

# **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	Status
<b>City Planning</b> Conduct a review of the planning controls for Central Sydney to ensure adequate capacity for jobs growth.	2018	95	The Central Sydney Planning Strategy and associated planning controls is yet to receive a gateway determination to enable public exhibition. The City continues to respond to a number of issues raised by the Department of Planning and Environment.	<b>Watch</b>
<b>Major Programs</b>				
<b>City Development</b>				
Liaise with state agencies and deliverers of Barangaroo, Darling Harbour Live and major public or private developments.			Ongoing involvement and input as required.	<b>On Track</b>
<b>Service Delivery</b>				
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.	<b>On Track</b>
<b>1.2 The city economy is competitive, prosperous and inclusive.</b>				
<b>Major Programs</b>				
<b>Economy</b>				
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.	<b>On Track</b>
			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.

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

**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 international education student internship program, the Global Scope internship program, and Sydney University's Jobsmart program.

Develop and implement the International Economic Action Plan that focuses on promoting Sydney; attracting talent, visitation and investment; connecting local businesses and organisations with international opportunities; and, building skills and capacity through knowledge exchange.

**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.

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

Council has continued to communicated 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**

Implement priority projects and programs from the Retail Action Plan that create great experiences, build capacity and resilience, remove barriers, and engage with the sector.

The City has continued to regularly met 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.

**On Track**

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.

Implement priority projects and programs from the Eora Journey Economic Development Plan that focus on support for Aboriginal and Torres Strait Islander business owners, employees and education success.

The City 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

**On Track**

### **Strategic research, analysis and knowledge sharing.**

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

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**

**Knowledge and skills**

Deliver and support networking events, forums and seminars to foster business to business engagement, peer learning and cluster development.

**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.

**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

**3. Visiting Entrepreneur Program 22 May- 8 June 2018**

The City hosted high-profile entrepreneurs including Jim McKeivley (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

**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.

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.

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".

**On Track**

#### **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.

**On Track**

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.

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

#### **Major Projects**

Completion Date

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.

**Complete**

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

**Complete**

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.

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.

2017 saw a 144% increase in international media reporting. International coverage comprised print, radio, TV broadcast and, more prominently, online reporting.

There was a total of 12 media releases. These were translated into Mandarin and specifically pitched to Chinese media outlets.

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.

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.



Deliver and contribute to the recognition of Sydney internationally by marketing New Year's Eve, Chinese New Year, Fashion Week, Christmas and other events in association with Destination NSW and Business Events Sydney, international broadcasts, recognition programs, connectivity whether virtual or physical.

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).

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.

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.

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.

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.

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.

The most recent major events included Sydney Writers' Festival, Sydney Film Festival, Sydney Comedy Festival Vogue Fashion Night Out and Vivid.

**On Track**

**On Track**

<p><b>Visitor Experience</b></p> <p>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.</p>	<p>There are three key programs for Visitor Service delivery; Visitor Services Kiosks, Cruise Meet &amp; Greet Volunteer Sydney Ambassador Program and the Volunteer Roaming Sydney Ambassador program.</p> <p>For the period July 2017 to June 2018 note the following:</p> <ul style="list-style-type: none"> <li>-Visitor Services kiosks served 67,942 visitors.</li> <li>-The Cruise Meet &amp; Greet Volunteer Sydney Ambassadors greeted 63 international ships and assisted 19,591 passengers.</li> <li>-The Volunteer Roaming Sydney Ambassador program, which commenced in January 2018, has assisted 29,415 visitors.</li> </ul>	<p><b>On Track</b></p>
<p>Implement priority projects and programs from the Tourism Action Plan that focus on destination development; destination management and destination marketing.</p>	<p><b>Destination Management:</b> 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><b>Destination Marketing:</b> 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>	<p><b>On Track</b></p>
<p><b>Business and Investment Attraction</b></p> <p>Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.</p>	<p><b>Destination NSW</b> 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.</p> <p><b>Business Events Sydney</b> The City's support for Business Events Sydney continues as part of a five year partnership endorsed by Council in June 2015.</p>	<p><b>On Track</b></p>
<p><b>Safety</b></p> <p>Work with emergency services, relevant agencies, and the community to build resilience in vulnerable communities to prevent, respond and recover from emergencies.</p>	<p>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.</p>	<p><b>On Track</b></p>
<p><b>Cleansing and waste</b></p> <p>Provide high quality, customer focussed street cleansing service that meets the needs of the community.</p>	<p>This quarter the City collected a total of 15,068.42 tonnes of residential and cleansing waste, 156 tonnes of mattresses and 152 tonnes of white goods.</p>	<p><b>On Track</b></p>
<p><b>Monitoring and compliance</b></p>		

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.

