

6 August 2018

At 2.00 pm

Volume 3 - Items 2 and 15

Corporate, Finance, Properties and Tenders Committee

Agenda

- 1. Disclosures of Interest**
- 2. 2017/18 Quarter 4 Review – Delivery Program 2017–2021**
- 3. Investments Held as at 30 June 2018**
- 4. Policy - Adoption - Draft Naming Policy 2017**
- 5. Naming Proposal - Post Exhibition - Plaza Bounded by Kent, Sussex and Napoleon Streets**
- 6. Proposed Land Classification of Six Lots - Lachlan and Ashmore Precincts**
- 7. Cancellation of Tender - Drying Green Park, Green Square Town Centre**
- 8. Land Classification - 6-8 Huntley Street, Alexandria**
- 9. Ausgrid's Proposed Acquisition by Agreement for Easement over Community Title Lot 1 DP270785, 67A Bourke Road, Alexandria (Part) for Underground Electrical Cables and Other Purposes**
- 10. Exemption from Tender and Request for Extension - Supply and Installation of Hoardings for Stockton House, Fig and Wattle Streets Depot and The Bulk Store at Bay Street Depot**
- 11. Exemption From Tender and Request For Extension - Supply and Maintenance of Street Furniture**
- 12. Exemption from Tender - Operation of the Leachate Treatment Plant**
- 13. Tender - Mattress Collection and Processing Services**
- 14. Contract Extension - Parks and Open Space Maintenance**
- 15. Tender - Reject and Negotiate - Electronic Planning Solution (ePlanning)**
- 16. Contract Variation - Child Care Management Agreement - Children's Services Community Management**
- 17. Contract Variation - Sydney New Year's Eve Crowd and Transport Management Services**

Economic Development and Business Sub-Committee

- 18. Knowledge Exchange Sponsorship - Smart Cities Week**
- 19. Knowledge Exchange Sponsorship - StartCon and Cicada Innovations**
- 20. Knowledge Exchange Sponsorship - The Virangana Project**
- 21. Knowledge Exchange Sponsorship - 2018 Sydney China Business Forum**

Guidelines for Speakers at Council Committees



As part of our democratic process, the City invites members of the community to speak directly to Councillors during Committee meetings about items on the agenda.

To enable the Committee to hear a wide range of views and concerns within the limited time available, we encourage people interested in speaking at Committee to:

1. Register to speak by calling Council's Secretariat on 9265 9310 before 12.00 noon on the day of the meeting.
2. Check the recommendation in the Committee report before speaking, as it may address your concerns so that you just need to indicate your support for the recommendation.
3. Note that there is a three minute time limit for each speaker (with a warning bell at two minutes) and prepare your presentation to cover your major points within that time
4. Avoid repeating what previous speakers have said and focus on issues and information that the Committee may not already know.
5. If there is a large number of people interested in the same item as you, try to nominate three representatives to speak on your behalf and to indicate how many people they are representing.
6. Before speaking, turn on the microphone by pressing the button next to it and speak clearly so that everyone in the Council Chamber can hear.
7. Be prepared to quickly return to the microphone and respond briefly to any questions from Councillors, after all speakers on an item have made their presentations.

Committee meetings can continue until very late, particularly when there is a long agenda and a large number of speakers. This impacts on speakers who have to wait until very late, as well as Council staff and Councillors who are required to remain focused and alert until very late. At the start of each Committee meeting, the Committee Chair may reorder agenda items so that those items with speakers can be dealt with first.

Committee reports are on line at www.cityofsydney.nsw.gov.au, with printed copies available at Sydney Town Hall immediately prior to the meeting. Council staff are also available prior to the meeting to assist.

Item 2.**2017/18 Quarter 4 Review – Delivery Program 2017–2021****File No:** **S096187****Summary**

This report reviews the operating and capital results against budget for the 2017/18 financial year and progress against the performance measures identified within the Operational Plan 2017/18, being the first year of the Delivery Program 2017-2021.

Council's financial performance at Q4 2017/18 reflected an Operating Result of \$140.1M, against a full year budget of \$114.8M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Council has achieved a Net Surplus of \$171.8M against a budget of \$27.9M. The favourable full year variance of \$144.0M predominately reflects the deferred payment of \$63.6M for the contribution to the light rail to NSW Government and higher developer contributions. The major variances are discussed within the body of this report, and full details are provided in Attachment A.

The Capital Works program expenditure of \$149.1M compares to a full year budget of \$336.6M, again reflecting the deferred light rail payment. A summary of the 2017/18 capital project expenditure is outlined within the body of this report, and detailed within Attachment B.

The Information Services capital expenditure, for projects developed internally, was \$5.8M which was \$3.2M favourable when compared to the full year budget.

The Plant and Equipment expenditure at Q4, net of disposals, was \$10.9M against a full year budget of \$20.9M.

The interim financial results are still being finalised as part of the preparation of the annual financial statements, which are subject to external audit in August. It is anticipated that there may therefore 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 2018.

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 Quarterly Environmental Sustainability progress report provides further details on the achievements against the targets in the Environmental Plan for both the local government area (LGA) and the City's own operations. This is provided at Attachment E.

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.

Recommendation

It is resolved that Council:

- (A) note the financial performance of Council for the year ending 30 June 2018, including the Net Surplus of \$171.8M, as outlined in the subject report and summarised in Attachment A to the subject report;
- (B) note the full year Capital Works expenditure of \$149.1M, and approve the proposed revote of budget and other adjustments, which will increase the adopted 2018/19 budget of \$342.8M by \$13.9M to \$356.7M (including \$102.2M for light rail contributions), and note the forward estimates as detailed in Attachment B to the subject report;
- (C) note the Information Services capital expenditure of \$5.8M, net of disposals, and approve the proposed revote of \$2.1M to increase the adopted 2018/19 budget to \$12.6M;
- (D) note the full year Plant and Assets expenditure of \$10.9M, net of disposals, and approve the proposed net revote of \$5.3M and additional budget of \$0.6M; to increase the adopted 2018/19 net budget to \$21.7M;
- (E) note the full year Property Acquisition expenditure of \$5.3M, net of divestments;
- (F) note the operational performance indicators and quarter and full year achievements against the Delivery Program 2017-2021 objectives, as detailed in Attachment C to the subject report;
- (G) note the supplementary reports, including contracts issued over \$50,000, major legal issues and the Quick Response, Banner Pole and Reduced Rate Grant Programs in Quarter 4, as detailed in Attachment D to the subject report; and
- (H) note the Environmental Sustainability Progress Report, as shown at Attachment E to the subject report.

Attachments

Attachment A. Financial Results Summary

Attachment B. Capital Expenditure Financial Results

Attachment C. Fourth Quarter Operational Plan Report 2017/18

Attachment D. Fourth Quarter Supplementary Report 2017/18

Attachment E. Environmental Sustainability Progress Report

Background

1. The City's 2017-2021 Delivery Program and 2017/18 Operational Plan, including the 2017/18 budgets, were adopted by Council on 26 June 2017.
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 results for the 2017/18 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 in Attachment A.
5. The Capital Expenditure results for the 2017/18 year, together with a summary of project expenditure, and proposed budget adjustments for 2018/19 and future years, are outlined within the body of this report and detailed in Attachment B.
6. A Q4 progress report against the operational performance measures identified within the 2017-2021 Delivery Program Plan is provided in 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 in Attachment C for information.
8. Details on the progress of the City's environmental sustainability programs, and projects for the quarter, are provided in Attachment E.

2017/18 Operating Budget

9. The adopted 2017/18 budget projected operating income of \$553.0M and operating expenditure of \$438.2M, for an Operating Surplus of \$114.8M. After allowing for interest income of \$13.4M, capital grants and contributions of \$83.3M, depreciation expenses of \$112.8M, capital project related costs of \$7.2M and the outgoing contribution for light rail of \$63.6M, Council budgeted for a Net Surplus of \$27.9M.

Fourth Quarter Operating Results

10. The full year Operating Surplus was \$140.1M against a budget of \$114.8M, a favourable variance of \$25.4M. After allowing for interest income, capital grants and contributions, depreciation and capital project related costs, the Net Surplus was \$171.8M against a budget of \$27.9M, a favourable variance of \$144.0M.
11. The result includes a favourable variance to budget of \$4.2M for operating income with favourable variances to budget of \$21.2M for operating expenditure, a favourable variance of \$2.4M for interest income, a \$42.3M favourable variance for capital grants and contributions and a favourable variance of \$14.5M for depreciation and the deferred \$63.6M contribution to light rail.

12. The primary operating income variations to the budget are detailed in the table below:

Income Type	2017/18 Full Year Budget Variance Favourable / (Unfavourable)	Comment
Advertising Income	\$5.1M	The favourable variance reflects increased utilisation of street furniture advertising.
Building & Development Income	(\$1.5M)	Over the last 12 months there has been a decline in the number and value of applications, which represents less large scale developments.
Enforcement Income	\$4.7M	Penalty infringement notices are higher than budgeted, reflecting a full complement of staff and favourable weather.
Grants and Contributions	\$1.9M	Change in accounting treatment of Federal grants for roads to recovery from Capital to Operating.
Other Building Fees	\$1.7M	Market reactive, Crane and Hoarding income are favourable to budget due to increased activity in the Local Government Area.
Parking Meter Income	\$1.0M	The removal of meters for the Sydney Metro project in Hickson road occurred later than anticipated, and an additional 62 meters installed in Surry Hills.
Rates and Annual Charges	(\$11.9M)	Loss of Income due to the re-categorisation of lands from business to residential post budget, following the Karimbla (Meriton) court decision. On 17 and 18 July, the Court of Appeal heard arguments in the matter of Karimbla v City of Sydney regarding the appropriate rating categorisation for land under development. The ruling was reserved. It is hoped that a ruling will be received by October 2018.
Work Zone	\$2.8M	Market reactive, reflecting greater activity than budgeted for this year.

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

Expenditure Type	2017/18 Full Year Budget Variance. Favourable / (Unfavourable)	Comment
Employee Related	\$5.5M	YTD variance predominately relates to permanent vacancies, partially offset by an increase in agency used to backfill.
Consultancies	\$1.1M	Timing differences across a number of projects, including light rail feasibility, site auditing for environmental monitoring and the sustainability management and reporting platform.
Event Related Expenditure	\$3.6M	Timing across some projects including the significant infrastructure upgrade for Christmas which will be delivered in 2018/19. Savings achieved from the new contract for banner installation and cleaning and across some of the events. Also a change in the categorisation of costs compared to the budget.
Expenditure Recovered	\$2.1M	Legal Fees recovered from the Surry Hills library project, recovery of the cost of works completed in Clarence Street bus lane and removal and or relocation of street furniture.
Facility Management	(\$1.5M)	Additional property facility management transition-in costs including asset verification, resourcing, and establishment of a new management system.
Grants, Sponsorships and Donations	\$1.3M	Accommodation grants program - Vacancy at Joynton Avenue community centre. Environmental Grants and Knowledge Exchange program had fewer than anticipated applications.
Infrastructure Maintenance	(\$1.8M)	Increased footway and kerb reinstatement works, and urgent works required for the Clarence Street bus lane which are fully recoverable.

Expenditure Type	2017/18 Full Year Budget Variance. Favourable / (Unfavourable)	Comment
Other Operating Expenditure	\$1.2M	<p>Savings in 100 resilient cities program of works due to timing the release of the Resilient Sydney strategy into the new financial year to align with needs of external partners, including 100 Resilient Cities and the UN Environmental Program Finance Initiative Summit in July 2018. Other savings were possible through working with partners and other councils to deliver this metropolitan program.</p> <p>Accelerating initiatives program - timing of expenditure due to finalising the appropriate resources to deliver the program.</p>
Property Related Expenditure	\$3.7M	<p>A number of property works were found to be of capital nature and delivered as part of the capital works program and not in operational expenditure.</p> <p>Not all works which were to be carried out during the transition of the facility management were not completed before the end of the financial year.</p> <p>Due diligence on property transactions; expenditure is taking place in a different category to where it was budgeted.</p>

Income Type	2017/18 Full Year Budget Variance. Favourable / (Unfavourable)	Comment
Interest Revenue	\$2.4M	Council's investments earned additional interest, reflecting higher than anticipated opening cash balances for the year.

Income Type	2017/18 Full Year Budget Variance. Favourable / (Unfavourable)	Comment
Capital Grants and Contributions	\$42.3M	Contributions in the Green Square urban renewal, South Sydney and CBD areas.

Expenditure Type	2017/18 Full Year Budget Variance. Favourable / (Unfavourable)	Comment
Depreciation	\$14.5M	Changes to the componentisation of buildings to better reflect the life of the assets has reduced the monthly depreciation expense, but additional assets will be capitalised during the year leading to higher depreciation by the year end.

Expenditure Type	2017/18 Full Year Budget Variance. Favourable / (Unfavourable)	Comment
Capital Project related costs	(\$2.6M)	In completed projects, costs that do not contribute to the final asset values are expensed to this account.

Expenditure Type	2017/18 Full Year Budget Variance. Favourable / (Unfavourable)	Comment
Light Rail Contribution to NSW Government	\$63.6M	Payment will be made in August 2018.

14. The City's finance performance has generally been strong across Council. Corporate Costs unit is forecasting an unfavourable variance which relates to the decrease in rates income.

Capital Expenditure

15. The Capital Works program achieved expenditure of \$149.1M against a full year budget of \$336.6M.
16. A number of projects were completed in 2017/18, including: Alexandra Canal Depot, Victoria Park Improvements, Bellevue Cottage Bathroom Upgrade, Argyle Street Upgrade - Lower Fort Street to Kent Street, Harold Park Tramshed and Community Space, Alexandria Town Hall and Kepos Street Playground. Numerous asset renewal programs were also completed during the year.
17. The capital works program adopted as part of the 2018/19 Operational Plan in June, anticipated higher expenditure in 2017/18. It is therefore required to now carry forward or "revote" a further \$52.0M of these unspent funds into the future year's forward estimates to ensure sufficient funding is approved to undertake these capital works projects during 2018/19 and beyond.
18. Following a final review of the 2017/18 program, taking into account the revised revotes, the project timelines, the time required for community engagement and the capacity to deliver the program, it is recommended that \$38.1M is now pushed into the future years forward estimates for a 2018/19 revised budget of \$356.7M (including \$102.2M for the light rail contributions).
19. A financial summary of the 2017/18 Capital Works program, a schedule showing the funds carried forward and deferred, and the revised 2018/19 budget with future years' forward estimates by significant project and program are provided in Attachment B.
20. Information Services capital works expenditure, for projects being delivered internally, was \$5.8M against a budget of \$9.0M. It will therefore be necessary to carry forward (or revote) an additional \$2.1M. This will increase the adopted 2018/19 budget for Information Services capital works from \$10.5M to \$12.6M.
21. The Plant and Assets expenditure incurred during the year, net of disposals, was \$10.9M against a budget of \$20.9M, the underspend predominately reflecting plant and assets which were not delivered within the year. It will therefore be necessary to carry forward or "revote" an additional \$5.3M and additional budget of \$0.6M for additional plant and equipment, will increase the adopted 2018/19 budget for Plant and Assets from net \$15.7M to net \$21.7M.

22. A financial summary of the 2017/18 Plant and Assets result against budget, and the revised 2018/19 budget, are included in Attachment B.
23. Property Acquisitions and Divestments which includes the final payment for 115-151 Dunning Avenue, Rosebery, the compulsory purchase by Sydney Metro and the acquisition of 6-8 Huntley Street Alexandria. This resulted in net acquisitions of \$5.3M for the 2017/18 year, against a Divestment budget of \$110.1M.

Operational Highlights

24. There were a number of operational highlights, including:
 - (a) Over the past year, there were 809,637 attendances at the City's 13 staffed or partially staffed community facilities, programs and events. A total of 908 programs to promote and support inclusion and diversity were offered by City Spaces this period, with 1,073 programs of a total of 1,235 accessible to people with a disability. 13,470 bookings were made by groups for community venues with a total of 18,553 bookings taken across the City's 13 staffed and 28 unstaffed City Spaces.
 - (b) The City delivered the 175th anniversary exhibition "Our City: 175 years in 175 objects", held in Lower Town Hall between 27 October and 12 November 2017. Over 7,000 people attended the exhibition and public programs, and nearly 400 catalogues were sold. Video and photos shared on social media attracted 450,000 video views, 12,850 social likes and 2,800 organic shares on Facebook. The value of coverage through print, TV and radio (excluding online content) was \$750,000 and the cumulative audience reached was almost 4.5 million. The City was recognised for the 175th Anniversary Exhibition at the 2018 National Trust Heritage Awards and noted as Highly Commended in the Education and Interpretation category. The National Trust have also approached the City to use images from the 175th Exhibition catalogue for their 2019 Diary.
 - (c) The 2018 Sydney Chinese New Year Festival, took place from 16 February to 4 March, the 22nd year that the City has produced the festival. The central event was the Lunar Lanterns exhibition. The City also produced a launch on 16 February, the Dragon Boat Races on 24 and 25 February, a lion dance and Chinese firecracker program in Chinatown and a community performance program presenting performers from 34 different Chinese, Korean, Thai, Japanese, Vietnamese, Malaysian and Indonesian community groups. The festival coordinated an associated event program featuring 81 associated events produced by 41 Associated Event Partners. The 2018 Lunar New Year total audience reach through media channels was approximately 1.6 billion.
 - (d) During the second half of the 2017/18 financial year, Business Events Sydney utilised City of Sydney funding to successfully secure ten events for the city. These events secured in 2017/18 are expected to deliver over 70,500 delegate days to the city, generating an estimated direct expenditure of over \$64m for the economy.
 - (e) Public domain and greening the city - Over 8,000 sq metres of public domain landscaping was completed, together with 68,204 plants and 700 street trees planted this year contributing to a greener, cooler city.
 - (f) While the diversion of city's residential waste has decreased by 2 per cent, the per capita annual waste generation rate of our residents has reduced by 21kgs, from 324kgs to 303kgs.

- (g) In June 2018 the 'Sustainable Destination Partnership' was launched at the Sydney Opera House bringing together 40 organisations from the city's accommodation and entertainment sector committed to reducing their environmental impact under a three year Memorandum of Understanding.
 - (h) The City of Sydney has been recognised with top honours in a global sustainability report 'CDP Cities', scoring highest in the Asia Pacific region for climate disclosure, collection of environmental data and exemplary reporting. The City of Sydney recently participated in the C40 Clean Energy, Low Carbon Districts, Cool Cities and Private Buildings Efficiency networks international meetings. These meetings brought together cities, business, governments and civil partners to explore new models for precinct developments and operations. The City of Sydney also contributed to an international evaluation panel for Carbon Neutral Cities Alliance Innovation Grants.
 - (i) The Future Asia Business Summit was held in May 2018 and was attended by over 400 local and international businesses. Through evaluation, 100 per cent of survey participants felt they had a better understanding of market opportunities in Asia. The City also partnered with Austrade, AusIndustry, Department of Foreign Affairs and Trade and Export Finance Insurance Corporation (EFIC) to hold a Free Trade Agreements Seminar which was attended by 174 local businesses and stakeholders.
 - (j) As part of the Future Asia Business Summit, the City provided a briefing to 100 local international stakeholders including foreign consular corp and bilateral chambers of commerce on key initiatives such as Chinese New Year, International Education Action Plan, safety for international visitors, Tech Startups Action Plan and Grants and Sponsorships.
25. In addition to the achievements highlighted above, progress against the City's other priority projects has generally been satisfactory. Full commentary in respect to the achievements against the planned objectives is provided in Attachment C.
26. The Quarterly Environmental Sustainability progress report is included separately as Attachment E to provide further details on the achievements against the targets in the Environmental Management Plan, Sustainable Sydney 2030 and our Delivery Program for both the LGA and the City's own operations.

Financial Implications

- 27. At this stage, the Operating Result is \$140.1M, with a Net Operating Surplus of \$171.8M, representing a favourable variance of \$144.0M against budget. These Q4 results are interim, pending final audit clearance, and a separate report will confirm these results in October.
- 28. Financial performance in all principal activities, as defined within the Delivery Program 2014-2017, has generally been satisfactory against budget.
- 29. The 2017/18 year end cash position was \$603.2M, which is favourable to the budget of \$467.8M by \$135.4M. This variance reflects the higher opening cash balances, delays in the light rail contribution combined with lower capital and operational expenditure than budgeted.

30. The City remains in a strong financial position, in line with the financial targets published in its long term financial plan, underlining its capacity to deliver its operational and capital expenditure improvement commitments. Surplus funds not yet required for projects are generally being directed towards specific cash reserves (restrictions), in accordance with Council's resolution and the City's long term financial plan, while the majority of the unrestricted cash is required to fund those capital programs without a specific reserve.

Relevant Legislation

31. The Local Government Act 1993 and Local Government (General) Regulation 2005 require quarterly progress reports against the financial objectives and regular reports (at least six monthly) against the Operational Plan.
32. 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

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

Public Consultation

34. The information contained within this report reflects Council's financial performance in the 2017/18 financial year.

BILL CARTER

Chief Financial Officer

Attachment A

Financial Results Summary

Council

\$'000	YTD			Full Year		
	<i>Current Budget</i>	<i>Actual</i>	<i>Variance</i>	<i>Original Budget</i>	<i>Adjustment</i>	<i>Current Budget</i>
Operating Income	552,997	557,172	4,176	552,997	(0)	552,997
Salary Expense	227,381	221,852	5,529	227,141	240	227,381
Expenditure	210,854	195,175	15,679	211,094	(240)	210,854
Operating Expenditure	438,234	417,027	21,208	438,234	0	438,234
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	114,762	140,145	25,383	114,762	(0)	114,762
<i>Add Additional Income:</i>						
Interest Income	13,430	15,797	2,367	13,430	(0)	13,430
Capital Grants and Contribution	83,296	125,547	42,252	83,296	(0)	83,296
<i>Less Additional Expenses:</i>						
Depreciation	112,828	98,356	14,472	112,828	(0)	112,828
Capital Project Related Costs	7,170	9,753	(2,583)	7,170	0	7,170
Light Rail Contribution to NSW Government	63,600	0	63,600	63,600	0	63,600
Gain (Loss) on Investment Funds	0	(509)	(509)	0	0	0
Gain (Loss) on Sale of Assets	0	(1,032)	(1,032)	0	0	0
Net Operating Surplus/(Deficit)	27,889	171,839	143,950	27,889	(0)	27,889
Capital Works	336,558	149,142	187,416	305,455	31,103	336,558
Capital Works ISU	9,005	5,824	3,181	7,535	1,470	9,005
Plant and Equipment	20,950	10,939	10,011	18,150	2,800	20,950
Property Acquisition / (Divestment)	(110,111)	5,290	(115,401)	(110,111)	0	(110,111)
Capital Expenditure Total	256,401	171,195	85,206	221,028	35,373	256,401
Available Funds						
Opening Balance	515,734	515,734	0	463,935	51,799	515,734
Cash Surplus/(Deficit)	(47,914)	87,490	135,403	(10,083)	(41,501)	(51,584)
Closing Balance	467,821	603,224	135,403	453,852	10,298	464,150

City of Sydney | Quarterly Income Statement | Quarter 4 - 2017/18

Council

\$'000	Full Year	Jun YTD	Actual	Variance Fav/(Unfav)	Variance %	Original Budget	Adjustment	Current Budget
OPERATING INCOME								
Advertising Income	6,467	11,609	5,142	80%	6,467	0	6,467	
Aquatic Facilities Income	1,127	1,056	(71)	(6%)	1,127	0	1,127	
Building & Development Application Income	7,461	5,975	(1,486)	(20%)	7,461	(0)	7,461	
Building Certificate	1,610	1,260	(350)	(22%)	1,610	(0)	1,610	
Child Care Fees	2,091	1,927	(163)	(8%)	2,091	(0)	2,091	
Commercial Properties	73,674	74,357	683	1%	73,674	0	73,674	
Enforcement Income	34,739	39,446	4,706	14%	34,739	0	34,739	
Grants and Contributions	12,664	14,559	1,895	15%	12,664	0	12,664	
Health Related Income	1,590	1,522	(68)	(4%)	1,590	(0)	1,590	
Library Income	176	150	(25)	(15%)	176	(0)	176	
Other Building Fees	8,604	10,306	1,702	20%	8,604	0	8,604	
Other Fees	3,351	4,075	724	22%	3,351	(0)	3,351	
Other Income	876	756	(120)	(14%)	876	(0)	876	
Parking Meter Income	37,449	38,448	999	3%	37,449	(0)	37,449	
Parking Station Income	10,200	10,025	(175)	(2%)	10,200	(0)	10,200	
Private Work Income	6,160	6,062	(97)	-2%	6,160	0	6,160	
Rates & Annual Charges	324,489	312,549	(11,940)	(4%)	324,489	(0)	324,489	
Sponsorship Income	802	444	(359)	(45%)	802	0	802	
Venue/Facility Income	8,838	8,653	(185)	(2%)	8,838	0	8,838	
Work Zone	8,635	11,483	2,848	33%	8,635	0	8,635	
Income (Excluding Internals)	551,002	554,663	3,661	1%	551,002	(0)	551,002	
VIK Income	1,995	2,509	514	26%	1,995	0	1,995	
	552,997	557,172	4,176	1%	552,997	(0)	552,997	
OPERATING EXPENDITURE								
Salaries and Wages	186,180	178,416	7,764	4%	186,254	(74)	186,180	
Agency Contract Staff	5,971	11,571	(5,600)	(94%)	5,771	200	5,971	
Travelling	311	229	82	26%	311	0	311	
Employee Oncosts	5,383	4,408	976	18%	5,732	(349)	5,383	
Superannuation	20,880	19,313	1,567	8%	20,417	463	20,880	

Council	\$'000	Jun YTD						Full Year		
		Budget	Actual	Variance Fav/(Unfav)	Variance %	Original Budget	Adjustment	Current Budget		
Workers Compensation Insurance	4,078	3,708	370	9%	4,078	(0)	4,078			
Fringe Benefit Tax	600	903	(303)	(50%)	600	0	600			
Training Costs (excluding salaries)	2,100	1,756	344	16%	2,100	(0)	2,100			
Other Employee Related Costs	1,877	1,548	329	18%	1,877	0	1,877			
Salary Expense	227,381	221,852	5,529	2%	227,141	240	227,381			
Bad & Doubtful Debts	201	290	(89)	(44%)	201	0	201			
Consultancies	4,411	3,310	1,101	25%	4,371	40	4,411			
Enforcement & Infringement Costs	8,592	7,996	595	7%	8,592	0	8,592			
Event Related Expenditure	15,333	11,782	3,551	23%	14,990	342	15,333			
Expenditure Recovered	(4,720)	(6,820)	2,100	(44%)	(4,720)	0	(4,720)			
Facility Management	1,701	3,200	(1,499)	(88%)	1,701	(0)	1,701			
General Advertising	2,485	2,367	118	5%	2,485	0	2,485			
Governance	2,278	2,136	142	6%	2,278	(0)	2,278			
Government Authority Charges	6,603	6,680	(77)	(1%)	6,603	(0)	6,603			
Grants, Sponsorships and Donations	18,303	16,967	1,336	7%	18,303	(0)	18,303			
Infrastructure Maintenance	29,689	31,533	(1,845)	(6%)	29,689	0	29,689			
Insurance	2,752	3,012	(260)	(9%)	2,752	0	2,752			
Interest Expense	11	0	11	100%	11	0	11			
IT Related Expenditure	8,322	9,263	(940)	(11%)	8,362	(40)	8,322			
Legal Fees	3,631	2,843	788	22%	3,631	0	3,631			
Operational Contingencies	3,940	0	3,940	100%	4,500	(560)	3,940			
Other Asset Maintenance	2,235	1,937	298	13%	2,235	0	2,235			
Other Operating Expenditure	9,161	7,975	1,186	13%	9,061	100	9,161			
Postage & Couriers	1,245	1,383	(138)	(11%)	1,345	(100)	1,245			
Printing & Stationery	2,674	1,952	722	27%	2,674	0	2,674			
Project Management & Other Project Costs	1,199	1,286	(87)	(7%)	1,206	(7)	1,199			
Property Related Expenditure	30,571	26,891	3,680	12%	30,571	0	30,571			
Service Contracts	15,209	15,096	113	1%	15,225	(16)	15,209			
Stores & Materials	5,125	5,235	(110)	(2%)	5,055	70	5,125			
Surveys & Studies	1,763	1,775	(12)	(1%)	1,873	(110)	1,763			
Telephone Charges	2,742	2,480	262	10%	2,702	40	2,742			

Council \$'000	Jun YTD						Full Year	
	Budget	Actual	Variance Fav/(Unfav)	Variance %	Original Budget	Adjustment	Current Budget	
Utilities	11,745	11,046	699	6%	11,745	(0)	11,745	
Vehicle Maintenance	2,853	2,498	354	12%	2,853	0	2,853	
Waste Disposal Charges	18,807	18,553	254	1%	18,807	(0)	18,807	
Expenditure	208,859	192,666	16,193	8%	209,099	(240)	208,859	
V/K Expenditure	1,995	2,509	(514)	(26%)	1,995	0	1,995	
Expenditure Including V/K	210,854	195,175	15,679	7%	211,094	(240)	210,854	
Total Operating Expenditure (Excl Depreciation)	438,234	417,027	21,208	5%	438,234	0	438,234	
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)	114,762	140,145	25,383	22%	114,762	(0)	114,762	
Add Additional Income:								
Interest Revenue	13,430	15,797	2,367	18%	13,430	(0)	13,430	
Capital Grants	80,296	100,898	20,603	26%	80,296	(0)	80,296	
Capital Grants - Works In Kind	3,000	24,649	21,649	722%	3,000	0	3,000	
Less Additional Expenses:								
Capital Project Related Costs	7,170	9,753	(2,583)	-36%	7,170	0	7,170	
Depreciation	112,828	98,356	14,472	13%	112,828	(0)	112,828	
Light Rail Contribution to NSW Government	63,600	0	63,600	100%	63,600	0	63,600	
Gain Loss on Investment Funds	0	(509)	(509)	0%	0	0	0	
Gain Loss on Sale of Assets	0	(1,032)	(1,032)	0%	0	0	0	
Net Operating Surplus/(Deficit)	27,889	171,839	143,950		27,889	(0)	27,889	
Capital Expenditure								
Capital Works	336,558	149,142	187,416	56%	305,455	31,103	336,558	
Capital Works ISU	9,005	5,824	3,181	35%	7,535	1,470	9,005	
Plant and Assets	20,950	10,939	10,011	48%	18,150	2,800	20,950	
Property Acquisition / Divestment	(110,111)	5,290	(115,401)	105%	(110,111)	0	(110,111)	
Total Capital Expenditure	256,401	171,195	85,206		221,028	35,373	256,401	

City of Sydney | Actual v Budget Operating Result by Division & Unit | Jun 2017/18

Division/Unit	\$'000	Operating Result											
		Expenditure					Income						
		Budget	Actual	Variance	% Variance	Budget	Actual	Variance	% Variance	Budget	Actual	Variance	
Does not include internas													
Chief Executive Office													
Chief Executive Office	-		1,409	1,460	(52)	-4%		(1,409)	(1,460)	(52)	-4%		
Councillor Support	-		2,035	1,688	346	17%		(2,035)	(1,688)	346	17%		
Office of the Lord Mayor	-		3,603	3,157	446	12%		(3,603)	(3,157)	446	12%		
Secretariat	-		788	633	155	20%		(788)	(633)	155	20%		
Chief Financial Office	628	501	(127)	-20%		7,937	7,707	230	3%	(7,308)	(7,206)	102	1%
Business Planning and Performance	628	496	(132)	-21%		1,132	1,019	113	10%	(1,132)	(1,019)	113	10%
CFO Administration	5	5	-			1,170	1,206	(36)	-3%	(542)	(710)	(168)	-31%
Financial Planning and Reporting						1,936	1,819	117	6%	(1,936)	(1,819)	117	6%
Procurement						1,927	1,924	3	0%	(1,927)	(1,919)	7	0%
Rates						1,773	1,739	33	2%	(1,773)	(1,739)	33	2%
Chief Operations Office	760	611	(150)	-20%		17,615	14,366	3,249	18%	(16,855)	(13,755)	3,100	18%
Chief Operations Office	250	55	(195)	-78%		2,526	1,800	727	29%	(2,276)	(1,745)	532	23%
City Design			-			2,967	2,668	299	10%	(2,967)	(2,668)	299	10%
City Transformation			-			838	887	(49)	-6%	(838)	(887)	(49)	-6%
Community Relations	20	20	-			1,427	1,127	300	21%	(1,427)	(1,107)	319	22%
Green Infrastructure			-			1,080	667	414	38%	(1,080)	(667)	414	38%
Green Square			-			976	591	385	39%	(976)	(591)	385	39%
Project Management Office			-			299	301	(2)	-1%	(299)	(301)	(2)	-1%
Strategy and Urban Analytics	50	536	(50)	-100%		5,200	4,413	787	15%	(5,150)	(4,413)	737	14%
Sustainability	460	76	16%			2,301	1,911	390	17%	(1,840)	(1,375)	465	25%
City Engagement	2,132	2,018	(113)	-5%		19,571	18,133	1,438	7%	(17,439)	(16,114)	1,325	8%
Customer Service Engagement	2,062	1,894	(168)	-8%		6,192	5,991	202	3%	(4,131)	(4,097)	33	1%
City Life	70	125	55	78%		13,379	12,142	1,237	9%	(13,309)	(12,017)	1,292	10%
City Business & Safety	204	234	30	15%		3,927	3,706	221	6%	(3,723)	(3,472)	251	7%
City Life Management	4,755	4,768	13	0%		2,265	1,862	402	18%	(2,265)	(1,862)	402	18%
Creative City	55	134	79	143%		31,745	28,951	2,794	9%	(26,990)	(24,182)	2,807	10%
Grants and Sponsorship	7,634	7,647	13	0%		17,358	16,478	880	5%	(17,303)	(16,344)	959	6%
Social Programs and Services	304	292	(12)	-4%		19,564	19,121	443	2%	(11,931)	(11,475)	456	4%
Sustainability Programs						3,188	2,923	265	8%	(2,884)	(2,630)	254	9%
City Planning Development and Transport	18,559	18,553	(6)	0%		40,525	37,626	2,899	7%	(21,966)	(19,073)	2,893	13%
City Access	167	137	(31)	-18%		4,386	4,226	160	4%	(4,219)	(4,089)	130	3%
Construction & Building Certification Services	7,970	9,664	1,694	21%		2,533	2,448	85	3%	5,437	7,216	1,779	33%
Health & Building	2,311	2,524	213	9%		13,370	12,744	626	5%	(11,060)	(10,220)	839	8%
Planning Assessments	7,383	5,524	(1,858)	-25%		14,452	12,838	1,613	11%	(7,069)	(7,314)	(245)	-3%
Strategic Planning and Urban Design	728	704	(24)	-3%		5,784	5,370	414	7%	(5,056)	(4,666)	390	8%

City of Sydney | Actual v Budget Operating Result by Division & Unit | Jun 2017/18

Operating Result												
Division/Unit	Expenditure					Income						
	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance	Budget	Actual	Variance Fav/(Unfav)	% Variance
\$'000												
City Projects and Property	73,964	74,718	754	1%	45,907	44,280	1,627	4%	28,057	30,437	2,380	8%
City Property	73,964	74,696	732	1%	37,897	37,169	728	2%	36,067	37,527	1,460	4%
CPP - Development and Strategy	-	-	-	-	2,267	2,284	(17)	-1%	(2,267)	(2,284)	(17)	-1%
CPP - Infrastructure Delivery	22	22	-	-	736	882	(146)	-20%	(736)	(860)	(124)	-17%
CPP - Professional Services	-	-	-	-	5,007	3,945	1,061	21%	(5,007)	(3,945)	1,061	21%
City Services	115,362	129,272	13,910	12%	173,430	169,789	3,641	2%	(58,068)	(40,518)	17,550	30%
City Greening and Leisure	1,314	1,101	(213)	-16%	28,899	27,843	1,056	4%	(27,585)	(26,741)	844	3%
City Rangers	34,352	38,900	4,548	13%	24,502	23,911	591	2%	9,850	14,989	5,139	52%
City Services Management	-	-	-	-	713	733	(20)	-3%	(713)	(733)	(20)	-3%
Cleansing & Waste	382	1,144	762	199%	59,661	58,767	893	1%	(59,279)	(57,623)	1,655	3%
Infrastructure Services	24,655	32,447	7,792	32%	32,061	31,872	189	1%	(7,406)	575	7,981	108%
Parking and Fleet Services	47,649	48,473	824	2%	16,981	15,625	1,356	8%	30,668	32,848	2,181	7%
Security & Emergency Management	-	-	-	-	5,170	5,751	(580)	-11%	(5,170)	(5,751)	(580)	-11%
Venue Management	7,010	7,206	196	3%	5,443	5,287	155	3%	1,567	1,919	352	22%
Corporate Costs	328,589	318,255	(10,334)	-3%	6,632	7,053	(422)	-6%	321,957	311,202	(10,755)	-3%
Legal and Governance	15	150	135	902%	12,145	10,554	1,591	13%	(12,130)	(10,404)	1,726	14%
Council Elections	-	-	-	-	1,065	1,030	34	3%	(1,065)	(1,030)	34	3%
Governance	-	-	-	-	535	395	140	26%	(535)	(395)	140	26%
Legal Services	-	-	-	-	6,215	4,583	1,632	26%	(6,215)	(4,583)	1,632	26%
Risk Management	15	150	135	902%	4,331	4,546	(215)	-5%	(4,316)	(4,396)	(80)	-2%
Workforce and Information Services	35	19	(16)	-45%	28,590	27,538	1,053	4%	(28,555)	(27,518)	1,037	4%
Business and Service Improvement	-	-	-	-	434	277	158	36%	(434)	(277)	158	36%
Data and Information Management Services	27	16	(11)	-40%	6,537	6,143	394	6%	(6,510)	(6,126)	383	6%
Technology and Digital Services	-	-	-	-	12,125	12,100	25	0%	(12,125)	(12,100)	25	0%
Workforce Services	8	3	(5)	-62%	9,494	9,018	476	5%	(9,486)	(9,015)	471	5%
Total Operating Result	552,997	557,172	4,176	1%	438,234	417,027	21,208	5%	114,762	140,145	25,383	22%

City of Sydney | Summary of Income and Expenditure by Principal Activity - Quarter 4 2017/18

\$'M	TOTAL OPERATING INCOME			TOTAL OPERATING EXPENDITURE			OPERATING RESULT		
	Budget	Actual	Variance Fav/(Unfav)	Budget	Actual	Variance Fav/(Unfav)	Budget	Actual	Variance Fav/(Unfav)
A globally competitive and innovative city	37.6	42.3	4.7	52.0	50.7	1.3	(14.4)	(8.4)	6.1
A leading environmental performer	1.2	2.0	0.8	72.1	71.3	0.8	(70.9)	(69.3)	1.6
Integrated transport for a connected city	73.5	82.1	8.6	45.9	45.5	0.4	27.6	36.6	9.0
A city for walking and cycling	0.0	0.0	0.0	1.5	1.5	0.0	(1.5)	(1.5)	0.0
A lively and engaging city centre	0.0	0.0	0.0	0.7	0.6	0.1	(0.7)	(0.6)	0.1
Resilient and inclusive local communities	15.7	15.7	(0.1)	88.7	83.9	4.8	(72.9)	(68.2)	4.7
A cultural and creative city	3.0	2.8	(0.2)	7.0	6.8	0.2	(4.1)	(4.0)	0.0
Housing for a diverse community	0.0	0.0	0.0	1.8	1.8	0.0	(1.8)	(1.8)	0.0
Sustainable development, renewal and design	18.4	18.4	0.0	37.7	36.1	1.6	(19.3)	(17.7)	1.7
Implementation through effective governance and partnerships	403.6	393.9	(9.7)	130.8	118.9	11.9	272.8	275.0	2.2
Total Council	553.0	557.2	4.2	438.2	417.0	21.2	114.8	140.1	25.4

City of Sydney | Contingency Report - Q4 2017/18

\$

Approval Date	Adopted budget	Less Approved Contingency Allocations			Total
		CEO	General	Capital Works	
		3,000,000	1,500,000	5,000,000	9,500,000
22/06/2017	Protecting the City from Westconnex Traffic & Alternatives				
07/08/2017	Digital Strategy for a free Wi-Fi network in the City of Sydney Local Government Area.				
29/08/2017	Support for Marriage Equality				
	Capital Works Contingency approved During Q1 - Q3				
	Q4 Capital Work Contingency				
May-18	Alexandria Canal Depot				
	Abraham Mott Youth Centre, Bathroom Upgrade				
	Ian Thorpe Aquatic Centre - Upgrade Internal Stairs				
Jun-18	Pine Street Creative Arts Centre - Structural, Painting, Roof				
	GS Creative Ctre, Community Shed and Matron Ruby Grant Park				
	Roll out of Safety Bollards (Martin Place)				
	Total allocated	-		608,000	4,799,640
	Funds Available				5,407,640
	Operational				-
	Capital				3,892,000
	Total				200,360
					200,360
					4,092,360

City of Sydney

Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for City of Sydney for the quarter ended 30 June 2018 indicates that Council's financial position is satisfactory.

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

The date of the last bank reconciliation for the quarter ending 30 June 2018 was 2 July 2018.

Signed:



Bill Carter, Chief Financial Officer
Responsible Accounting Officer

Date:

1 AUGUST 2018

Attachment B

Capital Expenditure Financial Results

2017/18 Capital Works Expenditure Summary		
Budget 2017/18	Actual Expenditure 2017/18	Budget v Actual Variance fav (unfav)
Erskineville Trunk Drainage	1.0	0.3
Barangaroo Integration and Harbour Village North	3.2	1.5
Chinatown Public Domain	2.2	0.8
Green Infrastructure	11.5	3.1
Green Square Aquatic Centre and Gurnyama Park	19.7	7.0
Green Square Community Facilities and Open Space	15.9	7.8
Green Square Library and Plaza	32.2	31.9
Green Square Streets and Drainage	56.5	21.2
Johnstons Canal Master Plan & Harold Park Works	5.1	4.2
Light Rail – CBD to South East	63.6	0.0
Major Depots	14.7	13.0
New Childcare Centres	1.8	0.5
Significant Projects	227.5	91.5
Bicycle Related Works	7.2	2.8
Community, Cultural and Recreation Property Related Projects	3.0	2.1
Corporate and Investment Property Related Projects	1.1	0.8
Open Space & Parks	18.7	12.8
Public Art LGA	9.4	2.0
Public Domain	2.5	0.2
Stormwater Drainage	3.4	1.1
Capital Programs Asset Enhancement	45.3	21.8
Bicycle Related Works	0.0	0.0
Community, Cultural and Recreation Property Related Projects	8.9	2.7
Corporate and Investment Property Related Projects	9.5	2.4
Infrastructure - Roads Bridges Footways	12.9	10.9
Open Space & Parks	14.4	8.4
Public Art LGA	0.3	0.3
Public Domain	14.3	9.0
Stormwater Drainage	2.3	2.0
Capital Programs Asset Renewal	62.7	35.9
Capital Works Contingency		1.0
Total Contingency	1.0	0.0
Grand Total	336.6	149.1

Revised 2018/19 Capital Works Budget		
Budget 2018/19	Carry Forward / Adjustments	Re-Phased (to)/from Future Years Fwd est
Adopted 2018/19 Budget:		
Erskineville Trunk Drainage	0.8	0.7
Barangaroo Integration and Harbour Village North	0.6	0.3
Chinatown Public Domain	0.5	0.7
Green Infrastructure	5.6	8.9
Green Square Aquatic Centre and Gurnyama Park	12.7	68.9
Green Square Community Facilities and Open Space	8.1	12.4
Green Square Library and Plaza	0.3	2.1
Green Square Streets and Drainage	21.2	35.3
Johnstons Canal Master Plan & Harold Park Works	4.2	0.9
Light Rail – CBD to South East	0.0	102.2
Major Depots	13.0	1.7
New Childcare Centres	0.5	1.3
Significant Projects	136.0	222.8
Bicycle Related Works	4.4	7.6
Community, Cultural and Recreation Property Related Projects	0.9	10.5
Corporate and Investment Property Related Projects	0.3	0.9
Open Space & Parks	12.8	5.9
Public Art LGA	2.0	7.4
Public Domain	0.2	2.3
Stormwater Drainage	1.1	2.4
Capital Programs Asset Enhancement	23.5	58.9
Bicycle Related Works	(0.0)	0.0
Community, Cultural and Recreation Property Related Projects	6.2	9.8
Corporate and Investment Property Related Projects	7.1	7.3
Infrastructure - Roads Bridges Footways	2.0	13.5
Open Space & Parks	6.0	11.3
Public Art LGA	0.3	0.6
Public Domain	9.0	5.3
Stormwater Drainage	2.3	0.3
Capital Programs Asset Renewal	26.9	56.1
Capital Works Contingency	1.0	1.0
Total Contingency	1.0	0.0
Grand Total	342.8	52.0

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.

Capital Works Expenditure Summary - continued

City of Sydney | Q4 2017/18 Capital Works Commenced projects - Individual Projects > \$5M

Project Name	Project to date cost \$M	Proposed Project Budget \$M	Q4 June 2018 Status Comments
Hyde Park Tree Replacement & Other Works	16.5	19.7	Hyde Park North - Path Rationalisation project complete (upgrade of 12 paths). Hyde Park South Cafe and Landscape under construction, anticipated completion mid-July 2019.
Perry Park- Recreational Facilities	10.6	13.6	Internal finishes underway. External court slab poured. Substation energised. External works and paving progressing.
Belmore Park	0.4	6.4	Project scope review is commencing 3rd quarter 2018 as part of City South (Central and Belmore Park) Public Domain plan.
Urban Skate Park - Sydney Park	0.7	6.6	Progressing with detailed design. 100% design package achieved.
Darling Exchange Library - Fit-Out Works	1.6	10.0	The City's new Library will occupy two floors of the new Lendlease building designed by Japanese architect Kengo Kuma. It is being delivered by Lendlease as an integrated fit out. Fit out works are forecast to start in September 2018 and be complete and open in May 2019.
George Street Spine - Cloud Arch	1.9	11.3	The Footings and Arch have been given development approval. Tenders for the Arch have been called.
Oxford Street Properties Activation	9.0	9.1	All sites completed, substation installation completed and activated by Ausgrid. Project completed.
Bourke Street - Shared Path	6.1	6.1	The full scope of the Bourke Street Shared Path construction works are completed. Coordinating final traffic signal design.
Bondi Junction to City Cycleway	0.7	11.8	Construction documentation completed July 2018. RMS and Traffic Committee approvals pending. Construction tender dependent on confirmation of RMS funding.
Wilson and Burren St cycleway	0.8	11.5	Tender documentation is being finalised. Early Works to provide additional parking spaces in side streets have been completed.
G21 Square to Randwick Cycleway	0.6	8.4	Local Pedestrian, Cycling and Traffic Calming Committee approved cycleway proposal and related parking changes in December 2017. Construction tender has been advertised and closes 31 July 2018.
Joynton Avenue Stormwater Drainage Upgrade	2.1	13.9	Specialist Consultants have been engaged to provide hydraulic, geotechnical and tunnel technical advice. Tender negotiation process continuing with suitably qualified companies for the main works.
Victoria Park Upgrade	5.8	6.2	Project completed.
Sydney Town Hall External Works Stage 2	8.0	24.5	Stage 2 conservation and remediation of the north and part of south façades complete. Stage 3 work will involve: Sandstone facade external works Stage 3 (west and portion of south) & associated lighting. Stained glass windows & vestibule. Scope for stage 3 is being developed.
Cutler Footway and Burton Street Viaduct Restoration	0.3	5.3	Early Works commenced in March 2018, which includes rectification of existing road pavement and drainage lines. Structural Consultant commissioned and submitted structural details (For Tender) for the replacement of the Cutler Footway. Concept design, specifications and contract documentation completed.
Alexandria Canal Depot	30.8	31.3	Construction complete and commissioning complete with depot staff relocated in February 2018. Project completed.
Gunyama Park Aquatic and Recreation Centre	14.1	102.9	CPB contractor started on site early February 2018. The demolition of old Epsom Road Depot has been completed mid-July 2018. Trenching of 25m indoor pool and 50m outdoor pool have started in July 2018. Piling of the aquatic centre building will start late July 2018.
Green Square Water Reuse - Non Potable	8.4	9.9	Commissioning works in progress.
Town Hall Trigeneration Precinct	9.8	10.9	Turbines have been operating as expected and their operation fine tuned. Modification of the existing cooling system is being prepared to improve integration with the trigeneration system, as well as harness more value.
Major Properties Efficiency Improvements	0.5	7.8	Project underway, forecast to complete in Q4 2019/20.
Green Square Community Library and Plaza	56.4	58.7	Construction works to Library completed. Plaza civil works being finalised. Library staff commenced relocation.
Child Care - Hospital site Green Square	8.4	8.9	Construction works completed and in defects liability period. Childcare certification process ongoing.

