

## 2021/22 Quarter 4 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 because 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 continued to have a significant impact on the City's operations in the 2021/22 financial year. 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 \$20M 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 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 \$27.3M. 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 substantial revenue losses arising from the Covid-19 pandemic, while most of our major expense items (salary and wages, materials and service contracts, etc) continued. Council therefore resolved to increase its CEO Contingencies budget by \$45.0M, which decreased 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.

It is widely reported that the pandemic has and continues to have major impacts on workforce availability and supply chains. The City is not immune to these challenges, which have impacted the delivery of services, capital and technical projects and also contributed 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 presents ongoing timing and financial risks.

Council's financial performance at Quarter 4 2021/22 reflects an Operating Surplus of \$109M, against a revised budget of \$65.0M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Council achieved a Net Surplus of \$68.8M against a Deficit budget of \$17.7M. 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 \$162.3M compares against the full year budget of \$257.0M. 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 \$14.1M against a full year budget of \$24.2M.

The Plant and Equipment expenditure, net of disposals, was \$7.9M against a full year budget of \$16.3M.

Property Divestments (net) were \$32.5M against a full year acquisition budget of \$131.9M.

This report presents the interim financial results against budget for the 2021/22 financial year. The financial results are still being finalised as part of the preparation of the annual financial statements, which are subject to external audit in August and September. It is anticipated that there may be some final adjustments to the results presented in this report. Any significant changes will be highlighted in the report covering the annual financial statements to be presented to Council in October 2022.

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

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

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

## Recommendation

It is resolved that Council:

- (A) note the interim financial performance of Council for the 2021/22 financial year ending 30 June 2022, including the Net Surplus of \$68.8M as outlined within the report and summarised at Attachment A to the subject report;
- (B) note the full year Capital Works expenditure of \$162.3M for 2021/22, approve the proposed revote of \$30.4M and adjustments to future years forward estimates, to increase the adopted 2022/23 budget to \$200.9M excluding contingency to progress the planned capital works, as detailed in the Attachment B to the subject report;
- (C) note the Technology and Digital Services capital expenditure of \$14.1M (net of disposals) for 2021/22, and approve the proposed revote of \$8.6M and other adjustments totalling \$3.5M (including transfer of \$2.9M of multi-year projects included in the operating budget), to increase the adopted 2022/23 TDS capital budget to \$19.0M as shown in Attachment B in the subject report;
- (D) note the full year Plant and Assets expenditure of \$7.9M for 2021/22 (net of disposals), and approve the proposed revote of \$5.9M and deferral of \$7.6M of fleet purchases to 2023/24 (reflecting supply chain constraints), to reduce the adopted 2022/23 net budget to \$11.3M as show in Attachment B in the subject report;
- (E) note the full year net Property Divestment proceeds of \$32.5M;
- (F) note the operational performance indicators and quarter and full year achievements against the Delivery Program 2017-2021 objectives, as detailed in Attachment C to the subject report;
- (G) note the supplementary reports, including contracts issued over \$50,000, major legal issues and the Quick Response, Banner Pole and Reduced Rate Grant Programs in Quarter 4, as detailed in Attachment D to the subject report; and
- (H) note the 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.** Fourth Quarter Operational Report 2021/22
- Attachment D.** Fourth Quarter Supplementary Report 2021/22
- Attachment E.** Fourth 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 fourth quarter (Q4) and full year forecast financial results for the 2021/22 financial year, and the achievements to date against the Operational Plan objectives.
4. A Q4 Financial Results Summary, together with a detailed breakdown of income and expenditure items, and a separate report showing operating results by the principal activities identified within the Operational Plan, are provided at Attachment A.
5. The Capital Expenditure results for the 2021/22 year, together with a summary of project expenditure, and proposed budget revote and adjustments for 2022/23 and future years, are outlined within the body of this report and detailed at Attachment B.
6. A Quarter 4 progress report against the operational performance measures identified within the 2017-2021 Delivery Program Plan is provided within Attachment C.
7. Additional reports, including expenditure against contingency funds, contracts over \$50,000, major legal issues and the Quick Response, Banner Pole and Reduced Rate Grant Programs, are also provided at Attachment D for information.
8. 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, reduced the City's revenue from its property rentals, all parking related activities, venue and facility hire, and also capital works delivery due to resourcing constraints.
11. To ensure that the City's operations, services and facilities were able to continue for the benefit and support of our community in these challenging times, 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 their approved expenditure delegations.

12. The revised operating budget left total operating income unchanged at \$624.5M but increased total operating expenditure to \$559.5M, resulting in a reduced Operating Surplus budget 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 had adopted a revised budget with a Net Deficit of \$17.7M.

#### Fourth Quarter Operating Results

13. The interim Q4 Operating Surplus was \$109.0M against a budget of \$65.0M, a favourable variance of \$44.0M. After allowing for interest income, capital grants and contributions, heritage floor space awarded, depreciation, capital project related costs and gains on the sale of assets and investment properties values, the Net Surplus was \$68.8M against a budget deficit of \$17.7M, a favourable variance of \$86.5M.
14. The result includes operating income results which were unfavourable to budget by \$58.0M, a favourable variance to budget of \$102.0M for operating expenditure (including the additional \$45.0M of CEO contingency), favourable variances of \$26.1M for capital grants and contributions, \$12.1M for gain on sale of assets and \$14.3M for gain on sale of properties, partially offset by an unfavourable variance of \$19.5M for capital project related costs.
15. The primary operating income variations to the budget are detailed in the table below:

Income Type	2021/22 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Parking Station Income	(\$2.9M)	These income sources were impacted by lockdown, isolation requirements and free parking for essential workers. Enforcement income has also been impacted by adverse weather conditions this year.
Parking Meter Income	(\$10.2M)	
Enforcement Income	(\$18.1M)	
Advertising Income	(\$6.0M)	Street Furniture advertising income adversely impacted by the pandemic
Private Work Income	(\$1.5M)	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, and also impacted further by inclement weather.
Work Zone Income	(\$3.9M)	
Venue/Facility Income	(\$4.1M)	Venue closures, including recreational venues were closed for substantial periods due to the public health orders.

<b>Income Type</b>	<b>2021/22 Full Year Budget Variance Favourable / (Unfavourable)</b>	<b>Comment</b>
Community Property Income	(\$0.9M)	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.  The City has continued to work with its tenants beyond the March 2022 end date of the regulation.  QVB revenue share was also impacted by the regulation, resulting in a reduced income share to the City.
Commercial Property Income	(\$7.2M)	
Other Building Fees	(\$1.3M)	Crane Fees and Hoarding Fees were impacted by the pandemic and adverse weather.
Grants and Contributions	\$1.0M	An advanced payment was received, for the Federal Financial Assistance Grants, relating to the 2022/23 year.

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

<b>Expenditure Type</b>	<b>2021/22 Full Year Budget Variance Favourable / (Unfavourable)</b>	<b>Comment</b>
Employee Related	\$9.7M	Predominately relates to vacancies (partially offset by an increase in agency used to backfill). Additional workers compensation costs, due to an increase in common law case estimates in line with industry experience, have been more than offset by reduced employee entitlement provision cost estimates driven by economic conditions (i.e. lower long term bond rates have reduced the present value of future leave entitlements).

<b>Expenditure Type</b>	<b>2021/22 Full Year Budget Variance Favourable / (Unfavourable)</b>	<b>Comment</b>
Consultancies	\$2.7M	Some projects were delayed due to impacts of the pandemic, while some savings were also realised in other projects where the work was undertaken by staff and/or agency resources.
Enforcement and Infringement Costs	\$5.3M	Reduced infringements, results in lower processing fees, and no profit share to Revenue NSW as expenditure exceeded income.
Event Related	\$3.4M	Due to Covid some events were unfortunately scaled back or cancelled, including some Christmas events and the New Year's Eve picnic.
Expenditure Recovered	\$1.6M	Emergency Services Levy Rebate paid to Council by the NSW Government and other minor recoveries
Infrastructure Maintenance	\$7.8M	Mainly due to the temporary shutdown of the construction industry, inclement weather, changes to the contract transition for street furniture and reduced meter maintenance.
IT Related Expenditure	\$1.7M	The Network Security upgrade project started later than anticipated, and is being carried over to 2022/23, while a number of software license costs were lower than anticipated.
Legal Fees	\$1.1M	Litigation fees relating to a payphones and advertising signage dispute were lower than anticipated
Operational Contingencies	\$50.4M	The variance includes the additional \$45.0M of CEO contingency approved by Council, as well as the balance of the operational contingencies originally adopted. A full reconciliation of the contingencies utilised in the year is provided in Attachment A.

<b>Expenditure Type</b>	<b>2021/22 Full Year Budget Variance Favourable / (Unfavourable)</b>	<b>Comment</b>
Other Operating Expenditure	\$3.8M	Reduction in Ausgrid's lighting network LED replacement program costs as residual, capital and maintenance charges are lower than anticipated in the budget, and lower bank charges due to lower parking meter usage.
Property Related Expenditure	\$3.8M	A number of works have been delayed to next financial year due to the pandemic and inclement weather.
Service Contracts	\$3.3M	The Covid lockdown unfortunately required several programs / courses to be cancelled. The CBD revitalisation project was also delayed during lockdown, and will extend into next financial year.
Stores and Materials	\$1.0M	Global supply chain issues have impacted the delivery of material purchases.
Utilities	\$1.5M	Lower consumption due to lockdowns, and lower water usage has been experienced due to the increased rainfall.

<b>Income Type</b>	<b>2021/22 Full Year Budget Variance Favourable / (Unfavourable)</b>	<b>Comment</b>
Interest Income	\$2.8M	Higher opening cash balances and lower capital expenditure than anticipated in the budget, combined with the gradual increase in interest rates offered in the second half of the year.

<b>Income Type</b>	<b>2021/22 Full Year Budget Variance</b> <b>Favourable / (Unfavourable)</b>	<b>Comment</b>
Capital Grants and Contributions (including Works In Kind)	\$26.1M	The timing of developer contributions is always difficult to predict.  A significant receipt of \$15.7M relates to the development rights scheme for 77-93 Portman Street, Zetland.

<b>Expenditure Type</b>	<b>2021/22 Full Year Budget Variance</b> <b>Favourable / (Unfavourable)</b>	<b>Comment</b>
Depreciation	\$6.7M	Underspend in the planned capital works program and some minor revisions to the useful lives (open space improvement) subsequent to setting the budget. Asset revaluations which occurred late last year (parks and buildings) have also impacted.

<b>Expenditure Type</b>	<b>2021/22 Full Year Budget Variance</b> <b>Favourable / (Unfavourable)</b>	<b>Comment</b>
Capital Project Related Costs	(\$19.5M)	Expensing of components of capital projects which do not contribute to a City owned asset (e.g. undergrounding of cables, amendments/installation to traffic lights, and disposal of contaminates).

Type	2021/22 Full Year Budget Variance  Favourable / (Unfavourable)	Comment
Gain on Sale of Assets	\$12.1M	Recognition of sale and disposal of heritage floor space at QVB, the sale of a property at Green Square (above book value) and proceeds from the sale of stratum (e.g. Loftus Lane) to long term lease.
Investment properties	\$14.3M	Annual investment property revaluation, with the biggest increase relating to 343 George Street and 4 Doody Street, Alexandria.

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. This additional contingency budget has then been allocated to the impacted Divisions, to enable them to continue to provide services and facilities, 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. However ultimately the impacts to their operational expenditure were also offset by reductions in budgeted expenditure due to the health restrictions, and no contingency transfer was required.
20. The City Projects and Properties Division, were heavily impacted by a significant reduction to commercial property income as the City continues to support commercial tenants with rental waivers, with the City's income share from QVB has also reduced. The CEO transferred \$14.2M of contingent funds to support their continued operations.
21. The City Services Division also suffered a significant loss of income in the City Rangers, Parking and Fleet Services, and City Infrastructure units, due to the lockdown, health orders and far fewer people in the CBD. The CEO transferred \$29.1M of contingent funds to support their front-line services and continued operations.

## Capital Expenditure

22. The Capital Works program achieved expenditure of \$162.3M against a full year budget of \$257.0M. The impacts of Covid on the construction industry, including the various lockdowns, disruptions to supply chain, and indeed the inability to source the required professional services and labour, have all conspired to hamper delivery of the planned program this financial year.
23. While work continues on the City's large capital works portfolio, a number of significant projects were completed in 2021/22 such as Zetland Avenue, Mid (Joynton Avenue to Portman street), Lawrence Hargrave Reserve, FJ Walker Fountain Restoration, Liverpool Street Cycleway and Perry Park Recreation Facility stage 2.
24. Given the work in progress, a further \$30.4M of unspent funds at year end needs to be carried forward and revoted in addition to the capital works program adopted as part of the 2022/23 Operational Plan in June. This will ensure adequate funding to continue the capital works projects during 2022/23 and beyond.
25. A final review of the program has then been undertaken, to take into account the revised revotes, the project timelines, the required community engagement and the capacity to deliver the projects in the difficult market conditions. As a result, it is recommended that \$31.6M now be pushed into the future years forward estimates, for a revised 2022/23 capital works budget totalling \$200.9M excluding contingency.
26. A financial summary of the 2021/22 Capital Works program, a schedule showing the funds carried forward and deferred, and the revised 2022/23 budget and future years' forward estimates by significant project and program, and a status report on all active capital projects exceeding \$5.0M in value is provided in Attachment B.
27. Significant program and project budget variances for 2021/22 were reported in the first three quarters, however there were further projects with unfavourable variances by the final quarter of the year, including:
  - (a) Properties - Community, Cultural and Recreational - Enhancement
    - i. Green Square Public School and Community Spaces - Early works complete and main works scheduled to start in August 2022. Full year variance due to delayed execution of project deed with the Department of Education.
    - ii. 119 Redfern Street - Program of works delayed due to statutory approval, Covid impacts, supply chain and inclement weather.
  - (b) Bicycle Related - Enhancement
    - i. Mitchell Road and Huntley Street Cycleway - Project delay due to statutory approvals taking longer than expected.
  - (c) Open Space and Parks - Renewal
    - i. In-Road Tree Planting - Under spend on project associated with Covid, weather-related delays, latent conditions on site and minor adjustments to the program following consultation.

- ii. Park on Lyons Road (Western block) - Project progressed slower to incorporate community input into the design. Project has now moved into the construction phase
- (d) Properties - Investment and Operational - Renewal
- i. Organisation-wide BMS Integration - Project scope and design being revised to optimise integration of building management systems.
- (e) Properties Assets - Renewal
- i. Electrical Works - Switchboard Upgrades
  - ii. Portfolio wide Air Conditioning Replacement Project
  - iii. Comm Bank 546 George St - BCA Fire Electrical Renewal
- The complex scope and implementation plan required for each of these programs / project required extensive peer review. Construction will now take place in 2022/23.
- iv. Lift Upgrade/Replacement – Various Sites - Phase 1 implementation works was delayed due to challenging market conditions during the reject and negotiate stage. Phase 2 designs are now being finalised before going to tender for implementation.
- (f) Public Domain - Renewal
- i. Street Furniture Renewal - the capital funding required to support the new street furniture transition project was included in the annual Street Furniture Renewal Program, however the transition to the new suite of street furniture is programmed to be completed in 2022/23.
- (g) Stormwater Drainage - Renewal
- i. Joynton Avenue Stormwater Drainage Upgrade - Updated flood modelling has demonstrated the scope of this project can be significantly reduced due to drainage improvements realised by the Green Square Trunk Drain and Joynton Avenue Road upgrade.
  - ii. Erskineville Trunk Drainage - Sydney Water variation agreement will be reported to Council in the new few months. Scope drastically reduced following revised extensive flood modelling.
28. The Plant and Assets expenditure incurred during the year, net of disposals, was \$7.9M against a budget of \$16.3M. The underspend predominately reflected plant and assets which could not be delivered within the year. It is proposed to revote an additional \$5.9M, and also defer \$7.6M of fleet purchases to 2023/24 (reflecting supply chain constraints and expected delivery dates), to reduce the adopted 2022/23 net budget to \$11.3M as show in Attachment B.

29. Technology and Digital Services capital works expenditure was \$14.1M against a budget of \$24.2M. The proposed revote of \$8.6M of funds, and other adjustments totalling \$3.5M (including transfer of \$2.9M of multi-year projects included in the operating budget), will increase the adopted 2022/23 TDS capital budget to \$19.0M as shown in Attachment B. Multi-year projects are better tracked in the capital program, and while the transfer will increase the TDS capital works budget, it will be offset by forecast savings within the TDS operating budget in the 2022/23 year.
30. Property Acquisitions and Divestments resulted in net divestment of \$32.5M for the 2021/22 year, against an acquisition budget of \$131.9M. Acquisitions include a number of stratum in 309 Pitt Street, offset by divestments of heritage floor space for the QVB and the divestment of 330-332 Botany Road, Alexandria.

### Operational Highlights

31. There were a number of operational highlights, including:
  - (a) In April, the City released Sustainable Sydney 2030-2050 Continuing the Vision - an update to our long-term strategic plan. A CityTalk discussing the vision was held with London Mayor Sadiq Khan as the keynote speaker. The process to extend the long-term strategic plan began in 2019 with a comprehensive and award winning program of engagement with residents, businesses, workers and visitors to our area. City staff also re-engaged the community over the last two years and incorporated Covid-19 relevant research, ensuring the document reflects the needs of the community post-pandemic. The vision has now been translated into the City of Sydney's next community strategic plan, delivery program, operational plan and resourcing strategy which were adopted by Council in June. The documents set out the priorities and resources for Sustainable Sydney 2030-2050 Continuing the Vision over the short, medium, and longer term.
  - (b) *bara* - Monument to the Eora was officially unveiled on the Tarpeian Lawn at the Royal Botanical Gardens in May. The six-metre tall sculpture is inspired by shell fishing hooks handcrafted and used by local Aboriginal women for generations. The work was guided by the City's former and current Aboriginal and Torres Strait Islander Advisory panels and curatorial advisor Hetti Perkins. *bara* is the fourth public art project in the City's Eora Journey program of celebrating the living culture and heritage of First Nations people in the city public domain.
  - (c) Recent park upgrades completed include Ernest Pedersen Reserve Park, Glebe (new path layout, signs, garden beds, bird bath and redesigned play area), Chisholm Street Reserve pocket park in Darlinghurst (new timber garden edging, new crushed decomposed granite pavement, repair of garden bed walls, installation of slit drain and soakage pit and new infill plantings and habitat fencing) and the Short Street Reserve at Waterloo (new raised garden beds with new plantings, new garden fencing, new furniture, improved turf area and new plantings alongside brick boundary wall).

- (d) The City hosted Pet Day on Waterloo Green in June in partnership with Counterpoint Community Services. This was the first pet day event open to all social housing residents in the City of Sydney since 2018. Pet Days provide free pet health services while promoting responsible pet ownership and enhancing community connection and safety. This year's event attracted 500 social housing residents and 264 companion animals including 203 dogs and 61 cats. The Cat Protection Society, RSPCA, Animal Welfare League, local veterinary clinics and vet students provided free pet health checks and advice to pet owners. Free vaccinations were administered to 160 dogs and 58 cats, free microchipping was provided to 22 dogs and 35 cats, and free desexing was booked for 33 dogs and 34 cats under the City's subsidised program.
- (e) On 22 June 2022, the Visiting Entrepreneur Program was launched, opening 10 days of discussion and knowledge exchange on the future of technology, cities and innovation. The event theme was: 'Exploring a FUTURE T.B.D. (to be discussed, dreamed, debated and debunked)' and the line-up included 11 global thinkers along with 35 local experts.
- (f) In June 2022, the City of Sydney Creative Studios opened at 119 Bathurst Street, Sydney. The state of the art 5 storey facility is an arts rehearsal and production space open to artists and creative organisations. Facilities include 2 double height rehearsal studios with sprung timber floors for dancers, actors and other performers, 5 soundproof recording and rehearsal studios for musicians, production and editing suites for filmmakers and new media artists, wet-dry creative studios for visual artists, an artist in residence apartment with attached creative studio, administration and meeting spaces, dressing rooms and storerooms and a cafe in the lobby of the facility. Not-for-profit arts organisation and registered charity Brand X Productions operate and manage the City of Sydney Creative Studios.
- (g) In our second time partnering with Waverley and Woollahra councils, the City hosted a Recycle It Saturday event at Alexandra Canal Depot in May. Open to residents from all three council areas, this event helps to recycle a wide range of problematic household items such as paint and household gas cylinders.
- (h) In partnership with Destination NSW, the owners and producers of Vivid Sydney, the City provided significant cash and in-kind support to assist the delivery of Vivid Sydney's program of large-scale light installations and projections, events and live music. Some of the highlights supported by the City include: use of Customs House façade; light installations and activations as part of the Light Walk; and, as part of the Vivid Music program, WAW (We Are Warriors) FEST at Oxford Arts Factory showcasing young and emerging First Nations talent. The City has supported Vivid Sydney through funding partnerships since it was established in 2008, and 2022 is the fifth year it has supported local artists and venues to be featured in the Vivid Music program through a targeted funding program.

### Financial Implications

- 32. Financial performance in all principal activities, as defined within the Delivery Program 2017-2021, continues to be satisfactory, while noting that the pandemic has had significant impact on majority of these areas.
- 33. At Quarter 4 the Operating Result was \$109.0M, against a revised budget of \$65.0M, a favourable variance of \$44.0M.

34. At Quarter 4 the Net Surplus was \$68.8M, against a revised deficit budget of \$17.7M, a favourable variance of \$86.5M.
35. The 2021/22 year end cash position was \$715.0M, which is \$386.0M favourable to the adopted budget, reflecting a higher opening cash balance than budgeted, the operating and capital results detailed in this report, and changes to the properties acquisition/divestment program as we focus on the City's financial recovery.
36. In the current year, the pandemic has had a significant adverse impact on a number of the City's key income streams and the City continued to expend significant sums in support of its local economy and community, including donations and a number of additional grant programs.
37. Overall, the City remains in a strong financial position and is working to align with the financial targets as published in its long term financial plan, underlining its capacity to deliver its operational and capital expenditure commitments. Surplus funds not yet required for projects are generally being directed towards specific cash reserves (restrictions), in accordance with Council's resolution and the City's long term financial plan, while the majority of the unrestricted cash is required to fund those capital programs without a specific reserve.

### **Relevant Legislation**

38. The Local Government Act 1993 and Local Government (General) Regulation 2021 require quarterly progress reports against the financial objectives and regular reports (at least six monthly) against the Operational Plan.
39. 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**

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

### **Public Consultation**

42. There is no requirement for prior public consultation for this report.

**BILL CARTER**

Chief Financial Officer

# **Attachment A**

<h2><b>Financial Results Summary</b></h2>
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# Financial Summary

## City of Sydney | Q4 2021/22

\$'000	Year-to-date			Full Year		
	Current Budget	Actual	Variance Fav/(Unfav)	Original Budget	Adjustment	Current Budget
Operating Income	624,517	566,552	(57,965)	624,517	0	624,517
Salary Expense	247,705	237,989	9,716	247,705	(0)	247,705
Expenditure	311,812	219,595	92,218	266,812	45,000	311,812
Operating Expenditure	559,517	457,583	101,934	514,517	45,000	559,517
<b>Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)</b>	<b>65,000</b>	<b>108,968</b>	<b>43,968</b>	<b>110,000</b>	<b>(45,000)</b>	<b>65,000</b>
<i>Add Additional Income:</i>						
Interest Income	2,399	5,192	2,793	2,399	0	2,399
Capital Grants and Contribution	37,510	63,653	26,143	37,510	0	37,510
<i>Less Additional Expenses:</i>						
Depreciation	113,861	107,179	6,682	113,861	0	113,861
Capital Project Related Costs	8,726	28,246	(19,520)	8,726	0	8,726
<i>Net Gain on Disposal of Assets and Revaluations</i>						
Gain (Loss) on Investment Funds	0	(3)	(3)	0	0	0
Gain (Loss) on Sale of Assets	0	12,146	12,146	0	0	0
Gain (Loss) on Properties	0	14,292	14,292	0	0	0
<b>Net Operating Surplus/(Deficit)</b>	<b>(17,678)</b>	<b>68,823</b>	<b>86,501</b>	<b>27,322</b>	<b>(45,000)</b>	<b>(17,678)</b>
Capital Works	257,017	162,285	94,733	242,146	14,871	257,017
Capital Works TDS	24,185	14,138	10,047	18,292	5,893	24,185
Plant and Equipment	16,334	7,901	8,433	9,172	7,162	16,334
Property Acquisition / (Divestment)	131,917	(32,512)	164,428	131,917	0	131,917
<b>Capital Expenditure Total</b>	<b>429,453</b>	<b>151,813</b>	<b>277,641</b>	<b>401,527</b>	<b>27,927</b>	<b>429,453</b>
<b>Available Funds</b>						
Opening Balance	655,255	655,255	0	554,265	100,990	655,255
Cash Surplus/(Deficit)	(326,320)	59,786	386,105	(241,077)	(89,969)	(331,046)
<b>Closing Balance</b>	<b>328,935</b>	<b>715,040</b>	<b>386,105</b>	<b>313,187</b>	<b>11,022</b>	<b>324,209</b>

# Quarterly Income Statement

## City of Sydney | Q4 - 2021/22

	Year-to-date				Full Year			
	\$'000	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget
<b>OPERATING INCOME</b>								
Rates & Annual Charges		378,163	377,477	(685)	(0%)	378,163	0	378,163
Child Care Fees		1,542	1,039	(503)	(33%)	1,542	-	1,542
Private Work Income		6,566	5,023	(1,543)	(24%)	6,566	0	6,566
Parking Station Income		10,200	7,274	(2,926)	(29%)	10,200	0	10,200
Parking Meter Income		38,400	28,185	(10,215)	(27%)	38,400	0	38,400
Building & Development Application Incom		5,435	4,765	(670)	(12%)	5,435	0	5,435
Building Certificate		1,204	1,524	320	27%	1,204	0	1,204
Other Building Fees		11,433	10,089	(1,345)	(12%)	11,433	0	11,433
Aquatic Facilities Income		122	125	3	2%	122	0	122
Advertising Income		9,167	3,209	(5,958)	(65%)	9,167	0	9,167
Work Zone		16,324	12,451	(3,873)	(24%)	16,324	0	16,324
Venue/Facility Income		8,904	4,808	(4,096)	(46%)	8,904	0	8,904
Library Income		160	57	(102)	(64%)	160	0	160
Health Related Income		1,805	1,079	(726)	(40%)	1,805	0	1,805
Other Fees		3,460	3,359	(101)	(3%)	3,460	-	3,460
Enforcement Income		38,975	20,864	(18,110)	(46%)	38,975	0	38,975
Community Properties		10,176	9,242	(934)	(9%)	10,176	0	10,176
Footway Licences		0	(39)	(39)	0%	0	0	0
Commercial Properties		61,177	53,979	(7,198)	(12%)	61,177	0	61,177
Sponsorship Income		234	205	(29)	(12%)	234	0	234
Other Income		721	1,023	302	42%	721	0	721
Grants and Contributions		18,559	19,595	1,037	6%	18,559	0	18,559
Other Revenue		0	(0)	(0)	0%	0	0	0
<b>Income (Excluding Internals)</b>		<b>622,726</b>	<b>565,334</b>	<b>(57,392)</b>	<b>(9%)</b>	<b>622,726</b>	<b>0</b>	<b>622,726</b>
VIK Income		1,791	1,218	(573)	(32%)	1,791	0	1,791
<b>Operating Income</b>		<b>624,517</b>	<b>566,552</b>	<b>(57,965)</b>	<b>(9%)</b>	<b>624,517</b>	<b>0</b>	<b>624,517</b>
<b>OPERATING EXPENDITURE</b>								
Salaries and Wages		196,611	183,355	13,257	7%	196,706	(95)	196,611
Agency Contract Staff		10,093	18,684	(8,591)	(85%)	10,093	0	10,093
Travelling		186	64	121	65%	186	(0)	186
Employee Oncosts		6,851	390	6,462	94%	6,861	(10)	6,851
Superannuation		23,770	18,662	5,108	21%	23,666	105	23,770
Workers Compensation Insurance		6,375	14,157	(7,782)	(122%)	6,375	0	6,375
Fringe Benefit Tax		700	421	279	40%	700	0	700
Training Costs (excluding salaries)		1,594	890	704	44%	1,594	0	1,594

# Quarterly Income Statement

## City of Sydney | Q4 - 2021/22

	Year-to-date				Full Year			
	\$'000	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget
Other Employee Related Costs		1,524	1,366	158	10%	1,524	0	1,524
<b>Salary Expense</b>		<b>247,705</b>	<b>237,989</b>	<b>9,716</b>	<b>4%</b>	<b>247,705</b>	<b>(0)</b>	<b>247,705</b>
Bad & Doubtful Debts		1,500	732	768	51%	1,500	0	1,500
Consultancies		5,853	3,133	2,720	46%	5,853	0	5,853
Enforcement & Infringement Costs		8,473	3,135	5,338	63%	8,473	0	8,473
Event Related Expenditure		11,277	7,865	3,413	30%	11,277	0	11,277
Expenditure Recovered		(5,645)	(7,219)	1,574	(28%)	(5,645)	0	(5,645)
Facility Management		10,779	10,816	(37)	(0%)	10,779	0	10,779
General Advertising		1,331	1,106	225	17%	1,251	80	1,331
Governance		3,036	2,628	408	13%	3,036	0	3,036
Government Authority Charges		7,329	7,163	166	2%	7,329	0	7,329
Grants, Sponsorships and Donations		22,476	22,857	(381)	(2%)	21,176	1,300	22,476
Infrastructure Maintenance		45,409	37,610	7,799	17%	45,297	112	45,409
Insurance		5,068	5,267	(199)	(4%)	5,068	0	5,068
Interest Expense		0	228	(228)	0%	0	0	0
IT Related Expenditure		14,165	12,439	1,726	12%	14,165	0	14,165
Legal Fees		3,329	2,248	1,081	32%	3,329	0	3,329
Operational Contingencies		50,458	0	50,458	100%	7,000	43,458	50,458
Other Asset Maintenance		3,137	2,588	548	17%	3,137	0	3,137
Other Operating Expenditure		12,099	8,271	3,827	32%	12,099	0	12,099
Postage & Couriers		1,268	1,210	58	5%	1,268	0	1,268
Printing & Stationery		1,504	1,135	368	25%	1,504	0	1,504
Project Management & Other Project Costs		1,139	1,011	128	11%	1,139	0	1,139
Property Related Expenditure		36,325	32,479	3,846	11%	36,325	0	36,325
Service Contracts		23,747	20,435	3,312	14%	23,747	0	23,747
Stores & Materials		4,576	3,541	1,035	23%	4,526	50	4,576
Surveys & Studies		1,797	935	862	48%	1,797	0	1,797
Telephone Charges		2,553	2,312	240	9%	2,553	0	2,553
Utilities		11,939	10,467	1,472	12%	11,939	0	11,939
Vehicle Maintenance		2,627	2,221	406	15%	2,627	0	2,627
Waste Disposal Charges		22,474	21,763	711	3%	22,474	0	22,474
<b>Expenditure</b>		<b>310,021</b>	<b>218,377</b>	<b>91,645</b>	<b>30%</b>	<b>265,021</b>	<b>45,000</b>	<b>310,021</b>
VIK Expenditure		1,791	1,218	573	32%	1,791	0	1,791

# Quarterly Income Statement

## City of Sydney | Q4 - 2021/22

\$'000	Year-to-date				Full Year		
	Current Budget	Actual	Variance Fav / (Unfav)	Variance %	Original Budget	Adjustment	Current Budget
<b>Expenditure Including VIK</b>	<b>311,812</b>	<b>219,595</b>	<b>92,218</b>	<b>30%</b>	<b>266,812</b>	<b>45,000</b>	<b>311,812</b>
<b>Total Operating Expenditure (Excl Depreciation)</b>	<b>559,517</b>	<b>457,583</b>	<b>101,934</b>	<b>18%</b>	<b>514,517</b>	<b>45,000</b>	<b>559,517</b>
<b>Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)</b>	<b>65,000</b>	<b>108,968</b>	<b>43,968</b>	<b>68%</b>	<b>110,000</b>	<b>(45,000)</b>	<b>65,000</b>
<i><b>Add Additional Income:</b></i>							
Interest Revenue	2,399	5,192	2,793	116%	2,399	0	2,399
Capital Grants	35,735	61,102	25,367	71%	35,735	0	35,735
Capital Grants - Works In Kind	1,775	2,552	776	44%	1,775	0	1,775
<i><b>Less Additional Expenses:</b></i>							
Capital Project Related Costs	8,726	28,246	(19,520)	-224%	8,726	0	8,726
Depreciation	113,861	107,179	6,682	6%	113,861	0	113,861
<i><b>Net Gain on Disposal of Assets and Revaluations</b></i>							
Gain (Loss) on Investment Funds	0	(3)	(3)	0%	0	0	0
Gain (Loss) on Sale of Assets	0	12,146	12,146	0%	0	0	0
Gain (Loss) on Properties	0	14,292	14,292	0%	0	0	0
<b>Net Operating Surplus/(Deficit)</b>	<b>(17,678)</b>	<b>68,823</b>	<b>86,501</b>		<b>27,322</b>	<b>(45,000)</b>	<b>(17,678)</b>
<i><b>Capital Expenditure</b></i>							
Capital Works	257,017	162,285	94,733	37%	242,146	14,871	257,017
Capital Works ISU	24,185	14,138	10,047	42%	18,292	5,893	24,185
Plant and Assets	16,334	7,901	8,433	52%	9,172	7,162	16,334
Property Acquisition / Divestment	131,917	(32,512)	164,428	125%	131,917	0	131,917
<b>Total Capital Expenditure</b>	<b>429,453</b>	<b>151,813</b>	<b>277,641</b>		<b>401,527</b>	<b>27,927</b>	<b>429,453</b>