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

In 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.

**On Track**

**1.S.1 Performance Measures**

**Sydney as a Brand**

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	YTD	Comment	Status
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	Indicator Only
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.	Indicator Only

**City Development**

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial Development Approved	m2	234,937	-	192,165	-	3,953	700	16,891	119	21,663	Very little commercial activity this quarter.	Indicator Only
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	Indicator Only

**Business Events Sydney**

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
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	Indicator Only
Number of events secured	No.	7	-	5	-	-	1	-	9	10	During the second half of the 2017/18 financial year, BESydney 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.	Indicator Only

41

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, BESydney 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.	Indicator Only
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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, BESydney 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.	Indicator Only
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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, BESydney utilised City of Sydney funding to successfully secure ten events for the city. These events secured in 2017/18 are	Indicator Only
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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		2016/17		2017/18		2017/18 Result			Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD	
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		2016/17		2017/18		2017/18 Result			Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD	
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		2016/17		2017/18		2017/18 Result			Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD	
Number of international students studying at campuses in the city	No.	-	-	-	-	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	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
<p><b>Energy efficiency and renewables</b></p> <p>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.</p>	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 be launched in FY19.	<b>On Track</b>
<p>Develop an implementation plan for the 50% renewable by 2030 target for the city.</p>	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.	<b>On Track</b>
<p><b>Advocacy</b></p> <p>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.</p>	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.	<b>On Track</b>
<p><b>Major Programs</b></p> <p><b>Energy efficiency and renewables</b></p> <p>Plan for the integration of all fleet operations data and leverage analytics to drive a reduction in greenhouse gas emissions.</p>				<b>Status</b>
			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.	<b>On Track</b>
<p><b>Sustainable Planning</b></p> <p>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.</p>				<b>Status</b>
			Conditions to support City DCP current sub-metering controls will be considered. Regularly review development application standard conditions to improve environmental outcomes in 2019FY	<b>On Track</b>
<p>Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero building standards.</p>				<b>Status</b>
			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.	<b>On Track</b>
<p>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.</p>				<b>Status</b>
			Exhibition of controls occurred from 28 April to 30 May 2018. Submissions summarised and addressed. Report to go to Council in 2018/19.	<b>On Track</b>

Regularly review Development Application Standard Conditions to improve environmental outcomes.

The review of standard conditions is an ongoing process

**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.

**On Track**

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.

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**

## 2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised.

### Major Projects

Completion Date	% Complete	Progress To Date	Status
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### Sustainable Planning

Incorporate minimum waste requirements for waste storage capacity for new developments in DCP.

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**

Finalise and promote Waste Management in New Developments Guidelines.

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**

### Monitoring and reporting waste

Integrate organisational waste reporting on a new digital platform.

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.

### Managing waste and resources

Develop and deliver an on-going education campaign to target contamination of recycling bins and increased participation in residential recycling services.

A draft Illegal Dumping Strategy and Action Plan has been completed, the plan details actions and strategies to be adopted to tackle illegal dumping. The identified strategies and actions will be incorporated into the Waste and Resource Recovery Engagement Action Plan, this action plan will include programs and

**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
<b>Monitoring and reporting waste</b>		<b>On Track</b>
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.	
<b>Managing waste and resources</b>		<b>On Track</b>
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.	
<b>Management and compliance</b>		<b>On Track</b>
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	
<b>Advocacy</b> 5		<b>On Track</b>
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.	
<b>2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.</b>		
Major Projects	Completion Date	Progress To Date
<b>Recycled water</b>		<b>On Track</b>
Deliver large-scale recycled water projects at Green Square Town Centre and Sydney Park onsite 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.  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..

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.	<b>Attention Required</b>
Facilitate the delivery of a recycled water project in Greater Green Square by the private sector.	2019	50	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.  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.	<b>Attention Required</b>
<b>Sustainable Planning</b>				
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.	<b>Watch</b>
<b>46</b>				
<b>Stormwater quality / waterway health</b>				
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	<b>On Track</b>
<b>Major Programs</b>				
<b>Progress To Date</b>				
<b>Sustainable Planning</b>				
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.	<b>On Track</b>
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.	<b>On Track</b>
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	<b>On Track</b>

- communication tool finalised.