City of Sydney | Q4 2017/18 Capital Works Commenced projects - Individual Projects > \$5M

Project Name	Project to date cost \$M	Proposed Project Budget \$M	Q4 June 2018 Status Comments
GS Creative Ctre, Community Shed and Matron Ruby Grant Park	30.7	30.6	Construction complete and occupation certificate received. Project completed.
Drying Green Park	1.6	19.4	A number of contractual clarifications ongoing.
Harold Park - New Park Construction	13.5	14.2	Remedial drainage works completed. Shade structures installation in progress.
The crescent lands at Johnstons creek	1.6	8.1	Progressing with detailed design. 100% design package achieved.
Chinatown Public Domain Improvement - Thomas & Hay Streets	7.5	8.1	Disc catenarys have been installed. Project complete.
Harbour Village North and City North Public Domain	0.6	13.6	Public domain furniture installation program (seats) completed for Martin Place. Feasibility study for Block 2 underway per approved plan. Investigation works (services checks) programmed to provide more clarity on VPA scope (for AMP development) and costs for Loftus Street.
Ebsworth St, Tweed Pl, Fellmonger Pl, Barker St (North)	13.6	16.7	Tweed Place South now complete. Remaining works commenced by developer.
Zetland Avenue - Mid (Joynton Ave to Portman St)	0.7	5.8	Construction underway.
Existing Streets (Portman St) Upgrade	0.5	12.0	Project on track Works to be tendered in November 2018.
Green Square Trunk Drain-Link Road to Alexandra Canal	74.8	87.9	The project is approximately 90% complete.
Graves Avenue & Paul Street (North)	14.4	18.5	Road opening pending traffic light commissioning.
Hinchcliffe St (North), Woolpack St & Barker St (South)	0.3	6.8	On-going coordination with the developer.
Zetland Ave (West) - Paul St to Portman St	0.6	11.7	Project on track Works to be tendered in November 2018.
Joynton Av upgrade (Hansard St to Elizabeth St)	2.9	20.0	Construction underway.
Zetland Avenue – East (Joynton Av to Victoria Park Pde)	0.8	10.0	Construction underway.
Green Square to Ashmore Connection	0.7	27.0	RFQ placed on exhibition. RFQ out for detailed design.
Town Centre Interface Works	5.6	7.5	Botany Road Works completing in July 2018, except works to frontage of Library Plaza.
McDonald Street Widening Works	0.2	13.3	Design Consultancy Services and Quantity Surveying Services tenders received with contract award the next step.
Light Rail – CBD to South East	115.3	220.0	Works are progressing by ALTRAC with a revised opening date of March 2020 announced by TfNSW. The Independent Certifier has now provided a certificate, making the \$63.6 million payment due by 7 August 2018.
Erskineville Trunk Drainage	0.3	20.0	Project Agreement (to execute and jointly fund) with Sydney Water Corporation signed. Consultant conducting investigations to confirm preferred option and develop concept design and Review Environmental Factors.

City of Sydney | Plant and Asset Expenditure summary 2017/18

Plant and Assets Budget for the year 2017/18 \$M

	Acquisitions	Sales	Net Budget
Books	1.9	1.9	
Equipment	5.7	5.7	
Furniture & Fittings	1.2	1.2	
Information Technology (Equipment)	2.0	2.0	
Miscellaneous	1.4	1.4	
Plant	4.4 (0.4)	3.9	
Vehicle	6.6 (1.7)	4.9	
Total Plant and Assets	23.1 (2.2)	20.9	
Information Services - Capital Program	9.0	9.0	

Plant and Assets Adopted for the year 2018/19 \$M

	Acquisitions	Sales	Net Budget
Books	1.5	1.5	
Equipment	8.8	8.8	
Furniture & Fittings	0.4	0.4	
Information Technology (Equipment)	1.8	1.8	
Miscellaneous	0.2	0.2	
Plant	1.1 (0.1)	1.0	
Vehicle	3.3 (1.4)	1.9	
Total Plant and Assets	17.2 (1.5)	15.7	
Information Technology Program	10.5	10.5	

City of Sydney | Plant and Asset Proposed revised 2018/19 Budget

Plant and Assets Adopted for the year 2018/19 \$M

	Acquisitions	Sales	Net Budget
Books	1.5	1.5	
Equipment	8.8	8.8	
Furniture & Fittings	0.4	0.4	
Information Technology (Equipment)	1.8	1.8	
Miscellaneous	0.2	0.2	
Plant	1.1 (0.1)	1.0	
Vehicle	3.3 (1.4)	1.9	
Total Plant and Assets	17.2 (1.5)	15.7	
Information Technology Program	10.5	10.5	

Plant and Assets Revised for the year 2018/19 \$M

	Acquisitions	Sales	Net Budget
Books	1.5	1.5	
Equipment	8.8	8.8	
Furniture & Fittings	0.4	0.4	
Information Technology (Equipment)	1.8	1.8	
Miscellaneous	0.2	0.2	
Plant	1.1 (0.1)	1.0	
Vehicle	3.3 (1.4)	1.9	
Total Plant and Assets	17.2 (1.5)	15.7	
Information Technology Program	10.5	10.5	

Plant and Assets Actual Expenditure for the year 2017/18 \$M

Information Services - Capital Program

Information Technology Program

Information Services - Capital Program

Information Technology Program

Information Services - Capital Program

Information Technology Program

Attachment C

**Fourth Quarter Operational Plan Report
2017/18**

City of Sydney – Delivery Program - 2017/18 - Quarter 4 Report

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1 A globally competitive and innovative city

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Watch Status
City Planning				

Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.

Major Programs	Progress To Date	On Track
City Development	Liaise with state agencies and deliverers of Barangaroo, Darling Harbour Live and major public or private developments.	Ongoing involvement and input as required.

Service Delivery	Progress To Date	On Track
3 Develop and implement a visionary plan to serve as an operating model for service delivery into 2030 with a focus on driving efficiencies and reducing environmental impacts and improving customer experiences.	The project team is working on developing a detailed program for staff and community engagement in line with the Sustainable Sydney 2030 review and also starting benchmarking and global good practice research.	

1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
Economy	Continue to implement the OPEN Sydney strategy, a long-term and wide reaching strategy and action plan for Sydney's night time economy.	Work on OPEN Sydney is progressing with over 70% of actions currently in progress, ongoing or complete. Highlights include:

Regulatory reform
The City received strong support from the community consultation on the proposed reforms outlined in the discussion paper Open and Creative City: planning for culture and the night time economy. New planning controls and a revised noise policy are being developed to make it easier for shops and businesses to open later in the City's commercial areas, enable more small-scale cultural uses and provide a clear and fair approach to managing noise from entertainment venues.
A review of the late night trading Development Control Plan is underway to manage growth and encourage diversity.
An updated plan is being prepared for public exhibition in late 2018.

Business Support Grants program

In 2018, Council approved \$300,000 in grant funding for the Night Time Diversification stream of the Business Support Grant. Matched funding of up to \$30,000 is provided for programming at night to encourage increased variety of night time business offerings and programmed activities in commercial precincts.

Nightlife and Creative Sector Advisory Panel

A new Nightlife and Creative Sector Advisory Panel is made up of 15 experts who represent the hospitality, live music and performance, theatre, festivals, retail, business and public safety sectors. The panel is providing strategic advice to the City on implementation of nightlife and cultural strategies and policies, current and emerging issues and opportunities for the nightlife and cultural sectors and communication and engagement with stakeholders to support development of the night time economy.

NSW Government's Night Time Economy Taskforce

Council is a member of the NSW Government's Night Time Economy Taskforce comprising State agencies to deliver the Roundtable Action Plan. The City has established late night taxi ranks, installed new way finding signage and continues to support the Safe Space Take Kare Ambassador program. The City's promotion of local economies marketing program has featured over 800 nightlife businesses across the villages since being established in January 2018. This content reached 5.5 million people and achieved engagement of 2.5 million people to attract visitors to our local areas.

Night Time Economy Councils Committee (NTECC) and Network

The City was instrumental in the establishment of the Night Time Economy Councils Committee and network comprising close to 100 Council staff from 30 metropolitan and regional Councils. The objectives of the network are to share information on best practice approaches to developing vibrant, inclusive and sustainable night time economies and advocate to State and Federal Governments on matters common interest. The Committee successfully hosted a full day forum in October 2017 attended by over 130 Councils staff and has delivered the first in a series of three masterclasses planned for 2018 on night time economy strategy development. The Committee presented the key priorities identified from the October 2017 forum to the NSW Government Night Time Economy Taskforce and called on the Government to develop a NSW Night Time Economy Strategy.

On Track

The public consultation process was completed for the draft International Education Action Plan. It attracted strong interest and the City received 27 submissions and 20 survey responses. Overall, the community was supportive of the draft plan. The Council report for recommending the adoption of the plan is going to 13 August 2018 Council meeting. Over 30 international student internships have taken place through various programs such as the City's own Jobsmart program, the Global Scope internship program, and Sydney University's

On Track

A draft of the revised scope of the Global Sydney Framework has been developed with the objective to enhance, empower and accelerate Sustainable Sydney 2030 through global engagement. In May 2018, the City partnered with the Department of Foreign Affairs and Trade (DFAT) to support a media delegation from the Sichuan Province who have a combined outreach of 6 million active daily audience and a broader outreach of 778 million, to showcase Sydney. The initiative generated a number of social, digital, print and TV media stories on Sydney including Sustainable Sydney 2030, Vivid, Future Asia Business Summit and Sydney's tourism offerings.

The City hosted a briefing for over 40 investment influencers across 13 international markets in May 2018.

The Future Asia Business Summit was held in May 2018 and was attended by over 400 local and international businesses. Through evaluation, 100% of survey participants felt they had a better understanding of market opportunities in Asia. The City also partnered with Austrade, AusIndustry, Department of Foreign Affairs and Trade

and Export Finance Insurance Corporation (EFIC) to hold a Free Trade Agreements Seminar which was attended by 174 local businesses and stakeholders.

As part of the Future Asia Business Summit, the City provided a briefing to 100 local international stakeholders including foreign consular corp and bilateral chambers of commerce on key initiatives such as Chinese New Year, International Education Action Plan, safety for international visitors, Tech Startups Action Plan and Grants and Sponsorships.

Asialink delivered 2 workshops for more than 110 businesses. These workshops provide opportunities for partnerships with Austrade, small businesses (e.g. Kinesis), education providers, bilateral chambers of commerce and international stakeholders such as StartUp India Foundation.

On Track

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

Council has continued to communicate with relevant stakeholders to circulate information on the City's major events and from Transport for NSW of the Sydney light rail construction project.

Work has continued in delivering the new marketing strategy promoting CBD and villages '365 days of local economies'. This initiative is concerned with profiling opportunities for local businesses with users and business owners providing recommendations via #sydneylocal.

On Track

The City has continued to regularly meet with local Tech Startup incubators and accelerators to support them and be aware of their issues. The City has played a role in facilitating introductions from international Tech Startup investors with our local ecosystem.

The City has continued to support growth in skills and training within the network via the Knowledge Exchange Grants program. These grants aim to support the ecosystem by encouraging targeting training and networking events.

The first phase of the Visiting Entrepreneur Program was very successful and has been recognised in a number of audits of the local ecosystem. Work has now commenced on the next phase Visiting Entrepreneur Program later this year.

On Track

The City has delivered a number of programs to support the Eora Journey economic development plan throughout 2018. The City continues to support the NSW Indigenous Chamber of Commerce to run a business accelerator (focused on mentoring and access to business skills) for 10 Indigenous businesses (which commenced through a grant awarded by Council in 2016), engaged with Aboriginal and Torres Strait Islander tech businesses as part of the second Visiting Entrepreneur Program, and is profiling Aboriginal and Torres Strait Islander businesses as part of the 365 Days of Local Economies marketing campaign

Strategic research, analysis and knowledge sharing.

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

2017 Floor Space and Employment Survey 99.7% complete. Data available Q1 2018/19. Preliminary data made available for several City planning projects. Presentations to Eastern Economic Corridor Councils.

On Track

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

Major Programs	Progress To Date	Status
Knowledge and skills Deliver and support networking events, forums and seminars to foster business to business engagement, peer learning and cluster development.	<p>On Track</p> <p>1. Business Support Grants - Place & Industry A new Place & Industry grant stream was endorsed by Council in December 2017 to provide financial support for local chambers and industry associations to carry out local economic development projects that promote village destinations, connect businesses to opportunities and build their skills, knowledge and networks. 25 new local economic development projects will be supported in the 18/19 financial year. \$355K of funding was recently awarded across the following organisations: Surry Hills Creative Precinct, Darlinghurst Business Partnership, Newtown Business Precinct Association, Potts Point Partnership, South Sydney Business Chamber, CBD Business Chamber, Pyrmont Chamber of Commerce, Australian Fashion Council, Glebe Chamber of Commerce and Walsh Bay Arts & Commerce.</p> <p>2. Seminars Small Business Digital 101s In 2018, the City is hosting four new seminars designed to help build the digital skills of small businesses. Speakers include representatives from the world's leading digital and social media platforms (Google, Facebook, Instagram and WeChat). •March event: 143 business owners attended, over 350+ views of first ever YouTube live stream •May event: 127 business owners attended, no YouTube live stream for this event</p> <p>3. Visiting Entrepreneur Program 22 May- 8 June 2018 The City hosted high-profile entrepreneurs including Jim McKelvey (May 22-23), Liesl Yearsley (May 21-23) and Stephanie Hannon (June 4-8). The program aims to attract international technology entrepreneurs to Sydney to share their expertise with Sydney's tech startup community and in doing so, help to foster a culture of entrepreneurship and innovation and raise awareness of Sydney's tech startup ecosystem globally. The 2018 Program saw more than 2,500 people register for the ten City of Sydney hosted events with all of the events selling out and waitlists of 50+ for public talks. The events were attended by 1,500 industry members, start-ups and entrepreneurs. The program is now supported financially by both the NSW government (\$120K) and Federal government (\$50K). 86% of people said the event series helped to build their knowledge and entrepreneurial skills</p> <p>4. Commercial Creative Grants The City also provides significant financial support for major events that drive economic outcomes for local businesses. -Mercedes Benz Fashion Week Australia 2018 took place from 14-20 May, featuring 98 designers, including 19 emerging designers, 43 runway shows and 8 industry seminars. A total of 25,091 attendees including a mix of international buyers, press, local industry, bloggers and influencers. -Vivid 2018 was held 26 May -16 June featuring light displays, live music programming and inspiration talks. Destination NSW still to issue visitor numbers - 2.33 million attended in 2017. -CeBIT 2018 was held 11-15 June featuring 190 speakers across 4 conferences, keynotes and panel discussions, pitchfest competition, networking, workshops and exhibition stands. A total of 14,049 attendees, 38 million social media reach and 13 million advertising reach, with 21 international delegations and 96 international exhibitors from 19 countries.</p>	The City also recently renewed its sponsorship of Vogue Fashion Night Out which brings almost 200,000 people into the City for a one night only shopping event, committing \$185K cash and 20K VIK per year for the next three years. The next event is on Sept 6 2018.

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

On Track

For the year, 15 major economic grants were approved by Council to the value of \$698,600 in cash and value-in-kind. These projects were awarded through the City's Commercial Creative and Business Events Sponsorship and Knowledge Exchange Sponsorship programs. The recent support provided was to Salvation Communications Pty Ltd for the 'Global Summit Of Women 2018'.

Affordable spaces - Economic

Optimise the use of City owned properties as affordable space within the context of the City's economic action plans	Further work continues on investigating the appropriate use of the proposed Business Innovation Space at 182 George St as part of the Voluntary Planning Agreement with Lendlease.	On Track
Desktop research on best practice business innovation spaces, internal meetings with departments, and identification of key stakeholders to consult with have been identified to ensure the maximum benefit of this future facility to the local Tech Startup ecosystem.		

1.4 The city economy is resilient.

Major Programs	Progress To Date	Status
Economic Resilience		

Contribute to metropolitan and state-wide strategic economic planning.

The City has taken an active role in providing helpful feedback to the Transport for NSW regarding the economic planning surrounding the proposed Sydney Metro West rail project. City staff have met with Transport for NSW on a number of occasions to share our strategic plans and discuss how best to make the project a success.

Ongoing meetings and communication has taken place between City of Sydney and other Sydney councils to share knowledge and collaborate on strategic projects and processes of shared benefit and relevance.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Major events				

Deliver the Christmas in the City program as a celebration of Sydney Christmas promoting retail destinations in the city.

The 2017 Sydney Christmas Concert Series was held at Martin Place and Hyde Park on a Saturday night.

The Martin Place Concert and Tree Lighting on Saturday 25 November attracted an audience of over 12,650. Hyde Park Christmas on the Green attracted an audience of almost 3,500.

The Village Christmas Concerts attracted record numbers. Market research calculated an average of 3,000 attendees at each concert.

Planning is currently under way for Sydney Christmas 2018.

Deliver the Chinese New Year Festival and Lunar New Year (for Sydney communities, businesses as well as domestic and international visitors).

The 2018 Sydney Chinese New Year Festival, took place from 16 February to 4 March, the 22nd year that the City has produced the festival. The central event was the Lunar Lanterns exhibition. The City also produced a launch on 16 February, the Dragon Boat Races on 24 and 25 February, a lion dance and Chinese firecracker program in Chinatown and a community performance

program presenting performers from 34 different Chinese, Korean, Thai, Japanese, Vietnamese, Malaysian and Indonesian community groups.

The festival coordinated an associated event program featuring 81 associated events produced by 41 Associated Event Partners.

The Lunar Lanterns exhibition attracted 976,000 visitors. Final attendance figures for all festival events are currently being compiled.

Major Programs	Progress To Date	Status
Major events		
Deliver Sydney New Year's Eve that promotes Sydney as a tourist destination as part of increasing awareness of Sydney as a global destination.	<p>Sydney maintained its status as New Year's Eve capital of the world with the successful delivery of 2017 Sydney New Year's Eve. Well over one million people gathered around Sydney Harbour, with all primary vantage points reaching capacity before midnight and an estimated global audience of over 2 billion.</p> <p>2017 saw a 144% increase in international media reporting. International coverage comprised print, radio, TV broadcast and, more prominently, online reporting.</p> <p>There was a total of 12 media releases. These were translated into Mandarin and specifically pitched to Chinese media outlets.</p> <p>A higher proportion of Sydney New Year's Eve coverage was favourable this year (86.9% compared to 76.7% in 2017) according to independent analysis by international media monitoring agency iSentia.</p>	On Track
38	<p>Crowd management and customer experience was again a focus for Sydney New Year's Eve with the implementation of a new Integrated Crowd Management Plan. The Plan focussed on ingress and egress of crowds and included an expanded road closure footprint, a dedicated "getting home" map, and additional on-ground wayfinding resources.</p> <p>The City continues to position Sydney as a global destination through the ongoing promotion of events using traditional and digital communication channels. The What's On website continues to play a central role promoting events in Sydney year-round, receiving 1.9 million pageviews from April-June 2018 (an 11% increase on 2017) and 9.3 million pageviews over the past year (a 5% increase on previous years' performance).</p> <p>The City continues to collaborate via strategic marketing with partners (including Tourism Australia Destination New South Wales, Department of Premier and Cabinet, Sydney Opera House and many more). This involves using each other's channels where appropriate in order to achieve mutually beneficial objectives.</p> <p>The City continues to develop the Destination Ambassador Program, now with 120 ambassadors, and growing. These volunteers promote Sydney to the growing tourist market, notably over the summer period, and their duties include meet and greet of cruise passengers, and as roving ambassadors during key events in the city.</p>	On Track
	<p>Provide support and sponsorship to identified major events and organisations in recognition of their significant contribution to the social, cultural and economic life of Sydney.</p>	On Track
	<p>In the first three quarters of the year, the City supported a number of events of major significance to the total value of \$3,995,298 in cash and value-in-kind. The most recent events included Yabun Festival, Sydney Festival, Mardi Gras and the Biennale of Sydney.</p> <p>For the year, the City supported a number of events of major significance to the total value of \$5,975,004 in cash and value-in-kind.</p> <p>The most recent major events included Sydney Writers' Festival, Sydney Film Festival, Sydney Comedy Festival</p>	On Track

Visitor Experience	Work in partnership with government and industry to ensure adequate visitor information services and infrastructure is provided to improve the tourism experience for visitors at key tourist precincts.	There are three key programs for Visitor Service delivery; Visitor Services Kiosks, Cruise Meet & Greet Volunteer Sydney Ambassador Program and the Volunteer Roaming Sydney Ambassador program. For the period July 2017 to June 2018 note the following: -Visitor Services kiosks served 67,942 visitors. -The Cruise Meet & Greet Volunteer Sydney Ambassador greeted 63 international ships and assisted 19,591 passengers. -The Volunteer Roaming Sydney Ambassador program, which commenced in January 2018, has assisted 29,415 visitors.	On Track
Business and Investment Attraction	Implement priority projects and programs from the Tourism Action Plan that focus on destination development, destination management and destination marketing.	<p>Destination Management: Work is nearing completion on the Visitor Information Services Review. This project was concerned with conducting exploratory research on current visitor information services across the city. Phase 1 of this research included analysing how visitors currently receive, search for and access information.</p> <p>Destination Marketing: Work has continued in delivering the new marketing strategy promoting CBD and villages '365 days of local economies', profiling opportunities for local businesses with users and business owners providing recommendations via #sydneylocal.</p>	On Track
Safety	Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.	Destination NSW The City is working with Destination NSW to promote our local economies via the #sydneylocal campaign. Destination NSW recently shared three digital neighbourhood guides (Newtown, Surry Hills and Rosebery) on the sydney.com Facebook and Instagram accounts extending the reach of the campaign to their audience of domestic and international visitors. For example, the City of Sydney produced 'Local's Guide to Newtown' attracted 51,000 likes and 635 shares on their Facebook page and 17,000 likes and 276 comments on their Instagram account.	On Track
Cleansing and waste	Provide high quality, customer focussed street cleansing service that meets the needs of the community.	Business Events Sydney The City's support for Business Events Sydney continues as part of a five year partnership endorsed by Council in June 2015.	On Track
Monitoring and compliance		The Local Emergency Management Committee (LEMC) is responsible for planning and implementing strategies for emergency prevention, preparation, response and recovery in the Local Government Area. The LEMC met on 3 times during 2018 and included representation from the City of Sydney and key other agencies and stakeholders. The LEMC also completed an emergency management exercise focussing on the City's response to a heatwave and power outage affecting the LGA.	On Track

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

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

Public Health:

The amendments the Public Health Regulations 2012 (the Regulations) commenced on 1st January 2018. A letter has been sent to approximately 1250 registered owner/occupiers of buildings containing cooling towers explaining the new requirements for the management of cooling towers.

Food:

Annual NSW Food Authority Council Activity Report for 2017/18 have been completed.

Sampling for rare and raw meat project has been completed. Microbiological results are due to be analysed to determine the risk associated with the service of raw meat dishes.

Complaints received for the quarter resulted in 85.5% being relating to general compliance, 14.5% for non-approved (aka "overcrowding") residential uses and 0.5% for non-approved sex on premises investigations.

Fire

Fire Safety compliance programs are being maintained with regular monitoring of properties and investigation of customer queries relating to fire safety. Annual Fire Safety Statement submissions and the monitoring of the City's Annual Fire Safety Statement Register is on track.

Detailed inspections of buildings affected by the installation of external cladding material is underway with City building officers issuing fire safety notices and other enforcement documentation to a number of premises identified by Fire and Rescue NSW as requiring regulatory action to remedy fire safety concerns.

In Q4 the rangers spent over 13,358 hours in patrols to monitor legislative compliance and respond to customer complaints including but not limited to DAs, companion animals, noise, litter and unlawful trading.

1.S.1 Performance Measures

Sydney as a Brand

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Estimated global media audience (i.e. broadcast, online viewers, publicity) of Sydney New Year's Eve and Lunar New Year	B	1	1	-	-	1	-	-	1.6	2.6	Global media audience for Sydney New Year's Eve is estimated to be over 1 billion. The Lunar New Year total audience reach is approximately 1.6 billion
Doubling of Sydney's night time economy turnover (2012 baseline of 15.6 billion; 2030 Target \$30 billion) (measured annually)	\$	-	-	-	-	-	-	-	0	-	Data will be available in Q1 2018/19 for the 2017/18 year. On track for \$30 billion by 2030.

City Development										Status
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment
Commercial Development Approved	m2	234,937	192,165	-	3,953	700	16,891	119	21,663	Very little commercial activity this quarter.
Commercial Development Completed	m2	229,064	752,795	-	5,821	8,595	64,637	102,515	181,568	Sourced from Strategy & Urban Analytics - Development Statistics database
Business Events Sydney										
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment
Number of bids for business events submitted	No.	19	20	-	-	13	-	13	26	Total of 26 bids, 10 wins. 9 prospects/bidding and 7 lost
Number of events secured	No.	7	5	-	-	1	-	9	10	During the second half of the 2017/18 financial year, BE Sydney utilised City of Sydney funding to successfully secure ten events for the city. These events secured in 2017/18 are expected to deliver over 70,500 delegate days to the city, generating an estimated direct expenditure of over \$64m for the economy. This is a substantial increase from the H2 results reported from FY 2016/17.
Delegate numbers of events secured	No.	5,110	3,520	-	-	1,800	-	12,122	13,922	During the second half of the 2017/18 financial year, BE Sydney utilised City of Sydney funding to successfully secure ten events for the city. These events secured in 2017/18 are expected to deliver over 70,500 delegate days to the city, generating an estimated direct expenditure of over \$64m for the economy. This is a substantial increase from the H2 results reported from FY 2016/17.
Economic impact of events secured	\$	19,696,620	15,847,353	-	-	5,105,083	-	58,894,917	64,000,000	During the second half of the 2017/18 financial year, BE Sydney utilised City of Sydney funding to successfully secure ten events for the city. These events secured in 2017/18 are expected to deliver over 70,500 delegate days to the city, generating an estimated direct expenditure of over \$64m for the economy. This is a substantial increase from the H2 results reported from FY 2016/17.
Delegate days of events secured	No.	22,200	16,080	-	-	7,200	-	70,582	77,782	During the second half of the 2017/18 financial year, BE Sydney utilised City of Sydney funding to successfully secure ten events for the city. These events secured in 2017/18 are

expected to deliver over 70,500 delegate days to the city, generating an estimated direct expenditure of over \$64m for the economy. This is a substantial increase from the H2 results reported from FY 2016/17.

Support for the Economy and Business												
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Value of grants approved by the City of Sydney for major events	\$ '000	-	-	-	420	0	3,575.3	1,979.71	5,975		Indicator Only	
Value of grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	\$ '000	-	-	-	509.1	169.5	20	0	698.6		Indicator Only	
Diverse and inclusive economy												
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Number of City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	87	106	-	105	110	118	126	126		Indicator Only	
International Students												
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Number of international students studying at campuses in the city	No.	-	-	-	35,000	35,000	35,000	35,000	35,000	35,000	Indicator Only	
Number of international students living in the city	No.	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	Indicator Only	

2 A leading environmental performer

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets and will work towards a sustainable future for the City's use of water, energy and waste.

2.1 Greenhouse gas emissions are reduced across the city.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Energy efficiency and renewables				
Create a net zero building challenge, where the City facilitates the design and construction of Sydney's first net zero buildings, both new and/or retrofits.	2018	50	Opportunities to support net zero buildings are being considered as part of the broader body of work being undertaken on encouraging a net zero future within the local government area. A pilot Whole Building Challenge for commercial buildings is under development team and expected to be launched in FY19.	On Track
Develop an implementation plan for the 50% renewable by 2030 target for the city.	2023	99	Council approved supporting Ausgrid local solar program at February 2018 Council meeting. Council approved budget for programs to accelerate local solar and large-scale renewable electricity. Program development work underway with expected launch of new services in the FY19.	On Track
Advocacy				
Continue to advocate for national electricity rules and other frameworks which allow for fair treatment of efficient generation, supply and use of local low and zero carbon energy.	2019	80	City has participated in national forum on extending local renewables & in stakeholder review of Ausgrid 5-year regulatory proposal. Need for more facilitative regulatory environment recognised as key priority by many stakeholders.	On Track
Major Programs				
Energy efficiency and renewables				
Plan for the integration of all fleet operations data and leverage analytics to drive a reduction in greenhouse gas emissions.			The City has continued its work to improve data quality, data procedures and analytics to enhance the ability to drive efficiencies and reductions in emissions. Work is under way on an upgrade of Ausfleet and Datafuel to assist these processes, and to integrate data sources. Project scoping to install telemetry equipment in City vehicles has commenced.	On Track
Sustainable Planning				
Explore ways within the current planning system to require energy and water sub-metering in new and refurbished commercial developments, to improve building management and monitoring.			Conditions to support City DCP current sub-metering controls will be considered. Regularly review development application standard conditions to improve environmental outcomes in 2019FY	On Track
Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero building standards.			Project 1. On track. Industry, state and local government project partners. Forum 1 targeting developers and construction companies completed end of May. Forum 2 being organised targeting ESD and planning consultants and planners for August.	On Track
Investigate the inclusion of Development Control Plan (DCP) provisions that introduce NABERS Energy Commitment Agreements for new commercial office buildings and major commercial office refurbishments over 500 sqm or 1000 sqm; with other sectors added as fit-for-purpose rating tools become available.			Exhibition of controls occurred from 28 April to 30 May 2018. Submissions summarised and addressed. Report to go to Council in 2018/19.	On Track

Regularly review Development Application Standard Conditions to improve environmental outcomes.

On Track

Advocacy	Advocate for Ausgrid to adopt LED lights for all public domain light types (street lights, parks etc) in the city area.	There are approximately 12,000 Ausgrid owned lights within the City area. An offer from Ausgrid for replacements of all lights with energy efficient LED lights is currently being reviewed by staff prior to approval from Council. The expected end date for total change over the residential road lights to LED is 2021. The expected end date for total changeover of the main road lights to LED is 2022.	On Track
Sustainable Planning	Advocate for the establishment and revision of building standards and rating tools to deliver more energy efficient buildings, and for mandatory performance disclosure.	The City is involved with a new NABERS Energy rating tool for apartment base buildings, the ASBEC building code trajectory program, and will be providing a submission on the review of energy efficiency requirements of the 2019 National Construction Code Review.	On Track
Major Projects	2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised.	Completion Date % Complete Progress To Date	Status
Monitoring and reporting waste	Incorporate minimum waste requirements for waste storage capacity for new developments in DCP.	2018 90 Exhibition of draft DCP controls including the draft Guidelines for Waste Management in New Developments occurred from 28 April to 30 May 2018. Submissions summarised and addressed. Report to go to Council in 2018/19.	On Track
Managing waste and resources	Finalise and promote Waste Management in New Developments Guidelines.	2018 95 The updated 'Guidelines for Waste Management in New Developments' and inclusion into the DCP was approved by Council for public exhibition on 16 April 2018. Minor edits were made to the Guidelines and DCP following the recommendations received from the public exhibition period. The final Guidelines and DCP inclusion are due to go back to Council in the new financial year for final adoption.	On Track
Develop and deliver an on-going education campaign to target contamination of recycling bins and increased participation in residential recycling services.	Integrate organisational waste reporting on a new digital platform.	2018 100 Waste Data from City Property Services is being captured in SMART on a monthly basis.	Complete
		Other business units across the organisation - Parks, Aquatics, CITO have been asked to provide waste info in the SMART waste template format, and it is envisaged that the template will be added to their respective waste contracts.	
		The process of integrating organisational waste reporting into the SMART platform is complete.	
			On Track

projects aimed at increasing community awareness and encouraging resident behaviour changes that will contribute to achieving the residential waste strategy objectives and key actions.

Major Programs	Progress To Date	Status		
Monitoring and reporting waste				
Improved waste data and reporting against City targets.	New working groups have been established to facilitate improved data collection methods for organisational waste. City property data is now weight based and is captured within the City's new environmental data management platform.	On Track		
Managing waste and resources				
Promote funding opportunities for innovative technologies and processes that address particular problem waste streams e.g. single use coffee cups, mixed plastics, food and beverage packaging and separate food waste collections.	Continuing to assess grant applications that provide innovative waste solutions within the city.	On Track		
Management and compliance				
Targeted patrols by City Rangers in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.	In Q4 1,511 hours were conducted with 175 notices being issued	On Track		
Advocacy				
5	Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.	In June 2017 the City responded to the NSW Energy from Waste public inquiry which also covered a number of broader state waste management issues. The City provided a number of recommendations including a metropolitan approach to management of waste. This recommendation was included in the final recommendations to NSW Government. NSW Government has until September 2018 to respond.	On Track	
2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.				
Major Projects	Completion Date	% Complete		
Recycled water				
Deliver large-scale recycled water projects at Green Square Town Centre and Sydney Park offsite reuse.	2019	75	Sydney Park: Water treatment plant decommissioned due to WestConnex works A site for re-locating the water treatment plant has been determined and the environmental impact assessment for the relocation is complete. Design and construction for water treatment plant to be procured. A risk assessment of the water treatment process has been completed. Investigation of options for improving the harvest system is ongoing.	On Track
Green Square: Installation of the recycled water treatment plant in the Green Infrastructure Centre is complete. Construction of the storm-water harvesting system (off-take works) on Sheas Creek culvert is complete. Conditional Ministerial approval given				

to bring the water treatment plant into commercial operation. Plant commissioning expected to be completed by the end of August 2018..

				Attention Required
Investigate feasibility of a recycled water project in the George Street corridor.	2018	10	Recycled water project delayed due to overall light rail project delay.	
Facilitate the delivery of a recycled water project in Greater Green Square by the private sector.	2019	50	<p>In August 2017 the Premier requested Infrastructure NSW, as part of a wider brief, to review current economic and regulatory barriers to recycled water schemes. Infrastructure NSW engaged Frontier Economics to undertake a study and propose potential solutions to barriers. Frontier Economics recommended that changes be made to improve transparency by requiring Sydney Water (and Hunter Water) to make key information on their networks and future plans available, but otherwise did not propose changes to the current pricing model for use of Sydney Water's infrastructure by water recycling utilities.</p> <p>That means the economic framework for water recycling in NSW remains challenging. Nonetheless Flow Systems has updated its master planning for the Greater Green Square area and reaffirmed its commitment to continue to investigate prospective customers and undertake further studies needed to develop the scheme.</p>	Attention Required
Sustainable Planning				
Identify requirements for applicable City buildings to connect to recycled water for cooling tower use.	2018	20	Concept design and budget estimates for connection of City assets including Town Hall, Town Hall House, 343 George St and Customs House are underway. A two page guidance document has been produced for reference by City planners and developers during planning of new developments. It is anticipated that this document will go on the City's website.	Watch
Stormwater quality / waterway health				
Develop a Model for Urban Stormwater Improvement Conceptualisation (MUSIC) to estimate the stormwater pollution reduction of all water sensitive urban design initiatives in both the public and private domain and report against stormwater quality targets.	2018	75	The model is scheduled to be completed in December 2018	On Track
Major Programs			Progress To Date	Status
Sustainable Planning				
Encourage water efficiency, increased stormwater quality outcomes, onsite water recycling and connection to precinct scale water recycling schemes within planning proposals.			Progress will commence once opportunities are identified for further recycled water connections in the greater Green Square area.	On Track
Develop a process to ensure that water sensitive urban design in all developments is assessed (against technical guidelines or by a suitably qualified specialist) to meet or exceed Development Control Plan stormwater quality requirements.			The process will be developed after the Model for Urban Stormwater Improvement Conceptualisation (MUSIC) model is completed in December 2018.	On Track
Review planning controls to identify opportunities to facilitate maximum connections of buildings to recycled water in the Greater Green Square area.			Projects that are within this Program for Sustainability Planning are progressing and on track as written in individual project plans. Tasks that have been completed include: - internally-focused educational tour occurred	On Track

- communication tool finalised.

			Watch
Advocacy	Advocate for IPART and the NSW Government to implement progressive pricing structures for Sydney Water that reflect resource value and enable water sensitive solutions.	The Water Sensitive Sydney Summit summary document was finalised and distributed to all invitees (approx 300) in June 2018. This document will be used to advocate for regulatory and policy changes. The City attended the stakeholder engagement session on 20 April by Infrastructure NSW regarding the findings to date of the current recycled water review.	On Track
Advocate for urban renewal areas to meet world's best practice environmental standards.	The amount of City staff activity on Bays Precinct and Waterloo has slowed due to reduced opportunity to participate in the NSW Government study process. Public consultation on options for Waterloo is anticipated in the next quarter.		On Track
Stormwater quality / waterway health			On Track
Refer to Technical Services Drainage Specification for information on Stormwater including stormwater quality devices such as Water Sensitive Urban Design (WSUD), GPTs and raingardens when designing stormwater devices into new developments.	The task is due to be delivered by December 2019.	Raingardens are included in designs where site conditions are appropriate. There are currently 154 raingardens in the City.	On Track
Continue to include raingardens in road and streetscape renewal designs where feasible.			
Continue to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure in all new City projects.	Opportunities continue to be monitored for Water Sensitive Urban Design in new projects including: - The Green Square Town Centre (GSTC) Water Sensitive Urban Design (WSUD) Strategy has been developed. - Works completed at Victoria that included removing existing sediment and installing a new recirculation system, pump and weir to improve water quality		On Track
Where possible, retrofit the City's stormwater system with gross pollutant traps to reduce solids discharged to waterways via stormwater run-off.	The City is currently undertaking a desktop stormwater quality (MUSIC) modelling to gauge the current quality of the stormwater that draining out of the City local government area to the receiving water bodies. This study will identify the gap to achieve the Sydney 2030 stormwater quality targets. Once the study is completed, the City would be in a better position to map out the locations and number of Gross Pollutant Traps (GPT's) required to achieve the target. Accordingly the installation of the new GPTs will be programmed in future years.		On Track
2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.			
Major Projects	Completion Date	% Complete	Status
Business engagement (non-office based)			
Develop customer sustainability plans for the Commercial Office and for Accommodation & Entertainment sectors.	2018	95	Public exhibition of draft plans has closed, with submissions being overwhelming supportive. The final versions of the plans are anticipated to be submitted to Council in Q1 FY19, within only minor changes from the draft.
Residential engagement			On Track
Support the NSW Government development of the NABERS Apartment rating tool and advocate for a mandatory disclosure of performance requirement for multi-dwelling residential buildings.	2020	35	The City co-launched the new NABERS for apartment buildings rating tool in June 2018 with the Office of Environment & Heritage, where 140 strata stakeholders

attended. The City continues to advocate for mandatory disclosure once the tool is operational.

The City supported the planning and delivery of three NABERS strata industry consultation workshops. The City also delivered a strata training session for NABERS and Office of Environment & Heritage staff and is supporting a NABERS trial with 10 apartment buildings and engagement through our Smart Green Apartments program. The City hosted a briefing for greater Sydney Councils on the upcoming NABERS tool, attended by 18 councils.

Major Programs	Progress To Date	Status
Commercial office engagement		On Track
Deliver the CitySwitch Green Office Sydney program to office based businesses to facilitate improved environmental performance.	This year, three events have been hosted by CitySwitch Sydney, a coffee cup masterclass, the CitySwitch NSW State and National awards ceremony, and a Waste from Stripout joint event with the Better Buildings Partnership Sydney based CitySwitch tenancies saved 32,000 tonnes of emissions from energy efficiency measures in 2017, which represented an annual energy saving to members of over \$8,805,000.	
	In the past 12 months, the City has supported signatories in their use of the new CitySwitch waste tool to measure their office waste generation and recycling and to set a baseline, and drive waste engagement using the coffee cup behaviour change toolkit and tenant waste guide to address a range of waste problems within the office. CitySwitch continues to work with program members to measure and rate their performance in energy via NABERS Energy accredited and indicative ratings.	
Coordinate the CitySwitch Green Office national program across Australia.	CitySwitch signatories across Australia evidenced a combined saving of 667,446 tonnes of carbon emissions from energy efficiency, renewable energy and carbon offsets during the 2017 calendar year - more than double the number from 2016, and over 1,500 projects reported for the year.	On Track
	In the past 12 months, CitySwitch program managers nationally have supported signatories in their use of the new CitySwitch waste tool, measured their office waste generation and recycling, and to develop a waste action plan that seeks to reduce their impact.	
	In the year, 8 signatory events have been held nationally on a range of topics, and new CitySwitch resources and toolkits are available online; the 'Choose. Reuse' coffee cup behaviour change campaign toolkit elements and waste resources have accounted for 37% of total website downloads since Q1, and the CitySwitch ebook that was published by content partner the Fifth Estate - "Healthy Offices: Why Wellness is the New Green" was one of the top 5 articles read on The Fifth Estate for 2017.	
Manage the Better Buildings Partnership program for commercial building owners and their agents to facilitate improved environmental performance.	The Partnership announced that its members had collectively reduced their carbon emissions by 52 per cent in the year ending 30 June 2017, from their financial year 2006 baseline, whilst increasing their floor space by 14%. As a result the members enjoyed a \$33 million saving from avoided electricity costs in FY2017.	On Track
	During the last 12 months, the Partnership released a series of Best Practice tools and reports onto an updated website that positions the site as the "home of best practice". The partnership released the BBP Tenant Engagement: Foundation Report, which outlines a suite of evidence-based principles and approaches that building owners, managers and the City can use to better engage office based tenants in the challenge to achieve net zero buildings.	
	The Partnership released the second version of the BBP Stripout Waste Guidelines. The new version is the industry how-to guide for tenants, contractors and building managers on minimising waste from office refurbishments.	
	The Partnership also released the BBP Cooling Tower Guidelines and conducted a masterclass on the principles of the guidelines and implementation.	

The Partnership supported the launch by Good Environmental Choice Australia of the accreditation standard for commercial waste service providers. The development of this standard has been part-funded by a City of Sydney grant. The Partnership also supported the Office of Environment and Heritage on their development and release of the new National Australian Built Environment Ratings Systems (NABERS) tool for Waste.

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

The Draft Sustainable Sydney Office plan went on public exhibition in Q3.

On Track

The City's advocacy for extending mandatory disclosure of energy performance across the office sector has progressed, with the industry policy position paper "Opportunity Knock's" being endorsed by multiple peak bodies within the sector. The paper was launched publicly in November and has been submitted to the relevant Federal and State government departments by the Green Building Council of Australia and Property Council of Australia. The Federal Department of Energy and Environment have been specifically asked to include the consideration of mandatory energy disclosure provisions for office tenants in the upcoming review of the Commercial Building Disclosure program. The CitySwitch national annual awards recognised 16 signatories, of which 10 were City of Sydney based, that are certified as carbon neutral under the National Carbon Offset Standard.

Business engagement (non-office based)

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

On Track

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

1. Increase demand for sustainable hotel accommodation and services
The advocacy campaign plan for influencing corporate organisations and governments to procure rated hotels for their business travel is completed and advocacy with government agencies has commenced. The City is a partner of the Opportunity Knock's industry group which has called for an extension of the Federal government's Commercial Building Disclosure scheme to include hotels.
2. Industry Action
The Sustainable Destination Partnership has officially launched with 29 partner members and 12 Associate members.

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3. Reduced barriers, incentives and support
Continued promotion of the City's grants program within the accommodation and entertainment sector has taken place resulting in an increase in the number of these properties that will now complete a rating or energy audit.
4. Recognition and promotion
The City has signed up to 2 more years of participation in the Global Destination Sustainability Index and has commenced planning how we can work with and influence the industry and our relevant partner organisations to undertake steps to improve Sydney's ranking in 2018 (was 15 in 2017).

Residential engagement

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

On Track

The NABERS for apartment buildings rating tool launched in June 2018. The City supported several consultation workshops, provided strata training for NABERS staff and provided significant input and engagement to inform tool development. The City also hosted a NABERS information workshop for greater Sydney Councils with 18 Councils represented. NABERS ratings will be integrated into programs going forward and the City will continue to advocate for mandatory disclosure once the tool is tested in the market.

The Smart Green Apartments program is demonstrating the technical and engagement approaches required to achieve upgrades in apartment buildings. Projects that will reduce carbon emissions by 30% per building have been identified with 50% of these projects being implemented within 12-18 months which are now saving owners \$425,000 per year in energy costs. Building owners are also enjoying over \$250,000 of water savings per year as a result of upgrades undertaken in 1,698 apartments across 7 buildings from within the program. Eight tonnes of textiles have

also been diverted from landfill through the waste component of the program with improvements to recycling underway and through the result of new behaviour change programs.

Three Leadership Network workshops were held this year with 106 participants representing 72 buildings from the Smart Green Apartments alumni.

The City has designed an 8-part, of which 5 sessions have already been delivered. Building Manager Training series with the NABERS team and Green Strata. The training program is intended to provide a national platform for the professional development of residential building managers utilising NABERS as the core framework for improved building performance and governance.

The City has continued to collaborate with 18 stakeholders from the NSW State Government, industry and community organisations to reduce the environmental impact of apartment buildings through our Residential Apartments Sustainability Reference Group. This group met in November, February and May to discuss the outcomes from the Smart Green Apartments program; Provide input into NABERS tool development; and to advocate an increased sustainability focus on apartment buildings at a Federal policy level - with specific input into the National Construction Code review.

Smart Green Apartments was also featured in a presentation to the C40 Private Building Efficiency Network in Singapore to promote best practice in accelerating environmental upgrades in the residential sector.

The City continued to support Owners Corporations to identify energy and water efficiency opportunities on common property through the Environmental Performance Grants program, with 19 grants approved this year. The City also promoted residential waste reduction and re-use through its support of The Bower Household Recovery and Reuse Service, where 499 residents used the service diverting 32 tonnes from landfill.

Deliver Smart Apartment retrofit program for apartment buildings.

The 2016 annual intake of 20 buildings to the Smart Green Apartments program has continued to implement energy savings projects through 2017/18. Audits for these 20 apartment complexes identified a 30% reduction in carbon emissions and cost savings of 35% per annum per building; achievable through cost effective retrofits and operational improvements. Owners corporations have formally approved over 55% of recommended projects and implemented projects have reduced emissions by almost 15% to-date.

The City has supported this implementation through presentations at strata committee meetings, annual general meetings and through access to energy experts.

The 2017 annual intake of buildings launched 18 October with successful program applicants attending a launch event at Customs House. An Energy and Water 101 event was held for new Smart Green Apartment participants in November. City staff have also attended strata committee meetings from November 2017 onwards, to promote the Smart Green Apartments program and further upskill owners on energy and water metering and management. Energy audits were completed for all Smart Green Apartments buildings from the 2017 intake. Audits for this intake of the program identified possible savings of 29% for electricity, 36% for gas with an overall 28% reduction in greenhouse gas emissions.

The City continues to collaborate with Sydney Water to rectify leaks and install efficient fixtures. Strata committee approval to undertake Waterfix was obtained from an additional two buildings, with these likely to commence in July.

Smart Green Apartment buildings from both 2016 and 2017 intakes have continued to implement waste improvement initiatives in their buildings. A new behaviour change campaign was launched in March 2018 with the objective of diverting recyclables from landfill. Program evaluation has indicated a reduction in recyclable materials in the general waste bin. Many buildings have also implemented additional initiatives, including charity textile collection bins with approximately 8 tonnes of textiles having been diverted from landfill since September.

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

For the year, 67 environmental grants were recommended by Council for a total of \$660,473 cash. These projects were awarded through the City's three Environmental Performance Grants programs (Building Operations, Innovation and Ratings and Assessments), Knowledge Exchange Sponsorship and Matching Grant programs. The most recent approval includes support through the Knowledge Exchange Sponsorship program for the Strata Community Environmental and Engagement Award.

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

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

Program design for the Building Tune Up program has been completed.

Collaboration with the Net Zero Community of Practice, including representatives from City of Melbourne, City of Adelaide and ClimateWorks Australia informed the design of the program.

In May 2018, preliminary customer mapping was undertaken to identify the barriers and drivers of the residential sector to adopting renewable energy.