# Actual v Budget Operating Result by Division & Unit

## City of Sydney | Q4 - 2021/22

Division/Unit	Income				Expenditure				Operating Result				
	\$'000	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance
<b>Chief Executive Office</b>					-	9,216	8,279	936	10%	(9,216)	(8,279)	936	10%
Chief Executive Office					-	1,532	1,545	(13)	-1%	(1,532)	(1,545)	(13)	-1%
Councillor Support					-	2,188	1,770	419	19%	(2,188)	(1,770)	419	19%
Office of the Lord Mayor					-	3,634	3,534	100	3%	(3,634)	(3,534)	100	3%
Secretariat					-	1,861	1,431	430	23%	(1,861)	(1,431)	430	23%
<b>Chief Financial Office</b>	487	625	138	28%	10,742	10,376	366	3%	(10,255)	(9,752)	504	5%	
Business Planning & Performance					-	1,278	1,284	(5)	-0%	(1,278)	(1,284)	(5)	-0%
CFO Administration		1	1	-		1,402	1,301	100	7%	(1,402)	(1,300)	101	7%
Financial Planning & Reporting					-	3,068	2,925	143	5%	(3,068)	(2,925)	143	5%
Procurement		0	0	-		2,690	2,648	42	2%	(2,690)	(2,648)	42	2%
Rates	487	623	136	28%	2,305	2,219	86	4%	(1,818)	(1,595)	222	12%	
<b>Chief Operations Office</b>	811	1,346	534	66%	25,814	22,649	3,165	12%	(25,003)	(21,304)	3,700	15%	
Chief Operations Office	500	780	280	56%	1,993	1,655	338	17%	(1,493)	(875)	618	41%	
City Design	70	75	5	7%	4,055	3,774	281	7%	(3,985)	(3,699)	286	7%	
City Transformation	64	45	(19)	-30%	172	134	38	22%	(108)	(89)	18	17%	
Green Infrastructure					-	695	651	43	6%	(695)	(651)	43	6%
Green Square					-	708	541	166	24%	(708)	(541)	166	24%
Indigenous Leadership & Engagement	100		(100)	-100%	1,046	580	467	45%	(946)	(580)	367	39%	
Project Management Office					-	375	303	73	19%	(375)	(303)	73	19%
Strategic Community Engagement					-	2,260	1,763	498	22%	(2,260)	(1,763)	498	22%
Strategy & Communications	77	313	236	306%	12,806	11,751	1,055	8%	(12,729)	(11,438)	1,291	10%	
Sustainability & Resilience		133	133	-		1,704	1,497	207	12%	(1,704)	(1,364)	340	20%
<b>City Life</b>	21,062	14,862	(6,200)	(29%)	91,401	79,198	12,203	13%	(70,339)	(64,335)	6,003	9%	
City Business & Safety	3,177	1,459	(1,718)	-54%	6,495	4,578	1,917	30%	(3,319)	(3,120)	199	6%	
City Life Management					-	1,706	1,582	124	7%	(1,706)	(1,582)	124	7%
Creative City	1,670	1,213	(456)	-27%	31,183	25,426	5,758	18%	(29,514)	(24,212)	5,301	18%	
Grants & Sponsorship	136	604	468	344%	22,291	22,985	(694)	-3%	(22,155)	(22,381)	(226)	-1%	
Social City	7,439	5,972	(1,468)	-20%	20,254	17,592	2,662	13%	(12,815)	(11,620)	1,194	9%	
Sustainability Programs	249	270	21	8%	2,651	1,838	814	31%	(2,402)	(1,568)	834	35%	
Venue Management	8,391	5,345	(3,046)	-36%	6,820	5,197	1,623	24%	1,572	148	(1,424)	-91%	
<b>City Planning Development &amp; Transport</b>	19,335	16,632	(2,703)	(14%)	42,639	38,729	3,910	9%	(23,304)	(22,097)	1,207	5%	
City Access	170	216	46	27%	4,456	3,519	937	21%	(4,286)	(3,302)	984	23%	
Construction & Building Certification Services	10,845	9,146	(1,699)	-16%	2,822	2,682	140	5%	8,023	6,464	(1,559)	-19%	

# Actual v Budget Operating Result by Division & Unit

## City of Sydney | Q4 - 2021/22

Division/Unit	Income				Expenditure				Operating Result				
	\$'000	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance
Health & Building		2,490	1,581	(909)	-37%	15,254	13,677	1,577	10%	(12,764)	(12,096)	668	5%
Planning Assessments		5,170	4,755	(415)	-8%	14,342	13,556	786	5%	(9,172)	(8,801)	371	4%
Strategic Planning & Urban Design		660	933	273	41%	5,765	5,296	469	8%	(5,105)	(4,362)	743	15%
<b>City Projects &amp; Property</b>		<b>71,795</b>	<b>63,445</b>	<b>(8,351)</b>	<b>(12%)</b>	<b>79,911</b>	<b>57,583</b>	<b>22,328</b>	<b>28%</b>	<b>(8,116)</b>	<b>5,862</b>	<b>13,978</b>	<b>172%</b>
City Property		71,795	63,389	(8,406)	-12%	69,237	49,400	19,837	29%	2,558	13,990	11,431	447%
CPP - Development & Strategy			28	28	-	3,972	2,410	1,562	39%	(3,972)	(2,383)	1,590	40%
CPP - Infrastructure Delivery			28	28	-	1,225	938	287	23%	(1,225)	(911)	315	26%
CPP - Professional Services					-	5,477	4,835	642	12%	(5,477)	(4,835)	642	12%
<b>City Services</b>		<b>125,164</b>	<b>82,769</b>	<b>(42,394)</b>	<b>(34%)</b>	<b>229,247</b>	<b>176,067</b>	<b>53,180</b>	<b>23%</b>	<b>(104,083)</b>	<b>(93,297)</b>	<b>10,786</b>	<b>10%</b>
City Greening & Leisure		1,195	662	(533)	-45%	38,768	36,850	1,918	5%	(37,573)	(36,188)	1,385	4%
City Infrastructure & Traffic Operations (CITO)		35,487	24,822	(10,665)	-30%	43,148	34,428	8,720	20%	(7,661)	(9,606)	(1,945)	-25%
City Rangers		38,607	20,983	(17,624)	-46%	26,155	18,563	7,591	29%	12,453	2,420	(10,033)	-81%
City Services Management					-	29,576	549	29,027	98%	(29,576)	(549)	29,027	98%
City Services Strategy					-	784	749	35	4%	(784)	(749)	35	4%
Cleansing & Waste		1,274	829	(445)	-35%	68,508	65,288	3,219	5%	(67,233)	(64,459)	2,774	4%
Parking & Fleet Services		48,600	35,473	(13,127)	-27%	15,730	13,723	2,007	13%	32,870	21,750	(11,120)	-34%
Security & Emergency Management			0	0	-	6,579	5,917	662	10%	(6,579)	(5,916)	662	10%
<b>Corporate Costs</b>		<b>383,313</b>	<b>384,381</b>	<b>1,068</b>	<b>0%</b>	<b>7,720</b>	<b>6,290</b>	<b>1,430</b>	<b>19%</b>	<b>375,593</b>	<b>378,091</b>	<b>2,498</b>	<b>1%</b>
<b>Legal &amp; Governance</b>		<b>5</b>		<b>(5)</b>	<b>(100%)</b>	<b>15,389</b>	<b>14,021</b>	<b>1,368</b>	<b>9%</b>	<b>(15,384)</b>	<b>(14,021)</b>	<b>1,363</b>	<b>9%</b>
Council Elections					-	2,401	2,273	128	5%	(2,401)	(2,273)	128	5%
Internal Audit					-	698	630	68	10%	(698)	(630)	68	10%
Legal Services					-	6,352	5,187	1,165	18%	(6,352)	(5,187)	1,165	18%
Risk Management & Governance		5		(5)	-100%	5,937	5,931	6	0%	(5,932)	(5,931)	1	0%
<b>People Performance &amp; Technology</b>		<b>2,545</b>	<b>2,492</b>	<b>(53)</b>	<b>(2%)</b>	<b>47,438</b>	<b>44,391</b>	<b>3,047</b>	<b>6%</b>	<b>(44,893)</b>	<b>(41,899)</b>	<b>2,994</b>	<b>7%</b>
Business & Service Improvement					-	1,194	843	350	29%	(1,194)	(843)	350	29%
Corporate Human Resources			15	15	-	7,216	6,513	704	10%	(7,216)	(6,497)	719	10%
Customer Service		2,530	2,463	(67)	-3%	6,923	6,037	886	13%	(4,393)	(3,574)	819	19%
Data & Information Management Services		15	13	(2)	-11%	7,644	7,256	388	5%	(7,629)	(7,243)	387	5%
Internal Office Services					-	295	260	35	12%	(295)	(260)	35	12%
People Performance & Technology					-	931	861	70	8%	(931)	(861)	70	8%
Technology & Digital Services					-	21,068	20,456	612	3%	(21,068)	(20,456)	612	3%
Work Health & Safety					-	2,167	2,165	2	0%	(2,167)	(2,165)	2	0%
<b>Total Result</b>		<b>624,517</b>	<b>566,552</b>	<b>(57,965)</b>	<b>(9%)</b>	<b>559,517</b>	<b>457,583</b>	<b>101,934</b>	<b>18%</b>	<b>65,000</b>	<b>108,968</b>	<b>43,968</b>	<b>68%</b>

# Summary of Income and Expenditure by Principal Activity

## City of Sydney | Q4 2021/22

\$'000	Operating income			Operating expenditure			Operating result		
	Budget	Actual	Variance Fav / (Unfav)	Budget	Actual	Variance Fav / (Unfav)	Budget	Actual	Variance Fav / (Unfav)
A globally competitive and innovative city	39,189	21,481	(17,708)	54,045	42,888	11,157	(14,856)	(21,407)	(6,552)
A leading environmental performer	1,538	1,240	(299)	78,497	74,140	4,358	(76,959)	(72,900)	4,059
Integrated transport for a connected city	77,701	60,349	(17,352)	78,393	42,533	35,860	(692)	17,816	18,508
A city for walking and cycling	-	(0)	(0)	1,750	1,056	694	(1,750)	(1,056)	694
A lively and engaging city centre	-	-	-	207	165	42	(207)	(165)	42
Resilient and inclusive local communities	25,270	13,519	(11,751)	96,631	92,009	4,622	(71,361)	(78,490)	(7,129)
A cultural and creative city	2,217	1,150	(1,066)	8,960	6,597	2,362	(6,743)	(5,447)	1,296
Housing for a diverse community	-	-	-	5,473	2,213	3,260	(5,473)	(2,213)	3,260
Sustainable development, renewal and design	19,235	16,491	(2,744)	40,607	38,984	1,623	(21,372)	(22,494)	(1,121)
Implementation through effective governance and partnerships	459,367	452,322	(7,045)	194,953	156,997	37,956	264,414	295,325	30,911
<b>Total Council</b>	<b>624,517</b>	<b>566,552</b>	<b>(57,965)</b>	<b>559,517</b>	<b>457,583</b>	<b>101,934</b>	<b>65,000</b>	<b>108,968</b>	<b>43,968</b>

# Contingency Report

## City of Sydney | Q4 2021/22

\$'000		CEO	General	Capital Works	Total
<b>Adopted budget - contingency</b>		<b>4,500</b>	<b>2,500</b>	<b>8,000</b>	<b>15,000</b>
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
<b>Less Approved Contingency Allocations:</b>					
<b>Approval Date</b>					
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	-			
Oct - Dec 2021	Q2 Plant and Asset / Capital Works changes as detailed in attachment B			(1,007)	
21/02/2022	Donation to Tonga Disaster Appeal - Australian Committee for UNICEF Limited		(50)		
21/02/2022	Donation to Tonga Disaster Appeal - Oxfam Australia		(50)		

# Contingency Report

## City of Sydney | Q4 2021/22

\$'000		CEO	General	Capital Works	Total
5/03/2021	Contract Variation to the existing contract for Graffiti Removal Services	(112)			
21/03/2022	Support community recovery in flood affected zones - Australian Red Cross Society		(250)		
Jan - Mar 2022	Proposed Capital Works changes as detailed in attachment B			(1,000)	
Apr - Jun 2022	Proposed Capital Works changes as detailed in attachment B			(145)	
<b>Allocated:</b>		<b>(43,435)</b>	<b>(1,430)</b>	<b>(9,964)</b>	<b>(54,684)</b>
<b>Funds Available:</b>					
	Operational	6,065	1,070		
	Capital			3,036	
<b>Unallocated contingency</b>		<b>6,065</b>	<b>1,070</b>	<b>3,036</b>	<b>10,316</b>

# 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 30 June 2022 indicates that Council's financial position is satisfactory.

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

The date of the last bank reconciliation for the year ending 30 June 2022 was 1 July 2022.

**Signed:** 

Bill Carter, Chief Financial Officer  
Responsible Accounting Officer

**Date:** **3 August 2022**

# **Attachment B**

## **Capital Expenditure Financial Results**

2021/22 Capital Works Expenditure Summary				Revised 2022/23 Capital Works Budget			
	Budget 2021/22	Actual Expenditure 2021/22	Budget v Actual Variance fav (unfav)	Adopted 2022/23 Budget	Carry Forward / Revote Adjustments	Re-Phased (to)/from Future Years Fwd est	Proposed Revised Budget 2022/23
Bicycle Related Works	23.2	10.5	12.7	21.8	(0.7)	(7.5)	13.7
Green Infrastructure	5.1	1.9	3.2	2.1	0.8	(1.3)	1.6
Open Space & Parks	22.8	17.3	5.5	18.4	0.5	(0.7)	18.1
Properties - Community, Cultural and Recreational	12.2	6.4	5.9	19.6	4.7	(0.2)	24.1
Properties - Investment and Operational	6.2	1.8	4.5	1.1	3.5	(0.4)	4.2
Public Art	4.4	1.6	2.7	2.8	1.3	(1.2)	2.9
Public Domain	73.4	57.0	16.4	36.6	5.1	(5.9)	35.9
Stormwater Drainage	5.9	1.9	4.0	9.3	(0.1)	(8.1)	1.1
<b>Capital Programs Asset Enhancement</b>	<b>153.3</b>	<b>98.4</b>	<b>54.8</b>	<b>111.7</b>	<b>15.2</b>	<b>(25.2)</b>	<b>101.6</b>
Infrastructure - Roads Bridges Footways	12.1	11.9	0.2	11.8	0.0	0.0	11.8
Open Space & Parks	20.2	8.9	11.4	21.3	4.6	(3.8)	22.2
Properties Assets	37.2	18.9	18.2	29.2	6.4	(2.6)	33.0
Public Art	1.2	0.9	0.3	1.2	0.1	(0.0)	1.3
Public Domain	26.5	20.0	6.6	24.0	4.1	0.0	28.1
Stormwater Drainage	3.5	3.2	0.3	3.0	0.0	0.0	3.0
<b>Capital Programs Asset Renewal</b>	<b>100.7</b>	<b>63.9</b>	<b>36.9</b>	<b>90.5</b>	<b>15.2</b>	<b>(6.4)</b>	<b>99.3</b>
<b>Total Capital Works</b>	<b>254.0</b>	<b>162.3</b>	<b>91.7</b>	<b>202.1</b>	<b>30.4</b>	<b>(31.6)</b>	<b>200.9</b>
Capital Contingency	3.0	0.0	3.0	10.0	0.0	(1.1)	8.9
<b>Total Contingency</b>	<b>3.0</b>	<b>0.0</b>	<b>3.0</b>	<b>10.0</b>	<b>0.0</b>	<b>(1.1)</b>	<b>8.9</b>

	2021/22 Plant & Equipment and TDS Expenditure Summary			Revised 2022/23 Plant & Equipment and TDS Budget			
	Budget 2021/22	Actual Expenditure 2021/22	Budget v Actual Variance fav (unfav)	Adopted 2022/23 Budget	Carry Forward / Revote Adjustments	Re-Phased (to)/from Future Years Fwd est	Proposed Revised Budget 2022/23
	Books & Library Resources	1.0	0.7	0.3	0.8	0.0	0.0
Information Technology (Equipment)	2.6	1.6	1.0	2.3	0.9	0.0	3.2
Vehicles and Plant	9.2	3.9	5.3	6.3	3.9	(7.6)	2.6
Equipment, Furniture & Fittings and Miscellaneous	3.5	1.7	1.8	3.6	1.1	0.0	4.7
<b>Total Net Plant and Equipment</b>	<b>40.5</b>	<b>7.9</b>	<b>8.4</b>	<b>13.0</b>	<b>5.9</b>	<b>(7.6)</b>	<b>11.3</b>
<b>Technology and Digital Services - Capital Projects</b>	<b>24.2</b>	<b>14.1</b>	<b>10.0</b>	<b>7.0</b>	<b>8.6</b>	<b>3.5</b>	<b>19.0</b>

# City of Sydney

## Capital Works Expenditure Summary

The City's Capital Works Program is built around a number of significant projects that will expand and/or significantly upgrade the provision of infrastructure and facilities for the community, and Capital Programs that underpin key asset groups such as public domain, roads, footways, pools, open space and community facilities. The proposed program will enable the commencement and completion of many identified priorities and progress a number of Sustainable Sydney 2030 projects. The program prepared is in line with the agreed long term financial parameters and represents the City's capacity to deliver the program each year and expenditure provisions for significant projects which may be delivered by third parties.

\$'M	Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
<b>Asset Enhancement</b>														
Bicycle Related Works	31.4	13.7	29.6	18.3	3.5	65.1	2.3	6.3	2.1	6.5			82.2	113.7
Green Infrastructure	30.8	1.6	1.4	1.6	1.8	6.5	0.9	0.3					7.7	38.5
Open Space & Parks	95.1	18.1	31.2	19.8	14.6	83.8	18.4	26.3	24.1	18.3	24.1	26.3	221.2	316.3
Properties - Community, Cultural and Recreational	123.8	24.1	17.8	17.8	4.5	64.2	18.5	12.4	17.0	13.4	12.0	11.0	148.4	272.2
Properties - Investment and Operational	3.2	4.2	0.7	0.5	0.2	5.7	1.8	6.0	19.0	17.0	11.5	8.0	69.0	72.2
Public Art	6.0	2.9	4.4	2.3	1.6	11.2	1.8	0.8	1.5	1.5	1.5	1.0	19.3	25.3
Public Domain	183.6	35.9	38.5	28.3	29.1	131.8	15.6	32.7	22.1	19.8	28.9	31.1	282.0	465.6
Stormwater Drainage	80.0	1.1	1.3	4.2	4.2	10.8	5.0	5.7	5.7	5.6	5.6	18.4	56.7	136.7
<b>Asset Enhancement Projects Total</b>	<b>554.0</b>	<b>101.6</b>	<b>124.9</b>	<b>93.0</b>	<b>59.4</b>	<b>379.0</b>	<b>64.3</b>	<b>90.3</b>	<b>91.5</b>	<b>82.1</b>	<b>83.6</b>	<b>95.7</b>	<b>886.5</b>	<b>1,440.5</b>
<b>Asset Renewal (Rolling Programs)</b>														
Infrastructure - Roads Bridges Footways		11.8	16.3	15.0	17.8	60.9	19.2	20.1	20.9	21.6	22.9	22.9	188.5	188.5
Open Space & Parks		22.2	30.2	28.2	23.1	103.8	20.3	24.6	27.6	27.2	29.1	28.7	261.3	261.3
Properties Assets		33.0	42.4	37.0	34.5	146.9	37.0	32.0	28.3	27.7	27.7	27.4	326.8	326.8
Public Art		1.3	1.0	1.4	0.7	4.4	0.9	1.0	0.8	0.7	0.8	0.9	9.5	9.5
Public Domain		28.1	15.7	12.6	11.8	68.2	11.6	12.5	13.5	12.9	16.0	18.2	152.9	152.9
Stormwater Drainage		3.0	6.0	6.0	6.0	21.0	4.0	3.7	3.7	3.7	3.7	3.7	43.2	43.2
<b>Asset Renewal Programs Total</b>		<b>99.3</b>	<b>111.6</b>	<b>100.2</b>	<b>93.9</b>	<b>405.1</b>	<b>93.0</b>	<b>93.8</b>	<b>94.7</b>	<b>93.7</b>	<b>100.1</b>	<b>101.8</b>	<b>982.3</b>	<b>982.3</b>
<b>TOTAL CAPITAL WORKS</b>	<b>554.0</b>	<b>200.9</b>	<b>236.6</b>	<b>193.2</b>	<b>153.3</b>	<b>784.0</b>	<b>157.2</b>	<b>184.2</b>	<b>186.2</b>	<b>175.9</b>	<b>183.7</b>	<b>197.5</b>	<b>1,868.7</b>	<b>2,422.7</b>
<b>Contingency</b>														
Capital Works Contingency		8.9				8.9							8.9	8.9
<b>Total Contingency</b>		<b>8.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8.9</b>	<b>8.9</b>

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

City of Sydney | Q4 2021/22

Project Name	\$'000		Q4 June 2022 Status Comments
	Cost to date	Total budget	
Zetland Avenue - Mid (Joynton Ave to Portman St)	6,685	6,902	Construction completed. Roadway fully open to public 1 April 2022.
Existing Streets (Portman St) Upgrade	10,228	10,382	Construction completed. Roadway fully open to public 1 April 2022.
Zetland Ave (West) - Paul St to Portman St	7,820	9,565	Construction completed. South section of roadway open to public 1 April 2022. Northern half expected to be open late 2023.
Green Square to Ashmore Connection	15,811	32,474	Project in construction. Completion of eastern section forecast by end of 2022
McDonald Street Widening Works	18,132	19,290	Forecast construction complete for Late July 2022. Tree/shrub planting forecast completion by August 2022.
Kings Cross Public Domain - Macleay Street	12,255	12,300	Completed works include: Smartpole trenching and footings from Orwell Street to McDonald Street; all paving works except at the intersections of Challis Avenue, Greenknowe Avenue and Manning Street; all continuous footway treatments (at Crick Avenue, Hughes Street, McDonald Street, Rockwall Crescent, Orwell Street and Manning Street); raised intersection at Greenknowe Avenue. Remaining works are on track for completion by the end of August 2022. The proposed upgrade of two small sections of privately owned footpath on Macleay Street, between Manning Street and Rockwall Crescent, will require Council approval (process in progress).
Crown Street Public Domain	415	27,900	The concept design has been finalised ready for consultation. Further design development will take place after the community consultation period, expected to commence in Q1 FY23.
George Street South Pedestrianisation	27,134	43,500	Completed portion of George St (Bathurst St to Rawson Pl) and Devonshire St (Elizabeth St to Chalmers St) is being highly used by people. Ongoing construction sites include George St West (Rawson Pl to Pitt St), Ultimo Rd (George St to Thomas St). Design works for George St south of Rawson Pl and Hay St in Haymarket are mostly completed, however there might be changes required to address any issued from TfNSW and Sydney Water Corporation, from which approvals are required.
Drying Green Park	21,669	22,630	Construction forecast for completion in first quarter of 2022/23
Wimbo Park Surry Hills	1,415	6,215	Design and approvals complete. Construction tenders advertised and being assessed.
City Centre Playground Works	1,124	7,770	Council endorsed the Plan of Management early 2022. Native Title Compliance required to enable the project to continue.
Synthetic Sports Field Installations - Perry Park	840	8,733	Detailed Design phase is at 95%, tender packages being prepared
Alexandria School and Park Synthetic Sportsfield - Joint Use	4,615	8,175	Works under construction. Completion forecast in first quarter of 2022/23.
Perry Park - Stage 2 Basketball Court	7,469	7,720	Project Complete
Oxford street west and Liverpool Street Cycleway	892	11,576	Scope report approved February 2022. Design Development underway. Construction commences after World Pride in March 2023
Erskineville Alexandria Precinct Cycleway Links	3,985	8,790	Construction works on Railway & Henderson Rd underway. Construction works nearing completion on Ashmore and Harley Streets.
Castlereagh Street Cycleway - North	1,015	22,397	Consultation complete in April 2022 and scope Report approved by Council in June 2022.

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

## City of Sydney | Q4 2021/22

Project Name	\$'000		Q4 June 2022 Status Comments
	Cost to date	Total budget	
College Street Cycleway	161	5,426	Construction commenced following delays due to TFNSW review of traffic signal plans being slower than expected.
Green Square Public School and Community Spaces	2,771	24,719	State Significant DA for buildings and landscaping was approved by the CSPC in May 2022. Early works are complete and main works are scheduled to start in August 2022.
Huntley Street Recreation Centre - Development	1,355	19,980	Finalisation of detailed design pending approval of Development Application
George Street - Lend Lease Circular Quay VPA	761	8,838	Lendlease construction of base building due for completion end of September 2022. City sublease with Business Innovation Space has been executed.
Pymont Community Centre Upgrade	842	5,700	Construction tender approved by Council in June 2022. Site works to commence in September 2022.
Joynton Avenue Stormwater Drainage Upgrade	3,297	24,916	Updated flood modelling has demonstrated the scope of this project can be significantly reduced due to drainage improvements realised by the Green Square Trunk Drain and Joynton Avenue Road upgrade.
Hyde Park Tree Replacement & Other Works	22,349	22,364	Main works complete. Café Operator to undertake fit out mid-late 2022
Open Space Renewal - Hyde Park Lighting	915	6,400	Documentation progressing (finalised 50% Design due mid-late 2022).
Customs House - Façade Upgrade stage 2	701	9,581	Project in design phase. Preparing consultancy tender package to document additional scope
Town Hall House, Façade Remediation	640	12,444	Additional façade fabric testing to inform final design underway
343 George St - Facade Remediation	905	16,676	Stage 1: Barrack Lane Tender Report endorsed at Council March 2022. Contract execution in progress
Sydney Town Hall External Works Stage 3	9,685	16,495	Stone and stained glass works underway. Stone contract completion forecast end of 2022.
Sydney Park Brick Kilns - Renewal Works	285	16,000	Concept design complete & Community consultation period ends 29 July 2022. Scoping report to go to August council.
Loftus St, Reiby Pl & Customs House Ln Upgrade	23	8,000	Council has approved a scoping report and planning approvals are underway. Construction is estimated to commence early 2023.
Gunyama Park Stage 2 & George Julius Avenue North	8	18,433	Project in the process of engaging consultants.

# **Attachment C**

**Fourth Quarter Operational Reports 2021/22**

# City of Sydney – Operational Plan Report – Quarter 4 2021/22

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## Glossary

# 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
<b>City Planning</b>		
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, with final controls reported to mid-2022 for making. The City is now reviewing the planning controls for Pyrmont inline with the NSW Pyrmont Place Strategy.	<b>On Track</b>
<b>City Development</b>		
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.	<b>On Track</b>
<b>Service Delivery</b>		
Deliver City Services to meet the needs of a Global City.	The City continues 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 COVID has been and when there is a greater sense of what "Covid" normal" looks like.	<b>On Track</b>

## 1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
<b>Economy</b>		
Continue to implement the OPEN Sydney Strategy to develop a vibrant, safe and sustainable night time economy that offers a diverse range of leisure and entertainment options for all ages and interests, with inviting and safe public spaces, easily accessible information and connected transport.	To support economic recovery and the hospitality sector, Council approved fee waivers to June 2023 and changes to the City's Outdoor Dining Guideline, streamlining the approval process and assisting over 440 businesses to access more than 4,000 square metres of space for outdoor dining on footways and in reallocated road space. The City supported 26 grants to business to the value of \$485,120 for Night Time Diversification and Live Performance Grant programs to increase the diversity of nightlife and continue to work with existing grant recipients to ensure the success of their projects. Many recommendations made by the City were included in the Liquor Amendment (24-hour Economy) Bill 2020 and will strengthen the City's Open and Creative planning reforms, which are being finalised post public exhibition. These reforms will enable later trading shops and businesses, more small-scale cultural activities and better sound management for nightlife and live music venues, which will be important to the post-pandemic recovery. The City 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.	<b>On Track</b>

<p>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>	<p>We continue to work closely with the retail sector and have supported a number of key retail and visitor revitalisation activations over the first half of 2022, through grants and value-in-kind support. The level of activation will continue to grow throughout 2022 &amp; 2023 with grants continuing to be available as well as the opportunities to leverage City produced and supported major events and festivals. Regular retail briefings occur throughout the year bringing the sector together to collaborate and initiate new ways of driving footfall and reactivation of the city centre.</p>	<p><b>On Track</b></p>
<p>Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.</p>	<p>The City successfully delivered the 2022 Visiting Entrepreneur Program (VEP) from 22 June to 1 July 2022. Under the theme of "Future TBD", the program brought 11 global entrepreneurs together with the local innovation ecosystem and delivered 17 events. These events explored "what the future might look like for cities, technology and innovation". The program covered key topics from innovation for decarbonisation to future possibilities with metaverse.</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 start-ups and scale-ups 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 is planned to open in late 2022 or early 2023, bringing 3,800 sqm of 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 worldwide with an average valuation of \$25M. To date, the program has created 13 jobs.</p>	<p><b>On Track</b></p>
<p>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>	<p>The city continues to engage with community and in the last quarter Workventures received funding for a 'Resilience through Digital Inclusion' project to work directly with local communities to refurbish and repurpose devices to provide access to affordable internet, digital technology and equipment. The project aims to enhance social connectedness and employment opportunity access for 38 individuals in our local area.</p>	<p><b>On Track</b></p>
<p><b>Strategic research, analysis and knowledge sharing</b></p>		
<p>Collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business.</p>	<p>The Estimated Resident Population for June 2021 has been updated. Surveys, case studies &amp; reports sections of the City's website have been updated with latest data for external users. Analysis, data and insights were provided to the Greater Sydney Commission, the NSW Department of Planning and Environment, SGS and other organisations in past six months.</p>	<p><b>On Track</b></p>

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

Major Programs	Progress To Date	Status
<b>Knowledge and skills</b>		
Implement appropriate projects and programs to support the recovery of the International Education sector impacted by Covid-19.	<p>With Australia's borders re-opening, international students have been returning to Sydney and NSW. The latest figures (from 4 July) show there are 155,767 international students enrolled to study in NSW, of these 113,151 are currently in NSW and 43,616 (27%) remain overseas. While 49% of Chinese students remain overseas, the proportion of student visa holders outside Australia for all countries except China was 17%. Further figures are yet to be released.</p> <p>Five activities took place in the last quarter:</p> <ul style="list-style-type: none"><li>•2 Career Essentials workshops and 1 International student Employment Panel took place with the City's International Student Leadership and Ambassador program (ISLA) ambassadors as guest speakers sharing career planning and job application and interview tips. In total 99 international students attended the career workshops and employment panel.</li><li>•2 social events - Autumn City Tour and Amazing Race networking event were held to welcome international students back to the city. These events provided the opportunity for international students to make new friends and get to know about the City's history, icons, and international student support services. A total of 130 international students attended the two events.</li><li>•The City's ISLA ambassadors participated in the Australian Government Department of Education, Skills and Employment consultation on improving the accessibility of information on admission to higher education courses in Australia.</li></ul>	<b>On Track</b>
<b>Affordable spaces - economic</b>		
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 scale-ups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space as affordable workspace for the startups who will take up residence there. The space is planned to open in late 2022 or early 2023, bringing 3,800 sqm of 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>	<b>On Track</b>

#### 1.4 The city economy is resilient.

Major Programs	Progress To Date	Status
<b>Economic Resilience</b>		
Contribute to metropolitan and state-wide strategic economic planning.	<p>The City is working with multiple stakeholders to develop its new transitional economic strategy to support economic recovery and long-term economic growth. A discussion paper is being drafted to seek further feedback from key stakeholders and the community to address economic uncertainties and emerging challenges to our local economy. The City has recently established a Business, Economic Development and Covid Recovery Advisory Panel. Key representatives from the local business sector, research and academic institutes, industry peak bodies, and state agencies have joined the panel. This advisory panel will provide advice on the development of the City's new economic strategy and support for city businesses to ensure a sustainable recovery from the pandemic, including advice about innovation, business diversity and resilience strategies, and opportunities to develop a vibrant 24-hour economy and nightlife.</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, and Business Council of Australia. We have worked in collaboration with Office of 24 Hour Commissioner, the NSW Department of Planning and Environment (DPE), Treasury and other government agencies to ensure a coordinated effort. The City continues to contribute to the development of the Tech Central Innovation Precinct through the Camperdown-Ultimo Collaboration Alliance and work with the Greater Cities Commission.</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 aimed to unlock bilateral trade and investment outcomes and facilitate knowledge exchange for priority sectors in Australia and China.</p>	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Major events</b>		
Deliver appropriate major events that support the social and economic recovery of the city.	<p>A program of roving entertainment to reactivate the CBD began in October, expanding into villages in December. Christmas trees and decorations activated the CBD and villages, accompanied by a program of roving costume performers and choirs.</p> <p>The Sydney Summer Streets program ran from January to March. Six village high streets were closed to vehicles, providing space for communities to re-engage with local businesses. A total of 148 businesses activated as part of the program, attracting more than 17,000 participants and employing 170 musicians and performers.</p> <p>Sydney New Year's Eve 2021 introduced ticketing for all vantage points to manage pandemic requirements. Final numbers were significantly reduced due to the increase in Covid-19 infections in the lead up to the event.</p> <p>Sydney Lunar Festival attracted over 500,000 people in January and February, with a focus on the Haymarket precinct and George Street promenade.</p> <p>Art &amp; About exhibited major installations including architectural installation INTERSECTIONS by Ian Strange in Surry Hills, large scale mural As One Door Closes, Another Opens by Will Cooke in Darlinghurst, I AM RESPONSIBLE by Kristian Molloy in various village areas of the City, Here Lies Your Story by Fenella Kernebone in Potts Point and TIDAL by Mike Daly in Darlinghurst.</p>	<b>On Track</b>

## Visitor Experience

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

We continue to work closely with the Tourism sector and Destination NSW to promote Sydney as a great place to work, visit and do business. We continue to support and produce major festivals and events to drive visitation. The City continues their support for Vivid Sydney through cash grants and VIK helping drive over 2M visitors across the event.

