategic Review in November 2021.

On Track

Develop Sustainable Sydney 2050, a new Community Strategic Plan underpinned by research and community feedback to set the future direction for our city.

Development of the new Community Strategic Plan is underway. A draft for public exhibition will be brought to Council around April 2022 with the final draft for adoption in June 2022.

On Track

Public access to information

Provide community information about new developments and/or changes in projects, programs and policies.	<p>The City continues 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.</p> <p>From October to December, a major focus was communicating public health information about Covid-19 testing and vaccination locations, as well as details of changes to the City's facilities and services as a result of the public health order restrictions.</p> <p>Other key projects included the Sydney Christmas and Sydney New Year's Eve programs, CBD revitalisation initiatives, major public domain and planning announcements, grant and sponsorship funding, the street furniture rollout, and the gender pay gap review results.</p>	On Track
Provide community access to relevant data through the City's open data portal.	<p>Published data products were reviewed and four outdated products were retired from the Data Hub in Q2. No new data products were published to the Data Hub.</p> <p>With the retirement of data products, and the addition of a data product previously omitted, 'Pedestrian counts from automated sensors – sites', the Data Hub now contains 114 open data sets and 52 other data products (interactive apps and maps, dashboards, data stories and documents).</p>	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.	<p>The Resilient Sydney program continued to support councils with information and advice through the ongoing adaptations required during the continuing pandemic.</p> <p>The Resilient Sydney program is building a firm relationship with the NSW state agency Resilience NSW. In December the program hosted a "meet and greet" event for all Sydney based Resilience NSW staff to present and meet with Resilience Ambassadors of the 33 councils of Sydney. A program of collaborative work is being prepared for 2022/23. On 1st December, Resilient Sydney with partners Greater Sydney Commission and the NSW Department of Planning and Environment launched the "Greater Sydney Race2Zero" initiative. This program will run over two years aims to provide every council in Sydney with the data and scenario planning tools to set emissions targets and implementation plans, using the Resilient Sydney Platform. Late last year the Resilient Sydney Office released canopy cover data for metropolitan Sydney and urban forest planning guidance to all councils using data provided by the NSW Department of Planning and Environment. A final workshop hosted by the program concluded the series of three during 2021 under the initial collaboration to improve canopy cover and heat mitigation in Sydney. The City continues as an active member of Southern Sydney Regional Organisation of Councils (SSROC) supporting several recent forums on affordable housing, waste and recycling metrics and the circular economy.</p>	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.	<p>The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with 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 NSW 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.</p>	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.

The City collaborated with Investment NSW on organising the NSW-Guangdong Joint Economic Meeting (JEM) on 1 and 2 December. JEM aims to unlock bilateral trade and investment outcomes and facilitate knowledge exchange of priority sectors and strengthens bilateral networks. At the Clean Economy Sub-forum, the City's CEO gave an opening speech followed by three City staff presenting on sustainable urban development, Green Square and Sydney Park water recycling system. Senior NSW and Guangdong Government and industry representatives shared insights on Net Zero, green finance and sustainable built environments.

Resilient Cities Network: Sydney presented at an 8 December 2021 Asia-Pacific webinar of the Resilient Cities Network in conjunction with the Singapore Centre for Liveable Cities. Resilient Sydney coordinated two presentations on the topic of 'Nature Based Solutions for City Resilience'. The Sydney Institute of Marine Science with North Sydney council presented on Living Seawalls, an ecological restoration project in Sydney Harbour. Hornsby Council presented on a mangrove restoration project in the Hawkesbury.

The Chief Resilience Officer has been appointed as an Asia-Pacific representative on the Global Steering Committee of the Resilient Cities Network for a two year term. Sydney presented to the European and Middle-East network cities in November on the recently released monitoring and evaluation report of the Resilient Sydney program.

C40 update: C40 provided the City with daily briefings during the COP26 global climate summit in late 2021; City staff participated in the annual C40 Air Quality Network Workshop December 2021; C40 has developed tools for heat resistant cities, active transport, congestion and cool roofs that have been distributed to relevant staff.

On Track

10.S.1 Performance Measures												
Accountability and transparency												
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
GIPAA Formal Access Applications received	No.	55	40	-	9	7	-	-	-	16	Q2 figures for section 41 access applications (formals) received in the last four years are 13, 16, 12, and 7. The trend continues to decrease.	Indicator Only
GIPAA Informal Access Applications received	No.	3,946	3,751	-	1,056	830	-	-	-	1,886	Informal information access requests continued to decrease.	Indicator Only
Public Interest disclosures received	No	2	3	-	0	1	-	-	-	1	One public interest disclosure was received in November 2021.	Indicator Only
Complaints processes												
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	-	-	-		Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	4	2	-	3	0	-	-	-	3	No complaints of fraud and corruption by City staff were substantiated in Q2 2021-2022.	Indicator Only
Workforce												
Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	Q1	2021/22 Result			Q4	YTD	Comment	Status
Approved full time equivalent (FTE) establishment positions	No	1,977.33	1,929.25	-	1,934.3	1,931.64	-	-	-	1,931.64		Indicator Only
Vacancy rate	%	9.11	9.87	-	10.34	9.8	-	-	-	10.07	Recruitment for some roles continued to be disrupted due to Covid-19 and skills shortages.	Indicator Only
Lost time injuries	No	54	46	-	6	1	-	-	-	7	During this quarter, there was 1 lost time injury. This is a decrease of 11 or 91.7% compared to the same period last financial year. Annually by quarter, the number of injuries is still trending downwards.	Indicator Only

Customer service												
Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status	
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD			
Contacts via Online Business Services (OBS)	%	45.75	48	-	56	51	-	-	53.5		Indicator Only	
Contacts by other channels (calls, counter)	%	54.25	51.25	-	44	49	-	-	46.5		Indicator Only	
Calls answered within 30 seconds	%	67.25	68.5	65	70	49	-	-	59.5	Grade of service impacted by unplanned leave and vacancies.	Watch	
Calls completed at first contact	%	87.5	93	80	90	90	-	-	90		On Track	
Requests received	No.	220,247	235,727	-	52,326	53,742	-	-	106,068	Service requests received increased by 3% in Q2 of 2021/22 when compared to previous quarter.	Indicator Only	
Requests actioned within agreed service standards	%	87.57	88.75	90	88	84.33	-	-	86.17	84.33% of requests were actioned within agreed service levels, which is within tolerance level of agreed service standards of 90%. Service level is impacted by both complexity of requests and delays due to the pandemic.	Watch	

Attachment D

<p>Second Quarter 2021/22 Supplementary Reports</p>
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- Major Legal Issues
- Grants
- International Travel
- Contract Order Details

Major Legal Issues for 2021/22 – Quarter 2 2021/22

Maxida International Alexandria Property Australia v City of Sydney – 205-225 Euston Rd, Alexandria

Maxida International Alexandria Property Australia lodged three sets of Land and Environment Court proceedings regarding its proposed development known as One Sydney Park at. The first is an appeal against the refusal by the Central Sydney Planning Committee (CSPC) of a modification application to amend the approved building envelope and modify conditions of a concept consent. The second set of proceedings relates to the refusal by the CSPC of the related detailed design development application for the same site. The third set of proceedings relates to an application for approval to undertake early works associated with the development.

These appeals were heard in October 2021. However, a legal issue has arisen which impacts the power to amend the modification application before the Court. In response, the appeals are listed for case management on 1 February 2022.

John Synnott v City of Sydney & Belgravia Leisure

These proceedings relate to a claim by Mr Synnott that he has been discriminated against on the basis of his age. The claim alleges that the Council and Belgravia Leisure discriminate against Mr Synnott by only offering single-width lanes for lap swimming at the Victoria Park Pool. Mr Synnott alleges that this treats him less favourably than younger people using the pool because it is more difficult for him to use single-width lanes for lap swimming, because of his age.

These proceedings were heard on 20 January 2022 and judgment is reserved.

TRIM Document Number: 2022/001092

Endorsed by: Mardi Flick, A/Director Legal and Governance

Grants and Sponsorships Policy – Quarter 2 2021/22

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 Street Banner Sponsorship
- o Venue Hire Support Grants and 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 2nd quarter of the 2021/22 financial year are:

Grants	Approved
Quick Response Grants	\$117,215
Year to Date Total	\$321,275

The approved total is the amount of cash approved (not paid) in Q2 and the year to date totals which includes grants approved in previous quarter/s.

Revenue Foregone	Approved Q2	Year to Date
Street Banner Sponsorship	\$7,350	\$20,065
Venue Hire Support (Landmark & Community venues)	\$56,804	\$324,379
Totals	\$64,154	\$344,444

The attached report outlines:

- o the grants and sponsorships approved by the City in Q2 of financial year 2021/22 for the Quick Response Grants Program, Street Banner Sponsorship and Venue Hire Support Grants and Sponsorship.
- o The Quick Response Grants Program list includes Community Emergency Quick Response Grants offered as part of the Covid-19 Recovery Grants.
- o the grants and sponsorships approved by the City in previous financial years with 2021/22 commitments for the Venue Hire Support Grants and Sponsorship.

1. Grants Information

Table 1 – Q2 Quick Response Grants Summary

Quarter	<u>Approved</u>	
	No of Applicants	Value Approved
Q2	18	\$117,215
Total year to date	43	\$321,275

Table 1.1 – Q2 Quick Response Grants in detail

Organisation	Project	Revenue Foregone
*Asylum Seekers Centre	Essential care packs for families seeking asylum	\$10,000
*C3 Central City Incorporated	Community Recovery Program	\$10,000
City of Sydney Aquatic Club	2022 Australian age swimming championships	\$2,000
*Deadly Connections Community and Justice Services Ltd	Deadly Christmas	\$10,000
*First Nations Response	First Nations Response	\$10,000
*First Nations Response	First Nations Covid-19 Inner West/Eastern Suburbs Response	\$10,000
Free Broadcast Incorporated	All The Best Live!	\$1,475
Irina Vasiliev	Junior Grand Prix - ice skating international event	\$500
*Kids Giving Back	Cook4Good	\$10,000
*Souths Cares PBI Ltd	Souths Cares Christmas food support	\$10,000
St John's Community Services Ltd	Emergency food relief	\$3,000
Sydney Local Health District	Data credit for Aboriginal patients	\$3,000
*The International Shift Pty Ltd	Soup of Human Kindness	\$10,000
*The Reconnect Project Ltd	Staying Connected	\$10,000
Tristan Chant	Avery Terraces residency	\$500

Uca - Newtown Mission	Jordan Cafe Community support & welfare	\$4,740
*Uniting	CHEX community gift cards and express emergency relief transport	\$10,000
Weave Youth and Community Services	Move to safe accommodation: those experiencing/at risk of homelessness	\$2,000
	Total	\$117,215

*Community Emergency Quick Response

Table 2 – Q2 Street Banner Sponsorship Summary

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q2	1	\$7,350
Total year to date	3	\$20,065

Table 2.1 – Q2 Street Banner Sponsorship in detail

Organisation	Project	Revenue Foregone
Opera Australia	Handa Opera on the Harbour	\$7,350
	Total	\$7,350