A calendar of digital content (videos, photography, articles) was developed.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Capital Projects				
Develop and implement sustainable design guidelines, rating guidance and environmental controls into project management processes, including Voluntary Planning Agreements that deliver assets to the City.				
Undertake feasibility, planning, design, installation, operation and maintenance of co/ trigeneration plants at the City's aquatic facilities to achieve cost-effective carbon abatement.	2018	70	Ian Thorpe Aquatic Centre (ITAC): Installation of the co-generation unit is virtually complete with only minor builder's works outstanding. Commissioning is planned for July 2018. Project is on budget.	Attention Required
Cook and Phillip Park Aquatic Centre (CPP): This project covers replacement of aged heat pumps, chiller and boiler as well as Installation of a co-generation unit. Documentation for a request for tender for design and construction has been prepared and is being reviewed by Procurement and Legal Services prior to release.			The second stage of the ITAC project - replacement of the heat pumps will take place in the second half of 2018. To date a concept design for this work and its integration into the co-generation system has been developed.	
Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy.	2027	75	The Solgen program is progressing as planned with 9 sites identified and planned for installation in FY2019 in addition to 4 sites currently in construction. Priority around these sites may change subject to the potential capacity and financial criteria.	On Track
Environmental Management Systems				Status

Continue to implement an environmental management system that will enable risk and opportunities to be effectively and efficiently managed across the organisation.

The implementation of the Environmental Management System includes the following actions:

- Asset Environmental Budget for emissions tracking to 2021 was completed
- Sustainable Design Technical Guidelines for capital projects was completed with project management staff now supported by the Sustainable Design Advisor
- Environmental site audits were undertaken at the Green Square construction sites
- Sustainable Procurement Policy has been endorsed
- National Carbon Neutral Scheme certification has been completed for 2016/17

Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.

The Environmental Sustainability Platform has been developed to record local government area sustainability metrics for energy, water and waste data. The Sustainability Management and Reporting Tool (SMART) is in the implementation phase, which will improve the management of City operations energy and water usages. The Asset Environmental Budget (emissions) was included in the Resourcing Strategy 2018.

Define, procure and implement improved systems and supporting processes for monitoring, management and reporting of utilities and other sustainability metrics within City-owned assets.

Capital Projects

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

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

As part of the Major Properties Efficiency Project (MPEP), water efficiency projects have been verified and implementation is underway as well as initial steps to identify the indicative cost and concept design to connect the City's properties located on George Street to a future recycled water pipeline has commenced.

Asset Management

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

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

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

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.

Introduce public place recycling into City aquatic centres.

Develop and rollout an energy and water outcomes improvement program in larger commercial properties to achieve NSW Government Resource Efficiency Policy (GREP) and Better Building Opportunities. These opportunities have been classed as phase 1 or 2. An action plan will associate these opportunities with relevant external targets/policies.

On Track

Partnership (BBP) targets including NABERS ratings and mandatory disclosure of these.

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

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

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

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

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

Procurement, grant assessment & contract management

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

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Farm	2019	80	Operations have commenced with City Farm education and volunteer programs continuing.	On Track

Commence operations at the City Farm.

Operations have commenced with City Farm education and volunteer programs continuing.
Process of environmental consultants undertaking monitoring, investigations and reporting to ensure site environmental suitability continuing.
Development of documentation for farmers' market application, DA and Market Administrator procurement underway.
Ongoing development of business structures and volunteer frameworks.

Major Programs	Progress To Date	Status
Community Greening		

Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.

The City supports 22 community gardens, two footpath gardens, five Bushcare /Landcare groups and one community composting group by providing ongoing assistance, donation of materials and encouragement to become a self-managed group to a high standard.

On 14 May Council approved the new Kings Cross Community Garden.

The newly constructed Reconciliation Community Garden at George Street Redfern will be completed this week and the group is preparing for their first working bee on Saturday 4 August.

The City approved the new management plan and landscape design of the relocated Glebe community garden at St Johns Anglican Church.

Proposed new community gardens include; 222 Palmer Street, Darlinghurst and Matron Ruby Park, Green Square.

The City is preparing for National Tree Day:

* Arthur Paddy Gray Reserve, Hereford street Glebe – 500 plants

* Sydney Park, Sydney Park Road St Peters (near the two wetlands) – 1,000 plants

Up to 1,500 indigenous seedlings will be planted on the day to assist with understorey planting and encourage habitat for small birds and lizards.

Urban Forest

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

Projects to increase canopy cover have continued, with 700 street trees planted this year. In road planting projects have progressed well - Catherine St Glebe and Primrose Ave Rosebery were completed, works continuing in Bowman St Pyrmont and Ripon Way Rosebery.

Urban Ecology

Continue to expand and protect bush regeneration areas in the City's parks and open spaces.

Bush regeneration areas continue to be managed by staff, contractors and volunteers.

Monitor the diversity, number and distribution of priority fauna species reported on the local government area.

Reptile and amphibian survey results identified four frog species and 11 reptile species in selected survey sites. Abundance of Blue-tongue lizard in Sydney Park appeared to be very low compared to previous survey. Two new reptile species and one frog species previously undetected in baseline surveys were observed. This likely to be from greater survey effort rather than the result of habitat works. The next formal survey that will be carried out in 2023. 283 reports to the online fauna database - improvements to the online tool required.

Greening Sydney Plan

Continue to deliver the public domain landscaping program.

For 2017/18 , 8,145 q m of public domain landscaping was completed. Target was 8,000sq m for 2017/18 year.

Deliver Living Colour floral displays to high profile retail and tourist precincts throughout the city during spring and summer.

Spring 2018 designs, layouts and plant schedules finalised. Spring display to start Monday 10th September 2018. Summer 2019 designs currently in development.

Encourage new buildings and redevelopments to maximise the integration of landscaping in building design.

The City's Landscape Code was adopted by Council in November 2016. The code is now in use and is available to the public to assist applicants prepare high quality landscaping proposals.

Continue to deliver parks renewal and minor park and open spaces upgrade works.

• 31,559 plants installed across the local government area during the last quarter contributing to a total of 68,204 plants for the year.
During the quarter:
• Decomposed granite was installed at Chippendale Green, Wentworth Park and Prince Alfred Park to address worn areas

On Track

On Track

On Track

On Track

On Track

- Irrigation extended at Prince Alfred Park
 - Returfing works undertaken at Quarry Green, Victoria Park, Isabella Hills, Jessie Street Reserve and others totalling 2,291m²
 - Synthetic turf and minor landscape works undertaken at Chelsea Street Reserve
- Identify opportunities to help reduce local air pollution
- Erskineville Oval recycled water project scheduled to commence in 2018/19. Feasibility study to be developed for recycled water to Hyde Park and Observatory Hill Park following completion of George Street upgrade.

Parks Water Savings Action Plan		On Track
Major Programs	Progress To Date	Status
Climate change		
Identify opportunities to help reduce local air pollution.	An air quality study and monitoring brief is complete and expert adviser to be engaged in next quarter. Meetings with NSW Office of Environment and Heritage air quality specialist is scheduled for July 2018 to determine how we best collaborate to achieve air quality outcomes for the people within the local government area.	On Track
Advocate for revision of engineering and building standards and codes to take account of the projected impacts of climate change on buildings and infrastructure.	The unit has advocated in the past 12 months and will continue to do so via regular submissions and as a representative of the Building Regulation Advisory Committee	On Track
Extreme weather events		
Work with emergency services, relevant agencies, and the community to build capacity to prevent, respond, and recover from emergencies, including extreme climate events, such as heatwave, severe storms, and poor air quality.	The City is working closely with the Local Emergency Management Committee to build capacity to prevent, respond, and recover from emergencies. In Q4, the LEMC completed an all agency emergency management tabletop exercise, focussing on heatwave and power failure within the Sydney CBD. Participants in the exercise included NSW Police, NSW Fire and Rescue, Ambulance NSW, Transport NSW, Health NSW, and Community Services, Planning NSW and Ausgrid. The City's Crisis Management Team and Business Continuity Recovery Team also participated.	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in reducing the urban heat island effect.	The City continues to contribute to the CRC for Low Carbon Living project that is developing a micro climate and urban heat island mitigation decision-support tool. Heat sensors are installed at nine locations across the local government area.	On Track
Continue to implement the City's Interim Floodplain Management Policy, and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios.	The City adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through planning controls as part of development approval process. The policy will be reviewed as and when required.	On Track
	The City has prepared a draft Implementation Plan for the flood risk management measures for all its catchments. High Priority works recommended in the plans have been programmed for further investigation.	
	The City is now in the implementation stage for two major structural measures:	
	- Green Square Trunk Drain - Ashmore Downstream Trunk Drain	

2.S.1 Performance Measures

Greenhouse emissions										Status
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions	Tonnes CO2	39,566	40,422	-	9,339	9,660	9,685	9,802	38,486	Indicator Only
Baseline 2006 Data – 52,972 tCO2e	Tonnes CO2	4,674,637	5,809,144	-	-	-	-	0	-	Result is for 2016/17 financial year - the most recent year data available.
Greenhouse gas emissions for City of Sydney local government area – total all emissions	%	19.5	20.4	-	-	-	-	0	-	Result is for 2016/17 - the most recent year data available. Emissions were 4,624,190 which is 20.4% below 2006 baseline emissions.
Baseline 2006 Data - 5,809,144 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste - measured annually in June)										
Percentage of reduction in greenhouse gas emissions in the local government area based on 2006 levels - 5,809,144 tCO2e (measured annually in June - data from previous financial year; target 0% by June 2021 70% by 2030)	%	14	17	-	-	-	-	11	11	The Clean Energy Australia Report 2018 by the Clean Energy Council shows electricity in NSW is 11% (Australia wide is 17%). Local solar in the City LGA does not contribute a material amount of energy to date. A key focus for City programs is to encourage a greater volume of local solar.
Percentage of electricity demand in the local government area met by renewable sources (target of 50% by 2030, measured annually in June – data from previous financial year)	%	14	17	-	-	-	-	11	11	
Water Usage and Stormwater										Status
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	418,548	449,202	-	101,896	151,971	151,060	142,972	547,899	As part of transitioning to the new utility reporting system, a large amount of water accounts were discovered that were previously not included in Council Reporting. As part of this project, these accounts have been mapped correctly now. This has resulted in an increase in City of Sydney's reporting of potable water use compared to the historically reported values. The total of 142,971.89 kL is a sum of invoiced data (27,155.14 kL) and accrued data (115,816.66 kL). The billing

cycle for water invoices is once every quarter hence high proportion of accruals.

Indicator Only
Result of 37,890ML is for 2016/17 financial year - the most recent data available from Sydney Water.

Waste - Local Government Area										Status	
Key Performance Indicator		Unit	2015/16 Result		2016/17 Target		2017/18 Result			Comment	
							Q1	Q2	Q3	Q4	YTD
Percentage of recycling and recovery of residential waste	%	69.62	67.94	70	66.88	65.59	66.62	68.12	66.8	Waste Strategy Actions including diversion of textiles and food waste, plus improved processing on non-putrescible waste are forthcoming to increase performance.	
Total Residential Waste Collected per capita (June 2016 city area population of 210,931)	Kg/Capita	319.54	308.62	-	73.2	79.47	78.19	72.44	303.3	The volume per capita is reducing by 2% per year based on the adopted population.	
Total Residential Waste Collected	Tonnes	-	-	-	15,443.53	16,762.82	16,429.28	15,279.74	63,915.37	Volume is in keeping with forecast and annual cycle.	
Percentage of source separated recycling of total residential waste (target of 35% by June 2021)	%	-	-	-	26.78	26.85	26.17	25.13	26.23	The 35% source separation target has been set to achieve by 2021. A significant improvement is anticipated once new waste disposal and processing contracts are in place in 2019.	
Percentage of recycling and recovery of commercial and industrial waste from the local government area	%	-	-	-	0	-	-	0	-	Existing data is 2016 estimate based on commercial study by external consultant. Expect to repeat study in 2019/20.	
Percentage of recycling and recovery of construction and demolition waste from the local government area	%	-	-	-	0	-	-	0	-	Existing data is 2016 estimate based on commercial study by external consultant. Expect to repeat study in 2019/20.	
Waste - Manage the waste created by the City of Sydney.											
Key Performance Indicator		Unit	2015/16 Result		2016/17 Target		2017/18 Result			Comment	
City of Sydney Recycling (organisational facilities)		Tonnes	1,238		558.54		86.88	80.2	72.86	82.58	322.52
City of Sydney Waste Collected (organisational facilities)		Tonnes	2,219		1,222.21		239.66	218.09	205.3	221.64	884.69
Percentage of resource recovery of waste from the City's parks, streets and public places		%	-		-		0	0	0	-	Indicator Only

Percentage of resource recovery of waste from City managed properties % - - - - 36 36.8 35.49 37.26 36.39

Percentage of resource recovery of construction and demolition waste generated and managed by City operations % - - - - 0 0 0 0 - New - measures and targets in development for 2018/19.

Greening Sydney

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	Status
		Result	Target	Q1	Q2	Q3	Q4	YTD			
Street trees planted annually	No	727	716	700	139	45	75	441	700	441 trees planted in qtr - target achieved	On Track
Total street trees	No.	32,119	32,092	31,000	31,971	31,422	32,044	33,192	33,192		On Track
Number of plants planted at community planting events	No	8,391	5,273	3,000	1,131	1,181	555	554	3,421	April - June 554 plants planted. Total number of plants per year is 3079	On Track
New trees and shrubs planted in City parks and street gardens each year	No.	62,187	53,066	50,000	15,418	16,698	4,529	31,559	68,204	Significant planting packages and infill planting completed across the local government area in June.	On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	10,629	10,841	9,000	1,980	2,611	805	2,749	8,145	Year to date 8,145 sq. m completed	Watch
Maintain or increase number of indigenous bird species (2009/10 baseline - 63 species) (measured annually in June)	No	64	76	-	-	-	-	-	76	76 bird species (including 14 unique community sightings) observed during formal survey in 2016 - 17. Formal 10 year survey to be carried out in 2023.	Indicator Only
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually)	ha	0.39	8.3	13.5	-	-	-	-	12.2	12.2	Indicator Only
Environmental Grants											
Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	Status
		Result	Target	Q1	Q2	Q3	Q4	YTD			
Value of environmental grants approved by the City of Sydney	\$ '000	-	397.72	-	229.11	230.64	194.72	6	660.47		Indicator Only

3 Integrated transport for a connected city

Quality transport will be a major driver to sustainability – the City must offer a variety of effective and affordable transport options.

3.1 Investment in public transport and walking and cycling infrastructure encourages more people to use these forms of transport to travel to, from and within the city.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Planning				
Support the State Government in developing interchanges and key transport hubs, including those in the Central Business District affected by the Sydney City Centre Access Strategy.	2018	100	The City is assisting Transport for NSW (TfNSW) in activity at Central, Circular Quay and Redfern, and planning for Metro stations at Barangaroo, Martin Place, Pitt St, Central and Waterloo.	Complete
Major Programs				
Work with the State Government to implement changes to loading, taxi and parking arrangements in-line with the Sydney City Centre Access Strategy.			The City works closely with Sydney Coordination Office on managing kerbside uses within Central Sydney. A monthly kerbside meeting is hosted by Sydney Coordination Office and includes project staff from Light Rail and Metro.	On Track
Advocacy				
Work with the State Government to develop a rail strategy for Sydney to increase capacity to and within the Central Business District, including planning for West Metro.			The City's Draft Future Transport Strategy submission articulated the need for greater rail investment to support the City Centre, Pyrmont and the Green Square renewal. The final Future Transport 2056 from state government represents a clearer commitment to these issues.	On Track
Partnership				
Work with the State Government to review the City Centre Access Strategy, developing agreed approaches to support the functioning of the city centre.			The City is developing a series of initiatives for consideration, that would capitalise on the completion of light rail construction. This is being undertaken as part of the City Transport Futures Project.	On Track

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.

3.2 Transport infrastructure is aligned with city growth.

Major Programs	Progress To Date	Status	
Partnership	<p>The City is continuing to work with the Taxi industry and State Government as part of the Late Night Transport working group to review taxi rank locations.</p>	On Track	
Advocacy	<p>Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.</p> <p>Work with the State Government to ensure understanding of transport implications of development in the city area.</p>	<p>The City provided a detailed response to the WestConnex Stage 3 Assessment (response to Environmental Impact Statement submissions). The City remains actively engaged in securing outcomes from Stages 2 and 3, including the King St Gateway,</p> <p>The City is developing a detailed Submission to the Parliamentary Inquiry into WestConnex. This will outline shortfalls in the delivery of benefits and projects promised from WestConnex construction.</p> <p>The City engaged with Sydney Metro to secure optimum outcomes around station precinct design and development, and construction methodology.</p> <p>The City engaged with Sydney Coordination Office to maximise pedestrianisation and public domain outcomes from CSELR, especially in the George St pedestrianised zone.</p> <p>The City is undertaking independent assessment of the potential impacts of the Alexandria to Moore Park (A2MP) road proposal, to inform involvement in the planning and approval process. This will help the City advocate for changes to the project to deliver benefits such as improved bus priority between Green Square and the City Centre.</p> <p>The City is continuing to work with the State Government and developers to ensure active and public transport infrastructure is a consideration with relevant State Significant Development. This has included a number of developments such as Bays Precinct, Redfern to Eveleigh , Australian Technology Park, Darlington Terraces Mixed Use Development, redevelopment of Sydney Football Stadium, Park, Waterloo Quarter / Metro, Martin Place Metro and aboveground development,</p>	On Track
Advocacy	<p>Work with the State Government to further develop proposed public transport improvements in the City Centre – Green Square – Southern Sydney corridor.</p>	<p>The City has been working with TfNSW Sydney Coordination Office on a number of development sites within the CBD. We have also engaged with them to understand the role each organisation plays in dealing with the freight and logistics issues facing Sydney CBD.</p> <p>The City and TfNSW are working on the 5-year Green Square and Waterloo Transport Action Plan. The City and Transport for NSW are jointly funding studies to inform the development of the Action Plan.</p> <p>The City continues to advocate for higher capacity improvements in the longer term, including a submission to Infrastructure Australia for the updated Australian Infrastructure Priority List. The List includes mass transit solutions in the corridor as a High Priority Initiative in the 5-10 year timeframe. The City will submit in support of this project again in August 2018.</p> <p>The Metro West Project Overview (March 2018) commits to safeguarding a route from Central to a station at Zetland, as part of an extension to the South-East. The City's Submission to the Overview calls for that station to be delivered as part of Stage 1, by 2028.</p>	On Track

	Parking	On Track
Ensure on-street parking restrictions reflect the needs of nearby land uses.	The updated Policy was adopted in May 2018. New products, and changes to fees and charges, commenced on 1 July. Policy team is assisting operational areas with implementation.	On Track
Freight and Servicing		
Continue to implement the neighbourhood parking policy.	The City provided insights to and then reviewed the CBD Coordination Office's study of CBD loading docks. City staff met with Sydney Coordination Office to agree approaches for improved freight and servicing, to reduce the demand for on-street parking (so this can be reallocated to other uses, potentially non-parking.) These may be reflected in the upcoming NSW Freight Strategy.	On Track
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.	A study of international approaches to parking compliance is informing development of potential options for greater productivity from on-street loading.	
	The City is monitoring Transport for NSW's proposed trial of a small electric vehicle undertaking last mile delivery tasks around Circular Quay.	
Regional Collaboration		
Continue to build relationships with neighbouring councils and collaborate on transport projects where infrastructure or impact is across the boundaries.	The City is continuing to work with neighbouring Councils on major State government works including Westconnex, TfNSW Road Planning Framework and the City hosted a number of Mayors to discuss the issues around Alexandria to Moore Park Connector	On Track
Technology		
Partner with the State Government to facilitate innovation in transport management, utilising new and emerging technology to cater for electric vehicles, autonomous vehicles, more efficient enforcement of parking, and innovative road safety technology.	The City commenced a study into best practice approaches to parking compliance, including potential new technologies. The grant-funded project exploring increased uptake of electric vehicle charging facilities in strata developments is proceeding.	On Track
	The City's submission to the Draft Future Transport Strategy made recommendations for improving the approach to Mobility as a Service, to better align it with agreed outcomes (while improving customer experience).	
3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport.		
Traffic calming initiatives	Progress To Date	Status
Develop and deliver a range of initiatives to help support change of behaviour by traffic calming.	The City continues to deliver traffic calming devices when required to help reduce speeds within the Council area. We are continuing to work with Roads and Maritime Services and Centre for Road Safety under the Road Safety Partnership to change driver behaviour	On Track
Speed reduction		

Continue to advocate for low speed environments throughout the city area. The City is working with the RMS on 40km/h applications in the LGA.

Continue to investigate areas to reduce traffic speed limits. The City has approval for 3 new 40km/h speed zones. We are currently working on the next areas to focus on for applications

Road safety partnerships

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

The City is continuing to work with the NSW transport cluster on a number of issues.

We are meeting with the Centre for Road Safety in Q1 18/19 to discuss actions to achieve our shared goal of reducing speed limits within our local government area

Manage amenity

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

This quarter the Waste Management Local Approvals Policy was submitted to the Office of Local Government (OLG) for their approval. A Communications Plan is being developed to inform key stakeholders of changes to this Policy once approval is received.

Community Programs

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

Child Restraints – a total of 1104 free child restraint checking vouchers have been requested for 2017-18 and distributed to City of Sydney residents. 569 vouchers have been redeemed to date.

Two Traffic Offenders courses were held in April and May.

Seniors - One Sleeping On course was held at Redfern Health Centre in May.



The City supported Transport for NSW pedestrian safety campaigns 'Look out before you step out' and 'Be truck aware'. City installed artwork at a number of sites across the CBD.

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

Major Programs

Progress To Date

City Transformation

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

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

Behavioural

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

City staff continue to work with Transport for NSW on the Green Square and Waterloo Transport Action Plan

3.5 Transport services and infrastructure are accessible.

Major Projects	Completion Date	% Complete	Progress To Date	Status			
Transport infrastructure				Complete			
Advocate to ensure public infrastructure meets the needs of users.	2017	100	The City continues to advocate for improved outcomes for residents and businesses: - WestConnex Stages 2 and 3, including the King St Gateway project - A2MP to achieve better outcomes for walkers and cyclists, and residents of Green Square - Sydney Metro, to achieve improved station and precinct development and customer outcomes - CBD and South East Light Rail (CSELR), to achieve the best possible pedestrianisation and urban domain outcomes on George St - Submission on Metro West calling for stations at Pymont, Central and Zetland as part of Stage 1, by 2028.	Complete			
Major Programs	Progress To Date			Status			
Parking							
Ensure the Inclusion Action Plan 2017-21 addresses the parking needs of people with disabilities.	City staff are supporting the Inclusion Action Plan, including a potential trial of timed mobility parking spaces.			On Track			
Demand for parking is managed to ensure there is equitable access to the constrained supply.	On-street parking is proactively managed.			On Track			
Advocacy							
Ensure the needs of all customers are considered in the master-planning for Central Station precinct.	The City is continuing to work with State agency stakeholders on the best outcome for Central Station. City staff are in a working group for Central Station.			On Track			
3.5.1 Performance Measures							
Parking and road management							
Key Performance Indicator	Unit	2015/16 Result	2016/17 Target	2017/18 Result	Comment	Status	
Proportion of resident drivers who are members of car share schemes	%	17.5	19	-	19.62 20.22 27.66 27.91 27.91	CarNextDoor commenced operations as a City authorised car share operator in January 2018.	Indicator Only
Number of car share bookings	No.	-	-	55,918 60,360 58,756 55,079 230,113	Data for Q1 and Q2 corrected.	Indicator Only	
Number of residents who are members of car share schemes	%	-	-	24,862 25,621 35,119 35,434 30,259	CarNextDoor commenced operations as a City authorised car share operator in January 2018 and this has raised the number of resident driver memberships.	Indicator Only	

Road Safety										Status	
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment
Number of seminars held as part of the Road Safety Program (including 'learners driver become safer driver', 'senior safety – safer pedestrian out and about', 'NSW traffic offender intervention' programs)	No.	-	-	-	-	6	4	2	3	15	Indicator Only
Number of attendees to the Road Safety Program seminars	No.	-	-	-	-	98	46	31	37	212	Indicator Only
Number of vouchers issued for child restraint program	No.	-	-	-	-	293	247	303	251	1,094	Indicator Only
Speed											
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment
Average speed limit across local roads in the city area	Km	-	-	-	-	46	46	44.7	44.6	45.33	Indicator Only
Length of streets across the local government area with a speed limit of 40km/h	Km	-	-	-	-	132.9	132.9	163.9	164.3	594	Indicator Only
Length of shared zones (vehicles, pedestrians, cyclists) with a speed limit of 10km/h	Km	-	-	-	-	4.9	0	7.4	7.9	7.9	Indicator Only
Roads maintenance											
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment
Road renewed/treated program	m2	70,639	42,631	25,000	17,351	9,419	6,214	5,418	38,402	Target exceeded with additional Roads and Maritime Services funding.	On Track
Traffic calming											
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment
Number of transport-related projects delivered as part of the City's Pedestrian, Cycling and Traffic Calming (PCTC) plans	No	16	7	6	1	1	1	3	3	6	Target achieved within budget

Public transport - taxis

Key Performance Indicator	Unit	2015/16			2016/17			2017/18			Comment	Status
		Result	Target	Q1	Q2	Q3	Q4	YTD				
Number of taxi ranks operating in the local government area at daytime (10am – 3pm weekdays)	No	-	-	-	76	76	76	74	74	74	74	Indicator Only
Number of taxi ranks operating in the local government area at night-time (8pm – 12am weeknights)	No.	-	-	-	75	75	75	102	102	102	102	Indicator Only

4 A city for walking and cycling

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cycling				On Track
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area	2023	47	The following were completed in 2017/2018, 900 metre cycle lane on Lang Road, Centennial Park in conjunction with pedestrian crossing improvements. 137 bike racks and rings installed across the local government area. Bicycle traffic lights installed at four intersections to improve rider safety and accessibility.	On Track
Major Programs			Progress To Date	Status
Walking				On Track
Deliver the CBD Streetscape Improvement program, including the installation of smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.			The following granite paving work was completed in 2017/18 Carrington Street, Sydney - Margaret Street to Wynyard Street Hunter Street, Sydney - O'Connell Street to Bligh Street Carrington Street, Sydney - Margaret Street to Wynyard Street Spring Street, Sydney - Pitt Street to Gresham Street Harbour Street, Haymarket - Pier Street to Hay Street Campbell Street, Sydney - George Street to Pitt Street Lime Street, Sydney – Erskine Street to Cuthbert Street	
			New litter bins and bench seating installed throughout Martin Place.	
Review and implement options for walkability rating tools to evaluate and improve planning for walking improvements within the LGA and the Liveable Green Network.			City staff have commenced trialling the Transport for London Pedestrian Environmental Review System (PERS). The current work is to check the tools suitability for a Sydney context.	On Track
Investigate options for an increase in the walking and pedestrian data collected to better support stakeholder requirements.			The City purchased 4 commercial automated pedestrian counters. These will be used to evaluate a walking behaviour change project at Harold Park.	On Track
			Work is continuing on the Smart Pedestrian Counting project, supported by the Federal Governments Smart Cities and Suburbs grant.	
Cycling				On Track
Complete the City's ten high priority regional routes, with separated cycleways where possible.			The City released the new draft cycling strategy and action plan which outlines the key connected required to link Sydney's bike network and our commitment to delivering them. The City is ready to tender for construction of key cycling routes: Wilson and Burren, Green Square to Randwick and Bondi to the CBD.	
Ensure that the City leads by example by ensuring that it has safe working bikes at all times to be used by internal staff.			Ten City staff participated in the Cycling in the City confidence-building course this quarter qualifying them to use the City bike fleet. The City's fleet bikes travelled 4,810 kilometres this quarter.	On Track

Partnerships	<p>Advocate and work with land owners to develop a continuous foreshore walk accessible on foot and by bike</p> <p>Work with neighbouring councils, State and Federal Governments to implement the Inner Sydney Regional Bike network.</p>	<p>City staff continue to be consulted by Urban Growth on Bays Precinct facilities</p> <p>Transport for NSW are planning to develop a business case for the inner Sydney Regional bike network for Infrastructure Australia. The City has shared our existing business case with them.</p> <p>The City is continuing to ask for multiyear funding for the City to construct cycleway projects identified by Transport for NSW, in their strategic plan Sydney's Cycling Future.</p>	On Track
		<p>City staff have continued regular meetings with Transport for NSW and RMS.</p> <p>Advice and information was provided to: Newcastle City Council, Strathfield Council, City of Detroit (US), M7 motorway - NorthWestern Roads, Cockburn Council (WA), ACT Government, City of Perth, Hobart City Council, Queensland Transport and Main Roads, Austroads, Sydney University, Randwick City Council, Adelaide University, UNSW, Hornsby Council, Brisbane City Council, Adelaide City Council, Bayside Council and Toowoomba Regional Council.</p>	On Track
Civil Infrastructure		<p>The installation of new street furniture has continued across the local government area and is prioritised for bus stops and key Liveable Green Network routes.</p> <p>The City's Pedestrian Lighting Improvement project will improve light quality for pedestrians along Liveable Green Network footways. City staff are working with Ausgrid to install new LED lamps to distribute light along the footway where existing street lamps don't penetrate due to vegetated canopy.</p>	On Track
67		<p>Ausgrid has installed a total of 700 lights during 2017- 2018 financial year, which marks the completion of 1 Phase of the Pedestrian lighting program. Completion of the program is scheduled for June 2020.</p>	
4.2 The city centre is managed to facilitate the movement of people walking and cycling.			
Major Programs	Progress To Date	Status	
Walking		The City continues to work with RMS and the Sydney Coordination office on pedestrian priority in the City Centre.	On Track
	Work with the State Government to decrease waiting time and journey time for pedestrians on priority routes in the City Centre.	A review of the laneway and through site links has been completed. This work will be considered when reviewing the Liveable Green Network policy	On Track
	Review through site link and laneway network within the City Centre and ensure network is connected.	The City has completed an internal review. This will be discussed with Centre for Road Safety at an upcoming meeting	On Track
Cycling - City centre	Work with the State Government to review warrants for pedestrian facilities.	Negotiations with the Sydney Coordination Office continue, including for King, Liverpool, Chalmers and Pitt Streets Access Strategy cycleway network.	Watch
Partnerships			

		On Track
Collaborate with State Government to implement the City Centre Access Strategy (to enable City of Sydney to receive assets) to deliver quality assets for transport users		Continuing to explore options for freight, public transport and active transport within the city centre through both formal and informal meetings with the Sydney Coordination Office
Collaborate with State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project		Ongoing involvement in design process through light rail Urban Design Reference Group and weekly design meetings to negotiate high quality public domain outcomes.
Major Programs	Progress To Date	Status
Modal shift		
Promote the benefits and reduce barriers of walking and cycling to individuals, businesses and the wider community, by improving information and training courses (including maps and organised rides).	The City's "Give yourself a lift" behaviour change campaign won a Greater Sydney Commission Planning Award. Part funded by the NSW Government, the innovative campaign won the community collaboration category. It encouraged local residents to switch from bus to bike, highlighting how easy and quick it is to ride a bike for transport - helping to ease public transport congestion in Green Square. It reached more than 500 passengers at busy bus stops in the Green Square area and more than 330 people took part in guided rides, cycling courses and "try a bike" sessions. Other key activities included - 110 adults completed the cycling course, 96 did the bike maintenance course, 78 children did the schools course and 1,069 young children attended the balance bike clinic to learn to ride. - City staff provided 889 personalised routes. - There were 32 Share the Path education sessions, where 421 people had their bikes tuned, and 1,655 maps and 337 bells were distributed. 131 sets of lights to bikes were provided to riders. - 10,320 maps were distributed via businesses and on request.	On Track
Encourage walking and cycling culture, providing support to enterprises and community groups through behaviour change programs.	The City's "Give yourself a lift" campaign in Green Square to encourage people to move from congested bus routes onto bicycles was a successful campaign. This campaign won the Great Community Collaboration Award at the 2018 Greater Sydney Planning Awards. A review is currently under way to work on how the work behind this can be rolled out to other areas and target both walkers and cyclists.	On Track
Continue to investigate and prepare for potential future bike share system.	Almost a year after dockless bikes arrived in Sydney, the NSW Government has agreed to develop a code of conduct for bike share. Transport for NSW committed to creating an enforceable code and enhanced powers for councils to better manage bikes. It will build on existing Council guidelines – first developed by the City of Sydney. The code will set minimum standards for operators, including safety standards, appropriate bike parking, user education, data sharing and service levels for reporting and responding to complaints. New laws will empower rangers to fine operators and riders who don't park bikes responsibly or flout the rules.	On Track
Walking and cycling for leisure		
Lead and/or support events celebrating and focusing on walking and cycling.	City staff began planning for the 2018 Sydney Rides Festival with an ideas information session attended by 60 people. Feedback was positive and a number of new event partners were keen to be part of the program Festival which will run 6-27 October.	On Track
Encourage recreational walking and cycling by promoting attractive routes and open spaces.	The City provided grants to support three major cycling events: the Cyclocross, White Bay criterium and a three year sponsorship of the state's biggest bike ride, Spring Cycle.	On Track
	Eight guided bike rides ran this quarter including foodie, markets and themed rides supporting Youth Week, BioBlitz, the HeadOn Photo Festival and the Sydney Writers Festival.	On Track

			On Track
Monitor walking and cycling safety data, issues, risks and complaints.	The City began work on 25 prototype automated pedestrian counting devices to provide 24/7 data about where, when and how people are walking across our area. The new smart counters will replace manual counts conducted twice per year across 100 sites. The Smart Mobility project received \$340k matched cash funding from the Federal Government Smart Cities program, run by the Department of Industry, Innovation and Science.		On Track
Behaviour			
Ensure all road and path users have information and training available that enables them to exhibit the correct and safe behaviours.	63 adults completed the cycling course, 86 completed the bike maintenance course, 407 children completed the schools course and 964 young children attended the balance bike clinic to learn to ride.		On Track
	There were 34 Share the Path onsite education sessions during this quarter.		
4.4 Businesses in the city encourage their staff to walk and cycle more often.			
Major Programs	Progress To Date	Status	
Journey to work - commuting			
Provide information and training that encourages staff to use walking and cycling	The City worked with four employers to provide them with Active Travel plans to encourage more staff to ride and to improve their facilities.		On Track
	The City partnered with Transport for NSW for 'Get moving Barangaroo'. The event helped people plan healthy and active travel to work, and remode, retime, reduce or reroute their journeys. Visitors to the City's stall discussed route planning, cycling courses and safe riding to work.		
	The NSW government has adopted the City's highly successful Sydney Rides Business Challenge. Run by the City for three years, it engaged almost 700 businesses, 12,000 riders (3,500 new riders), who logged 297,000 rides totalling more than 6 million kilometres. The challenge will be renamed BIKE TO BER and run state-wide throughout October to coincide with the City's Sydney Rides Festival.		
	The City worked with four City employers to provide them with Active Travel plans to encourage more staff to ride and to improve their facilities.		On Track
	The City partnered with Transport for NSW for 'Get moving Barangaroo'. The event helped people plan healthy and active travel to work, and remode, retime, reduce or reroute their journeys. Visitors to the City's stall discussed route planning, cycling courses and safe riding to work.		
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Collaborate with organisations to encourage the use of walking and cycling for commuting to work with positive results.			
	The City has commenced a project to address gaps in the cycling network close to schools to provide students with a safer cycling trip.		On Track
	A number of school developments are in the progress. The City has ensured walking and cycling are key considerations.		
Review the City's Green Travel Plan practices and assess whether improvements can be made to increase more uptake and a greater modal shift.	City Access has provided input to TfNSW review on Green Travel Plans. This work will be reflected in the revised RMS Guide to Traffic Generating Developments which has yet to be released		On Track
	Advocacy is undertaken as appropriate		On Track
	Continue to encourage developers to include end of trip facilities in new developments and to retrofit existing buildings.		

4.S.1 Performance Measures

Cycleways/Shared paths/Courses											
Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD	Status
Length of separated cycleways provided annually	Km	1.01	0.22	0.47	0	0.27	0	0	0	0.27	Attention Required
Length of on-road cycleways provided/upgraded annually	Km	1.9	0.66	2.6	0	1.25	0	0.9	2.15		Attention Required
Length of shared paths provided/upgraded annually	Km	1.88	4.37	2.4	0	2.4	0	0	0	2.4	On Track
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	(10)	(1)	-	-	1	-	0	1	Count data unavailable for March 2018.	Indicator Only
Growth in walking activity at key locations around City of Sydney (100 Key locations)	%	-	-	-	-	2.1	1.05	6.9	0	2.51	Data has not been collected this quarter as we prepare for our automated pedestrian counters
Number of attendees at cycle safety courses	No	-	-	-	-	130	45	110	63	348	Indicator Only
Footpaths											
Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD	Status
Footway renewed program	m2	19,327	18,259	10,000	2,836	2,951	2,605	6,292.19	14,684.19	Target achieved within budget	On Track
Footway replaced by green verge	m2	3,660	4,548	2,200	769	816	711	782.88	3,078.88	Increased greening opportunities delivered.	On Track
Granite infill project - paving	m2	2,281	1,850	1,800	430	480	760	536	2,206	Target achieved within budget	On Track

5 A lively and engaging city centre

The city centre's international iconic status will be maintained and enriched with an inviting streetscape and vibrant public spaces.

5.1 The city centre has safe and attractive public spaces for people to meet, rest and walk through at all times of the day or night; with George Street as a distinctive spine.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Planning				
Provide strategic input into the State Government's long term master plan for Circular Quay , Barangaroo and Darling Harbour, and Macquarie Street	2018	60	Ongoing strategic design input into State Government master planning projects as required. Development of urban design principles for public space and public domain outcomes into the State Government's master planning for Central Station precinct.	On Track
Continue to develop Public Domain Plans for the City Centre and accompanying Implementation Plans.	2018	65	City Centre public domain improvement program co-ordinated through preparation of public domain precinct plans. The City North Public Domain Plan guiding document co-ordinating public domain outcomes from private sector developments at Circular Quay such as AMP and 1 Pitt Street. Chinatown and City South Public Domain Plan guiding the capital works program such Quay Street and Darling Harbour connecting street improvements at Mary Anne, Macarthur and Quarry Streets.	On Track
Develop concept designs and briefs for city centre public spaces	2019	55	Public domains plans to be developed for Town Hall precinct and City South (Central Station) precinct with briefs issued for consultant procurement.	On Track
Safety				
Work with police and other agencies to prevent, respond, and investigate public safety incidents through the coordinated operation of public place CCTV cameras.			The City continued to support the NSW Police through the operation of the Street Safety Camera Program. CCTV operators intervened in 587 incidents in 2017/18, assisting with rapid police responses and reducing the severity of the incidents. The City received 1518 applications for CCTV footage and released 936 items of footage in 2017/18. This footage was used by the police to investigate and prosecute offences.	On Track

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

Major Programs	Progress To Date	Status
Public Domain improvements		
Continue to implement the directions arising from the Harbour Village Public Domain Plan, City North Public Domain Plan and Chinatown Town and City South Public Domain Plan with third party delivery.	Quay Street improvements and connecting streets as per Chinatown City South Public Domain Plan in design development stage.	On Track
Development of work scope and site investigation for Loftus Street also underway for Voluntary Planning agreement, Public domain works arising from AMP development in accordance with City North Public Domain Plan.		
Planning		
Continue to deliver Capital Works projects for the City arising from the Chinatown Public Domain Plan, Harbour Village North Public Domain Plan and City North Public Domain Plan.	Artwork in Thomas and Hay street has been installed. The Harbour Village North Cycleway project will be delivered by RMS, the City are currently managing the design. Streetscape works on Argyle Street/ Watson Road have been completed, including the provision of a new park and playground at Nita McCrea Park in Millers Point	On Track
Conduct a review of the planning controls for Central Sydney.	The Central Sydney Planning Strategy and associated proposed changes to planning controls are based on a review of the controls for Central Sydney. The Strategy and associated controls are awaiting a Gateway Determination from the Department of Planning and Environment to enable public exhibition to start.	On Track
Implement George Street 2020 Activation Plan.	Preparing a George Street Readiness Program that will implement the actions of George Street 2020.	On Track
Develop and implement a CBD Activation Policy and Guidelines.	Methodology and background research to develop policy is underway.	On Track
5.3 Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre.		
Major Programs		
Business space	Facilitate access to appropriate space in the city centre for businesses within identified priority sectors including Tech Start-ups and Aboriginal and Torres Strait Islander business.	On Track
Tourism provision	Work in partnership to develop tourism infrastructure in the city centre including Wi-Fi and information kiosks.	On Track
There are three key programs for Visitor Service delivery; Visitor Services Kiosks, Cruise Meet & Greet Volunteer Sydney Ambassador Program and the Volunteer Roaming Sydney Ambassador program.	For the period July 2017 to June 2018:	On Track
	- Visitor Services kiosks served 67,942 visitors.	
	- The Cruise Meet & Greet Volunteer Sydney Ambassadors greeted 63 international ships and assisted 19,591 passengers.	
	- The Volunteer Roaming Sydney Ambassador program, which commenced in January 2018, has assisted 29,415 visitors.	

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

On Track

The City continues to provide informational services to the growing cruise market and in 2017/18 greeted 63 international ships and assisted 19,591 passengers.

A new visitor services program, Roaming Ambassadors, was implemented in January 2018. This involves having volunteer Sydney Ambassadors roaming popular tourist spots in Sydney offering assistance to visitors and leverages off the successful Cruise Meet & Greet program. The pilot stage of the Roaming program focused on the Circular Quay precinct and assisted 29,415 visitors. The program will expand other areas of the City in 2018/19.

These programs are staffed by volunteers and in the 2017/18 period the Visitor Services volunteer group has doubled increasing from 70 to 140 volunteers.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status		
City centre creative activity						
Implement recommendations from the review of the busking policy that aims to increase the cultural and street life of the city community.						
Major Programs			Progress To Date			
Public art						
Implement the City Centre Public Art Plan.						
The implementation of the City Centre Public Art Plan is well underway. The Distance of Your Heart, by renowned artist Tracey Emin was completed and successfully launched in March 2018. The Cloud Arch is in the final stages of development with tenders issued for manufacture and installation of the work. Two new permanent Laneway Art Commissions are also being planned for installation in 2019.						
Implement the Eora Journey public art component in the city centre.						
Project development is well underway for Monument to the Eora. Successful negotiations have been held with the relevant authority of the proposed site.						
5.S:1 Performance Measures						
City centre public life						
Key Performance Indicator	Unit	2015/16 Result	2016/17 Target	2017/18 Result	Comment	Status
Amount of footway dining in the city centre (total)	m2	2,765.45	2,717.75	- 2,789.34 2,294.92 2,360.92	2,551.46 2,551.46	Number of Footways: 158 and Total sqm: 2,551.46sqm

6 Resilient and inclusive local communities

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Social Strategy Develop the City-for-All action plan	2018	95	The City for All Social Sustainability Policy and Action Plan document was on public exhibition from 23 April to 25 May 2018. Broad community and stakeholder engagement was undertaken during the month to seek feedback including a social media campaign, electronic direct mail, community centre talks, presentation to the Inclusion (Disability) Panel and media interviews. The plan is currently being finalised on the basis of feedback received and then brought back to Council for adoption, publication and implementation.	On Track
Major Programs Learning and Creative Programs Deliver a welcoming cultural program of exhibitions and events within relevant City cultural venues.			The City delivered four exhibitions and hosted one associated public program event across its cultural venues. Highlights included launching 'Site of Passage', an exhibition of nine young Australian artists whose work explores the journeys and experiences that make us who we are, and 'Real Australians', a presentation of artist Peter Drew's poster art that questions identity and community inclusivity, delivered in partnership with the Australian Centre for Photography.	On Track
Public Domain Maintain and enhance public domain across the local government area through an ongoing program of improvement works.			Public domain improvements undertaken across the local government area through various programs such as City Centre Public domain Plans (Chinatown, Harbour Village North, City North), capital works program projects, Greening Sydney and footpath improvement projects.	On Track
Green Square Delivery of new community/cultural facilities, public domain and infrastructure to a high standard in Green Square.			Community facilities, infrastructure and public domain are being delivered to a high standard. The facilities in the Green Square Community and Cultural Precinct which were launched in the May 2018 showcase the high design standards the City pursues. New streets and parks in Green Square are being delivered by the City and by developers through planning agreements. These are designed and built in line with the City's codes and to the high standards pursued by the City.	On Track
Placemaking and community engagement activities for Green Square growing neighbourhood.			Work on developing the concept for the Green Square Town Centre Integrated Community Facility and School continues with the Department of Education. It is proposed that construction will begin on Stage 2 of the former South Sydney Hospital site after the relocation of the existing hydrotherapy pool occurs with the completion of Gunyama Park Aquatic and Recreation Centre. Community development events have continued including a series connecting volunteers with organisations and a winter series of events held in June.	On Track
6.2 Our city is a place where people are welcomed, included and connected.				

Major Programs	Progress To Date	Status
Social Programs and Services		On Track
Implement the Inclusion Action Plan.	<p>Highlights for the 2017/18 year include:</p> <ul style="list-style-type: none"> An audit of the current provision of mobility parking spaces across the Local Government Area. Installation of new wayfinding signage within Town Hall House. Implementation of guidelines for internal and external event organisers to deliver accessible and inclusive events. Delivery of inclusive community programs including chair yoga, walking basketball and wheelchair basketball, library talks and story time in Auslan and English and accessible ceramic classes. Increased number of programs on the City's Disability Inclusive Sports and Recreation Directory. Two people with disability secured work placement with the City. The City of Sydney became a member of the Australian Network on Disability. 	On Track
Deliver programs that promote social inclusion and connection.	<p>During the 2017/18 year:</p> <p>There were 809,637 attendances at the City's 13 staffed or partially staffed community facilities, programs and events. A total of 908 programs to promote and support inclusion and diversity were offered by City Spaces this period, with 1,073 programs of a total of 1,235 accessible to people with a disability. 13,470 bookings were made by groups for community venues with a total of 18,553 bookings taken across the City's 13 staffed and 28 unstaffed City Spaces.</p> <p>7,734 meals were provided through the centre based lunch program. Meals on Wheels delivered 46,043 meals to 335 clients, and provided 130 hours of assessment and 757 hours of care coordination including 146 home visits. Community Transport provided 21,255 passenger trips and 563 community bus hires.</p> <p>Highlights in the delivery of Social Programs and Services include:</p> <ul style="list-style-type: none"> 2,380 attendances at events in urban renewal areas to connect new and established communities. 1,486 attendances at events recognising and celebrating Aboriginal and Torres Strait Islander culture at the City's community centres 2,960 attendances at weekly "Films for Change" screenings at Juanita Nielsen Centre 3,432 attendances at Seniors Festival and Youth Week events 2,550 people attended local community Christmas events. 420 attendances at events held across City Spaces for RUOK Day. 359 people attended Grandparents Day events. 	On Track
Deliver programs that support community safety.	<p>In the period January to June 2018 a range of campaigns, community events and capacity building initiatives were delivered to increase community safety. Over 1,627 people were engaged through activities delivered in partnership with NSW Police, NSW Health, Family and Community Services, Domestic Violence NSW, Study NSW, University of Sydney, University of NSW, Australian Hotels Association, non-government organisations, residents groups and volunteers.</p>	On Track

Highlights and activities include:

Crime prevention initiatives in partnership with NSW Police including;

- 'Gone in a Flash' - a safety campaign delivered to over 200 business in the CBD in response to a spike in theft from motor vehicles in Sydney Police area command.
- Fraud Prevention workshops with social housing tenants around online safety and identity theft including a community personal document shredding event.

The City, in partnership with Study NSW, University of Sydney, University of NSW and University of Technology Sydney delivered the annual Lord Mayors Welcome for international students in March 2018. This event provided an opportunity for international students to access information on their rights in Australia and how to keep safe while studying, working and living in Sydney.

The City in partnership with NSW Police and Australian Hotels Association delivered The Ask for Angela campaign which encourages people who are uncomfortable or unsafe in a licensed premises to discreetly ask staff for help by 'Asking for Angela' - a phrase aimed at alerting bar staff to help so they can help defuse the situation.

The City also delivered sector development forums on sexual assault, domestic and family violence and responding to youth anti-social behaviour to over 60 agencies. Of those who participated in a program and completed survey 83 percent made a new connection and 93 percent increased their skills and knowledge.

A total of 10,376 bookings were made in City Spaces facilities and venues at reduced (community) rates, 2,418 bookings at self-help rates, and a total of 16,940 attendances at discounted rates. In addition, 25 fee waivers were provided for attendances at the City's School Holiday Program. 269 bus hires were provided at reduced rates through the City's community bus hire scheme. 362 children received reduced rate fees for child care or free out of school hours care.