The City's visitor services is re-commencing operation in the later half of 2022. Recruitment and training of volunteer Destination Ambassadors has commenced to be ready for the international Cruise season from Sept/Oct 2022. Our internal Visitor Economy working group continues to meet to discuss visitor services, signage and wayfinding opportunities, maps and information for visitors and consider support for business conferences at International Convention Centre (ICC) over the coming 12 months.

**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 continues to work closely with Business Events Sydney (BESydney) to support the attraction of domestic and international business events for Sydney for the period 2022 to 2026. While the long-term effect of the pandemic is still having an impact on bookings, BESydney has successfully secured 11 business events for Sydney in the last 12 months, totalling 22,900 delegates and delivering over \$54.7m estimated direct expenditure to our local economy. With sponsorship support from City of Sydney and NSW Government, Vivid Sydney returned in May 2022, after a hiatus of two years due to the pandemic. Attendance for the 23-night festival is estimated at a record 2.58 million, including visits to the 8km Vivid Light Walk as well as concerts and talks held as part of Vivid Music and Ideas. Also supported by the City, Australian Fashion Week 2022 saw 23,600 attendees from Sydney and beyond. The event featured 84 Australian fashion designers, including 19% First Nation designers. The event was also livestreamed with audiences tuning in virtually from 71 countries from around the world, helping increase the profile of Sydney as a tourism and events destination.

**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.

The City's street cleansing operations continue provide a regular cleaning service of the City's public domain across our local area. As a result of the Covid-19 pandemic there have been some service disruptions. The total recycling component from recycling events and contractor streaming consisted of 162.2 tonnes of mattresses, 170.16 tonnes of whitegoods/metals, and 8.98 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 inspection programs are being maintained, however where a backlog exists, inspections are being prioritised based on risk. The public swimming pool inspection program and boarding house/backpacker inspection program, suspended due to Covid-19 Public Health Orders, will recommence in full from Q1 2022/23.

**On Track**

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

In Q4 rangers conducted a further 10,385 hours in patrols to monitor legislative compliance and respond to customer complaints including DA's, companion animals, noise, litter and unlawful trading.

**On Track**

For the 2021/22 financial year a total 47,171 hours of patrols were conducted.

## 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	70,973	19,659	257,087	Nearly 20,000m <sup>2</sup> of commercial floor space was approved in fourth quarter 2021/22	Indicator Only
Commercial development completed	m2	141,594	95,829	-	85	34,899	8,324	108,659	151,967	Nearly 110,000m <sup>2</sup> of commercial floor space was completed in fourth quarter 2021/22. This includes completion of the reconstructed AMP Centre (102,133m <sup>2</sup> )	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	18	BESydney has submitted bids for nine business events for Sydney in the last six months.	Indicator Only
Events secured	No.	19	6	-	-	7	-	4	11		Indicator Only
Delegate numbers of events secured	No.	11,126	6,300	-	-	20,350	-	2,550	22,900	The 4 events secured will bring 2550 delegates to Sydney with an estimated \$9.8million in economic impact.	Indicator Only
Economic impact of events secured	\$M	41.4	25	-	-	44	-	9.8	53.8		Indicator Only
Delegate days of events secured	No.	43,696	25,950	-	-	61,950	-	10,250	72,200	The four events will deliver 10,250 delegate days in Sydney, bringing the cumulative total to 72,200 delegate days.	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	300	0	584.99	This year a total of 11 significant economic grants were approved by Council for a year to date total of \$584,990 in cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange and Commercial Creative and Business Events Sponsorships and includes support for Business Events Sydney to incentivise domestic and global business events in Sydney between 2022 - 2026.	Indicator Only
Grants approved by the City of Sydney for major events	\$ '000	5,662.4	5,664.43	-	209.52	312.28	3,488.41	1,696.15	5,706.36	This year the City supported 12 major events to the value of \$5,706,360 in cash and value-in-kind. This includes support for VIVID's XCELERATE live music program and the Sydney Film Festival.	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	-	203	203		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	-	-	-	-	156,767	156,767	This is the latest figure from the Department of Skills, Education and Employment for international students enrolled to study in NSW. Of these 113,151 are currently in NSW and 43,616 (approximately 27%) remain overseas.	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
<b>Energy efficiency and renewables</b>		
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. A strategy is being developed to focus on the increased uptake of more energy efficient vehicles. Emissions across the fleet continue to fall.	<b>On Track</b>
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. The NSW grid was 25.6% renewable in the year to June 2022 (source: OpenNEM). In May 2022 the City launched a new public campaign encouraging residents and small businesses to choose a GreenPower electricity plan.	<b>On Track</b>
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 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 in FY23. Over 4600 light fittings will be upgraded to LED, and to date, 2066 lights have been upgraded. The City has worked 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.	<b>On Track</b>
<b>Sustainable Planning</b>		
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 exhibited between 18 November and 17 December 2021. The City is reviewing submissions and the controls will be reported back to council and the Central Sydney Planning Committee in August 2022.	<b>On Track</b>
<b>Advocacy</b>		
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 Energy buildings project. The City lodged a submission to the NSW Government's improvements to the BASIX tool.	<b>On Track</b>

## 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
<b>Managing waste and resources</b>				
Continue investigating opportunities to divert residential food waste from landfill.	2022	100	<p>The City concluded the residential food scraps recycling trial as a project at the end of October 2021. The City is continuing to provide the food scraps recycling service to current participating properties.</p> <p>Following on from the recent state government mandate for councils to provide a food waste collection service to residents by 2030, the City is now working on how to make the service available to all residential properties.</p> <p>Key results of the food scraps recycling service to 30 June were:</p> <ul style="list-style-type: none"> <li>- A total of 1,104 tonnes of food scraps have now been collected and recycled.</li> <li>- 19,000 households have access to the food scraps recycling service across 248 apartment buildings and almost 1,000 houses.</li> </ul>	<b>Complete</b>
<b>Major Programs</b>				
			<b>Progress To Date</b>	<b>Status</b>
<b>Sustainable Planning</b>				
Review and update standard waste conditions to comply with new guidelines for waste management in new developments.	The waste conditions were implemented through the review of standard conditions of consent in June 2021. This action has been completed.			<b>On Track</b>
<b>Monitoring and reporting waste</b>				
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.			<b>On Track</b>
<b>Managing waste and resources</b>				
Implement the Resource Recovery Engagement Action Plan to reduce waste, recycle more and work with the community to reduce illegal dumping.	<p>In 2021/22 the City delivered 190 waste avoidance events and activities directly to 3986 residents and visitors across 78 locations throughout the City and online to foster a community that avoids, reuses, and reduces waste. Events included clothing and toy swaps, sewing repair workshops, a primary school waste avoidance education program, online recycling masterclasses, the Redfern Scavenge, and various community pop-up stalls to promote the introduction of the New South Wales state single-use plastic ban and to encourage uptake of safe reusable alternatives. Through the 'Ask A Waste Expert' online service, City staff responded to 774 questions from 455 residents on a range of recycling topics and items.</p> <p>Through the Recycling Helper Service, the City engaged building managers across 30 apartment buildings and 3821 residences via an opt-in trial of a recycling support service to encourage residents to recycle right at the source. 90 site visits, 60 bin audits, 10 information stalls and tailored waste education actions were delivered to residents living in apartments. An evaluation of the trial audit data in early 2022 showed that engaged building managers and signage installed at point of disposal were key to helping improve recycling outcomes in apartment buildings. As such, an expression of interest form for building managers to seek recycling support is now accessible on the City's waste pages and a pilot across ten buildings to further test if signage installed at point of disposal improves recycling outcomes is underway.</p> <p>In June 2022, the City introduced recycling services for 85 residences across ten social housing buildings in Redfern and will deliver tailored recycling education to support these residents to establish good recycling behaviours in a four-month social housing recycling pilot throughout July – September 2022.</p>			<b>On Track</b>

To maximise recycling opportunities for residents, the City recycled 30.8 tonnes of tricky items (including clothes, soft plastics and electronics) from 8,918 pickups collected directly from residents' home through the Doorstep Recycling Service. 19.95 tonnes were recycled from 642 drop-offs through the City's Household Chemical Cleanout event in February 2022.

The City's quarterly Recycle It Saturday events attracted 2,176 people that dropped off 53 tonnes of materials for recycling. The most popular items dropped off were electronics, textiles, paint and cardboard. This year the City delivered three events, two of which were in partnership with Waverley and Woollahra Council for the first time to make the event accessible to a wider community and increase operational efficiencies across the three Councils. The City's Clean Streets programs works with the community to solve chronic waste storage issues including bins left on the street and illegal dumping issues. This year, 65 locations were inspected for bins left out, and 1,774 residents, strata and building managers educated on how to correctly store their bins. As a result, 264 bins are now either stored inside properties, or have been removed as abandoned.

### Management and compliance

Conduct targeted patrols in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.	In Q4 rangers conducted 1,309 hours of patrols and issued 85 notices. For the 2021/22 financial year 4,103 hours were conducted with 153 notices issued.	<b>On Track</b>
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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.	Following the release of the NSW Government Waste and Sustainable Materials Strategy 2041 the state government has facilitated engagement with local governments on joint procurement options and the NSW Resource Recovery Framework Review.  The City of Sydney has continued to advocate for a dedicated resource recovery and recycling authority be established by the NSW Government. In March 2022 the City responded to the federal government's Stewardship for Consumer and Other Electrical and Electronic Products Discussion Paper.	<b>On Track</b>
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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
<b>Recycled water</b>				
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 and use of recycled water will increase as newer developments come online. Additional developments adjacent to the Green Square Town Centre have been identified and will be brought online as reticulation is completed. Recycled water pipes are installed for future use along the light rail route in George Street and Wynyard Walk. The Drying Green Park wetland is nearing completion and will treat storm water and use Green Square recycled water for backup purposes. Erskineville Water Reuse system is under investigation.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Sustainable Planning</b>		
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 storm water reuse and Water Sensitive Urban Design planning controls has started.	<b>On Track</b>

## 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 and Central Station.

**On Track**

## 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. The City also has a maintenance program for gross pollutant traps and renewal program for raingardens to ensure performance is optimised.

**On Track**

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

### Major Programs

### Progress To Date

### Status

#### Commercial office engagement

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

Sydney's Sustainable Office Plan seeks to drive decarbonisation and sustainability through national corporate portfolios and our focus is working in partnership with business, government and industry through the Better Buildings Partnership (BBP) and CitySwitch Green Office program. The Better Buildings Partnership launched a new three year strategy with a focus on circular economy, resilience and climate positive projects. The 2020/21 annual report was delivered showing 63% emissions reduction and 33% potable water reduction since 2005/06. CitySwitch Sydney was delivered to local office based businesses, with two face to face events and regular webinars. Four new signatories joined the program. The CitySwitch National Program has undergone a strategic evolution to increase its impact and address the urgent need for office based business to decarbonise; a flexible pathway model has been developed for business to use as a framework to achieve net zero emissions. A national awards event was held in April; businesses collectively reduced carbon emissions by 762,341 tonnes through energy efficiency and offsetting measures equating to cost savings of \$62.6 million.

**On Track**

#### 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 Making Sydney a Sustainable Destination plan include: the Sustainable Destination Partnership, environmental performance grants and the Global Destination Sustainability Index. The Sustainable Destination Partnership delivered its 2020/21 annual report with 28% reduction in carbon emissions and 33% potable water savings since 2017/18. Though significantly impacted by the pandemic, the sector continued to achieve resource savings and also developed sustainability policies and other indicators of growing organisational and sector sustainability capability. A new three year partnership agreement and strategy has been delivered reflecting the success of the partnership and commitment to ongoing ambitious action to create a sustainable Sydney. A total of 13 environmental performance grants were acquitted with organisations implementing sustainability upgrades resulting in 6,676 tonnes of carbon savings. The City participated in the Global Destination Sustainability Index delivering a rank of 15.

**On Track**

#### Residential Engagement

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

The Smart Green Apartments program has reduced emissions by 31,776 tonnes of carbon dioxide equivalent, saving Owners Corporations \$4.6 million. The Strata Sustainability Reference Group was held quarterly to drive sustainability and resilience outcomes for high density communities. The City has supported 147 apartment buildings to get a NABERS rating to date, with eight procuring GreenPower. A total of 22 Smart Green Apartments buildings and 31 grants buildings are participating in the City's food scraps recycling trial. Our monthly e-news was sent to 3,298 subscribers. The City continued to advocate for improved minimum environmental standards and resilience for apartment buildings. The City has supported the NSW Government's development of the new NABERS Renewable Energy Indicator for apartment buildings which will be launching in 2022.

**On Track**

## 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.

Rooftop solar continues to increase with an additional 1,100 kW installed in the last quarter. This takes the total rooftop solar installed in LGA to 20.9MW on 2,041 rooftops. The City's Get GreenPower campaign was promoted across sustainability networks and through City Business channels along with the free federal service Business Energy Advisory Program.

**On Track**

Tailored support on renewables was delivered through the CitySwitch webinar: Pathways to Renewables for small energy users and distribution of the online GreenPower guide through City Business channels. Innovation Grants focused on renewables have enabled greater community support for onsite and offsite options. Sydney Solar Villages has held three solar information nights as part of its Knowledge Exchange Grant, working with the City to promote tailored planning information for residents looking to install solar in heritage areas. Ultimo Solar Roadmap grants was acquitted and successful in identifying a range of viable community solar projects in Ultimo and a feasibility study on solar on industrial roofs generated information on the opportunities and barriers for the southern part of our local area.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Capital Projects</b>				
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. The next major Solar PV installation will be at the City's Huntley Street building. Huntly Street has potential for 200-250 kW of rooftop PV. The building's electrical infrastructure will be designed to be "battery ready".	<b>On Track</b>
<b>Major Programs</b>				
			<b>Progress To Date</b>	<b>Status</b>
<b>Environmental Management Systems</b>				
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). Sustainability data is reported annually through the Green Report.			<b>On Track</b>
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	Environmental reporting system has identified significant sustainability-related opportunities. Corrective actions on these opportunities has resulted in improved energy and water performance over the previous quarter.			<b>On Track</b>
<b>Capital Projects</b>				
Assess environmentally sustainable opportunities for incorporation into designs and technical specifications (including water sensitive urban design, stormwater management, public lighting, roads and pavement).	The City's Technical Specifications incorporate sustainable infrastructure outcomes and consider climate change impacts. The City's Floodplain Management Program also considers the impacts of climate change in flood controls. The City continues to explore new opportunities and to participate in initiatives that improve outcomes and resilience with regards to climate change. Stage one of the accelerated upgrade of over 3000 Ausgrid owned street lights to energy efficient LED technology was completed in 2021. Ausgrid have now commenced the installation of main road LED street lights. The replacement of all main road LED lights is scheduled for completion in the 2022/23 financial year. The City is also participating in the SSROC sustainable pavements tender to include crushed recycled glass and other recycled products into road building.			<b>On Track</b>

## 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).	Asset Net Zero framework has been developed to drive energy and water efficiency at the City's most resource-intensive sites. The framework has been presented at various management forums to seek feedback.	<b>On Track</b>
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.	Progressing updating internal bin signage project in collaboration with Communications team. New signage to reflect changes from Single Use Plastic Ban.	<b>On Track</b>
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 finalising customer reports and dashboard data to assist with the effective maintenance, utilisation 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 to assist and inform future purchasing decisions. Further electric (or low emissions) alternatives to other plant and equipment are being progressed via procurement. EV Infrastructure remains the greatest challenge in the transition of the City's fleet to zero emission.	<b>On Track</b>

## 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.	Sustainability considerations are included in selected tender returnable schedules, and this will continue to be refined and developed .	<b>On Track</b>
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## 2.6 The extent and quality of urban canopy cover, landscaping and city greening is maximised.

Major Programs	Progress To Date	Status
<b>City Farm</b>		
Continue City Farm operations.	In 2021/22, 965 volunteer hours were contributed at the farm via 575 volunteer shifts. 192kgs of food was harvested and donated to OzHarvest and to the Reginald Murphy Community Centre for use in their programs, helping feed people in need. 33 education programs were held in 2021/22 attracting 718 attendees. 68% of programs were delivered as webinars, keeping the community engaged while in Covid-19 lockdown. Shade umbrella installation work at the farm cropping area is programmed for spring 2022.	<b>On Track</b>

## Community Greening

Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.	<p>The City currently supports 23 community gardens, including two footpath verge gardens and three active Landcare groups which engage over 850 community volunteers. The City encourages gardens to become self-managed groups to a high standard and assists groups through access to grants and donation of materials and plants, including sourcing native plants from a local Indigenous nursery. In 2021/22 the second stage of the Kings Cross Community Garden in Lawrence Hargrave Reserve in Elizabeth Bay was completed. A new garden group is continuing at Elger Street, Glebe and community garden groups are forming at the park on Lyons Road, Camperdown, and the Banga Community Shed, Zetland.</p> <p>The City conducted its first community planting event since the commencement of Covid-19 at Sydney Park in May 2022. Over 200 community members planted 2000 native tubestock. Two new volunteer bushcare groups are establishing at Sydney Park and the Nurses Memorial garden, Camperdown with a third group proposed for the Annandale/ Glebe area.</p>	<b>On Track</b>
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## 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. 143 street trees and 84 park trees were planted in June, bringing the planting year total to 786 street trees and 254 park trees. Substantial work continues in delivering the iconic park tree planting project.  Delivery of inroad planting projects continues. Work was completed in Bunn Street Ultimo, work is underway in Crystal Street Plaza, and construction due to commence in Chelsea Street Redfern.	<b>On Track</b>
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## 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. Improvement works include installation of 67m of habitat fencing along regeneration boundaries in Minogue Crescent Reserve, which will help limit weed encroachment and trampling by dogs. Extensive works have also been undertaken to limit the exotic weed <i>Salvinia</i> growth in the Sydney Park Wetlands. The main focus of works has been the suppression of exotic grasses and annual weeds in order to improve the quality of bush regeneration areas. Favourable conditions have meant natives planted previously are establishing well, and many native plants are naturally regenerating, seeding and spreading, all of which will aid in ongoing weed suppression and habitat creation. Native birds, lizards and insects are frequently reported to be using the restoration sites.	<b>On Track</b>
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 the summer of 2022/23 to assess any changes over the last 10 years in line with the Urban Ecology Strategic Action Plan. Results from the Spring Aussie Backyard Bird Count were returned from Birdlife Australia, with 70 species of bird observed within the local government area. There have been 400 reports of wildlife observations as part of Wildlife Watch, a citizen science program.	<b>On Track</b>

## Greening Sydney Plan

Continue to deliver the public domain landscaping program.	Year to date 9,821m <sup>2</sup> of new and refurbished greening completed. 1,448m <sup>2</sup> completed for the month of June. Significant projects include Cooper St Redfern, Mentmore Ave and Morley Ave Rosebery, King St Sydney, Harris St Ultimo and Pymont Bridge Rd Pymont.	<b>On Track</b>
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. The summer display was installed in January 2022 for an eight week period. On-going displays continue along the Light Rail Corridor on George and Alfred Streets. Greening was provided on Pitt and George Streets as well as Thomas Street for Alfresco Dining Program. Concept development has been finalised for 2022/23 Living Colour Displays.	<b>On Track</b>
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, Tree Management Policy and Tree Donation Policy are underway and scheduled to go to Council in late 2022. The review of the Street Tree Master Plan has commenced, with initial community consultation occurring in July 2022.	<b>On Track</b>

## Parks Water Savings Action Plan

Improve water efficiency at the City's parks through efficiency measures and changes in management practices.	Efficiency measures have been embedded in business as usual service delivery including consistent and timely investigation of changes in water use, the use of interval, real time water data to inform decision making, automatic wet weather shut off for irrigation systems and use of recycled water for truck filling. The parks water recycling contract has completed transition and is delivering improvements in the asset management approach and providing greater visibility and transparency over recycled water data.	<b>On Track</b>
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 are also being identified through other capital works and renewal projects, including use of rainwater at Perry Park and connecting parks to the future CBD recycled water system.	<b>On Track</b>

**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
<b>Climate change</b>		
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 National Construction Code updates.	<b>On Track</b>
<b>Extreme weather events</b>		
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.	<b>On Track</b>
<b>Urban heat island effect and flooding risk mitigation</b>		
Continue research and trials in monitoring and reducing the urban heat island effect.	21 sensors to measure urban heat and air quality around the city centre have now been installed. Work progresses on implementing the Greening Sydney Strategy - a key heat mitigation measure.	<b>On Track</b>
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.	<b>On Track</b>

## 2.S.1 Performance Measures

### Greenhouse gas emissions

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	36,459	12,666	-	-	-	-	0	-	Final data for the financial year 2021/22 is not available at the time of publication. This data will be available when the Green Report for 2021/22 is published.	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	%	31	76	-	-	-	-	0	-	Final data for the financial year 2021/22 is not available at the time of publication. This data will be available when the Green Report for 2021/22 is published. Data for 2019/20 & 2020/21 financial years is now available and has been included.	Indicator Only
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	4,015,450	-	-	-	-	0	-	Final data for financial year 2021/22 not available at time of publication. This data will be available when the Green Report for 2021/22 is published. Data for 2020/21 financial year is now available and has been included.	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	31	-	-	-	-	0	-	Final data for financial year 2021/22 not available at time of publication. This data will be available when the Green Report for 2021/22 is published. Data for 2020/21 financial year is now available and has been included.	Indicator Only
Percentage of electricity demand in NSW met by renewable sources. Target of 50% by 2030	%	16.1	20.5	-	-	-	-	25.6	25.6	Average in FY2022, from openNEM	Indicator Only

### Water Usage and Stormwater

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations. Target reduction from 2006 baseline of 431,000 kL	kL	378,360	305,020	-	-	-	-	0	-	Final data for the financial year 2021/22 is not available at the time of publication. This data will be available when the Green Report for 2021/22 is published. Data for FY20/21 has been revised down slightly to reflect more up to date information.	Indicator Only
City of Sydney local government area residential potable water use per person per day. Target of 170 litres by 2030	Ltr	201.35	180.01	-	-	-	-	0	-	Final data for financial year 2021/22 not available at time of publication. This data will be available when the Green Report for 2021/22 is published. Data for 2019/20 & 2020/21 financial years is now available and has been Included.	Indicator Only

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	%	(6)	35	-	-	-	-	0	-	Final data for financial year 2021/22 not available at time of publication. This data will be available when the Green Report for 2021/22 is published. Data for the 2019/20 & 2020/21 financial years is now available and has been included.	Indicator Only
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### Waste - Local Government Area

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	2021/22 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Total residential waste collected	Tonnes	68,809.01	69,445.73	-	18,850.27	17,882.22	17,671.13	16,492.04	70,895.66	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	71.74	66.95	287.8	The total amount of residential waste per capita this year is slightly more than 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	15	20	14.5	There has been a 14.5% reduction in the total amount of residential 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	27.66	26.93	27.38	The percentage of material that is source separated for recycling by residents is slightly lower than last year.	Indicator Only
Percentage diversion from landfill of residential waste. Target 70% by 2025 and 90% by 2030	%	45.52	47.01	-	45.16	45.81	47.2	39.03	44.3	The percentage of residential waste diverted from landfill has fallen since last quarter mainly due to unprecedented wet weather disrupting processing operations at the facility. Overall diversion rate is limited by bans on organic waste being processed from the red-lid bin at alternate waste treatment facilities. Note that the year to date figure is now shown as a YTD average. Data for 2019/20 & 2020/21 financial years is now included.	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	187.35	223.94	728.06		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	%	-	7	-	-	-	-	23	23	FY21/22 recorded a 23% reduction in total waste generated at City managed properties in comparison to 2019 baseline. There was lower utilisation of our properties in the past year due to COVID impacts. However we are tracking well against our 15% reduction target by 2025. This data is the best available at the time of publication and may require minor revision.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places. Target 50% by 2025	%	46	52	-	-	-	-	53	53	This data is the best available at the time of publication and may require minor revision.	Indicator Only
Percentage diversion from landfill of waste from City managed properties including aquatic centres. Target 90% by 2030	%	-	-	-	92.8	93	93	94	94		Indicator Only
Percentage of source separated recycling of waste from City managed properties including aquatic centres. Target 50% reduction by 2025	%	-	-	-	48	50	53	54	54		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	5,570	28,251	67,365	Key planting sites include, Hyde Park, Cook and Phillip Park, Jubilee Park, Gunyama Park, Sydney Park and in Green Square, Paddington and Woolloomooloo.	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	1,170	3,560	9,821	Significant projects include Cooper Street Redfern, Mentmore and Morley Avenue Rosebery, King Street Sydney, Harris Street Ultimo and Pyrmont Bridge Road Pyrmont.	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	-	-	-	-	-	63	63	The Aussie Backyard Bird Count (Birdlife Australia) was held between 18-24 October 2021. 318 observers observed 14,597 individual birds, 70 species (63 native, and 7 exotic) in the City of Sydney LGA. 63 native species remains unchanged from the 2009/10 baseline. Surveys are to resume for the 2022/23 financial year.	Indicator Only
Extent of locally-indigenous bushland	ha	12.9	12.9	13.5	-	-	-	12.9	12.9	No increases in this reporting period. Current total area of bush restoration sites of 12.9ha exceeds the Urban Ecology Strategic Action Plan target.	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	0	0	960.1	This year a total of 51 Environmental grants were approved by Council for a total of \$960,103. These projects were awarded through the City's Environmental Performance - Ratings & Assessment and Innovation, and the Knowledge Exchange Sponsorship Program. This includes support for the Australian Retailers Association's feasibility study to develop an online toolkit helping City of Sydney retailers reduce energy costs, and a series of free information sessions from Inner West Community Energy offering practical advice and solutions to individuals, businesses and community groups who wish to install solar.	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
<b>Planning</b>		
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, our Community Strategic Plan Delivering Sustainable Sydney 2030 -2050 and by other City of Sydney and State policies.	<b>On Track</b>
<b>Advocacy</b>		
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.	<b>On Track</b>
<b>Partnership</b>		
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 continues to monitor the need for taxi ranks in the City Centre as part of its work on major initiatives including expansion of George Street pedestrian zone and cycleway implementation.	<b>On Track</b>

#### 3.2 Transport infrastructure is aligned with city growth.

Major Programs	Progress To Date	Status
<b>Partnership</b>		
Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.	The Sydney Park Junction project has been approved, with construction due to commence in September 2022. City staff have been working with TfNSW since 2017 to improve their initial design. The City provided a submission to Sydney Metro West EIS (3) which was on exhibition in April/May 2022.	<b>On Track</b>
<b>Advocacy</b>		
Work with the State Government to ensure understanding of transport implications of development in the city area.	The City is working closely with TfNSW and other state agencies in various capacities to achieve better transport outcomes and manages transport externalities from the development in the City. Some of the precinct level engagement in the last year includes Sydney City Centre Transport Strategy, Tech Central Transport Strategy, Pyrmont Place Strategy, Pyrmont Ultimo Transport Plan, Sydney Football Stadium, and planning associated with Sydney Metro station and others.	<b>On Track</b>

## Parking

Continue to implement the neighbourhood parking policy and review the policy at appropriate intervals.

The Policy continues to be implemented. A major focus has been on parking around schools and for essential workers as the recovery from the Covid 19 pandemic proceeds.

**On Track**

A review of the policy is being initiated for Council consideration in late 2022

## 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 testing Transport for NSW’s new tool for guidance specific for NSW urban centres. The City is developing materials on freight in the city centre.

**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 is now approved, as a result of a strong collaboration between the City and Inner West Council.

**On Track**

The City and Inner West Council collaborated closely on the NSW Government Tech Central Transport Strategy, which was released in late 2021. Key initiatives such as proposed roadspace reallocation on Broadway/Parramatta Road straddle the council boundary.

More generally the City works strongly with neighbouring councils on the inner city cycleway network, to ensure a logical and connected network for riders.

## 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.

**On Track**

The City has participated in briefings with Transport for NSW about the upcoming trial of shared system electric scooters. Council passed a Notice of Motion in June 2022 outlining that the City will at this stage monitor the trial implementation.

## 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 on making the majority of the streets in the City of Sydney 40km/h. The City is collaborating with TfNSW on a Marketing and Communications to support the changes to speed limits. TfNSW have not provided a time frame for 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.

As a result of the Covid-19 pandemic there have been some service disruptions and staff have worked closely with suppliers, other local governments and industry to respond to and minimise the impact where possible.

**Watch**

### Community programs

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

The 2021/22 Local Government Road Safety Program has facilitated 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.

The extension of the George Street pedestrian boulevard from Bathurst Street to Railway Square is largely complete. Work from Bathurst Street to Rawson Place is complete, as is the work on Devonshire Street. The section of George Street between Rawson Place and Railway Square is under construction and due to be complete by the end of the year. Hay Street will also be completed by the end of the year, subject to approvals from utility providers.

**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.

City staff have been advocating to Transport for NSW to build cycleways on key strategic cycling corridors on state roads, including Oxford Street (east of Taylor Square), Flinders Street, (Pyrmont) Bridge Road, part of Wilson Street Newtown, as well as on state roads leading into the City of Sydney such as Victoria Road Rozelle.

**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 as well as new public spaces for people to recreate.

**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. The City makes consistent representations in different fora and processes to the primary need for high quality public space around new Metro stations.

**On Track**

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.

Ersleville and St Peters station upgrades are also well advanced and will improve access for public transport users, especially those who need lifts to access platforms.