Table 3 – Q2 Venue Support Grants and Sponsorship Summary – Landmark Venues

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q2	4	\$55,828
Total year to date	9	\$152,109

Table 3.1 – Q2 Venue Support Grants and Sponsorship – Landmark Venues in detail

Organisation	Project	Venue	Revenue Foregone
Australia China Business Council	ACBC Innovation Summit	Sydney Town Hall	\$8,438
Diversity Council of Australia	DCA annual diversity debate	Sydney Town Hall	\$9,890
Lifeline Australia	Laughs for Lifeline comedy gala	Sydney Town Hall	\$15,000
The Ethics Centre Ltd	Intelligence Squared (IQ2) debate	Sydney Town Hall	\$22,500
	Total		\$55,828

Table 4 – Q2 Venue Support Grants and Sponsorship Summary – Community Venues

Quarter	No of Organisations	Revenue Foregone
Q2	2	\$976
Total year to date	25	\$172,270

Table 4.1 – Q2 Venue Support Grants and Sponsorship – Community Venues in detail

Organisation	Project	Venue	Revenue Foregone
Glebe Society	Monthly committee meeting	Glebe Town Hall	\$722
Writer's Room	Rehearsal of The War on 2021 live show	Darlinghurst Community Space	\$254
	Total		\$976

International Travel Expenditure – Quarter 2 2021/22

During the period 1 October to 31 December 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 2 - October to December 2021

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

	Order Date	Order Amount	Outstanding Amount
Supplier: 32 Hundred Lighting Pty Ltd			
PU253175	7 October 2021	\$242,000.00	\$145,200.00
1	Lighting Services for New Year's Eve 2021		
Supplier: Abergeldie Rehabilitation Pty Ltd			
PU253675	8 November 2021	\$324,112.70	\$324,112.70
1	Trenchless Pipe Relining - Financial year 2021/22		
Supplier: ABUD			
PU253356	19 October 2021	\$120,890.00	\$17,270.00
1	2021/22 Street Furniture Additions Program		
PU253401	20 October 2021	\$281,380.00	\$64,548.01
1	Supply and delivery of street furniture for George Street South Pedestrian project		
Supplier: Altus Group Cost Management Pty Ltd			
PU253503	28 October 2021	\$62,700.00	\$62,700.00
1	Cost estimate for Oxford Street Cycleway		
Supplier: Arup Australia Pty Ltd			
PU254146	1 December 2021	\$51,700.00	\$45,925.00
1	Provide services for a pedestrian Wind Environment Study in relation to the City's design review of the State Significant Precinct rezoning proposal for Blackwattle Bay Precinct		
Supplier: Austral Masonry Holdings Pty Ltd			
PU254055	29 November 2021	\$52,912.99	\$52,912.99
1	Supply & delivery of concrete unit paver - Devonshire Street, George Street South Pedestrian project		
Supplier: Bibliotheca RFID Library Systems Australia Pty Ltd			
PU254451	14 December 2021	\$124,594.76	\$124,594.76
1	Annual Support & Maintenance - 1st December 2021 - 30th November 2022		
Supplier: CA & I Pty Ltd			
PU253180	7 October 2021	\$1,916,744.50	\$1,794,055.14
1	Erskineville Alexandria Precinct Cycleway Links Construction		
Supplier: CampusGuard Pty Ltd			
PU253297	13 October 2021	\$316,882.00	\$281,351.70
1	Qualified Security Assessment and Vulnerability Scanning - PCIDSS - 3 year contract		
Supplier: Cardno (NSW/ACT) Pty Ltd			
PU253310	14 October 2021	\$279,180.00	\$141,744.62
1	Landfill Gas Management Sydney Park Yr2 - Lump Sum		
2	Landfill Gas Management Sydney Park Yr2 - Schedule of rates		
Supplier: Caval Ltd			
PU254244	6 December 2021	\$86,000.00	\$86,000.00
1	Community Languages Books FY2021/2022		
Supplier: Citywide Service Solutions Pty Ltd			
PU253698	9 November 2021	\$124,966.38	\$105,166.38
1	Extension Living Colour Floral Displays for the Alfresco City Outdoor Dining Program at Pitt Street, Sydney. Commence 22 Nov 2021 to 30 June 2022		

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

		Order Date	Order Amount	Outstanding Amount
Supplier: Claude Neon Pty Ltd				
PU254058		29 November 2021	\$50,000.00	\$20,565.60
1	Maintenance of Park signage. Supply and Install Park Signage.			
Supplier: Coates Hire				
PU254122		1 December 2021	\$80,447.22	\$80,447.22
	Equipment hire for various locations for Sydney New Year's Eve 2021.			
PU254643		27 December 2021	\$86,911.00	\$86,911.00
	Fencing hire for various locations for Sydney New Year's Eve 2021.			
Supplier: Cumberland Building Pty Ltd				
PU253296		13 October 2021	\$670,850.40	\$631,538.05
1	Pirrama Park Amenities - Construction			
2	V01 - Building Plan Approval			
Supplier: Dell Australia Pty Ltd				
PU254203		2 December 2021	\$80,190.00	\$80,190.00
1	Dell 24 Monitor - P2422H x 300			
Supplier: Department of Education				
PU254581		21 December 2021	\$16,742,410.00	\$16,742,410.00
1	Green Square public school and community spaces project as per deed			
Supplier: Dialog Pty Ltd				
PU254239		6 December 2021	\$273,900.00	\$273,900.00
1	Digital Forms Testing Services			
PU254240		6 December 2021	\$222,396.90	\$222,396.90
1	CityConnect project Testing Services			
Supplier: DPLR Pty Ltd				
PU254318		9 December 2021	\$104,760.04	\$73,332.03
1	Sydney Lunar Festival 2022 - Illuminated Plinth Tigers			
Supplier: Dragon Boats NSW Inc				
PU254619		23 December 2021	\$55,000.00	\$55,000.00
1	Sydney Lunar Festival 2022- Dragon Boat Races - Race Management services			
Supplier: Drum Beats				
PU254443		14 December 2021	\$101,200.00	\$89,127.50
1	Village Roving Performances December 21/ January 22			
Supplier: DWS (NSW) Pty Ltd				
PU253608		3 November 2021	\$240,240.00	\$172,972.80
1	Integration Development Services - provision of resources			
Supplier: eCIFM Solutions Pty Ltd				
PU254440		14 December 2021	\$1,252,441.30	\$1,252,441.30
	Integrated Workplace Management System (IWMS) - Tririga- Property Management Solution- development and implementation services			
Supplier: E Group Security				
PU253790		11 November 2021	\$62,006.64	\$62,006.64
1	Martin Place tree guard/Covid Marshal			

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

		Order Date	Order Amount	Outstanding Amount
PU254121		1 December 2021	\$103,809.81	\$103,809.81
1	Security Services for 2021 Sydney New Year's Eve as per Quote			
2	Contingency Security Costs during Event Period			
Supplier: Enhance Entertainment				
PU253392		20 October 2021	\$50,000.00	\$1,625.00
1	CBD Roving Entertainment			
Supplier: Enigma Business Products				
PU254199		2 December 2021	\$92,650.25	\$92,650.25
1	Lenovo Thinkpad X1 Carbon I5 8GB 256GB 4G 3 Year NBD x 35			
PU254200		2 December 2021	\$92,650.25	\$92,650.25
1	Lenovo Thinkpad X1 Carbon I5 8GB 256GB 4G 3 Year NBD x 35			
PU254201		2 December 2021	\$92,650.25	\$92,650.25
1	Lenovo Thinkpad X1 Carbon I5 8GB 256GB 4G 3 Year NBD x 35			
PU254202		2 December 2021	\$92,650.25	\$92,650.25
1	Lenovo Thinkpad X1 Carbon I5 8GB 256GB 4G 3 Year NBD x 35			
Supplier: Fintan Scott-Magee				
PU253354		19 October 2021	\$55,000.00	\$48,125.00
1	Art & About - Fintan Magee Lost Figures			
Supplier: Ford Civil Contracting Pty Ltd				
PU254403		13 December 2021	\$18,149,736.00	\$18,149,736.00
1	Green Square to Ashmore Connector Road and Associated Works -Main contract works			
Supplier: Frankly Group Pty Ltd				
PU253523		29 October 2021	\$55,000.00	\$48,125.00
1	Art & About - Fenella Kernebone - Here Lies Your Story			
Supplier: Generation- E Productivity Solutions Pty Ltd				
PU254083		30 November 2021	\$396,000.00	\$396,000.00
1	Annual Maintenance Annual Licence Subscription for the Customer Service Contact Centre Platform as per received renewal quote			
Supplier: Geosyntec Consultants Pty Ltd				
PU254123		1 December 2021	\$70,125.00	\$70,125.00
1	Blackwattle Playground Soil Investigation & Waste Classification			
2	Ethel Street Playground Soil Investigation & Waste Classification			
3	Harry Noble Reserve Soil Investigation & Waste Classification			
4	James Watkinson Reserve Soil Investigation & Waste Classification			
5	Michael Kelly Reserve Soil Investigation & Waste Classification			
Supplier: Gorilla Constructions Pty Ltd				
PU253789		11 November 2021	\$64,570.00	\$32,285.00
1	Sydney Lunar Festival 2022 - Snake Lantern			
PU254552		20 December 2021	\$54,780.00	\$54,780.00
1	Sydney Lunar Festival 2022 - Rabbit Lantern			
Supplier: Green Options				
PU253720		9 November 2021	\$94,257.08	\$94,257.08
1	Contract 1896 - Part A - Glebe Foreshore West			

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

		Order Date	Order Amount	Outstanding Amount
PU254190		2 December 2021	\$81,710.75	\$81,710.75
1	Construction - Forbes Street Retaining Wall			
PU254628		24 December 2021	\$165,698.12	\$165,698.12
1	Contract 1896 - Part A - Cook and Phillip Park Boardwalk			
Supplier: HME Services Pty Ltd				
PU254496		16 December 2021	\$94,458.93	\$94,458.93
1	Sydney Lunar Festival 2022 - Lantern Curtain			
Supplier: Hub Australasia Pty Ltd				
PU253144		5 October 2021	\$50,791.40	\$50,791.40
1	Supply and delivery of bronze Smartpoles, luminaries and outreaches as per existing contract 1487 for the items for which the City has committed to an inventory with Transdev for the Light Rail Maintenance			
PU253418		22 October 2021	\$236,500.00	\$209,053.90
1	Annual storage charge for Star			
2	Minor Contract Work to cover annual maintenance, install and removal of beacon and stars and annual CMS licence, data management and maintenance of CMS hardware			
Supplier: Flick Anticimex Pty Ltd				
PU253857		16 November 2021	\$50,688.00	\$50,688.00
1	Rodent management and monitoring technology			
Supplier: JBS&G Australia Pty Ltd				
PU253802		12 November 2021	\$65,560.00	\$65,560.00
1	Site Auditor Services as part of the Sydney Park Brick Kilns project in accordance with the provisions of Major Services Agreement Site Auditor Contract			
Supplier: JCDecaux Australia Trading Pty Ltd				
PU253671		8 November 2021	\$1,100,000.00	\$1,012,659.00
1	Maintenance costs for 2021/22 for JCDecaux street furniture			
Supplier: JML Operations Pty Ltd				
PU253631		4 November 2021	\$115,599.00	\$57,799.50
1	Sydney Lunar Festival 2022 - Hero Tiger Lanterns			
Supplier: Kristian Molloy				
PU254297		8 December 2021	\$53,790.00	\$40,342.50
1	Art & About - Kristian Molloy I AM RESPONSIBLE			
Supplier: Leonards Advertising				
PU253521		29 October 2021	\$187,000.00	\$187,000.00
1	CBD Revitalisation campaign 2021/22			
Supplier: Maddocks				
PU253719		9 November 2021	\$185,845.00	\$185,845.00
1	Legal Advice - Acquisition of property - Legal fees estimate			
2	Disbursements			
Supplier: Mako Architecture Pty Ltd				
PU254139		1 December 2021	\$238,161.00	\$117,461.26
1	Urban Design Study Contract no. 3640 Provide services for an Urban Design Study in relation to the City's design review of the State Significant Precinct rezoning proposal for the Blackwattle Bay Precinct			