Social Justice

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

Ongoing. Key recent focus areas: public exhibition of the City for All Social Sustainability Policy and Action Plan from 23 April to 25 May provided an opportunity to re-engage with sector and community representatives who have been involved in the development of this flagship policy to date, and to promote activity around the ten-year social justice agenda of the plan. Planning work has commenced with University of Sydney on the Food Incubator Hub pilot program which will be funded through a Knowledge Exchange Program (pending outcome of a federal government research grant),

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

Ongoing. The public exhibition of the City for All Social Sustainability Policy and Action Plan in April/May provided an opportunity to re-engage with sector and community representatives who have been involved in the development of this flagship policy to date, and to promote activity around the shared ten-year social justice agenda of the plan. Social Strategy works closely with Social Policy and Programs to identify emerging social justice issues within the local area and determine appropriate research and/or advocacy responses.

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.

Floor space and Employment Survey (FFES) 99.7% complete. Presentations on FES and Community Wellbeing Indicators to Eastern Economic Corridor councils. All monitors available on website (due for updates in Q1/Q2 2018/19).

Support small business

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

On Track

1. Business Support Grants - Place & Industry

A new Place & Industry grant stream was endorsed by Council in December 2017 to provide financial support for local chambers and industry associations to carry out local economic development projects that promote village destinations, connect businesses to opportunities and build their skills, knowledge and networks.
•\$355K of funding was recently awarded across the following organisations: Surry Hills Creative Precinct, Darlinghurst Business Partnership, Newtown Business Precinct Association, Potts Point Partnership, South Sydney Business Chamber, CBD Business Chamber, Pyrmont Chamber of Commerce, Australian Fashion Council, Glebe Chamber of Commerce and Walsh Bay Arts & Commerce.

2. Seminars

Small Business Digital 101s

In 2018, the City is hosting four new seminars designed to help build the digital skills of small businesses. Speakers include representatives from the world's leading digital and social media platforms (Google, Facebook, Instagram and WeChat).
•March event: 143 business owners attended, over 350+ views of first ever YouTube live stream
•May event: 127 business owners attended

3. Visiting Entrepreneur Program 22 May-8 June 2018

The City hosted high-profile entrepreneurs including Jim McKelvey, Liesl Yearsley and Stephanie Hannon. The program aims to attract international technology entrepreneurs to Sydney to share their expertise with Sydney's tech startup community and in doing so, help to foster a culture of entrepreneurship and innovation and raise awareness of Sydney's tech startup ecosystem globally.
•The 2018 Program saw more than 2,500 people register for the ten events. The events were attended by 1,500 industry members, startups and entrepreneurs
•The program is now supported financially by both the NSW government and Federal government
•86% of people said the event series helped to build their knowledge and entrepreneurial skills

4. Research & Information

The City recently conducted Customer Intercept Surveys (6,000 sample) across the local government area to understand the customer profile in the areas over an 18 hour period. Four in depth briefings were held in March/April for representatives from Chambers of Commerce and Liquor Accords

5. Knowledge Exchange Grants

In April and May, the City provided three new grants to Tech Sydney, Tech Ready Women and Hub Australia, all of which will deliver programs to build the capacity of our local tech ecosystem.

6. Commercial Creative Grants

The City also provides significant financial support for major events that drive economic outcomes for local businesses including Mercedes Benz Fashion Week Australia, Vivid, CeBIT and Vogue Fashion's Night Out.

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

On Track

1. Destination Marketing

The City recently launched a new campaign '365 days of local economies' to promote authentic experiences and businesses in the villages. The campaign launched in December 2017 and will run all year round and provide opportunities for residents and businesses to contribute content via #sydneylocal. It works across multiple channels including the City's digital channels, digital media partners TimeOut, Broadsheet and Concrete Playground, strategic partnerships with Google, Facebook and WeChat, as well as tourism partners with Destination NSW.
Topline results from Jan-June 2018:
•Awareness: Potential reach of over 5.5 million across the City channels, media partners and tourism partners
•Engagement: Over 2.5 million engagements - likes, comments, shares
•Support: Profiled over 1,656 business, 51% of these are night-time businesses

2. Village Festival Grants

The City provides financial support for not-for profits to produce festivals which help to promote and stimulate local economies including five new village activations in the last financial year made up of Carousel (Surry Hills), Live and Local (Potts Point), Oxitravaganza (Darlinghurst), Newtown Good Food Fair (Newtown), Arts Table (Newtown).

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

On Track

For the year, 43 Economic Grants were recommended by Council for a total value of \$923,458 cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange Sponsorship, Festivals and Events Sponsorship (Village and Community), Venue Hire Support Sponsorship, Matching Grant, Business Support Grant (Place and Industry, Live Music and Performance and Night Time Diversification) programs and also includes transitional funding for local Chambers of Commerce and Industry Associations.

The most recent approvals include support to the Tech Sydney Limited to create the Tech Startup Ecosystem Website and the Southeast Asian Technology Overview as well as Tech Ready Women Pty Ltd for the project From Idea to Startup.

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

Major Programs	Progress To Date	Status
Community Planning	Ongoing provision of strategic advice internally and externally on various development projects in the pipeline, including Bays Precinct Market District, Waterloo Estate renewal and Botany Road Economic Corridor. Additionally, strategic advice provided on the use of a range of City facilities including the Tote and Haymarket facilities, in the context of new facilities in development.	On Track
Community well-being	<p>Provide a diverse and accessible range of fitness and leisure programs through community and aquatic facilities that create opportunities for everyone to participate in a healthy and active lifestyle.</p> <p>Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.</p>	<p>The City continued to offer and support more than 70 sessional exercise and fitness activities across the City's 13 staffed and partially staffed community facilities, as well as regular community venue hire for community groups to operate over 50 additional exercise and fitness classes. Programs are accessible to children and adults and range from popular sports competitions, to gentle exercise and advanced tai-chi classes. The City also provides gym facilities at the Juanita Nielsen Gym, King George V Recreation Centre and Pyrmont Community Centre.</p> <p>Highlights and activities include:</p> <ul style="list-style-type: none"> • 126,984 attendances at sports competitions, 53,398 attendances at other fitness and leisure programs, 38,224 attendances at exercise classes and gyms across the City's community centres. • 6,884 attendances at health and wellbeing programs for city workers, people experiencing homelessness, mental health issues, or substance abuse issues, refugees, seniors, youth and people with a disability. • 1,493 individual bookings for sporting activities at the Peter Forsythe Auditorium, with 618 (41%) organised by local community groups. • 256 attendances at "Parents and Bubs" gentle exercise classes at Harry Jensen, Reg Murphy and Cliff Noble Community Centres • 356 attendances at the City's School Holiday Programs with 25 fee waivers granted to enable young people experiencing financial hardship to attend the program. <p>In 2017/18 Child and Family Services continued to offer 160 early childhood education and care places and 297 out of school care places. The services supported 1,108 children. Highlights included:</p> <ul style="list-style-type: none"> • Educating children about digital technology through coding, 3D printing and movie making workshops • Enhancing children's understanding of inclusion and cultural diversity by embedding Aboriginal perspectives into educational programs, participating in cultural celebrations and learning other languages. • Enriching children's experiences through excursions including to, local parks, community centres, galleries, museums and through participation in sports programs.

- Supporting vulnerable families by providing referrals to family and youth services and crisis accommodation services in response to need.

Community Facilities Delivery		On Track
Parks and recreation facilities	Develop a property portfolio that ensures community facilities optimise investment opportunities and community needs.	First stage of Property Strategy nearing completion
6.5 The community has the capacity, confidence and resilience to adapt to changing circumstances.	Perry Park Sports Stadium in construction and due to open in September 2018. Business case under development for synthetic sports field to be constructed at Perry Park to complement the indoor/outdoor courts.	On Track
Major Programs	Progress To Date	Status
Social services	<p>Deliver social programs and services that build community capacity.</p> <p>A total of 436 people attended 8 workshops offered by City Spaces, designed to encourage social cohesion and harmonious living in high density communities. In addition, 27 environmental programs and activities were offered, and 52 programs designed to increase digital literacy and inclusion. Free public access computers and Wi-Fi are offered at 6 community centres.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • Over 200 international students attended 3 events delivered under the ISLA program. • 1,604 attendances at 2 English conversational classes offered at Ron Williams Community Centre, and 98 attendances at a written English group. • 596 attendances at a healthy cooking and gardening program for young people • 90 people attended the Ochre Ribbon event to highlight the need to stop violence within Aboriginal communities. • 88 older people attended IT trouble shooting sessions offered in multiple languages. • 600 people attended a Year of the Dog fair day in Green Square, while 100 people attended a Volunteer Fair to match resident's skills and interests with the needs of local organisations. • 488 attendances at the Juanita Nielsen co-working space to support developing business and entrepreneurs • 120 people attended a waste reduction information session in Mandarin at the Ultimo Community Centre • 353 attendances at the Green Square Art Hub Tweeneries program 	On Track
Support community programs or projects that contribute to a connected, liveable, inclusive and engaged city through the City's grants and sponsorship program	For the year, 172 Social grants were approved by Council to the value of \$2,486,335 in cash and value-in-kind. These projects were awarded through the City's Community Services Grant, Festivals and Events Sponsorship (Village and Community), Knowledge Exchange Sponsorship, Matching Grant, Quick Response Grant and Street Banner Sponsorship and Venue Hire Support Grants and Sponsorship programs with an additional out of policy grant provided.	On Track
Social strategy, research and planning	Develop strategic responses to changing community needs and aspirations.	The team continues to monitor community needs and aspirations, including in relation to issues such as housing affordability, food insecurity and rising inequality. This includes through ongoing active engagement with a range of community-based organisations along with academic, private and not-for-profit sector organisations delivering innovative responses to these issues. The team works closely with the Social Policy and Programs Unit to ensure that the City's programs and service delivery respond to these issues where appropriate.

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

There have been no updates to the Community Wellbeing Indicators during this reporting period. The Wellbeing Survey will be undertaken during the next reporting period, with results available in Q3 2018/19 and then later on the City's website.

On Track

Examine and determine a best practice operating model for the City's aquatic and leisure facilities.

Watch

Emergency Planning

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

On Track

The City of Sydney Local Emergency Management Plan (Local EMPlan) has been signed by the NSW Police Regional Commander and published on the City's website. The Local Emergency Management Committee (LEMC) completed reviews of emergency management response plans for electrical failure, heatwave, flooding, and structural collapse in line with the annual review cycle.

Customer service

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

On Track

- Continue to provide service to customers via telephone, counter, email, mail and on-line channels.
- Meeting all service level expectations.

- Working with internal stakeholders to identify improvements to customer experience and service delivery.
- Developing organisational capability in People Centred Design,
- Commenced using Customer Satisfaction Surveys to measure quality of service delivery,
- Planning a research piece to commence in August regarding customer digital experience and service needs; this will inform the City of Sydney's digital service journey,

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2015/16	2016/17	2017/18	2017/18 Result			Comment	Status
		Result	Target	Q1	Q2	Q3	Q4		
Amount of footway dining in the Village Centres	m2	3,425.76	3,804.01	-	3,660.39	3,946.06	4,123.08	4,620.88	Number of Footways: 444 and Total sqm: 4,620.88sqm
Value of economic grants approved by the City of Sydney	\$ '000	-	-	-	177.76	276.55	372.15	97	923.46

Libraries and learning

Key Performance Indicator	Unit	2015/16	2016/17	2017/18	2017/18 Result			Comment	Status
		Result	Target	Q1	Q2	Q3	Q4		
Percentage of participants who are satisfied with the programs offered at the City library network (reported annually in June)	%	-	-	-	-	-	-	84.10% of participants, reported they felt the programs offered at the library where of high quality and enjoyable.	Indicator Only
Number of active library memberships	No	53,375	55,757	-	55,851	56,971	60,268	55,757	Indicator Only
Total number of items accessed from Libraries (physical and digital)	000	1,182.98	1,229.02	-	352.18	325.73	349.57	330.17	1,357.65

Children's services										Social Programs and Services														
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	
Number of children supported through City operated Children's Services		No.	1,164	1,189	-	762	83	211	52	1,108		Net annual increase in new child care places provided for under school age children across the city area, measured against June 2013 baseline (4,502) (measured annually in June)		No.	1,377	2,081	-	-	-	-	2,312	2,312	As at 30 June 2018 there are 6,814 operating child care places which represents a net increase of 2,312 operating places against the June 2013 baseline	Indicator Only
Number of approved places available through children's services facilities owned by the City (measured annually in June)		No.	-	-	-	-	-	-	-	1,091	Places are offered through 25 City owned child care facilities	Number of children accessing reduced rate fees and free City operated Children's services		No.	-	-	-	276	303	347	362	362		Indicator Only
Community health and well-being										On Track														
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)		%	98.75	99	85	100	98	99	95	98		Area of parks and open space managed by the City of Sydney (measured annually)		ha	196.5	196.7	191	-	-	-	202	202		On Track
Attendances at aquatic and leisure centres		000	1,340	1,732	-	361	473	471	400	1,705	An exceptional autumn quarter contributed significantly to the performance of the outdoor facilities. Record attendances were recorded across all three pools in April, being 32% ahead of target. This was on the back of a strong March performance of 24% ahead of target and continued into May attendances 10% of target. Andrew (Boy) Charlton had the highest season attendance for the last four years.	Indicator Only												

Value of social grants approved by the City of Sydney	\$ '000	-	1,726.46	-	1,715.47	387.75	151.06	232.06	2,486.34	Indicator Only
Value of revenue forgone by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	-	-	774.96	830.62	755.51	794.62	3,155.71	Indicator Only
Number of meals provided through centre based meals and meals on wheels	No	57,188	59,329	-	14,462	13,451	13,230	12,636	53,779	Indicator Only
Total bookings by community groups using City Spaces	No	12,206	12,086	-	4,729	5,017	3,707	5,100	18,553	Indicator Only
Total overall attendance at City Spaces	No	709,544	739,313	-	205,392	199,895	206,434	209,869	821,590	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	85.5	90	-	-	-	-	87	87	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	84	86	-	-	-	-	88	88	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their social wellbeing	%	79	85	-	-	-	-	89	89	Indicator Only
Percentage of people surveyed accessing City Programs and Services who report they are satisfied with the service they have received	%	95	93.5	-	-	-	-	96	96	Indicator Only
Number of programs/events delivered that promote community connectedness	No.	-	-	-	112	75	67	83	337	Indicator Only
Number of programs/events delivered that promote social inclusion and diversity	No.	-	-	-	224	247	241	263	975	Indicator Only
Number of passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	-	-	-	6,492	4,618	4,971	5,174	21,255	Indicator Only
Total number of bus hires through the City's community bus-hire scheme	No.	-	-	-	162	136	124	141	563	Indicator Only
Number of bus hires through the City's community bus-hire scheme at reduced rates	No.	-	-	-	71	67	60	71	269	Indicator Only

Companion animals										Status	
Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	Indicator Only
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD	
Dogs and cats impounded (less is better)	No	190	164	-	-	25	34	53	40	152	In Q4, 20 dogs and 20 cats were impounded by City Rangers
Dog attacks	No	128	126	-	-	46	37	34	38	155	In Q4, there were 38 reported dog attacks. The total number of dog attacks for the year is 155.
Dog declared menacing/dangerous	No	1	3	-	-	1	1	0	1	3	In Q4, 1 dog was declared "menacing".

7 A cultural and creative city

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

Major Programs	Progress To Date	Status
Creative Public Domain		
Deliver the 175th Anniversary of Council - exhibition and public program.	2017 100 The City successfully delivered the 175th anniversary exhibition "Our City: 175 years in 175 objects", held in Lower Town Hall 27 October – 12 November 2017, with associated public programs and organ commission. The City was recognised for the 175th Anniversary Exhibition at the 2018 National Trust Heritage Awards and noted as Highly Commended in the Education and Interpretation category. The National Trust have also approached the City to use images from the 175th Exhibition catalogue for their 2019 Diary.	Complete
Implement the City Art Public Art Strategy including Public Art Plans, partnership projects and the ongoing maintenance and conservation of the City Art Public Art Collection.	Distance of Your Heart project completed. CloudArch in planning and development phase. Tenders issued for manufacture. Contracts being finalised on 2 Laneway Art Projects.	On Track
Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.	Bandaloop, an aerial dance performance group from the United States delivered a total of five performances at 20 Martin Place on Friday evenings in August.	On Track
	#WeLiveHere2017 from 9 September - 1 October 2017 celebrated the community of Waterloo in light of the redevelopment of the area. The project collaborated with hundreds of residents from the iconic Matavai and Turanga Towers, providing everyone with a coloured light for their window.	
	Australian Lives featured 22 photographs that looked beyond the usual images of our country to reveal new insights into our identity. Little Sydney Lives featured Sydney's youngest photographers snapping their perspective of Sydney. Both of the above programs were held from 14 September - 8 October 2017.	
	From 12 October - 5 November 2017, the City worked with Kaldor Public Art Projects to produce The Last Resort. Created by French-Albanian artist Anri Sala, the work transformed Observatory Hill Rotunda with a gravity defying installation of custom built drums delivering a rhythmic response to a Mozart concerto.	
	Intangible Goods by artist Mark Starmach and Elizabeth Commandeur was presented in several locations in the CBD from 26 March to 4 April 2018.	
Deliver hoardings activation program throughout the City.	During the last quarter, approximately 7 Site Works hoardings have been installed, a further 7 have been approved for installation, 6 are waiting approval. These were selected by developers from the 10 options licensed by the City of Sydney. There have been a total of 25 Site Works hoardings installed for this financial year. A new suite of historical images has been selected which have been installed on scaffolding in the city CBD and hoardings in Millers Point.	On Track
	The City has also introduced a new hoardings program called Show Off. This program will feature artwork selected by small-to-medium arts and cultural organisations, major arts and cultural institutions and artform festivals and events.	

Show Off will increase opportunities for cultural organisations to gain additional exposure and increase the diversity of artworks on hoardings in the City at no additional cost to the City of Sydney.

City staff continue to provide advice to builders and developers on Bespoke creative hoardings graphics, with 6 initial requests made this quarter.

Living History	Continue to implement the history program in alignment with the Cultural Policy.	The City of Sydney has worked on the development of a new history walk for Green Square. Public programs included public talks and media opportunities. Visitation of online history content for the year was 480,138.	On Track
7.2 The city supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable.			
Major Programs	Progress To Date	Status	
Creative Participation Programs			
Deliver programs to provide diverse learning pathways.	More than 34,100 people attended 1,295 programs and events across the City of Sydney Library network, and 1,407 people attended 150 courses and workshops held at Pine Street Creative Arts Centre. Library Programs included virtual reality installations, children's story times lead by community members from refugee backgrounds and structured hands on mending classes throughout the Library network. Pine Street Creative Arts Centre programs ranged from eight week courses and short workshops for adults and children in ceramics, jewellery, printmaking, painting and drawing.	On Track	
Deliver the Joynton Avenue Creative Centre in Green Square and East Sydney Community and Arts Centre in Darlinghurst and liaise with providers to deliver programming.	The Joynton Avenue Creative Centre was formally launched on May 26th. Staff are working closely with head tenants 107 Projects as they begin to activate the building. Brand X, the head tenant and operator of the upper floor, of the East Sydney Community and Arts Centre, launched The Flying Nun Program, a showcase of the outcomes from Performing Arts residencies within the Centre which supported 13 producers with free space to rehearse and present their work. During this period, Brand X partnered with APY Art Collective, a group of 10 Indigenous owned and governed enterprises, providing them with free office space whilst their Gallery was being completed. Brand X also partnered with the Playwriting Australia to host the 4 day Playwriting Festival.	On Track	
7.3 Sydney's cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains, and innovation.			
Major Programs	Progress To Date	Status	
Regulatory Reform			
Develop a package of proposed reforms to address planning challenges for live music venues, entertainment noise later trading and temporary/low risk cultural uses.	A consultation report outlining the feedback received on the Discussion Paper as well as consultation on possible changes to the Late Night DCP has been drafted into a report and published on the City's website.	On Track	
Audience Development			
Deliver Digital Theatre Passport to provide high-school students with access to performances in Sydney's cultural venues.	This quarter, Playwave has secured 11 more venue and presenting partners (a 22% increase), generated 280 more subscribers (a 45% increase) and sold 299 tickets (a 54% increase). The increase in subscribers and ticket sales reflects the diversity and increased number of tickets and opportunities available to Playwave audiences. Playwave	On Track	

delivered one new event at Sydney Theatre Company which was attended by over 80 young people and have secured one additional media partner. Since its launch in October 2017, Playwave has provided tickets to 188 different opportunities/events/performances, has attracted 617 members/subscribers and sold 550 tickets.

Sector Development	Provide direct cash grants and/or value in kind support to a range of cultural groups that provide opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of the city's cultural and creative industries.	For the year, 109 cultural projects were recommended by Council for a total of \$1,960,312 cash and value-in-kind. These projects were awarded through the City's Accommodation Grants Program, Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major festivals), Knowledge Exchange Sponsorship, Matching Grants, Quick Response Grants, Street Banners and Venue Support programs. The most recent approvals include support through the Venue Hire Support program for the Australian Entertainment Industry Association's Helpmann Awards 2018, an event recognising the artistic achievement and excellence in the many disciplines of Australia's live performance sectors.	On Track
Major Programs	Provide workshops and programs which encourage capacity building in the cultural sector.	Following the successful Night School Knowledge sharing pilot program, the City reviewed the wider program to ensure it was delivering the appropriate provisions for the sector with new identified programs to be delivered during the next financial year.	On Track
Eora Journey	Continue to provide the cultural and creative industries with access to affordable spaces to support and enhance sector sustainability through the Creative Spaces program including cultural tenants in the Accommodation Grants Program.	The City has a number of programs offering subsidised work space for artists, creative enterprise and cultural organisations including Oxford Street Creative Spaces, William Street Creative Hub, Short-Term Empty Property Program, Accommodation Grants Program, Creative Live/Work spaces and Venue Support Sponsorship. In total, 59 spaces were offered with 153 organisations in spaces and 3702 people benefiting from access to space during the period. The significant difference between the figures from 2016/2017 is due to two tenants leaving the creative spaces programs.	On Track
Reconciliation Action Plan	Review progress achieved through the City's 2015-2017 Reconciliation Action Plan (RAP) to inform the development of an updated version.	The annual impact report was provided to Reconciliation Australia as required. The effectiveness and achievements of the RAP have been reviewed with staff and the Aboriginal and Torres Strait Islander advisory panel. The City continues to report against the actions in the existing RAP while the development of the next iteration of the RAP is undertaken.	On Track

7.S.1 Performance Measures

Culture and creativity		2017/18 Result						Comment		Status	
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Indicator Only	
Value of cultural grants approved by the City of Sydney (excluding major events)	\$ '000	1,748.59	2,492.96	-	1,025.36	787.82	105.99	41.15	1,960.31		
Value of revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	-	-	-	323.98	308.11	329.82	322.86	1,284.77	Indicator Only	
Creative organisations in creative spaces supported by the City of Sydney	No	105	208	-	194	176	161	153	153	Indicator Only	
Attendances at Art & About	No	439,286	218,313	-	11,000	176,630	3,000	3,165	193,795	Intangible Goods, staged in March-April 2018, attracted 3,165 direct participants, with an estimated overall reach through social media and other channels of 1,747,000.	Indicator Only
Number of artists supported	No.	2,147	1,599	-	-	1,257	-	652	1,909	Indicator Only	
Number of creative personnel supported	No.	3,312	11,428	-	-	7,189	-	7,763	14,952	Indicator Only	
Number of cultural organisation using the Digital Art Pass system	No.	-	-	-	0	19	18	11	48	Indicator Only	
Number of organisations using Art Money	No.	-	-	-	101	120	53	15	289	Art Money continues to attract more gallery participation.	Indicator Only

8 Housing for a diverse community

8.1 The supply of market housing in the city meets the needs of a diverse and growing population.		
Major Programs	Progress To Date	Status
Housing supply		On Track
To meet District Plan requirements, develop a Housing Strategy to manage the long-term supply of housing.		
Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.	The City is involved with Technical Working Groups with Greater Sydney Commission and Department of Planning about the preparation of Housing Strategies and other land use planning strategies. The Housing Strategy will be prepared as part of a Local Strategic Planning Statement, by July 2019 as required by NSW Government.	On Track
As at 30 June 2018 there were	<ul style="list-style-type: none"> • 16,844 private residential dwellings approved or under construction in the city • 1,901 non private residential dwellings approved or under construction in the city • 7,063 private residential dwellings lodged but not yet approved in the city • 1,838 non private residential dwellings lodged but not yet approved in the city. 	On Track
Completions reported annually (financial year - Residential Monitor/Housing Audit)		
8.2 The supply of affordable housing supports a diverse and sustainable community and economy.		
Major Programs	Progress To Date	Status
Partnerships		On Track
Continue to investigate opportunities to use City owned land for affordable housing delivered through partnerships with government, not for profits and the private sector.	In November 2017, Council endorsed the sale of the southern residue lands of the Green Square to Ashmore Connector (Botany Road and O'Riordan Street) for approximately 100 social and affordable housing.	On Track
Continue to promote the Affordable and Diverse Housing Fund for affordable housing delivered through partnerships with government, not for profit and private sectors.	In December 2017, Council endorsed the sale and transfer of 11 Gibbons St Redfern for delivery of long term affordable and social rental housing to St George Community Housing (SGCH), subject to a minimum of 130 affordable and social housing dwellings. SGCH are progressing through their site investigations and preparations for lodgement of development applications.	On Track
Planning		On Track
Use the planning system to facilitate affordable housing including maintaining existing programs, developing new programs, encouraging site specific opportunities and investigating innovative approaches.	The City has prepared draft planning controls to facilitate affordable housing in the city area and which were approved for exhibition by Council in March 2017. The proposal is for a levy (to be phased in) for the areas not covered by current or proposed schemes, as well as a separate contribution from sites that benefit from a change to planning controls that increases land value. The proposal is being publicly exhibited in June/July 2018 with the outcomes of the exhibition expected to be reported to Council in the third quarter.	On Track
As part of the Central Sydney Planning Strategy, the City is proposing a new affordable housing levy. The levy is proposed to apply to new residential and non-residential development in Central Sydney to assist the supply of		

affordable and diverse housing for the city's key workers. The NSW Department of Planning has requested that this amendment and the above amendment be combined.

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

Planning controls for the Employment Lands encourage affordable housing through an affordable housing levy, permitting affordable housing in particular business zones and allowing potential site specific planning proposals where development makes appropriate contribution to infrastructure, including affordable housing. The City is progressing the first planning proposal for a site in the Employment Lands investigation area. The proposal is expected to result in 600 to 1000 square metres of affordable housing. The City is also in high level discussions with other proponents in the employment lands area to progress planning proposals with affordable housing.

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

Major Programs	Progress To Date	Status	Watch
Advocacy	Advocacy ongoing. The City is providing ongoing advice to the State Government on the Waterloo Redevelopment project to ensure the needs of existing social housing tenants are adequately addressed through the planning process. The City sponsored the Affordable Housing Conference 2018 held in June 2018. The conference was a key event jointly hosted by primary sector peaks the NSW Federation of Housing Associations and Homelessness NSW.		On Track
Capacity Building	Provide and support community capacity building initiatives in social housing neighbourhoods.	In the period January to June 2018, the City delivered a range of capacity building initiatives to over 430 social housing residents across the local government area. This included Mental Health First Aid training, Redfern & Waterloo Pet day, a specific grants workshop for social housing residents, and continued funding for the Waterloo Public Housing Action Group a tenant led initiative designed to increase resident participation in the Waterloo redevelopment. Programs were delivered in partnership with NSW Police, Health, local non-government organisations, resident groups and local volunteers.	On Track
Partnerships	Collaborate with State Government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.	In the period January to June 2018, the City continued to collaborate with NSW Police, Health, local neighbourhood advisory boards and non-government organisations to address safety and amenity issues in social housing areas. Highlights included a number of safety events in social housing neighbourhoods to increase connectedness with local Police, health and support services. Programs were delivered in Redfern, Waterloo and Northcott engaging over 1,135 residents.	On Track

- Of those who attended and completed a participant survey;
- 87 percent reported increased feelings of safety
 - 90 percent reported increased community connectedness, and

Collaborate with the NSW State Government Department of Planning and Environment and the NSW State Government Land and Housing Corporation to ensure the renewal of the Waterloo Estate is well planned and delivers improved social outcomes.	The City continues to work with NSW Department of Planning and the Environment, Land and Housing Corporation and UrbanGrowth NSW towards improved social outcomes and better planning for the Waterloo State Significant Precinct. The redevelopment of the Waterloo Estate has been delayed. The City's involvement in the Waterloo Metro Quarter (Station OSD) project has seen improvements to the plan including space for additional local retail, services and community facilities being embedded within the project Expression of Interest documentation.	On Track
8.4 People who are homeless or at risk of homelessness have access to safe and sustainable housing and support.		

Major Programs	Progress To Date	Status
Housing solutions and support services		
Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.	The City conducted its 20th bi-annual Homelessness Street Count in February 2018. There were 329 people sleeping rough across the LGA and 495 people occupying hostel and temporary accommodation beds. This is a decrease of 104 people compared to the February 2017 count.	On Track
Advocate for innovative and collaborative responses to preventing and responding to homelessness that address unmet demand and systemic gaps.	<p>City staff supported intensive outreach operations lead by NSW Family and Community Services to offer temporary and long term housing solutions for people sleeping rough in hotspot locations, including Belmore, Hyde and Wentworth Parks and Woolloomooloo. As a result 68 people have moved into long term accommodation.</p> <p>Highlights in 2017/18 include:</p> <ul style="list-style-type: none"> • The launch of Homeground Real Estate Social Enterprise project in Sydney supported by a grant of \$100,000 from the City. • Attended the NSW Premier's Council on Homelessness. • Continued to advocate for the needs of individuals through ongoing case coordination meetings. 	On Track
Service coordination collaboration and capacity building		
Partner with specialist homelessness outreach services to link people sleeping rough with services and support.	The City, together with NSW Family and Community Services (FACS), continues to coordinate a specialist outreach team, the Homelessness Assertive Outreach Response Team (HART), to support people sleeping rough in the City to access safe and sustainable housing. The HART continued weekly patrols along with place based operations to ensure people sleeping rough have a coordinated approach to better access safe, long term housing with support.	On Track
Build the capacity of city staff, non-government services and the community to contribute to reducing homelessness.	<p>Through service coordination efforts:</p> <ul style="list-style-type: none"> • 224 people sleeping rough were housed in permanent accommodation. • 565 outcomes were recorded for the Woollloomooloo Integrated Services Hub (WISH), a monthly one-stop shop which brings together over 22 services. 	On Track
Support the delivery of specialist homelessness services in the inner city.	<p>Homelessness 101 training has been delivered to staff from Sydney Trains, Light Rail, Property NSW and Metrolink. The Homelessness Unit coordinated the Inner-City Homelessness Interagency in March. Over 30 different services attended and heard presentations from St Vincent's Homeless Health and Family and Community Services and used the meeting to network.</p> <p>A grant agreement has been finalised with NSW Family and Community Services to fund additional specialist homelessness services in the inner city that contribute to reducing the risk of, and breaking the cycle of homelessness. In 2017-18, \$1.1 million was provided:</p> <ul style="list-style-type: none"> • \$700,000 to Neami to deliver assertive outreach services supporting people from street to home along with post crisis support once people have been housed. 	On Track

- \$200,000 to Launchpad to coordinate flexible brokerage funds and shared case management to prevent young people from becoming homeless and support those who are homeless to access safe and secure accommodation.
 - \$100,000 to Innari Housing Inc and \$100,000 to ACHRCS to deliver Aboriginal Specific outreach services.
- This funding helped enable:
- 233 people to move from the street to home, 136 of these were people under 25.
 - 182 young people to sustain their tenancy.
 - 38 people were supported to maintain their tenancy for longer than 100 days through Way2home Post Crisis support service.

Services										On Track	
Key Performance Indicator										Status	
Housing										Indicator Only	
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	
Number of new dwellings approved	No.	-	3,188	-	795	162	369	365	1,691		
8.S.1 Performance Measures											
Affordable rental housing	Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pyrmont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	-	0	-	
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)	No	-	-	-	-	-	-	-	0	-	
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No	104	-	-	-	-	-	-	0	-	
Affordable housing units resulting from other (non-levy) means (measured annually)	No.	26	-	-	-	-	-	-	0	-	
Homelessness	Indicator Only	Indicator Only	Indicator Only	Indicator Only	Indicator Only	Indicator Only	Indicator Only	Indicator Only	Indicator Only	Indicator Only	

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Result				Comment	Status
					Q1	Q2	Q3	Q4	YTD	
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No	327	248	-	77	40	30	86	233	Indicator Only
Number of people prevented from becoming homeless through the City supported brokerage program	No	456	742	-	46	42	31	63	182	Indicator Only
Number of people sleeping rough in the city area	No	486	433	-	386	0	329	329	329	Indicator Only
Value of all grants for Affordable and Diverse Housing Fund and major homeless funding approved by the City of Sydney	\$ '000	-	-	-	1,200	0	0	0	1,200	Indicator Only

9 Sustainable development renewal and design

9.1 The City of Sydney leads by example to facilitate great places.		
Major Programs	Progress To Date	Status
Advocacy Engage with government led urban renewal projects to deliver design excellence, high Ecologically Sustainable Development performance and provide appropriate infrastructure.	The City has worked with NSW Department of Planning to include extensive Study Requirements for sustainability, infrastructure and design excellence in the Waterloo, Bays Precinct and Elisabeth Street, Redfern State Significant Precinct projects.	On Track
Integration Develop sustainable infrastructure plans for urban renewal areas.	The City has developed concept design plans for the delivery of infrastructure in master planned precincts in Green Square and Ashmore guided by sustainability and accessibility. The plans are being delivered both by the City and by developers through planning agreements. In the Green Square town centre the City is providing a recycled water system and is exploring options to expand the service to adjacent areas.	On Track
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City executed 22 new Planning Agreements with the private sector during the period. The Agreements will deliver substantial new and upgraded public infrastructure including roads, footpaths, public parks and public domain upgrades delivered in association with development.	On Track
9.2 The city is beautiful, sustainable and functions well.		
Major Programs	Progress To Date	Status
Design partnership Facilitate the Design Advisory Panel and Public Art Advisory Panel to provide expert advice on public domain, park projects, major development applications and public art proposals.	The Design Advisory Panel and Public Art Advisory Panel continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.	On Track
Strategic Planning Review and implement the Design Excellence Policy to improve sustainable development outcomes.	Review and analysis of sustainability targets submitted and negotiated on 4 major projects completed so far. Findings are under discussion before further projects are reviewed.	On Track
Implement the actions in the Central Sydney Planning Strategy.	The Department of Planning have provided a written response to the Central Sydney Planning Strategy and associated planning controls. The Department's correspondence requires significant changes to the City's endorsed approach before a Gateway determination is considered. City planning staff are reviewing the impacts of the changes and determining a way to progress.	On Track
Advocacy Negotiate agreements at plan making stage with the private sector to provide civil and social infrastructure.	During the period, the City executed two Planning Agreements in relation to planning proposals in Redfern and Zetland, and continued to negotiate Planning Agreements in relation to planning proposals for six other sites at Redfern, Rosebery, Waterloo and the CBD.	On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Major Programs	Progress To Date			
Public Domain Infrastructure				
Continue the implementation of the Wayfinding Strategy	2023	75	Rollout of wayfinding signage continuing with Crown Street, Redfern and Oxford Street village packages completed. Glebe Point Road and King St Village packages in production for rollout in later half this year. Bus interchange wayfinding signage rollout also programmed for rollout over next 6 months.	On Track
Signage rollout in Green Square also continuing to be co-ordinated with completion of public facilities, parks and new streets.				
Public Domain Infrastructure				
Complete and implement public domain design codes in the City's projects and maintenance programs and undertake periodic review to ensure they reflect best practice.		Draft Streets Code, Parks Code , and Signage Code completed and undergoing internal stakeholder review prior to reporting to Council.		On Track
Implement public domain design codes in the City's projects and maintenance programs.		Design Code for Street Furniture and Street Lighting implemented. Ongoing operations continue to integrate requirements as developments are approved and contracts are renewed.		On Track
Update the Liveable Green Network Implementation Plan to keep it up to date to reflect changes and complete projects.		The Liveable Green Network Implementation Plan is being updated as projects are completed.		On Track
Public space planning				
Coordinate land acquisitions with infrastructure requirements in Green Square Precincts		The City is progressing acquisitions of land parcels west of the Green Square town centre to deliver the new street that will provide a more direct connection between Green Square and the Ashmore precinct. Parcels on the eastern section of the future street, between Botany Road and O'Riordan Street, have been acquired. Contracts are being finalised with community housing providers for the residual portions of these parcels to provide affordable housing units. On the eastern section of the future street, between O'Riordan Street and Bourke Road, the City has acquired one parcel of land and is negotiating acquisition with the remaining two landowners.		On Track
Develop initiatives arising from the City's Open Space and Recreation Needs Study.		Feasibility open space assessments completed for City owned land in Alexandria . Detailed business case for subject sites to be undertaken.		On Track
Ongoing input and advice to open space development for Urban Growth proposals at Waterloo and Bays Precinct.				
Synthetic field feasibility assessments underway.				
Collaboration with Office of Sport on district level approach to active recreation planning.				
Open space				

Review plans strategies and policies and where required revise planning controls to secure additional open space, through site links, footpaths and cycleways through the development process.

The City regularly reviews its planning controls to identify opportunities for open space, through site links, footpaths and cycleways. Recent planning proposals which have proposed open space, through site links, footpaths or cycleways include Surry Hills Shopping Village, Junction Street, Forest Lodge, Dunning Avenue, Rosebery and Danks Street South Precinct, Waterloo.

Negotiate provision of additional public open space through applications to change planning controls (e.g. Planning Proposals with VPAs).

The City considers opportunities to negotiate additional public open space alongside changes to planning controls. The Planning Proposal and Planning Agreement for the Surry Hills Shopping Village are being finalised and included the dedication of land for public open space, lane way and a wider footpath. New planning controls for a site in Junction Street, Forest Lodge are being finalised and encourage additional open space and through site links though bonus floor space provisions. 102-106 Dunning Avenue, Rosebery has been publicly exhibited and includes dedication of land for a laneway. 903-921 Bourke Street, Waterloo will provide land for open space to service the increase in population in the area with adjoining development sites delivering the balance of the open space for a local park. The City is in discussion with other proponents about open space opportunities.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Program delivery				
Develop and implement Public Domain and Place-making Strategies for urban renewal areas.	2018	80	Public domain and civil infrastructure concept plans completed for Epsom, Lachlan and North Rosebery Precincts in Green Square and for the Ashmore precinct in Erskineville. Other public domain plans in the pipeline include Danks Street South precinct in Waterloo and the "Northern Investigation Area" in Alexandria.	Watch
Major Programs				
Monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.			The City adopted the interim floodplain management policy in May 2014. Since then the policy is being implemented through planning controls as part of development approval process. The policy will be reviewed as and when required.	On Track
Strategic planning				
Respond to the NSW Government dwelling and job targets and review planning controls and infrastructure.			The Greater Sydney Commission has incorporated dwelling and jobs targets in the Eastern City District Plan. The NSW Government has required all Councils to prepare a Local Strategic Planning Statement by July 2019. The Statement, and associated Housing Strategy, will consider dwelling and jobs targets over a 20 year period. The City's	On Track

Central Sydney Planning Strategy responds to and is consistent with the District Plan's jobs targets. The Strategy is being considered for a Gateway Determination by NSW Planning and Environment.

9.5 The urban environment promotes health and wellbeing.

Major Programs	Progress To Date	Status									
Planning policy	No Community Wellbeing Indicators were updated in this reporting period. The results of the Wellbeing Survey will contribute to a refresh of approximately 25% of the Community Wellbeing Indicators.	On Track									
Development Assessments											
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
Median (net) assessment time to determine applications (DA & S96)	Days	62	52	45	54	53	52	49	49		Attention Required
Average time to determine 90% of DA applications	Days	70.48	59.68	55	57	57.7	58.3	57.2	57.55	Processes and procedures are regularly reviewed to improve times. Staff turnover negatively impacts assessment times.	Watch
Average time to determine 90% of S96 applications	Days	53.88	41.03	40	46.1	43.7	42.2	39.9	42.98		Watch
Average time to determine 90% of notified DA applications	Days	77.1	69	60	62.5	63.5	64.9	64.3	63.8		Watch
Average time to determine 90% of notified S96 applications	Days	74.2	55.9	50	55.8	54.6	54.2	52	54.15		Watch
Average time to determine 90% of non-notified DA applications	Days	34.5	27.7	30	33.9	32	29	27.9	27.9		On Track
Average time to determine 90% of non-notified S96 applications	Days	31.43	23.9	25	33	29.2	26.4	25.4	28.5		Attention Required
Average time to determine 90% of footway applications	Days	52.55	39.28	35	31.1	29.3	29.1	29.1	29.65		On Track
Percentage of outstanding applications over 100 days (DA & S96)	%	18.3	13.2	20	16	15	28.2	18	18		On Track
Average processing time for construction certificates	Days	7.18	6.83	10	6.3	6.2	5.6	7	6.28	A mean average of 7 days was achieved for the period. This was less than the agreed target of 10 days	On Track

Voluntary Planning Agreements										Status Indicator Only
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	
The number of Voluntary Planning Agreements offers for the period	No.	31	31	-	5	5	9	6	25	
The number of Voluntary Planning Agreements executed for the period	No.	33	29	-	7	9	2	4	22	

10 Implementation through effective governance and partnerships

10.1 The City of Sydney is well governed.		
Major Programs	Progress To Date	Status
Compliance		
Deliver programs to embed risk management principles into organisational decision making.	Enterprise risk management principles and practices are being integrated with a number of teams. This will be further progressed when a new risk management system is implemented. Risk principles are also embedded via risk management training and advice for managers of larger projects.	On Track
Continue to embed our Work, Health and Safety framework through the implementation of a safety management system and a mentally healthy workplace plan to improve the health, safety and wellbeing of our workers.	Revision of the Safety Management System procedures continued. A new Peer Support Program has been established to support the wellbeing of employees.	On Track
Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern and serve the community.	Councillors receive regular information updates and comprehensive briefings on all current issues. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs.	On Track
Monitor compliance with privacy legislation to ensure that personal information held by the City is managed appropriately.	Staff monitor compliance with privacy legislation and processes. The City is developing a data privacy breach protocol.	On Track
Information Management		
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	1,203 informal requests and 22 formal access applications were received in Quarter 4, and 4,833 informal requests and 85 formal applications received in 2017/18. The proactive disclosure program was expanded to include open data, with 8 new datasets published on the open data portal in the year, and 20 further datasets approved for publication	On Track
Continue to implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.	There were 20 audits on the approved internal audit plan for 2017/18. These have either been completed or are currently underway with the exception of 2 that were deferred to the coming year.	On Track
Governance		
Implement the practice of 'Governance by Design' by creating a plan for the City in accordance with the Internal Audit Charter.	Governance by design principles are being implemented by the strategy team within the projects. A review of the City's fraud prevention plan in line with internal audit / ARCC recommendations is underway.	On Track
Continually review and adapt the elements of governance to maintain community confidence in the City.	Staff in the Governance team have been trained to manage internal misconduct investigations. A City wide Fraud and Corruption Risk Assessment has been completed and has been cascaded out to all the Executive and senior managers for use as part of each division's fraud control plans.	On Track

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

Major Programs	Progress To Date	Status
Organisational Capability		On Track
Contribute to the development of a Resilience Strategy for the greater Sydney region and incorporate elements into the City's strategic plans.	The Resilient Sydney strategy will be released on the 24th July 2018 following approval by 100 Resilient Cities and the Resilient Sydney Steering Committee. Stakeholders from across metropolitan Sydney have contributed to 35 actions within five directions in the strategy for a more collaborative, safer and resilient city. Actions engage and involve government, business, academia and the community in building resilience.	On Track
Continue to deliver and enhance the Integrated Planning and Reporting framework to improve integrated long-term planning and sustainability.	The Operational Plan 2018/19 and the Resourcing Strategy (2018) were publicly exhibited for 28 days and endorsed by Council on the 25 June 2018.	On Track
Implement and monitor priority actions within the Workforce Strategy and plan for future workforce challenges.	The City introduced a new employee capability framework and a revised management capability framework to support recruitment, performance management and development decisions.	On Track
Implement key actions from the Disability (Inclusion) Action Plan to build a diverse and inclusive organisation.	The City provided opportunities for two graduate interns with disabilities in the Library and Social Policy teams and commenced advertising roles with NSW Disability Employment Services providers.	On Track
Implement and monitor priority actions of the Information and Technology Strategic Plan	New digital service enhancements delivered in Q4 included an automated capability to prepare, approve, distribute and publish Council and Committee meeting papers, and the streamlined production of public requests for certificates. Substantial work was also completed on enabling community waste and cleansing requests through the digital channel.	On Track
Enhance our digital capability implementing key actions from the Digital strategy.	Introduction of a people centred design program commenced supporting priority 2 in the Digital Strategy. Adoption of Office 365 tools progressed and several mobile workforce projects have been delivered. A Workforce Digital Action Plan has been developed which outlines the key focus areas for digital capability in 2018/19.	On Track
Implement and monitor actions from the Serve Strategy to ensure the City provides a quality service experience that is consistent, accessible and meets community needs.	The following represent activities from the Serve Strategy that are currently under way: - Serve campaign launched June 2017. - Review of Unreasonable Conduct by Customer Policy completed December 2017. - Commenced Serve workshops with business units in March 2018. - Pilot customer satisfaction surveys commenced May 2018 - Completed Customer Service Management System Stage 1 implementation - People Centred Design pilot workshop completed. Three day workshop, 'Designing for People' was conducted in April/May 2018.	On Track
Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts.	The Asset Management policy, objectives, broad strategy themes, current infrastructure asset conditions and models reviewed and adopted in conjunction with the Integrated Planning and Resourcing Strategy and adopted by Council in June 2018. The roll out of the upgraded asset management mobile application (ConfirmConnect), job scheduling tools (WorkZone) and in-field job costing continues to enable more efficient services delivery and reporting. Processes for the inclusion of climate change impact are being developed through the Asset Performance and Capital Works Environmental Coordination Group.	On Track
Continuous Improvement	Deliver a business improvement program to monitor efficiency and effectiveness across the organisation.	On Track
	The organisation is developing a continuous improvement framework to focus on efficiency, effectiveness and customer experience across the organisation. Lean and people centred design training was delivered to support the City's service improvement and digital strategies.	On Track

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

Major Programs	Progress To Date	Status	
Financial Planning	<p>Develop a policy that clearly articulates the financial circumstances and/or projects, where it would be appropriate to borrow funds to achieve inter-generational equity.</p> <p>Assess and analyse future impacts of workforce trends on the City's long-term financial position.</p> <p>Continue to undertake business case analysis to model the overall financial implications of new major projects, programs and initiatives to ensure long term financial sustainability.</p> <p>Identify properties to shape investment portfolio to improve income earnings and generate income for council.</p>	<p>A draft policy is being developed to set out the circumstances for which borrowing of funds may be considered, including the type of funding instruments that will be considered, the maturity duration, and the purposes which may be appropriate.</p> <p>Analysis incorporated into the 2018/19 iteration of the Long Term Financial Plan</p> <p>Review of business cases and financial modelling is an ongoing program.</p> <p>This is an ongoing program of activities.</p>	On Track
Rates	<p>Actively Participate in IPART's review of the Local Government Rating System and explore avenues for innovation in rating, providing equity among ratepayers and ensuring legislative requirements are met.</p>	<p>Actively participated in IPART review of Local Government Rating System and industry charges, Awaiting Ministerial release of the findings and outcomes to progress local government reform. All opportunities to optimise revenue and equitably apply rates across our community are being continually explored.</p>	On Track
Strategic Property Management	<p>Adapt a new model to Property Management to ensure a new service model continues to reflect best practice.</p>	<p>Ventia and Colliers commenced for Facility Management and Property Management respectively. Compliance and Utility Management are expected to be finalised later this year.</p>	On Track
Fees and Charges	<p>Review the cost of delivering the City's major services to ensure appropriate fees and charges.</p>	<p>This is an ongoing program of activities.</p>	On Track
Procurement	<p>Ensure best practice procurement and contract management focused on value for money, minimised risk and improved sustainability.</p>	<p>The City continues to develop specifications to clearly define required outcomes that facilitate positive market responses, to achieve best value quality outcomes. Contract reviews are ongoing and key lessons learned are used to improve future specialised training requirements. Risks are assessed for each procurement with suitable mitigation strategies.</p>	On Track

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

Major Programs	Progress To Date	Status
Governance Reform		
Contribute to governance forums and reviews by SSROC and the Office of Local Government as well as participation in relevant state and federal government initiatives.	City staff contribute to a number of forums. These include SSROC, ICAC, National Conferences and working with the Office of Local Government. The team also engage on a regular basis with the NSW Ombudsman.	On Track
Policy Reform		
Research, assess and make submissions on intergovernmental policy issues to NSW State and Federal Government where appropriate.	The City has continued to make submissions to the State and Federal Government on matters impacting the city, our workers, visitors and residents. Some of those have included submissions on Sydney Metro West, the NSW Parliamentary Inquiry into the Sydney Stadiums Strategy, the Martin Place Metro Station Planning Proposal, and the Discussion Paper on Planning for the Future of Retail.	On Track
10.5 The community is engaged and active in shaping the future of the city.		
Major Programs	Progress To Date	Status
Community engagement		
Deliver a high-value community engagement program, both face-to-face and online, to inform decision making, build capacity and develop a shared responsibility for actions with the community.	There were 49 projects open for feedback (not including DAs and planning proposals) in 2017-18. A further 9 consultation projects were in development, data analysis or reporting phases. We experienced a particularly high level of engagement on the following projects: Open and Creative – 1340; Late Night DCP – over 10,000; Cycling Strategy development – 1800; Alexandria Traffic Management Plan – 680; Kings Cross community garden – 91. A range of techniques were used to strategically fit the objectives of the consultation: online and randomly selected surveys, pop-ups, deliberative workshops, community meetings, online discussion forums and a consultation survey app.	On Track
Encourage online dialogue with the community about the City's operations, policies, projects and programs through Sydney Your Say and Content Hub.	Community engagement through Sydney Your Say increased from 21,149 visitors in Q1 to 37,800 visitors in Q4. The late night DCP consultation had the highest digital engagement with 9,700 online surveys completed and 403 app users.	On Track
Deliver an engagement program to inspire, inform, knowledge share and collaborate with stakeholders, citizens, partners and visitors on significant issues and to help progress the City's 2030 Vision.	In Q4 2017/18, City Conversations delivered 9 events attended by 1,297 people (687 stakeholders and 610 members of the public):	On Track
101	<ul style="list-style-type: none"> • CityTalks Sydney: Visiting Entrepreneur Program (421 attendees, including 70 stakeholders) • Future Asia Business Summit 2018 (380 attendees) • Surry Hills Social Housing Meeting (35 attendees) • Woolloomooloo Social Housing Meeting (30 attendees) • Camperdown, Glebe and Miller's Point Social Housing Meeting (45 attendees) • Small Business Digital 101 seminar (127 attendees) • Creating a Planning Pathway to Net Zero Buildings Workshop (74 attendees) • Sustainable Destination Partnership Launch (86 attendees) • CitySwitch Café Series (77 attendees) 	
	In Q4 2017/18, City Conversations delivered CityTalks Sydney: Democratising Technology (Visiting Entrepreneur Program):	
	• Attended by 421 people at Lower Town Hall, including 351 members of the general public and 70 key stakeholders	

- Achieved social media reach through twitter:
 - Reached 234,534 Twitter accounts
 - 100 tweets from 67 users
 - Achieved 433,741 impressions

- Facebook event – 600 people marked as interested, 107 checked in as attended

- International speakers:

- Jim McKelvey – Co-founder of Square, Founder of Invisibly

- Liesl Yearsley – CEO and Co-Founder of A-Kin

- Speakers included:

- Gen George – Managing Director of tamme

- Ben Wong – CEO and Co-founder of Academy Xi

- Alex Gruszka – COO of StartupAus

- Angie Abdilla – Founder & CEO, Old Ways, New

- David Soutar - CEO and Co-founder of Wattcost

In Q4 2017/18, City Conversations delivered the Future Asia Business Summit:

- Attended by 380 local and international representatives from business, three tiers of government, consular corps and bilateral chambers of commerce
- International participation included a media delegation from Chengdu in the Sichuan province, China (sponsored by the Department of Foreign Affairs and Trade)
 - Twitter: 778,826 impressions, 244,789 accounts reached, 204 tweets and 82 contributors
 - LinkedIn: 12,458 impressions on the official City of Sydney LinkedIn account
 - Chinese media: A combined outreach of 6 million active daily audience to a broader audience of 778 million.