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### 3.S.1 Performance Measures

#### Parking and road management

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	Q1	2021/22 Result				Comment	Status
		Result	Result	Target		Q2	Q3	Q4	YTD		
Car share bookings	No.	239,637	283,782	-	-	149,204	-	139,812	289,016		Indicator Only
Residents who are members of car share schemes	No.	52,529	58,542	-	-	62,535	-	66,663	66,663	Slight increase from last reporting period. This result is based on three providers. One provider was unable to provide data in time for the report. We have assumed resident member numbers based on last quarter number from provider.	Indicator Only
Resident drivers who are members of car share schemes	%	40.7	44.9	-	-	48	-	48.1	48.1	Minor increase reflecting minor increase in membership	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	328.82	328.82	From July 2021, all local roads in Woolloomooloo, Potts Point, Elizabeth Bay and Rushcutters Bay have a gazetted speed limit of 40km/h. The previous speed limit was 50km/h. The new 40km/h speed limit will improve road safety outcomes. It is anticipated that this speed reduction will reduce fatalities and serious injuries by between 30 and 40 percent.	Indicator Only

#### Roads maintenance

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	Q1	2021/22 Result				Comment	Status
		Result	Result	Target		Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	29,021	34,273	20,000	0	13,827	5,708	24,396	43,931		On Track

#### Traffic calming

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	Q1	2021/22 Result				Comment	Status
		Result	Result	Target		Q2	Q3	Q4	YTD		
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming plans	No.	6	10	10	0	11	0	2	13		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
<b>Cycling</b>				
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area.	2023	100	FY21/22 Program Complete.  Construction of separated cycleway upgrades in Bowden Street, Mandible Street and Bourke Road, Alexandria are complete.  Works of the pop-up cycleway improvements on Moore Park Road and Fitzroy Street are complete.	<b>Complete</b>
Major Programs	Progress To Date			Status
<b>Walking</b>				
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 included the installation of 14 Smartpoles and LED lighting in Wentworth Avenue, Clarence and Castlereagh Streets, and installation of granite paving in sections of Pitt and Goulburn Streets.			<b>On Track</b>
<b>Cycling</b>				
Complete the City's high priority regional routes, with separated cycleways where possible.	Construction of Portman Street regional network connection in Green Square is complete. Construction of several sections of the high-priority regional cycling network is underway, including King St and Pitt St in the City Centre, and routes in Alexandria. Construction of College Street cycleway is imminent. Start of construction is planned for several other regional network segments in FY22-23, including Castlereagh St, Liverpool St and Oxford St. Design development is underway for several additional regional routes planned in the Cycling Strategy and Action Plan.			<b>On Track</b>
<b>Partnerships</b>				
Work with neighbouring councils, state and federal governments to implement the Inner Sydney Regional Bike network.	Transport for NSW instructed Infrastructure Australia to remove the Inner Sydney Regional Bike Network project from the National Infrastructure Priority List, without agreement from the City of Sydney - though we were the original proponent. TfNSW has announced a new "Eastern Harbour City Strategic Cycleway Corridors" plan which is being developed with input from the City of Sydney and other councils and stakeholders.			<b>On Track</b>
<b>Civil Infrastructure</b>				
Continue to implement priority actions from the Liveable Green Network, including the Footpath Renewal program, pedestrian and cycling safety improvements, new furniture installations, pedestrian lighting upgrades, installations of green verge/street gardens and new cycleways.	The City continues to deliver actions from the Liveable Green Network strategy through our footpath renewals and upgrade programs, pedestrian access improvement programs, cycling programs, the rollout of an upgraded street furniture suite, pedestrian lighting works, construction of traffic and pedestrian facilities and the addition of green space along our streets as part of these programs.			<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Walking</b>		
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 continues to advocate for greater priority for people walking in the city centre via the City Centre Action Plan. This includes advocating for reducing waiting times, improving space and improving quality of the public domain for people walking. Improving priority for pedestrians in the City Centre is also one of the draft outcomes as part of the Strategy for Streets work we are undertaking in collaboration with Transport for NSW (in progress).	<b>On Track</b>
<b>Cycling - city centre</b>		
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. The City is constructing cycleways on King Street (between Pitt and Phillip Streets) and Pitt Street (between King and Alfred Streets), and will soon start construction on College Street, all funded by Transport for NSW. Oxford and Liverpool Street cycleway and Castlereagh Street cycleway are approved and in detailed design stage.	<b>On Track</b>
<b>Partnerships</b>		
Collaborate with the State Government to implement the George Street south pedestrianisation project.	We continue to work with Transport for NSW to implement the George Street pedestrianisation project. Works are complete between Bathurst Street and Rawson Place, with the section between Rawson Place and Railway Square on track for completion late this year.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Modal shift</b>		
Promote the benefits of walking and cycling.	<p>The City of Sydney cycling courses teach people to ride safely, legally and courteously. A total of 96 adults did the cycling course, plus 39 staff who did the staff version. As well, 88 people did the bike care and maintenance course and 679 young children attended the balance bike clinic to learn how to ride.</p> <p>In response to the strong interest in riding with children, 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. Over 2,000 people accessed the resources to support families to ride safely.</p> <p>The City of Sydney ran programs to support residents of Ashmore and Green Square areas to ride, including guided rides, bike tune-up sessions, pop-up bike maintenance classes in parks, local cycling courses and e-bike loans.</p>	<b>On Track</b>
<b>Walking and cycling for leisure</b>		
Lead and/or support events celebrating and focusing on walking and cycling. Promote attractive routes and open spaces.	The City of Sydney has run a program of Guided Rides, focused on the Ashmore and Green Square areas, to encourage residents to explore their local area and showcase safe bike routes to popular destinations.	<b>On Track</b>
<b>Monitor</b>		
Monitor walking and cycling participation and trips, attitudes and safety.	City staff continue to monitor complaints, issues and comments and respond accordingly.	<b>On Track</b>

## Behaviour

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

The City of Sydney ran 47 "Share the Path" onsite education sessions to speak with people riding and walking about courteous behaviour on shared paths. During these sessions we gave out 1,420 maps, 278 bells and 64 sets of lights and 426 bike tune-ups.

**On Track**

The City of Sydney cycling courses teach people to ride safely, legally and courteously. A total of 96 adults did the cycling course, plus 39 staff who did the staff version. As well, 88 people did the bike care and maintenance course and 679 young children attended the balance bike clinic to learn how to ride

## 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.

The City and Transport for NSW are working together on delivering a Travel Demand Management program in Green Square which will encourage commuters to remode to active modes. It includes guided rides to the city centre and other destinations, bike tune-up sessions, pop-up bike maintenance classes in parks, local cycling courses and e-bike loans.

**On Track**

#### 4.S.1 Performance Measures

##### Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New separated cycleways provided	Km	2.89	7.51	0.47	0.12	0	0	0.42	0.54	Two separated cycleways were completed April 2022 in the Green Square Town Centre along Zetland Avenue between Joynton Avenue and Portman Street and along Portman Street between Hansard Street and Frog Lane.	On Track
New on-road cycleways provided/upgraded	Km	0.7	1.2	2.6	0	1.24	0	0	1.24	No new on-road cycleways were provided in Q4. The Cycling Strategy Bike Network completion has been focused on the design and approvals of separated cycleways.	Attention Required
Shared paths provided/upgraded	Km	2	0.13	2.4	0.37	0	0	0	0.37	No new shared paths were provided in Q4. The Cycling Strategy Bike Network completion has been focused on separated cycleways.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney	%	(26)	(5)	-	-	(10)	-	4	4	Increase of 4% in bike trips counted in peak hours in March 2022 compared to October 2021.	Indicator Only
Attendees at cycle safety courses	No.	233	336	-	0	23	45	59	127	An additional 59 adults during Apr-Jun 2022 (not including staff)	Indicator Only

##### Footpaths

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway renewed	m2	10,993	19,890	10,000	1,960	3,286	3,449	5,992	14,687		On Track
Footway replaced by green verge	m2	2,365	2,483	2,000	312	785	1,095	1,173	3,365		On Track
New granite infill paving	m2	1,000	4,072	1,500	67	0	1,325	108	1,500		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
<b>Public Domain Planning</b>		
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. Public domain opportunity assessment completed to respond to Hunter Street Metro proposal.	<b>On Track</b>
<b>Safety</b>		
Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.	<p>By end Q4, we had received 1105 applications for CCTV footage, with 745 items of footage released to support police in investigating and prosecuting offences. The City is also participating in a number of precinct security working groups to improve communication, services, and responses to incidents in public places.</p> <p>The City is also a member of a number of precinct security groups including, Martin Place, Pitt Street Mall , Circular Quay, St Andrews Square, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate and coordinate efforts to ensure the safety of crowded places.</p>	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Public domain improvements</b>		
Continue to deliver public domain capital works projects.	Continued progress in delivery of public domain capital works projects with continued development of future Public Domain capital works projects.	<b>On Track</b>
<b>Planning</b>		
Implement the Central Sydney Planning Strategy to enable commercial space and activity.	On 26 November 2021 the Local Environmental Plan was amended, delivering on the intent of the City's Central Sydney Planning Strategy. The City continues to assess site specific planning proposals consistent with the adopted Strategy. Seven planning proposals are being progressed under the Strategy. Two proposals: 757 George Street and Pitt and Hunter planning proposals were approved by Council and CSPC for exhibition.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Business space</b>		
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.	<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 scale-ups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space with a requirement for a proportion of startups to be founded by or employee people who identify as Aboriginal and Torres Strait Islander. The space is planned to open in late 2022 or early 2023, bringing 3,800 sqm of 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 purchased the building at 119 Redfern Street to establish a local Aboriginal knowledge and culture centre in Redfern. The building has 2 levels with a range of different spaces. It's highly visible and in a culturally significant location near the community and cultural services in Redfern. The City had been proactively engaging the local Aboriginal and Torres Strait Islander community to seek their feedback on how this place should be best used.</p>	<b>On Track</b>
<b>Tourism provision</b>		
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. Preparation has started for the relaunch of the Roaming Ambassador and Cruise Meet & Greet programs which are scheduled to commence in September 2022.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>City centre creative activity</b>		
Support and facilitate the growth of creative and cultural activities in the city centre.	We continue to support the cultural sector for outdoor events and are working with internal departments and external organisations to facilitate additional opportunities for the sector.	<b>On Track</b>

#### 5.S.1 Performance Measures

##### City centre public life

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway dining in the city centre	m2	2,273.74	2,498.74	-	2,651.28	2,823.22	3,099.96	2,980.1	2,980.1	This total area represents 174 footway consents/licences.	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
<b>Learning and Creative Programs</b>		
Deliver a welcoming cultural program within relevant City cultural venues.	Face-to-face, online and hybrid programming was delivered throughout the year, responding to the unfolding pandemic and lockdown orders. A total of 90 programs were delivered to over 2,000 community members across a range of talks, interactive webinars and creative workshops for adults and children. Highlights include First Nations and Paralympic Wikipedia Edit-a-thons, Makerspace programming at Darling Square Library, Auslan storytime and participation in NSW History Week. A total of 27 online Auslan and English Storytime videos were produced, supporting English acquisition in deaf and hard of hearing children and providing valuable exposure to Deaf culture for the wider community. The collection of videos have attracted almost 30,000 views to date. Of 775 survey responses across all programming throughout the year, 79% of people attending programs reported feeling welcome and included.	<b>On Track</b>
<b>Public Domain</b>		
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.	<b>On Track</b>
<b>Green Square</b>		
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 late 2022.</p> <p>Works 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>	<b>On Track</b>
Lead placemaking and coordinate community development and engagement activities for the growing Green Square neighbourhood.	With easing of Covid-19 restrictions, community programs were held face-to-face over Easter and Mother’s Day. A large Neighbour Day Festival was held in June which was coordinated with the Green Square library, Joynton Avenue Creative Centre and Mirvac. The City continues to work with Mirvac, a major landholder in the Green Square town centre, to facilitate the delivery of activation programs.	<b>On Track</b>

## Social Strategy

Implement the Social Sustainability Policy and Action Plan.	The social sustainability policy and action plan continues to be implemented across the organisation and with external partners. A multi-discipline working group has met throughout the year to share progress and outcomes. More than 70 per cent of Strategy Actions are either completed or In Progress which highlights the significant progress since launching in 2018. Flagship projects this year have included the conclusion of FoodLab Sydney, a partnership with the University of Sydney Law School and the Australian Hate Crimes Network to establish the Hate Crimes website <a href="http://www.hatecrime.com.au">www.hatecrime.com.au</a> , events and advocacy with ACOSS supporting the "Raise the Rate" campaign and the ongoing food relief work across those communities in most need.	<b>On Track</b>
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## 6.2 Our city is a place where people are welcomed, included and connected.

Major Programs	Progress To Date	Status
<b>Social Programs and Services</b>		
Implement the Inclusion Disability Action Plan.	<p>The City's Inclusion (Disability) Action Plan 2021-2025 was endorsed by Council in June 2021. Key highlights from the first year of implementation include:</p> <ul style="list-style-type: none"> <li>• 25 new Auslan and English Storytime videos were produced and published on the City's website.</li> <li>• The City delivered a marketing campaign and two community events to show support for the 2021 Australian Paralympic team and to help foster more positive attitudes towards people with disability.</li> <li>• The City became a Disability Confident Recruiter with the Australian Network on Disability and joined the Australian Human Rights Commission's Include Ability Employer Network to increase employment opportunities for people with disability.</li> <li>• eight new members joined the Inclusion (Disability) Advisory Panel.</li> <li>• People with disability were engaged in the review of the City's grants and sponsorship program to help the process be more inclusive and accessible.</li> </ul>	<b>On Track</b>
Offer affordable social programs and services that promote social inclusion, connection and participation.	<p>A total of 224 programs were offered, plus 125,212 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"> <li>• 2,573 subscribers to an e-newsletter helping new residents in urban renewal areas connect with each other and established communities</li> <li>• 320 attendances at the Youth in the City School Holiday Program</li> <li>• 76 attendances at eight online Moon Festival programs celebrating moon stories from eight cultures, including First Nations Peoples</li> <li>• nine facilities used by NSW Health to offer community Covid testing and vaccination</li> </ul> <p>A total of 32 city-wide social programs and events delivered 84 sessions and 2,934 attendances including:</p> <ul style="list-style-type: none"> <li>• 225 attendances at 11 Connect Sydney training and skills development sessions</li> <li>• 999 attendances at international student programs and events</li> <li>• 107 attendances at the online Wear It Purple forum and panel for LGBTIQ young people</li> <li>• 1,000 attendances at the Seniors Festival Comedy Show, Sydney Town Hall</li> </ul>	<b>On Track</b>

Deliver programs that support community safety.

The City supported vulnerable communities impacted by Covid-19 through Community Emergency Quick Response Grants, the distribution of cloth masks and rapid antigen tests, as well as food relief donations to OzHarvest, Foodbank and SecondBite. As a result, 32,348 food hampers, 49,401 meals, 8,470 bags of fresh fruit and vegetables, and 29,477 kilograms of requested products have been distributed through a network of 60 local services and businesses.

**On Track**

The City hosted four forums attended by over 170 sector representatives responding to domestic and family violence and sexual assault, addressing inclusive service design, practice and resource development. The City worked with the Women and Girls Emergency Centre, Full Stop Australia, Our Watch, and Gender and Disaster Australia to deliver capacity building and training workshops to prevent gender-based violence and to respond to domestic and family violence and sexual assault.

Key safety and crime prevention messaging was provided monthly to residents on topics including emergency preparedness, Covid-19 key support information, scam protection, parcel theft and domestic violence.

## Social Justice

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

During September 2021 the City of Sydney partnered with the Australian Council of Social Service (ACOSS) to run a high profile online event and panel discussion as part of the 'Raise the Rate' advocacy campaign for income support payments. The event featured guests from The Asylum Seekers Centre, Homelessness NSW and Mudgin-Gal Aboriginal Women's service and attracted more than 250 attendees. Another key advocacy activity this year has been our ongoing work in enabling food relief within the City. This culminated with the Parliamentary Inquiry into food supply and distribution in NSW. The City made a comprehensive submission and attended a public hearing as an expert witness to discuss key issues and recommendations for Sustainable and inclusive food systems. Lastly the City has been playing a significant role in working with Department of Communities and Justice through their social cohesion workshops and the development of a Social Cohesion Maturity Matrix to be used across NSW councils.

**On Track**

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

### Major Programs

### Progress To Date

### Status

#### Information and research

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

Surveys, case studies & reports section of the City's website updated with latest data for external users. The 2021 Estimated Resident Population has been updated. The 2021 Census results are being updated from late June 2022.

**On Track**

#### Support small business

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

The City supported 14 precinct activation grants to the value of \$3,000,000 to support the development of emerging and existing micro precincts in our LGA, such as Hollywood Precinct (Surry Hills) and Quay Quarter (Circular Quay). A series of place-based festivals were held across the LGA with support from the City, including Pyrmont Festival; Whiskey on the Rocks; Delicious Month Out and Archie Rose Festival.

The City delivered capacity building programs to help businesses adapt, innovate and thrive in light of the pandemic, including

- 1) Reboot Webinars, a 9-week webinar series to help improve digital skills, which attracted +3,600 businesses;
- 2) FashTech Lab, a 6-month program in partnership with Australian Fashion Council for ten fashion brands to learn how to adopt 3D design technology to help reduce costs, textile waste and carbon;
- 3) Charge Up Challenge, a 10-week accelerator program for small businesses to strengthen their business models, innovate and grow.

In June the City delivered the 2022 Visiting Entrepreneur Program, a series of 17 free events across 10 days featuring 11 global thinkers and 35 local experts across emerging tech sectors. The program, supported by Tech Central, attracted 2,600 people, with 84% of attendees stating the program helped raise the profile of Sydney's startup ecosystem.

**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
<b>Community Planning</b>		
Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.	Strategic social planning advice is provided on City, developer and State Government projects to inform social impact and community infrastructure delivery to meet the changing demographics and needs of the local community. Key projects where this advice has been provided include the Waterloo (South) redevelopment, the Pymont Place Strategy and Blackwattle Bay State Significant Precinct, the Central Station State Significant Precinct and planning for the future provision and upgrade of City owned and operated community buildings.	<b>On Track</b>
<b>Community well-being</b>		
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.	The City's education and care services have supported essential workers through the Covid-19 pandemic by continuing to operate long day care, occasional care, pre-school and outside school hours care. Highlights include: - 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 - Celebrating cultural awareness across all our services, through a range of celebrations including NAIDOC Week and Harmony Day offering activities such as reading stories, learning the importance of Acknowledgement of Country, learning key words in different languages and learning about and celebrating cultural differences - Providing excursion opportunities to children to re-engage with the community including visits to the theatre, museums and aquatic centres	<b>On Track</b>
Support a diverse, inclusive and accessible range of community programs and projects through community facilities.	A range of free online and face to face programs were offered to ensure community social inclusion, connection and participation. A total of 224 programs were offered, with 125,212 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. Highlights: • 7,867 total attendances across all community centre programs offered online • 13,830 attendances at targeted initiatives to improve community health and wellbeing • 62 programs to increase inclusion and diversity • 46 accessible programs offered to people with disability • 17 programs to improve digital literacy and inclusion	<b>On Track</b>
<b>Community Facilities Delivery</b>		
Develop a property portfolio that ensures community facilities optimise opportunities and community needs.	The Community and Service Property Strategic Assessment and Opportunities Report has been finalised and provided to stakeholders.	<b>On Track</b>
<b>Parks and recreation facilities</b>		
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: The Sports field development program includes planning for outdoor synthetic fields at Perry Park, The Crescent, and new synthetic sports field and courts at Alexandria Park Community School which is due for completion August 2022 Project to repair and enhance cricket nets at Sydney Park, will commenced July 2022 and completion expected in Q2 2022. Perry Park Recreation Centre- additional two indoor courts completed. The Crescent skate park in Federal Park completed.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Social services</b>		
Refer to 6.3.2 "Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business."	Refer to report under 6.3 Support small business.	<b>On Track</b>
<b>Social strategy, research and planning</b>		
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. The 2021 Census data was released at the end of June 2022, and will be updated accordingly.	<b>On Track</b>
<b>Emergency Planning</b>		
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.	<b>On Track</b>
<b>Customer service</b>		
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 June 2022, the Contact Centre (including City Concierge and the Community Hotline) responded to 195,408 contacts via phone, email, mail and in-person. The City's on-line services received 293,067 service, application and payment requests from the community.	<b>On Track</b>

## 6.S.1 Performance Measures

### Local economies

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway dining in the village centres	m2	3,021.06	4,738.61	-	5,237.26	5,425.42	5,557.57	5,620.2	5,620.2	This total area represents 494 footway consents/licences.	Indicator Only
Economic grants approved by the City of Sydney	\$ '000	3,656.77	6,161.93	-	874.57	628.56	0	3,705.06	5,208.19	This year a total of 82 economic grants were approved by Council for a total of \$5,208,189 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, Matching Grants and Precinct Activation Grants. This includes support for a public art activation in Haymarket and a six week activation of local bars and restaurants in the Commonwealth Street precinct in Surry Hills.	Indicator Only

### Libraries and learning

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	86,048	83,853	-	84,679	81,903	85,931	89,858	89,858	Library membership has increased by 7%.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,470.43	1,128.72	-	148.21	309.73	334.21	334.14	1,126.29	Community continued accessing both physical (599,414) and digital (526,857) items throughout the year with 1% decrease in physical loans and 1% increase in digital usage	Indicator Only
Attendance to City libraries	000	1,266.72	293.11	-	0.25	92.65	128.22	146.08	367.2	This year saw post lockdown community confidence grow with overall 25% (366,901) increase in attendance at branches from 21/22 (293,110). Recovery continues with attendance still 71% down from 19/20 (1,266,718) also due to a three month lockdown period from July to October 2021.	Indicator Only

### Child & Family Services

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
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	174	48	853	The effects of the pandemic has resulted in a minimal decrease of 4% compared with the same year to date figure last year (891)	Indicator Only

Approved early education and care places (long day care, occasional care and preschool) in the City	No.	-	7,318	-	-	-	-	7,427	7,427	This represents a 6% increase compared with the 2019 baseline (7,001) and a 1.4% increase compared with the year to date figure last year (7,318)	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	12,852	15,363	53,766	Due to continued effects of the pandemic there was a decrease of 13% compared with the same period last year (15,363) and a decrease of 17% compared with the same year to date figure last year (64,742)	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	%	-	-	-	36.79	43.8	43.95	44.31	44.31	44% of sessions of care (6,808) that were provided to families were either at a discounted rate or free.	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	5,649	6,808	22,833	Due to the continued effects of the pandemic there was a decrease of 10% compared with the same period last year (7,606) and a decrease of 17% compared with the same year to date figure last year (27,479)	Indicator Only

#### Community health and well-being

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	72.5	86.25	85	95	95	99	100	97.25		On Track
Parks and open space managed by the City of Sydney	ha	211.9	214	191	-	-	-	214.3	214.3	There was a small increase in the area of parks and open space in FY2022 through the creation of new street gardens and landscaped traffic treatments.	On Track
Attendances at aquatic and leisure centres	000	1,179.75	1,258	-	5.71	310	419	320	1,054.71	Attendance figures have been impacted by Covid-19. Attendance was recorded at 1.054M compared to 1.258M the previous year. Occupancy is currently at 93% peak and 34% off-peak. The centre reopened with reduced capacity on 11 October 2021 and the enclosure of the two outdoor courts to create four indoor multipurpose courts was completed in November. Key sports programs, including social sports competitions and bookings have returned and have increased in attendance. The successful expression of interest process for regular and seasonal court hire run in early 2022 attracted 36 applications and resulted in an increase in the number of hirers and an increase in the diversity of user groups. Hirers	Indicator Only

include local schools, sports clubs, and community groups.

Peak Occupancy - Perry Park Recreation Centre	%	-	84.6	-	0	54	75	90	90	Occupancy is currently at 93% peak and 34% off-peak. The centre reopened with reduced capacity on 11 October 2021 and the enclosure of the two outdoor courts to create four indoor multipurpose courts was completed in November. Key sports programs, including social sports competitions and bookings have returned and have increased in attendance. The successful expression of interest process for regular and seasonal court hire run in early 2022 attracted 36 applications and resulted in an increase in the number of hirers and an increase in the diversity of user groups. Hirers include local schools, sports clubs, and community groups.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	-	78	-	98	87	89	77	77	Despite the impacts associated with the extended wet weather throughout the quarter, occupancy across all courts remains well above the industry average of 25%. St James Park courts in Glebe achieved the highest occupancy for the quarter of 77% of available booking time. The tennis court operations delivered a diversity of programmes including wheelchair tennis, Tennis NSW SHEROES program junior hotshots, holiday camps, come and try day for Cerebral Palsy Sport and Recreation Association and a new indigenous tennis program for children attending Jarjum College in Redfern.	Indicator Only

### Social Programs and Services

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Social grants approved by the City of Sydney	\$ '000	6,531.49	3,965.38	-	3,294.95	820.9	436.77	205.28	4,757.88	This year a total of 189 Social grants were approved by Council for a year to date total of \$4,757,883 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 Sponsorships, Matching Grants, Street Banners, Venue Support and the Community Emergency Quick Response Grants. This includes value-in-kind support for Sydney World Pride and support	Indicator Only

for the Alexandria Rovers rugby league team to purchase new equipment and uniforms.

Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	-	-	889.79	882.24	882.29	870.75	3,525.07	To date the value of revenue forgone by the City through Accommodation Grants Program for social initiatives totalled \$3,525,069. This includes Beehive Industries at Palmer Street in Darlinghurst and the Gay and Lesbian Rights Lobby at Benledi House in Glebe.	Indicator Only
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	1,340	2,499	4,491	There has been an increase of 64% compared with the same period last year (1,522) and an increase of 4.7% compared with the same year to date period last year (4,286)	Indicator Only
Meals provided through the City's Meals on Wheels service	No.	35,056	45,375	-	12,852	12,335	11,205	11,694	48,086	There was an increase of nearly 3% compared with the same period last year (11,358) and an increase of nearly 6% compared with the same year to date period last year (45,375)	Indicator Only
Percentage of bookings of City Spaces facilities and venues at community rates	%	-	-	-	0	48	48	49	49	The percentage of community rate bookings has increased by 1% to 49%. This does not include self-help groups who receive a further 50% discount on the community rate. This was a further 215 bookings this quarter.	Indicator Only
Overall attendance at City Spaces	No.	604,492	66,949	-	5,715	23,276	35,717	60,504	125,212	Community Centres have continued to increase programs and events and overall attendance this quarter. This result represents a 34% increase on the same period last year (39,738) and a 87% increase compared with the year to date figure last year (66,949). It is important to note that due to a three month lockdown period from July to October 2021 figures are significantly lower this financial year.	Indicator Only

### Companion animals

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded	No.	142	113	-	13	17	30	19	79	11 dogs and 8 cats impounded in Q4.	Indicator Only
Dog attacks	No.	145	118	-	24	39	26	38	127		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
<b>Creative Public Domain</b>		
Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.	<p>The 2021 Australian Life and Little Sydney Lives exhibitions were presented online in September 2021.</p> <p>Art &amp; About realised four major installations: large scale mural As One Door Closes, Another Opens by Will Cooke, I AM RESPONSIBLE by Kristian Molloy, Here Lies Your Story by Fenella Kernebone and TIDAL by Mike Daly. Two other projects from the 2021-2022 EOI are currently in development.</p>	<b>On Track</b>
Deliver hoardings activation program throughout the city.	<p>The Creative Hoardings program requires builders and developers to use Site Works, bespoke artworks or historic images, to improve the visual impact of construction sites in the City. The program has continued throughout pandemic lockdowns. A total of 133 of the current suite of Site Works licenses have been approved for installation in the public domain since their release in September 2019. Additionally, all 10 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. A total of 94 artwork licenses have been issued to date for use outside hospitality venues.</p>	<b>On Track</b>
Delivery of public art projects in the public domain as part of the City Art program.	<p>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 late 2022. In addition to this, there are currently two temporary artworks installed in laneways off George Street to assist in activating the City as part of the City Art Temporary Laneway program. A third artwork the 'Barlow Street Forest' is undergoing a redesign to allow the remnant Eastern Suburbs Banksia Scrub to remain as a permanent pocket of green in the City.</p> <p>A series of free public art tours have been offered to the public as part of the City Art Public Art program, allowing people to experience and engage with the City Centre and Chinatown through public art.</p> <p>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 late 2022.</p> <p>The Eora Journey is progressing with 'bara' by Judy Watson launched with a community celebration on 28 May on the Tarpeian Lawn above Tubowghule (Bennelong Point).</p> <p>'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.</p> <p>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. Significant conservation of Boy and Paddle Fountain in Paddington, Glebe Point Road Seats and the Glebe war Memorial is complete with major works to the Archibald Fountain and Wuganmgulya (Farm Cove) are currently underway.</p>	<b>On Track</b>
<b>Living History</b>		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	<p>The City continues to deliver an array of public programs to share Sydney's history, heritage and culture to a wide range of audiences, and participated in both History Week and Heritage Festival this year. The historians contribute to the heritage interpretation signage in our parks, and provides advice to staff, the media and the general public on a range of historical issues. A new walk exploring the Darlinghurst area was commissioned and a walk around Zetland and Green Square was published. Two history-focussed exhibitions were on display in Customs House this year: 'Developing Sydney: Capturing Change, 1900-1920' and 'The Customs House'. Work continues on digitising the oral history collection.</p>	<b>On Track</b>

## 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
<b>Creative Participation Programs</b>		
Deliver cultural infrastructure programs and liaise with providers to deliver programs.	<p>107 Projects (107), at Joynton Avenue Creative Centre achieved an occupancy rate of 89% over FY21/22 by supporting 17 creative tenants with access to subsidised office and creative space. Programming included ARTiculate, a month long art, culture and music exhibitions aimed at providing a voice to marginalised communities, the Boobook Owl arts project with First Nations artists Nadeena Dixon and ArtSomewhere workshops including special guest edition with 2022 Archibald winner, First Nations artists Blak Douglas. In June 107 partnered with Mirvac to deliver the Green Square Block Party with a day of music, food and creative activities.</p> <p>Brand X, operator of East Sydney Community and Arts Centre achieved occupancy of 62% over FY21/22. Programs included Flying Nun which provides access to rehearsal space, marketing technical and short-run productions to develop and support emerging artists and Protoshop where artists can test a short-run of their creative practice in a retail platform.</p> <p>The City of Sydney Creative Studios opened in May offering state of the art, purpose-built spaces for performers, dancers, musicians, film and theatre makers, digital creatives and visual artists. Operated by not-for-profit arts organisation Brand X, this facility provides creatives with access to affordable space on both a casual or short-term basis, through to longer-term tenancies and ensures equitable access for all.</p>	<b>On Track</b>

## 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
<b>Regulatory Reform</b>		
Develop planning and regulatory reforms to support the provision of cultural infrastructure and activities.	The Open and Creative Planning Reforms, including encouraging later opening shops, new controls for cultural activities and new entertainment sound planning controls were approved by Council and 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 considering a potential trial of Special Entertainment Precincts. The City's Planning Proposal and DCP for Oxford Street has progressed, with Council approving the controls to be made at the April Council meeting. the new controls seek to increase the provision of cultural and creative floorspace in the Oxford Street precinct.	<b>On Track</b>
<b>Audience Development</b>		
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>This year a total of 93 cultural projects were approved by Council for a total value of \$2,509,393. These projects were awarded through the City's Festivals and Events Sponsorship (Artform), Cultural and Creative Grants &amp; Sponsorships, Quick Response Grants, Street Banner Sponsorships, Knowledge Exchange Sponsorships and Venue Hire Support programs. This includes start-up support for an LGBTIQA+ museum in Darlinghurst and venue hire support for an exhibition of traditional Ukrainian arts and crafts.</p> <p>A total of \$2,874,252 in rent foregone was provided to cultural organisations through our Accommodation Grant Program for long term use of the City's spaces, which includes Women in Film and Television at the Rex Centre in Elizabeth Bay, and Pride History Group at Benledi House.</p>	<b>On Track</b>

## Sector Development

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

The City has collated a regular digest email of crisis support information, funding and collaborative opportunities relating to the sector, which were distributed regularly to cultural tenants and cultural grant recipients. 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. Face to face intensive programs include the ARTSELERATE capacity building program funded by the City and produced by Creative Plus Business and the Making Space for Culture incubation program funded by the City and delivered by Left Bank Co.

**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 completed four of the seven public art projects in the Eora Journey; Recognition in the Public Domain program, curated by Hetti Perkins, to take place over a 10 year period. 'bara', Monument for the Eora by artist Judy Watson was launched with a community celebration on 28 May 2022 on the Tarpeian Lawn above Tubowghule (Bennelong Point).  
Yananurala (formerly the Harbour Walk), 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 installed at significant points along it's 9km length.  
The second stage of the Redfern Terrace project which sees the terrace house on the corner of Caroline and Hugo Streets, Redfern transformed into a living Museum is in development with early consultation anticipated to commence in late 2022.

**On Track**

#### Reconciliation Action Plan

Implement the Stretch Reconciliation Action Plan.

The Stretch Reconciliation Action Plan is being implemented by staff who report quarterly on the status of their deliverables. There are quarterly meetings with the RAP working group and an annual report is provided to Council and the City's Aboriginal and Torres Strait Islander advisory panel.