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

		Order Date	Order Amount	Outstanding Amount
Supplier: Marine and Civil Maintenance Pty Ltd				
PU253276		13 October 2021	\$183,550.00	\$7,741.44
1	2021/22 Foreshores Maintenance Program			
2	2021/22 Foreshores Maintenance Permits			
PU253277		13 October 2021	\$206,600.00	\$92,394.32
1	2021/22 Steps and Ramps Maintenance Program			
2	2021/22 Steps and Ramps Maintenance Program Permits			
PU253680		8 November 2021	\$712,450.00	\$675,671.30
1	2021/22 Bridges and Underpasses Maintenance Program			
2	2021/22 Non-GST Work Permits - Bridges and Underpasses			
PU254461		15 December 2021	\$75,300.00	\$75,300.00
1	Retaining Walls restoration works on Booth Street Bridge			
2	Booth St Bridge, Annandale - Retaining Walls Works; Council Permits - Non GST items			
PU254627		24 December 2021	\$255,046.35	\$255,046.35
1	Contract Schedule of Rate (SOR) #1933 Reconstruct Chelsea St Heritage Sandstone Wall			
Supplier: Margot Natoli Project Management				
PU254120		1 December 2021	\$150,218.08	\$105,152.66
1	Delivery of Phase One (Site Management Plan), as outlined in the Pirrama Park Site Management Services Specifications			
2	Delivery of Phase two (Implementation), as outlined in the Pirrama Park Site Management Services Specifications, including Waste Management Services			
3	Delivery of Phase Three (Post Event), as outlined in the Pirrama Park Site Management Services Specifications			
4	Delivery of the COVID-19 Safety overlay, as outlined in the Pirrama Park Site Management Services Specifications			
5	Delivery of Phase two (Implementation), as outlined in the Pirrama Park Site Management Services Specifications, including Waste Management Services			
PU254638		24 December 2021	\$125,400.00	\$125,400.00
1	Roving Entertainment - Sydney Summer Streets			
Supplier: Matrix Traffic and Transport Data Pty Ltd				
PU254396		13 December 2021	\$87,340.00	\$43,670.00
1	Q2021-586 Provide walking counts in Nov/Dec 2021 and March 2022			
Supplier: MBMPL Pty Ltd				
PU253920		18 November 2021	\$98,092.50	\$98,092.50
1	Quantity Surveying services for Joynton Ave Stormwater Trunk Drain			
Supplier: Mediamonks Australia Pty Ltd				
PU254452		14 December 2021	\$409,596.00	\$409,596.00
1	Milestone 1 Stage 2 – Form foundations and initial set of forms – Milestone 1 (Digital Forms)			
2	Milestone 2 Stage 2 - Form Foundations and initial set of forms - Milestone 2 (Digital Forms)			
Supplier: Merkle ANZ Pty Ltd				
PU253142		5 October 2021	\$56,265.00	\$56,265.00
1	Sitecore senior developer resource			
Supplier: M. N. R. Contructions Pty Ltd				
PU253637		4 November 2021	\$55,314.92	\$27,657.46
1	Sydney Lunar Festival 2022 - Dog Lantern			
Supplier: Myxplor Pty Ltd				
PU254207		2 December 2021	\$161,318.05	\$161,318.05
1	Xplor Database Maintenance for 3 years			

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

	Order Date	Order Amount	Outstanding Amount
Supplier: Narla Environmental Pty Ltd			
PU253961	22 November 2021	\$53,559.00	\$53,559.00
1	Nest Box Program- - Urban Ecology Strategy Implementation Works		
Supplier: National Trust of Australia (NSW)			
PU254629	24 December 2021	\$291,830.00	\$291,830.00
1	Bush Restoration Services Year 4 Contract		
2	Bush Restoration Services Schedule of Rates as per Contract		
Supplier: New Zealand Micrographic Services Ltd			
PU253923	19 November 2021	\$103,896.10	\$103,896.10
1	Annual Recollect Subscription Enterprise Version of Recollect Enterprise - 01/01/2022 to 31/12/2023		
Supplier: Optimal Stormwater Pty Ltd			
PU254191	2 December 2021	\$249,943.00	\$157,951.10
1	Water Recycling - Schedule of rates Works required on CoS Water Recycling Infrastructure		
2	Water Recycling - Fixed fee for monthly service of water recycling infrastructure		
3	Water Recycling - Fixed - Performance Monitoring & Condition Assessment		
4	Crown/Corning Parks Design upgrade and risk assessment		
Supplier: OSullivan Conservation Pty Ltd			
PU254346	10 December 2021	\$68,827.08	\$68,827.08
1	Eora Journey Monument for the Eora - bar		
2	Eora Journey - Public Art Maintenance		
3	Eora Journey - Public Art Maintenance		
Supplier: The P A People			
PU253224	11 October 2021	\$219,129.31	\$219,129.31
	Hire of various data and communications equipment for Sydney New Year's Eve 2021		
Supplier: Pink Cactus Pty Ltd			
PU253718	9 November 2021	\$105,446.00	\$52,723.00
1	Sydney Lunar Festival 2022 - Pig & Horse Lanterns		
Supplier: Polaris Marine Pty Ltd			
PU254069	29 November 2021	\$250,671.30	\$250,671.30
1	Hire of Barges and Tugs for Sydney New Year's Eve as per contract and variations		
Supplier: Quality Management & Constructions Pty Ltd			
PU253161	6 October 2021	\$191,807.35	\$160,160.67
1	Joynton Ave Stormwater Trunk Drain - Service Location Works		
2	V01 - Additional service location and survey for woolwash pond and GSTD assets		
PU253304	14 October 2021	\$59,797.93	\$59,797.93
1	Reinstate CWO 45630 as per quote		
PU253526	29 October 2021	\$117,269.22	\$37,126.23
1	Reinstate Batch 2212 as per quote		
2	Betterment - CWO 45322 Betterment - CWO 45322		
PU253527	29 October 2021	\$63,766.00	\$25,453.55
1	Reinstate Batch 2210 as per quote		
PU253812	12 November 2021	\$292,200.15	\$292,200.15
1	Re-laying of Macquarie St pavers from Bent St to St Stevens Uniting Church		

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

		Order Date	Order Amount	Outstanding Amount
PU253922		18 November 2021	\$150,201.06	\$75,471.41
1	Reinstate Batch 2207 as per quote			
PU253941		19 November 2021	\$83,734.25	\$83,734.25
1	Reinstate CWO 45667 as per quote			
2	Reinstate 45667 betterment as per quote - 1.01			
PU254023		25 November 2021	\$1,708,829.97	\$1,708,829.97
1	Construct Crystal, Potter and Gadigal Cycleway in accordance with Contract 1840-B, the quotation provided, and Aecom IFC drawings and technical specification			
PU254222		3 December 2021	\$52,445.30	\$16,728.05
1	Reinstate Batch 2227 as per quote			
PU254223		3 December 2021	\$52,478.37	\$28,687.05
1	Reinstate Batch 2229 as per quote			
PU254487		16 December 2021	\$268,006.44	\$268,006.44
1	Maintenance package of up to 41 jobs			
Supplier: Rogers Construction Group Pty Ltd				
PU253842		15 November 2021	\$323,614.40	\$49,507.35
1	Paddington Town Hall Roof Upgrade works as detailed under Contract			
2	Variation 2 - Amended roofing scope Variation 2 - Amended roofing scope			
3	Variation 3 - W/proof membrane Variation 3 - W/proof membrane			
4	Variation 4 - Internal Works Variation 4 - Internal Works			
PU254362		10 December 2021	\$1,311,445.81	\$1,311,445.81
1	119 Redfern St Upgrades Lift, amenities and associated building works as required under Contract			
Supplier: Ryan Wilks Pty Ltd				
PU253564		1 November 2021	\$131,260.70	\$131,260.70
1	Reinstatement of Dixon St Light Screens			
Supplier: Scaffad Australia Pty Ltd				
PU253426		22 October 2021	\$404,032.80	\$404,032.80
1	Supply, installation, and removal of vinyl stickers for the Alfresco Dining Program barrier infrastructure			
Supplier: SGS Economics and Planning Pty Ltd				
PU254357		10 December 2021	\$66,701.25	\$66,701.25
1	Green Square and Southern Areas Retail Review			
Supplier: SMS- Singleton Moore Sign Co Pty Ltd				
PU253394		20 October 2021	\$58,201.00	\$49,750.80
1	Signage for the Creative Hub Bathurst Street			
Supplier: Spackman Mossop Michaels Pty Ltd				
PU253207		8 October 2021	\$790,715.75	\$678,063.17
	Oxford Street Cycleway - Design services			
Supplier: Suttons City Holden				
PU253446		25 October 2021	\$56,558.00	\$56,558.00
1	Isuzu DMax Replacing ESO Ute C4547			
2	Registration Cost for New Vehicle			