In Q4 2017/18, City Conversations delivered Sustainable Destination Partnership Launch:

- Produced in collaboration with 23 Partners and 9 Associates; including Accor Hotels, Sydney Opera House, Museum of Contemporary Art, NSW Art Gallery, Hilton Sydney, International Convention Centre Sydney, Green Building Council Australia and NSW Office of Environment and Heritage.

Public access to information

Major Programs	Progress To Date	Status
Local and regional government partnerships	<p>Provide community information of new developments and/or changes in projects, programs and policies through the City's websites, social media channels and notifications.</p> <p>Provide community access to relevant data through the City's open data portal</p> <p>10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030</p>	<p>Ongoing updates on City of Sydney website, Sydney City News and communication letters</p> <p>The open data portal now contains 24 datasets. An additional 3 datasets were made available during the quarter about Council's LGA Boundary, Villages, and Hoardings Charge Zones. The open data portal is at http://data.cityofsydney.nsw.gov.au/</p> <p>On Track</p>

Major Programs	Progress To Date	Status
Local and regional government partnerships	<p>Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.</p> <ul style="list-style-type: none"> • Social Housing Meetings; Waterloo, Redfern and Camperdown, Glebe and Miller's Point – collaborated with Housing NSW, NSW Police and Family & Community Services • CityTalks Sydney: Visiting Entrepreneur Program – Produced in partnership with the NSW Government 	<p>On Track</p> <p>The City Conversations team has developed and strengthened local and regional partnerships through the delivery of events. In Q4 2017/18, we have fostered partnership through:</p> <ul style="list-style-type: none"> • Social Housing Meetings; Waterloo, Redfern and Camperdown, Glebe and Miller's Point – collaborated with Housing NSW, NSW Police and Family & Community Services • CityTalks Sydney: Visiting Entrepreneur Program – Produced in partnership with the NSW Government

- Future Asia Business Summit – produced with the support and collaboration of the Land Transport Authority Singapore, the Demographics Group, Business Events Sydney and the Australian Trade and Investment Commission
- Small Business Digital Seminar Series – collaborated with Facebook
- CitySwitch Café Series – produced in collaboration with the Better Buildings Partnership
- Pathways to Net Zero Workshop – produced in partnership with the Greater Sydney Commission, Green Building Council Australia, NSW Office of Environment and Heritage, Australian Sustainable Built Environment Council, Committee for Sydney, Planning Institute Australia, Consult Australia, City of Parramatta
- Sustainable Destination Partnership Launch – produced in collaboration with 23 Partners and 9 Associates; including Accor Hotels, Sydney Opera House, Museum of Contemporary Art, NSW Art Gallery, Hilton Sydney, International Convention Centre Sydney, Green Building Council Australia and NSW Office of Environment and Heritage.

State and national partnerships

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

The City continues to engage with the Greater Sydney Commission and the councils within the Central District following the release of the District Plan, as well as regular meetings with Ministers and Departmental representatives on issues and projects relevant to the City, such as schooling and transport. Meetings have also been held with relevant stakeholders in Local and State Government about the Resilience Plan for Sydney which will be launched in the next quarter.

International partnerships

Utilise the international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40 and Rockefeller 100 Resilient Cities.

03

Resilient Sydney

The Resilient Sydney Strategy will be released on 24 July 2018. The strategy is the outcome of more than two years' engagement across 1,000 people and organisations using the 100 Resilient Cities approach and tools. All councils across metropolitan Sydney including staff and key divisions in the City of Sydney have been involved and are committing to actions through the strategy. Businesses, other levels of government, civil society and residents of Sydney informed the development of the strategy through engagement research. The process has catalysed a new way of understanding community risks and addressing our challenges. Sydney participated in a 100 Resilient Cities international learning exchange on metropolitan governance, sharing best practice with other cities. Participants from Sydney have been connecting regularly with other cities in our region, and across the world through the online 100RC networking platform. This process has facilitated a transfer of knowledge and skills that are building capacity within the City of Sydney, and across metropolitan Sydney. Sydney is currently recognised for, and sharing, best practice within the global network in terms of collaboration, engagement and monitoring and evaluation.

C40

The City of Sydney has been recognised with top honours in a global sustainability report 'CDP Cities', scoring highest in the Asia Pacific region for climate disclosure, collection of environmental data and exemplary reporting. The City of Sydney recently participated in the C40 Clean Energy, Low Carbon Districts, Cool Cities and Private Buildings Efficiency networks international meetings. These meetings brought together cities, business, governments and civil partners to explore new models for precinct developments and operations. The City of Sydney also contributed to an international evaluation panel for Carbon Neutral Cities Alliance Innovation Grants.

International Engagement

The City is working on addressing how global engagement can enhance, empower and accelerate the delivery of Sustainable Sydney 2030. The City has partnered with a number of stakeholders to deliver the following:

- Supported a media delegation from the Sichuan Province who have a combined outreach of 6 million active daily audience and a broader outreach of 778 million, to showcase Sydney. Generated 20 social, digital, print and TV media stories on Sydney.
- Attracting over 40 investment influencers across 13 international markets, showcasing major development and investment opportunities including Green Square, Light Rail, Sydney as a sustainable destination, strategies around visitor accommodation and practical implementation of smart technologies across the city.

On Track

On Track

- The Future Asia Business Summit attracted over 400 local and international businesses to hear from a panel of business and government leaders exploring the role of cities driving the global economy. The City also partnered with the Austrade, AusIndustry, DFAT and Export Finance Insurance Corporation (EFIC) to hold an access to Free Trade Agreements Seminar which was attended by 174 local businesses and stakeholders.

The City has delivered briefings to 100 key local international stakeholders including foreign consular corp and bilateral chamber of commerce on key initiatives that continue to develop Sydney as a globally competitive city.

10.S.1 Performance Measures

10.S.1 Performance Measures												
Accountability and transparency												
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	Status
GIPAAs Formal Access Applications Received	No	145	111	-	31	14	26	22	22	93	There was a 16% decline in the number of access applications under section 41 of the GIPA Act (formal applications) received this year.	Indicator Only
GIPAAs Informal Access Requests Received	No.	4,926	4,585	-	1,232	1,183	1,218	1,203	4,836	There was a 5% increase in the number of informal requests received this year.	Indicator Only	
Public Interest disclosures received	No	2	-	-	0	1	0	0	0	1	No Public Interest Disclosures received during this quarter.	Indicator Only
Complaints processes										Comment	Status	
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	
Complaints upheld regarding breaches of the code of conduct by City Councillors (measured annually)	No.	-	-	-	-	-	-	-	0	-	No complaints were received and upheld regarding breaches of the code of conduct by City Councillors during the 2017/18 financial year.	Indicator Only
Complaints regarding corruption by City staff upheld (measured annually)	No	3	1	-	1	2	0	2	5	Details of all complaints were provided to ICAC. Due to the nature of the matters ICAC determined it appropriate to leave all matters with the City to investigate and finalise. All matters have been resolved.	Indicator Only	
Workforce										Comment	Status	
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD	Comment	
Approved full time equivalent (FTE) establishment positions	No	1,936.43	1,922.93	-	1,932.44	1,938.14	1,936.14	1,940.07	1,940.07	1,940.07	Indicator Only	Indicator Only
Vacancy rate (approved FTE positions)	%	6.55	7.55	-	10.88	10.44	7.98	7.57	9.22	9.22	Indicator Only	Indicator Only

No 34 23 - 9 8 8 5 30

Customer service										Status
Key Performance Indicator		Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	2017/18 Result		YTD	Comment
						Q2	Q3	Q4		
Calls answered within 30 seconds	%	67.63	70.44	70	75.7	64	66	68	68.43	Grade of Service for Q4 of 2017/18 was 68% of calls answered within 30 seconds. For the financial year 2017/18 Grade of Service finalised at 68%.
Calls completed at first contact	%	82.5	82	70	80	82	81	82	81.25	For the completed financial year 2017/18, 82% of calls were answered and completed by the Contact Centre.
Customer requests received.	No.	158,587	158,485	-	37,769	40,021	47,417	41,236	166,443	For the period July 2017 to June 2018 City of Sydney received 166,443 customer requests; a 5% increase when compared to the previous year 2016/17.
Customer requests actioned within agreed service standards.	%	91.75	97.86	95	95	94	93	93	93.75	For the period July 2017 to June 2018, 94% of customer requests were completed within the agreed service standards.
Number of customer contacts via Online Business Services (OBS)	No.	-	-	-	20,955	23,236	25,628	24,865	94,684	Indicator Only
Percentage of customer contacts via Online Business Services (OBS)	%	-	-	-	23	25	26	27	25.25	Indicator Only
Number of customer contacts by other channels (calls, counter)	No.	-	-	-	69,972	69,485	71,150	66,453	277,060	Indicator Only
Percentage of customer contacts by other channels (calls, counter)	%	-	-	-	77	75	74	72	74.5	Indicator Only

Attachment D

**Fourth Quarter Operational Supplementary
Report 2017/18**

Major Legal Issues- Quarter 4 2017/18

Council of the City of Sydney v Roads and Maritime Services – Sydney Park and 67A Bourke Road (Westconnex Compulsory Acquisition proceedings) - The City has commenced proceedings in the Land and Environment Court disputing the amount of compensation offered by Road and Maritime Services (RMS) in relation to the compulsory acquisition of parts of Sydney Park and the City's land adjacent to the Alexandria Canal. A further set of proceedings, relating to the acquisition of additional areas in Sydney Park, was commenced by the City in Q2.

In Q4, the City, in conjunction with a large number of internal stakeholders, was able to negotiate a settlement in relation to the Bourke Road proceedings. This settlement included a deed of agreement whereby RMS agreed to construct connections between the Alexandra Canal and the cycleway on the Campbell Road bridge. These connections address the City's concerns about the safety of the box culvert which has been constructed by RMS under the Campbell Road bridge. RMS indemnified the City in relation to any future claims regarding the design of the underpass. RMS also paid an amount to the City as market value for the acquired land and agreed to pay the City's legal fees in relation to the compensation legal proceedings. As a result the proceedings were discontinued by the City.

The hearing in relation to both Sydney Park matters will commence in August 2018 and proceed into September. Work in preparation for this hearing is significantly progressed with most evidence now filed. The City is in the process of finalising the amount of its claim in light of the evidence filed by both parties.

Karimbla Properties (various companies) v Council of the City of Sydney, Bayside Council and North Sydney Council – Rates categorisation appeals - Meriton filed appeals in relation to the appropriate categorisation for rates purposes for a total of 7 sites within the City's Local Government Area. Similar appeals were also filed against Bayside Council and North Sydney Council. On 26 June 2017 Justice Sheahan delivered preliminary judgment in favour of Meriton. There was a further hearing on the issue of costs and any payment of interest and a further judgment was given on 29 January 2018. Justice Sheahan held that no interest was payable to Meriton but that the respondent councils did have to pay Meriton's costs in the proceedings up to 26 June 2017.

The City, together with Bayside and North Sydney Councils, has filed an appeal to the NSW Court of Appeal in relation to the initial decision of Justice Sheahan. The matter is listed for a 2 day hearing on 17 and 18 July 2018. At its annual conference, Local Government NSW (LGNSW) agreed to provide financial assistance in relation to this appeal under a scheme whereby member councils contribute to the legal fees for matters involving issues of general importance to all councils. LGNSW has also agreed to make submissions seeking amendments to the rating provisions in the *Local Government Act 1993* given the issues which have arisen in these cases. Meriton has subsequently filed new appeals in relation to 3 further properties. Those matters are currently adjourned pending the hearing of the appeal to the Court of Appeal.

Karimbla Construction Services (NSW) Pty Ltd v Council of the City of Sydney, contributions appeals - Meriton has made a total of 5 modification applications to the City seeking a reduction in development contributions payable in relation to developments in Rosebery and elsewhere in the vicinity of Green Square. The total refunds sought in the applications in the vicinity of \$6 million. Three appeals have been lodged with the Land and Environment Court in relation to the deemed refusal of some of these applications and two further appeals are expected shortly. The City has engaged Senior Counsel to advise on the matters from an early stage given the significant amounts involved.

Corporate Sponsorship Policy

The Policy states:

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

Grants and Sponsorships Policy

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

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

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

This Report

The summary figures for **outgoing grants and sponsorships** programs in the 4th quarter of the 2017/18 financial year are:

Grants	Approved
Quick Response Grants	\$3,000
Year to Date Total	\$12,010

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	\$27,000	\$135,193
Venue Support (Landmark & Community venues)	\$105,958	\$394,556
Totals	\$132,958	\$529,749

The attached report outlines:

- the grants and sponsorships approved by the City in Q4 of financial year 2017/18 for the Quick Response Grants Program, Street Banner Sponsorship and Venue Hire Support Grants and Sponsorship.

4th Quarter Report – Grants and Sponsorship for 2017/18

1. Grants Information

Table 1.1 – Q4 Quick Response Grants Summary

Quarter	<u>Approved</u>	
	No of Applicants	Value Approved
Q4	3	\$3,000
Total year to date	12	\$12,010

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

Table 1.1.1 – Q4 Quick Response Grants in detail

Applicant	Project	Value
Esabel Nacu	Gridiron NSW competition	\$500
Evette Lichaa	NSW Women's Gridiron competition	\$500
Greater Sydney Commission	Greater Sydney Planning Awards	\$2,000
	Total	\$3,000

Table 1.2 – Q4 Street Banner Sponsorship Summary

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q4	3	\$27,000
Total year to date	17	\$135,193

Table 1.2.1 – Q4 Street Banner Sponsorship in detail

Organisation	Project	Revenue Foregone
Sydney Living Museums	Sydney Open 2018	\$13,500
The Cancer Council NSW	Daffodil Day 2018	\$6,900
The Trustee for Australian Museum Trust	Whatles Tahora Exhibition	\$6,600
	Total	\$27,000

4th Quarter Report – Grants and Sponsorship for 2017/18

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

Quarter	<u>Approved</u>	
	No of Applicants	Revenue Foregone
Q4	5	\$53,566
Total year to date	29	\$228,936

Table 1.3.1 – Q4 Landmark Venue Program in detail

Organisation	Event	Venue	Revenue Foregone
Australian Entertainment Industry Association	Helpmann Awards 2018	Sydney Town Hall	\$6,702
Deaf Australia	10th Deaf History International Conference Banquet	Sydney Town Hall	\$6,359
Ensemble Apex	Ensemble Apex Presents Bela Bartok's Miraculous Mandarin	Sydney Town Hall	\$4,349
Pont 3 Pty Ltd on behalf of Athletics Australia	Blackmores Running Festival 2018	Sydney Town Hall	\$34,590
Sydney Dogs and Cats Home	Sydney Dogs and Cats Home Annual Fundraising Gala	Paddington Town Hall	\$1,566
Total			\$53,566

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

Quarter	No of Organisations	Revenue Foregone
Q4	15	\$52,392
Total year to date	65	\$165,620

Table 1.4.1 – Q4 Community Venue Program in detail

4th Quarter Report – Grants and Sponsorship for 2017/18

Organisation	Event	Venue	Revenue Foregone
Alexandria Residents' Action Group	Monthly Meetings	Alexandria Town Hall	\$1,031
Counterpoint Community Services Incorporated	North East Dancing Group - weekly rehearsal	Redfern Town Hall	\$6,725
Domestic Violence NSW Service Management Limited	MOMO outreach service	Redfern Community Centre	\$3,000
Glebe Art Show	Glebe Art Show	Harold Park Community Hall	\$6,000
Glebe Public School Parents & Citizens' Association	Glebe Book Fair 2018	Benledi House	\$862
Old Friends Singers Group	Indonesian and Chinese Community Celebrations for Senior Citizens	Green Square Community Hall	\$4,715
OM Collective	OM Collective	Glebe Town Hall	\$489
Pact Centre For Emerging Artists Incorporated	Creative Development for '3x3x3' and 'AFTERGLOW: Generations'	Mary McDonald Centre	\$6,880
Rainbow Families Incorporated	Gay dads parents and kids group	Joseph Sargeant Community Centre	\$465
Sydney Gay & Lesbian Choir Inc	Rehearsal SGLC	Glebe Town Hall	\$10,913
TAFE NSW - Sydney Institute	AMEP English Language classes for senior migrants	Tote Building	\$3,695
The Quilters' Guild Of NSW Incorporated	Piecemakers' Sewing Days	Green Square Community Hall	\$5,485
The Sydney Flaggers	The Sydney Flaggers	Alexandria Town Hall	\$1,292
The Trustee for Mint Recruitment Trust	The OzChild Recruitment World Cup	KGV Recreation Centre	\$423
University Of Sydney	Public lecture as part of NAIDOC Week	Harold Park Community Space	\$417
Total			\$52,392

International Travel Expenditure 1 April 2018 to 30 June 2018.

Unit	Period	Council Officer	Destination	Purpose	Description	Amount
Office of the Lord Mayor	Apr-18	Anusha Muller	Wuhan, China	Seminar - Wuhan's International Friendship Cities	Airfares Accommodation Incidentals	1,203
				* Accommodation & part incidentals paid by the organisers.		65
	May-18	Julia Lenton	HongKong, Chengdu, China Tokyo, Japan	Chengdu Global Innovation & Entrepreneurship Fair Tokyo Forum for Clean City & Clear Sky	Airfares Accommodation Incidentals	1,821 2,381 1,840
		Rebecca Yang	HongKong, Chengdu, China Tokyo, Japan	Chengdu Global Innovation & Entrepreneurship Fair Tokyo Forum for Clean City & Clear Sky	Airfares Accommodation Incidentals	1,821 2,094 1,469
Councillor Support	May-18	Councillor Jess Miller	HongKong, Chengdu, China Tokyo, Japan	Chengdu Global Innovation & Entrepreneurship Fair Tokyo Forum for Clean City & Clear Sky	Airfares* Accommodation Incidentals	1,209 1,575
		Councillor Robert Kok	HongKong, Chengdu, China Tokyo, Japan	Chengdu Global Innovation & Entrepreneurship Fair Tokyo Forum for Clean City & Clear Sky	Airfares* Accommodation Incidentals	1,040 1,516
112		Monica Barone	Venice, Italy	Venice Architecture Biennale Conference	Airfares* Accommodation* Incidentals*	- -
Chief Executive Office	May-18	Bridget Smyth	Venice, Italy	Venice Architecture Biennale Conference	Airfares Accommodation Incidentals	596
		Gemma Dawson	Auckland, New Zealand	C40 Waste to Resources Workshop	Airfares Accommodation* Incidentals	1,895 4,106 1,448
Sustainability	May-18	Chris Derksema	Tokyo, Japan	Tokyo Forum for Clean City & Clear Sky	Airfares Accommodation Incidentals	1,029 1,000 202
	Jun-18	Anna Mitchell	Guangzhou, China	C40 Low Carbon Districts Forum Workshop	Airfares* Accommodation*	1,334 238
	Jun-18	Nik Midlam	Yokohama, Japan	C40 Clean Energy Network seminar.	Airfares*	828

* Airfares to be reimbursed by organisers & accommodation paid by the organisers.

C40 Clean Energy Network seminar.

International Travel Expenditure 1 April 2018 to 30 June 2018.

Unit	Period	Council Officer	Destination	Purpose	Description	Amount
Strategy & Urban Analytics	Jun-18	Benjamin Pechey	Toronto, Canada	* Airfares to be reimbursed by organisers. Innovations in Creative Space and Placemaking study	Airfares* Accommodation Incidentals	- 251
	Jun-18	Lisa Colley	Toronto, Canada	* Airfares paid by the organisers. Innovations in Creative Space and Placemaking study	Airfares* Accommodation Incidentals	503.35 368
GRAND TOTAL						32,943

Quarterly Contract Order Details - Quarter 4 - April to June 2018

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

Supplier:	Description	Order Date	Order Amount	Outstanding Amount
Supplier: 32 HUNDRED LIGHTING PTY LTD				
PU225741 00001	Provide creative lighting for Light the City 2018 event-Sydney Rides Festival	21 June 2018	\$60,500.00	\$60,500.00
Supplier: 33 CREATIVE PTY LTD				
PU224445 00001	'2018 NAIDOC Week - Management of Event	14 May 2018	\$165,000.00	\$16,500.00
Supplier: ABUD				
PU223674 00001 00002 00003	PN00122 CoS Tree Grate SS Unit Supply of 9No.Tree Grates for GSTC Tweed Place PN00122 CoS Tree Grate SS Unit Supply of 8No Tree Grates for GSTC Botany Road Interface PN00119 CoS Tree Guard Type 1 Supply of 8No.Tree Guards for GSTC Botany Road Interface	17 April 2018	\$127,487.80	\$92,496.80
PU224357 00001	Park Furniture Prototyping and supply	10 May 2018	\$148,500.00	\$134,860.00
Supplier: ACTIVE TREE SERVICES				
PU223812 00001	Tree Maintenance in the Northern Service Area for a period of five years	20 April 2018	\$22,374,979.00	\$21,518,827.27
Supplier: AFL SPORTSREADY LTD				
PU223608 00001	2018-2019 Aboriginal & Torres Strait Islander School Based Traineeship program (2 year program) 5 Trainees	13 April 2018	\$71,000.00	\$70,110.37
Supplier: AINSLIE MURRAY				
PU225999 00001	Art & About project - Vertical Camp Event date May 2019	28 June 2018	\$93,315.20	\$93,315.20
Supplier: ABLE CONCRETE				
PU223664 00001	Open Order - supply ready mixed concrete - Supply Ready Mixed Concrete	17 April 2018	\$150,000.00	\$238,747.56
Supplier: ALLEGIS AUSTRALIA GROUP PTY LTD				
PU223424 00001	Agency Staff - Human Resources Information System Project Manager	6 April 2018	\$258,500.00	\$206,408.84
PU223425 00001	Agency Staff - Business analyst for a period of 12 months starting 26/4/2019	6 April 2018	\$234,300.00	\$206,153.75
PU225302 00001	Agency Staff - IT Project Manager starting 18/6/2018	6 June 2018	\$247,500.00	\$247,500.00
Supplier: ALTUS GROUP COST MANAGEMENT PTY LTD				
PU223728 00001	Cook and Phillip Pool Project- Quantity Surveying Services	18 April 2018	\$56,100.00	\$50,490.00
Supplier: ANDRESENS GREEN (NSW) PTY LTD				
PU223795 00001	Tree Supply to Green Square Library and supply of 54 trees inclusive of all delivery costs including crane directly into tree pits or holding location	20 April 2018	\$98,175.00	\$16,891.87
Supplier: AUST CONCERT & ENTERTAINMENT SECURITY				
PU225726 00001	Ongoing security services; tender	21 June 2018	\$150,000.00	\$99,017.71

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

Supplier:	Description	Order Date	Order Amount	Outstanding Amount
Supplier: BLAZE ADVERTISING PTY LTD				
PU226038 00001	Advertising - Digital and Hardcopy Advertising for redevelopment of Oxford Street buildings	28 June 2018	\$52,991.91	\$52,991.91
Supplier: BRIDGESTONE AUSTRALIA LTD				
PU223399 00001	Supply tyres for Council fleet	6 April 2018	\$50,000.00	\$77,468.12
Supplier: BYRNÉ CIVIL ENGINEERING CONSTRUCTIONS PT				
PU224972 00001	Emergency drainage work, Neild Ave Renewal of main storm water drainage pipe, storm water drains and associated works to address serious road flooding in Boundary Street.	29 May 2018	\$176,478.20	\$176,478.20
Supplier: CA & I PTY LTD				
PU224263 00002	Civil construction works for the Ripon Way Rosebery streetscape upgrade	9 May 2018	\$343,545.40	\$239,886.07
Supplier: CARRIAGeworks LTD				
PU225996	Art & About 2018/19 project, An Occupation of Loss	28 June 2018	\$93,500.00	\$93,500.00
Supplier: CITYWIDE SERVICE SOLUTIONS PTY LTD				
PU223832	Living Colour Floral Display - Year 4	23 April 2018	\$1,756,400.28	\$1,756,400.28
PU226035 00001 00002	Trashed garden area Harold Park tree bases & Mc06 - Harold Park tree bases & Mc06 replant	28 June 2018	\$56,555.52	\$56,555.52
Supplier: CLAUDE NEON PTY LTD				
PU223296 00001	Wayfinding Signage M+I - Glebe Village	3 April 2018	\$141,074.21	\$141,074.21
PU223297 00001	Wayfinding Signage M+I - King St Village	3 April 2018	\$115,139.24	\$115,139.24
PU225729	Park Signage Program- miscellaneous sites	21 June 2018	\$171,208.00	\$171,208.00
Supplier: CLAYTON UTZ				
PU225089 00001	Legal Advice - Sale of former depot at Fig & Wattle Streets, Ultimo - professional fees for period up to 27/6/18	31 May 2018	\$155,000.00	\$153,219.32
Supplier: COLLIERS INTERNATIONAL HOLDINGS (AUST) LTD				
PU225115 00001	Property Management Service Provider - Transition In Fees	1 June 2018	\$571,389.50	\$571,389.50
PU225947 00001	Fixed Management Fee	28 June 2018	\$383,242.20	\$383,242.20
PU225948 00001	Commercial Portfolio Fee	28 June 2018	\$1,133,853.60	\$1,133,853.60
PU225949 00001	Community Portfolio Fee	28 June 2018	\$721,994.90	\$721,994.90
PU225950		28 June 2018	\$542,635.50	\$542,635.50

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

Supplier	Description	Order Date	Order Amount	Outstanding Amount
00001 PU225548 00001	Annual Estimated Transaction Fees Forcepoint Cloud Email Security renewal 12 months 25/07/2018-24/7/2019	15 June 2018	\$58,080.00	\$58,080.00
Supplier: CONTENT SECURITY PTY LTD				
PU225588 00001	CEB H.R Leadership Council membership renewal 2018/19 and 2019/2020 inclusive.	18 June 2018	\$52,272.50	\$52,272.50
Supplier: CORPORATE EXECUTIVE BOARD				
PU225819 00001	CISCO annual maintenance renewal for Core networking infrastructure and VOIP hardware and software products 1/7/2018-30/6/2019 as per RFQ	25 June 2018	\$63,347.13	\$63,347.13
Supplier: DATA#3 LIMITED				
PU225012 00001	Ecological Signage Design and Interpretationfor Park Signage	30 May 2018	\$54,560.00	\$46,442.00
Supplier: DIADEM DDM PTY LTD				
PU223478 00001	Road Renewal St Marys Road Sydney Mid block between Prince Albert Road and Yurong Parkway	10 April 2018	\$117,857.30	\$19,302.41
PU223955 00001	Road Renewal Pitt St Waterloo Raglan Street to Wellington Street	27 April 2018	\$69,482.91	\$11,056.81
PU226073 00001	Road Renewal Castlereagh St at King St Asphalt Road Services Contract	29 June 2018	\$87,324.97	\$87,324.97
PU226074 00001	Road Renewal Castlereagh Street at Park Street Sydney	29 June 2018	\$74,791.52	\$74,791.52
Supplier: OWNER EDI WORKS				
PU224745 00001 00002	Upgrade of Endura CCTV system to Pelco VideoXpert, upgrade of associated non-Pelco equipment to achieve system functionality and decommission of redundant Endura equipment. New components required to achieve operational requirements equal to current Endura system.	22 May 2018	\$122,018.88	\$22,772.20
PU224995 00001	Tender- Provision of security alarms, access control and CCTV system maintenance-various items	30 May 2018	\$119,013.40	\$40,380.23
Supplier: EC SERVICES PTY LTD				
PU225914 00001	Supply and delivery Microsoft Surface Pro x 50 including covers, docking stations and warranty.	27 June 2018	\$141,586.50	\$141,586.50
Supplier: FOR THE PEOPLE AGENCY PTY LIMITED				
PU225537 00001	Brand Visual Identity System Refresh RFQ	15 June 2018	\$126,500.00	\$82,500.00
Supplier: FUJITSU AUSTRALIA LIMITED				
PU223708 00001	Non residential rates enhancement Project	18 April 2018	\$77,000.00	\$67,546.51
PU224089 00001	Agency Staff CAMPAS Project Manager	2 May 2018	\$290,400.00	\$290,400.00
PU225364 00001	Extension of Development Services Fujitsu Australia Limited - Tender 1531	7 June 2018	\$269,500.00	\$269,500.00
Supplier: FUNSTUDIO PTY LTD				

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

			Order Date	Order Amount	Outstanding Amount
PU225997	Arts and About 2018 - Gravity System Response project		28 June 2018	\$71,500.00	\$71,500.00
Supplier: GREEN OPTIONS					
PU225511 00001	Redfern Oval Maintenance Services		14 June 2018	\$175,956.00	\$131,967.00
Supplier: HAYS PERSONNEL SERVICES (AUST) PTY LTD					
PU223536 00001	Agency Staff - Enterprise Architect - one year contract to 30 April 2019	11 April 2018		\$305,672.40	\$248,358.74
PU223590 00001	Agency Staff - Replacement Approval - Traffic Operations- for a period of six months commencing 16 April 2018	13 April 2018		\$68,000.00	\$41,597.02
PU224330 00001	Agency Staff - Executive Assistant w/e 11-05-18	10 May 2018		\$68,640.00	\$54,107.78
PU224635 00001	Agency Staff - Parks Environmental Engineer - 56 weeks	18 May 2018		\$202,198.15	\$176,945.29
PU224893 00001	Agency hire - Senior Engineer Water Quality	25 May 2018		\$65,000.00	\$47,364.69
PU224999 00001	Agency Staff - Records Officer- starting 27/7/2018 for 3 months	30 May 2018		\$57,200.00	\$57,200.00
PU225113 00001	Agency Engagement - Commercial Property Manager W/E 10 June 2018	1 June 2018		\$91,131.04	\$83,682.83
PU225882 00001	Agency Staff - Temporary Human Resources Business Partner	26 June 2018		\$59,914.80	\$59,914.80
PU226021 00001	Agency Staff - Employment of Architect during 2018/2019. 37.5 hours per week for 52 weeks.	28 June 2018		\$124,688.85	\$124,688.85
Supplier: HOLDING REDLICH LAWYERS AND CONSULTANTS					
PU225628 00001 00004	Secondment of lawyer on a part time basis, 3 days per week for six months commencing on Monday 25 June until Friday 21 December 2018 - compliance matters. Secondment of lawyer on a part time basis, 3 days per week for six months commencing on Monday 25 June until Friday 21 December 2018 - Planning matters.	19 June 2018		\$94,380.00	\$90,750.00
Supplier: HUB AUSTRALASIA PTY LTD					
PU224231	Tender-Design, installation, maintenance of beacon, star and central management systems for lighting on Smartpoles -Light Rail project	8 May 2018		\$560,450.00	\$550,550.00
PU223433	People Centred Design Workshop and training	6 April 2018		\$77,000.00	\$46,200.00
Supplier: HUDSON GLOBAL RESOURCES (AUST) PTY LTD					
PU224088 00001	Agency Staff - IT Security Officer period 30/4/2018-28/10/2018.	2 May 2018		\$132,000.00	\$98,340.00
PU225799 00001	Agency Staff - Design Manager W/E: 8 and 15 June 2018	25 June 2018		\$125,942.96	\$119,554.98
PU225978 00001	Agency Staff - Design Manager (Archit.)	28 June 2018		\$224,338.40	\$224,338.40

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

Supplier:	Description	Order Date	Order Amount	Outstanding Amount
Supplier: IMAGINATION (AUSTRALIA) PTY LTD				
PU223546 00001	2018 Sydney New Year's Eve - Provision of Creative Services	12 April 2018	\$551,989.90	\$386,392.93
Supplier: INTERFLOW PTY LTD				
PU223842 00001	Stormwater Drainage Improvements - SLR FY17/18 job -Sydney Light Rail Drainage- George Street (intersection of Bathurst Street), Sydney CBD	23 April 2018	\$61,287.43	\$61,287.43
PU223843 00001	Stormwater Drainage Improvements - SLR FY17/18 job - Sydney Light Rail Drainage- Elizabeth Street, Surry Hills	23 April 2018	\$32,403.56	\$52,403.56
Supplier: ISENTIA PTY LTD				
PU225657 00001 00002	Providing Media Monitoring as per tender Providing Media Distribution as per tender	19 June 2018	\$109,600.00	\$109,600.00
Supplier: JANE IRWIN LANDSCAPE ARCHITECTURE				
PU224878 00001	Head Consultant - Landscape Architecture Landscape design for Chippendale Childcare outdoor play area	25 May 2018	\$60,522.00	\$51,368.35
PU224880 00001	Head Consultant - Landscape Architecture Landscape design of Rosebery Childcare outdoor play areas.	25 May 2018	\$63,360.00	\$54,430.75
Supplier: JBS&G AUSTRALIA PTY LTD				
PU223535	Sydney Park - Environmental management- Site Auditor Services Stage 1 & 2 as per tender.	11 April 2018	\$100,155.00	\$57,860.00
Supplier: JOHNSON PILTON WALKER PTY LTD				
PU224931 00002	Concept Design Development and Scoping for Renewal Works proposed in Block 2 of Martin Place, and at the Pitt Street intersection of Martin Place.	28 May 2018	\$110,000.00	\$93,500.00
Supplier: JUSTIN GLEESON				
PU224665 00001	Legal Fees - Advice - Karimbla Properties Court of Appeal - Council's share of Barrister's fees for period from 30/4 to 2/5/18 - split between City of Sydney & Bayside City Council.	18 May 2018	\$55,000.00	\$44,000.00
Supplier: LAST MINUTE PRODUCTIONS PTY LTD				
PU225839 00001	Music Studio Redfern Community Centre Contract.	25 June 2018	\$70,400.00	\$70,400.00
Supplier: LEONARDS ADVERTISING				
PU223540 00001	Advertising in SMH/Local Paper April/May	11 April 2018	\$120,000.00	\$13,822.96
PU224375 00001	Advertising in SMH/Local Paper June/July	11 May 2018	\$120,000.00	\$120,000.00
PU225272 00001	Advertisements in various local and metropolitan newspapers by the Strategic Planning and Urban Design Unit during the period 1 July 2018 - 30 June 2019.	6 June 2018	\$55,000.00	\$55,000.00
Supplier: MANDIS ROBERTS				
PU223321 00001	Community Relations Services in Green Square Town Centre South	3 April 2018	\$799,480.00	\$772,757.50
Supplier: MASTER CATERING SERVICES PTY LTD				
PU225934 00001	Meals on Wheels (Mains ,Desserts & Salads)	27 June 2018	\$440,000.00	\$440,000.00

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

Supplier:	Description	Order Date	Order Amount	Outstanding Amount
00002	Meals on Wheels (Frozen Soup No GST)			
Supplier: MCCULLOUGH ROBERTSON LAWYERS				
PU225022	Advice - Garbage truck incident (May 2018) - professional fees for period up to 26/6/18. Disbursements - Pinnacle Integrity's estimated fees and costs	30 May 2018	\$66,616.00	\$58,312.65
00001				
00005				\$55,000.00
PU225351	Advice - Work Health and Safety - Contractor System and Contract Review - Legal fees estimate	7 June 2018	\$55,000.00	
00001				
Supplier: METRA AUSTRALIA PTY LTD				
PU225612	Supply of lockers for Ian Thorpe Aquatic Centre.	18 June 2018	\$116,600.00	\$58,300.00
00001				
Supplier: MICHELLE TABET PTY LTD				
PU225617	Cultural Infrastructure Discussion Paper	18 June 2018	\$134,224.00	\$104,845.20
00001				
Supplier: MTC RECRUITMENT LTD				
PU226020	Agency Staff - Employment of 3D Modeler Steve Kellis during 2018/2019. 37.5 hours per week for 52 weeks	28 June 2018	\$128,764.35	\$128,764.35
00001				
Supplier: MUNDANE MATTERS PTY LTD				
PU223805	Wasteland - Art & About Project. Event Date 6 October 2018	20 April 2018	\$70,730.00	\$35,365.00
00001				
Supplier: NANOCHEM PTY LTD				
PU224533	Operation and maintenance services at the Sydney Park Leachate Treatment Plant, for up to 6 months, Co	16 May 2018	\$214,500.00	\$214,500.00
00001				
Supplier: NEXX PROJECTS PTY LTD				
PU224690	Fencing at Green Square Joynton Ave Side	21 May 2018	\$54,725.00	\$54,725.00
00001				
Supplier: NORTON ROSE FULBRIGHT AUSTRALIA				
PU224063	Legal Advice - Green Square Geddes Ave, Paul St and Botany Road Package 3A - professional fees for period from 24/4 to 25/5/18.	2 May 2018	\$70,350.50	\$39,117.37
00001				
PU225866	Legal Advice - Joynton Avenue, Zetland - Adjudication Application (Payment Claim No.5) - Legal fees estimate Disbursements -	26 June 2018	\$55,605.00	\$55,605.00
00001				
00005				
Supplier: OCP ARCHITECTS PTY LTD				
PU225863	Revised Conservation Management Plan - Sydney Town Hall	26 June 2018	\$84,948.50	\$21,559.90
00001				
Supplier: OFFICE OF ENVIRONMENT & HERITAGE				
PU223821	Contract for the purpose of providing software for the XDI Sydney Pilot Project. Total \$150,000 over 3 year term at \$50,000 per year 2017/18, 2018/19 and 2019/20	20 April 2018	\$150,000.00	\$100,000.00
Supplier: ORACLE CUSTOMER MANAGEMENT SOLUTIONS				
PU226009	Provision of After Hours Call Centre Services 2018-2019 as per Tender	28 June 2018	\$150,000.00	\$150,000.00
00002				
Supplier: PATHFINDER SYSTEMS AUSTRALIA PTY LTD				
PU223560		12 April 2018	\$57,429.84	\$9,998.30

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

			Order Date	Order Amount	Outstanding Amount
00002	Install Tactile Ground Surface Indicators (TGSi)	at Martin Place various location			
Supplier: QUALITY MANAGEMENT & CONSTRUCTIONS PTY LTD					
PU224838	Oxford/Newcombe storm water works		24 May 2018	\$55,656.55	\$55,656.55
Supplier: RANDSTAD PTY LTD					
PU224356	Agency Staff - Traffic Engineer (40hrs/week for 26 weeks).		10 May 2018	\$91,300.00	\$70,983.53
00001					
PU225365	Agency Staff - Application Packager -IT Specialist period 1/7/2018-30/6/2019		7 June 2018	\$209,000.00	\$209,000.00
00001					
PU225458	Agency Staff - Enterprise Infrastructure Architect 25/6/2018-29/6/2019		13 June 2018	\$352,000.00	\$352,000.00
00001					
Supplier: RIEDEL COMMUNICATIONS AUSTRALIA PTY LTD					
PU225117	Provision of audio visual equipment for Sydney Town Hall - vision signal matrixing system Q-05199		1 June 2018	\$70,329.60	\$70,329.60
00001					
Supplier: RMA CONTRACTING PTY LTD					
PU225179	Demolition Contract No.1765: 222 Palmer Street, Darlinghurst - Partial demolition of existing building and minor structural works to stabilise the retained walls.		1 June 2018	\$353,727.00	\$353,727.00
00001					
Supplier: ROBERT WALTERS PTY LTD					
PU225547	Agency Staff - WiFi Analyst 18/6/2018-7/12/2018		15 June 2018	\$88,000.00	\$88,000.00
00001					
Supplier: ROYAL BOTANICAL GARDENS & DOMAIN					
PU224636	Provide Botanic Gardens as location for Light the City 2018		18 May 2018	\$63,690.00	\$50,517.50
00001					
00002	Refundable security bond				
Supplier: SHOW TECHNOLOGY AUSTRALIA PTY LTD					
PU225693	Sydney Town Hall Event Lighting Equipment (Supply Only)		20 June 2018	\$86,955.70	\$66.00
00002					
Supplier: SMITH ZAK CONSTRUCTIONS PTY LTD					
PU225180	Railway Square Interchange- Installation of Stoppers on Light Towers -the securing of the lighting ring on each tower (there are four towers) and decommissioning the lights and removing the light fittings from the lighting rings.		1 June 2018	\$64,513.68	\$64,513.68
00002					
Supplier: SOFT LANDING					
PU225147	2 x months only mattress recycling cost				
00001					
Supplier: SOLD OUT NATIONAL EVENT MANAGEMENT P/L					
PU225734	Provide event production services for Light the City 2018		1 June 2018	\$90,000.00	\$60,863.85
00001					
Supplier: SYDNEY CIVIL PTY LTD					
PU223557	Pirrama Rd/Murray St - damaged light poles and multiple non-working luminaires. New electrical connection, conduits and trench to existing COS MSB. Install new asset IDs for all poles.		12 April 2018	\$305,911.65	\$56,752.30
00001					
PU223614	Wilson Burren Cycleway Project - early works Phase A		13 April 2018	\$72,996.40	\$72,996.40
00001					

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

			Order Date	Order Amount	Outstanding Amount
PU223980 00001	Wilson Burren Cycleway Project - early works Phase B		30 April 2018	\$466,392.62	\$466,392.62
PU223987 00001 00002	Reinstatement CV/O 39480 Betterment		30 April 2018	\$56,766.61	\$56,766.61
PU24075 00002 00003	PCTC -Cycle Safety and Bike Parking Program. Redfern Street, Redfern. Installation of Bike Traffic Lanterns and Associated Works PCTC- Cycle Safety and Bike Parking Program. Redfern Street, Redfern. Installation of Bike Traffic Lanterns and Associated Works		2 May 2018	\$80,362.04	\$80,362.04
PU224076 00001	PCTC Bennett Bennett Street Surry Hills. Shared Zone Civil and Associated Works		2 May 2018	\$242,060.14	\$242,060.14
PU224366 00001 00002	Reinstate cwo 39502 + 14 as per quote Betterment		11 May 2018	\$70,113.42	\$35,056.71
PU224406 00002	Cycle Safety Program Allen Street Ultimo. Installation of Bike Grates and Associated Works.		11 May 2018	\$50,161.17	\$50,161.17
PU224453 00001 00002	Bowman Street Upgrade Contract Value Bowman Street Approved 20% contingency		14 May 2018	\$1,059,587.76	\$925,336.03
PU224456 00001 00002	Reinstate CWO 37514 + 2 as per quote Betterment		15 May 2018	\$80,162.62	\$28,050.14
PU224747 00001 00002	Reinstate CWO 36049 + 14 as per quote Betterment		23 May 2018	\$67,385.60	\$30,755.84
PU225053 00001	Footway repairs Crown St, Surry Hills Quoted works as per Civil Works Contract. Repairs to intersections at Lansdowne and Miles Streets		31 May 2018	\$50,872.80	\$50,872.80
PU225054 00001	Footway Repairs Little Hay Street Works quoted as per Civil Works Contract		31 May 2018	\$62,782.28	\$62,782.28
PU225542 00001	Road Renewal York St Sydney Concrete base repairs at three locations in York St (btwn Jamison and Margaret, at Erskine St, at King St) and one in King St at Clarence St. Road Resurfacing to follow on by Dower once repairs are completed by Sydney Civil.		15 June 2018	\$65,260.80	\$65,260.80
PU225574 00001 00002	Reinstate cwo 39963 + 2 as per quote Betterment		16 June 2018	\$87,068.19	\$87,068.19
PU225770 00001	New Switchboard Installation SWITCHBOARD UPGRADE . Martin Pl - George St to Pitt St - North Side		22 June 2018	\$86,757.55	\$86,757.55
PU225776 00001	PCTC McElhone Place Traffic Safety Program. McElhone Place, Surry Hills		22 June 2018	\$166,812.14	\$166,812.14
PU225781 00006 00007	Traffic Safety Danks Street - Waterloo Raised Pedestrian Crossing Electrical Works Traffic Safety Danks Street - Waterloo Raised Pedestrian Crossing Civil Works		22 June 2018	\$85,426.06	\$85,426.06
PU226026			28 June 2018	\$43,804.39	\$43,804.39

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

			Order Date	Order Amount	Outstanding Amount
00001	Installation and removal of street furniture as part of Hickson Rd, Millers Point Upgrade works	Supplier: TAFE NSW			
PU224124	Provision of a Workplace Communications, Numeracy & Digital Literacy Skills for Outdoor Workers training program	Supplier: TALENT INTERNATIONAL (NSW) PTY LTD	3 May 2018	\$72,924.50	\$72,924.50
PU225363	Agency Staff -Senior SharePoint/.NET developer from 1/7/2018-30/9/2018	Supplier: THOMAS DURYEA LOGICALIS PTY LTD	7 June 2018	\$55,000.00	\$55,000.00
00001	Agency Staff -Test Analyst period 27/2018-28/6/2019.		26 June 2018	\$187,000.00	\$187,000.00
PU223970	Audit for the year ending 30 June 2018 payable amount for 2017/18 auditors' fee detailed in Client Services Plan Attached	Supplier: THE AUDIT OFFICE	30 April 2018	\$222,200.00	\$82,874.00
00001	IT equipment- Purchase of Nutanix server and storage hardware, software and installation services	Supplier: THE TRUSTEE FOR BVY TRUST	11 May 2018	\$527,943.90	\$17,600.00
PU223381	Provide Cycling Count data for initial 4 year contract term in terms Tender	Supplier: TREESCAPE AUSTRALASIA PTY LTD	5 April 2018	\$117,700.00	\$117,700.00
00001	Tree Maintenance Services Contract- Multi years	Supplier: UNITED RESOURCE MANAGEMENT GROUP	15 May 2018	\$12,769,831.80	\$12,769,831.80
PU224492		Supplier: URBIS PTY LTD	1 June 2018	\$440,000.00	\$252,385.41
12					
PU225166	Bin supply Bin repair	Supplier: URBAN LANDSCAPE PROJECTS PTY LTD	14 June 2018	\$438,900.00	\$438,900.00
00001	Delivery of 4 x Conservation Management Plans and Heritage Floorspace Applications for the following sites: QVB, Capitol Theatre, Haymarket Library, Corporations Building				
00002					
PU225499		Supplier: URBAN MAINTENANCE SYSTEMS PTY LTD	29 June 2018	\$176,817.00	\$176,817.00
00001	Public Art Maintenance Tender				
PU224181	Monthly Management Fee	Supplier: VENTIA PTY LTD	4 May 2018	\$560,551.20	\$560,551.20
00001	MIS Licenses		4 May 2018	\$1,071,777.30	\$1,071,777.30

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

			Order Date	Order Amount	Outstanding Amount
PU224183 00001	MIS Ongoing Service Support		4 May 2018	\$60,580.30	\$60,580.30
PU224184 00001	Planned Maintenance Services		4 May 2018	\$745,338.00	\$745,338.00
PU224185 00001	Reactive Maintenance Services		4 May 2018	\$785,620.00	\$785,620.00
PU224186 00001	Cleaning Services		4 May 2018	\$840,309.80	\$840,309.80
PU224187 00001	Landscaping Services		4 May 2018	\$56,075.80	\$56,075.80
PU224189 00001	Public Art Services		4 May 2018	\$51,855.10	\$51,855.10
PU224190 00001	Reactive Cleaning Services		4 May 2018	\$174,166.30	\$174,166.30
PU224821 00001	MIS Implementation Milestone 1 for MIS Implementation		24 May 2018	\$3,227,644.20	\$1,900,407.30
PU225014 00001	Accommodation - THH Level 21		30 May 2018	\$660,000.00	\$660,000.00
Supplier: VISY RECYCLING					
PU223482 00001	Visy tipping - rest of 2018 financial		10 April 2018	\$152,432.00	\$49,036.62
Supplier: WILSON PEDERSEN LANDSCAPES					
PU225382 00001 00002	Chelsea St Playground Upgrade RFQ 15 % Contingency		8 June 2018	\$122,458.33	\$15,972.83
Supplier: WSP AUSTRALIA PTY LTD					
PU225742 00001	Provide integrated transport planning and concept design services for Pitt Street North		21 June 2018	\$92,255.90	\$73,804.50

Attachment E

Environmental Sustainability Progress Report



Sydney2030/Green/Global/Connected



Green Environmental Sustainability Progress Report

January to June 2018

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



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We continue to lead by example towards a vision of a GREEN, GLOBAL and CONNECTED city. To drive change in our own operations and to work proactively with businesses, the local community and all levels of government across the local government area, we are driven by ambitious targets in six key environmental focus areas.