**On Track**

## 7.S.1 Performance Measures

### Culture and creativity

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	5,767.88	3,268.36	-	1,734	503.36	8.5	268.33	2,514.20	This year a total of 93 cultural projects were approved by Council for a total value of \$2,514,191. 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 start-up support for an LGBTIQ+ museum in Darlinghurst and venue hire support for an exhibition of traditional Ukrainian arts and crafts.	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	662.9	666.31	2,874.25	To date the value of revenue forgone by the City through the Accommodation Grants Program for cultural initiatives totalled \$2,874,251. This includes Women in Film and Television at the Rex Centre in Elizabeth Bay, and Pride History Group at Benledi House.	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	85	78	-	75	46	63	67	67	The City provided 33 spaces to 67 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. There has been a steady increase in the number of organisations throughout the year due to shared work space arrangements slowly developing again after being heavily reduced by Covid-19 lockdown and the City's community venues for hire being closed.	Indicator Only
Creative personnel supported by City of Sydney programs	No.	11,699	6,051	-	-	3,170	-	5,854	9,024	Creative personnel have been engaged primarily through creative spaces programs, Major events, cultural programs, and Library events. This year, the pandemic prevented the City from delivering some programs and events, therefore fewer creative personnel were engaged.	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
<b>Housing supply</b>				
Continue to facilitate an Alternative Housing Ideas Challenge.	2022	100	The City continues to explore Affordable Housing initiatives including the Ideas Challenge with select Community Housing Providers.	<b>Complete</b>

Major Programs	Progress To Date	Status
<b>Housing supply</b>		
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 was adopted by Council in 2020 and has been granted conditional approval by the Department Planning 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.	<b>On Track</b>
Monitor the balance of residential development to non-residential development in the city including the quantity and type of dwelling types.	As at 30 June 2022 there were: <ul style="list-style-type: none"> <li>• 11,321 private residential dwellings approved or under construction in the city</li> <li>• 3,793 non-private residential dwellings approved or under construction in the city</li> <li>• 2,203 private residential dwellings lodged but not yet approved in the city</li> <li>• 1,373 non-private residential dwellings lodged but not yet approved in the city</li> </ul> In the fourth quarter of 21/22 there were: <ul style="list-style-type: none"> <li>• 267 private dwellings completed</li> <li>• 45 non-private dwellings completed</li> </ul>	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Partnerships</b>		
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. Council endorsed the sale of surplus land at Bourke Road, Alexandria to Bridge Housing in Q3 and this is progressing toward a heads of agreement and contract.  In June 2021, St George Community Housing opened its 160-unit development on the former City depot in Redfern. At Green Square, the sale to City West Housing has completed and development approvals are progressing.	<b>On Track</b>
<b>Planning</b>		
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. In June 2022 Council resolved to public exhibit a planning proposal to align contribution rates Ultimo/Pymont with the rest of the LGA. Planning proposals for NSW Land and Housing Corporation sites at Cowper Street, Glebe and Elizabeth Street, Redfern and Waterloo Estate (South), Waterloo, 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.	<b>On Track</b>

### 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
<b>Advocacy</b>		
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 where the City is advocating include the Waterloo (South) redevelopment, the Pymont Place Strategy and Blackwattle Bay State Significant Precinct, the Central Station State Significant Precinct, 600 Elizabeth Street, Redfern and North Eveleigh Precinct Renewal site. The City continues to communicate with and support the Waterloo community as the State Government reviews feedback received during the public exhibition process for the planning proposal.	<b>On Track</b>
<b>Capacity Building</b>		
Provide and support community capacity building initiatives in social housing neighbourhoods.	<p>The City works with state and local services to support social housing tenant representatives through the Waterloo Wellbeing and Safety Action Group and five local Neighbourhood Advisory Boards. City grant programs funded:</p> <ul style="list-style-type: none"> <li>• Counterpoint Community Services to provide capacity building and community development for social housing residents through the NSW Government's Waterloo Social Housing Estate redevelopment.</li> <li>• Counterpoint Community Services annual volunteers awards in May</li> <li>• The Woolloomooloo Neighbourhood Advisory Board to produce a community directory for local social housing residents.</li> </ul> <p>The City supported social housing residents to plan for and respond to emergencies through:</p> <ul style="list-style-type: none"> <li>• Online emergency preparedness sessions in partnership with the Red Cross and NSW State Emergency Services, with over 90 social housing residents and frontline workers attending.</li> <li>• Distribution of 500 emergency preparedness handbooks and 40 emergency preparedness packs in community languages for Russian and Chinese speaking residents.</li> <li>• Covid-19 Social Housing Support webinar in partnership with social housing residents and local government organisations.</li> </ul> <p>The City hosted Pet Day 2022 in June to promote healthy pet ownership and enhance community connection and safety. Pet Day attracted 500 social housing residents and 264 companion animals. The Cat Protection Society, RSPCA, Animal Welfare League, local veterinary clinics and students provided free pet health services and advice.</p>	<b>On Track</b>
<b>Partnerships</b>		
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties.	<p>The City worked with NSW Health, Department of Communities and Justice and non-government organisations to support Covid-19 testing and vaccinations by providing City venues to NSW Health and distributing up to date information to residents, including supporting 23 vaccination and testing clinics. The City provided free clinical sharps waste collection to pharmacies providing vaccinations.</p> <p>The City works in partnership with Department of Communities and Justice and NSW Land and Housing Corporation to respond to safety and amenity issues. A total of 212 issues were escalated to the social housing operations group with 18 remaining open, reflecting 91.5 per cent issues resolved relating to rat abatement, illegal dumping, waste management and maintenance.</p> <p>The City supported the development of a Waterloo human services action plan led by State Government to address the current and future needs of the Waterloo social housing community in advance of the redevelopment of the Waterloo estate.</p>	<b>On Track</b>
Collaborate with the NSW Government to ensure the renewal of the housing estates are well planned and delivers improved social outcomes.	The City's planning proposal for Waterloo Estate (South) was approved by Council in February 2021, however the State Government took back the plan making authority in March 2021. The planning proposal has now been exhibited and the City made a submission. The City continues to advocate for more social housing and affordable housing than what is proposed by the NSW Government.	<b>On Track</b>

## 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
<b>Housing solutions and support services</b>		
<p>Advocate for innovative responses, and build the capacity of City staff, non-government services and the community to contribute to preventing and reducing homelessness.</p>	<p>The City continues to advocate for the needs of individuals experiencing homelessness.</p> <p>Highlights:</p> <ul style="list-style-type: none"> <li>• Chair of the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART) case coordination group, Non Resident Case Coordination Group and Non Resident Working group</li> <li>• Developed federal submission on the National Affordable Housing Agreement (NAHA) on behalf of the Council of Capital City Lord Mayors (CCCLM)</li> <li>• Provided Personal Protective Equipment (PPE) and health information to people sleeping rough</li> <li>• Advocated for emergency accommodation for non-residents and supported the temporary housing of 20 non-resident people sleeping rough</li> <li>• Held monthly place-based meetings with mobile voluntary services and provided up to date health information in partnership with NSW Health</li> <li>• Worked with partners in State Government and NSW Health to design localised guidelines for working within Boarding Houses.</li> <li>• 279 outcomes were recorded for the Woolloomooloo Integrated Support Hub (WISH) and provided information and support to people experiencing or at risk of homelessness.</li> </ul>	<b>On Track</b>
<b>Service coordination collaboration and capacity building</b>		
<p>Partner and support the delivery and coordination of services to link people sleeping rough with services and support.</p>	<p>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 3,497 people since March 2019 and 356 people have been housed since March 2017.</p> <p>Highlights:</p> <ul style="list-style-type: none"> <li>• 147 people assisted to exit homelessness and 144 people prevented from entering homelessness as a result of programs funded by the City</li> <li>• Provided support to services assisting non-resident people leaving emergency accommodation</li> <li>• Provided outreach support during significant extreme rain events, including additional sleeping bags and clothing and the coordination of Mobile Voluntary Services (MVS).</li> <li>• Two responses conducted under the Emergency Response Protocol for People Sleeping Rough in partnership with Department of Communities and Justice and St Vincent's Health Network.</li> </ul>	<b>On Track</b>
<b>Services</b>		
<p>Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.</p>	<p>The City conducted the Street Count in February 2022. There were 225 people sleeping rough across the local government area (LGA) and 269 people occupying crisis and temporary accommodation beds. The February 2022 result represents a 17 per cent decrease from the February 2021 count of 272 people sleeping rough.</p> <p>The City Public Space Liaison Officers patrolled throughout the pandemic, seven days a week, including during periods of heavy and extreme rainfall, to provided partners, including the Department of Communities and Justice (DCJ) and NSW Health, with information about the needs of people street sleeping, and the numbers of people requiring support.</p>	<b>On Track</b>

## 8.S.1 Performance Measures

### Housing

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New dwellings approved	No.	1,661	1,079	-	1,013	1,327	104	356	2,800		Indicator Only

### Affordable rental housing

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units resulting from NSW government operations including Redfern Waterloo affordable housing levy	No.	-	-	-	-	-	-	114	114	Includes built housing resulting on State Government renewal sites (but not from any other City assistance). Also to include housing at Pemulwuy, Common Ground, Barangaroo, housing resulting from Redfern-Waterloo Authority Affordable Housing Program.  Note this had not been previously counted, but now will be going forward.	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the city area	No.	859	859	-	-	-	-	859	859		Indicator Only

### Homelessness

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	264	229	-	32	34	36	45	147	This represents a 36% decrease compared to same year to date period (229) last year. This is in part due to funding changes and reduction of housing pathways post lockdown.	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	193	145	-	36	35	26	47	144		Indicator Only
People sleeping rough in the city area	No.	334	272	-	-	0	-	225	225	This represents a 17% decrease compared to the same year to date period last year (272), noting that the street count occurs in February and August each year.	Indicator Only
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	0	0	1,414.89	This year six grants were approved by Council for a year to date total of \$1,414,885 cash. Support was provided through the Community Services Grant to provide specialist Homelessness Services in the Inner City area.	Indicator Only

## 9 Sustainable development, renewal and design

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

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

Major Programs	Progress To Date	Status
<b>Advocacy</b>		
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 Waterloo Estate (South). The City also published a design review of the Blackwattle Bay scheme. The City is continuing to engage with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure.	<b>On Track</b>
<b>Integration</b>		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City has executed 14 new Planning Agreements with the private sector this financial year. The Agreements will deliver new and upgraded public infrastructure including roads, footpaths, public open space and public domain upgrades delivered in association with development.	<b>On Track</b>

### 9.2 The city is beautiful, sustainable and functions well.

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Strategic Planning</b>				
Update the Local Environment Plan and Development Control Plan to implement the sustainability actions in the Local Strategic Planning Statement.	2022	60	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.	<b>On Track</b>
<b>Major Programs</b>				
<b>Design partnership</b>				
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 were successfully undertaken by video link.			<b>On Track</b>

## 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 Pymont Place Strategy, Tech Central and the Strategy for Streets.	<b>On Track</b>
Develop opportunities with state agencies that support the development of infrastructure for recreation and community facilities.	<p>Work continues on the Green Square Public School and Community Spaces on the former South Sydney Hospital Site Stage 2. This is a joint project with the Department of Education. The project will deliver both dedicated and shared community spaces, including a multipurpose court, communal hall and multipurpose indoor spaces. The demolition phase is complete. The State Significant Development Application was assessed and approved by the CSPC in May under delegation. The main works builder has now been contracted.</p> <p>Work on the Alexandria Park Community School joint project with the Department of Education is nearing completion. The project will deliver new indoor facilities, outdoor multipurpose courts and a competition standard synthetic sports field that will be available for hire by the community.</p>	<b>On Track</b>

## 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
<b>Public Domain Infrastructure</b>				
Continue the implementation of the Wayfinding Strategy.	2023	99	All precinct packages complete. Current work outstanding include signage for George Street south pedestrianisation project and Yananurala Walk signage.	<b>On Track</b>
Crowded Place Protection – prepare Design and Assessment Guidelines for protection measures on City owned or managed land.	2022	95	Draft guidelines completed and undergoing further review on risk assessment levels prior to finalisation.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Public Domain Infrastructure</b>		
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.	<b>On Track</b>

## Public space planning

Develop initiatives arising from the City's Open Space and Recreation Needs Study, and Public Domain Studies.	<p>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 .</p> <p>The George Street south pedestrianisation project will deliver on City's George street boulevard concept as well Chinatown Public Domain Plan outcomes at Hay Street, Ultimo Road and Thomas Street.</p>	<b>On Track</b>
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## 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 financial year, planning agreements were executed for 320-322 Botany Road, Alexandria and 881-885 Bourke Street, Waterloo which both provide new public open space along with other community infrastructure and the planning agreement for 187 Thomas Street which provides for new through site links and a publicly accessible plaza.	<b>On Track</b>
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#### 9.4 Sydney plans for the long-term and the benefit of future generations.

Major Programs	Progress To Date	Status
<b>Stormwater infrastructure Program</b>		
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	The interim floodplain management policy is being implemented through the development approval process. The City provides technical advice on various proposed flood risk mitigation measures and collaborates with other authorities regarding shared catchment flood risk mitigation issues, drainage improvement and subsequent flood risk mitigation.	<b>On Track</b>
<b>Program delivery</b>		
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. Construction of Portman Street and Zetland Avenue in the Green Square town centre is complete. The Drying Green park is 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. Community programs and events have continued with easing of Covid 19 restrictions.	<b>On Track</b>
<b>Strategic planning</b>		
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 and adopting new controls for the Botany Road corridor, Oxford Street and North Alexandria precincts in mid 2022. The City is now reviewing planning controls for the Pyrmont Peninsula inline with the NSW Pyrmont Place Strategy.	<b>On Track</b>

#### 9.5 The urban environment promotes health and wellbeing.

Major Programs	Progress To Date	Status
<b>Planning policy</b>		
Collect, analyse and report data within the Community Indicators framework to inform priority programs and services for the community.	There have been no updates to the Community Wellbeing Indicators (CWI) in the past six months. Wellbeing indicators data has been used to work on the Special Entertainment precincts. Census, Wellbeing Suvey and Floor Space and Employment survey data will be updated in the next twelve months.	<b>On Track</b>

## 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	61.2	62.9	62.9	Issues impacting DA assessment times include a change in assessment processes/systems following the introduction of new ePlanning assessment tool.	Attention Required
Average processing time for construction certificates	Days	6.85	7.28	10	7	6	7.6	11.3	7.98	Construction Certificate mean average was up for the quarter. However, the overall target of 10 days was within the set performance target of 10 days for the year.	On Track
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	42.9	31.65	40	33.85	32.5	37.4	38.3	38.3		On Track
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	55	42	45	46	48	52	52	52	Issues impacting DA assessment times include a change in assessment processes/systems following the introduction of new ePlanning assessment tool.	Attention Required
Average time to determine 90% of footway applications	Days	31.7	12.26	35	3.2	10.1	11.6	11.6	11.6		On Track
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	24	15	20	15.1	15.9	29	19.4	19.4		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	5	5	16	The City received five new offers during the quarter.	Indicator Only
Voluntary Planning Agreements executed	No.	16	17	-	5	2	5	2	14	The City executed two new planning agreements during the quarter.	Indicator Only

## 10 Implementation through effective governance and partnerships

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

10.1 The City of Sydney is well governed.		
Major Programs	Progress To Date	Status
<b>Compliance</b>		
Continue to deliver programs to embed risk management principles into organisational decision making.	The risk management element of the new Governance, Risk and Compliance system is in the final stages of development and anticipated to Go Live before the end of July. 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.	<b>On Track</b>
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan.	The City revised its COVID-19 Isolation and Return to the Workplace Protocols in line with changing health advice and implemented daily RAT testing for household contacts to allow employees to continue to work. The City also developed an online form and Power app to track COVID-19 cases and RAT testing results. A new SMS procedure for Managing Psychosocial Hazards at Work has been developed which is based on the new Code of Practice for Managing Psychosocial Hazards at Work (SafeWork NSW 2021).	<b>On Track</b>
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, an induction program was conducted in early 2022 to ensure all Councillors were 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. Information on training programs offered by LGNSW has been provided to all Councillors.	<b>On Track</b>
Monitor compliance with information provision legislation, making frequently requested information publicly available where possible.	The City increased online release of the most frequently requested information through the Archives and History Resources Catalogue and Find a DA. This year, approximately 9,800 digital items were added to the catalogue, which saw over 1.3 million page views from 143,500 community users.	<b>On Track</b>
Continue to implement a risk based and comprehensive annual Internal Audit plan for the City in accordance with the Internal Audit Charter.	<p>The Internal Audit three year plan (FY2022/23 - FY 2024/25) was approved by the Audit Risk and Compliance Committee on 26 May 2022. A tender process is currently under way for a panel of firms to undertake our internal audits under this plan.</p> <p>All internal audits for the FY2021/22 plan either have been tabled or will be tabled at either the August or December 2022 Committee meetings. Additionally, the Internal Audit Charter was tabled and approved at the 26 May 2022 meeting of the Committee. There were no new amendments in the document while we await the final version of new guidelines to be issued by the Office of Local Government.</p>	<b>On Track</b>
Ensure all electoral processes are well managed and meet legislative requirements.	<p>The City produced Non Resident Electoral Rolls for the 2021 local government election, which were verified by the NSW Electoral Commission.</p> <p>Since the election, The City has supported the NSW Electoral Commission in their management of the apparent failure to vote process as it relates to non-residents.</p> <p>A methodology and plan is presently being finalised to ensure the City manages its legislative requirements for the 2024 election.</p>	<b>On Track</b>
Develop and implement a program of managing Crown Lands, to ensure compliance.	<p>Minister's consent was received for 16 x Crown Land Plans of Management on 18 February 2022. These plans were subsequently adopted by Council on 21 March 2022 and are now operational.</p> <p>The Hyde Park Plan of Management requires further external stakeholder consultation and will be submitted to Crown Lands for Minister's consent and reported to Council for adoption later in 2022.</p>	<b>On Track</b>

## Governance

Continue to deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City.

A review of the Privacy Management Plan has been completed. The draft Plan is currently being reviewed by the Information and Privacy Commission prior to being considered by the Executive in August 2022. The Fraud and Corruption Internal Reporting Policy has also been reviewed will be reported to Council for approval.

**On Track**

A new code of conduct awareness campaign has been implemented for 2022

A Working in Local Government activity was developed and hosted at the new starter welcome forum in May for 300 employees who started working at the City during the Covid pandemic and subsequent lockdowns. The Working in Local Government content for the new New Starter Induction Program eLearning module was also updated. Code of conduct training for new starters is presented on a monthly basis and a new code of conduct awareness campaign has been implemented for all staff for 2022.

The Register of Delegations from CEO to Director and Staff was reviewed and updated in June 2022. A post-election review of the CEO and Lord Mayor delegations has been completed and is scheduled to be considered by Council in August 2022. A revised control plan for delegations to contractors endorsed by the Executive and Audit Risk and Compliance Committee (ARCC) in February was implemented in May 2022 for a 12-month trial period.

## 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.

Resilient Sydney continues to support Sydney councils to respond and recover from ongoing shock events including the ongoing pandemic and lockdowns, extreme storms and recent damaging flooding. Resilience Ambassadors network meetings continue to connect councils, improve information flows to and from other levels of government and share best practice.

**On Track**

Highlights from Resilient Sydney Strategy implementation include:

Action 1: Thirteen Sydney councils are now preparing or have endorsed local resilience plans, with City of Ryde, Northern Beaches, Penrith, and Willoughby amongst councils who have finalised their strategies.

Action 9: Cool Suburbs rating tool launched in April 2022 enabling Sydney's planners and developers to assess cooling capacity of their developments. Discussions are underway to expand the tool's remit nationally

Action 13: Under the Collaboration Agreement with NSW State government agencies, Resilient Sydney Race2Zero program continues to deliver capacity building workshops and enhanced data tools to accelerate uptake of net zero targets and action by Sydney's councils. Fourteen Sydney councils have now set net zero targets and are taking action to reduce emissions across their LGA.

Action 16: Resilient Sydney continues to collaborate closely with four NSW Government agencies to source social cohesion and wellbeing data to monitor social resilience for every LGA in Sydney.

Action 23: Resilient Sydney partnered with Red Cross to amplify uptake of the Get Prepared app and local council communications for Emergency Ready week which prepares Sydney's communities better for shock events such as heatwaves and storms. 31 of 33 Sydney councils took part this year.

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

The City's new Community Strategic Plan Delivering Sustainable Sydney 2030-2050, the 2022-2026 delivery program, the 2022/23 operational plan and 2022 resourcing strategy were adopted by Council in June 2022. In June an addendum to the 2022/23 operational plan outlining the City's 2022/23 grants program was placed on exhibition for community feedback. The City's 2020/21 Annual Report including the End of Term Report was completed and published on the City of Sydney website, earlier in the year, in line with requirements.

**On Track**

Deliver programs to build a diverse and inclusive organisation.	The new EEO, Diversity & Inclusion Action Plan 2022-26 was finalised and adopted by Council.	<b>On Track</b>
Enhance our digital capability implementing key actions from the Digital Strategy and Information and Technology Strategic Plan.	Several digital projects were implemented including new digital newspaper equipment at Customs House library, and additional iPads to assist library users to check catalogue items. Further enhancements were made to the public DA search and a single sign-on solution for the public was deployed for library systems and the WhatsOn website. Work also continues to improve the payment processes experience and improve digitisation through online forms.	<b>On Track</b>
Implement actions and deliver programs to improve the experience of people using our services.	The Business Concierge service supported the Sydney Summer Streets program by visiting, calling and engaging 590 small businesses in Glebe, Pyrmont, Surry Hills, Redfern and Potts Point to inform them of the planned events and opportunities for participation. Due to the success of the Sydney Summer Streets program, Investment NSW acquired the services of the City's Business Concierge to engage with businesses on Kensington Street and Angel Place to encourage participation in the Sydney Street Party series. The Business Concierge service responded to 883 grant enquiries, related to the four rounds of community grants offered in 2021/2022.	<b>On Track</b>
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations.	The revised Asset Management Policy and Strategy with the inclusion of Resilience has been developed and endorsed by Council. New detailed long term asset management plans are currently being developed aligning to the new Asset Management Plan template. Resilience and environmental sustainability are areas of focus.	<b>On Track</b>
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.	An overview of the state of the economy and activity against the actions from the Community Recovery Plan are detailed in the accompanying final Community Recovery Plan quarterly report. While recovery is continuing and the city centre is now at 55% office occupancy, the pandemic is not over and the City's work continues to respond to the needs of the communities and businesses. The newly adopted Community Strategic Plan will now set the strategic directions for this work and activity will be reported as part of the Operational Plan reports.	<b>On Track</b>

### 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.	<b>On Track</b>
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### 10.3 The City of Sydney is financially sustainable over the longer-term.

Major Programs	Progress To Date	Status
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#### Financial Planning

Undertake 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.	<b>On Track</b>
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 2022/23 update to the City's Long Term Financial Plan was adopted by Council on 27 June 2022. The updated Plan reflects current economic and operating environment, forecast conditions over the medium to long term along with ongoing Covid-19 recovery efforts. While the new Plan takes effect from 1 July 2022, the final quarterly report for 2021/22 (Q4) - reflecting financial performance against budget in 2021/22 financial year - will be presented to Council at the August meeting.	<b>On Track</b>

#### 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 with a further rate peg review to come. The City also participates in a Rating Reference Group for the NSW Office of Local Government to develop Regulations and supporting guidance for recent rating reforms.	<b>On Track</b>
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## 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 and Customs House. As the City emerges from the impact on the pandemic and continues to support its tenants, the City has achieved a vacancy rating below the market average 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 the City's fees and charges continues to progress. An analysis and review of customer service activities and channel costs was recently completed, while a broad review of Waste Service charges is underway.

**On Track**

## Procurement

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

Best practice procurement, identification and implementation of improvement opportunities and ensuring appropriate governance are a continuing focus. Tendering documents including social and sustainable procurement schedules will be refined and developed to address and target specific categories over time.

**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 attended several ICAC Corruption Prevention Network Forum and other relevant forums/webinars. City staff also attended two privacy training courses run by the Crown Solicitor's Office.

**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. This includes submissions on: Greater Sydney Parklands Trust - draft exposure Bill; Office of Local Government - Review of the tendering provisions of the Local Government (General) Regulation 2005; NSW Environment Protection Authority (EPA) - Draft Noise Guide for Local Government; infrastructure contributions; and electoral matters.

**On Track**

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

Major Programs	Progress To Date	Status
<b>Community engagement</b>		
Deliver a high-value community engagement program, both face-to-face and online, to inform decision making, build capacity and develop a shared responsibility for actions with the community.	<p>43 projects were open for feedback from July 2021 to June 2022. This is lower than usual due to Covid-19 and the council election. Activities included a mix of online forums, digital surveys and feedback forms and face to face opportunities. A City Talk attended by over 1000 people was held in April to launch Sustainable Sydney 2030-2050 Continuing the Vision.</p> <p>Projects included the public exhibition of new planning controls for Oxford Street creative precinct and the Botany Road corridor, consultation on a new cycleway on Castlereagh Street, the brick kilns in Sydney Park and upgrades to twelve small parks across the local area.</p> <p>The City engaged local Aboriginal and Torres Strait Islander communities on an Aboriginal Knowledge and Culture Centre in Redfern. Stakeholder and business engagement took place for the Oxford Street LGBTIQ+ social and cultural place strategy; the pedestrianisation of George Street south; markets and upgrades in Dixon Street and on economic development and community wealth building.</p> <p>Eight projects included targeted engagement with Aboriginal and Torres Strait Islander communities and six included targeted engagement with children and young people.</p> <p>The public exhibition of the City's new Community Strategic Plan took place from April to May 2022. The City reviewed our Community Engagement Strategy to align with the new plan and this was adopted by Council in June 2022.</p>	<b>On Track</b>
Develop Sustainable Sydney 2050, a new Community Strategic Plan underpinned by research and community feedback to set the future direction for our city.	The draft Sustainable Sydney 2030-2050 Continuing the Vision and the draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050 were placed on public exhibition from 12 April to 23 May 2022 prior to their adoption by Council in June 2022.	<b>On Track</b>
<b>Public access to information</b>		
Provide community information about new developments and/or changes in projects, programs and policies.	The Corporate Communications team continues to provide regular updates to our communities on a 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. From April to June, communications priorities included the Yananurula harbour walk, George Street pedestrianisation, Oxford Street planning proposal and LGBTIQ+ strategy, street furniture rollout, launch of Sustainable Sydney 2030-2050 Continuing the Vision, making space for culture and National Art School redevelopment plan, Castlereagh Street cycleway consultation, Visiting Entrepreneur Program, grants and sponsorships, launch of bara artwork, GreenPower campaign, and the opening of the City of Sydney creative studios.	<b>On Track</b>
Provide community access to relevant data through the City's open data portal.	New data products were added to the City's Data Hub relating to Grants and Sponsorship funding, Assessment Books, Aboriginal History places in the City, and the Business Needs for Covid Recovery Surveys conducted in 2020 and 2021. The Data Hub now contains 117 open data sets and 53 other data products (interactive apps and maps, dashboards, data stories, and documents) that are accessible to the community.	<b>On Track</b>

## 10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030.

Major Programs	Progress To Date	Status
<b>Local and regional government partnerships</b>		
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.	The Resilient Sydney program continued to support councils with information and practical templates and connections during further shock events in our city. March and April 2022 saw significant storms, rainfall and extensive flooding across Greater Sydney, in the context of the ongoing pandemic. The Greening our City collaboration between Resilient Sydney and the Department of Planning and Environment has enabled 28 councils to now receive funding towards urban greening projects and urban forest strategy development, aligned to Action 9 in the Resilient Sydney strategy. The City continues as an active member of Southern Sydney Regional Organisation of Councils (SSROC) supporting ongoing projects on renewable energy, affordable housing, waste and recycling metrics and the circular economy.	<b>On Track</b>
<b>State and national partnerships</b>		
Strengthen state and national partnerships through collaboration, consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Greater Sydney Commission.	The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with metropolitan Sydney councils as well as with Ministers and Departmental representatives on issues and projects relevant to the City, such as homelessness and transport, our response to Covid-19 and how we can support the recovery of our economy. Meetings continue with relevant stakeholders in Local and 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.	<b>On Track</b>
<b>International partnerships</b>		
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.	Sydney's Chief Resilience Officer has been appointed to the global Resilient Cities Network Steering Committee. Resilient Sydney coordinated a number of Sydney councils to present resilience case studies to APAC Resilient Cities Network in December. The City has been engaging with C40 in relation to the Urban 20 Communique and the upcoming C40 Mayoral Summit.	<b>On Track</b>

## 10.S.1 Performance Measures

### Accountability and transparency

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	55	40	-	10	8	1	10	29	The number of section 41 access applications (formals) received has been steadily declining over recent years. Contributing to this is the improved information available to the public via the City's self-service on-line services, including the Corporate Website, Find a DA, and the Archives and History Resources Catalogue. Covid-19 is believed also to be a factor.	Indicator Only
GIPAA Informal Access Applications received	No.	3,946	3,751	-	1,056	830	887	772	3,545	The number of information access requests (informals) received continues to reduce. Contributing to this is the increasing information available via the Corporate Website, Find a DA, and the Archives and History Resources Catalogue. Covid-19 is believed also to be a factor.	Indicator Only
Public Interest disclosures received	No	2	3	-	0	1	0	1	2	One public interest disclosure was received in April 2022.	Indicator Only

### Complaints processes

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	0	-		Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	4	2	-	3	0	0	0	3	No complaints upheld in this reporting period.	Indicator Only

### Workforce

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,977.33	1,929.25	-	1,934.3	1,931.64	1,930.02	1,932.82	1,932.82		Indicator Only
Vacancy rate	%	9.11	9.87	-	10.34	9.8	10.25	10.93	10.33		Indicator Only
Lost time injuries	No	54	46	-	6	1	6	9	22		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	61	60	57		Indicator Only
Contacts by other channels (calls, counter)	%	54.25	51.25	-	44	49	39	40	43		Indicator Only
Calls answered within 30 seconds	%	67.25	68.5	65	70	49	54	66	59.75	Delays can be attributed to complexity of calls, and staff absences due to severe weather and the pandemic.	Watch
Calls completed at first contact	%	87.5	93	80	90	90	89	87	89		On Track
Requests received	No.	220,247	235,727	-	52,326	66,323	59,187	53,554	231,390		Indicator Only
Requests actioned within agreed service standards	%	87.57	88.75	90	88	84.33	86.13	85.39	85.96	Of the 231,390 requests received in 2021/22, 85.39% were completed on time. Delays can be attributed to complexity, and staff absences due to severe weather and the pandemic.	Watch

## 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.

**C40 Cities** – A network of the world's megacities committed to addressing climate change.

**Canopy cover** – The proportion of land area occupied by the tree's crown or canopy, or combined canopies, when visualised from directly above. It is often expressed as a percentage of the total area covered.

**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.

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

**Environmental Management System (EMS)** – Is a structured system designed to help manage environmental impacts and improve the environmental performance of the City's operations.

**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.

**Greenhouse gas emissions** – Gases that trap heat in the atmosphere. Greenhouse gases from human activities are the most significant driver of observed climate change since the mid-20th century.

**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 in 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.

**Net zero emissions** – Balancing the amount of carbon released with an equivalent amount offset by purchasing carbon credits to make up the difference.

**Non-potable water** – Water that is not of a quality for drinking and cooking purposes, used for purposes such as laundry, gardening, car washing and cooling towers.

**Potable water** – Treated water that is safe enough for consumption, use in kitchens and bathrooms. Water that is of drinking water quality for use in bathrooms, kitchens and for consumption.

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

**Recycled water** – Former wastewater (sewage) is treated to remove solids and impurities and used for non-potable water needs, rather than discharged into waterways.

**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.

**Renewable energy** – Energy from resources which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat.

**Resilience** – The capacity to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks are experienced.

**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.

**Sustainability Management and Reporting Tool (SMART)** – the utilities 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.

**Water sensitive urban design** – A design approach which integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.

# **Attachment D**

## **Fourth Quarter 2021/22 Supplementary Reports**

- Major legal issues
- Grants
- International travel
- Contract order details
- Property, land use and other matters approved under delegation

## **Major Legal Issues – Quarter 4 2021/22**

Nil

## Grants and Sponsorships Policy – Quarter 4 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:

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

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

### This Report

The summary figures for **outgoing grants and sponsorships** programs in the 4th quarter of the 2021/22 financial year are:

Grants	Approved Q4	Year to Date
Quick Response Grants	<b>\$6,725</b>	<b>\$19,500</b>
Community Emergency Quick Response Grants	<b>\$0</b>	<b>\$370,000</b>
<b>Totals</b>	<b>\$6,725</b>	<b>\$389,500</b>

The approved total is the amount of cash approved (not paid) in Q4 and the year to date totals which includes grants approved in previous quarter/s.