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

		Order Date	Order Amount	Outstanding Amount
Supplier: Sydney Civil Pty Ltd				
PU253914		18 November 2021	\$108,108.00	\$108,108.00
1	LGA Survey Marks Survey for Renewal Works - Stage Two			
PU254587		22 December 2021	\$803,000.00	\$803,000.00
1	Crown Street Public Domain works - 2021/22 financial year			
PU254588		22 December 2021	\$707,012.90	\$707,012.90
1	2021/22 Road Renewal			
Supplier: Sydney City Toyota				
PU254324		9 December 2021	\$59,894.35	\$59,894.35
1	Toyota Hiace replacing C492			
2	Registration Cost for New Vehicle			
Supplier: Telstra Corporation Ltd				
PU253388		20 October 2021	\$119,472.40	\$119,472.40
1	Adjust Telstra pits as per quote 30/9/21 - George Street Footpath Works (South)			
PU254556		20 December 2021	\$79,173.21	\$79,173.21
1	DAUX-1-50MS DatAdvantage for UNIX/Linux Software Maintenance and Support for 1 Users for 12 months			
2	DADS-2001-2500MS DatAdvantage for Directory Services Service Software Maintenance & Support - User Band 2001-2500			
3	DCFU-1-50MS Data Classification Framework for Unix Software Maintenance and Support for 1 Users for 12			
4	DAW-2001-2500MS DatAdvantage for Windows Service Software Maintenance & Support - User Band 2001-2500			
5	DL-2001-2500MS DatAlert Service Software Maintenance & Support - User Band 2001-2500			
6	CL-1-5MS Collector Service Software Maintenance & Support - User Band 1-5			
7	DW-1-50MS DatAnswers for Windows Software Subscription and Support for 50 users for 12 months			
8	DCF-2001-2500MS Data Classification Framework Service Software Maintenance & support users band 2001-2500			
Supplier: The Gardenmakers Pty Ltd				
PU253721		9 November 2021	\$208,360.23	\$208,360.23
1	Vine St Playground Renewal			
PU254656		31 December 2021	\$97,305.73	\$97,305.73
1	Construction Short Street Reserve, Waterloo			
Supplier: The Technical Direction Company				
PU253162		6 October 2021	\$300,204.94	\$300,204.94
1	NYE21 Pylon Projection Infrastructure as per contract 2019/325567			
Supplier: Transport for NSW				
PU254059		29 November 2021	\$532,400.00	\$532,400.00
1	Authority Fees Assessment Deposit Top-up - for George Street South Pedestrianisation in accordance with the agreement through a letter deed "Sydney Light Rail – George Street South Pedestrianisation Works – Indemnity" dated 19/3/21 (Agreement)			
Supplier: The Trustee for Brighlite Unit Trust				
PU253273		13 October 2021	\$51,704.57	\$51,704.57
1	Procurement of BEGA Lighting Bollards			
Supplier: Two Men and a Truck Australia Pty Ltd				
PU253581		2 November 2021	\$110,130.00	\$108,975.00
1	Provide bump in and bump out services for Share the Path campaign and other events - Q-2021-546. Contract term is from Sept 2021 to Feb 2024 plus a 1 year option			
Supplier: Ultimate Driving School Pty Ltd				
PU253623		4 November 2021	\$90,000.00	\$90,000.00
1	Drivers Training Program (2021 to 2026)			

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

Order Date**Order Amount**

Outstanding Amount

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

		Order Date	Order Amount	Outstanding Amount
Supplier: United Stone Aust Pty Ltd				
PU253778		11 November 2021	\$52,525.00	\$52,525.00
1	Austral black granite order used for CWO s across the city			
Supplier: Varley Electric Vehicles Pty Ltd				
PU253246		12 October 2021	\$143,259.70	\$143,259.70
1	ATX 340EH - Inc. Extended Warranty - Quote No: VQ25176			
2	Registration			
3	Delivery to Alexandria			
Supplier: Ventia Pty Ltd				
PU253533		29 October 2021	\$57,200.00	\$57,200.00
1	Additional cleaning to support the opening of venues			
PU254514		17 December 2021	\$51,599.79	\$51,599.79
1	Supply, install & commission sprinklers			
Supplier: Victorian Bluestone Quarries Pty Ltd				
PU253844		15 November 2021	\$305,415.00	\$305,415.00
1	Pitt Street Cycleway - Supply Bluestone Kerb as per supplier quotation			
2	Kerb King Street Cycleway - Supply Bluestone Kerb as per supplier quotation			
PU254301		8 December 2021	\$166,598.87	\$166,598.87
1	Supply and delivery of Bluestone for College Street Cycleway as per quotation			
Supplier: Visual Inspirations Australia Pty Ltd				
PU253641		4 November 2021	\$1,263,613.53	\$646,656.75
1	Install and Dismantle Installation, dismantle and maintenance of Sydney Christmas 2021 suite of infrastructure			
Supplier: Who Dares Pty Ltd				
PU254126		1 December 2021	\$100,968.48	\$100,968.48
	Provision of traffic management services for Sydney New Year's Eve 2021			
Supplier: Woollahra Council				
PU253222		11 October 2021	\$281,217.14	\$187,478.16
1	Paddington Library - 40% contribution- Q2, Q3, Q4 2021/22			

Attachment E

**Second Quarter 2021/22
Community Recovery Plan Report**

Community Recovery Plan

Quarterly Report #6



Christmas lights outside businesses in Darling Square. The City of Sydney and local businesses made the most of another challenging period of the pandemic, focussing on “passive” activations such as Christmas trees, lights decorations and roving entertainment that provided Covid-safe ways for people to enjoy the season.

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Where are we now?

Recommendation to extend the Community Recovery Plan

The Community Recovery Plan was adopted by Council in June 2020 to be implemented over an 18-month period to December 2021. The ongoing Covid-19 pandemic means that the City's work to support the economic and social recovery of the communities who live and work in the local area continues.

Therefore, it is recommended that the Community Recovery Plan be extended until June 2022.

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. This is particularly true for the October-December Quarter, with many collecting agencies deferring data release until later in January. The current situation continues to evolve rapidly, making much of the available data quickly out of date. Every attempt has been made to present the most recent data.

Whilst the September quarter was dominated by economic reversals arising from lockdowns and restrictions to limit the spread of the Delta variant, the December quarter saw a sharp recovery as the economy rebounded with relaxed restrictions from October. The NSW Government put in place a program of easing restrictions linked to full (double-dose) vaccinations of the eligible 16+ population. Retail sales increased sharply and by the end of November, the city regained much of what had been lost by Delta lockdowns.

However, by December the Omicron variant had taken hold and whilst it is milder in terms of individual morbidity and mortality, it was so readily transmissible that cases numbers surged over December. This heavily impacted on the latter part of the quarter by creating a 'perfect storm' as government restrictions were largely removed on 15 December.

For the period October – December 2021:

- **City output (GDP):** Coming out of the Delta-impacted September quarter, output picked up and grew particularly strongly in October and November. As vaccinations (double-dose) in NSW rose from 60% in September to 80% by mid-November and over 90-95% in December, restrictions were progressively removed, and output increased dramatically.

City modelling indicates that output regained what had been lost over the September quarter. Whilst this was still below pre-Covid levels, it represented growth of over 6% over the quarter – albeit from low figures.

This modelling estimates the cumulative cost to the city economy over the almost two-year period of the pandemic at around \$15 billion.

The newly-released ABS Monthly Business Turnover (derived from monthly Business Activity Statements) shows that many of the industries concentrated in the local area had the largest growth. For the October to November period, Australia-wide Accommodation and Food Services experienced the largest increase in turnover (33.6%) after a 10.7% fall in August. Big rises were recorded in Arts and Recreation Services (20.7%), Administrative and Support

Services (11.3%) and Other Services (8.0%). All of these industries had the largest decline in the September quarter. The November ABS Retail Sales data confirmed this surge.

Unfortunately, many businesses encountered global and local supply-chain issues as Omicron spread. Many businesses had staffing issues with employees having to isolate due to contracting the virus or being a close household contact. Many were forced to restrict opening hours/days or staffing levels. Additionally, consumers became particularly wary and voluntarily restricted their movements, especially in the city centre. This would have impacted on the rate of growth of GDP from what it might have been.

- **Employment:** With increased activity over most of the quarter, employment levels regained almost all their losses from the September quarter. The ABS Payroll Tax Jobs Index for the week ended 18 December showed an 8.0% increase compared to the end of September – having peaked at 9.5% on 27 November.

This meant that compared to the September quarter which saw job losses of around 40,000 in the City of Sydney, 35,000 (87%) of those jobs returned by the beginning of December.

The ABS Labour Market (Detailed) publication shows that the Greater Sydney region regained over 80% of the losses from June to December. Unfortunately, this publication does not publish below this geographic level.

With the absence of a scheme like JobKeeper where links between businesses and their employees were maintained, businesses had to advertise for labour. In the May-August period, Job Vacancies in NSW fell 15.6%. In the September-November period they had increased by 27.0%. This gave rise to issues for some businesses in acquiring appropriate labour, given the decline in the participation rate as people had withdrawn from the labour market. In consequence, many businesses faced skill shortages and difficulty in obtaining necessary labour to meet anticipated demand. Figures from employment platform SEEK showed job advertisements declined 3.2% in December but were still 39% higher than a year earlier.

- **Visitation:** City of Sydney pedestrian count figures show that footfall numbers increased from 12% of pre-Covid levels at the beginning of October to 53% by mid-December, then dropped off to 27% at the end of December, as the holiday period commenced and the impact of Omicron took hold. Over the entire December quarter, pedestrian numbers were 33% of pre-Covid levels, down from 43% for the same period in 2020.

Opal Card Train usage data for city centre stations showed a similar increase from 8% of pre-Covid levels in September to 40% in December. Property Council published estimates of office occupancy levels returned from a low of 4% of pre-Covid levels in September to reach 23% in November. Office occupancy data for December has not been published.

- **Spend:** Confidential spend data sighted by Council indicates the direct impact of the restrictions. For the December quarter (compared to the September quarter where spending fell across all areas due to the Delta lockdown):

- Total retail spending increased by 153%
- Total retail spending by international visitors increased by 266%
- Total retail spending by domestic consumers increased by 151%
- Spending at eating places increased by 282%
- Spending on accommodation increased by 281%
- Spending at clothing stores increased by 68%

This shows the strength of the recovery in the final three months of 2021.

However, it is important to compare current spending with pre-Covid levels to understand the cumulative impact on cash flow of city businesses and their economic viability following lockdowns, the end of JobKeeper and other support arrangements. It also explains why businesses have been increasingly concerned. Compared to the equivalent quarter in 2019 (ie pre-Covid), spending in the quarter was as follows:

- Total retail spending decreased by 20%
- Total retail spending by international visitors decreased by 82%
- Total retail spending by domestic consumers decreased by 8%
- Spending at eating places fell by 25%
- Spending on accommodation fell by 50%
- Spending at clothing stores rose by 12%

- **International travel and students:** The City of Sydney economy is heavily reliant upon international and interstate visitors. The imposition of international visitor caps and border restrictions during the pandemic has impacted significantly on many businesses. Some restrictions were relaxed in the quarter although others remain.

The City's Hotel Occupancy rate for the quarter increased from its 2021 nadir of 17% in September to average 42% in December (reaching a peak of 48% in the second week in December). This compares to an average 85% pre-Covid and 50% prior to June 2021. The lack of international visitors particularly impacts the Restaurant, Hospitality and Arts sectors.

The ABS Overseas Arrivals data shows that provisionally 165,210 overseas arrivals entered in NSW in the December quarter. This is over five times greater than the number in the September quarter but still represents a decrease of 95% compared to the corresponding quarter in 2019 pre-Covid.