Since 2008, **SUSTAINABLE SYDNEY 2030** has articulated the collective vision of residents and visitors, workers and businesses. The City then committed to ambitious targets and strong actions across six key environmental focus areas, set out in the **ENVIRONMENTAL ACTION 2016-2021 STRATEGY AND ACTION PLAN**.

We lead by example to drive change in our own operations and by working proactively with businesses, the local community and all levels of government across the local government area.

In 2018, the City of Sydney is continuing to secure Sydney's future prosperity and liveability as it continues towards a vision that is **GREEN, GLOBAL** and **CONNECTED**.

Message from the CEO

In March 2017 the Lord Mayor and Council strengthened the commitment to ensuring the City of Sydney is an inspiring environmental leader by endorsing the Environmental Action 2016 – 2021 Strategy and Action Plan (the Strategy).

The Strategy commits to specific environmental targets and strong actions on energy, water, climate adaptation, waste, transport and greening over the next five years and reaffirms Sustainable Sydney 2030.

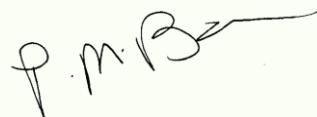
In the most recent period, January to June 2018 our activity with business, community and government, continues to achieve major successes as we address the climate change risks faced by our city.

We partnered with Ausgrid to accelerate the uptake of renewable energy over the next four years, by encouraging the installation of more solar panels on residential and commercial buildings. We also partnered with Our Energy Future to help residents reduce electricity bills and their environmental footprint. We gave away trees too, and helped motivated community members get to know their local ecologies.

We also hosted the Water Sensitive Sydney Summit. It was a powerful demonstration of the value of connecting across boundaries to advocate for water management solutions. We face challenges across metropolitan Sydney as a result of growing population, aging infrastructure and a warming climate.

In our own operations we released a carbon budget for the first time. We will account for emissions across the organisation in the same way we do our finances.

Tackling climate change requires a multipronged approach. We're doing everything we can to show leadership and achieve our commitments to reducing emissions. This Green Report is a wealth of information about our programs, initiatives and achievements and I encourage everyone to read and distribute it widely to share ideas and inspire environmental leadership everywhere.



Monica Barone Chief Executive Officer

1. Our environmental targets

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

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

City of Sydney Operations



Low-carbon city

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



Water sensitive city

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



Zero waste city

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



Active and connected city

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



Green and cool city

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



Local Government Area

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

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



Low-carbon city

- **70** per cent reduction in greenhouse gas emissions by 2030 based on 2006 levels
- Net **zero** emissions by 2050
- **50** per cent of electricity demand met by renewable sources by 2030



Water sensitive city

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



Zero waste city

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



Active and connected city

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



Green and cool city

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

2. Highlights

Local Government Area

Low Carbon City



Water Sensitive City



Active and Connected City



Zero Waste City



as at June 2018 based on 2015 levels



change in residential waste diverted from kerbside recycling

as at June 2018, based on 2016/17 levels

City of Sydney Operations

Low Carbon City



as at June 2017, based on 2006 levels

Water Sensitive City



as at June 2018, based on 2006 levels

Solar Power



solar PV panels installed to date across 38 sites



Fleet Emissions



Carbon Neutral



years being a carbon neutral council under NCOS

Green and Cool City



new shrubs and grasses planted in City parks and streets in 2017/18

Zero Waste City



as at June 2018, based on 2016/17 levels



as at June 2018, based on 2016/17 levels

Delivering to the community



Commercial office space in Sydney CBD in partnership



GHG emissions reduction (from FY06)



reduction in potable water use (from FY06)

(FY2017 program performance)

SUSTAINABLE DESTINATION PARTNERSHIP



Program launched in June 2018 with 40 members from the entertainment and accommodation sector



hotel rooms in Sydney involved in program

CITY SWITCH



commercial office space in Sydney CBD committed to program



Members reduced carbon footprint by 30 tonnes GHG emissions in last year.



CitySwitch Sydney members are carbon neutral

(2017 program performance)

smart green apartments



apartment complexes involved in program



GHG emissions savings identified



Estimated 20% City residents live in participant buildings



NABERS for Apartment Buildings launched in June 2018

(Program achievements to Jan-2018)

Number of environmental performance grants

3 Matching grants

11 Ratings and assessment grants

3 Knowledge exchange grants

(Grants approved Jan-Jun 2018)

3. Sustainability at the City of Sydney

The City's commitment to environmental leadership to 2030 is demonstrated by our ambitious targets for emissions, energy, water, waste and green space, and is supported by our engagement in disclosure reporting.

Environmental Commitment

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

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

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

Sydney tops global sustainability ranking

CDP-C40 ranks more than 570 cities to identify those excelling on climate disclosure. City of Sydney received the top rank alongside Cleveland, Durban, Mexico City and Paris for the 2016/17 reporting period.

CDP is a not-for-profit organisation that administers a global disclosure system along with C40 for companies and cities to share information on how they manage their environmental impacts. Disclosure is key to engagement on solutions for environmental issues worldwide. CDP hosts the most comprehensive collection of self-reported environmental data in the world. The network of investors and purchasers represent over \$100 trillion, and policy makers around the globe use this data to make better-informed decisions for action on climate change.



The City recently received CDP's Infocus Report – a synopsis of how Sydney is seen globally by CDP participants as an exemplar of low carbon transition, and who puts energy efficiency as the main approach to sustainability. Importantly we are well placed to share our achievements globally through our strong data driven approach to emissions management.

From the information we disclosed about our sustainability plans, actions and achievements, CDP have highlighted that:

- Our sustainability aims are among the most ambitious in the world
- We have demonstrated that "green" can contribute to a prosperous city, with our green buildings having a higher than average occupancy rate
- Our plans for green infrastructure including green roofs and tree planting not only reduce local temperatures and energy loads from running cooling systems, they also contribute to better physical and mental health through the community
- Our data driven approach keeps us ready to weigh the advantages of newly emerging technologies to take further action on climate change

For the complete *Infocus* report visit

http://www.cityofsydney.nsw.gov.au/__data/assets/pdf_file/0017/303407/CDP-Cities-2017-Infocus-Report-for-the-City-of-Sydney.pdf

For more information on CDP Cities visit

<https://www.cdp.net/en/cities>.

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

Sustainable Procurement

The City of Sydney is committed to doing business with ethical and socially responsible suppliers. We see our suppliers as partners in our sustainability program. We take great care in selecting the companies who supply us with products and services, and expect each of them to operate in line with international, national and local standards and appropriate codes of practice. The City has recently endorsed its Sustainable Procurement Policy, and is currently reviewing the associated Sustainable Procurement Guidelines, to ensure that our sustainable procurement practices robustly align with the principles of Sustainable Sydney 2030 as well as the Sustainable Procurement guidelines ISO20400.

A part of our everyday thought process

The City Events team believes the key to success for our collective, sustainable procurement culture is simple. Take a moment to consider each purchase critically, and question if there is a more environmental and cost effective alternative (including not buying anything).

At a recent public event, the Events team reflected on the quantity of single use plastic cable ties that filled a rubbish bin, as a result of installing crowd control scrims. Each fabric took 10 cable ties, which after just a few hours were detached and disposed in general waste.



New crowd control scrim

Making a change was easy and cost effective. Initiating a conversation with the current supplier of scrims found there were other options readily available. While the initial purchase of the new scrims cost more, the return on investment was achieved through longer life of the product and reduced waste. The colour and simple design means they can be used year on year at various City events.

The Events team recognise that they have firm, continuing sustainable practices in place such as recycling of events waste and re-use of as much material as possible. Ongoing initiatives such as this one, that removed a source of our single use plastic waste stream, are supported by the team's continuing vigilance for sustainable options.

Facilities management brings positive change

In May 2018, the City welcomed Ventia as the new facilities management provider. During the tender process, Ventia demonstrated that they had the capabilities to deliver on sustainability commitments in the supply of services including building maintenance, repairs and cleaning. As a result of the new partnership, numerous quick wins with lasting impacts have been achieved that reduce landfill waste, reduce the use of toxic chemicals, save on emissions and save water.

- toilet paper and handtowels are all made from recycled paper
- light bulbs removed from sites are recycled
- all cardboard is recycled
- Ventia vehicles are not permitted to idle when stopped (saves fuel and impacts to air quality)
- cleaning products are concentrated, eco-friendly plant based products that are GECA certified
- wet areas are cleaned using an imop that requires significant less water to use than conventional systems

Working together with our suppliers and service providers delivers continuing, positive results to minimise our environmental impacts



Green villages workshop - Seed to plate workshop at Juanita Nelson community centre.



Millers Point community gardeners enjoying harvesting their fresh produce.

City spaces

Staff at our Community Centres and Out of School Hours Care (OSHC) services have implemented a wide range of environmental initiatives designed to reduce waste to landfill, reduce energy and water usage, and create welcoming green spaces.

Across our community centres, 14 environmental programs and activities were offered to increase awareness of environmental issues, increase community capacity to deal with the impacts of climate change and provide community members with new skills.

Our community centres are places of respite, particularly on very hot or rainy days. All are welcome at the centres to sit and rest, or have a cool drink of water in hot weather.

Ultimo Community Centre Offered three in-language Waste Reduction and Essential Food Tips information sessions in Mandarin and Spanish. The centre has a community garden, which is used to grow a range of salad greens and vegetables, which are used in cooking programs at the centre.

Juanita Nielsen Community Centre Offers free weekly environmental documentary film screenings, including "A Plastic Ocean", in partnership with Films for Change. The centre also ran a "T's to Totes" sewing class to teach community members how to turn old t-shirt into shopping bags.

The Millers Point community recently received a matching grant from the City to establish a community garden at the Abraham Mott Centre. Maintained by over 45 local residents on a roster the community garden is harvesting fresh produce for the community to enjoy.

The Reginald Murphy Centre's indoor and outdoor gardening project group meets weekly and they make full use of the balcony and yard space to grow a variety of plants and vegetables. The community in Green Square enjoyed a seedling planting session as part of their Grandparent's Day celebrations.

Our staffed community centres welcome bike riders, with showers, lockers and internal or external bike racks at; King George V Recreation Centre in The Rocks, Ultimo Community Centre and the Juanita Nielsen Community Centre in Woolloomooloo. During extreme weather events, our centres provide a welcoming space to get some water, or take respite from heat or rain.

Many of our community centres, libraries and community venues for hire feature environmentally sensitive design (ESD), including; natural air ventilation and fans in place of air conditioning, water saving taps and showers, sensor lighting, low energy LED lights and photovoltaic panels.



4. Low-carbon city



What our cities do individually and together to address climate change can set the agenda for communities and governments everywhere, promoting innovation and solutions to achieving a net zero future.

In *Sustainable Sydney 2030*, we set a 2030 target to reduce emissions both across the city and in our operations by 70 per cent below 2006 levels. In our Environmental Action 2016-2021 Strategy and Action Plan, we have strengthened our renewable energy targets for both our own operations and in our local government area and extended our target to net zero emissions by 2050.

These Council endorsed targets and actions are represented by a waterfall chart that outlines organisational emissions in 2016 and the anticipated results of actions that will be taken in order to achieve the 2021 target of 44% reduction.

The City has developed an 'Asset Environmental Budget' that translates operational carbon emissions targets in to a detailed plan. Our emissions targets have been allocated to relevant areas of our assets and operations.

The Asset Environmental Budget is incorporated in to the Resource Plan to promote transparency in monitoring of our performance, timely decision making at a strategic level allowing the organisation to stay on track, and visibility of successful reduction measures.

Advocacy

The City has numerous successful partnerships and programs to deliver on our targets. We are committed to leading by example in our own operations by improving energy efficiency and installing renewable energy.

However substantially more action and policy is required by the NSW and Australian governments to meet the City's target for net zero emissions by 2050 – a target which aligns with Australia's commitment to the Paris Agreement and the NSW government state-wide target.

During the reporting period the City has been preparing submissions to the Australian Department of the Environment and Industry on the Trajectory for Low Energy Homes program and to the Australian Government and Energy Security Board on the National Energy Guarantee.



City of Sydney Operations

Carbon Neutral Program

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

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

How we do it

Measure

Any carbon neutral claims must be accurate and verified independently.

Avoid and reduce

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

Renewable Energy

The City is rolling out solar PV to sites it owns to generate clean and cost-effective energy locally where and when it is required.

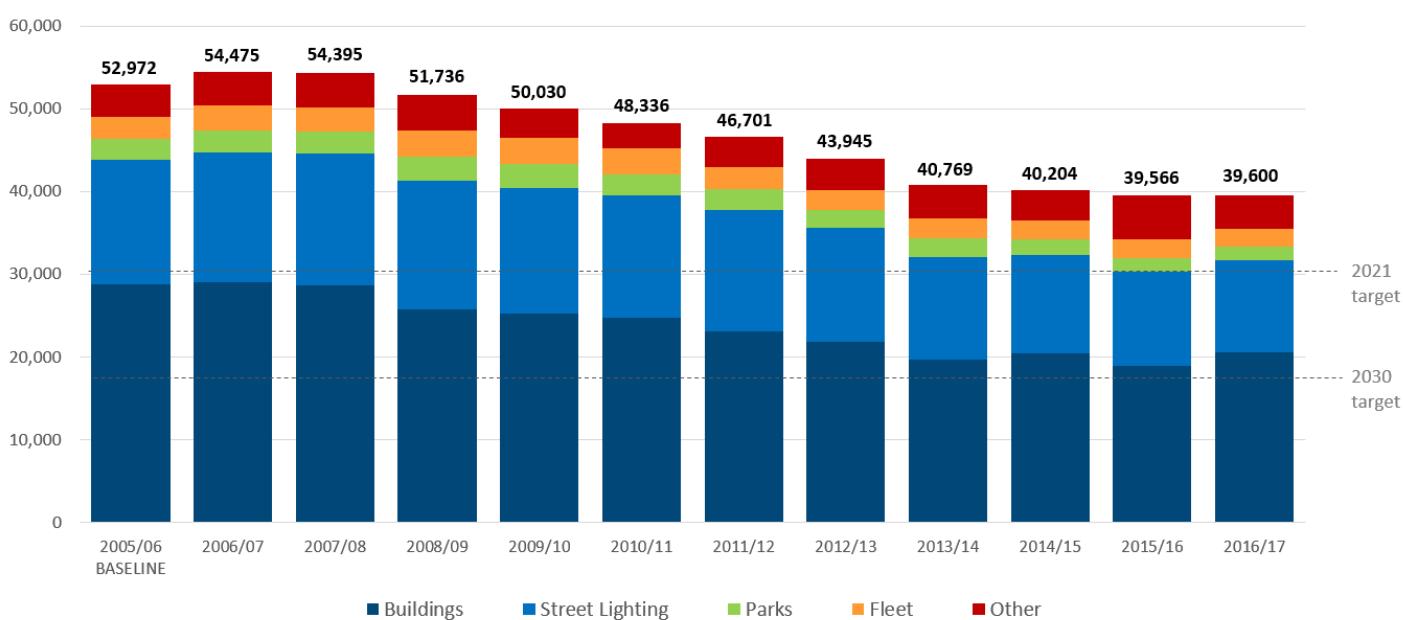
Offset

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

Relevant links

- [Carbon Neutral Program](#)
- [NCOS documentation](#)

Chart 1: City of Sydney operations greenhouse gas emissions





Our operational targets

	Greenhouse gas emissions	<ul style="list-style-type: none"> – 44 per cent reduction in greenhouse gas emissions by end June 2021, based on 2006 levels – 70 per cent reduction in greenhouse gas emissions by 2030 based on 2006 levels
	Renewable energy	<ul style="list-style-type: none"> – 50 per cent of electricity demand met by renewable sources by end June 2021

How we are tracking

Annual greenhouse gas emissions

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

Emissions from grid electricity are calculated based on the emissions factors, for NSW, currently 0.83 tCO₂-e/MWh for scope 2 and 0.12 tCO₂-e/MWh for scope 3 emissions. Greenhouse gas emissions are calculated using National Greenhouse Factors².

The table below describes the sources for the annual operations greenhouse gas emissions data. For more information, see Appendix 1: Data Management Plan.

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

Energy consumption data

The table below shows energy consumption data for the organisation.

Organisation	Electricity (MWh)	Natural gas (GJ)	Total energy (GJ)
Baseline	42,427	21,894	174,631
Most recent (Jun 2017)	30,371	69,940	179,277
Difference	-12,056	+48,046	+4,646
Difference (per cent)	-28%	+219%	+3%



² <https://www.environment.gov.au/climate-change/greenhouse-gas-measurement/publications/national-greenhouse-accounts-factors-aug-2016>.

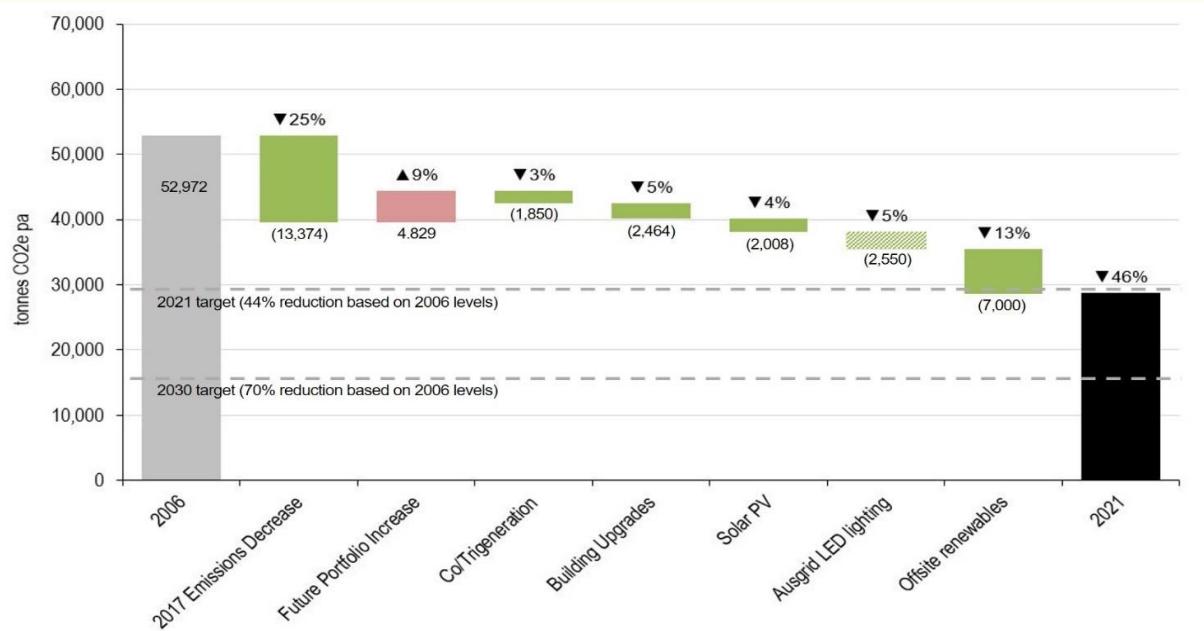


How we will get there

As at June 2017, the City has a verified emissions reduction of 25 per cent from the 2006 baseline. The chart below shows the initiatives that the City has undertaken and the estimated contributions of the initiatives we will implement across our operational portfolio to reach the target of reducing our emissions by at least 44 per cent by 2021. We will maintain our certified carbon neutral status each year through the purchase of verified offsets for those emissions we cannot eliminate, as we have since 2007.

The City's greenhouse gas emissions vary due to a range of factors such as the buying and selling of buildings and assets, how we manage our assets, climatic influences, changes to services, and other factors. It should be noted that irrespective of portfolio changes, the City's emissions targets are absolute and does not allow for offsets. The waterfall chart shows the contribution of completed and planned programs towards meeting our target.

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



Completed Initiatives - 25% reduction achieved

Portfolio change (+3 per cent) includes changes to the City's property portfolio over time. Major additional facilities include Ian Thorpe Aquatic Centre, 343 George Street, Sydney, and Surry Hills Community Centre.

Management improvements includes emissions reductions achieved outside of the major efficiency initiatives. This includes solar installed to date, improved energy measurement and monitoring, behaviour changes and small works. **Other influences** on emissions include annual weather changes.

Initiatives to be completed by 2021

The 2021 emissions target remains at 44% reduction from the 2006 baseline and with a current forecast to a 46% reduction.

- Future portfolio increase (+9 per cent) assumes the expansion of the City's property portfolio for community and operational purposes.

Increases: Alexandria Canal Depot, Waranara Early Education Centre, Green Square Community and Cultural Precinct, Green Square Library and Plaza, Gunyama Park Aquatic and Recreation Centre, Perry Park Recreation Centre and Green Square Water Reuse.

Increases through Developers Contributions to the City: Greenland Tower Creative Hub, Darling Library, and 178-186 George Street.

Proposed Divestments: Epsom Road Depot, Gerard Street Depot and Marian Street Depot.

- Co/Trigeneration (-3 per cent) - reductions will be accomplished through the operation of co/trigeneration facilities at Town Hall House, Cook and Phillip Park Aquatic Centre, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic and Recreation Centre.
- Building upgrades (-5 per cent) reflects estimated savings from efficiency upgrades in the most resource intensive properties via the Major Properties Efficiency Project (MPEP).
- Solar Photovoltaics (PV) (-4 per cent) on City properties that can deliver 15 per cent of electricity demand if battery storage provides a cost effective solution and the City can take advantage of virtual net metering between our sites.
- Ausgrid LED lighting (-5 per cent) - The City pays for the electricity used by all street lighting in the local government area, however some of these lights are owned by Ausgrid. We will advocate for Ausgrid to upgrade all its street lighting to more efficient LED bulbs. This element is striped to indicate it is not within the City's control.
- Off-site renewables (-13 per cent) can be purchased by the City through the GreenPower scheme or directly from a renewable project such as Power Purchase Agreement (PPA) and integrates into the City's retail contract renewal in 2019

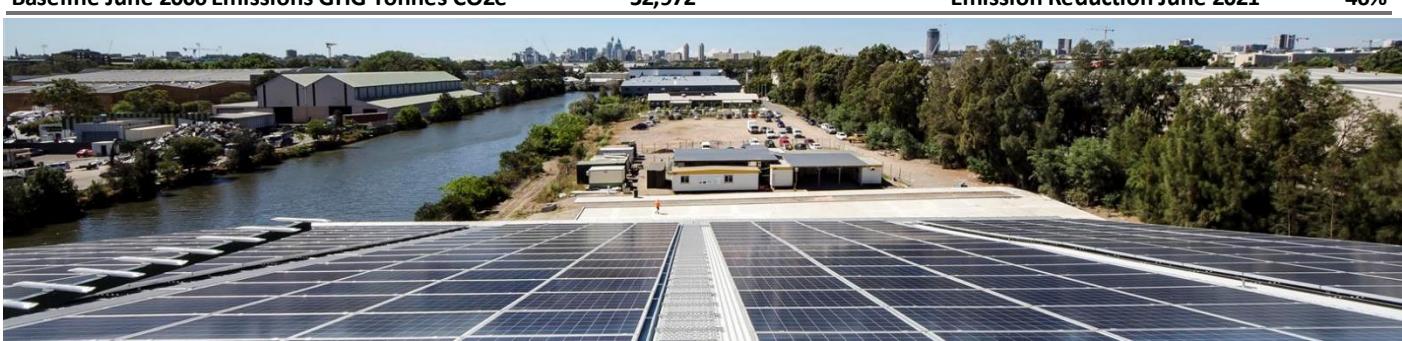


Gunyama Park Aquatic and Recreation Centre: artist's impression

Operational Emissions Target

Similar in format to a financial budget, the following table provides annual Asset Portfolio carbon emission estimates to reach the City's stated 2021 target. Estimates for water and waste will be provided next year.

	GHG Tonnes CO2e	2018/19	2019/20	2020/21	TOTAL
		2017/18			
Property Emissions Portfolio					
Carried forward Portfolio Balance	22,507	22,087	21,333	19,684	22,507
Add					
Net Portfolio Changes	157	520	646	3,261	4,584
Reduction Emissions Projects					
Co/Trigeneration Installations	(500)	(450)	(450)	(450)	(1,850)
Building Upgrades	0	(133)	(1,163)	(1,168)	(2,464)
Solar PV Installations	(77)	(691)	(682)	(558)	(2,008)
Total Property Emissions at End of Period	22,087	21,333	19,684	20,769	20,769
Street and Parks Lighting Emissions					
Carried forward Portfolio Balance	12,736	12,816	12,899	12,131	12,736
Add					
New Street Lights	80	83	82	0	245
Reduction of Emissions					
Ausgrid LED Street Lighting Program	0	0	(850)	(1,700)	(2,550)
Total Street and Parks Lighting Emissions at End of Period	12,816	12,899	12,131	10,431	10,431
Other Emissions					
Contractor Fuel	1,256	1,256	1,256	1,256	1,256
Organisational Fleet	2,417	2,417	2,417	2,417	2,417
Corporate Emissions (Events, Business Travel, Paper)	944	944	944	944	944
Total Other Emissions	4,617	4,617	4,617	4,617	4,617
Reduction of Emissions					
Offsite Renewables	0	0	0	(7,000)	(7,000)
Total OffSite Emissions	0	0	0	(7,000)	(7,000)
Total Emissions at End of Period	39,520	38,849	36,432	28,817	28,817
Baseline June 2006 Emissions GHG Tonnes CO2e	52,972				
				Emission Reduction June 2021	46%



Alexandra Canal Depot: PV Solar Installation



Environmental Management System (EMS)

Implementation of environmental management processes in line with ISO14001 standard to ensure all City staff are aware of their responsibilities in regards to environmental management.

Projects undertaken in the period include monitoring environmental controls for construction works and applying the Sustainable Design Technical Guidelines to capital works projects, review of environmental data management and development of the environmental budgets for emissions.



Environmental performance data for the local government area is collected and reported through the Environmental Sustainability Platform. Data is available on the Open Data Portal at <http://data.cityofsydney.nsw.gov.au/>

Project Update

Trigeneration

The trigeneration system at Town Hall House has been installed and supplies low carbon electricity as well as heating and/or cooling to both Town Hall House and Sydney Town Hall.

The City regularly monitors the system and investigates for further fine-tuning and improvements.

It is expected that the system will cut carbon emissions by more than 40,000 tonnes over its 30-year lifetime, producing less than half the emissions that of the coal-fired plants that supply the majority of Sydney's electricity.

Project Update

Cogeneration at Ian Thorpe Aquatic Centre:

Construction commenced in December 2017 and is approximately 50 per cent complete. The cogeneration unit is in place along with the associated radiators.

Cogeneration at Cook + Phillip Park Aquatic Centre:

A preferred option was adopted by stakeholders to replace all aged heat pumps and the chiller and install a cogeneration unit. DA documentation was compiled and an application will be made in early 2018.

Project Update

Solar PV and Energy Storage

The City is installing solar PV (photovoltaic) panels at multiple Council sites including office buildings, civic halls, libraries, works depots, community centres, sporting fields and other venues.

Four major installations will be added during the 2018 calendar year. These installations will double the total installed capacity on City sites from about 800 kW to over 1600 kW.

The City is also host to a first major energy storage facility in Sydney.

In collaboration with TransGrid, a 500 kWh Lithium Ion battery system has been constructed at the new Alexandra Canal depot. The battery facility will allow the depot to use more renewable energy onsite from the solar PV (that would otherwise be exported to the grid).





Project Update



Ausgrid Partnership

Ausgrid recently asked the City to provide financial support for their permanent demand reduction program. We will put \$750,000 towards an innovative Ausgrid program to reduce demand for electricity and increase renewable generation in our local government area.

This program and our investment aligns directly with our goal to reduce emissions by 70 per cent and source half of the electricity supply in our area from renewables.

As such, the program is expected to reduce emissions on a permanent basis by up to 10,000 tonnes per year – which is the combined electricity use of around 200 households. Each project proposed for funding will be approved by the City, and, by encouraging building owners across the city to invest in renewables and energy efficiency measures, we expect to see an increase in the number of solar power installations on both residential and commercial properties.

Project Update

Building upgrades

The City has committed to delivering a Major Properties Efficiency Project (MPEP) that includes energy and water improvement projects at thirteen of its sites, which account for almost 80 per cent of the City's total energy and water consumption. Following extensive audits at these sites energy and water saving opportunities have been identified, including improved equipment efficiency, technological changes, demand management and operational improvements. An Implementation Program has commenced and will assist in achieving the City's emission and water reduction targets.

Project Update

Fleet

The new Alexandra Canal Depot in Alexandria is a state-of-the-art, purpose-built depot which is home to the new Fleet Worksop. Fleet Services moved to the site in March 2018. The site

achieved a five-star Green Star Design rating, and utilises low-energy lighting along with solar and battery technologies.

Fleet emissions continue to contribute approximately 7% of the City's total emissions. Having taken advantage of all currently available tools and technologies to reduce emissions, Fleet Management are now focussing on low-risk and eco-driving strategies. Low-risk driving practices almost always contribute to lower fuel or battery use and fewer emissions.

Accordingly, the City has rolled out its 'Low-risk and Eco-driving Handbook' and is providing ongoing training to staff with the aim of further reducing emissions. Low risk driving and eco driving complement each other, and contributions to one usually benefit the other.

Outcomes: Maintain fleet emissions at 2014 levels throughout 2017/18.

Status: On-going. 2017/18 fleet emissions remain below the target level.

For more information on fleet see Section 8 Active and connected city.

Project Update

SMART - Sustainability Management and Reporting Tool

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

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

Advocacy

LED streetlights

The City has upgraded the lamps in all the streetlights it owns to energy-efficient LEDs. Ausgrid own the remainder of the streetlights in our LGA - however the City pays the electricity bills and takes responsibility for the carbon generated.

We are advocating for Ausgrid to upgrade all its streetlights in the local government area to energy efficient LED lights to save energy. Ausgrid are slowly replacing failed lamps on local roads with LEDs lights. Trials have commenced for LED's on main roads.

With the assistance of Southern Sydney Regional Organisation of Councils, the City has requested Ausgrid to accelerate the rollout of LED lights, and a proposal and business plan to commence this program is anticipated from Ausgrid.

The City, through Ausgrid, is continuing to install pedestrian LEDs on all suburban poles to increase lighting and safety on footpaths.



The local government area

Local government area targets

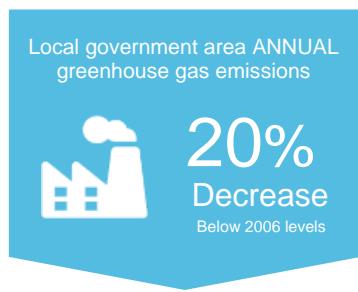
 Greenhouse gas emissions	<ul style="list-style-type: none"> – 70 per cent reduction in greenhouse gas emissions by 2030 based on 2006 levels – Net zero emissions by 2050
 Renewable energy	<ul style="list-style-type: none"> – 50 per cent of electricity demand met by renewable sources by 2030³

How the local government area is tracking

Annual greenhouse gas emissions

Chart 3 tracks actual emissions from the local government area. Note that as at 2016-17 emissions have reduced by 20 per cent since the 2006 baseline.

The City recently updated the way we report emissions in order to become compliant with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC)⁴ – the new international benchmark for reporting city emissions.



The table below shows energy consumption data for the LGA. Please note, LGA data is shown to June 2016, which is the most up to date data available.

LGA	Electricity (MWh)	Natural gas (GJ)	Total energy (GJ)
Baseline	4,159,436	3,038,529	18,012,502
Most recent (to June 2017)	3,508,737	3,360,057	15,991,510
Difference	-650,699	+321,528	-2,020,989
Difference (per cent)	-16%	+11%	-11%

For more information see [Appendix 1: Data Management Plan](#).

Energy consumption data

Chart 3: Local government area greenhouse gas emissions



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

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



How we will get there

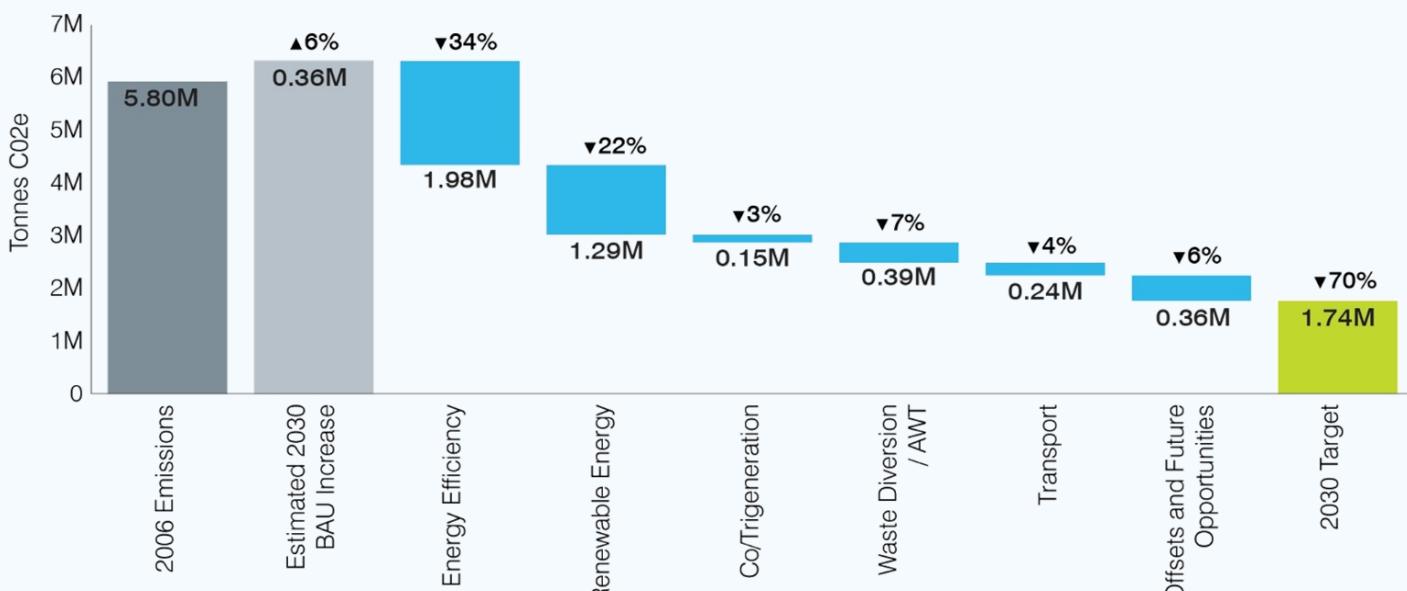
Chart 4 shows the estimated contributions of the initiatives we expect could lead to reduction of the city's emissions by 70 per cent by 2030.

Since 2007 total greenhouse gas emissions across the local government area have continued to fall and this is despite significant growth in the economy (32 per cent), the number of new residents (25 per cent) and businesses, new developments and other economic indicators.

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

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

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



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

High Voltage Electricity Data

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



Project Update

Green Square Town Centre

The Green Square Town Centre (the town centre) is a 14 hectare precinct that will be a major retail, cultural and commercial centre only 3.5km from Sydney's CBD. The town centre will transform South Sydney's oldest industrial area into a new and vibrant neighbourhood, including over 7,000 new residents. It is imperative that urban renewal projects can demonstrate leadership in sustainability.

Green Star Communities Rating

The project of obtaining a Green Star Communities rating for the whole of Green Square Town Centre has commenced. The City is working with private developers in the town centre and with the Green Building Council of Australia to obtain a rating by December 2018.

There is strong alignment between the Sustainable Sydney 2030 strategy (SS2030) and the five Green Star Communities categories Governance, Liveability, Economic Prosperity, Environment, and Innovation. Pursuing a Green Star Communities rating provides an opportunity to refine actions to lead to better sustainability outcomes for Green Square and the City of Sydney as a whole

Green Star Building Rating for Library and Plaza

A major project in the Green Square Town Centre which will grow its green credentials is the competition-winning Library and Plaza. Construction is well advanced for its eye catching and functional design. There is great anticipation for the opening of this new facility in mid-2018. It is perhaps less well known that the Library and Plaza is pursuing its own Green Star Building rating. The lead construction contractor John Holland is progressing submissions to the Green Building Council of Australia for assessment of a five star rating under their Green Star Public Building Design and As-Built certification tool.

The Green Square Town Centre is an innovative precinct, which can serve as a model for other urban renewal communities to follow.

Photovoltaics on residential buildings

The City waives the development application and notification fee for applications exclusively for sustainable installations such as solar energy systems, rainwater tanks and greywater treatment systems that are less than \$2 million.

Advocacy

Standards for urban renewal precincts

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

Advocacy

Increase the building code targets

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

Relevant links

- [Sustainable Sydney 2030](#)
- [Energy Efficiency Master Plan – improving energy productivity: 2015-2030](#)
- [Decentralised Energy Master Plan - Renewable Energy: 2012-2030](#)
- [Carbon Neutral Program](#)



5. Water sensitive city



In February 2018, the City hosted the Water Sensitive Sydney Summit. The summit was a powerful demonstration of the value of connecting across boundaries, and working together to advocate for solutions to the challenges we face across metropolitan Sydney.

High level representatives from state and local government, businesses, developers, research institutions and peak industry associations discussed the immense challenges of water management in the context of a growing population, aging infrastructure and a warming climate, while maintaining affordability and equity for Sydney's diverse communities. Urbanisation is also exacerbating heat in Sydney's hottest parts. Waterway health is declining. And the safety, comfort and prosperity of our communities are being compromised.

The summit coincided with a review by the NSW Government into the economic and regulatory barriers to recycled water schemes and led to much broader discussion about embedding water sensitive principles into our city's long-term planning, infrastructure and operations.

While there are strategies for a water sensitive Sydney, and some leadership and collaboration at a project level, there is no overarching policy framework for widespread water wise investment. The recent wholesale price determination has stifled private investment and the innovation and change this brings.

Sydney needs a clear urban water policy framework that ensures our communities are safe, comfortable and prosperous, regardless of their address.

The summit recommendations include a policy framework to:

1. Ensure collaboration and community engagement throughout the entire planning and development process.
2. Include water at the outset of place based planning and recognize water's role in liveability and resilience.
3. Enable investment by the private and public sector for equitable and affordable water sensitive outcomes through regulatory reform.





Water is crucial to the social, economic and environmental wellbeing and survival of our city. Our city's forecast population growth to 2030 will increase the use of our green public spaces, placing pressure on these spaces to remain green and our waterways to stay clean.

Our operational targets



Water consumption

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

The City is transforming to be a water sensitive city that is resilient, cool, green and productive. Our water management approach to meet these targets involves:

- Using less water through changes in behaviour and using water efficient fixtures and fittings
- Capturing alternative water sources to recycle and use for non-potable purposes
- Reducing stormwater pollution, minimising local flood risk, enhancing greening and urban cooling through retrofitting the stormwater management network with raingardens, wetlands, swales and gross pollutant traps

Our approach will drought-proof our city to ensure we can use water when it is hot and dry. Our waterway health will be improved and non-potable water supplies will be safeguarded for use in the next century and beyond.

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



City of Sydney Operations

How we are tracking

Annual water consumption

As at June 2018, the City operations potable water use increased by 32 per cent from the 2006 baseline. This increase is due to the following:

- Transitioning to a new utilities management system (SMART) uncovered previously unaccounted for accounts and meters. This represents about half the total increase from the 2006 baseline.
- Water leaks and high consumption at multiple sites. These sites are under investigation to reduce/eliminate the high consumption.
- Changes to City's portfolio (buildings and parks) and high consumption tenant sites.

The upgrading of utilities data platform and better-quality data management has resulted in an increase of 37 megalitres per annum (MLpa) on average from 2013/14 to 2016/17.



While the water utility data in SMART is still being verified and updated, Chart 4 shows the first available estimated water utility data for the previous 5 year period. Chart 4 shows the increase in reported consumption resulting from the transition to the new utility data management system (SMART) as described above. In addition, Chart 4 shows an increase in potable water consumption from the 2016/17 to 2017/18 period from 489 to 568 megalitres per annum. This represents an increase of 32% for 2017/18 relative to the baseline.

The primary reasons for the increase in potable water consumption for the 2017/18 period include:

- construction works and events have required returfing of 1.7 hectares of Hyde Park
- a cross-connection at Sydney Park has led to West Connex construction works using the City's potable water supply
- hot, dry weather led to increased irrigation volumes to keep our parks and open spaces green
- repairs to Prince Alfred Park Pool required emptying and refilling the pool
- a major leak at a public toilet (13A Refinery Drive) was identified and has since been rectified

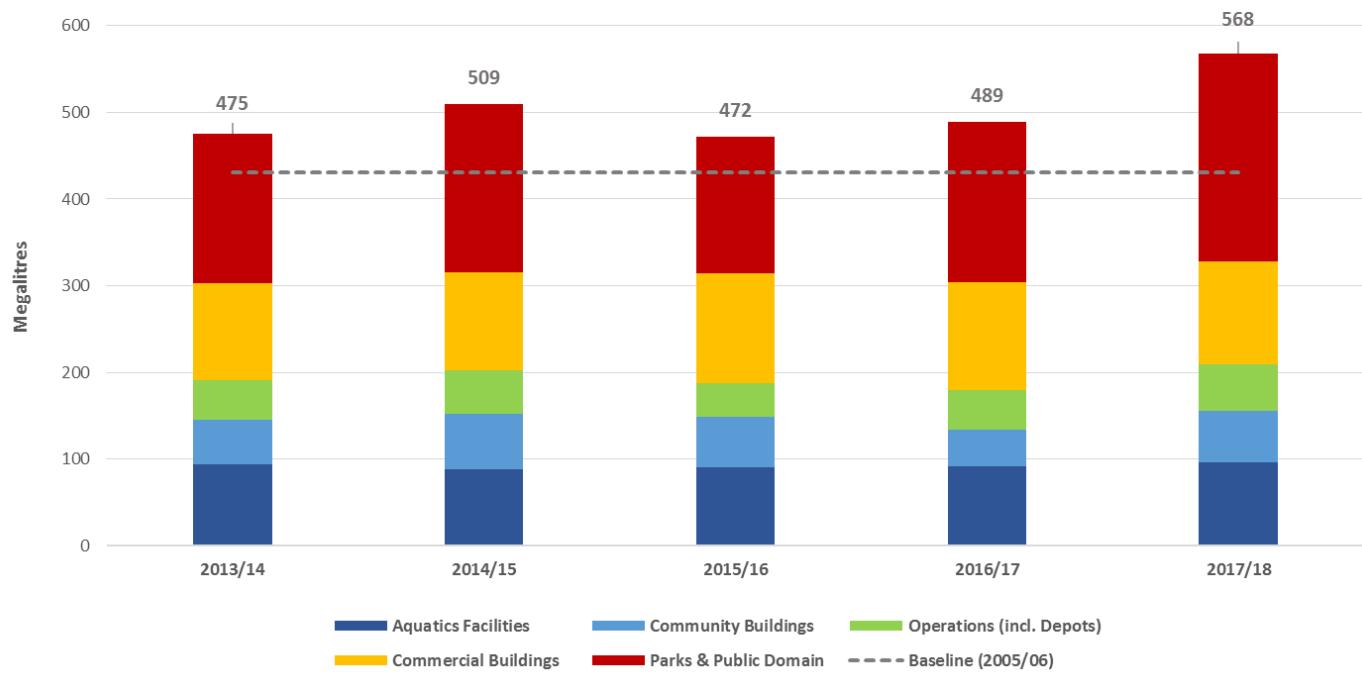
We have established a working group to continue to improve our data management and reporting processes. The priorities for this working group include:

- timely review of water consumption data to identify and rectify anomalies such as leaks
- continual review of water data categorisation to ensure we only pay and report on the City's operational footprint
- development of a comprehensive metering and monitoring program to provide more granular and regular data at sites.

In addition to this program of works, updates to the Parks Water Saving Action Plan will further identify efficiency measures, development of alternative water sources, improved management practices, new technologies and improvements to monitoring and reporting.



Chart 1: City of Sydney operations potable water use



- All data sourced directly from Sydney Water and contained within and reported from the new data management system SMART.
- Parks and Public Domain - Includes parks, reserves, playgrounds, street closures, garden beds and nature strips. Also included are water features that are in the public domain.
- Commercial buildings- Includes income producing buildings, such as Customs House, parking stations and retail shops. It also includes properties acquired for strategic purposes that do not fall into the above categories.
- Operations - Includes depots and workshops.
- Community buildings- Includes childcare centres, libraries, community centres and town halls.
- Aquatic Facilities – Includes Victoria Park Pool, Andrew (Boy) Charlton Pool, Cook and Phillip Park Aquatic Centre, Ian Thorpe Aquatic Centre and Prince Alfred Park Pool.
- Exceptions - Only sites where the City has 'operational control' are included. Properties where a whole building is leased and the tenant has full building operations and maintenance obligations, such as the Queen Victoria Building and the Capitol Theatre, are excluded.
- Note - A number of City buildings are used for multiple purposes – for example Customs House is used for office and retail, along with library and exhibition uses. In allocating each property to one of the above categories, the dominant water user was the determining factor. Over time the categorisation of a property may change depending on the use.