Revenue Foregone	Approved Q4*	Year to Date*
Street Banner Sponsorship	<b>\$20,250</b>	<b>\$49,265</b>
Venue Hire Support (Landmark & Community venues)	<b>\$279,973</b>	<b>\$629,168</b>
<b>Totals</b>	<b>\$300,223</b>	<b>\$678,433</b>

\* Figures are rounded to the nearest dollar

The tables below outline:

- the grants and sponsorships approved by the City in Q4 of financial year 2021/22 for the Quick Response Grants Program, Community Emergency Quick Response Grants, Street Banner Sponsorship and Venue Hire Support Grants and Sponsorship.
- 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 – Q4 Quick Response Grants Summary**

Quarter	<u>Approved</u>	
	No of Applicants	Value Approved
Q4	4	\$6,725
<b>Total year to date</b>	<b>15</b>	<b>\$19,500</b>

**Table 1.1 – Q4 Quick Response Grants in detail**

Organisation	Project	Value Approved
Amy Moore	CASTALIA Vocal Consort presents: 'Under Cover of Darkness'	\$1,500
Gamarada Indigenous Healing and Life Training Limited	Coloured Digger ANZAC Day March 2022	\$2,000
Theresa Pheeny	Waterloo Redfern community Indigenous sporting assistance	\$2,000
SEDA College NSW Limited	NAIDOC Indigenous Games MEGA-Clinic	\$1,225
	<b>Total</b>	<b>\$6,725</b>

In this supplementary report we are providing separate tables to identify Community Emergency Quick Response Grants (Table 2). In previous reports these were included as part of Quick Response Grants (Table 1).

**Table 2 – Q4 Community Emergency Quick Response Grants Summary**

Quarter	<u>Approved</u>	
	No of Applicants	Value Approved
Q4	0	\$0
<b>Total year to date</b>	<b>41</b>	<b>\$370,000</b>

**Table 3 – Q4 Street Banner Sponsorship Summary**

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q4	3	\$20,250
<b>Total year to date</b>	<b>8</b>	<b>\$49,265</b>

**Table 3.1 – Q4 Street Banner Sponsorship in detail**

Organisation	Project	Revenue Foregone
Reconciliation Australia Limited	National Reconciliation Week	\$5,250
Sydney Living Museums	Sydney Open 2022	\$7,500
The Ethics Centre	The Festival of Dangerous Ideas	\$7,500
	<b>Total</b>	<b>\$20,250</b>

**Table 4 – Q4 Venue Support Grants and Sponsorship Summary – Landmark Venues**

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone*
Q4	11	\$200,095
<b>Total year to date</b>	<b>22</b>	<b>\$372,454</b>

**Table 4.1 – Q4 Venue Support Grants and Sponsorship – Landmark Venues in detail\***

Organisation	Project	Venue	Revenue Foregone*
Immunisation Coalition	Immunisation Action Week – Vaccination Day	Sydney Town Hall	\$6,090
Independent Primary School Heads of Australia Ltd	IPSHA Ltd (NSW Branch) 2022 Performing Arts Festival	Sydney Town Hall	\$14,318
Metropolitan Community Church Sydney	Christmas Eve	Sydney Town Hall	\$15,840
Opportunities Australia Incorporated	Aspiring Entrepreneurs Graduation Ceremony	Sydney Town Hall	\$5,063
Radio Community Chest	Performance of Handel's Messiah, Easter 2022	Sydney Town Hall	\$15,000
Sydney Philharmonia Choirs	Bach Mass in B Minor	Sydney Town Hall	\$17,298
Sydney Philharmonia Choirs	Jubilation: Handel & Haydn	Sydney Town Hall	\$17,125
TEDxSydney Limited	TEDxSydney 2022	Sydney Town Hall	\$75,191
The Australian Remembrance Foundation	ANZAC DAY Sunset Ceremony	Sydney Town Hall	\$15,750

The Fred Hollows Foundation	The Fred Hollows Foundation 30th Anniversary	Sydney Town Hall	\$6,750
Ukrainian Women's Association of Australia Inc	VYSHYVANKA – a Celebration of Ukrainian Culture	Sydney Town Hall	\$11,670
	<b>Total</b>		<b>\$200,095</b>

\* Figures are rounded to the nearest dollar

**Table 5 – Q4 Venue Support Grants and Sponsorship Summary – Community Venues**

Quarter	No of Organisations	Revenue Foregone
Q4	6	\$79,878
<b>Total year to date</b>	<b>34</b>	<b>\$256,714</b>

**Table 5.1 – Q4 Venue Support Grants and Sponsorship – Community Venues in detail**

Organisation	Project	Venue	Revenue Foregone
Millers Point Movement Association	Millers Point Movement Association	Abraham Mott Hall and Harry Jensen Community Venue	\$12,674
Millers Point Resident Action Group	Millers Point Community Activities	Harry Jensen Community Venue	\$18,763
Millers Point Resident Action Group	Millers Point Community Activities	Abraham Mott Hall	\$4,176
Spanish Community Care Association	Weekly Day Centre	Abraham Mott Hall	\$5,592
The Junction Neighbourhood Centre	SPARK Programs for Older People	St Helen's Community Centre	\$20,281
Ultimo Community Centre Chinese Senior Group	Senior Group Art & Cultural Programs	Ultimo Community Centre	\$18,392
	<b>Total</b>		<b>\$79,878</b>

**International Travel Expenditure – 1 April 2022 to 30 June 2022**

Unit	Period	Council Officer	Destination	Purpose	Description	Amount
	May-22	Susan Pettifer	Helsinki	Meeting with City of Helsinki.	Airfares*	815
					Accommodation	211
				* Airfares paid by Council Officer.	Incidentals	
	Jun-22	Susan Pettifer	Berlin	Guest Speaker at the 2022 Creative Bureaucracy Festival in Berlin.	Airfares*	1222
					Accommodation	317
				* Airfares paid by Council Officer.	Incidentals	
<b>GRAND TOTAL</b>						<b>2,565</b>

# Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>Supplier: AAM Pty Ltd</b>			
PU257338	6 June 2022	\$50,050.00	\$50,050.00
1	3D Electronic Building Model Update - City of Sydney		
<b>Supplier: Aboriginal Employment Strategy Ltd</b>			
PU256671	9 May 2022	\$50,000.00	\$50,000.00
1	Recruitment of Aboriginal and Torres Strait Islander candidates as part of the Stretch Reconciliation Action Plan commitment.		
<b>Supplier: Adobe Systems Software Ireland Limited</b>			
PU257409	8 June 2022	\$200,204.95	\$200,204.95
1	YEAR 2 - AEM FORMS: MS BASIC HR 99.5% - 300K/3M Adobe Managed Services.30th April 2022 - 29th April 2023.		
PU257476	10 June 2022	\$239,096.00	\$239,096.00
1	AEM form developer resources		
<b>Supplier: ABUD</b>			
PU257036	24 May 2022	\$259,941.00	\$158,598.00
1	Street Furniture Supply and delivery of street furniture for the George Street South project.		
<b>Supplier: Addisons</b>			
PU256444	26 April 2022	\$89,093.40	\$20,304.90
1	Legal Services		
2			
<b>Supplier: Aecom Australia Pty Ltd</b>			
PU257118	30 May 2022	\$59,992.90	\$35,995.30
1	Resilience in Asset Management		
<b>Supplier: Altogether Group Pty Ltd</b>			
PU257297	3 June 2022	\$159,500.00	\$62,272.26
1	Green Square Town Centre Water Reuse Scheme Operation and Maintenance		
<b>Supplier: Artcraft Proprietary Ltd</b>			
PU256357	19 April 2022	\$100,000.00	\$69,949.78
1	Change of Parking Restrictions and new signs and installation. Tender Contract 3728		
PU256660	6 May 2022	\$82,500.00	\$79,783.20
1	Alfresco Dining Signage Starting from April 2022. Tender NT-2021-555 Public Domain Signage. Contract Number 3728.		
PU257303	3 June 2022	\$60,201.97	\$60,201.97
1	Audit of 2922 Wayfinding signage Contract 3728		
<b>Supplier: ASI Solutions</b>			
PU257800	29 June 2022	\$810,000.00	\$810,000.00
1	1 July 2022 to 30 June 2023 Public Access IT Facilities and Services for up to 12 Months period		

# Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>Supplier: Assetic Australia Pty Ltd</b>			
PU256078	1 April 2022	\$223,435.41	\$223,435.41
1	Confirm OnPremise Enterprise-Maintenance (PL)		
2	ConfirmConnect OnPremise-Maintenance (PL)		
<b>Supplier: Aust Concert &amp; Entertainment Security</b>			
PU257786	28 June 2022	\$150,000.00	\$115,438.26
1	Ongoing security services as per tender 1728		
<b>Supplier: Belgravia Health &amp; Leisure Group Pty Ltd</b>			
PU257246	1 June 2022	\$148,500.00	\$148,500.00
1	Andrew Boy Charlton Pool - 50 Meter Pool Filter Repairs		
<b>Supplier: Brand X Productions Incorporated</b>			
PU256641	5 May 2022	\$1,525,621.90	\$1,340,281.80
1	City of Sydney Creative Studios Operator Contract Year 1 for the period May 2022 April 2023. Tender Number RFT1955		
<b>Supplier: CA &amp; I Pty Ltd</b>			
PU256345	14 April 2022	\$2,389,223.10	\$1,886,102.95
1	Separable Portion 1 - Railway Henderson Separable Portion 1 - Construction of Railway Parade and Henderson Road Cycleway		
2	Separable Portion 2 - Bridge Street Separable portion 2 - Construction of Bridge Street Cycleway		
<b>Supplier: Clayton Utz</b>			
PU257789	28 June 2022	\$120,310.00	\$85,657.33
1	Legal Services		
<b>Supplier: Content Security Pty Ltd</b>			
PU257153	31 May 2022	\$55,825.00	\$16,225.00
1	Cyber Security Penetration Testing		
<b>Supplier: Culture Counts Australia Pty Ltd</b>			
PU257533	15 June 2022	\$197,120.00	\$131,411.00
1	Culture Counts Survey and Evaluation Services		
<b>Supplier: Datacom Systems (AU) Pty Ltd</b>			
PU257837	30 June 2022	\$165,468.80	\$165,468.80
1	6QK-0000 Azure Prepayment for Year 3 - 1/08/2022 to 31/07/2023		
2	Additional 6QK-00001 Azure Prepayment for Year 3		
<b>Supplier: Dialog Pty Ltd</b>			
PU256371	20 April 2022	\$159,306.40	\$119,050.80
1	Unified Customer View Project - Stage 2 Test Execution		

# Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>Supplier: Djinjama Indigenous Corp</b>			
<b>PU256743</b>	<b>11 May 2022</b>	<b>\$76,175.00</b>	<b>\$76,175.00</b>
1	Phase 1 Design Review.Gunyama Park Stage 2 & George Julius Avenue North		
2	Design development.Gunyama Stage 2 & George Julius Avenue		
3	Re-application of Marray text in permanent format from Stage 1- Converting to permanent format- Coordination and delivery		
4	Future installation of Marray Text across Stage 2 site (with Stage 2 construction)- Word selection with Elder- Location of words on site map- Costing of installation and creation		
5	Phase 3 Design finalisation and documentation		
6	Phase 4 Construction		
<b>Supplier: eCIFM Solutions Pty Ltd</b>			
<b>PU256374</b>	<b>20 April 2022</b>	<b>\$245,784.00</b>	<b>\$245,784.00</b>
1	Tririga R2 Lease Data Remediation 1.Create 5th standup environment & refresh. 2.Perform updates in 5th environment prep lease remediation 3.Complete lease data remediation in 5th environment. 4.Another refresh of City's/Ventia IBM Prod environment after Release 2 go live.		
<b>PU256375</b>	<b>20 April 2022</b>	<b>\$76,310.30</b>	<b>\$76,310.30</b>
1	Tririga Cutover Rehearsals 1.Create 6th stand up environment & refresh this environment twice with a copy of CITYs Ventia/IBM Prod environment. 2.The following updates will be made in the 6th environment to prep for Dress Rehearsals:a. Execution of Dress Rehearsal activities		
<b>Supplier: Enigma Business Products</b>			
<b>PU257838</b>	<b>30 June 2022</b>	<b>\$118,093.25</b>	<b>\$118,093.25</b>
1	ThinkPad P1 Gen 4		
2	Lenovo 5 Yr premier support upgrade		
3	Lenovo Carbon Gen 9 Black 14"		
4	Lenovo Thinkpad 5 yr NBD prem warranty		
5	Pre-deployment Processing		
6	Delivery of laptops		
<b>Supplier: Gadigal Information Service Aboriginal Corp</b>			
<b>PU257439</b>	<b>9 June 2022</b>	<b>\$214,500.00</b>	<b>\$85,800.00</b>
1	Event Management of NAIDOC in the City		
2	Event Management for NAIDOC in the City 2022		
3	Event Management of NAIDOC in the City		
<b>Supplier: Gartner Australasia Pty Ltd</b>			
<b>PU256676</b>	<b>9 May 2022</b>	<b>\$69,560.70</b>	<b>\$69,560.70</b>
1	Renewal of HR Leadership Council Members for 2 years from 1 July 2022 to 30 June 2024		
<b>Supplier: Hub Australasia Pty Ltd</b>			
<b>PU257601</b>	<b>20 June 2022</b>	<b>\$67,021.90</b>	<b>\$67,021.90</b>
1	George Street South Project - Tree uplights, GPOs & accessories - Supply and delivery as per quote		
<b>Supplier: Ian Hemmings</b>			
<b>PU257150</b>	<b>30 May 2022</b>	<b>\$52,800.00</b>	<b>\$52,800.00</b>
1	Legal Services		

## Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>Supplier: I D Consulting Pty Ltd</b>			
PU256344	14 April 2022	\$53,350.00	\$29,700.00
1	Economic Profile Pack & quarterly update		
<b>Supplier: Informotion Pty Ltd</b>			
PU256079	1 April 2022	\$61,820.00	\$49,456.00
1	Analysis & Design 09/04/2022		
2	Pre Production Environment 12/05/2022		
3	SIT/UAT Acceptance 20/07/2022		
4	Go-Live 09/08/2022		
<b>Supplier: Innovillage Pty Ltd</b>			
PU257384	7 June 2022	\$7,689,583.50	\$7,330,735.82
1	Monetary Contribution in accordance with Clause 10 of the Agreement for Lease - City of Sydney Business Innovation Space Circular Quay Tower - executed on 01 June 2022		
2	Monetary Contribution in accordance with Clause 10 of the Agreement for Lease - City of Sydney Business Innovation Space Circular Quay - GST free amount		
<b>Supplier: JBS&amp;G Australia Pty Ltd</b>			
PU256172	6 April 2022	\$166,672.00	\$136,152.50
1	Environmental Services for Remediation		
<b>Supplier: Johnson Pilton Walker Pty Ltd</b>			
PU257806	29 June 2022	\$94,160.00	\$94,160.00
1	67S Bourke Road, Alexandria - Feasibility Study - Head Design Consultant services		
<b>Supplier: Last Minute Productions Pty Ltd</b>			
PU257834	30 June 2022	\$149,380.00	\$149,380.00
1	Operation & programming of Music Studio - Redfern Community Centre - 1 July 2022 to 30 June 2023		
<b>Supplier: Local Government NSW</b>			
PU257529	15 June 2022	\$50,000.00	\$50,000.00
1	To provide external courses for City of Sydney employees		
<b>Supplier: Matrix Traffic and Transport Data Pty Ltd</b>			
PU256506	29 April 2022	\$243,702.80	\$214,619.90
1	Tender 1892 Biannual Bicycle Survey for 78 counting sites across the city. Exercising a further 4 year extension to contract 1892. Term will be from March 2022 to October 2025.		
<b>Supplier: MBMPL Pty Ltd</b>			
PU256471	27 April 2022	\$133,760.00	\$118,360.00
1	Quantity Surveyor Services for Sydney Park Brick Kilns Renewal Works		

## Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>Supplier: McCulloch &amp; Buggy</b>			
PU257608	20 June 2022	\$50,000.00	\$50,000.00
Legal fees			
PU257620	20 June 2022	\$50,000.00	\$50,000.00
Legal fees			
<b>Supplier: M. N. R. Constructions Pty Ltd</b>			
PU257813	29 June 2022	\$244,642.05	\$244,642.05
Manufacture of decorative scenic items for the 2022 Sydney Christmas Concerts and Event Programs			
<b>Supplier: Murawin Pty Ltd</b>			
PU257180	31 May 2022	\$55,027.50	\$37,235.00
1	Sydney Park Stage 1 a) Stage 1 a) Completion of Story Gathering and Analysis (at 50%) (Community consultation & stakeholder workshops)		
2	Sydney Park Stage 1 b) Stage 1 b) Completion of Story Gathering and Analysis (at 100%) (Including submission of engagement summary)		
3	Sydney Park Stage 2. Includes presentation of Guidelines at 50%		
4	Sydney Park Stage 3. Includes presentation of Guidelines at 80%		
5	Sydney Park Stage 4. Includes submission of Guidelines at 100%.Final review and sign-off		
PU257839	30 June 2022	\$70,505.10	\$70,505.10
1	Stage 1 Wentworth Park Aboriginal Cultural Framework. Project commencement, inception meeting and development of stakeholder engagement strategy and overall project approach. Includes project management costs.		
2	Stage 2a Wentworth Park Aboriginal Cultural Framework Completion of Cultural Assessment and Analysis (at 50%) Community consultation & stakeholder workshops Includes Aboriginal ICIP costs		
3	Stage 2b Wentworth Park Aboriginal Cultural Framework. Completion of Cultural Assessment and Analysis (at 100%) (Including submission of Engagement Summary)		
4	Stage 3 Wentworth Park Aboriginal Cultural Framework. Includes presentation of Framework at 50%		
5	Stage 4 Wentworth Park Aboriginal Cultural Framework. Includes presentation of Framework at 80%		
6	Stage 5 Wentworth Park Aboriginal Cultural Framework.Includes submission of Framework at 100% Final review and sign-off		
<b>Supplier: Northmore Gordon Pty Ltd</b>			
PU257265	1 June 2022	\$60,000.00	\$34,445.90
1	Aquatic Centres Electrification and Refrigerant Replacement Feasibility Assessment		
<b>Supplier: Optimal Stormwater Pty Ltd</b>			
PU256072	1 April 2022	\$350,952.72	\$197,261.78
1	Fixed Service Contract Year 1 - February 2022		
2	SoR for reactive maintenance - Feb 2022		
3	Fixed Service Contract - Performance Management		
4	Fixed Service Contract Year 2 - full year		
5	SoR for reactive maintenance - Contract Year 2 - full year		
6	Fixed Service Contract - Performance Management - Year 2 - full year		
7	Pirrama Park Renewal		
8	Community Garden Rainwater Tanks - inspection and maintenance report		

# Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>Supplier: Optus Billing Services Pty Ltd</b>			
PU257147	30 May 2022	\$186,665.55	\$186,665.55
1	Infrastructure relocation/ adjustments		
<b>Supplier: Oracle Customer Management Solutions</b>			
PU257512	15 June 2022	\$1,015,900.19	\$1,015,900.19
1	Call Centre services for After Hours and Parking Ticket Machine Helpline. RFT # - T-2021-614. Start date - 01 June 2022.Finish date - 01 June 2025;;Option 1 - 01 June 2026;;Option 2 - 01 June 2027		
<b>Supplier: Pipeline Talent Pty Ltd</b>			
PU256672	9 May 2022	\$50,000.00	\$50,000.00
1	Recruitment of Aboriginal and Torres Strait Islander candidates as part of the Stretch Reconciliation Action Plan commitments		
<b>Supplier: Provenio Partners Pty Ltd</b>			
PU256746	11 May 2022	\$135,971.00	\$135,971.00
1	Recruitment of IT positions- Digital Technical Lead.Senior Software Engineer X 2.Product Support Manager.Digital Business Architect.		
<b>Supplier: QMS Media Pty Ltd</b>			
PU256921	19 May 2022	\$70,741.00	\$70,741.00
1	Removal and re-use of JCDecaux style seats as part of QMS street furniture contract		
PU257215	1 June 2022	\$83,887.14	\$83,887.14
1	Bus stop barriers and leaning rails for Bourke St/Rd across various suburbs		
<b>Supplier: Quality Management &amp; Constructions Pty Ltd</b>			
PU256313	13 April 2022	\$163,235.17	\$163,235.17
1	Electrical works - Park and Swanson		
PU256540	2 May 2022	\$157,475.73	\$157,475.73
1	(FY22) Infrastructure Maintenance Projects - (Stone Works). Location - Across LGA		
PU256762	12 May 2022	\$585,924.27	\$451,028.25
	Crystal Street Plaza Contract 1840 - Inroad Street Trees Program		
PU256833	16 May 2022	\$88,000.65	\$88,000.65
	Inroad Planting - Chelsea Street		
PU257061	26 May 2022	\$191,423.77	\$191,423.77
1	Reinstate Batch 2217 as per quote reinstate		
2	Betterment - Jemena HP Gas Spotter		
PU257062	26 May 2022	\$129,803.65	\$129,803.65
1	Reinstate Batch 2222 as per quote		
2	Betterment - Jemena HP Gas Spotter		

## Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>PU257063</b>	<b>26 May 2022</b>	<b>\$58,319.13</b>	<b>\$58,319.13</b>
1	Reinstate Batch 2221 as per quote		
2	Betterment - Jemena HP Gas Spotter		
<b>PU257064</b>	<b>26 May 2022</b>	<b>\$177,375.78</b>	<b>\$891.00</b>
1	Reinstate CWO 46633 as per quote		
2	Betterment - Jemena HP Gas Spotter		
3	variation 1.01 - Driveway thickness		
4	variation 2.01 - additional CWO 46633 variation		
<b>PU257082</b>	<b>26 May 2022</b>	<b>\$118,128.90</b>	<b>\$26,314.06</b>
1	Reinstate Batch 2241 as per quote		
2	Betterment - Jemena HP Gas Spotter		
<b>PU257396</b>	<b>7 June 2022</b>	<b>\$56,392.18</b>	<b>\$56,392.18</b>
1	Reinstate CWO 46835 as per quote		
2	Betterment - Jemena HP Gas Spotter		
<b>PU257403</b>	<b>8 June 2022</b>	<b>\$54,293.81</b>	<b>\$54,293.81</b>
1	Reinstate CWO 46837 as per quote reinstate		
2	Betterment - Jemena HP Gas Spotter		
<b>PU257573</b>	<b>17 June 2022</b>	<b>\$81,191.95</b>	<b>\$81,191.95</b>
1	Multiple locations in Chinatown needing to be raised and re laid plus 2 CWO chargeable works		
2	Reinstate CWO 45938 + 40133 SITE 4: CWO 45938: Little Hay St Haymarket Between Sussex St Haymarket And Harbour St;;;SITE 5: CWO 40133: 37 Harbour St Haymarket Near Little Hay St Haymarket		

### Supplier: Seda Services Pty Ltd

<b>PU256125</b>	<b>4 April 2022</b>	<b>\$2,667,868.50</b>	<b>\$2,492,829.35</b>
1	277 Bourke Street - AC Replacement Design, Supply, Install & Commission 1 * ducted split DX reverse cycle system with a condenser on the roof.		
2	PACT Theatre - AC Replacement Design, Supply, Install and Commission 5* destratification fans and install 1* ducted fan coil unit.		
3	Glebe Library - AC Replacement Design, Supply, Install and Commission 2* External Condensers, 2* outdoor air fans and 2* Fan Coil Units.		
4	Redfern Town Hall - AC Replacement Design, Supply, Install and Commission 7*Floor Mounted Fan Coil Units, 1* Fresh air fan & 2 * condensers, associated ductwork, etc on the roof.		
5	Redfern Community Centre -AC Replacement Design, Supply, Install and Commission 15* Ducted Fan Coil Units, 1*Air Cooled Chiller with Heat Pump . Amend Structural Platform to accommodate new chiller on roof.		
6	Ultimo Community Centre- AC Replacement Design, Supply, Install and Commission 1*chiller/ heat pump on roof, 25* fan coil units & associated chilled and hot water pipework.		
7	Variation 01 - Redfern Town Hall Convert Existing Heat Pump to Heat Recovery system to provide simultaneous heating and cooling.		
8	Variation 02 - 277 Bourke Street Separate admin unit Fan Coil Unit (FCU) from Comms room AC and install separate ducted FCU to provide optimal thermal comfort to the tenants.		
9	Variation 03 - PACT Theatre Paint all exposed AC equipment in black.		
10	Variation 04 - Redfern Town Hall Variation 04 - Redfern Town Hall		
<b>PU256514</b>	<b>29 April 2022</b>	<b>\$1,828,275.90</b>	<b>\$1,786,077.15</b>
1	Sydney Town Hall Design Supply and Install new 1*Air Cooled Chiller, 1* Chilled Water Pump and associated.		
2	Haymarket Library Design, Supply and Install 1* Air Cooled Chiller with reverse cycle heat pump and associated.		
3	Town Hall House Design, Supply and Install 2*Water Cooled Chillers, 2* Chilled Water Pumps, 2*Condenser Water Pumps and associated.		

## Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>Supplier: SEEK Ltd</b>			
PU256282	12 April 2022	\$60,770.60	\$24,553.60
1	Job advertisement relating to recruitment positions		
2	Job advertisement relating to recruitment positions for the period of 6 months		
<b>Supplier: SmartOSC Australia Pty Ltd</b>			
PU257551	16 June 2022	\$52,514.00	\$52,514.00
1	R2 TRIRIGA UAT Testing - Milestones - R2 UAT Testing, R2 UAT Finding Reviews & R2 UAT Training		
PU257729	24 June 2022	\$150,304.00	\$150,304.00
1	Dynamics Developer 244 days @ \$560 a day		
<b>Supplier: Southern Cross Protection Pty Ltd</b>			
PU256147	5 April 2022	\$150,000.00	\$85,679.19
1	Ongoing security services as per tender 1608 for patrols and alarm services.		
<b>Supplier: Sydney Civil Pty Ltd</b>			
PU256793	13 May 2022	\$192,547.29	\$4,455.00
1	Portman Street South Remaining Works - Bluestone Kerb, Garden Beds, Tree Pits		
2	Variation for safety fences to mitigate risk of trip hazards		
3	NBN pit left in garden bed needs to be raised to footpath level		
4	Hob and dowel reconstruction		
PU256918	19 May 2022	\$317,718.50	\$8,078.40
1	LGA Survey Marks Renewal Program		
PU257083	26 May 2022	\$293,515.32	\$68,802.36
1	Street Furniture Renewal Program		
<b>Supplier: Telechnics Pty Ltd</b>			
PU257015	24 May 2022	\$68,974.98	\$68,974.98
1	Supply and installation of fitted radios for C&W Ops plant & vehicles as IB 2021/039455 & Quote #206141		
<b>Supplier: The Audit Office</b>			
PU256896	18 May 2022	\$253,550.00	\$178,640.00
1	Annual audit fee for 2021/22 plus acquittal audits		
<b>Supplier: The Gardenmakers Pty Ltd</b>			
PU257494	14 June 2022	\$60,688.27	\$60,688.27
1	Contract 1896 : Nimrod Street Rest Area - Darlinghurst - Uplift - Construction		
PU257629	20 June 2022	\$340,688.62	\$340,688.62
1	Alan Davidson Oval (ADO) - Cricket Nets - Alexandria		
<b>Supplier: The Trustee for A Ashworth Discretionary Trust</b>			
PU257016	24 May 2022	\$54,410.40	\$54,410.40
1	Additional ball netting - posts and nets (A Star Sports fabrication and install)		

## Contract Order Details - Quarter 4 - April to June 2022

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

	Order Date	Order Amount	Outstanding Amount
<b>Supplier: United Stone Aust Pty Ltd</b>			
<b>PU256153</b>	<b>5 April 2022</b>	<b>\$84,040.00</b>	<b>\$84,040.00</b>
1	Austral Black 447x897x50mm - 200M2 total		
2	Austral Black 447x597x50mm - 160M2 TOTAL		
3	Austral Black 447x447x50mm - 40M2 TOTAL		
<b>Supplier: Visual Inspirations Australia Pty Ltd</b>			
<b>PU257194</b>	<b>31 May 2022</b>	<b>\$191,376.85</b>	<b>\$191,376.85</b>
1	Storage of Sydney Christmas infrastructure, per Contract with Visual Inspirations for FY22/23.		
<b>Supplier: XINC Engineering Pty Ltd</b>			
<b>PU257309</b>	<b>3 June 2022</b>	<b>\$102,421.00</b>	<b>\$99,781.00</b>
1	Design of recycling stations as approved		
2	Supply & delivery recycling stations 20 x recycling stations and keys to designated locations with sensor alerts for fullness		
3	Artwork printing and installation 20 x recycling stations		
4	Recycling of 10 x older stations		
5	Provision and installation of sensor		
6	Provision and installation Fire proofing material		

## Property, land use and other matters approved under delegation – Quarter 4 2021/22

The following provides detail of property, land use and other matters approved under delegations to the CEO under paragraphs 13 and 14:

13. Approval to occupy and use public land (as defined in the Local Government Act 1993), crown land or any other land managed by Council in respect of approvals where:

- a) the rental or fee does not exceed \$500,000 pa
- b) the term does not exceed 5 years; and
- c) the term of any option does not exceed 5 years.

**Table 13.1:** During the period 1 April to 30 June 2022 the following leases were approved under delegation for public land under third party access agreement.

Licensee / tenant	Location	Term of Lease
City of Sydney	Minogue Crescent	01/01/2022 to 31/12/27

**Table 13.2:** During the period 1 April to 30 June 2022 the following leases were approved under delegation for crown land.

Licensee / tenant	Location	Term of Lease
Nil		

**Table 13.3:** During the period 1 April to 30 June 2022 the following leases were approved under delegation for community land.

Licensee / tenant	Location	Term of Lease
Nil		

**Table 13.4:** During the period 1 April to 30 June 2022 the following leases were approved under delegation for commercial land.

Licensee / tenant	Location	Term of Lease
The Jaga Group Pty Ltd	Tenancy 1A, 101 – 111 William Street, Darlinghurst	3 years, 1 x 3 years
Luneburger	Shop 7 Railway Square, 816 George Street, Chippendale	5 years
CPB Contractors	Suite 1.03 & 1.04, 309 Pitt Street, Sydney	6 months
Kings Cross Community Centre	Shop 9 58 Macleay Street, Elizabeth Bay	5 years, 1 x 5 years
United Property Group	Suite 3.04, Level 4, 343 George Street, Sydney	3 years
Omedia Pty Ltd	Suites 1.07 & 1.08, Level 1, 343 George Street, Sydney	3 years

14. Approval to occupy and use public land (as defined in the Local Government Act 1993), crown land or any other land managed by Council in respect of approvals:

- a) involving the erection of a hoarding for a period of up to 5 years and which conform to Council's policy on hoardings; or
- b) relating to a temporary use of public land or crown land (including parks and open spaces) not exceeding 40 days; or
- c) for the use on footways for outdoor dining for a period of up to 7 years including options.