International students are economically important for the City with an average local spend of \$25,000 per trip – six times the average international traveller. The latest NSW arrivals data indicated that, compared to the February 2020 figure of 40,000 international student arrivals, there were just 540 in December (up slightly from 200 in September). Over the period from March 2020 to December 2021, on-site enrolments in Higher Education and ELICOS courses in NSW (substantially located in the City of Sydney LGA and adjacent localities) declined by over 52,000 (48%). This was only partially offset by an increase of less than 13,000 on-line enrolments, yielding a net decrease of 28%. Significantly, this has particularly impacted local businesses and shops servicing the resident student community. More particularly these 'missing' students may slow the rate of recovery of the hospitality sector as it seeks to expand. Given their significance as a source of labour, job vacancies may be difficult to fill.

Confidence

- **Business confidence:** The September quarter saw business confidence fall significantly by over 20% between May and August, as uncertainty about the ending of restrictions imposed by the Delta variant took hold. However, as greater clarity about the roadmap out of lockdown was announced and restrictions were eased, it increased steadily to December. However according to Business NSW confidence fell significantly with the onset of Omicron.
- **Consumer confidence:** Nationally consumer confidence has risen only marginally in the December quarter after a decline in the September quarter. Sydneysiders remained reasonably sanguine during the extended lockdown and the Consumer Index was virtually unchanged, albeit at levels that were above the 2021 average. As vaccination rates rose, cases began to fall and a roadmap out of lockdown was announced, consumer confidence in Sydney began to rise and continued marginally into November as restrictions eased.

It would seem that the spending boost observable in the December quarter was not driven by aggregate measures of consumer sentiment. This could reflect either on the reliability of such indices and/or the distributional implications of Covid impact which will not be equally felt across the entire country.

- **Recent trends - every silver lining has a cloud... and another variant storm to deal with:** Objectively, the December quarter was one of significant and sharp economic recovery from the Delta variant that brought about lockdowns in the September quarter. Possibly the spending surge, particularly in the hospitality, arts and recreation sectors and the services sector was a response to 'lockdown fatigue' and a desire to re-connect with others, particularly friends and family.

Irrespective, the momentum was halted in December with the emergence of the Omicron variant and the surge in cases, hospitalisations, and deaths.

There seems little doubt that Omicron (and how the economy and governments grapple with this it) will dominate in the March 2022 quarter.

Unlike previous Covid waves, the economic impact caused by Omicron will be largely determined by consumer hesitancy and labour supply issues rather than government restrictions. The NSW Government appears to be resisting substantial re-vamping of trading and travel restrictions, as well as lockdowns.

Already, ANZ-Roy Morgan data has found that for January consumer confidence has plunged to its lowest January result for decades (1993), having fallen 7.6 % since 1 January.

The Omicron wave has generated domestic supply chain disruptions that had largely been absent since the initial stages of the pandemic. Staff shortages are the main reason for the disruption and have led to a redefinition of 'close contact' rules for workers in some sectors to help ameliorate the situation. Nevertheless, businesses may continue to face labour-supply shortages through February.

According to news reports, NSW Treasury modelling has estimated that the Omicron surge will cost the NSW economy at least \$3.5 billion, with a weekly cost of \$500-600 million. This figure taken on a pro-rata basis would suggest a cost to the City of Sydney economy of about \$800 million. However, this is likely to be an under-estimate. This figure could increase if supply chains and distribution networks are further impaired.

On a more optimistic note, late January case and hospitalisation data suggest that Omicron transmission is stabilising and near a peak with downward trend. It should be recalled that the first Covid wave in 2020 lasted 3 months but took 12 months for the economy to recover to the pre-Covid level. The second wave, the Delta variant, lasted for 3 months also, but recovery occurred within 3 months in the December quarter. Following this pattern, it is possible the Omicron variant may be sharper (very much sharper) but recovery could take less time - short and very abrupt. There is economic hope.

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

People are actively involved in recovery, shaping change in their city and their future

Recovery is responsive to the government health directions, led by stewardship and collaboration

Decisions are evidence-based and allow a flexible response

What we have done

This section provides an overview of activity under each of the recovery plan actions for the period 1 October – 31 December 2021:

	Total Actions	Actions Underway	Activity this Quarter
Business as usual/transformed actions:	39	39	37
New actions:	18	18	13
Recovery plan total actions:	57	57	50

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 | – | <p>There were 99 contacts to the business concierge service in quarter 2 21/22 and 1,639 since commencement as follows:</p> <table border="0" style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;">Q2 21/22</td> <td style="text-align: center;">Since Commencement</td> </tr> <tr> <td>Calls:</td> <td style="text-align: center;">19</td> <td style="text-align: center;">674</td> </tr> <tr> <td>Emails:</td> <td style="text-align: center;">80</td> <td style="text-align: center;">965</td> </tr> </table> <p>– The majority of enquiries are about the City's grants program.</p> <p>– In December the Concierge team supported planning for the upcoming <i>Sydney Summer Streets</i> program. The team visited small businesses located in Glebe, Pyrmont, Surry Hills, Redfern and Potts Point to inform them of the planned events, opportunities for participation and merchandising.</p> | | Q2 21/22 | Since Commencement | Calls: | 19 | 674 | Emails: | 80 | 965 |
| | Q2 21/22 | Since Commencement | | | | | | | | | | |
| Calls: | 19 | 674 | | | | | | | | | | |
| Emails: | 80 | 965 | | | | | | | | | | |
| 1.2 | Continue the acceleration of the capital works program to upgrade city streets, parks and playgrounds | – | <p>Accelerated landscaping program is now complete.</p> <p>– The new outdoor gym at James Hilder Reserve is now complete and open.</p> <p>– Projects underway to enhance and maximise the communities' access to outdoor sport and recreation space and facilities include planning for new synthetic sports fields at Perry Park, The Crescent and Alexandria Park Community School.</p> | | | | | | | | | |

What we are doing to support recovery

- | | |
|---|--|
| <p>1.3 Clean public places and streets to a high standard</p> | <ul style="list-style-type: none"> – Garden organics and bulky waste tonnages recorded slight increase in Q2 in comparison to Q1. Domestic waste and commingled recycling had a decrease in waste tonnages due to people returning to their workplaces. – City contractors continued to experience significant strains on staff resources due to Covid-related absences. To accommodate the changing requirements of public health orders and cases where workers had to isolate, there were delays to some collection services, including green organics, booked bulky household collections, and reported illegal dumps. <p>General red bin waste and yellow bin recycling collections were prioritised. These collections continued as per regular schedules with minimal missed collections despite more waste being generated and limitations on available staff resources.</p> <ul style="list-style-type: none"> – 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. – The City’s cleansing operations team continued to provide additional cleansing and support where required. This included removing any urgent illegal dumps, steam cleansing footpaths and street furniture and emptying and cleaning street litter bins. – Additional mobile street litter bins around hospitals and testing venues have been deployed as required. – Areas with high pedestrian activity, especially on weekends, have continued to be prioritised for servicing, including providing more litter bins and more frequent cleansing and waste collections. |
| <p>1.4 Promote safe alternatives to single-use items to address emerging waste issues</p> | <ul style="list-style-type: none"> – Pop-up stalls on safe reuse restarted from mid-November to December. City staff delivered 7 community pop-up stalls at Gunyama Park in Rosebery and Shannon Reserve in Surry Hills and engaged with 184 residents to promote safe alternatives to single use items and raise awareness about options for and safety of using reusable coffee cups. |

What we are doing to support recovery

- In December, City staff delivered an online reuse session called ‘DIY Christmas for People & Pets’ as part of the Zero Waste Christmas program. They shared ideas with participants on how to upcycle unwanted clothes into decorations, create fabric gift wrapping and special guests shared tips for creating pet toys from old clothes and rags.
- From October to December, 253 students and their teachers from across 15 schools utilised remote learning resources where student-led groups tackled the issue of single use plastics at home and in their schools. They learnt about waste avoidance methods and how to recycle right.

In December, the program finished for the 2021 school year with a virtual end of year celebration including a special thank you message from the Lord Mayor and an awareness raising talk by a marine scientist on the extent of plastic pollution in the oceans and the negative effects on marine life with participation certificates delivered to students.

- Through the City’s online ‘Ask A Waste Expert’ service, outreach officers responded to 169 questions from 91 residents on a range of topics and items. Common questions were about how to recycle different kinds of plastics, safely reuse items and what to do with food waste and clothing.

1.5 Communicate that Sydney is safe, clean and open for business

- Sydney received a brief reprieve in the quarter with progressive relaxing of restrictions until late December which allowed the communications to focus on safe activation and city revitalisation.

A marketing strategy has been developed with 3 primary objectives:

1. Get Sydneysiders (residents, workers and tertiary students) back into the city and reframe it as a place of discovery: eat, drink shop, dwell, see both day and night
2. Encourage CBD business to take advantage of grants, relaxed outdoor dining rules, understand current PHOs and Covid safety regulations
3. Build consumer confidence – the city is safe and open

The campaign comprises 3 key messages:

1. Overarching message - the CBD is a dynamic, safe and fun place to be – there are lots of things happening, the city is Covid safe

What we are doing to support recovery

2. Programming specific message - you should go to the CBD for...
3. For businesses message – the City and NSW Government are actively working to facilitate recovery for your business and you should take advantage of these opportunities and understand relevant Covid safety measures.

The campaign was launched in early December under the strapline *Your city is waiting for you*.

The primary landing destination is whatson.sydney

The campaign was designed to be flexible so that it can be “switched on and off” depending on the current Covid situation. With the emergence of Omicron in late December, the campaign has been partially wound back, ready to ramp up as soon as the Covid environment allows.

- Previously, much of the City’s localised Covid information about venues, cases and Covid in the local area relied on a regular RSS feed from NSW Health which was discontinued during the quarter.
- Covid related content articles on City of Sydney News promoted via City’s social channels and to 16,000 weekly email digest subscribers:

Page Views:	Q2	Total
• Public health alerts as required (now discontinued):	89	68,599
• Covid-19 page on CoS website:	1,273	26,817
• Face masks required in City venues:	953	6,505
• Get your Covid vaccination:	4,490	15,321
• Green Sq Library pop-up vax clinic:	1,446	4,914
• Covid testing for Aboriginal and Torres Strait Islander community:	1,389	2,330
• Ultimo pop-up vax clinic:	1,577	3,518
• New Covid check-in card:	272	1,334
• Support for business:	104	1,101
• Financial help for residents:	77	2,103
• City community hotline promotion:	156	1,254
• Re-opening–what you need to know:	1,246	1,246
• Welcoming customers back:	359	359
• Wellbeing support for cultural workers:	318	318

- | | | |
|-----|--|---|
| 1.6 | <p>Work with NSW Government on city management initiatives such as mobility and transport, temporary footpath widening, cycleways, change signal timing, lower speed limits,</p> | <ul style="list-style-type: none"> – The City opened online applications for outdoor dining in new spaces, including reallocated road space on 30 November 2020. Since the commencement of the program until 31 December, 393 have been approved, of which 116 relate to reallocated road space and 277 relate to reallocated footway space. |
|-----|--|---|

What we are doing to support recovery

travel demand planning and reprioritisation of roads

In total \$4,015,339 in footway dining fees have been waived since the commencement of the pandemic.