Water consumption data

Organisation	Baseline (ML)	Current (end 17/18) (ML)	Difference (ML)	Difference (per cent)
City of Sydney operations	431	568	137	32

Calculation

Difference = (Current - Baseline)

Per cent Difference = (Difference / Baseline) x 100

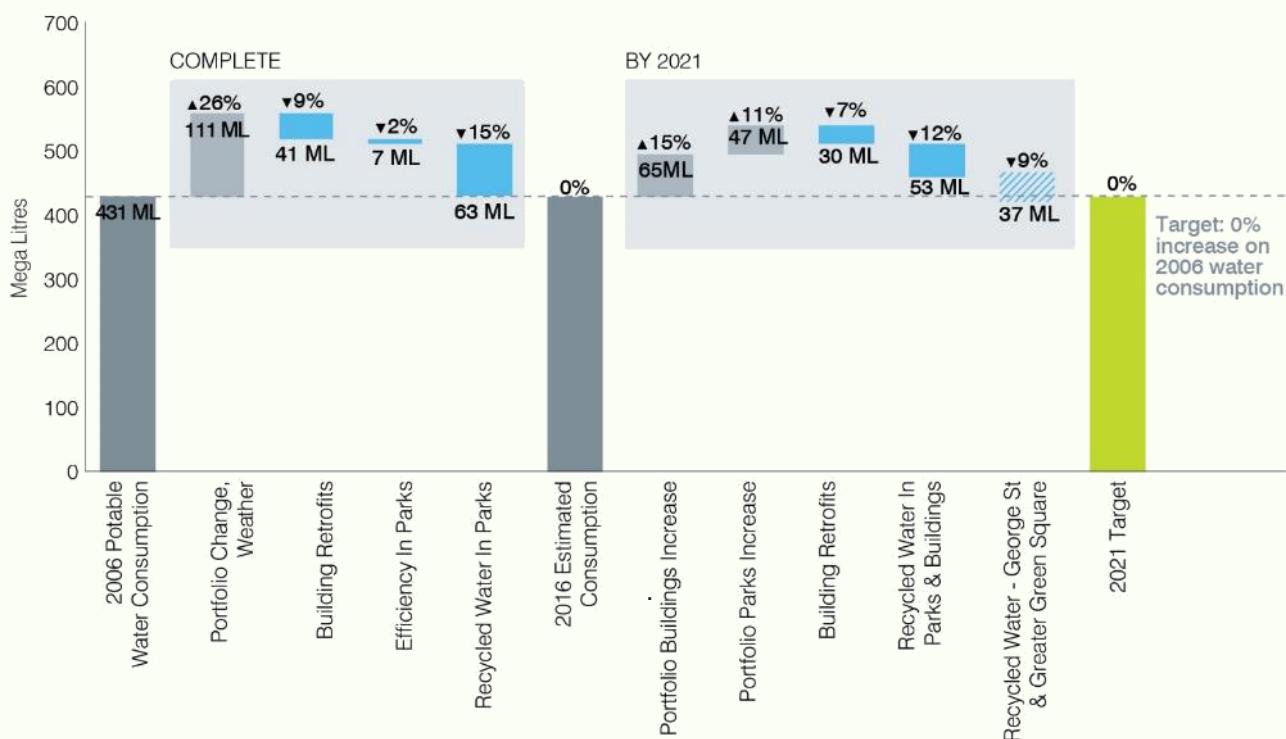
For more information see [Appendix 1: Data Management Plan](#)



How we will get there

Chart 6 shows the estimated contributions of the initiatives we plan to implement across our operational portfolio to meet our target to maintain our potable water use at 2006 levels. The 'Complete' section illustrates savings from initiatives to date. This chart is based on estimated data for July to December 2016 which indicated we were on track to meet our interim target of zero increase from the 2005/06 baseline by the end of 2016. This chart will be updated in future reports once our updated water utility data is verified in the new data management system (SMART).

Chart 2 City of Sydney operations potable water use target. Estimated contribution of initiatives.



The City's existing initiatives to keep our city cool and green and our waterways clean include:

- Installing smart meters to detect and fix leaks in our parks and properties.
- Connecting our parks and buildings to alternative water supplies, such as harvested stormwater and rainwater.
- Upgrading park irrigation systems to be more efficient
- Retrofitting our high water-using properties with water efficient fixtures and fittings.
- Incorporating raingardens and swales during streetscapes and open space upgrade projects to reduce stormwater pollution discharged to our waterways.
- Sharing data on climate change, pits, pipes, GPTs and raingardens (asset infrastructure) through government initiatives such as ADAPT for all local government areas to benefit on other council's experience.
- ADAPT is a new initiative that the City participates in, with other councils and government agencies.

Key points related to achievement of the 2021 target are:

- Looking toward 2021, the City will be required to increase service delivery as the population of our local area grows. This will see an increase in water demand from our portfolio of buildings (+15 per cent) and from new parks (+11 per cent).
- Building retrofits (-7 per cent) reflects estimated savings from retrofits of the City's most resource-intensive properties.
- Recycled water in parks and buildings (-12 per cent) estimates the savings that could be achieved from identified future City stormwater harvesting schemes including Green Square Town Centre.
- Recycled water schemes along George Street and in Greater Green Square (-9 per cent) could achieve significant reduction in potable water demand for the City, but are highly dependent upon the support of the state government and the private sector.



Project Update

Water Consumption in Parks

Since 2006, the area of parks and open spaces requiring irrigation in the Local Government Area (LGA) has increased by 54 per cent.

These include Harold Park, Wentworth Park, Redfern Park, Redfern Oval, Pirrama Park, Harmony Park, Prince Alfred Park, Paddington Reservoir Gardens, Peace Park, Lillian Fowler Reserve, Mary O'Brien Reserve and Coulson Street Reserve. The total irrigated area as of June 2018 is 816,538 m² against the baseline of 531,953 m².

The City's target for water usage in city parks is 180L per square metre of irrigated space by the end of 2021. In the 2017-2018 financial year, City parks and open spaces used an estimated 294 L per square metre of irrigated space. Water use was higher this year due to low annual rainfall and the establishment of significant areas of new turf and plants, particularly in Hyde Park North. In addition, reported water consumption has increased as a result of transitioning to our new data management platform (SMART) as described on page 21.

The 2012 Parks Water Saving Action Plan is currently being updated. In 2012 the Plan outlined a range of actions to contribute to achieving the City's sustainable water targets. These included efficiency measures, development of alternative water sources, improved management practices, new technologies and improvements to monitoring and reporting.

The updated Plan will review and document the achievements to date and set an action plan for the next three years to 2021.

Two key initiatives, which will form part of the Water Savings Action Plan, are already underway as part of the City's Environmental Action 2016-2021. These are connection of parks to alternative water sources to reduce reliance on drinking water and improvements to water efficiency through implementation of efficient systems and management practices.

Improvements to data capture and record keeping are continuing, with our focus on data reliability. Roll-out of a new centralised monitoring and control system for parks water use is almost complete. This system is critical in ensuring efficient operations of the City's irrigation, water recycling systems, water features and sports field lighting. The benefits of the new system will be improved monitoring of asset performance and better controls over key park operations. This system is already operational across a number of sites and all remaining sites will be completed later this year.

Financial Year	Actual potable water use (kL)	Irrigated area (m ²)	Increase in irrigated area from baseline (%)	Irrigation intensity (L potable water/m ² irrigated area)
2006	132,946	531,953	-	250
2014	171,967	808,479	52.0	213
2015	194,217	808,479	52.0	240
2016	157,788	810,538	52.4	195
2017	184,830	810,538	52.4	228
2018	240,327	816,538	53.5	294

This table provides estimated water usage numbers as described for chart 1



Project Update

Sydney Park Water Reuse Scheme

The City of Sydney has completed the second stage of Sydney Park's water reuse scheme.

This project was partially funded by the Australian Government's Water for the Future initiative through the National Urban Water and Desalination Plan.

The Sydney Park Water Reuse Scheme Stage II follows the successful implementation of Stage I, completed in 2010. In 2012/13 Stage I harvested and treated an estimated 50 million litres of stormwater, providing a sustainable water source for the wetlands.

Stage II expands the capacity of the wetlands to supply water for irrigation within the park, as well creating the potential to supply recycled water for future offsite reuse in the local government area.

The project includes landscape improvement works to enhance the park's eco-systems, features and recreation opportunities.

New planting, lighting, seating and picnic areas have been installed and pathways improved. Wetlands have been connected via a picturesque series of water cascades and signage has been erected providing information about the water treatment and ecological function of the wetlands.

Water harvesting is the diversion and storage of stormwater that would otherwise drain away. Once captured, the water can be treated to remove stormwater pollutants and make it suitable for re-use. The \$11.3 million upgrade will allow up to around 850 million litres of stormwater to be captured and cleaned each year.

The works involve diverting stormwater via a new underground pipe into the Sydney Park wetlands from the stormwater channel that runs within the park near the corner of Euston Road and Sydney Park Road.

Water is treated using a gross pollutant trap which removes litter, coarse sediment and organic matter from stormwater via a physical screen, and a bio retention system which collects water in shallow depressions and filters it through plant roots and soil.

The project involves a water treatment facility. The facility is currently being relocated as the land it sits on is required for the WestConnex project. When relocated, water will be drawn from the wetland system for further treatment through filtration and ultra violet (UV) cleansing processes to make it suitable for reuse.

A sustainable water supply protects the wetlands from problems such as poor plant establishment, blue green algae blooms and rapid growth of unwanted, aquatic plants such as azolla, which blocks sunlight.





Project Update

CBD Recycled Water Scheme

As part of the construction of the Sydney Light Rail project, recycled water pipelines are being installed along George Street between Circular Quay and Central. Significant sections of recycled water pipeline have been installed and construction continues.

This provides an invaluable opportunity to develop a recycled water scheme to connect the city's highest water demand area with a recycled water source.

It is envisaged that wastewater could be collected in the city and treated to produce recycled water for non-potable uses such as irrigation and cooling tower use.

The recycled water pipelines would be used to deliver recycled water to buildings and parks in the CBD. A recycled water pipeline has also been installed in Wynyard Walk which could potentially link the Barangaroo precinct to the CBD. The recycled water scheme would require approval and a license under the Water Industry Competition Act.

Initially the City plans to connect its own highest water using assets including Town Hall House and Hyde Park.

Existing building owners could also connect their cooling towers and new buildings could connect for all non-potable uses.

By replacing potable water with recycled water, this project has the potential to provide a valuable contribution to the City's target of zero increase in potable water use by 2021 from 2006 baseline.

Project Update

Green Square Water Reuse - Stage 1

In September 2013, the City entered into a contract with Flow Systems for the design, construction, operation, maintenance and administration of the Green Square Water Reuse project for up to ten years.

Flow Systems is delivering the project using their wholly-owned subsidiary, Green Square Water. The project will deliver up to 320 million litres per year of recycled stormwater to the buildings and open spaces in the Green Square Town Centre, saving precious drinking water and reducing water bills for residents.

Flow Systems is a private water utility and will be licensed to operate the Green Square Water Reuse project under the Water Industry Competition Act. The Act is administered by IPART and ensures the ongoing protection of public health, consumers and the environment.

Completed works include: installation of underground storage tanks and recycled water treatment plant; stormwater harvesting infrastructure located along the future Zetland Avenue; and the first phase of the recycled water pipe network in Green Square town centre.

The recycled water treatment plant is located in the Green Infrastructure Centre, a restored heritage building on the former South Sydney Hospital site. Commissioning of the treatment plant is complete with verification of recycled water quality underway. Green Square Water has obtained sign-off by the Minister and will soon seek final approval from IPART to supply recycled water to the town centre.

Recycled water pipe network installation and connection to new developments in the town centre also continues in 2018 and beyond.



Project Update

Green Square Water Reuse - Stage 2

The best opportunity to develop water recycling projects in the City of Sydney area is within urban renewal areas because they provide the density and scale required for efficient investment in recycled water infrastructure.

Infrastructure provision can be planned and installed at the time of development, which is cheaper and more efficient than retrofitting.

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

The City is developing a utility led water reuse scheme in the Greater Green Square area outside of the town centre. Unlike Green Square Water Reuse Stage 1 which captures stormwater for reuse, Stage 2 will collect locally generated wastewater for treatment and reuse. The development of the Stage 2 scheme is progressing and a draft recycled water infrastructure masterplan has been developed. Current pricing and regulatory barriers in the water sector continue to challenge the development of recycled water schemes as discussed at the Water Sensitive Sydney Summit hosted by the City in February this year.

Project Update

Victoria Park Improvements

We have undertaken improvement works in Victoria Park, Camperdown to provide a better recreation space for everyone to enjoy. We are also improving the water quality of Lake Northam in the centre of the park.

Incorporation of Water Sensitive Urban Design (WSUD) has been incorporated into public open space, road and streetscape works and retrofitting the drainage network with stormwater pollutant traps are direct actions from the Decentralised Water Master Plan to reduce pollution discharged to waterways via stormwater. Victoria Park upgrade was an excellent opportunity to incorporate WSUD at a relatively low cost and at minimal disruption to the community as stormwater improvements were integrated with the planned park upgrade.

The Victoria Park upgrade works included installation of two new stormwater pollutant traps for Lake Northam, a new recirculation system, pump and weir to improve water quality and a new bio-retention zone and wetland designed with reed plants to clean and filter stormwater runoff in the lake.

The upgrade project was launched by the Lord Mayor on 30 June 2018.

Relevant links

- [Decentralised Water Master Plan: 2012-2030](#)
- [Towards 2030: Water Management](#)
- [City of Sydney's plans for decentralised water \(video\)](#)
- [Sydney Park wetlands](#)



Local government area targets

Water consumption

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

Stormwater quality

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

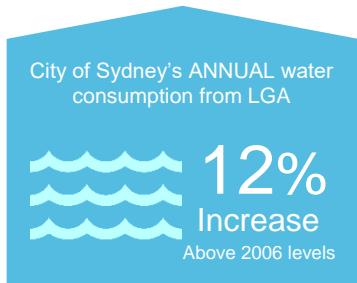
The local government area

How are we tracking

Chart 3⁵ shows annual potable water consumption across the city has grown 12% against our 2006 baseline, during which time the city's population has grown at least 40 per cent⁶.

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

However, our increasing population and the need to keep our city green and cool means we need to use more water, though it does not all need to be potable water.



The removal of state government-imposed water restrictions and increased growth in the local area have resulted in annual consumption rising above the baseline in recent years. This is despite great success in the City's Smart Green Business and the Better Buildings Partnership⁷ programs saving over 2,000 ML (mega litres) per annum in potable water.

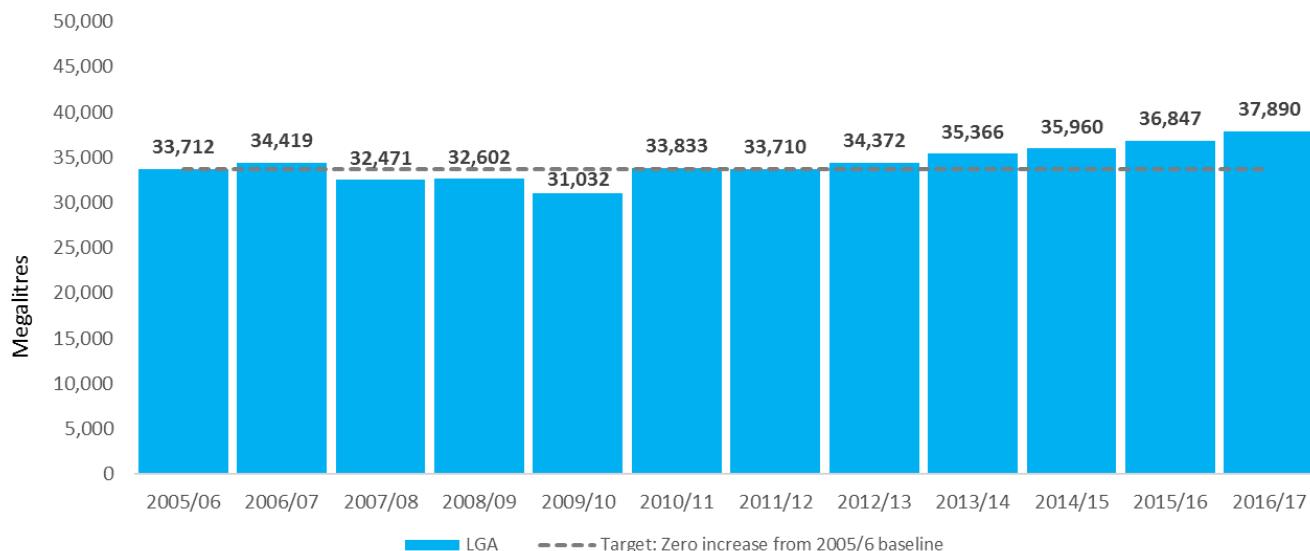
Water consumption data

This table shows water consumption data for the local government area. Data for the local government (LGA) is based on actual data received from Sydney Water in October 2017 for consumption to end 2016/17.

	Baseline (ML)	Current (end 16/17) (kL)	Difference (ML)	Difference (%)
LGA	33,712	37,890	4178	12

For more information, see [Appendix 1: Data Management Plan](#)

Chart 3 Local government are potable water use.



⁵ All data sourced directly from Sydney Water.

⁶ Based on 2016/17 LGA population data for residents/workers/visitors compared to 2005/2006 baseline.

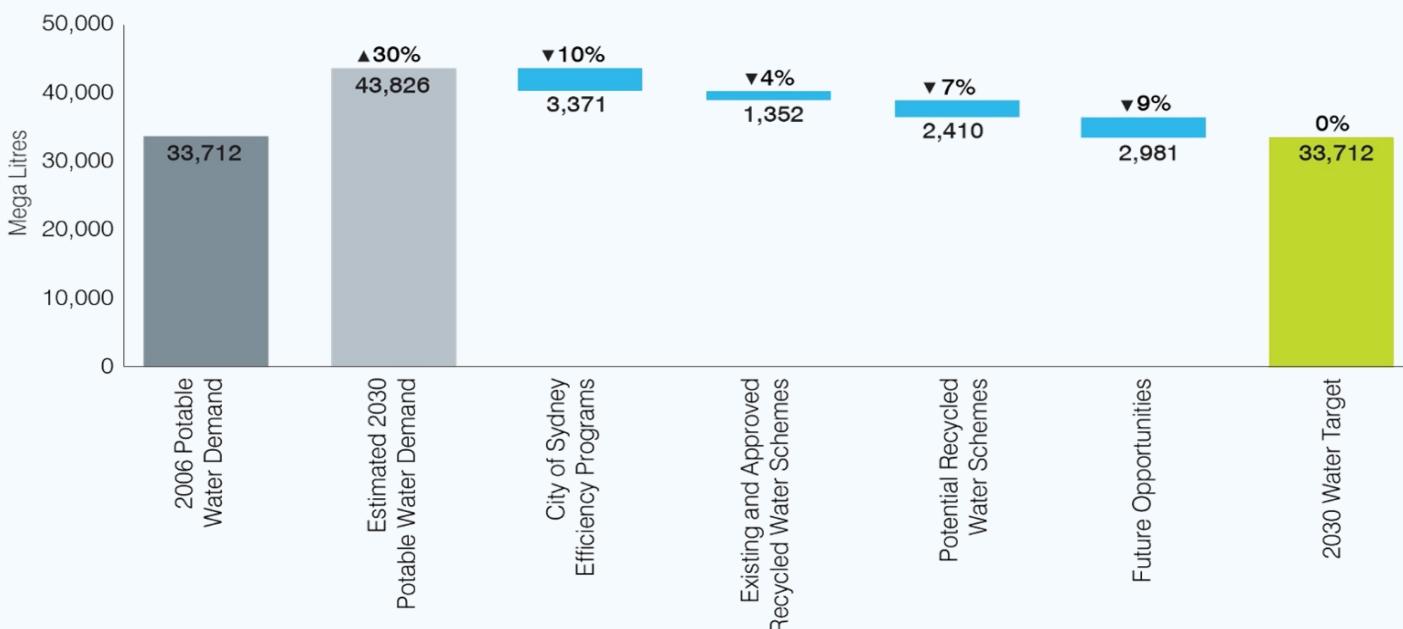
⁷ See Delivering to the community on page 49.



Estimated contribution of initiatives

Chart 4 shows the estimated contributions of the initiatives we believe could minimise the amount of potable water consumed in the local government area by 2030, despite the growth that the area will see in that time. The City of Sydney will take a range of actions to achieve its target of zero increase in potable water use by 2030 from the 2006 baseline, however city-wide water consumption is influenced by a number of factors outside the City's control.

Chart 4 Local government area potable water use target. Estimated contribution of initiatives.



Key points are highlighted below:

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

Stormwater quality and pollution reduction

The city has some of the oldest stormwater drainage infrastructure in Australia. Traditionally large pipes and channels remove excess stormwater from the city to minimise flood risk and damage. As population and development increases, there are less pervious areas for stormwater to infiltrate, so storm-water run-off enters our waterways with large amounts of litter, other pollutants and nutrients. By incorporating stormwater management systems such as raingardens, wetlands and swales into our streets and parks, stormwater is slowed and filtered. This reduces pollution entering our waterways. The City's key water sensitive urban design (WSUD) actions:

- Mandate WSUD in all new developments
- Retrofit the drainage network with gross pollutant traps to remove litter and large solids from stormwater
- Retrofit public open space with raingardens, swales and

wetlands to reduce stormwater flows and pollution

- Incorporate raingardens into road renewal and other streetscape projects.

MUSIC model

The City is developing a model to estimate progress towards reducing pollution entering our local waterways via stormwater run-off generated in our LGA. The model captures information about WSUD initiatives in both the public and private domain, including Sydney Park water reuse scheme, stormwater harvesting schemes, gross pollutant traps and raingardens. The model uses MUSIC (Model for Urban Stormwater Improvement Conceptualisation) software, which predicts the performance of stormwater quality management systems. It will help the City plan design (at a conceptual level) and report on appropriate urban stormwater management systems for our catchments.



6. Climate resilient city



The best available scientific evidence tells us that greenhouse gas emissions from human activity, particularly our use of energy from fossil fuels, are contributing to climate change and the change is occurring faster than initially predicted.

Climate Adaptation Strategy

The Council endorsed the Climate Adaptation Strategy in 2015 to help us prioritise and plan actions to prepare the city for the environmental, social, cultural and economic impacts of climate change. The strategy, titled "Adaption for Climate Change: A long term strategy for the City of Sydney" can be downloaded from our website. This strategy looks to 2070 to assess, and adapt to, the risks posed by climate change for the city. It focusses on near-term climate adaptation outcomes and actions.

Alongside the recent COP21 global agreement to limit global temperature rise to less than 2°C, the City has committed to the Paris Pledge for Action and the Paris City Hall Declaration to achieve climate stability. Both commitments demonstrate strong global political agreement for a climate resilient economy. We are also part of the C40 Cities Climate Leadership Group.

100 Resilient Cities

Sydney was selected in a global competitive process to join 100 Resilient Cities, pioneered by the Rockefeller

Foundation, commencing work in 2015. Resilient Sydney is a 100RC initiative in collaboration with the City of Sydney, the metropolitan councils of Sydney and the NSW Government. The program is designed to help cities survive, adapt and thrive in the face of increasing shocks and stresses on urban populations, economies and environments worldwide. In August 2016, the Preliminary Resilience Assessment (PRA) and City Context research paper for metropolitan Sydney were completed, with a message from the NSW Minister for Planning incorporated.

Resilient Sydney has continued to undertake broad engagement with communities, government, business, and academia and community services across metropolitan Sydney to identify solutions to the key challenges facing the city. Over 1,000 people have been involved from government, business and the communities of metropolitan Sydney.

The outcomes of engagement are informing development of the resilience strategy for metropolitan Sydney. Five directions with flagship and supporting actions are proposed. These focus on improving community and governance connections and decision making, adapting to our climate, household and business emergency preparedness and working together as one city. A group of experts also advised the process. A program of future actions will be overseen by the Steering Committee of representatives from councils, government, business and the community sectors of Sydney.

The Resilient Sydney strategy will be released in July 2018 following approval by 100 Resilient Cities and the Resilient Sydney Steering Committee.



What we are doing

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

Urban Canopy – Planted 12,847 new street trees since 2005 and installed 8,145 square metres of landscaping throughout the city's streets this reporting period (see Section 9, Urban Canopy).

Floodplain management – In NSW, local councils are responsible for managing flooding. The NSW Government Flood Prone Land Policy assists in determining if development on floodplains is appropriate and sustainable. The Floodplain Development Manual, developed by the NSW Government requires preparation of a Flood Study and a Floodplain Risk Management Study and development and implementation of a Floodplain Risk Management Plan. The City has completed flood studies and floodplain risk management studies for all catchments located within the LGA. Council approved the last of the studies on the 15 August 2016.

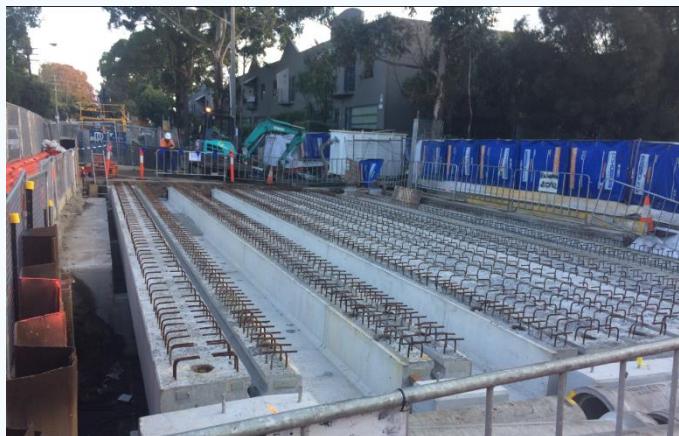
A flood implementation plan has been prepared to setting future floodplain management works for each catchment (see project update in the next page). Review of the Alexandria Canal and Johnstons Creek Flood Study and

Management Study respectively have been undertaken to include the effects of the Green Square Trunk Main and the effect of bridge raising on flood level in both catchments. Further develop options are being investigated in the Ashmore and Erskineville precincts.

Stormwater management – The City has made significant investments in stormwater management infrastructure to mitigate local flooding and improve stormwater water quality for receiving waterbodies (see project update in the next page).

C40 Cities Climate Leadership Group

Created and led by cities, the C40 Cities Climate Leadership Group (C40) represents more than 80 global cities, 500 million people and one-quarter of the global economy. C40 focusses on driving urban action to reduce emissions and climate risks, while increasing the health, wellbeing and economic opportunities of cities.



Project Update

Green Square Stormwater Drain

Green Square sits on a floodplain and was once a network of swamps, wetlands and creeks.

Green Square locals will tell you that hazardous flooding has been a constant challenge of living in the area with floodwaters reaching 2.3m in Joynton Avenue during storms in April 2015.

The City of Sydney in partnership with Sydney Water formed Alliance with CIMIC, Seymour White Constructions, WSP and RPS Mandis Roberts (the DG Alliance) to build a 2.4km stormwater drain from Link Road in Zetland to the Alexandra Canal that will carry floodwaters from South Sydney into Botany Bay.

We're helping to fund this estimated \$150 million project because without it, flood risks would prevent development going ahead.

The drain route from Link Road to Alexandra Canal was chosen to minimise impact on residents, businesses and the environment. Micro-tunnelling construction technique was chosen to further minimise adverse impact by using a tunnelling machine to install pipes underground without disturbing the surface.

Sheas Creek Channel was widened as part of this project in conjunction with widening Huntley Street Bridge. A shared cycleway has been built along the Sheas Creek Channel. The shared path along the Sheas Creek Channel will provide important recreational and commuting links between the Cooks River, Sydney Airport and recreational destinations such as Sydney Park, Perry Park and Centennial Park to the existing cycleway network into the city.

Construction began: *February 2015*

Expected completion: *Early 2019*

Project Update

Floodplain management

The City of Sydney local government area comprises eight drainage catchment areas: Alexandra Canal, Blackwattle Bay, Centennial Park, City area, Darling Harbour, Johnston's Creek, Rushcutters Bay and Woolloomooloo.

The City finalised all Flood Studies and Floodplain Risk Management Studies in August 2016 with the aid of NSW and Federal Government grants. The Green Square Stormwater Drain, Ashmore Trunk Drain and Joynton Avenue Trunk Drain are three significant projects that have all been instigated as a result of these studies. Sydney Water is working in partnership with the City on several of these projects as they do own a large proportion of the trunk drainage in the City.

Alongside a series of major flood mitigation projects, the City is presently completing a structural and serviceability assessment of the City's 190 kilometres length of pipes, 9204 pits and 2997 junction pits.

Investigation of raising the Johnston's Creek bridges to minimise localised flooding along the creek is nearing completion. These results will aid Sydney Water in the redesign of the lower reaches of the creeks stormwater channel.

The City is currently reviewing the Interim Floodplain Management Policy with the view to including future development related to the Light Rail and Metro developments.

Relevant links

- [Adapting for climate change – a long term strategy for the City of Sydney: 2015-2070](#)
- [Preliminary Resilience Assessment](#)
- [Resilient Sydney: City Context Report](#)
- [Green Square Stormwater Drain map](#)
- [Interim Floodplain Management Policy](#)



7. Zero waste city

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

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

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

- **Promote innovation to avoid waste** – advocate for and assist the city's businesses and community to facilitate innovation and reduce waste
- **Improve recycling outcomes** – optimise the use of existing City services, reduce contamination and explore new services
- **Sustainable design** – increased focus on planning for waste in new developments
- **Clean and clear streets** – maximise amenity improvements and efficiency of waste and recycling
- **Better data management** – improve monitoring, reporting and verification of data
- **Future treatment solutions** – secure long term solution for the treatment of non-recyclable waste using alternative waste treatment technology



City of Sydney Operations

What are we doing

Better design to manage waste – we have updated our Guidelines for Waste Management in New Developments to ensure all new buildings in the city are designed, constructed, operated and demolished with best practice waste management principles.

Single use items – we are consulting with our events teams and property managers to remove or reduce single use items across City venues by 2020.

Waste processing – we have changed our processing contracts to increase recycling of public place waste such as waste from litter bins and illegal dumping.

Innovation – the City, through our innovations grants, is collaborating with industry, business and academia to facilitate improvements in waste data, collection and treatment.





Our operational targets



Recycling and resource recovery

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

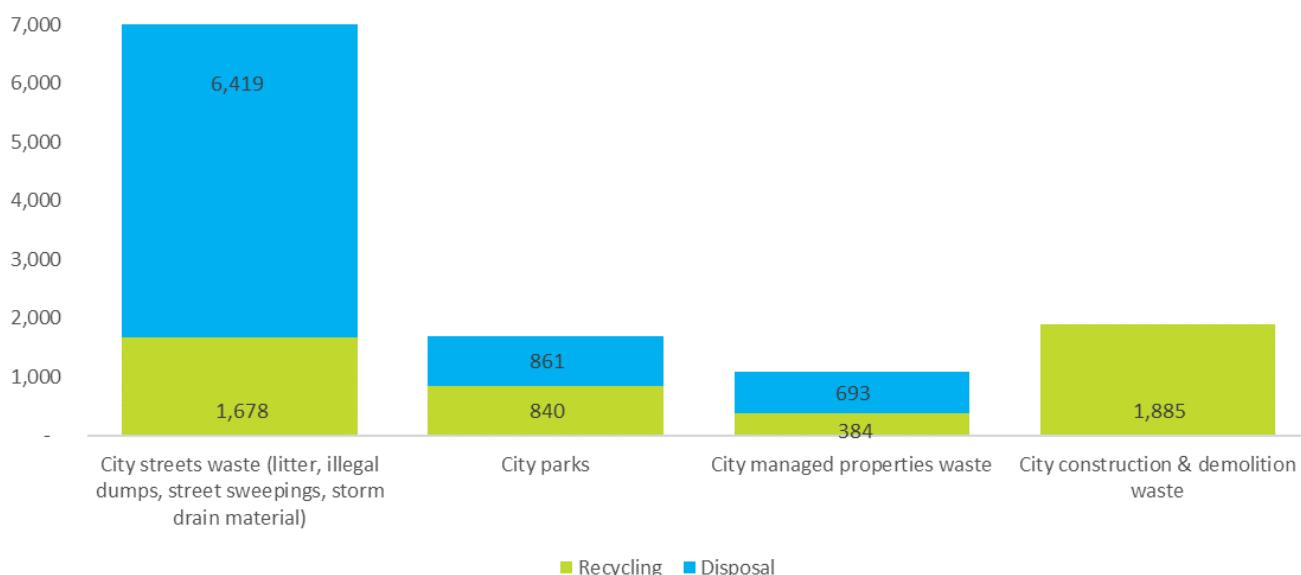
How we are tracking

Recycling of waste from City parks, streets and public places has increased since 2016/17 from 18% to 26% coupled with a reduction of 1,203 tonnes generated. The increased recycling has been the result of changes to waste processing contracts that divert organic waste from public litter and stormwater material from landfill.

City properties have also recorded a reduction in overall waste generation. New recycling solutions such as food waste collections and improvements to signage are planned for financial year 2018/19.

Construction and demolition waste produced by the City has reduced since 2016/17 and the diversion rates remains high at 100%. The City is working on improving data collection for major projects and we are actively seeking to increase the recycled content of our construction materials.

Chart 5. City of Sydney operations waste disposal and resource recovery in tonnes (totals Jul-17 to Jun-18)



- City managed properties waste includes City of Sydney owned and managed buildings where the City has responsibility for the collection and management of the waste generated (approximately 65 buildings and 5 aquatic centres).
- City streets, public place and stormwater waste is not separated for disposal. Separate tonnages are based on waste audit estimates.



Local government area targets



Recycling and Resource recovery

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



The local government area

How we are tracking

Waste minimisation - since 2015 the per capita annual waste generation rate of our residents has reduced by 21kgs, from 324kgs to 303kgs. This means that each of our residents is producing less waste (by weight) each year. The cause of this reduction is likely to be a combination of factors including; light weighting of products through the manufacturing process, home composting, the introduction of the container deposit scheme and more residents taking up waste avoidance initiatives.

Recycling – while our overall waste diversion from landfill remains high at 67%, our kerbside recycling rate for 2017/18 has dropped by 2% to 26% since 2016/17. Reasons for this reduction might include; the introduction of the container deposit scheme causing residents to seek the 10c deposit for previously recycled beverage containers, more complex packaging materials that are not currently recycled and possibly confusion about what can be recycled.

New services - in 2019 the City will be introducing new recycling services to expand the types of materials that can be separately collected. These services include e-waste, textiles and food waste collections. A new community recycling drop off facility in Alexandria will also

provide residents with the opportunity to take problem waste to a Council facility year round.

Advocacy

Reducing waste from single use items

The products we buy and use today have become more complex. They are often made from different composite materials. They also may include extra packaging to ensure the product arrives in the condition intended by the manufacturer.

Unfortunately, many of these packaging items are often discarded shortly after the consumer receives or purchases the product.

Changes to packaging are evolving at a pace that is not currently matched by the recycling and reprocessing industry's ability to accept these new materials. As a result, the number and type of discarded materials without a readily available recycling solution is increasing and adding to waste disposal. The best solution is to try and avoid this waste from being generated in the first place.



PROJECT UPDATE

Electronic waste

To keep electronic waste out of landfill, the City runs quarterly e-waste drop off events.

Two e-waste recycling events took place at the Sydney Park Depot, Barwon Park Road, St. Peters on 08 March and 2 June 2018. These events attracted over 1420 drop-offs and recycled 44 tonnes of household electronic waste. The waste is reprocessed in Sydney at a local recycling facility, achieving 98 per cent recovery of all material after it is broken down for recycling.

These events remain popular with the community with about half of all participants at both of these events having used the City's e-waste drop off service before.

Next year the City will introduce a new kerbside booked collection service for electronic waste. Residents will be able to book an e-waste collection online, thus increasing convenience for residents.

Community Recycling Centre

Work continues on the planned Community Recycling Centre at the City's new Alexandria Canal to that end the City successfully applied for a grant from the NSW Environmental Trust to deliver the project. The Community Recycling Centre will accept different types of household problem waste from the City's residents and increase opportunities to recycle and appropriately dispose of these wastes.

PROGRAM UPDATE

Waste and Resource Recovery Engagement Action Plan

To meet the Waste Strategy key priorities a Waste and Resource Recovery Engagement Action Plan has been developed. This action plan will include community awareness projects and a suite of behaviour change programs to engage the community. The delivery of the projects and programs will contribute to achieving the residential waste strategy objectives and key actions such as reduction in the amount of waste produced, increase recycling and resource recovery; clean and clear streets.

Regional partnerships

Through its partnership with South Sydney Regional Organisation of Council, 195 residents participated in workshops and committed to recycling right and reducing food waste. Over 90% of participants in these workshops were from culturally and linguistically diverse communities and also in the hard to reach category.

Relevant links

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



8. Active and connected city

The City is committed to promoting the most sustainable modes of transport for residents, workers and visitors.

City of Sydney Operations

Fleet emissions

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

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

The combined fleet emissions for Q3 and Q4 2017/18 were 89 tCO₂-e more than for the same period last year due to the unavailability of B50 biodiesel, but the annual total remains below the target level.

Emissions for 2017/18 remain on track, with 460,390 thousand litres of fuel consumed by the City's fleet during Q3 and Q4 2017/18 which is a decrease of over 37 thousand litres from the same period in 2016/17. 74% of fuel consumed was blended sustainable bio-diesel. Blended bio-diesel continues to be the prime fuel type used by the City's diesel and diesel hybrid motor vehicle fleet. Petrol hybrids use Shell Unleaded E10 exclusively.

Research is being undertaken into how our current Ausfleet systems can be better utilised to collect and communicate more accurate fuel use information. An improved system of monitoring vehicle use will better support fact-based decision making on sustainable asset management and renewal. In addition, monitoring of engine and driver performance will enable opportunities for further emission savings, particularly through driver performance.

The City's Low-risk and Eco-driving handbook continues to be rolled out to the City's drivers. To date, the majority of drivers have received and read the handbook as part of the fleet authorisation process.

The handbook remains a key tool in implementing the eco-driving strategy supported by ongoing awareness training and in-cabin driver training. By promoting and improving safer driving behaviour and skills, the City expects to achieve lower vehicle emissions in the future. Eco-driver mentoring aligned to safe, low-risk driving will be stepped up through 2018 with a goal of reaching all drivers within the fiscal year.

The City's Fleet Policy and Fleet Procedure are currently under review. Once finalised, the Crash Management Strategy and Eco-driving Strategy will also be revised, aligning with the Low-risk and Eco-driving handbook.



Fleet emissions

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



Active transport

City staff continue to embrace greener transport options and are increasingly choosing to walk, cycle or use public transport to commute to work and travel within their working day.

City staff plan their travel using a simple transport hierarchy:

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

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

The bike fleet is housed in our end-of-trip facility provided for people who walk or ride to work, or who are exercising during work hours. The Pitstop includes 150 bike parking spaces, 150 lockers, en-suite and accessible bathrooms, showers, change rooms and a water station. Since opening on 13 October 2014 an average of 94 people have accessed the Pitstop daily. There are a total of 26 fleet bikes located at a variety of Council facilities including King George Recreational Centre, Epsom Rd & Bay St Depots.

In June 2018, the City of Sydney's Give yourself a lift behaviour change campaign won a Greater Sydney Commission Planning Award. The innovative campaign promoted the benefits of cycling to ease public transport congestion in Green Square and won the community collaboration category.

Partly funded by the NSW government, the campaign encouraged local residents to switch from bus to bike by highlighting how easy and quick it is to ride a bike for transport. More than 500 passengers at busy bus stops in the Green Square area were approached during March, the program also featured bus stop posters, cycling maps and social media. More than 330 people took part in guided rides, cycling courses and "try a bike" sessions. Up to 14 per cent of residents in the area already use their bikes to get to work – the highest rate in Sydney.

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

Bike Fleet	Q1	Q2	Q3	Q4	Year to date	Program To date
	17/18	17/18	17/18	17/18		
Staff trained (#)	21	16	21	10	37	665
Distance (km)	2,678	3,886	4135	4810	11,374	39,147



The local government area

Local government area targets

 Walking	<ul style="list-style-type: none"> – 33 per cent of trips to work during the AM peak undertaken by walking by 2030, by city residents
 Cycling	<ul style="list-style-type: none"> – 10 per cent of total trips made in the city are undertaken by bicycle by 2030
 Public transport	<ul style="list-style-type: none"> – 80 per cent of trips to work during the AM peak are undertaken by public transport by 2030, by city residents and those travelling to Central Sydney⁸ from elsewhere
 Car sharing	<ul style="list-style-type: none"> – 30 per cent of city residents who drive with an unrestricted driver's license are members of a car sharing scheme by 2030 – Increase the number of car share bookings – Increase the number of on-street car share parking spaces



Walking

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

The City is developing new automated pedestrian counters to provide 24/7 data about where, when and how people are walking. The new smart counters will replace manual counts conducted twice per year across 100 sites. The Smart Mobility project received \$340k matched cash funding from the Federal Government Smart Cities program, run by the Department of Industry, Innovation and Science.

The City continues to work to ensure that our built environment is designed to encourage residents and commuters to undertake short trips on foot. Improvements are taking place in many forms, from new pedestrian islands, better footpath paving and wider footpaths, to new shared zones and walking links. Major projects during 2017 included upgrades of Missenden Road, Camperdown, Foveaux Street, Surry Hills and Argyle

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

The City is rolling out an \$8 million Legible Sydney Wayfinding System, designed to help people get around Sydney with pedestrian-friendly maps, information pylons, new signs and digital technology.

The overall rollout of signage comprises over 600 signs throughout the whole LGA and includes a network of 2100 braille and tactile street signs that have been installed at all signalised pedestrian crossings throughout the City.

Since 2016 signage installation has been completed in Haymarket, Pyrmont, Surry Hills, Redfern, Kings Cross, Darlinghurst and Woolloomooloo as well as some signage at Green Square. Newtown and Glebe are due for completion in November this year.

More than 30 new recruits signed up for the City's walking tourism ambassador program early this year.

⁸ Central Sydney is the Census area defined by the Australian Bureau of Statistics that informs 2011 Journey to Work data



Cycling

The new Draft Cycling Strategy and Action plan will guide projects and programs to help more people to ride bikes in Sydney. It prioritises connecting the bike network, supporting business and people to ride and leading by example. Consultation will run until August and feedback included in the final strategy to go back to council later this year.

Independent Taverner Research found 72 per cent of Sydneysiders support separated cycleways, most want the bike network built faster and agree bikes cut congestion on roads and public transport. More than 1 million people live within a 30 minute bike ride to the city centre. The research found two-thirds of people support a bike network even if it means longer car journeys in the city centre.

Dockless bikes have been in Sydney for almost a year, providing a sustainable transport option for thousands of people. Private operators are responsible for dockless bikes.

The City and five inner Sydney councils co-developed guidelines for operators and a review found dockless bikes were popular for short trips, with an average 6,600 trips per day in January and February. It also found vandalism and inappropriate use were ongoing issues.

Projects Update

- The City is ready to tender for construction of key cycling routes: Wilson and Burren, Green Square to Randwick and Bondi to CBD.
- Parking changes have been introduced in and around Wilson Street, Redfern to support improvements for people walking and riding bikes in the area.

The City continues to speak regularly with operators to stress safety, redistribution of bikes and accessibility on footpaths. The NSW Government is working on a new enforceable code of practice for bike share services.

Events & Campaigns Update

- Seven guided bike rides ran in April and May including foodie rides and rides supporting Youth Week, BioBlitz, the HeadOn Photo Festival and the Sydney Writers Festival.
- Mayor of Vancouver Gregor Robertson was taken on a cycling tour of Sydney and spoke at a lunchtime event to around 40 people in Customs House.
- The City organised and hosted a Cross Council forum of transport officers in June, attended by 35 people.
- The Sydney Rides Business Challenge has been adopted by the NSW Government's Get Healthy at Work program. The challenge will become BIKE TOBER and be run statewide in October during the Sydney Rides Festival.
- Guided market, foodie and family park rides were rolled out in November.
- We also continued our basic and intermediate bike maintenance courses and our popular balance bike clinics for kids, which take place at Sydney Park Cycling Centre.

	Q3 17/18	Q4 17/18	Year to date
Share the Path sessions	35	32	61
STP Tune Ups (#)	231	421	517
STP maps issued (#)	1404	1655	2559
STP bells issued (#)	265	337	572
Cycling courses (# participants)	95	34	129
Maintenance courses (# participants)	93	60	153
Balance Bike Clinic	1378	846	2224



Public transport

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

The City is collaborating with Transport for NSW on a Green Square and Waterloo Transport Action Plan. This will focus on implementation of actions in the 0-5 year timeframe that will address current transport and access issues e.g. improving bus priority on routes to the City Centre.

The proposed Metro West remains a centrepiece of the NSW Government's plans. It will support the growth of both Sydney and Parramatta, renewal elsewhere in the City, and increase capacity on rail lines serving the City Centre. The City is actively engaged in planning route and station location options, including arguing the case for stations at Pyrmont and Zetland in Stage 1 (ideally by 2028).



The City made representations to the Australian Government to ensure the national importance of improved connections between the City Centre, Green Square and Southern Sydney was reflected in the national infrastructure priority list.

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

Consistent with the Sydney City Centre Access Strategy, the City works with the CBD Coordination Office to address the roadspace and kerbspace issues arising from the construction of light rail and the transformation of George Street.

The City has continued to work closely with Transport for NSW on the CBD and South East Light Rail. The Light Rail will travel from Circular Quay along George Street to Central Station and on to Moore Park, then to Kingsford via Anzac Parade and Randwick via Alison Road and High Street. The NSW Government expects light rail to be operating in 2019. Sections of the George St pedestrianised area were open to the community for Christmas 2017.



Liveable Green Network

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

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

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

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

Car sharing

Car sharing provides residents and businesses with access to vehicles without the need to own a car. The services deliver environmental benefits and provide greater mobility options for the community.

Three 'back to base car share providers are authorised by the City and four 'peer to peer' car share providers operate within the LGA. As of the end of May 2018 over 30,259 city residents and businesses were members of a City authorised car share organisation. Around 28% of city residents who drive (with an unrestricted drivers licence) are members.

The City installed its first car sharing parking space in 2008. Since then over 740 dedicated on-street car share parking spaces have been added to the network to meet the growing demand from residents and businesses. In addition, our local planning controls will increase the number of car sharing spaces provided in new commercial and residential developments such as Harold Park, Frasers Broadway and the Green Square Town Centre.

The City's Car Sharing Policy, adopted by Council in November 2016, provides the framework to support car sharing.

Relevant links

For a comprehensive list of actions the City will take to become more connected please see the following existing strategy documents:

- [Connecting our city: 2012](#)
- [Walking Strategy and Action Plan: 2014](#)
- [Cycle Strategy and Action Plan: 2007-2017](#)
- [Liveable Green Network](#)



9. Green and cool city

Greening our city is an important component of the Sustainable Sydney 2030 vision to be green, global and connected. The City is increasing its canopy cover and the variety of tree and plant species in our city. We are also focussed on increasing and preserving local indigenous plant and animal populations in our city, through parks and streets verges.

It is globally recognised that having more trees in big cities can help tackle climate change by reducing the urban heat island effect. The health and variety of plant and animal populations within our city also enhances the quality of life for our community.

City of Sydney is creating beautiful streets and public spaces that contribute to the health and wellbeing of everyone.

A collaborative effort between the City, the community and other land managers is needed to improve our city's urban ecological value. We will continue to work with our community and others in the city to deliver this commitment.



City of Sydney Operations

What we are doing

The City has programs and measures to increase canopy cover, habitat linkages and native plant and animal species in its open spaces and streetscapes. We have:

- Planted thousands of new street trees since 2005 and installed landscaping and additional plants throughout the city's streets and parks
- Provided annual floral displays and hanging baskets in areas with no landscaping or planting through the City's Living Colour program
- Planted thousands of native plants and increased habitat across our bush restoration sites since 2015
- Upgraded 71 small parks since 2008 and installed 154 raingardens

How we are tracking

The City's canopy cover was 15.5% in 2008, 17.1% in 2013, and preliminary analysis has found a canopy cover of 17.8% in 2017. Whilst the City is one of the few councils in Sydney that has managed to increase canopy cover over this time, we need the rate of canopy cover growth to increase more quickly to meet the urban canopy target of 23%.

Progress against our fauna targets will be measured formally every five years through a comprehensive survey. Bush restoration sites in the city have increased to 12.3ha, from the baseline of 4.2ha in 2012.