**Table 14.1:** During the period 1 April to 30 June 2022 the applications were approved under delegation for hoardings.

Applicant	Location	Term
Built Pty Ltd – B/2022/103	64-68 Castlereagh Street, Sydney	23/05/2022 to 18/09/2022
Trademark Restoration Services – B/2022/104	360-364 Bourke Street, Surry Hills	7/06/2022 to 28/06/2022
A W Edwards Pty Ltd – B/2022/106	440 Abercrombie Street, Darlington	30/05/2022 to 31/12/2022
Murphy's Group Services Pty Ltd – B/2022/118	344-358 King Street, Newtown	24/05/2022 to 12/07/2022
BWG Projects Pty Ltd – B/2022/120	45 Ferry Road, Glebe	2/06/2022 to 6/08/2022
Shape Australia Pty Ltd – B/2022/125	135 King Street, Sydney	26/6/2022 to 5/3/2023
Shape Australia Pty Ltd – B/2022/126	259 Pitt Street, Sydney	19/06/2022 to 5/09/2022
Airth Building Company Pty Ltd – B/2022/129	391-393 Oxford Street, Paddington	11/06/2022 to 6/08/2022
Avanti Projects – B/2022/134	147-149 Glebe Point Road, Glebe	6/07/2022 to 24/01/2023
Jing Land Pty Ltd – B/2022/137	417 Glebe Point Road, Glebe	29/04/2022 to 18/11/2022
A J Bristow & Sons Pty Ltd – B/2022/15	58-72 Bourke Street, Woolloomooloo	11/04/2022 to 27/04/2022

Applicant	Location	Term
RJC Group Pty Ltd – B/2022/38	111 Redfern Street, Redfern	19/04/2022 to 22/08/2022
Lipman Pty Ltd – B/2022/39	944-954 Bourke Street, Zetland	16/05/2022 to 4/09/2022
Toga Constructions NSW Pty Ltd – B/2022/61	397-399 Cleveland Street, Redfern	9/05/2022 to 27/06/2022
Tricon Builders Group Pty Ltd – B/2022/62	6-8 Orwell Street, Potts Point	5/05/2022 to 30/06/2022
Avanta Projects Pty Ltd – B/2022/66	497 South Dowling Street, Surry Hills	13/05/2022 to 24/06/2022
Donrose Constructions Pty Ltd – B/2022/67	4-8 Garden Street, Alexandria	20/06/2022 to 19/12/2022
Chalouhi Pty Ltd – B/2022/68	2A-2D Wentworth Park Road, Glebe	17/05/2022 to 13/06/2022
FDC Fitout & Refurbishment (NSW) Pty Ltd – B/2022/69	30-32 Wentworth Avenue, Surry Hills	2/05/2022 to 11/07/2022
Ramvek Pty Ltd – B/2022/71	285A Crown Street, Surry Hills	12/05/2022 to 30/06/2022
CBS Builders Pty Ltd – B/2022/74	2-30 Lyons Road, Camperdown	11/05/2022 to 19/07/2022
G & C Waller Builders Pty Ltd – B/2022/79	113 Commonwealth Street, Surry Hills	27/04/2022 to 6/07/2022
Hunt Collaborative – B/2022/81	1-15 Foveaux Street, Surry Hills	6/06/2022 to 25/07/2022
Built Pty Ltd – B/2022/82	65 Martin Place, Sydney	9/05/2022 to 31/05/2022
Ms Rhonda Lockard – B/2022/84	10 O'Connell Street, Newtown	23/05/2022 to 3/07/2022
Ceerose Pty Ltd – B/2022/85	32-34 York Street, Sydney	5/05/2022 to 29/06/2022
Built Pty Ltd – B/2022/88	33 Alfred Street, Sydney	2/05/2022 to 31/05/2022

Applicant	Location	Term
Peloton Constructions – B/2022/9	235-241 Pyrmont Street, Pyrmont	10/05/2022 to 30/08/2022
Built Pty Ltd – B/2022/91	33 Alfred Street, Sydney	2/05/2022 to 31/05/2022
Built Pty Ltd – B/2022/95	65 Martin Place, Sydney	16/05/2022 to 31/05/2022
Built Pty Ltd – B/2022/97	58 Pitt Street, Sydney	15/06/2022 to 9/08/2022
Get Strata – B/2022/99	13-19 Glebe Street, Glebe	21/06/2022 to 2/08/2022

**Table 14.2:** During the period 1 April to 30 June 2022 the following leases were approved under delegation for public land or crown land not exceeding 40 days.

Licensee / tenant	Location	Term of Lease
Nil		

**Table 14.3:** During the period 1 April to 30 June 2022 the following leases were approved under delegation for use on footways\*.

Licensee / tenant	Location	Term of Lease
Manon Brasserie	Footway - Adjoining 429-481 George Street	1/4/2022 – 1/12/2026
UFC	Footway - Adjoining 580 George Street	1/4/2022 – 1/4/2023
Delama Eats	Footway - Adjoining 279 Cleveland Street	1/4/2022 – 30/06/2022
Bistro Rex	Footway - Adjoining 50-58 Macleay Street	4/4/2022 – 28/03/2024
Cuckoo Callay	Footway - Adjoining 413-415 Crown Street	19/4/2022 – 14/4/2027
Charmhor	Footway - Adjoining 79 Quay Street	19/4/2022 – 14/4/2024

Licensee / tenant	Location	Term of Lease
Nags Head	Footway - Adjoining 162 St Johns Road	19/4/2022 - 30/06/2023
Bart Jr	Footway - Adjoining 95-99 Redfern Street	21/4/2022 - 20/4/2024
Elephant Jump Thai	Reallocated Roadway - Adjoining 99 Devonshire Street	22/4/2022 – 20/4/2024
Bistecca	Footway - Adjoining 4 Bridge Street	21/4/2022 – 19/4/2023
Ardis Block to Grill RR	Reallocated Roadway - Adjoining 579 Crown Street	21/4/2022 – 30/06/2022
City Manoosh RR	Reallocated Roadway - Adjoining 249 Victoria Street	21/4/2022 – 30/06/2022
3 Dots Café and Mini Mart	Footway - Adjoining 14 Quarry Master Drive	22/4/2022 – 21/4/2023
Guylian Cafe	Footway - Adjoining 580 George Street	26/4/2022 – 30/6/2023
Clock Hotel	Footway - Adjoining 470-474 Crown Street	26/4/2022 – 30/6/2023
Gong Cha	Footway - Adjoining Level 15-44 101 Bathurst Street	26/4/2022-30/6/2023
Royal Sovereign Hotel	Footway - Adjoining 306 Liverpool Street	28/4/2022 – 30/6/2023
Pharoah BBQ	Footway - Adjoining 281-285 Parramatta Road	28/4/2022 – 22/4/2024
Pizza Piatsa Cafe	Footway - Adjoining 65 Erskineville Road	28/4/2022 – 27/4/2027
La Petit Louvre	Footway - Adjoining 5-15 Orwell Street	28/4/2022 – 26/4/2023
Kaska	Footway - Adjoining 15-19 Boundary Street	28/4/2022 – 27/4/2023
Chinatown Sizzling House	Footway - Adjoining 8 Quay Street	28/4/2022 – 28/4/2023
Potts Point Hotel PPH Investments	Footway - Adjoining 33-35 Darlinghurst Rd	29/4/2022 – 30/6/2023

Licensee / tenant	Location	Term of Lease
Kings Cross Hotel	Footway - Adjoining 248 William Street	29/4/2022 - 30/6/2022
Timestyle Management Impression Bakery	Footway - Adjoining 101 Bathurst Street	26/4/2022 - 30/6/2023
O'Malley's Hotel	Footway - Adjoining 228 William Street	26/4/2022 - 30/6/2023
Bar Positano - RR	Reallocated Roadway - 259-261 Crown Street	2/5/2022 – 22/4/2024
Cheers Bar	Footway - Adjoining 565 George Street	3/5/2022 – 30/6/2023
Bon Vin	Footway - Adjoining 82-84 Stanley Street	3/5/2022 - 30/6/2023
The Hive Bar	Footway - Adjoining 93 Erskineville Road	4/5/2022 - 30/6/2022
Stanley's Bar	Footway - Adjoining 79 Stanley Street	6/5/2022 - 30/6/2022
Chippendale	Footway - Adjoining 32-36 City Road	6/5/2022 – 4/5/2027
Palisade Hotel	Footway - Adjoining 35-37 Bettington Street	6/5/2022 - 30/06/2023
Starbucks	Footway - Adjoining 525-529 George Street	6/5/2022 - 30/06/2023
Organic Pizza	Footway - Adjoining 93 Glebe Point Road	10/5/2022 - 30/06/2023
Mikel Coffee	Footway - Adjoining 27 Park Street	16/5/2022 – 12/5/2023
The Eveleigh Hotel	Footway - Adjoining 158-160 Abercrombie Street	13/5/2022 – 30/6/2022
Lord Gladstone Hotel	Footway - Adjoining 115-117 Regent Street	13/5/2022 – 30/6/2022
Loftus Lane by Claire	Footway - Adjoining 38-42 Bridge Street	13/5/2022 – 10/5/2023

Licensee / tenant	Location	Term of Lease
Dolphin Hotel	Footway - Adjoining 412-416 Crown Street	13/5/2022 – 21/12/2021
Cafe 755	Footway - Adjoining 755-759 Botany Road	13/5/2022 – 11/05/2027
Rivareno Gelato	Footway - Adjoining 101-103 Macleay Street	13/5/2022 – 12/5/2023
Felix	Footway - Adjoining 123 Pitt Street	13/5/2022 – 15/6/2025
Aiden Hotel Darling Harbour Wayfarer's Bar and Cafe	Footway - Adjoining 45 Murray Street	18/5/2022 - 30/6/2023
Hero of Waterloo	Footway - Adjoining 81 Lower Fort Street	18/5/2022 - 17/5/2024
Piccolo Me Cafe	Footway - Adjoining 165 Phillip Street	18/5/2022 - 17/5/2027
LC's Chinese Kitchen	Footway - Adjoining 8 Quay Street	19/5/2022 - 18/5/2027
Chinese Noodle Restaurant	Footway - Adjoining 8 Quay Street	20/5/2022 - 19/5/2027
Mountbatten Hotel	Footway - Adjoining 701 George Street	26/5/2022 - 30/6/2023
Froth Espresso	Footway - Adjoining 46-46B Darlinghurst Road	26/5/2022 - 24/5/2027
Lilen Enterprises Pty Ltd T/A Broadway Crown	Footway - Adjoining 166-170 Broadway	27/5/2022 - 30/6/2023
Sanctuary Hotel	Footway - Adjoining 545-553 Kent Street	1/6/2022 - 27/5/2027
Food Addict	Footway - Adjoining 290 Crown Street	1/6/2022 - 1/6/2023
Carrington Hotel	Footway - Adjoining 563-565 Bourke Street	9/6/2022 - 6/6/2023
Artificer Coffee	Footway - Adjoining 547 Bourke Street	8/6/2022 - 2/6/2027

Licensee / tenant	Location	Term of Lease
Beau Bar	Footway - Adjoining 52-58 Reservoir Street	15/6/2022 - 7/6/2023
Muglan Express	Footway - Adjoining 56-58 York Street	9/6/2022 - 6/6/2023
La Panchina	Footway - Adjoining 494-496 Bourke Street	15/6/2022 - 7/6/2023
Tokyo Taco	Footway - Adjoining 172 King Street	15/6/2022 - 10/6/2023
Molly Malone's Tavern	Footway - Adjoining 56 Devonshire Street	24/6/2022 - 16/6/2027
George Street Deli	Footway - Adjoining 82-84 George Street	24/6/2022 - 23/9/2022
Madison Hotel	Footway - Adjoining 52-54 Devonshire Street	28/6/2022 – 23/6/2023
Ciccione and Sons Gelateria	Footway - Adjoining Shop 2, 37 Glebe Point Road	27/6/2022 – 27/6/2027
Brix and Beans Coffee House	Footway - Adjoining Shop 1, 1 Towns Place	30/6/2022 – 29/6/2027

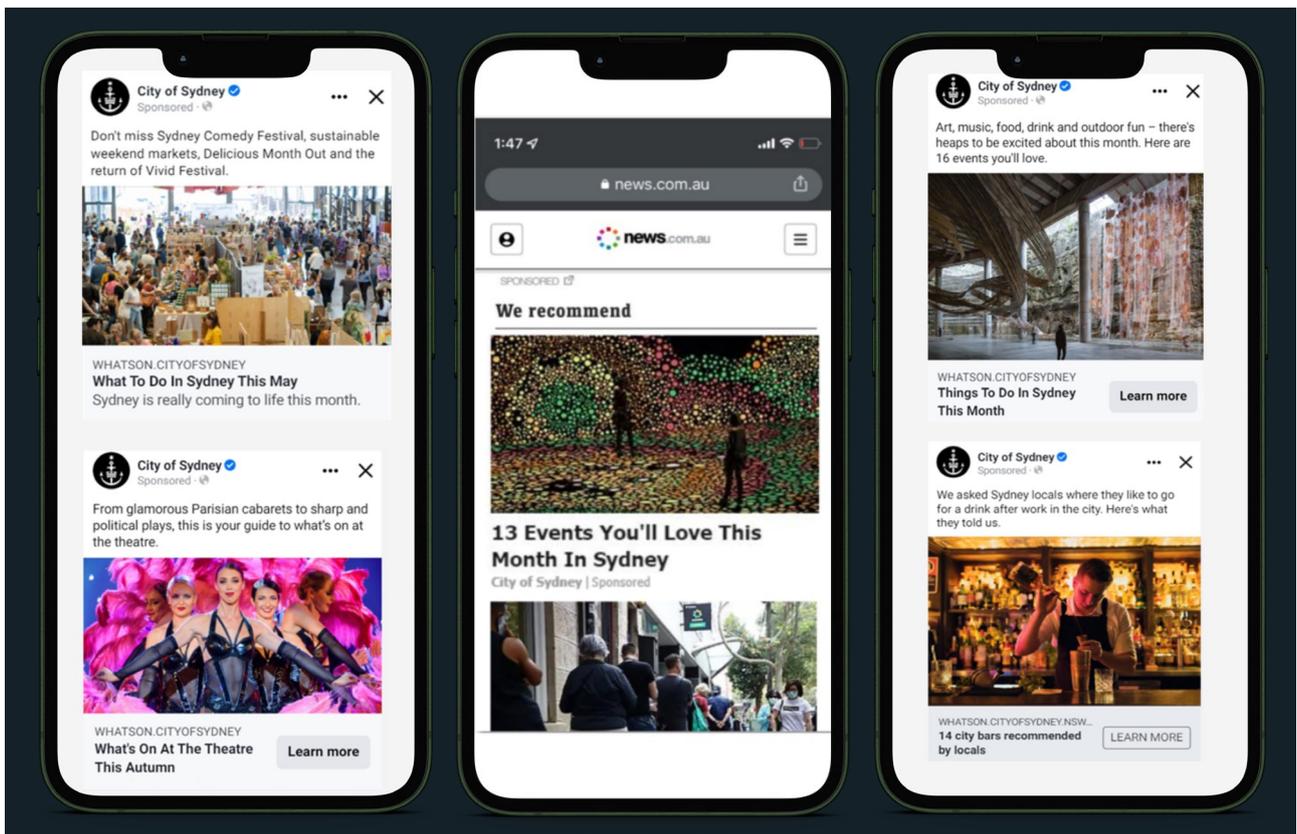
\* includes approvals to lease footways under paragraph 13

# **Attachment E**

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

# Community Recovery Plan

## Quarterly Report Final



*The City’s “Your city is waiting for you” marketing campaign wrapped up at the end of June. This major campaign was part of the \$20M partnership with NSW Government to revitalise the city centre by inviting residents, workers and students back into the city centre to eat, drink, dwell, see and shop. The City’s in-house content production team created over 40 pieces of content including videos, photo galleries and written guides. The best performing content related to guides for things to do in the city, particularly “the best places for after-work drinks”, indicating an encouraging interest from office workers to spend time in the city on the days they work in their offices.*

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# Where are we now?

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## State of the city update

### Note regarding this data

*Currently only limited up-to-date data is available at the City of Sydney level on the impact of Covid-19. Much of this data is collected or reported at different points in time, given different publication lags. The 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.*

The City of Sydney economy entered 2022 with hesitant steps towards 'learning to live with Covid-19'. In January to March quarter most remaining travel and health restrictions were eliminated - not only in NSW but elsewhere. The balance of the immediate health v. economy issues shifted substantially towards the economic side. Much of this was enabled by the lower hospitalisation and mortality rates of the initial Omicron variant.

However, the second quarter of 2022 saw the economic consequences of the health impacts slow recovery from levels that may have been expected. This gave rise to a range of economic influences that create uncertainty and a feeling we are trapped in a 'maelstrom' of impacts, creating uncertainty and caution by consumers, businesses, and visitors. Initially the transmissibility of Omicron saw an exponential surge in the number of positive and 'contact' cases, followed by the arrival of new Omicron variants B4(a) and B4(b). Deaths from Covid are now over 100 a day Australia-wide and significantly ahead of previous Covid surges.

This also had immediate negative economic consequences as the circumstances gave rise to significant supply-side and labour shortages. The ABS "Household impacts of Covid-19 survey" in the quarter indicated that in April, one-third of Australians reported Covid-19 had impacted work arrangements in the household in the previous four weeks, particularly absenteeism. Similarly, almost one in five (19%) of employing businesses had staff unavailable due to Covid-19, either as a positive case or a 'contact'.

The April-June quarter of 2022 was also impacted by several other events stemming from rising energy prices, flood and weather issues, cost-of-living pressures, immediate and prospective interest rate rises, as well as inflationary and recession uncertainty in the global economy, which have all impacted consumer and business confidence about their economic future. Sydney seemed to be particularly impacted by these events.

Despite the above there are some positive signs of recovery in the Sydney city economy.

For the period April – June 2022:

- **City output (GDP):** City modelling indicates that following the rebound last quarter, in quarter, we encountered some of the headwinds outlined above and its rate of growth slowed marginally. Whilst we are still below pre-Covid levels, it still represented growth of a little under 3% on an annual basis over the same quarter last year, although less than anticipated.

The newly released ABS Monthly Business Turnover (derived from monthly Business Activity Statements) shows that many of the City-focussed industries had the largest growth in Jan-Mar 2022. These included Transport and Travel; Arts & Recreation Services; Retail Trade; Other Personal Services, Professional & Business Services, and Information & Communication. The latest (May) ABS Retail Sales figures confirm this rebound for this quarter, albeit at slower rate, as spending remained resilient.

Unfortunately, many businesses encountered global and local supply-chain issues as Omicron spread began to surge, and as consumers and workers became health-wary. Indeed, many businesses had staffing issues with employees contracting the virus or becoming a close household contact in isolation and were forced to restrict opening hours/days or staffing levels. This would have impacted on the rate of growth of GDP from what it might have been.

- **Employment:** The increased activity evident over most of the December quarter of 2021 continued into the first quarter of 2022. However, it seems to have stalled over the second quarter. The ABS Payroll Tax Jobs Index for the week ended June (94.8) showed a 0.4% decrease compared to the end of March – having peaked at 96.7 in early-February. Given that this index is set for 100.0 for the beginning of the pandemic in March 2020, this means that the City employment has yet to recover fully from the impact of Covid and restrictions.

In comparison, this is significantly lower than all the other capital city CBD councils, with the next lowest being City of Melbourne at 101.9. In fact, every one of these Councils has exceeded their pre-pandemic employment levels, some by 10-15%. The City of Sydney index is in fact the lowest of every other SA3 level geography in Australia. Notably, the next lowest are the Eastern suburbs, Canterbury, Kogarah, and North Sydney, suggesting a common Sydney issue. These areas all have significant exposure to the global economy.

The City will shortly conduct the 5-yearly Floorspace and Employment Survey which will provide some insight into employment change in the City, as will the release of the ABS Census working profile later this year. However, this issue could be related to the loss of international students located in Sydney since the onset of the pandemic. This may reflect an ongoing skill shortage issue. ABS Job Vacancy data looking at change from February 2020 (pre-pandemic) to May 2022, indicates that the industries finding it difficult to fill job vacancies are the Arts Services, Accommodation and Food Service, Construction, Health Care and Retail. These are all customer-facing industries for which employment and hours have been particularly impacted during the pandemic. They are all more concentrated in city CBDs such as the City of Sydney.

- **Visitation:** City of Sydney pedestrian count figures show that footfall numbers increased from 45% of pre-Covid levels at the beginning of April 2022 to 62% by the end of June. The peak of 69% in mid-May was the highest level recorded since the onset of the pandemic.

Opal Card commuter usage data shows a similar pattern of return to 67% of pre-Covid levels, although the number of tap-offs increased by 10% in May. The end of June quarter saw the proportion of pre-Covid usage at its highest levels since the onset of the pandemic. The latest commuter data is very close to the levels attained in May 2021, prior to the Delta variant.

As a point of comparison, the Property Council's published estimates of office occupancy levels show a similar pattern, increasing from 41% in March to 55% in June, although it stalled between May and June, still below the 68% occupancy recorded in May 2021. Notably, the difference between the peak and low level of occupancy in Sydney by weekday in March was the highest of all Australian city CBDs. The peak of 66% was similar to both Perth and Brisbane, but the low of 38% was closer to Canberra and Melbourne. Worryingly, over 75% of survey respondents did not expect a material increase in occupancy levels for 3 months or more, up from 55% in May and 33% in February.

- **Spend:** The current data relates to domestic Australian consumers and does not include international visitors. It does however, identify domestic visitors to the City as distinct from residents.

It shows domestic spending following the pattern of increased visitation.

For the period from April – June 2022 (compared to the March 2022 quarter):

- Total retail spending by domestic consumers increased by 20%
- Spending at dining and entertainment establishments increased by 30%
- Spending on personal services increased by 9%
- Spending at department and clothing stores increased by 10%

Most pertinently, the monthly change from April to May 2022 shows turnover continuing to regain lost momentum caused by the peak of the initial Omicron outbreak:

- Total retail spending by domestic consumers increased by 8%
- Spending at dining and entertainment establishments increased by 9%
- Spending on personal services decreased by 4%
- Spending at department and clothing stores increased by 16%

However, the cumulative total since the pandemic began gives an understanding of the impact on cash flow of city businesses and their economic viability following the end of JobKeeper and other support arrangements, and in consequence why businesses have been increasingly concerned with the economic impact. Compared to the equivalent quarter in 2019 (ie pre-Covid), spending in the quarter was as follows:

- Total retail spending by domestic consumers increased by 4%
- Spending at dining and entertainment establishments increased by 10%
- Spending on personal services decreased by 4%
- Spending at department and clothing stores decreased by 1%

With the exception of ancillary expenditure (lunch etc) by absent office workers who were working at home, most domestic spending has begun to return. However, this data does not include international visitors who remain notably absent.

- **International travel and students:** As the heart of a global city, 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 impacted significantly on many City businesses. Jan-Mar 2022 saw the relaxation of most of the restrictions that had remained from the easing in late 2021.

The City's hotel occupancy rate for the June quarter increased to an average of 65% (reaching a peak of 83% on 28 May 2022 – the first Saturday of Vivid Sydney 2022). Notably, according to Spendmapp, this date/night was the biggest spending night of the 2021-22 financial year. These figures compare to an average 85% pre-Covid and around 50% prior to June 2021.

The ABS overseas arrivals data shows 82,000 short-term arrivals to NSW in May 2022, an increase of 65,510 compared with the corresponding month in 2021 and a more than doubling of the February figure of 35,000. However, the number of international arrivals was 67% lower than the pre-Covid levels in May 2019. Global economic uncertainty with rising

transport prices and health restrictions in other areas, particularly Asia, suggests that it will take some time to recover to pre-pandemic levels. Of particular concern is that these declines are in our traditionally larger markets – UK down 50%; New Zealand down 60%; USA down 70%; South Korea down 83% and China down 95%.

In relation to international students, these are particularly important economically for the City, with an average local spend of \$25,000 per trip – six times the spend of the average international traveller. The international student enrolments data for January-February 2022 (NSW-wide) indicated that, compared to the same period in 2021 is down a further 12% on top of a 16% decline in full-year enrolments in 2021 and a 9% decline in 2020. Only about a quarter have switched to on-line learning. The number of student arrivals in May 2022 was 24% lower than the pre-Covid levels in May 2019.

This has particularly impacted local businesses and shops servicing the resident student community.

The significance of the lack of international students, travel and migration can be seen in the ABS estimated resident population of the City actually declining by 6,431, or more than 2.5%, between June 2020 and June 2021. This is virtually unprecedented in modern times. The recently released Census results confirm the large decline in 18-24 year-old overseas-born usual residents, many of whom will be international students. Similarly, the City of Melbourne, which also has a high proportion of international students, suffered a 16,000 resident population decrease.

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, with job vacancies being difficult to fill. This could partly explain the sluggish employment growth in the City of Sydney mentioned earlier. In its final Survey of Business Conditions and Sentiment released in the final week of June, the ABS highlighted that nearly a third of employing businesses reported that they were having difficulty finding suitable staff to fill jobs. This was higher than June 2021. Over half of businesses in the accommodation and food services industry reported having trouble finding suitable staff to fill jobs. The results also showed notable increases in difficulty for some industries when compared with June 2021, including education and training (25% to 47%), retail trade (18% to 39%) and administrative and support services (24% to 43%). All of these industries are significantly located in the City.

Additionally, according to Study NSW, 59% of student visa holders from China (our largest source of students) remain offshore due to domestic Covid restrictions and flight shortages. The international education sector will take several years to recover given the ‘pipeline’ effect of lost multi-year enrolments, and intense competition from other Australian cities as well as Canada, New Zealand, UK and USA.

## Confidence

- **Business confidence:** At the beginning of the quarter, business confidence initially held up. However, in April in response to the rising maelstrom of economic issues, business confidence collapsed and fell 13.9% from an index of 113.0 to 97.3 at the end of June. The June monthly figure was the lowest of in over a decade (since the data was first recorded), with the exception of the figure for 2020 at the onset of the pandemic. A combination of disrupted supply chains and labour shortage issues merged with inflation fears, interest rate increase responses and global economic uncertainty.
- **Consumer confidence:** Nationally consumer confidence over the quarter was clearly affected by Omicron and its transmission rate. Over the course of the June quarter confidence fell by 10% to a level of 84.7. This figure for June 2022 was the lowest for the month since 1990 and 25% below the June 2021 figure. Over the course of 2022 the consumer confidence index nationally has fallen more than 20%. The confidence level in

Sydney was even lower than this. This decline in confidence has been a combination of increased health risk and the reality of the economic consequences of the pandemic.

Looking forward, in the second week of July, consumer confidence dropped a further 2.5%, following a 1.2 % drop in the first week. On the health side a surge in cases, hospitalisations and deaths will likely impact confidence further.

The number of people working fewer hours due to catching Covid in April was the second highest level recorded by the ABS during the pandemic (only marginally exceeded by the Delta variant outbreak at this time last year). People are being advised to wear masks again and to take up further vaccine booster shots. Add to that the rain and floods in Sydney, as a reminder of climate change impacts, and a virulent flu outbreak.

On the economic side the Reserve Bank interest rate rises also has weighed on consumer and business sentiment alike. Since March, confidence amongst those paying off a mortgage has fallen 25%. Conversely, tenants are facing some of the highest dwelling rents on record, as the asking rent for units have risen by 5% or \$25 per week to \$525 between April and June, according to the latest Domain Rent Report.

- **Recent trends – towards the “Brave New World” of Covid-normal, caught in a maelstrom:** The second quarter of 2022 can truly be described as an important transition period. The reality of the pandemic becoming ‘endemic’ has shifted the emphasis in managing the health issues and the economic ‘headwinds’ identified earlier have become a ‘maelstrom’.

There seems little doubt that Omicron variants Ba(4) and Ba(5) (and how the economy and governments grapple with these) will dominate the next period. Already we can see differences with the experience of the Original Covid-19 in March 2020 and the Delta variant of June 2021. Unlike the others, Omicron has a ‘long tail’ of cases compared to the ‘bell-shape’ of the other variants, this means we will really have to learn to live with it, or some other variant that arises.

There is little doubt that we need to continue to encourage more workers to return, more often, to their city-based workplaces. Similarly, we need to encourage more visitors, particularly domestic locals, overseas visitors and international students to ‘experience’ the positive benefits of the city.

Unlike previous Covid waves, the economic impact caused by Omicron will be largely determined by consumer hesitancy, business capacity and labour supply issues rather than government restrictions.

The Omicron wave has generated domestic supply chain disruptions that have largely been absent since the initial stages of the pandemic. Staff shortages are the main reason for the disruption, which raises the question of skill shortages and a mismatch of skills on the demand and supply of labour.

Other factors such as the geo-political situation and the state of the global economy that may occur, could further boost inflation, interest rates and slow growth.

How we deal with these economic issues becomes critical to the next phase of the recovery.

What is clear is that in this new world of uncertainty, over the next few years, well-thought-through holistic plans based on collaborative engagement are going to be critical to breaking through this ‘fog of uncertainty’ with appropriate and adept balance between health and economic issues.

# Summary of the plan

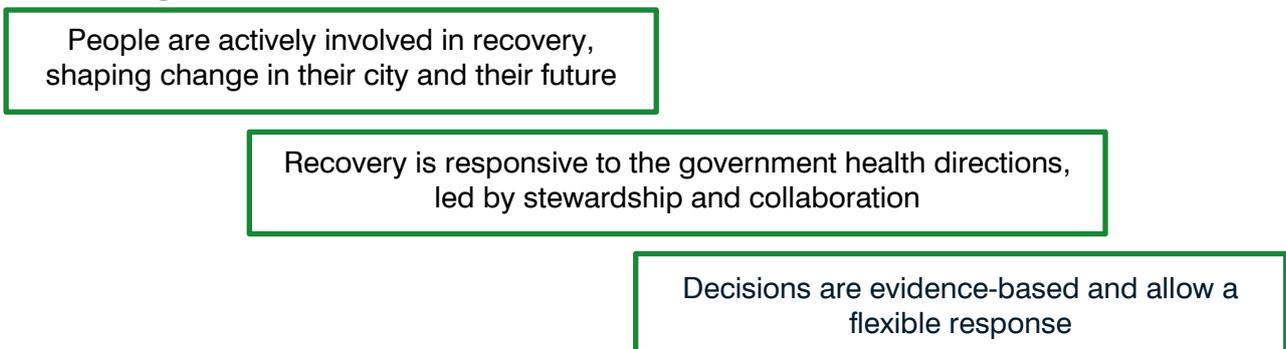
## Recovery goals

- 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
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## Action Areas



## Guiding principles



# What we have done

This section provides an overview of activity under each of the recovery plan actions for the period 1 April – 30 June 2022:

	Total Actions	Actions Underway	Activity this Quarter
Business as usual/transformed actions:	39	39	35
New actions:	18	18	14
<b>Recovery plan total actions:</b>	<b>57</b>	<b>57</b>	<b>51</b>

## Action Area 1

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

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

#### What we are doing to support recovery

- 1.1 Prioritise our business concierge service to support businesses to open and operate safely
- There were 160 contacts to the business concierge service in the quarter and 2,061 since commencement as follows:
 

	Q4 21/22	Since Commencement
Calls:	84	848
Emails:	76	1,213
  - The majority of these enquiries were about the City's grants program.
  - In addition, the concierge team supported planning for Investment NSW's *Sydney Street Party* program, which included events in Kensington St Chippendale and Angle place, Sydney (postponed due to inclement weather). The team serviced 111 enquiries about both events.
  - The concierge team conducted 10 face to face surveys with local business on Crown Street to determine the effectiveness of the Business Needs Survey which is scheduled for August. The feedback has informed the design of the upcoming survey to ensure the format and content is of value to the businesses it is intended to support.

## What we are doing to support recovery

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| 1.2 | Continue the acceleration of the capital works program to upgrade city streets, parks and playgrounds | <ul style="list-style-type: none"> <li>– Accelerated landscaping program is now complete.</li> </ul>  |
| 1.3 | Clean public places and streets to a high standard  | <ul style="list-style-type: none"> <li>– City staff and City contractors experienced ongoing strains on staff resources throughout the quarter due to Covid-related absences. To accommodate the changing requirements of public health orders and cases where workers had to isolate, there have been delays to some collection services, including green organics, booked bulky household collections, and reported illegal dumps.</li> <li>– General red bin waste and yellow bin recycling collections continue to be prioritised. These collections continued as per regular schedules with minimal missed collections despite more waste being generated and limitations on available staff resources.</li> <li>– 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.</li> <li>– 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.</li> </ul> |
| 1.4 | Promote safe alternatives to single-use items to address emerging waste issues                        | <ul style="list-style-type: none"> <li>– Pop-up stalls on safe reuse continued during the quarter. City staff engaged with 736 residents, workers, and visitors to promote safe alternatives to single use items and improve waste avoidance behaviours, as part of the City’s community recovery plan across 15 face-to-face events.</li> <li>– City staff engaged with 491 people about the upcoming NSW single use ban taking effect in local businesses in June 2022 and provided education about safe reusable alternatives to single use food and drink containers at seven community pop-up stalls held at Customs House, Newtown and Surry Hills libraries.</li> <li>– In May, City staff facilitated eight online recycling masterclass information sessions. 180 people attended and learned how to reuse and recycle right the City. In June, City staff presented a recycling masterclass to university students, as part of the University of Technology Sydney’s Global Change and the Environment event.</li> </ul>  |

## What we are doing to support recovery

- Two clothing swap events were delivered in partnership with The Clothing Exchange, and six clothing repair workshops were delivered in partnership with Sew Make Create. These events are designed to help reduce clothing ending up in landfill. They provide access to local services, education and engagement on simple actions City residents can do to adopt the circular economy principals of reuse.

At the clothing swap event at Tramsheds in Forest Lodge 115 participants swapped 183kg of clothing for reuse, and at the toy swap event at Cliff Noble Community Centre, Alexandria 30 participants swapped 114kg of good quality toys, diverting all these valuable resources from landfill by re-circulating their clothes and toys for reuse within the community.

In June, six free sewing mending and repair workshops for adults were delivered in Redfern Community Centre and the Juanita Nielsen Community Centre in Woolloomooloo, where a total of 109 registered, 59 attended and participants learnt basic sewing skills to help encourage clothing repair to avoid clothing waste.