- City staff are working with the new pedestrian manager at Transport for NSW on reduced waiting times and improved quality of the public domain for people walking.

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

- Waived footway dining fees have been extended to June 2022:

Fees waived	Since commencement \$4,015,339
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- Continued rent relief on commercial properties (excluding QVB):

Total rent relief forecast	Since commencement \$10,736,334
Total rent deferral estimate	\$ 4,432,401

1.8 Invest in the pedestrianisation and activation of south George Street

- Construction to permanently convert the southern end of George Street to a pedestrian boulevard, as part of creating 9,000m² of additional pedestrianised space began in March 2021 and is almost complete up to Rawson Place.
- The new pedestrian boulevard is open from Bathurst Street to Hay Street and people can move freely across the light rail tracks. The eastern side of George Street between Hay Street and Rawson Place and the western side to just south Hay Street is also open to the public.
- Additional public domain improvements on George Street, between Rawson Place and Pitt Street, and in Hay Street and Ultimo Road will begin early to mid-2022. This will provide wider footpaths, new trees, and street furniture.
- The project's Community Liaison Officer will continue to work with local residents and businesses to ensure they are well informed ahead of works in the area. Regular updates will continue to 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 will also help to the reinvigorate the southern CBD.

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

- | | |
|---|---|
| <p>2.1 Direct existing grant support towards addressing emerging community issues and funding those most in need</p> | <ul style="list-style-type: none"> – In response to the ongoing impacts of the pandemic, the City again offered community emergency quick response grants to provide urgent support for vulnerable groups in the city. – In this quarter 12 organisations were supported with \$110,740 across 13 grants. Ten were for food security projects, one for a community cohesion project and two were for digital inclusion projects. |
| <p>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</p> | <ul style="list-style-type: none"> – Cultural and community programming continued to be delivered in a predominantly online format: <ul style="list-style-type: none"> • 19 programs were delivered to 575 participants and online Auslan and English Storytime attracted almost 6,000 views • Face to face creative programs were re-introduced into the Makerspace, providing low-cost, introductory workshops in Laser Cutting and free Maker and Creator classes for children • 9 Lunchtime talks were accessible online and Auslan interpreted • 4 online Auslan and English Storytime videos, featuring Deaf presenters as literacy role models were produced and 27 videos were hosted on the City's website • 4 face-to-face sessions were delivered in the Darling Square Library Makerspace • Two sessions in the Lunchtime Conversation series focused on mental health and resilience (presented by Dr Jonothan Lineen and James Dunk) • 1 x Australian Life Photography panel discussion was delivered online and Auslan interpreted. – Libraries programming continued as follows: <ul style="list-style-type: none"> • 10 one to one <i>Be Connected</i> sessions were held during the period, providing tech support to community members on their own devices • 3 online book club meetings were held |

What we are doing to support recovery

- The online library team responded to 3,429 calls and 3,991 emails, including 130 caring calls in the first two weeks of October, after which time libraries commenced a staged reopening. The caring calls program was developed to assist library members to access library resources from home, reduce social isolation and maintain their connection to the library and provide access to local community information that might be of interest.
- 2.3 Manage community spaces, services and facilities to ensure safe, equitable and affordable access and participation
- With easing of restrictions, the City began to reopen community centres from 11 October with a hybrid approach to programming. There was a decrease in attendance of 27% compared to the same year to date figure for 2020 (7,205 compared to 9,871).
 - All online events were free to attend.
 - Free and low-cost face-to-face programming was re-introduced into the Darling Square Library Makerspace
 - 2021 *Australian Life* Photography Exhibition was displayed in Surry Hills and Glebe Libraries
 - Accessibility and inclusion were supported through the provision of Auslan interpretation and live captioning at online events and alternative programming such as online Auslan and English Storytime, digital workshops and online webinars.
 - All library branches were reopened to the community by December 2021.
 - A mobile library outreach service was piloted across six locations in November, providing access to library materials and expertise for community members who are unable to come to the library.
- 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
- Digital newspaper rollout began, with 9 new touch screen devices installed, providing a new way to access thousands of local and international magazines and newspapers across the world.
 - All after hours book chutes reconfigured to return items off customers cards, providing a more efficient service.
 - 24/7 Wi-Fi activated allowing public to access services outside library operating hours. Download limits were increased from 500MB to 2GB per person per day and unlimited download trial commenced.
 - LinkedIn Learning platform launched on 15 December offering free on demand courses for library members in software, technology, creative and business skills, available in 7 languages.

What we are doing to support recovery

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| <p>2.5 Work with other government agencies and organisations working in the homelessness sector to support those at risk of or experiencing homelessness</p> | <ul style="list-style-type: none"> – Seven-day coverage provided by the City’s homelessness unit and public space liaison officers who continue to engage with people experiencing homelessness. Staff continue to provide rough sleepers with the most up to date information from NSW Health, along with information about service provision and accommodation available. – 34 people were supported from October - December to access long-term housing. – The City continues to work with our partners support individuals experiencing homelessness. Highlights include: <ul style="list-style-type: none"> • Supported NSW Health and partners to provide vaccinations to people living in boarding houses and community members experiencing homelessness. • 92 outcomes were recorded for the Woolloomooloo Integrated Support Hub (WISH), which recommenced in November and provided information and support to people experiencing or at risk of homelessness. • Provided information to mobile voluntary services to improve service delivery regarding Covid-19 safety and PPE, waste management and food safety. • Provided referrals, PPE and health information to people sleeping rough. |
| <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"> – In the quarter October – December, two grants were awarded for a total of \$214,885 cash: <ul style="list-style-type: none"> • St George Community Housing – Improving access to affordable housing opportunities, \$96,345 (year 1 2021/22) • Women’s Community Shelters for a project utilising student accommodation as a transitional housing option for women experiencing or at risk homelessness, \$118,540. |
| <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 continues to advocate to the NSW Government and housing providers for the retention and increased supply of social and affordable housing on the following projects: Waterloo (South) redevelopment, the Pyrmont Place Strategy and Blackwattle Bay State Significant Precinct, 600 Elizabeth Street, Redfern and Redfern North Eveleigh Precinct Renewal site. – The City continues to communicate and support the Waterloo community and seek the State Government to conduct a robust and inclusive public exhibition process for the planning proposal. |

What we are doing to support recovery

2.8 Prioritise the provision of food security services for our vulnerable communities through partnerships, networks, grants and existing services

- Delivered 12,335 Meals on Wheels meals to 236 residents and continued service uninterrupted. This service also provided 195 Christmas hampers to support clients through the holiday period.
- In this quarter 12 organisations were supported with \$110,740 across 13 grants, 10 of which were for food security projects.
- The City continues to work with the three main food suppliers in the LGA and coordinate the Sydney Food Operations Group, made up of 34 core agencies. This work responds to ongoing demand during the pandemic.

In the period 17,484 food hampers, 21,078 meals, and 16,525kgs of individually requested items have been distributed.

- On 25 November, the City hosted the online event *A city for everyone who eats: Inclusion, Diversity and FoodLab Sydney*. The event included a panel discussion with Prof David Scholsberg, Director Sydney Environment Institute, Omar Alkharouf, PhD research fellow and Julie Giuffre, Manager Grants, city of Sydney. The City's 3-year support of University of Sydney's FoodLab project has now finished and this event provided an overview of the findings and success of the program. The presentation covered:
 - The diversity of participants and the focus of the program on participants' strengths.
 - Challenges associated in moving delivery of the program online.
 - The large network and community that the program created through vertical and horizontal networking, mentoring and connections.
 - Food as a solution – positive outcome for the alumni related to employment, testing products, launching food related businesses or planning to launch a businesses, along with increased skills and confidence.

Other actions we will take

2.9 Work with charities to support their fund-raising to provide ongoing services to people in the local area

- In November 2021, Council resolved to donate \$100,000 each to OzHarvest Limited and Foodbank NSW & ACT Limited, along with \$50,000 to SecondBite to support these organisations to assist vulnerable communities to access food relief over the Christmas period and into the new year.

Other actions we will take

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| <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 hosted a Social Services Roundtable on 9 September to hear from more than 25 local community organisations, around their experiences and needs going forward, including social and affordable housing, vaccinations, emergency food relief and financial support Note – this activity occurred in September whoever was not included in the July-September 2021 quarterly report and as such is being reported here. <p>This resulted in a Lord Mayor Minute on Monday 20 September committing to further advocacy on raising the rate of income support, including a letter to the Prime Minister to raise the rate of JobSeeker payment.</p> |
| <p>2.11 Connect impacted international students to accommodation and mental health support services</p> | <ul style="list-style-type: none"> – The City's International Student Ambassadors (ISLA) participated as panellists in a StudyNSW virtual webinar 'Support for NSW International Students during Covid-19' . – A total of 201 international students participated in three events delivered by the City's ISLA team with 93% reporting increased skills and knowledge, 98% reporting increased connectedness and 92% reporting increased social wellbeing The events were an Employment Panel, Cultural Fest event, and Aussie Culture 101. These events help to build students' capacity to participate in the local community, increase their employability skills and cultural intelligence. – The City's ISLA team continued to promote relevant international student services, support and volunteering opportunities to their relevant network such as Study NSW's Virtual Study Program, Surf Lifesaving Bilingual Water Safety Volunteer Program, My Legal Mate and Covid-19 information and welfare support. – The City's ISLA team participated in the NSW Surf Lifesaving Information Hub consultation – The City's ISLA team participated in the Centre for Volunteering CALD Volunteer consultation to inform resource and policy development and implementation. |

Other actions we will take

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| <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 Government to ensure energy efficiency stimulus, incentives and support include strata communities and low-income communities.– The City continues to work with DPIE to promote changes to the NABERS Energy rating as a mechanism to reduce costs.– The City promotes solar sharing case studies to community housing providers as a pathway to reducing power bills for residents. |
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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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| 3.1 | Provide grants that facilitate community engagement in City owned spaces and public places | <ul style="list-style-type: none"> – Due to the second lockdown, the City continued to provide rent relief for childcare centre providers for an approximate value of: <table border="0" style="margin-left: 40px;"> <tr> <td style="text-align: right;">Fin YTD</td> <td style="text-align: right;">Since Commencement</td> </tr> <tr> <td style="text-align: right;">\$ 632,189</td> <td style="text-align: right;">\$2,298,377</td> </tr> </table> | Fin YTD | Since Commencement | \$ 632,189 | \$2,298,377 |
| Fin YTD | Since Commencement | | | | | |
| \$ 632,189 | \$2,298,377 | | | | | |
| 3.2 | Provide residents with links to support services and practical assistance | <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. – The City provided 105 referrals to multilingual vaccination resource kits and 19,804 referrals to vaccination bookings since the referral service commenced on 25 August 2021. – Continued the community hotline which received 57 calls for requests to information or support. – 3,500 hardcopy flyers, <i>Your guide for support during the Covid-19 pandemic</i>, were distributed via Aboriginal Community Controlled Organisations. – City staff conducted 189 check-in calls to residents during October – December, to provide support and assistance. | | | | |
| 3.3 | Support the provision of health and safety information to residential strata owners | <ul style="list-style-type: none"> – The City continued to provide health, safety and resilience information through to strata communities through Smart Green Apartments and Residential Strata Sustainability Group and staff networks. | | | | |
| 3.4 | Advocate to ensure environmental sustainability is of high importance in fast-tracked urban renewal programs | <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"> • Waterloo Estate • Redfern North Eveleigh • Central Station • Tech Central innovation precinct generally | | | | |