Our operational targets



Urban canopy

- The average total canopy cover is increased by 50 per cent by 2030 (from 15 to 23 per cent), and increased by 75 per cent by 2050 (to 27 per cent), from a 2008 baseline
- Plant 700 street trees each year until 2021
- Tree species diversity will not consist of more than 40 per cent for any particular plant family, 30 per cent for any genus or 10 per cent for any one species by 2021



Urban ecology

- Habitat sites in the city are protected and the area of bush restoration sites is increased by 100 per cent by 2023 from a 2012 baseline of 4.2 hectares
- Indigenous fauna species diversity, abundance and distribution is maintained or increased by 2023 based on a 2012 baseline
- A progressive increase in the number of habitat features for priority fauna species is established along potential habitat linkages by 2023



Urban greening

- Plant 50,000 new trees and shrubs in City parks and street gardens each year until 2021

Local government area target



Urban canopy

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



The local government area

The City of Sydney recognises the importance of trees and other plants in providing significant environmental, social and economic benefits for the community. There is growing international recognition of the role of cities and local governments in supporting and promoting biodiversity.

The City is committed to increasing tree coverage, improving urban ecology and biodiversity and supporting community greening to make Sydney one of the world's leading green cities. To achieve this, the City has developed the Greening Sydney Plan.

The Plan acknowledges the importance of ecology and biodiversity to city living and supports the development of the Urban Ecology Strategic Action Plan.

Three strategic focus areas have been identified informing the objectives and targets of the Plan:

- **Urban Canopy** - developing and protecting the city's urban forest
- **Urban Ecology** - greening to improve habitat for biodiversity
- **Community Empowerment** - to green and care for our urban landscape

Relevant links

- [Greening Sydney Plan: 2012](#)



Urban canopy

The City of Sydney recognises that trees and green spaces are one of a city's most important natural assets. They are crucial to maintaining the high quality of our public realm and achieving Sustainable Sydney 2030, by assisting the creation of green corridors and increased canopy cover.

The in-road tree planting projects at Catherine Street Glebe and Primrose Ave Rosbery were completed. Work is underway at Bowman St Pyrmont, Ripon Way and Primrose Ave Rosebery and design work continues for Morehead street Waterloo and streets in Chippendale.

This planting is undertaken as part of the City's Street Tree Master Plan 2011⁹, which is a blueprint for street tree plantings across the City of Sydney.

The City is continuing to deliver a number of small parks upgrades within the LGA. Since 2008, 71 small parks have been completed, including 3 completed during Q3 and Q4 in 2017/18 and several more currently being planned. Upgrades have been completed at Victoria Park, Camperdown, Amy Reserve, Erskineville and Nita McCrae Reserve, Millers Point.

Under the Greening Sydney program various areas have been converted to increase the vegetated space within the City. During Q3 and Q4 2017/18 3,554 m² of landscaping (grass and planting installation) was completed. Major planting works were completed at Primrose Avenue, Rosebery, Wyndham Street, Redfern and Abercrombie Street, Darlington.

Raingardens are one of the simplest forms of Water Sensitive Urban Design (WSUD), improving water quality and managing runoff to improve biodiversity and the liveability of urban environments. 154 raingardens have been installed to date.

Description	Q3 17/18	Q4 17/18	17/18 target	Year to date	Total to date
Small park upgrades (#)	2	1	3	8	71
Landscaping (grass/planting) (m ²)	805	2,749	8,000	8,145	
New shrubs and grasses planted in City parks and streets	4,529	31,559	50,000	68,204	
Raingardens (#)	N/A	N/A	trend	N/A	154
Street trees planted since 2005 (#)	75	441	700	700	12,847

Description	Q3 17/18	Q4 17/18	2030 target	Year to date	Total to date
Canopy cover (on current) (%)*	N/A	N/A	23.5	2.3	17.8

Please note numbers on the table above are compiled from various sources and may include adjusted totals as more accurate data is received.

* Canopy cover is measured every five years. 2013 data was made available in 2016, with new measurement undertaken in late 2017, and the data shown in the table above.

Relevant links

- [City of Sydney Street Trees](#)
- [Sydney's Green Streets](#)
- [Urban Forest Strategy: 2013](#)



⁹ <http://www.cityofsydney.nsw.gov.au/live/trees/tree-policies>



Photo: Kids participating in a nocturnal BioBlitz invertebrate survey at Sydney Park

Urban Ecology

The ecological health of urban areas influences not only the diversity and abundance of plant and animal species, but also the quality of life of urban residents. Improved urban ecosystems can consequently have both environmental and social benefits.

The City's Urban Ecology Strategic Action Plan (UESAP) was adopted by Council in March 2014. The Plan outlines the City's approach to identify, protect and rebuild locally indigenous plant and animal populations.

The City's first BioBlitz at Sydney Park and a vacant block in Alexandria was held in April 2018. It saw 300 participants involved across 26 activities over 24 hours, with 130 species recorded. These results will form a baseline for future survey efforts and community initiatives.

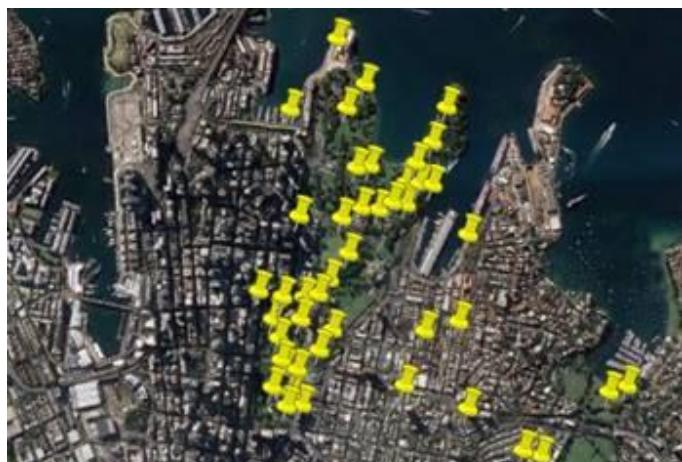
Habitat creation guidelines for residents is in development aiming to be finalised for release by the end of 2018.

Maintenance of the Sydney Park wetlands continues to be a major focus of works since completion of the stormwater harvesting project, with specialist bush regeneration contractors required to assist in maintenance. The City is also continuing to upgrade parks to improve and extend bush restoration sites and improve the diversity and habitat value of existing bush restoration sites. Since January, 7000 tubestock has been planted to infill bush restoration sites and improve diversity of locally native flora.

The five yearly flora and fauna formal surveys are complete with the aim to track the progress of targets outlined in the UESAP. Note data not comparable in following table as survey effort dissimilar. Provides snapshot of flora and fauna diversity in LGA only.

Survey type	2012 Baseline data	17/18 results*
Flora	365	358
Amphibians	5	4
Reptiles	11	11
Microbats	3	5
Birds	70	76

Information sharing with tertiary institutions and organisations is ongoing. The below visual allows the City to understand where and how the threatened (and City's priority) species, the Powerful Owl, moves through the landscape.



Graph highlighting the tracked locations of Powerful Owls moving through the City (Courtesy of: Lisa Harvey, The University of Sydney, in collaboration with Birdlife Australia and the Royal Botanic Garden Sydney)

Relevant links

- [Urban Ecology Strategic Action Plan 2014](#)



Community Empowerment

Community gardens and community planting

The City recognises that community gardening offers residents the opportunity to grow and harvest their own organic vegetables, herbs and flowers and helping reduce household waste through community composting. Community gardens also brings people together to share knowledge and skills into a harmonious demonstration space within our city.

The City continues to support and implement community gardens in the local government area, with 21 gardens, two community footpath verge gardens and one community composting group in place at the end of June 2018.

Construction of a new community garden at Reconciliation Park, Redfern has been completed whilst Council has

approved the Twelve Fine Oranges, Kings Cross Community Garden at Lawrence Hargraves Reserve, Elizabeth Bay.

The City supports five Bushcare groups who play a vital role in restoring bushland areas by undertaking weeding, litter removal and tubestock planting.

Community planting events happen throughout the year to assist existing Bushcare groups or to green open spaces by inviting the local residents and community to participate in planting native seedlings.

Relevant links

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

Performance	Q3 17/18	Q4 17/18	17/18 target	Year to date	Total to date
Community Gardens (#)	No new	1 new	>18	1	21
Landcare groups (#)	No new	No New	trend	No new	5
Community footpath verge gardens (#)	No new	-1	trend	No new	2
Community composting groups (#)	No new	No new	trend	No new	1



Photo: Millers Point Group Volunteer Coordinators enjoying their harvest



Photo: Friends of Orphan School Creek Bushcare & Pyrmont Ultimo Landcare volunteers take a break after planting numerous native seedlings.



Green roofs and walls

Green roofs and walls make an important contribution to the urban environment. They help mitigate the impacts of the urban heat island effect, slow and clean stormwater, improve air quality, increase habitat for biodiversity and create additional space for urban food production and recreation. The Green Roofs and Walls Policy – the first of its kind in Australia, was formally adopted by the Council in 2014.

The City has developed resources to inform, inspire and encourage building owners to include green roofs and walls in their developments. These include a guide to waterproofing for green roofs and walls, a green roofs and walls inspiration guide and case studies showcasing two of the City's own green roof projects, Surry Hills Library and Beare Park amenities block. The City's work on green roofs and walls, including the policy, guidelines and its own green roofs and walls, was 'highly commended' in the NSW Government's Green Globe Awards in October 2015.

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

Significant development is occurring in the City and has resulted in a jump in the number of green roofs and walls. In 2017/18, the City received 38 new development applications which included green roofs or walls.

Currently the City has at least 136,080 m² of green roofs and walls. 2017/18 saw green roofs and walls of about 12,100 m² completed on 15 properties.

Performance	16/17 new sites	2017/18	Total to date ¹⁰	Total area (m ²)
Green roofs in the LGA (#)	42	13	140	132,050
Green walls in the LGA (#)	3	2	42	4,020
Total green roofs and walls (#)	45	15	182	136,080

Relevant links

- [Green Roofs and Walls](#)

¹⁰ 2012/13 was the first year of measurement.



10. Delivering to the community



Highlights

Two new sustainability plans were released in 2018, Making Sydney a Sustainable Destination and Sydney's Sustainable Office Buildings. These 5 year plans join our existing Residential Apartments Sustainability Plan in setting out how the City can work collaboratively with our community to reduce environmental impacts.

We have demonstrated that commitment to collaboration in a number of ways. In June the Sustainable Destination Partnership was launched at the Sydney Opera House bringing together 40 organisations from the city's accommodation and entertainment sector committed to reducing their environmental impact under a three year Memorandum of Understanding.

Over the last six months the City's Smart Green Apartments program, CitySwitch and the Better Buildings Partnership have been instrumental in supporting the development and launch of three new tools by the National Australian Built Environment Ratings System (NABERS). Namely:

- NABERS for apartment buildings,
- NABERS Waste, and
- NABERS Co-Assess for commercial office owners and tenants.

A City of Sydney grant part funded the development of Good Environmental Choice Australia's accreditation standard for commercial waste service providers. The March launch of this Standard was supported by the Better Buildings Partnership.



CITY SWITCH

GREEN OFFICE



BUSINESS SECTOR - PROGRAM UPDATE

CitySwitch Green Office NATIONAL

The 2017 CitySwitch annual program report, published in December, announced that signatories across Australia evidenced a combined saving of 666,745 tonnes of emissions savings from energy efficiency, renewable energy and carbon offsets - more than double the previous year.

New CitySwitch resources and toolkits were made available online including the CitySwitch waste tool. The 'Choose. Reuse' coffee cup behaviour change campaign toolkit elements and waste resources have accounted for 37% of total website downloads since Q1, and the CitySwitch ebook that was published by content partner the Fifth Estate - "Healthy Offices: Why Wellness is the New Green" was one of the top 5 articles read on The Fifth Estate for 2017.

In March the CitySwitch National Steering Committee and program managers from partner councils met in Sydney for annual conferences, to collaborate in program planning, knowledge sharing, forecasting and technical training. Partner councils have committed to a three year extension of the program to 2021.

Performance	Q3 17/18	Q4 17/18	Year to date	Program to date
Signatories (#)	12	4	17	596
Tenancies (#)	33	7	51	868
Office floor Space - NLA (m ²)	216,186	20,056	349,425	3,844,258
Percentage of all Australian office space ¹¹	15.24	15.32	12.32	15.32
Average NABERS Energy rating (stars)	-	4.7	4.7	4.7

Figures are net change

Relevant links

[CitySwitch Green Office](#)



BUSINESS SECTOR - PROGRAM UPDATE

CitySwitch Green Office SYDNEY

CitySwitch Sydney has supported signatories in their use of the new CitySwitch waste tool. Businesses have been able to measure their office waste generation and recycling, establish a baseline and then develop a waste action plan that seeks to reduce that impact.

The program has driven further engagement on waste using the coffee cup behaviour change toolkit and tenant waste guide to address a range of waste problems within the office. CitySwitch continues to work with program members to measure and rate their performance in energy via NABERS Energy accredited and indicative ratings.

CitySwitch signatories attended a CitySwitch/BBP event addressing reduction of waste from strip out and defits.

CitySwitch Sydney conducted a mid-tier building campaign, providing tenancy sustainability resources and materials, and promoting grants to building managers representing over 200 buildings in Sydney.

Performance	Q3 17/18	Q4 17/18	Year to date	Program to date
Signatories (#)	1	0	3	122
Tenancies (#)	1	-1	5	144
Office floor space NLA (m ²)	3,900	-3,163	7,849	1,055,983
Office floor space as proportion of Sydney (%) ¹²	20.84	20.78	20.78	20.78
Average NABERS energy rating (stars)	-	4.6	4.6	4.6

¹¹ Based on 25.1 million NLA m² total per Property Council of Australia, Office Market Report 2016

¹² Based on 5.1 million NLA m² total per Property Council of Australia, Office Market Report 2016



BUSINESS SECTOR - PROGRAM UPDATE

Better Buildings Partnership

After announcing that its members had collectively reduced their carbon emissions by 52 per cent in the year ending 30 June 2017, from their financial year 2006 baseline, the Partnership has gone on to release a series of Best Practice tools and reports onto an updated website that positions the site as the "home of best practice".

The Partnership released the BBP Tenant Engagement: Foundation Report, which outlines a suite of evidence-based principles and approaches that building owners, managers and the City can use to better engage office based tenants in the challenge to achieve net zero buildings. It also completed the consultation phase of a tenant engagement initiative which seeks to create a whole building challenge that is a time bound, social, easy, and impactful race to net zero.

The Partnership released the second version of the BBP Stripout Waste Guidelines. The new version is the industry how-to guide for tenants, contractors and building managers on minimising waste from office refurbishments. The Partnership also released the BBP Cooling Tower Guidelines. In addition, the partnership conducted a masterclass on the principles of the guidelines and the intricacies of implementing a best practice cooling tower water efficiency program.

Members commenced using a new tool developed by the Partnership to identify cost effective pathways to net zero buildings.

The Partnership supported the launch by Good Environmental Choice Australia of the accreditation standard for commercial waste service providers. The development of this standard has been part-funded by a City of Sydney grant. The Partnership also supported the Office of Environment and Heritage on their development and release of the new National Australian Built Environment Ratings Systems (NABERS) tool for Waste.

Performance	Q3 17/18	Q4 17/18	Year to date	Program to date
Commercial office building floor space participating in Sydney CBD (per cent)	-	-	54	54
Members –				
Partners (#)	+1	same	15	15
Associate (#)	same	same	5	5
Supporting (#)	+2	same	5	5
NABERS energy rating (stars) ¹³	-	-	4.6	4.6

Relevant links

- [Better Buildings Partnership](#)

COMMUNITY & BUSINESS - PROGRAM UPDATE

Environmental Grants

Environmental initiatives are supported by three grants and sponsorship programs at the City of Sydney: Environmental Performance Grants, Matching Grants, and Knowledge Exchange Sponsorships.

Environmental Performance – Innovation: for feasibility and demonstration projects which seek to prove the feasibility of new technologies and processes that are currently not implemented in the local market, but have the potential to achieve greenhouse gas emission reductions and resource efficiencies at scale.

Environmental Performance –Building Operations: to help lower the costs of implementing building operation efficiency measures, such as water monitoring to track water consumption and quickly address costly leaks or equipment failures.

Environmental Performance - Ratings and Assessments: to undertake building performance ratings and assessments to enable a building or facility owner to implement opportunities to improve environmental performance;

Knowledge Exchange: to support projects that encourage the exchange of ideas and knowledge, support show-casing of local expertise and encourage dialogue on local and global issues.

Matching: for grassroots and local projects that align with City strategies by matching contributions towards a project.

These programs facilitate action and catalyse the solutions that will be required to deliver Sustainable Sydney 2030.

In the second half of 2017/18, 14 Environmental Performance Grants were approved by Council.

This includes support for 11 Ratings and Assessments projects to assist building owners and managers better understand their environmental impact and to identify opportunities for improvement and 3 Knowledge Exchange projects to:

- support the World Wide Fund for Nature to run a series of workshops aimed at leveraging the way new and innovative technologies could be used to achieve the Sustainable Development Goals and sustainable cities
- sponsor environmental category awards at both the Tourism Accommodation Australia (NSW) and Strata Communities Australia (NSW) annual awards ceremonies to reward and promote recognition of environmental achievements in these sectors

Through the matching grant program funds were provided to 3 projects. Makerspace & Co Foundation for their Joynton Avenue Tree Recycling Project, MCentral for a Roof Garden Revitalisation Project and Millers Point Community Garden Group for a community garden.

Relevant links

- [Environmental Performance Grants](#)
- [Knowledge Exchange Sponsorships](#)
- [Matching Grants](#)

¹³ Average NABERS ratings reported from December 2016 figures.



RESIDENTIAL SECTOR

Residential Apartment Sustainability Plan

The Residential Apartment Sustainability Plan (RASP) was adopted by Council in August 2015 and contains 30 actions to drive demand for better performing buildings over a ten year period.

The City has continued to collaborate with 18 stakeholders from the NSW State Government, industry and community organisations to reduce the environmental impact of apartment buildings through our Residential Apartments Sustainability Reference Group. This group met in February and May with focus on outcomes from Smart Green Apartments input into NABERS tool development and advocacy to increase sustainability focus on apartment buildings at a Federal policy level, specifically input into the National Construction Code review.

Two Leadership Network workshops were held in Q3 and Q4, with 73 participants representing 73 buildings from the Smart Green Apartments alumni. Workshop topics focused on waste and recycling, prioritising and budgeting for sustainability upgrades and getting buildings NABERS ready.

The City has designed an 8-part Building Manager Training series with the NABERS team and Green Strata. The training program is intended to provide a national platform for the professional development of residential building managers utilising NABERS as the core framework for improved building performance and governance. 5 sessions were delivered this year. Part 1 was repeated due to high demand (75 attended part 1 and 50 attended parts 2, 3 4 & 5).

Our Energy Future conducted 42 Home Energy Assessments for residents.

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

- Deakin Universities International Research Forum on Multi-Owned Properties
- Strata Community Australia Owners Day conference
- Strata Community Australia - Owners Day annual conference
- Facilities Management Australia National Conference
- Griffith University Strata Title Conference (with the NABERS team)
- Strata in Conversation event hosted my Kelly & Partners focusing on NABERS with 110 strata managers in attendance.
- Smart Green Apartments was also featured in a presentation to the C40 Private Building Efficiency Network in Singapore to promote best practice in accelerating environmental upgrades in the residential sector.

NABERS for apartment buildings launch event



Photo: Building representatives at the NABERS launch in June

The new National Australian Built Environment Ratings System for apartment buildings tool launched in June 2018. The City co-hosted an event with 130 strata industry stakeholders with the NABERS team; the Lord Mayor presented awards to Owners Corporations who assisted with development of the tool.

The City has supported three cross-sector consultation workshops, provided strata training for NABERS staff and provided significant input and engagement to inform tool development. The City hosted a NABERS workshop for greater Sydney Councils with 18 Councils represented. NABERS ratings will be integrated into programs going forward and the City will continue to advocate for mandatory disclosure once the tool is tested in the market.

The Smart Green Apartments program is demonstrating the technical and engagement approaches required to achieve retrofits and upgrades in the strata sector. 30% emissions reduction opportunities have been identified with 50% implementation of projects being undertaken over a 12-18 month period. Total cost savings of \$715 966 have been identified for this tranche of buildings. Over \$250 000 of water savings have been achieved through water upgrades undertaken in 1698 apartments in the program.

8 tonnes of textiles have been diverted from landfill through the waste component of the program with improvements to recycling underway with new behaviour change programs.

Relevant links

- [Residential Apartment Sustainability Plan: 2015](#)



RESIDENTIAL SECTOR - PROGRAM UPDATE

Green Villages

The Green Villages brand aims to connect sustainable living content and initiatives to drive and celebrate sustainable city villages.

In Q3 and Q4, five Green Villages talks were delivered at Sydney Park. Topics included edible green walls, small space balcony gardening, worm farming basics and composting basics. The talks were attended by 159 participants. Talks were delivered by City Farm with support from the Sustainability Programs Team. Evaluation surveys indicated that 100 per cent of respondents rated the workshop they attended as excellent, very good or good. Follow-up surveys of participants who attended a talk indicated that 98 per cent of respondents have undertaken one or more new actions since attending the talk.

Two pop-up workshops were also delivered to support events delivered by the Safe City and City Space teams.

The City's Green Villages website and e-news continues to resonate with time-poor residents. The website has had 63,397 visits in this period. The interactive worm farming video tutorial: 'How to start a worm farm in 4 steps' continues successfully with 222,826 views since its launch.

Performance	Q3 17/18	Q4 17/18	Year to date	2017/18 target
Workshops and forums (#)	2	3	11	8
Participants (#)	60	99	280	240
Participants implementing (per cent)	97	100	92	85
Green Villages website sessions (#)	34,112	29,285	111,518	110,000
e-news subscribers (# current)	12,501	12,540	12,540	14,000
e-news open rate (per cent)	32.8	30.0	29.4	28

Relevant links

- [Green Villages](#)



Photo: Green Villages workshop at City Farm

11. Glossary

Active transport: Involves any physical activity that gets you from one place to another, such as walking and cycling.

Annual Carbon Inventory: Internal database developed by the Sustainability Unit summarising annual greenhouse gas emissions from all City of Sydney assets and activities (buildings, street lighting, parks & other) resulting from consumption of electricity, gas and fuel and other sources.

Arterial transport: A high-capacity urban road or route.

BASIX or Building Sustainability Index: A NSW government index, to rate energy and water efficiency performance of residential buildings, that aims to reduce water consumption and greenhouse gas emissions by 40 per cent compared to pre-BASIX (2004) buildings.

Biodiversity: Biological diversity including species richness, ecosystem complexity and genetic variation.

Business-as-usual: A projection (e.g. greenhouse gas emission levels) based on the assumption that all existing policy measures remain in place with no new measures introduced.

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

Carbon intensity: Electricity that has a high emissions concentration, or energy intensity, for example coal-fired electricity has a high emissions concentration, or carbon intensity.

Carbon neutral or net zero emissions: Balancing the amount of carbon released with an equivalent amount offset by purchasing carbon credits to make up the difference.

COP21: The 2015 United Nations Climate Change Conference held in Paris, December 2015 that negotiated the Paris Agreement - a global agreement on the reduction limiting global warming to less than 2°C compared to pre-industrial levels and to drive efforts to limit the temperature increase even further to 1.5°C.

C40 Cities: is a network of the world's megacities committed to addressing climate change.

Dual plumbing: A plumbing system with two separate pipes supplying potable and reclaimed water to a building or precinct.

Ecosystem: Animals, plants and microorganisms that live in one place, as well as the environmental conditions that support them.

Energy efficiency: Using less energy to achieve the same output.

Energy storage: The capture of energy produced at one time for use at a later time.

Environmental Action 2016 – 2021 Strategy and Action Plan The strategy and action plan combines the insights and data from environmental master plans and strategies that the City developed between 2008 and 2015. The plan outlines our progress to date, and approach to achieving our bold Sustainable Sydney 2030 targets.

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

Environmental Upgrade Agreements: A NSW government finance mechanism for building owners to access finance for upgrade works of existing buildings that result in energy, water and other environmental savings.

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

Locally indigenous: A native plant that is limited to a particular geographic area and often confined to a specific habitat.

Low-carbon energy: Electricity produced with lower amounts of carbon dioxide emissions than conventional fossil fuel power generation, such as wind, solar and hydro power.

Mitigate: Taking action to reduce impact on the environment, as well as contributions to climate change (in this context).

National Australian Built Environment Rating System or NABERS: An Australian government initiative that measures and rates the environmental performance of Australian buildings and tenancies.

National Greenhouse Accounts (NGA) Factors:

Published by the Department of Climate Change "The National Greenhouse Accounts (NGA) Factors" has been prepared by the Australian Government and is designed for use by companies and individuals to estimate greenhouse gas emissions for reporting under various government programs and for their own purpose.

Net zero emissions: Balancing the amount of carbon released with an equivalent amount offset. Usually offsets are through purchasing carbon credits to make up the difference. The best practice approach is to reduce, or avoid, carbon emissions first, then offset any unavoidable emissions.

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

Paris Pledge for Action: At COP21 in Paris (December 2015), a group of global cities, regions, companies and investors committed to achieve climate stability, limiting global temperature rise to less than 2°C.

Performance Planning: Performance Planning (PP) is a TechnologyOne product that stores measures, projects and targets. Data can be imported or manually entered depending on the source. Managers are responsible for ensuring accuracy of the data. PP also contains Corporate Plan KPI's and projects.

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

Raingardens: Gardens that allow rainwater runoff to be absorbed, providing rainwater for plants and improving water quality in waterways by up to 30 per cent.

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

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

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

100 Resilient Cities: Pioneered by the Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

Scope 1 GREENHOUSE GAS emissions: Emissions directly occurring "from sources that are owned or controlled by the institution, including: on-campus stationary combustion of fossil fuels; mobile combustion of fossil fuels by institution owned/controlled vehicles; and "fugitive" emissions. Fugitive emissions result from intentional or unintentional releases of greenhouse gases, including the leakage of hydro fluorocarbons from refrigeration and air conditioning equipment".

Scope 2 GREENHOUSE GAS emissions: Indirect emissions generated in the production of electricity consumed by the institution. Scope 2 emissions physically occur at the facility where electricity is generated.

Scope 3 GREENHOUSE GAS emissions: All the other indirect emissions that are "a consequence of the activities of the institution, but occur from sources not owned or controlled by the institution" such as commuting, air travel for university activities, waste disposal; embodied emissions

from extraction, production, and transportation of purchased goods; outsourced activities; contractor owned- vehicles; and line loss from electricity transmission and distribution".

Sea level rise: Long-term increases in the mean sea level due to global warming.

Sustainability Management and Reporting Tool (SMART):

SMART is a new utilities management system that will manage and record energy and water usage by directly extracting consumption data from relevant authorities.

STEVE (System for Tracking Everything Environmental):

STEVE (the System for Tracking Everything Environmental) is a Utilities Information Monitoring System.

Stormwater harvesting: Water from intense rainfall events (stormwater) is captured, cleaned and typically re-used for non-potable purposes.

Sustainable Sydney 2030: City of Sydney publication that sets the 2030 vision for the city aligned to the strategic priorities of Green, Global & Connected. Sets the direction, defines at the road map and articulates the step changes required to achieving a more sustainable future.

Swales: Low, moist or marshy land, naturally landscaped feature or a human-created one, that manages water runoff, filters pollutants and increases rainwater permeation.

The best practice approach is to reduce or avoid carbon emissions first, then offset any unavoidable emissions.

Trigeneration: A system providing cooling, power and heating. Electricity is produced locally, the waste heat is used to supply heating and hot water, and converted into cooling via a heat-driven chiller system.

Urban heat island effect: Cities are often warmer than rural areas because vegetation is replaced with hard structures, such as pavements and buildings, which absorb and release more heat than the natural landscape.

Urban renewal areas: A program of land redevelopment in areas of moderate to high density urban land use.

Utility corridors: A passage built underground or aboveground to carry utility lines such as electricity, water and sewer pipes.

Water efficiency: Using less water to achieve the same output.

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

Wetlands: A land area saturated with water that forms a distinct ecosystem of aquatic plants that manage water runoff, filter pollutants and increase rainwater permeation.

12. Appendix 1: Data management plan



Low-carbon city

City of Sydney (Operations)		
Data type	Current Status	Forward Plan
Electricity	<p>Reporting underway from SMART.</p> <p>Electricity currently is reported quarterly in arrears. Data provided by electricity retailers.</p> <p>Daily monitoring occurring at all large electricity using sites (over 100,000 kWh per annum).</p>	Continue to implement and monitor data through Sustainability Management and Reporting Tool (SMART)
Natural gas	Gas data is reported quarterly in arrears. Additionally gas account data (usage) may be estimated in cases where the gas retailer cannot read meters.	Continue to implement and monitor data through Sustainability Management and Reporting Tool (SMART)
Other sources	<p>Emissions sources including flights, taxis, contractor fuel, onsite fuel usage, and refrigerants are added to SMART quarterly.</p> <p>Events data is estimated on previous years' performance.</p>	Improvement plan priorities include improving contractor reporting templates and consistency in recording staff travel data.
Co/Tri generation and renewable energy	The City is working to improve the measurement and reporting of, trigeneration and solar power generation. Data is estimated based on system size.	Improvement plan being developed to improve metering and incorporate data into SMART.
Asset Environmental Budget (Emissions)	<p>Asset Environmental Budget (emissions) has been developed based using baseline data from the NCOS report.</p> <p>Estimations for portfolio increases has been based on existing portfolio performance, Project projects for co/trigeneration, MPEP, Solar Photovoltaics program programs have been based on estimations for each program. In addition Ausgrid lighting roll out program has been estimated based on the anticipated delivery program.</p>	The Asset Environmental Budget will be reviewed annually.

Local Government Area (LGA)		
Data type	Current Status	Forward Plan
Electricity	<p>CCAP City - reported through the Environmental Sustainability Platform.</p> <p>The electricity distributor has provided community-wide high-voltage electricity data for City of Sydney local government area at a high level. Due to confidentiality clauses, a breakdown of the high-voltage data by source has not been provided and hence is not included in the City's community inventory.</p>	<p>Continue to monitor and report electricity data.</p> <p>The City is working to get more detailed information on high-voltage electricity consumption and shall include in its inventory if and when it is available.</p>
Natural gas	CCAP 2.0 reported through the Environmental Sustainability Platform	Continue to monitor and report

Other sources	CCAP 2.0 reported through the Environmental Sustainability Platform	Continue to monitor and report
co/tri generation and renewable energy	<p>Information about renewable energy installations is available through the Clean Energy Regulator. The Australian PV Institute have developed a solar map with funding through ARENA at http://pv-map.apvi.org.au/</p> <p>Currently there is no formal mechanism in place for tracking installed co and trigeneration systems.</p>	Continue to monitor and report



Water sensitive city

City of Sydney (Operations)

Data type	Current Status	Forward Plan
Water	<p>The transition of water data to SMART, the new utility data management system is almost complete. First water utility data set has been released in this report and will be verified in future reports.</p> <p>Data is collated from water utility bills. Accruals for June have been calculated based on previous periods.</p>	The organisation-wide sustainable metering program will address key priorities to improve metering and monitoring of water, energy and other sustainability components including recycled water consumption.
Annual potable water use by irrigated open space	<p>The irrigated areas are estimates only.</p> <p>Latest estimated potable water consumption data from the new SMART system is higher than previously reported.</p>	Irrigated areas are being verified so the irrigation intensity can be accurately determined.

Local Government Area (LGA)

Data type	Current Status	Forward Plan
Water	<p>Reporting mains water consumption annually only. No existing process for accurately capturing and reporting non-mains water consumption except manually via IPART for WICA licensees only (annually in arrears).</p> <p>Data for LGA potable water usage available annually only.</p>	Continue to monitor and report



Zero waste city

City of Sydney (Operations)

Data type	Current Status	Forward Plan
Waste	<p>Commercial waste and recycling from 65 City of Sydney properties is reported quarterly.</p> <p>Construction and demolition waste reporting is limited.</p>	The City has recently completed an organisation wide review into the way in which it collects, reports and verifies recycling and landfill diversion performance data, to significantly improve the accuracy and transparency of our reporting. The City is committed to improved reporting processes and implementing solutions for increased recycling performance of the waste it manages.
City managed property waste	All City managed property waste reported from SMART with the exception of aquatic centres.	Aquatic centres waste data to be incorporated in to SMART

Local Government Area (LGA)		
Data type	Current Status	Forward Plan
Waste	Construction and demolition waste from the city reporting is limited.	LGA commercial waste data capture to be improved and verified.
Residential waste	LGA residential waste data available and reported in the Corporate Plan. Residential and city streets waste tonnages are reported from processor reports and invoices that are extrapolated into local master spreadsheets.	
City parks, streets and public place waste	City Parks waste tonnages are reported directly from processor reports and invoices. City streets, public place and stormwater waste is not separated for disposal. Separate tonnages are based on estimates from the <i>Operations Waste Databases Audit July 2017</i> ,	City parks, streets, public place and stormwater waste tonnages to be reviewed for incorporation into SMART.
e-waste	City runs e-waste drop off events tonnage collected is included in the report and also included in the corporate report.	

 **Active and connected city**

City of Sydney (Operations)		
Data type	Current Status	Forward Plan
Fleet	Provided from the City's data management system Ausfleet	Improvement plan to be developed and data to be incorporated into SMART.
Cycling	Event data, attendance at training sessions and monitoring is collated by City staff and maintained in registers.	Improvement plan to be developed to assess management of data.

Local Government Area (LGA)		
Data type	Current Status	Forward Plan
Car sharing	Car share operators provide monthly usage and membership data to the City. Issues with reviewing data due to operator's capacity to plots suburb boundaries, parking areas. Operators do not have common membership categories. Peer to Peer car share membership is not collected by the City RMS publishes licensing data each quarter. City maintains database of on-street and off-street car share parking using Traffic Committee data operator reports.	Improvement plan to be developed to assess management of data.



City of Sydney (Operations)		
Data type	Current Status	Forward Plan
Green and cool city	Organisational reporting currently not centralised.	Improvement plan to be developed to assess management of data

Local Government Area (LGA)		
Data type	Current Status	Forward Plan
Urban canopy	<p>Urban canopy measurement is currently undertaken every five years, through the use of Lidar or other high resolution aerial imagery.</p> <p>Tree planting figures are provided through the Corporate Asset Management System (CAMS)</p>	<p>A review of the canopy cover timing will occur as part of the Urban Forest Strategy review.</p> <p>Improvement plan to be developed to assess management of data</p>
Urban ecology	<p>Event data and attendance data is collated by City staff and maintained in registers.</p> <p>Survey data collates as described in the City's Urban Ecology Strategic Action Plan</p>	Improvement plan to be developed to assess management of data.
Community Empowerment	Event data and attendance data is collated by City staff and maintained in registers	Improvement plan to be developed to assess management of data.
Green roofs and walls	Green roofs and walls data is collated by City staff and maintained in registers	Improvement plan to be developed to assess management of data.

Delivering to the Community

PROGRAM NAME	Local Government Area (LGA)	
	Current Status	Forward Plan
Better Buildings Partnership	<p>Program data collated from participants in spreadsheets and uploaded to CCAP 2.0 Environmental Sustainability Platform for archiving and analysis.</p> <p>Details of participants (individual buildings and floor space), energy use and energy savings implemented reported annually in arrears.</p>	Continue to monitor and report
CitySwitch	<p>Program data collated in national CitySwitch CRM database for archiving and analysis. Sydney data entered to CCAP 2.0 Environmental Sustainability Platform. Details of participants (individual tenancies and floor space), energy use and NABERS ratings reported annually in arrears.</p>	Continue to monitor and report
Sustainable Destination Partnership	Program data collated from participants in spreadsheets and uploaded to CCAP 2.0 Environmental Sustainability Platform for archiving and analysis.	Continue to monitor and report
Smart Green Apartments	Program data collated in Sums data platform. Details of participants recorded annually, energy and water use data uploaded monthly and details from assessment reports recorded through phases of assessment process.	Archiving and analysis to be improved through inclusion in CCAP 2.0 Environmental Sustainability Platform
Environmental Grants	Program data collated in SmartyGrants platform and in program manager spreadsheets. Information recorded as prompted by phases of grant process (application to acquittal).	Ease of analysis to be improved through inclusion in Programs CRM database

13. Appendix 2:

Environment Policy

environment policy

The City of Sydney is the local government authority responsible for the central business district and more than 30 suburbs over 26.15 square kilometres. The City provides services for more than 180,000 residents and 20,000 businesses. On any given day, the local population swells to more than 1 million. Sydney is a vibrant, cosmopolitan city with a diverse population, with people from 186 nations, including one of Australia's largest Aboriginal communities.

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets in response to mounting evidence of a warmer, more unstable climate. These targets can be found at www.cityofsydney.nsw.gov.au/greenreport.

All levels of government, the private sector and the community have a vital role to play to ensure that we: stabilise emissions to maintain an acceptable global climate, ensure the city can cope with the impacts of rising sea levels and increased heat and flooding, reduce the unsustainable growth in energy, water and resource demands, prevent pollution and waste to landfill, ensure energy security and minimise impacts of climate threats and pressures from population increase, including on green space and urban ecology objectives.

The City is committed to protecting the environment through: complying with relevant legislation and regulation, complying with relevant government policy commitments and continuous improvement of environmental management processes.

We are prioritising and planning actions needed to prepare the city for the environmental, social, cultural and economic impacts of climate change. These include; a Resilience Strategy for Sydney being developed with the support of the Rockefeller Foundation's 100 Resilient Cities initiative and a Climate Adaptation Strategy to assess and mitigate risks from climate change for the local government area and our own operations.

The objectives shown below are taken from the City of Sydney's *Sustainable Sydney 2030 Community Strategic Plan* (2014). Direction 2: A Leading Environmental Performer. The Plan is reviewed every four years.

our commitments

Objective 2.1

Energy consumption and greenhouse gas emissions are reduced across the local government area.

City now

- Reliance on centrally provided energy infrastructure outside the city.
- Legacy in existing buildings, lifestyle and work practices of a high energy consumption era.
- Reasonable level of engagement in property industry regarding the importance of efficient buildings.

City in 2030

- Continuous improvement in energy efficiency, energy productivity and greenhouse gas emissions.
- Ultra efficient buildings.
- A growing number of regenerative buildings or precincts that help to improve the carbon footprint of their surrounds.
- Networks of low and zero carbon local energy production and sharing.

Objective 2.2

Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised.

City now

- City focused on diverting residential waste from landfill.

City in 2030

- A city that sees waste from all sectors as a valuable resource.
- Waste management practice of all sectors are coordinated to minimise environmental impacts.



Sydney2030/Green/Global/Connected

Objective 2.3

Potable water consumption and gross pollutant loads to the catchment are reduced across the local government area.

City now

- Water is seen as a cheap, renewable resource.
- Invisible drains that quickly remove water which is treated like waste.

City in 2030

- The value of water is properly recognised.
- Potable water use is rationalised and opportunities to replace demand with recycled water are realised.
- The quality of city waterways meet the needs of the community while minimising impact on the environment.

Objective 2.4

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

City now

- An urban management practice that focuses on what is easier - new development.
- Leading environmental practice in silos not enabling transformative change.

City in 2030

- A community that understands the environmental impact and one that collaborates in the development and implementation of initiatives that improve the environmental performance of the city.
- An urban development norm that means that all new and redeveloped buildings operate with high environmental performance - supported by robust State and local planning policy and standards.

Objective 2.5

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

City now

- A commitment to strategic environmental initiatives

City in 2030

- International recognition for environmental leadership across all areas of the City of Sydney activities.

Objective 2.6

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

City now

- The city has some tree lined streets and great urban parks.
- Urban canopy is 15.5 per cent of the city area and there is very little remnant vegetation or landscape.
- The City is working with the community to green local streets and spaces.

City in 2030

- The City is planting trees into every available road and footpath, and residents and developers are planting large canopy trees on private property.
- The urban canopy has increased and the community are enjoying the financial, social and environmental benefits of their trees.
- The urban heat effect has reduced and there are wildlife corridors linking the city's major parks.
- The city has the highest quality parks and open spaces maintained to best practice standards.
- The community are active participants in protecting and enhancing the city's trees, parks, flora and fauna.

Monica Barone
Chief Executive Officer April 2015

LEGEND

CO₂	Carbon dioxide
GWh	Gigawatt hours
Kg	Kilogram
kL	Kilolitres
kWp	Kilowatt peak
LED	Light Emitting Diode
LGA	Local Government Area
m²	Square meters
ML	Megalitres
MWh	Megawatt hour
MWe	Megawatt equivalent
t	Tonne
tCO_{2-e}	Tonnes of carbon dioxide equivalent

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

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

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Sydney2030/Green/Global/Connected



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Have your say at
SydneyYourSay.com.au**

Item 15.**Tender - Reject and Negotiate - Electronic Planning Solution (ePlanning)**

File No: X004152

Tender No: 1806

Summary

This report provides details of the tenders received for the provision of an e-Planning solution at the City of Sydney.

Delivering planning services is one of the City's core business functions. In 2017/18, the City of Sydney assessed approximately 3,373 planning related applications. Consistently, the City of Sydney is amongst the top five councils who process the most applications in NSW. In value terms, the City's planning assessment team leads NSW with some \$3.84 billion of development value processed annually.

The City is looking to transform the way in which its customers conduct business with it throughout the planning and construction phases. The City is looking for an electronic planning (e-Planning) platform that will play a significant role in enhancing the customer experience, increasing certainty and consistency in development determinations and potentially reduce assessment timeframes for all planning related applications.

The desired e-Planning solution is one that seeks to transform the current customer and planning staff processes to an online environment where customers and staff can access planning information and services, as well as post-consent approvals information from anywhere and at any time.

The project includes all stages of the City's planning processes from enquiries, planning controls, application lodgement, to internal assessment, determination, and finally certification. This major e-Planning project aligns very well with the City's Digital Strategy and the NSW Government's e-Planning objectives.

A number of other Councils have partially implemented an e-Planning platform or are in the process of implementing e-Planning platforms. However, there are few end-to-end digital systems in operation. Due to the inherent complexities in developing e-Planning solutions and the partial commitment that the NSW Department of Planning and Environment made to develop a state-wide online lodgement portal, the City has taken a measured approach to this project. This has proved prudent, given the recent announcement by the NSW Department of Planning and Environment that they are no longer going to develop a state-wide online lodgement portal and are now encouraging local councils to build their own online lodgement systems. This suggests that now is the right time for the City to invest in its own e-Planning solution.

This report recommends that Council reject all tender offers received and enter into negotiations with suitable service providers for the provision of an e-Planning solution.

Recommendation

It is resolved that:

- (A) Council reject all tenders received for the e-Planning system for the reasons set out in the Confidential Tender Evaluation Summary, Attachment A to the subject report;
- (B) Council does not invite fresh tenders as it is considered that inviting fresh tenders would not attract additional suitable vendors over and above those that have responded to this tender (and preceding Expression of Interest);
- (C) authority be delegated to the Chief Executive Officer to enter into negotiations with any person with a view to entering into a contract in relation to the subject matter of the tender;
- (D) authority be delegated to the Chief Executive Officer to enter into a contract with a suitable vendor following completion of negotiations; and
- (E) Council be informed of the successful vendor via CEO update.

Attachments

Attachment A. Tender Evaluation Summary (Confidential)

Background

1. Delivering planning services is one of the City's core business functions. In 2017/18, the City of Sydney assessed almost 3,373 planning and related applications. Consistently, the City of Sydney is amongst the top five councils who process the most applications in NSW. In value terms, the City's planning assessment team leads NSW with some \$3.84 billion processed in 2017/18.
2. The desired e-Planning solution seeks to transform the current customer and staff processes to an online environment where customers and staff can access planning services and information from anywhere at any time. The project includes all stages of the City's planning processes and systems, from customer enquiries and application lodgement, to internal assessment, determination, and finally certification. The e-Planning project aligns well with the City's Digital Strategy and the NSW Government's e-Planning objectives.
3. This project is for the acquisition of an e-Planning platform that will provide functionality for the full range of processes required for the lodgement and assessment of planning-related applications submitted to the City of Sydney. This includes the ability for customers to lodge applications online and access a range of other online self-help tools, including property related planning information. In addition, it is expected that an e-Planning solution will allow automation of a number of internal processes to improve efficiency, consistency and effectiveness, allowing staff resources to be better targeted to core and value added assessment work. It will also improve digital data capture and reporting which will allow the City to make better use of data associated with planning-related applications.
4. Customers are currently able to access some online planning information on the City's website but there is an increasing expectation that they should be able to do more business, and in particular, lodge applications and get relevant property related planning information, online. Some councils have partly implemented an e-Planning platform and the City appreciates the risks and the challenges in achieving a comprehensive system, especially one that deals with our unique planning controls, complex approvals and plans of management, planning agreements and the associated delivery of dedicated public domain, staged approvals and handover of public assets and their associated work flows.
5. In January 2017, the NSW Government released for public comment the Environmental Planning and Assessment Amendment (e-Planning) Regulation 2017 and Online Development Applications Discussion Paper. Although online lodgement of applications is not expected to be mandatory when the regulation is made, there is an expectation that councils will enhance their online capabilities to meet the NSW Government's wider e-Planning objectives. The NSW Department of Planning and Environment has also recently announced that they are encouraging local councils to build their own on-line lodgement systems, rather than the Department building a state-wide solution.
6. An effective e-Planning platform will deliver multiple benefits to both the City and its customers and strengthen its image as a customer-focused organisation.
7. A staged approach to implementing an effective solution will be taken to mitigate the risks outlined above and enable the City to learn from the experience of other councils as they also progress the implementation of e-Planning platforms.

Invitation to Tender

8. The tender seeking 'a fully constructed system, to provide a complete end-to-end planning process management system with rules-based decision functionality' was advertised in The Sydney Morning Herald and The Daily Telegraph on 20 February 2018. The tender was also advertised on Council's e-tendering portal. Tender submissions closed on 20 March 2018.

Tender Submissions

9. Five tender submissions were received from the following organisations:

- AC3/Incessant Technologies Australia Pty Ltd (Pegasystems);
- Fujitsu Australia Limited;
- Infor Global Solutions;
- TechnologyOne Australia Limited; and
- XVT Solutions Pty Ltd.

10. No late submissions were received.

Tender Evaluation

11. All members of the Tender Evaluation Panel have signed Pecuniary Interest Declarations. No pecuniary interests were noted.
12. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender Evaluation Summary – Attachment A.
13. All submissions were assessed in accordance with the approved evaluation criteria being:
 - (a) functional requirements;
 - (b) non-functional requirements;
 - (c) organisation experience, capability and support;
 - (d) implementation and training;
 - (e) compliance and contractual risk;
 - (f) Work, Health & Safety; and
 - (g) financial and commercial trading integrity, including Insurances.

Financial Implications

14. Sufficient funds have been allocated for this project within the current year's Technology and Digital Services capital works budget and future years' forward estimates.

Relevant Legislation

15. The tender has been conducted in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2005 and the City's Contracts Policy.
16. Attachment A contain confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.
17. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest because it would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers.

Critical Dates / Time Frames

18. The timeframe for the implementation of an e-Planning solution is required to be extended due to the 'reject and negotiate' phase. If negotiations are successful, implementation could commence in 2019.

Options

19. Council has the following options to consider in regard to this tender requirement:
 - (a) reject the responses received and re-advertise (not recommended as it is considered that it will not attract any additional submissions of value);
 - (b) reject all responses and negotiate with suitable vendor(s); or
 - (c) place the project on hold until a mature system is available and has been implemented in a number of Councils (not recommended as this will further increase the gap between other Councils and the City and will delay benefits to the City and its customers)
20. This report recommends option (b) above to enter into negotiations with selected vendors.
21. Implications of not proceeding with this project are that the City will not be able to achieve the targeted project outcomes of:
 - (a) enhancing the planning-related services it provides online including the ability to lodge applications electronically;
 - (b) improving service efficiencies through process automation and standardisation;
 - (c) making better use of data captured as part of the development application process;
 - (d) meeting the NSW Government's e-Planning objectives; and
 - (e) strengthening the City's reputation as a customer-focussed organisation.

Public Consultation

22. A 'market scan' was conducted in 2016, which included public consultation via Focus Groups and external customers' engagements with development and large planning consultancy organisations. The 'Focus Groups' were undertaken on behalf of the City of Sydney by an independent organisation 'Taverner Research'. These consultations confirmed the projects direction including desired functionality to provide benefits to both internal/external customers.

GRAHAM JAHN AM

Director City Planning, Development and Transport

Helen Bow, Project Manager, Technology and Digital Services

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By virtue of the Local Government Act 1993 Section 10A Paragraph 2

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