- Through the City’s online ‘Ask A Waste Expert’ service, outreach officers responded to responded to 236 questions from 136 residents on a range of topics and items. Common questions were about safe reuse alternatives and how to recycle different kinds of plastics, electronic items and what to do with metals and clothing.

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

- The City’s major city centre revitalisation campaign *Your city is waiting for you* continued during the quarter, wrapping up at the end of June.

The campaign invited residents, workers and students back into the city centre – to eat, drink, dwell, see, and shop. It was funded by the \$20 million CBD Revitalisation partnership with NSW Government.

The campaign used digital, outdoor, local radio and podcast advertising and content marketing and leveraged our What’s On website – a one-stop hub to find the best things to do in the city centre. The campaign included a trial of the City’s first TikTok content which generated 2.4million views, 75% of which was by 18-24 year olds.

**What we are doing to support recovery**

- We have scaled back Covid related content articles on City of Sydney News, but still provide essential and relevant information. The following articles continued to be promoted via City’s social channels and to our weekly email digest subscribers; however numbers are dwindling. This indicates a degree of audience fatigue with this type of messaging. City Communications will continue to adapt the content styles and messaging to ensure it engages the audience:

Page Views:	Q4	Total
• Covid-19 page on CoS website:	15	32,134
• Get your Covid vaccination:	184	19,043
• Covid testing for Aboriginal and Torres Strait Islander community:	81	3,614
• Ultimo pop-up vax clinic:	46	3,688
• Summer Streets (final days of campaign):	311	6,929

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| 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, travel demand planning and reprioritisation of roads</p> | <ul style="list-style-type: none"> <li>- Since the commencement of the outdoor dining in new spaces program in November 2020 until 30 June, 478 applications have been approved, of which 133 relate to 1,787sqm of reallocated road space and 345 relate to 4,266sqm of reallocated footway space. \$5,384,376 in footway dining fees have been waived.</li> <li>- The City continues to advocate for greater priority for pedestrians at crossings to reduce crowding.</li> </ul> |
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**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	<ul style="list-style-type: none"> <li>– Waived footway dining fees have been extended to June 2023:</li> </ul>	<table border="0"> <tr> <td style="padding-right: 20px;">Fees waived</td> <td style="text-align: right;">Since commencement \$ 5,384,376</td> </tr> </table>	Fees waived	Since commencement \$ 5,384,376		
Fees waived	Since commencement \$ 5,384,376						
		<ul style="list-style-type: none"> <li>– Continued rent relief on commercial properties (excluding QVB):</li> </ul>	<table border="0"> <tr> <td style="padding-right: 20px;">Total rent relief forecast</td> <td style="text-align: right;">2021/fin year \$11,544,168</td> </tr> <tr> <td style="padding-right: 20px;">Total rent deferral estimate</td> <td style="text-align: right;">\$ 1,520,032</td> </tr> </table>	Total rent relief forecast	2021/fin year \$11,544,168	Total rent deferral estimate	\$ 1,520,032
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| 1.8 | Invest in the pedestrianisation and activation of south George Street | <ul style="list-style-type: none"> <li>– Construction to permanently convert the southern end of George Street to a pedestrian boulevard, as part of creating 9,000m<sup>2</sup> of additional pedestrianised space began in March 2021 and is now complete.</li> <li>– The new pedestrian boulevard between Bathurst Street and Rawson Place was officially opened on 7 June 2022.</li> <li>– A new pedestrian area on Devonshire Street between Chalmers and Elizabeth streets has also been created and was also opened on 7 June 2022.</li> <li>– Additional public domain improvements including wider footpaths, new trees and street furniture are underway on George Street between Rawson Place and Pitt Street; and in Hay Street, Ultimo Road and Thomas Street. These works will be completed later this year.</li> <li>– The project’s Community Liaison Officer continues to work with local residents and businesses to ensure they are well informed ahead of works in the area. Regular updates are provided to the community.</li> <li>– The project is 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.</li> <li>– The City has received 18 applications for outdoor dining in the newly pedestrianised sections on George St and Devonshire St since the new spaces have been created.</li> </ul> |
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## Action Area 2

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

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

#### What we are doing to support recovery

- 2.1 Direct existing grant support towards addressing emerging community issues and funding those most in need
- Round 1 of the City’s annual grants and sponsorship was awarded during the quarter to provide cash and in-kind grant support directed to addressing community issues and needs across the following programs:

	Grants Approved	Grant Value
• Community Services	17	\$1,507,673
• Matching Grants	16	\$ 111,515

- 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
- 239 program sessions were provided online and face-to-face from 1 April – 30 June 2022.
  - In the last quarter 3,842 people engaged in online and face-to-face programming via City Libraries and Cultural Programs and Services.
  - Online Auslan and English Storytime attracted 3,913 views.
  - 6 lunchtime conversations were delivered with online and face-to-face participation options at Darling Square Library.
  - 8 new online Auslan and English Storytime videos, featuring Deaf presenters as literacy role models were produced and 18 videos were hosted on the City’s website.
  - 16 digital literacy sessions were provided in 3 libraries providing tech support to community members with 68 attendees.
  - 4 library outreach events were attended with 163 attendees.
  - 6 book club meetings were held online and face-to-face with 31 attendees.
  - 109 face-to-face early literacy programs were held with 3,822 attendees (1,513 adults and 1,572 children).
  - 10 library branch focused programs were developed and delivered to 92 attendees.

## What we are doing to support recovery

- 2.3 Manage community spaces, services and facilities to ensure safe, equitable and affordable access and participation
- 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. 31 events in this quarter were Auslan interpreted, 218 events were captioned.
  - Of 775 survey responses across all cultural programming, 79% of people attending programs reported feeling welcome and included. While personal connections ratings were low (reflecting the online nature of many events), 66% of respondents agreed that the program helped them feel positive about the future of the community and 91% of respondents reporting that the program helped them to gain new insights.
  - 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.
  - This quarter saw a 14% increase in library attendance from last quarter
  - Home library service made 322 deliveries.
  - 10 public computer docking stations were installed in libraries to allow community a second screen experience for their personal laptops.
- 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
- Since the City’s community centres re-opened, 59,091 people attended in the last quarter.
  - 16 digital literacy sessions were held, providing tech support to community members with a total of 68 attendees across three locations.
  - 13,252 PC sessions used by visitors to libraries.
  - 52,845 wi-fi sessions were accessed through public wi-fi across the library network.
- 2.5 Work with other government agencies and organisations working in the homelessness sector to support those at risk of or experiencing homelessness
- Seven-day coverage provided by the City’s homelessness unit and public space liaison officers who continue to engage with people experiencing homelessness. Staff continue to provide rough sleepers with the most up to date information from NSW Health, along with information about service provision and accommodation available.
  - 147 people were supported to access long term housing in the last quarter.

## What we are doing to support recovery

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| <p>2.6 Continue to leverage the City’s existing Supported Accommodation, Affordable and Diverse Housing Fund to create more affordable housing</p>                | <ul style="list-style-type: none"> <li>– No activity scheduled this quarter.</li> </ul>   |
| <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"> <li>– The City continues to advocate to the NSW Government and housing providers for the retention and increased supply of social and affordable housing on state significant and urban renewal sites, including the Waterloo (South) redevelopment, the Pyrmont Place Strategy and Blackwattle Bay State Significant Precinct, 600 Elizabeth Street, Redfern North Eveleigh Precinct Renewal site and the Central Station state significant precinct.</li> <li>– Public exhibition for the Waterloo Estate proposal by the NSW Government closed on 29 April. The state government is currently reviewing submissions and recruiting a development consortium for the redevelopment. The City continues to support and communicate with the Waterloo community and advocate for an increase in social and affordable housing on the site.</li> <li>– The Lord Mayor wrote to the Prime Minister Anthony Albanese, urging him to adopt a more ambitious social and affordable housing target and to highlight the need for urgent reforms. These included:             <ul style="list-style-type: none"> <li>• Establish a funding and investment strategy to increase the provision of affordable and social housing (and wrap around services as needed) by leveraging projects in the planning stages that rely on the sale of public land and development rights to self-fund.</li> <li>• Collaborate with state, territory and local governments to strengthen the community housing provider sector by giving them more projects to deliver.</li> <li>• Develop minimum targets for social and affordable housing in collaboration with state, territory and local governments in the new Housing and Homelessness agreements.</li> </ul> </li> </ul> |
| <p>2.8 Prioritise the provision of food security services for our vulnerable communities through partnerships, networks, grants and existing services</p>         | <ul style="list-style-type: none"> <li>– Meals on Wheels delivered 11,694 meals to 236 residents.</li> </ul>  |

## 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 – With the support of the City of Sydney’s \$50,000 donation in November 2021, Second Bite provided 1,080 hampers of pantry staples to organisations delivering food relief services in this quarter.
- 2.10 Advocate to the federal government for the continuation of financial and other support packages and broadening access to assistance – No activity scheduled this quarter.
- 2.11 Connect impacted international students to accommodation and mental health support services – The fifth cohort of the international student leadership and ambassador program (ISLA) 2021-22 concluded on 25 June. The ISLA program is one of the key deliverables in the City’s International Education Plan. The ISLA program provides leadership training and co-designed projects with international student leaders to address the needs of international students and provide a platform to amplify their voices in the community.
- With the City’s mentoring and support, this cohort of 31 international student ambassadors delivered 23 online and in-person events with close to 1,300 international students attending during their 18 months ambassadorship. The ambassadors contributed over 9,000 hours of volunteer work with a total value of \$225,000 to the city.
- During the pandemic, the ISLA team supported the well-being and connections of international students, linking the broader international student communities to support services.
- Activities conducted this quarter included:
- 2 Career Essentials workshops and 1 International student Employment Panel took place with the City’s ISLA ambassadors as guest speakers sharing career planning and job application and interview tips. In total 99 international students attended the career workshops and employment panel.
  - 2 social events - Autumn City Tour and Amazing Race networking event were held to welcome international students back to the city. These events provided the opportunity for international students to make new friends and get to know about the City’s history, icons, and international student support services. A total of 130 international students attended the two events.

**Other actions we will take**

2.12 Advocate to the NSW Government to direct energy efficiency support to low-income residents and strata communities in the local area

- The City is collaborating with NSW Govt to ensure energy efficiency stimulus, incentives and support include strata communities and also low-income communities. The City has successfully advocated to the NSW Government to ensure sustainability infrastructure and associated by-laws and decision-making support are included in the evolution of relevant legislation. This work is ongoing.

## Action Area 3

# Strengthen community cohesion to build the resilience of local communities

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

### What we are doing to support recovery

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|---|--|
| <p>3.1 Provide grants that facilitate community engagement in City owned spaces and public places</p>                   | <ul style="list-style-type: none"> <li>– Venue hire fee waiver up to \$13,364 was provided to SBE Australia Ltd for their 10 Year Impact event at Sydney Town Hall, to celebrate the women’s entrepreneurship sector. SBE is a not-for-profit (with the foundational support of the City of Sydney) aiming to provide women entrepreneurs with access to tools, networks and knowledge to help them build and scale global, sustainable businesses.</li> </ul>   |
| <p>3.2 Provide residents with links to support services and practical assistance</p>                                    | <ul style="list-style-type: none"> <li>– The City 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.</li> <li>– The community hotline received only 3 calls for requests to information or support, compared to 63 calls received during April – June 2021.</li> <li>– Key safety and crime prevention messaging was provided to over 5,200 residents monthly on themes on women’s safety, domestic violence, and avoiding parcel theft.</li> </ul> |
| <p>3.3 Support the provision of health and safety information to residential strata owners</p>                          | <ul style="list-style-type: none"> <li>– The City has continued to provide health, safety and resilience information through to strata communities through Smart Green Apartments and Residential Strata Sustainability Group.</li> </ul> <p>We continue to work closely with other internal teams to ensure essential information is circulated to our high-density strata communities with regular e-newsletters circulated to City residents and strata businesses.</p>   |
| <p>3.4 Advocate to ensure environmental sustainability is of high importance in fast-tracked urban renewal programs</p> | <ul style="list-style-type: none"> <li>– Advocacy has continued to NSW Government for environmental outcomes aligned to City targets in the following renewal projects:                             <ul style="list-style-type: none"> <li>• Waterloo Estate</li> <li>• Central Station</li> </ul> </li> </ul>   |

## What we are doing to support recovery

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| <p>3.5 Coordinate local emergency response through Local Emergency Management Committee</p>                                | <ul style="list-style-type: none"> <li>– 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 activities and emerging issues. Progress update includes:                             <ul style="list-style-type: none"> <li>• Monthly LEMC meetings.</li> <li>• Ongoing support to the NSW Health public health response through the use of City facilities as vaccination, testing, and booster clinics.</li> <li>• Coordinated support to vulnerable communities through emergency food distribution (hampers and kitchens), dedicated community hotline, targeted communications and personal protective equipment.</li> <li>• 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.</li> </ul> </li> </ul> |
| <p>3.6 Work with the Resilient Sydney network to share best practice and establish cross boundary recovery initiatives</p> | <ul style="list-style-type: none"> <li>– The Resilient Sydney program continued to support councils with information and advice through the ongoing adaptations required during the continuing pandemic.</li> </ul>   |

## Other actions we will take

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| <p>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</p> | <ul style="list-style-type: none"> <li>– The City hosted the quarterly Domestic and Family Violence Forum on 7 June attended by over 35 sector representatives. Attendees heard about best practice for inclusive service design and practice to support women and girls with intellectual and learning disability who have experienced domestic and family violence.</li> <li>– The City has built the capacity of over 60 trusted frontline organisations to deliver food and support to vulnerable communities.</li> </ul> |
| <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>                                    | <ul style="list-style-type: none"> <li>– The City hosted a session with the grants team and Aboriginal Community Controlled Organisations to discuss the Round 1 Community Services Grant round to discuss the application process, timeframes, and project ideas.</li> </ul>   |

## Other actions we will take

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| <p>3.9 Explore with the local Aboriginal and Torres Strait Islander community the idea to facilitate a culturally sensitive commemorative event due to the impacts on participating in <i>Sorry Business</i> during the pandemic, and to provide an opportunity for support, collective reflection and acknowledgement for community members who have passed away.</p> | <p>– No activity against this action was scheduled this quarter.</p> <p>The focus of the City’s work with the community continued to focus on providing 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>– No activity against this action was scheduled this quarter.</p>   |

## Action Area 4

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

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

### What we are doing to support recovery

- 4.1 Direct existing grant support to sustain cultural organisations and stimulate development opportunities for local creatives
- Round 1 of the City’s annual grants and sponsorship is currently open for cash and in-kind grant support across the following cultural-focussed programs:
 

	Grants Approved	Grant Value
• Business support – live music & performance	13	\$ 236,452
• Cultural & Creative	29	\$ 519,528
• Festivals & events – artform	10	\$1,503,230
• Festivals & events – village & community	18	\$ 963,122
  - In this round, the City also offered a new grant called precinct activation grants. This grant program encourages collaborative partnerships between businesses, creatives and communities that renew and transform our city centre, local precincts and neighbourhoods. The collaborations needed to include at least one partner from the creative industries, to program special precinct activations to support the creative sector while reactivation the local area.
- 14 grants were awarded for a total of \$3,700,000.
- 4.2 Advocate to federal and state governments for targeted support for culture and no net loss of cultural space
- The Council of Capital City Lord Mayors has prepared a position statement on Culture and the Arts and is seeking:
    - A national cultural plan that provides a shared vision for arts and culture with agreed actions and targets.
    - Improved data collection and reporting.
    - Investment in cultural infrastructure, recognising culture and the arts as social infrastructure.
    - Development of a national framework for valuing social infrastructure that drives appropriate and effective investment.

**What we are doing to support recovery**

4.3 Support Aboriginal and Torres Strait Islander cultural practices and knowledge sharing

- The City is working to better support Aboriginal and Torres Strait Islander grant applications through:
  - Promotion
  - Training
  - Application
  - Assessment

During Q4, the City provided the following support for Aboriginal and Torres Strait Islander grant applications:

- 20 grant applications for Round 1 were received from Aboriginal and Torres Strait Islander applicants and 14 were approved to receive grants to a value of \$766,332 in cash and value in kind. This was across Festivals and Events (village and community), Cultural and Creative Grants and Sponsorship, Matching Grants and Community Services Grants programs.
- Eight of these were verbal applications, all of which were approved.

- As public health orders have now ended, Cultural Practice in public spaces is now able to safely operate again. The Busking and Aboriginal and Torres Strait Islander Cultural Practice Policy supports cultural practice in public space across our local area.
- *bara* is a new public artwork on the Tarpeian Lawn of the Botanic Gardens, officially opened by the City of Sydney in May 2022. The sculpture references fishing hooks used by Gadigal people and has formalised a site for cultural practice, reflection and celebration adjacent the harbour, as part of the *Yananurala* art and culture trail.

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

- The City provided 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:	\$27,503	\$200,000
• Other cultural:	\$83,883	\$381,483
• Other social:	\$44,292	\$181,991

This action is complete

- 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	\$787,867	\$3,062,129

This action is complete

## What we are doing to support recovery

- In June 2022 the City launched the City of Sydney Creative Studios, a new start of the art production and rehearsal facility featuring 30 purpose-built spaces for artists and creatives. Not-for-profit arts organisation and registered charity Brand X Productions have been engaged to operate and manage the facility. Artists, creative practitioners and organisations can hire spaces in both short and long term capacities. Brand X also offer professional development programs where artists can apply for access to free space, stipends, equipment and mentoring.
  - The City opened an Expression of Interest for two City owned spaces to be made available to the cultural sector under the Accommodation Grants Program. The assessment process is underway, with new tenants expected to commence their tenancies from September 2022.
  - All cultural tenants continue to be provided proactive contract management support, including consultation on performance criteria, development of plans of management, site visits and advocacy for tenants, and promotion of tenant activities and events. Cultural tenants and grantees were also provided with a monthly news digest of links to applicable government support and other opportunities.
- 4.5 Enable diverse local cultural infrastructure and activation through the City’s Open and Creative planning reforms
- The Open and Creative planning reforms, a set of measures to make it easier for small businesses to trade later, or host performances and shows are still with the Department of Planning, Industry and Environment for finalisation. Once drafting by Parliamentary Counsel is complete, the reforms will be published and able to be implemented. The City is reviewing submissions to the draft entertainment sound planning controls and will report back to Council in 2022.
-

## Other actions we will take

- 4.6 Facilitate opportunities for collaboration and capacity building to ensure cultural sector resilience and sustainability
- Outcomes of the Making Space for Culture Incubation Program were reported in March. This pilot program was funded through the Knowledge Exchange grant program and was undertaken by Left Bank Company.
 

The program brought together 8 participants from the cultural sector and 7 from 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.

In June 2022, the City approved a further two years of funding for the program, to enable a larger number of participants to benefit from the incubator, and to maintain and build upon the network developed through the initial program.
  - Key insights include:
    - The sector needs intermediaries to de-risk and bring specific skillsets to development cycle
    - Measuring the value of proposition of creative spaces remains a hurdle
    - Strategic partnerships need to be established before project opportunities are explored
    - Cultural sector want to own their properties, but need help to get there
    - Affordability of creative space poorly defined
    - Delivery of sqm space cannot come at expense of quality or viability.
- 4.7 Continue to explore opportunities for making space for culture in partnership with public and private sectors
- 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 were provided to Councillors for information in quarter and will now be made available to the cultural and property sectors as a free resource to help guide planning and decision making on new creative space projects.
 

Working with Creative Victoria, a second set of Design Guides has now been developed covering additional spaces like galleries, art and photography studios, and tv and film production spaces. The additional guides are due to be published in August.

## Other actions we will take

- The City has appointed a new Cultural and Creative Sector Advisory Panel to help address issues affecting the recovery of the sector and to provide strategic advice on the City’s approach to increasing the supply of cultural infrastructure and creative workspace. The panel has 20 members, chosen from 156 expressions of interest received, and includes representatives from Music NSW, Sydney Opera House, Spectrum Films, Brand X, 107 Projects, and Aboriginal Dance Theatre Redfern, as well as property developers CBRE and Leamac, and Arup, Left Bank Co and TZG architects.
  
  - 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

- 5.1 Use our communications channels to promote shop local and visit local to residents, workers and visitors
- We saw a slight downturn in activity on What’s On this quarter which is likely attributed to poor weather.
  - Leveraged whatson.sydney as the primary event platform:
    - Events submitted: 3,650
    - Page views per month: 221,769
    - Sessions per month: 189,740
    - Email subscribers: 31,463
  - The city centre reactivation marketing campaign *Your city is waiting for you* continued throughout the quarter. Refer to action 1.5 for a full report.
- 5.2 Continue to invest in local festivals and major events that demonstrate Sydney’s vibrancy and encourage local Sydneysiders and others from around the state and country to visit
- The City exhibited major installations as part of *Art & About*:
    - The large-scale mural *As one door closes* by Will Cooke which was installed in 2021 has been extended to run until the end of 2022.
    - *Here lies your story* by Fenella Kernebone and TIDAL by Mike Daly were both installed in May and finished up in late June.
    - Two other projects from the 2021-22 *Art & About* EOI are currently in development and final assessment of six shortlisted projects from the 2022-23 EOI is underway.
- 5.3 Continue to partner with Business Events Sydney (BE Sydney) to build the pipeline of business meetings for Sydney
- BESydney’s events pipeline continues to grow, with the following events secured during the period:
    - In late August this year Sydney will host the Million Dollar Round Table (MDRT) Global Conference at the ICC Sydney. Sydney hosted this event in 2019 with some 7000 attendees and expects between 4,000 and 6,000 predominantly international delegates will attend this year.
    - Sydney is the host city for the 24th International Association of Gerontology and Geriatric (IAGG) World Congress of Gerontology and Geriatrics in 2029. The 2029 Congress is expected to attract around 4,500 delegates to Sydney over five days and

**What we are doing to support recovery**

BESydney estimates it will inject \$21.6 million into the local economy.

- BESydney has secured the Australian edition of the internationally renowned Unbound Innovation series, “Converge AU”, which will take place in October 2022 at the ICC. The three-day event is expected to bring in 3,000 innovators from across the globe to forge new relationships, promote investment and create new business opportunities. The Australian edition of the internationally renowned Unbound Innovation series, “Converge AU”, will draw innovative companies, brands and tech start-ups to Sydney and generate an expected \$4.9 million boost for the tourism industry.
- Sydney has been announced as the host city for the Asia and Oceania Federation of Obstetrics and Gynaecology (AOFOG) Congress in 2026. The event is expected to attract 2,000 delegates to Sydney over four days and BESydney estimates it will inject \$7.4 million into the local economy.

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

- Sustainable Destination Partnership – A leadership panel of the Sustainable Destination Partnership delivered its 2021/22 annual report with 28 percent reduction in carbon emissions and 33 percent potable water savings in the last 3 years.
- Though severely impacted by the pandemic, the sector continued to achieve resource savings and developed sustainability policies and other indicators of growing organisational and sector sustainability capability. A new three-year partnership agreement and strategy has been delivered reflecting the success of the partnership and commitment to ongoing ambitious action to create a sustainable Sydney.
- 13 environmental performance grants were acquitted with organisations implementing sustainability upgrades resulting in 6,676 tonnes of carbon savings
  - The City participated in the Global Destination Sustainability Index in 2022 delivering a rank of 15 for Sydney.

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

- Limited visitor services have operated from Customs House welcome desk during the April – June period but generally this service has been predominantly utilised by international visitors, who have been very low in arrivals during this period. Domestic visitors are not the dominant group requiring this type of service.

## What we are doing to support recovery

- The volunteer Destination Ambassador services will recommence this September to meet international cruises at both OPT and White Bay. Recruitment of new and re-engagement with past volunteers has commenced and training is on-going over the next few months in preparation of Spring/Summer international visitor arrivals.
- The City’s Destination Ambassador services will service the Circular Quay area as well as the Cruise terminals from September – assuming we are able to recruit sufficient volunteer ambassadors.
- The Sydney Visitor Centre, formerly located in The Rocks, has now closed due to poor visitor numbers and business pressures as a result of the pandemic.
- The City continues to work closely with Tourism groups and Destination NSW to promote and support visitor experiences across our local government area.

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

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

- With sponsorship support from City of Sydney, Vivid Sydney returned in May 2022, after a hiatus of 2 years due to the pandemic. Attendance for the 23-night festival is estimated at a record 2.58 million, including visits to the 8km Vivid Light Walk as well as concerts and talks held as part of Vivid Music and Ideas.
- Sponsored by the City, Australian Fashion Week 2022 saw 23,600 attendees from Sydney and beyond. The event featured 84 Australian fashion designers, including 19 percent First Nation designers. The event was also livestreamed with audiences tuning in virtually from 71 countries from around the world, helping increase the profile of Sydney as a tourism and events destination.
- To help activate Sydney’s precincts, a series of place-based festivals were held across the LGA with support from the City, including Pyrmont Festival (20,000 visitors); Whiskey on the Rocks (3000 visitors); and Archie Rose Festival at Hyde Park

**Other actions we will take**

Barrack (2000 visitors and 17 participating businesses).

- In June, the City also supported 14 Precinct Activation Grants for businesses to the value of \$3,000,000, which will support the development of emerging and existing precincts in our LGA, such as Haymarket, South Eveleigh, Hollywood Precinct (Surry Hills) and Quay Quarter (Circular Quay).

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

- This action is now complete, however the City’s marketing team continues to liaise with Destination NSW to ensure ongoing marketing activity by the two organisations to promote Sydney is complementary.

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

- The City contributed to an advocacy position paper developed by the Council of Capital City Lord Mayors which seeks changes to the post-study work arrangement for international students. Extending the length of the post-study work visas as a pathway to permanent residency and citizenship will enhance the value of an educational experience in Australia, enhance Australia’s attractiveness as a study destination, retain our global competitiveness in this market and help address labour skills shortages.

The joint-advocacy paper was developed in partnership with the CCCLM members, the Group of Eight Universities along with University of Tasmania (Hobart) and Charles Darwin University (Darwin).

## Action Area 6

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

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

### What we are doing to support recovery

- 6.1 Facilitate dialogue with heavily impacted sectors to support their recovery
- The City facilitated connections between the organisers of Sydney World Pride - the 17-day LGBTQIA+ festival coming to Sydney in 2023 - and local chambers of commerce including Darlinghurst Business Partnership, Potts Point Partnership, and Surry Hills Creative Precinct, to ensure that local businesses within the festival footprint have the opportunity to leverage this major event. Supported by City of Sydney, Sydney World Pride is expecting an estimate 500,000 visitors from around the world.
- 6.2 Direct existing grant support for organisations, businesses and industry, including those dominated by women, to assist them to innovate, adapt and grow
- |   | Grants Approved | Grant Value |
|---|-----------------|-------------|
| • Business support – night-time diversification | 5               | \$ 117,000  |
| • Business support – place & industry           | 6               | \$ 252,341  |
- 6.3 Continue to support collaboration across the innovation precincts within the Camperdown Ultimo collaboration area
- In June 2022, the City delivered the 2022 Visiting Entrepreneur Program, a series of 17 free events across 10 days featuring 11 global thinkers and 35 local experts across emerging sectors including synthetic biology, quantum computing, autonomous vehicles and the future of immersive experiences. The program, supported by Tech Central, attracted 2,600 people. 84% agreed the program helped raise the positive profile of Sydney's startup ecosystem.
  - The City is working closely with the Greater Cities Commission to support their engagement work across the precinct which includes developing an engagement framework to facilitate a coordinated approach to engagement. The GCC has committed to establishing a working group of engagement teams from key agencies and stakeholders in the precinct to ensure a coordinated approach to engagement.

## 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"> <li>– 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.</li> </ul>   |
| 6.5 | Continue to use City procurement to support local businesses and a shift to a circular economy                               | <ul style="list-style-type: none"> <li>– The City has continued to utilise tools such as the ‘Local Buy Database’ to assist City employees in identifying suppliers such as those located within the City and surrounding LGAs, small to medium and start-up businesses, Indigenous businesses and social enterprises, which supports community recovery, buying locally and aligns to our Sustainable Procurement Policy. The inclusion of sustainability considerations in selected tender returnable schedules has been in place for some time and will continue to be refined and developed.</li> </ul>   |
| 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"> <li>– Action to support businesses is largely delivered through the flagship programs of the Better Buildings Partnership (BBP) and CitySwitch Green Office. Key activities in the quarter included:                             <ul style="list-style-type: none"> <li>• The Better Buildings Partnership launched a new three-year strategy with a focus on circular economy, resilience and climate positive projects.</li> <li>• The FY21 annual report was delivered showing 63 percent emissions reduction and 33 percent potable water reduction since FY06.</li> <li>• CitySwitch Sydney was delivered to local office-based businesses, with two face-to-face events and regular webinars. Four new signatories joined the program.</li> <li>• The CitySwitch National Program has undergone a strategic evolution to increase its impact and address the urgent need for office-based business to decarbonise; a flexible pathway model has been developed for business to use as a framework to achieve net zero emissions. A national awards event was held in April; businesses collectively reduced carbon emissions by 762,341 tonnes through energy efficiency and offsetting measures equating to cost savings of \$62.6million.</li> </ul> </li> <li>– There is now 20.9 MW of rooftop solar installed on 2,041 rooftops in the LGA, an increase of 1,100kW from last quarter.</li> <li>– The City's Get GreenPower campaign was launched to support individuals to easily make the switch to a renewables energy plan.</li> </ul> |

## What we are doing to support recovery

- Tailored support on renewables was delivered through the CitySwitch webinar: *Pathways to Renewables* for small energy users and distribution of the online GreenPower guide through City Business channels.
  - Innovation Grants focused on renewables have enabled greater community support for onsite and offsite options. Sydney Solar Villages has held three solar information nights as part of its Knowledge Exchange Grant, working with the City to promote tailored planning information for residents looking to install solar in heritage areas. Ultimo Solar Roadmap grants was acquitted and successful in identifying a range of viable community solar projects in Ultimo and a feasibility study on solar on industrial roofs generated information on the opportunities and barriers for the southern part of our local area.
- 6.7 Continue to assist businesses and apartment buildings owners' corporations to implement retrofits for increased efficiency
- The Smart Green Apartments program has reduced emissions by 31,776 tonnes CO2e per year and saved owners' corporations \$4.6 M.
  - The Strata Sustainability Reference Group was held during the quarter and focused on sustainability and resilience support for high density communities.
  - To date, the City has supported 147 apartment buildings to get a NABERS rating with eight procuring GreenPower. This quarter 12 strata schemes received a NABERS energy rating and NABERS water rating.
  - 22 Smart Green Apartments buildings and 31 grant recipient buildings are participating in the City's food scraps recycling trial.
  - One e-news was sent to 3,398 subscribers.
  - The City continued to advocate for improved environmental standards for apartment buildings.
  - The City has supported the NSW Government's development of the new NABERS Renewable Energy Indicator for apartment buildings launching later this year.
- 6.8 Prioritise investment in City projects that provide significant local green economy benefits
- 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"> <li>– The City successfully delivered the 2022 Reboot Webinar Series, a 9-week webinar series providing free digital upskilling and training for small business to continue to support their recovery from the pandemic. The 2022 series was sponsored by NSW Government’s Business Connect, to expand the reach of the program to regional businesses across NSW. Held between 29 March and 31 May, the program featured digital experts including Naomi Simson, founder of RedBalloon and Lisa Muxworthy, Editor in Chief at news.com.au. Each webinar delivered practical information on specific digital skills, followed by live Q&amp;A with real business owners. The series’ content attracted a total of 3,613 businesses from retail and hospitality (22%), digital entrepreneurs (7%), creative (23%) and professional services (15%). Survey results show that 94% of attendees gained new knowledge and 92% agreed the knowledge gained will help grow their businesses.</li> <li>– With grant funding support from City of Sydney, Australian Fashion Council delivered the FashTech Lab, a 6-month program for ten local fashion brands to learn how to adopt 3D design technology, bringing significant reductions in sampling costs, textile waste, carbon and water usage. 100% of participants are intending to implement learnings from the program. The City has also approved funding for the next iteration of this program to be delivered in 2023.</li> <li>– In April-May 2022, the City delivered a 10-week accelerator program for small businesses called ‘Charge Up Challenge’. The program supported 20 small retail, hospitality and tourism businesses with programming and 1-1 mentorship to strengthen their business models, innovate and grow. 85% of participants were satisfied with the program and 50% intend to develop newly identified revenue streams.</li> </ul> |
| <p>6.10 Advocate to federal and state governments to invest in green economy as major generator of jobs</p>      | <ul style="list-style-type: none"> <li>– No activity scheduled this quarter</li> </ul>  |