What we are doing to support recovery

- 3.5 Coordinate local emergency response through Local Emergency Management Committee
- 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:
 - Fortnightly LEMC meetings.
 - Ongoing support to the NSW Health public health response through the use of City facilities as vaccination and testing clinics.
 - Coordinated support to vulnerable communities through emergency food distribution (hampers and kitchens), dedicated community hotline, targeted communications, personal protective equipment, and community quick response grants.
 - City of Sydney Crisis Management and Incident Response and Recovery Teams continue to meet to address strategic, operational and business continuity requirements of the organisation and community.
 - The City continued to waive parking fees for essential workers at the Goulburn St and Kings Cross car parks as follows:

	Q2 21/22	Since Commencement
Police:	\$ 36,346	\$850,920
Health:	\$ 1,241	\$ 22,423
Charity:	\$ 0	\$ 1,887

 - Free Kings Cross car park parking

	Q2 21/22	Since Commencement
Police:	\$ 10,890	\$131,540
Health:	\$ 11,135	\$143,395
Charity:	\$ 2,397	\$ 93,092
 - Fee waivers for all parking expired in December 2021. This action is now complete.
- 3.6 Work with the Resilient Sydney network to share best practice and establish cross boundary recovery initiatives
- The Resilient Sydney program continued to support councils with information and advice through the ongoing adaptations required during the continuing pandemic.
 - The Resilient Sydney program is building a firm relationship with the NSW state agency Resilience NSW. In December the program hosted a "meet and greet" event for all Sydney based Resilience NSW staff to present and meet with Resilience Ambassadors of the 33 councils of Sydney. A program of collaborative work is being prepared for 2022-23.

What we are doing to support recovery

- On 1 December, Resilient Sydney with partners Greater Sydney Commission and the NSW Department of Planning and Environment launched the "Greater Sydney Race2Zero" initiative. This program over 2 years aims to provide every council in Sydney with the data and scenario planning tools to set emissions targets and implementation plans, using the Resilient Sydney Platform.
- In November, the Resilient Sydney Office released canopy cover data for metropolitan Sydney and urban forest planning guidance to all councils using data provided by the NSW Department of Planning and Environment. A final workshop hosted by the program concluded the series of three during 2021 under the initial collaboration to improve canopy cover and heat mitigation in Sydney.
- The City continues as an active member of Southern Sydney Regional Organisation of Councils (SSROC) supporting several recent forums on affordable housing, waste and recycling metrics and the circular economy.

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
- The City hosted an online *Get Prepared: Summer Weather* information session in partnership with the Red Cross and NSW State Emergency Services. 20 social housing community leaders, residents and frontline workers attended the information session on 4 December.
 - The City partnered with Women and Girls Emergency Centre delivering domestic violence prevention and ally workshops online over four weeks in November. A total of 19 community members participated to learn how to have supportive conversations and safely respond.
 - The City engaged Full Stop Australia to deliver 'responding with compassion' training to respond to disclosures of domestic and family violence or sexual assault. A total of 34 participants engaged in this training in December including residents, schools, childcare centres, and community services.
 - The City has built the capacity of trusted frontline organisations to deliver food and support to vulnerable communities during the 2021 lockdown.

Other actions we will take

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| <p>3.8 Facilitate capacity building workshops with the community sector and community led organisations to support their planning for the reopening of their services</p> | <p>– Due to the extended lockdown and emergence of Omicron late in the quarter, no activity against this action was scheduled this quarter.</p> |
| <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>– Due to the lockdown and ongoing impacts of the pandemic, no activity against this action was scheduled this quarter.</p> <p>The focus of the City's work with the community during and immediately after the lockdown was to support access to services such as on testing, food relief and vaccinations.</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>– This quarter the City's Meals on Wheels volunteers received hampers to thank them for their hard work through the year as the usual end of year thank you dinner and celebration could not proceed due to Covid restrictions and concerns.</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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| 4.1 Direct existing grant support to sustain cultural organisations and stimulate development opportunities for local creatives | <ul style="list-style-type: none"> – Round 2 of the City’s annual grants and sponsorship was assessed during the quarter. \$5,876,668 in cash and in-kind grant support was awarded to support the creative sector through 44 grants across the following programs: <ul style="list-style-type: none"> • Business support – live music & performance • Festivals & events – artform • Festivals & events – artform major • Festivals & events – village & community |
| 4.2 Advocate to federal and state governments for targeted support for culture and no net loss of cultural space | <ul style="list-style-type: none"> – No activity scheduled this quarter. |
| 4.3 Support Aboriginal and Torres Strait Islander cultural practices and knowledge sharing | <ul style="list-style-type: none"> – 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 – Two successful community emergency quick response grant applications were from Aboriginal and Torres Strait Islander owned organisations, one of which was a verbal application. They were awarded \$30,000 in quick response grants. – Five successful Round 2 grant applications were from Aboriginal and Torres Strait Islander applicants, They were awarded \$105,000 across knowledge exchange sponsorships, festival and events sponsorships and matching grants. – As busking started to return to the city streets in line with public health orders, the City was once again able to support of cultural practice in the public domain by Aboriginal and Torres Strait Islander performers. |

What we are doing to support recovery

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:	\$28,225	\$201,000
• Other cultural:	\$83,883	\$381,483
• Other social:	\$44,292	\$181,991

- 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	\$788,589	\$3,062,851

- All cultural tenants continue to be provided proactive contract management support through a challenging period for the creative industries. On 26 July 2021, Council resolved to provide “Support for Our Community - 2021 Lockdown Response”. 100% rent relief was applied to Creative Live Work and Accommodation Grant Program tenant rent relief from 26 June (when lockdown commenced) to 11 October 2021 when stay-at-home orders affecting the City of Sydney local government area were lifted.
- With ongoing venue closures, cultural programming continued to be delivered mostly online. This provided the opportunity to engage artists and creatives such as Victor Steffenson, Diego Bonetto and James Dunk as subject experts in the lunchtime conversation series.
- Additional online programming options were developed to support social connection.
- 19 cultural programs were presented online engaging 575 community members. Programming included talks, interactive webinars, workshops panel discussions and Auslan and English Storytime.
- Online videos such as the Art and Maker series and Auslan and English Storytime have attracted over 20,000 views to date.
- Program highlights include the 2021 *Australian Life* Photography Exhibition in Surry Hills and Glebe Libraries, the Lunchtime Conversation Series, introductory laser cutting workshops and Maker and Creator for children.
- With restrictions eased in October, online programming continued to feature alongside face-to-face and hybrid events to broaden the reach of programs and provide accessible options for the community.

What we are doing to support recovery

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| <p>4.5 Enable diverse local cultural infrastructure and activation through the City's Open and Creative planning reforms</p> | <ul style="list-style-type: none"> – 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 Environment for finalisation. Once drafting by Parliamentary Counsel is complete, the reforms will be published and able to be implemented. The City is working with the NSW Government on Special Entertainment Precincts to support performance venues and activation. |
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Other actions we will take

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| <p>4.6 Facilitate opportunities for collaboration and capacity building to ensure cultural sector resilience and sustainability</p> | <ul style="list-style-type: none"> – The Making Space for Culture Incubation Program ran from August to December 2021. This program was funded through the Knowledge Exchange grant program and was undertaken by Left Bank Company.

The program was designed to bring together the cultural sector and the property sector to learn from best practice models for developing and delivering creative space. The program focussed on building the capacity of Sydney's cultural organisations to own and manage affordable creative space, while concurrently helping the property sector to effectively tap into the value created by creative and cultural uses.

A full report on the program and key insights from participants is currently being prepared. – Supported by the City, Remix Sydney launched a new 6-month accelerator program to support the heavily impacted arts and cultural sector. The inaugural accelerator program will provide 10 local arts and cultural organisations with webinars, mentorship, and tools to help develop innovative ideas to build new revenue streams and attract new audiences. The 2021 incubator participants include: Brand X Productions Inc., ArtsPay, Art Gallery of NSW, Heaps Gay, Grumpy Sailor, FOLK Magazine, Secret Squirrel Productions, Time Out, and 107 Projects. The program will run from December 2021 to June 2022. |
| <p>4.7 Continue to explore opportunities for making space for culture in partnership with public and private sectors</p> | <ul style="list-style-type: none"> – The City has contracted Arup Australia to develop guidance materials for the design and delivery of cultural infrastructure projects. Titled "Creative Spaces Design Guides", the documents outline the spatial, operational and structural requirements for best-practice, fit-for-purpose creative spaces like rehearsal rooms, recording studios, small theatres and light industrial workshops. The guides will be made |

Other actions we will take

available to the cultural and property sectors as a free resource to help guide planning and decision making on new creative space projects.

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

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| <p>5.1 Use our communications channels to promote shop local and visit local to residents, workers and visitors</p> | <ul style="list-style-type: none"> – Continued option for online events to be promoted on What's On, however with the easing of restrictions and the opportunity to submit face-to-face events again, the submission of events increased by 231% on the previous quarter. – Usage of What's On increased 190% in the quarter reflecting the community's enthusiasm to get back out and about as soon as was possible. – Leveraged What's On as the primary event platform: <table border="0" style="margin-left: 20px;"> <tr> <td>• Events submitted:</td> <td style="text-align: right;">3,318</td> </tr> <tr> <td>• Page views per month:</td> <td style="text-align: right;">73,214</td> </tr> <tr> <td>• Sessions per month:</td> <td style="text-align: right;">131,678</td> </tr> <tr> <td>• Email subscribers:</td> <td style="text-align: right;">31,295</td> </tr> </table> – The marketing campaign <i>Your city is waiting for you</i> was launched in early December. Refer to action 1.5 for a full report. | • Events submitted: | 3,318 | • Page views per month: | 73,214 | • Sessions per month: | 131,678 | • Email subscribers: | 31,295 |
| • Events submitted: | 3,318 | | | | | | | | |
| • Page views per month: | 73,214 | | | | | | | | |
| • Sessions per month: | 131,678 | | | | | | | | |
| • Email subscribers: | 31,295 | | | | | | | | |
| <p>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</p> | <ul style="list-style-type: none"> – A program of roving entertainment in the CBD commenced in late October to enliven city streets and encourage people back into Sydney. The program expanded to the villages in December and will continue until the end of January 2022. – The full suite of Christmas trees and decorations were introduced throughout the CBD and village high streets from late November. They were accompanied by a program of choir performances at the Martin Place Tree and in George Street, and roving character costume characters in the CBD. – The City has been in planning for a series of high street events, Sydney Summer Streets, in 6 village locations throughout January and February 2022. A series of consultation meetings was held in December 2021 with business and community members from each location to ensure the closures are best able to contribute to local community recovery. | | | | | | | | |

What we are doing to support recovery

- The large-scale mural *As One Door Closes, Another Opens* by Will Cooke was installed on 28 June at Top of the Town building in Darlinghurst. The exhibition period has been extended and the work will remain in place until early 2022.
 - On 31 December, the City produced Sydney New Year's Eve. Ticketing was introduced for all vantage points to manage pandemic requirements and specific messaging was developed encouraging patrons to visit local hospitality businesses on their way to see the fireworks to assist with business recovery. Final numbers at the event were significantly reduced due to the rapid increase in Covid-19 infections in the lead up to the event.
- 5.3 Continue to partner with Business Events Sydney (BE Sydney) to build the pipeline of business meetings for Sydney
- Lockdown and the extended closure of both domestic and international borders has delayed the materialisation of business events that were planned to take place in 2020 and 2021. BESydney has nevertheless been recently allocated City of Sydney funding towards some key national corporate meeting opportunities.
 - In line with the NSW Government's commitment to cement Sydney's position as an APAC innovation capital, BESydney has secured the national division of the world's largest robotics competition, VEX Robotics Australia National Championships 2022. The Championship will welcome approximately 1,600 visitors over a two-day program in December 2022.
 - BESydney released its Annual Financial Report in November, which shows that in financial year 2020/21, the company secured 18 meetings worth an estimated A\$70M in direct expenditure to the New South Wales economy.
 - Throughout the pandemic, BESydney has continued to secure new global and national meetings that will attract significant talent and direct expenditure to the State's economy and rescheduled 62% of meetings affected by COVID-19 into future years. They now have a pipeline of events for Sydney for 2022-2029 that includes 95 events, due to attract 127,000 delegates, staying 540,000 delegate days, worth an estimated \$503M in direct expenditure.
 - The latest wins take BESydney's bid win tally to 18 year-to-date, and 95 events in total secured through to 2029 with a combined estimated direct expenditure of \$503M.

What we are doing to support recovery

- In October, a new \$6M funding program was announced to support the recovery of business events in 2022. BESydney will administer the program in conjunction with Destination NSW.
- 5.4 Continue to engage with the accommodation and entertainment sector to ensure sustainability is promoted and prioritised

 - While the accommodation and entertainment sectors 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 Partnership commenced annual reporting in the period and preliminary results indicate an annual emissions reduction of 26,392 tonnes of CO₂.
 - Promote and Recognise:
Results from Sydney's participation on the Global Sustainable Destination Index were received and Sydney dropped rank to number 15. The drop in ranking is largely attributed to an increase in the number of destinations participating, making it more competitive. The ability to progress actions in the Making Sydney a Sustainable Destination Plan was also limited in a sector that has been significantly impacted by Covid-19.
- 5.5 In line with health advice, welcome people back to Sydney through roaming ambassadors, maps and digital services

 - It has not been feasible to recommence the visitor ambassador program while interstate and international visitation is still relatively low.
 - The NSW Government extended its digital Dine & Discover program with an additional two \$25 vouchers per person.
- 5.6 Advocate to state and federal governments for ongoing support for international students while they continue to be impacted by the pandemic

 - No activity scheduled this quarter.

Other actions we will take

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| <p>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</p> | <ul style="list-style-type: none"> – As part of the \$20M AI Fresco City Project partnership with NSW Government, the City continued to work closely with grant recipients of the \$3M CBD Activations Grant Program. <p>Of the 96 funded initiatives, 61 have now been completed and 35 will be delivered in 2022. With the relaxing of restrictions in October, funded activations were able to re-commence by mid-November.</p> <p><i>Happy Hours</i>, a retail and hospitality umbrella event delivered by Darlinghurst Business Partnership, was one of the first to launch in late November with over 60 businesses participating. The event generated \$38,000 in ticket sales for 1,510 attendees. A further 552 people attended free events.</p> <p>Other activations throughout December included <i>Unseen</i> – a multimedia project that gives voice to women experiencing homelessness and housing insecurity; <i>Merivale's Live Music sessions</i> - 20 performances showcasing local jazz and folk artists to help revitalise local laneways and welcome people back to the CBD; and <i>Sugar Republic</i> – a Willy Wonka factory-like experience for families.</p> |
| <p>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</p> | <ul style="list-style-type: none"> – Destination NSW and the City have worked together to develop complementary marketing activities that support rather than duplicate each other. The Destination NSW marketing campaign is being targeted at a wide audience under the tagline <i>It's time to feel new</i>, while the City's campaign is focussed on reaching Sydneysiders under the tagline <i>Your city is waiting for you</i>. Refer to action 1.5 for a full report on the City's revitalisation campaign. |
| <p>5.9 Encourage and facilitate the return of international students back to Sydney in partnership with education sector</p> | <ul style="list-style-type: none"> – This City's ISLA team participated as panellists at the ISANA International Education Association National Conference, 'Student partnerships – the future of international education through a student-led consultative approach'. – In the Welcoming Cities resource, 'Putting out the Welcome Mat', the City's ISLA program was showcased as a case study to illustrate the benefits of engaging in learning and development to create pathways to further learning, employment, civic participation and self-empowerment. 'Putting out the Welcome Mat' is designed to assist local councils to develop successful plans, initiatives, policy documents and partnerships to ensure their local areas and communities are welcoming of international students. |

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

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| <p>6.1 Facilitate dialogue with heavily impacted sectors to support their recovery</p> | <p>– As part of the City's ongoing work with local sectors and businesses to support recovery, 4 consultation sessions were held in November & December with chambers of commerce, industry organisations and local businesses to help shape the <i>Sydney Summer Streets</i> program - a series of road closures across 6 high streets within Sydney's LGA.</p> <p>The program aims to make more outdoor space available to the community with a series of special street closures that will allow residents to enjoy the outdoors and support business. Spread across a number of weekends in January and February, <i>Sydney Summer Streets</i> will see main streets in some of the city's villages closed to traffic from 11am to late in the evening to encourage people to safely re-engage with the businesses and community in their local area.</p> <p>The City will work with the NSW Government to ensure the events are managed in line with public health orders.</p> |
| <p>6.2 Direct existing grant support for organisations, businesses and industry, including those dominated by women, to assist them to innovate, adapt and grow</p> | <p>– Round 2 of the City's annual grants and sponsorship was assessed during the quarter. \$1,191,634 in cash and in-kind grant support was awarded to support businesses and organisations through 55 grants across the following programs:</p> <ul style="list-style-type: none"> • Business support – night-time diversification • Environmental – innovation and ratings and assessment • Knowledge exchange sponsorships |
| <p>6.3 Continue to support collaboration across the innovation precincts within the Camperdown Ultimo collaboration area</p> | <p>– The precinct was officially launched as Tech Central – Australia's Innovation Engine on 29 November. The City continues to work collaboratively with precinct partners and the Greater Sydney Commission on a wide range of projects. A report is being prepared for Council in early 2022 to provide a detailed progress update on the precinct.</p> |

What we are doing to support recovery

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| 6.4 | Implement the Central Sydney planning strategy to support a pipeline of development and investment certainty | <ul style="list-style-type: none"> – Central Sydney planning framework including new planning controls and a new contributions plan was finalised in November 2021. The City is continuing to progress site specific planning proposals in line with the adopted strategy. |
| 6.5 | Continue to use City procurement to support local businesses and a shift to a circular economy | <ul style="list-style-type: none"> – A ‘Local Buy Database’ has been developed and made available to City employees to assist them in identifying suitable suppliers. The database provides details of suppliers, including those located within the City and surrounding LGAs. It includes small to medium and start-up businesses, Indigenous businesses and social enterprises. This supports community recovery, buying locally as well as our Sustainable Procurement Policy. The effectiveness of specific guidelines, the Supplier Code of Conduct and the inclusion of sustainability considerations in selected tender returnable schedules is continuously monitored. |
| 6.6 | Continue to support communities and businesses to accelerate their uptake of renewable energy to stimulate the green economy | <ul style="list-style-type: none"> – Action to support businesses is largely delivered through the flagship programs of the Better Buildings Partnership (BBP) and CitySwitch Green Office. In Q2 activity continued to focus on annual reporting. Preliminary results indicate a combined carbon emissions saving of 366,496 tonnes of CO₂.

Engagement has commenced on how these programs can be leveraged to drive sustainable outcomes at a precinct level at Tech Central and Greenhouse clean-tech hub. – There is 19 MW of rooftop solar installed in LGA, an increase of 700kW from last quarter. The City has continued to encourage renewables uptake through innovation grants. – The Solar Villages project support residents to switch to renewables through a Knowledge Exchange Grant commenced in October. The first session was attended by 26 residents, with at least two attendees proceeding to the solar installation phase. – The Ultimo Solar Roadmap was delivered in October through the innovation grants program, as a partnership between Pingala and Sustainable Ultimo. The roadmap identified a range of solar solutions to fit Ultimo's diverse community and provides multiple entry points to suit different needs. |

What we are doing to support recovery

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| <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 27,030 tonnes CO2e per year and saved owners' corporations \$3.91M. – The Strata Sustainability Reference Group was held in November and focused on sustainability, resilience and Covid-19 support for high density communities. – To date, the City has supported 119 apartment buildings to get a NABERS rating (three this quarter) with a total of six procuring GreenPower. – One e-news was sent to 3,111 subscribers. – The City continued to advocate for improved environmental standards for apartment buildings. |
| <p>6.8 Prioritise investment in City projects that provide significant local green economy benefits</p> | <ul style="list-style-type: none"> – The City continues to work with Investible to establish the new Greenhouse climate technology startup innovation hub at Circular Quay, due to open 2023. |

Other actions we will take

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| <p>6.9 Produce skills development programs to enhance innovation, collaboration, digitisation and e-commerce</p> | <ul style="list-style-type: none"> – The City worked collaboratively with Investment NSW to organise the NSW-Guangdong Joint Economic Meeting (JEM) held 1-2 December. The biennial event aims to unlock bilateral trade and investment outcomes and facilitate knowledge exchange for priority sectors in Australia and China. – Supported by City of Sydney, The Australian Fashion Council launched FashTech Lab in December, a program to connect fashion tech startups with fashion brands to trial technology solutions that can help reduce waste, costs, and reduce carbon footprint in the early stages of the fashion design process. The 6-month incubator program will match 12 local Australian fashion brands with innovative tech companies to transform their value chain by making them more resilient, profitable, sustainable and customer oriented. The program includes a series of webinars and workshops focussing on digitising the design process, streamlining workflows, using artificial intelligence or augmented reality to enhance ecommerce and reducing textile waste. – See report for action 4.6 relating to the City's support of Remix Sydney's accelerator to provide 10 local arts and cultural organisations with webinars, mentorship, and tools to help develop innovative ideas to build new revenue streams and attract new audiences. |
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Other actions we will take

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| 6.10 | Advocate to federal and state governments to invest in green economy as major generator of jobs | – No activity scheduled this quarter |
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