<p><b>Advocacy</b></p> <p>Advocate for IPART and the NSW Government to implement progressive pricing structures for Sydney Water that reflect resource value and enable water sensitive solutions.</p> <p>Advocate for urban renewal areas to meet world's best practice environmental standards.</p> <p><b>Stormwater quality / waterway health</b></p> <p>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.</p> <p>Continue to include raingardens in road and streetscape renewal designs where feasible.</p> <p>Continue to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure in all new City projects.</p> <p>Where possible, retrofit the City's stormwater system with gross pollutant traps to reduce solids discharged to waterways via stormwater run-off.</p>	<p>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.</p> <p>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.</p> <p>The task is due to be delivered by December 2019.</p> <p>Raingardens are included in designs where site conditions are appropriate. There are currently 154 raingardens in the City.</p> <p>Opportunities continue to be monitored for Water Sensitive Urban Design in new projects including:</p> <ul style="list-style-type: none"> <li>- The Green Square Town Centre (GSTC) Water Sensitive Urban Design (WSUD) Strategy has been developed.</li> <li>- Works completed at Victoria that included removing existing sediment and installing a new recirculation system, pump and weir to improve water quality</li> </ul> <p>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.</p> <p>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.</p>	<p><b>Watch</b></p> <p><b>On Track</b></p>
<p><b>2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.</b></p>		
<p><b>Major Projects</b></p> <p><b>Business engagement (non-office based)</b></p> <p>Develop customer sustainability plans for the Commercial Office and for Accommodation &amp; Entertainment sectors.</p> <p><b>Residential engagement</b></p> <p>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.</p>	<p>Completion Date</p> <p>2018</p> <p>2020</p> <p>2020</p> <p>% Complete</p> <p>95</p> <p>35</p> <p>Progress To Date</p> <p>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.</p> <p>The City co-launched the new NABERS for apartment buildings rating tool in June 2018 with the Office of Environment &amp; Heritage, where 140 strata stakeholders</p>	<p><b>Status</b></p> <p><b>On Track</b></p> <p><b>On Track</b></p> <p><b>On Track</b></p> <p><b>On Track</b></p>

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
<b>Commercial office engagement</b>		<b>On Track</b>
Deliver the CitySwitch Green Office Sydney program to office based businesses to facilitate improved environmental performance.	<p>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.</p> <p>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.</p>	
Coordinate the CitySwitch Green Office national program across Australia.	<p>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.</p> <p>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.</p> <p>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.</p>	<b>On Track</b>
Manage the Better Buildings Partnership program for commercial building owners and their agents to facilitate improved environmental performance.	<p>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.</p> <p>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.</p> <p>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.</p> <p>The Partnership also released the BBP Cooling Tower Guidelines and conducted a masterclass on the principles of the guidelines and implementation.</p>	<b>On Track</b>

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.

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 Knocks" 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.

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 Knocks 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.

#### 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 Green Apartment retrofit program for apartment buildings.

**On Track**

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.

**Provision of grants and other cross sector support.**

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.

**On Track**

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

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

**On Track**

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

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.

**On Track**

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
<b>Capital Projects</b>				
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.	2018	100	The Sustainable Design Technical Guidelines have been developed and implemented into Councils Project Management process. Ongoing support and advice on the application of the guidelines will continue to be provided to project teams by the Sustainable Design Advisor.	<b>Complete</b>
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.  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.  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.	<b>Attention Required</b>
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.	<b>On Track</b>

Major Programs

Progress To Date

Status

## Environmental Management Systems

<p>Continue to implement an environmental management system that will enable risk and opportunities to be effectively and efficiently managed across the organisation.</p>	<p>The implementation of the Environmental Management System includes the following actions:</p> <ul style="list-style-type: none"> <li>- Asset Environmental Budget for emissions tracking to 2021 was completed</li> <li>- Sustainable Design Technical Guidelines for capital projects was completed with project management staff now supported by the Sustainable Design Advisor</li> <li>- Environmental site audits were undertaken at the Green Square construction sites</li> <li>- Sustainable Procurement Policy has been endorsed</li> <li>- National Carbon Neutral Scheme certification has been completed for 2016/17</li> </ul>	<p><b>On Track</b></p>
<p>Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.</p>	<p>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.</p>	<p><b>On Track</b></p>
<p>Define, procure and implement improved systems and supporting processes for monitoring, management and reporting of utilities and other sustainability metrics within City-owned assets.</p>	<p>Super users for the SMART system were identified throughout organisations and training has been rolled out. The inaugural SMART working group is scheduled for July and will track and manage utility variances and opportunities.</p>	<p><b>On Track</b></p>
<p><b>Capital Projects</b></p>		
<p>Identify and implement opportunities to reduce potable water consumption through efficiency and connection of City assets to recycled water.</p>	<p>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.</p>	<p><b>On Track</b></p>
<p>Adapt infrastructure design to account for current and future climate change where appropriate (including water sensitive urban design, stormwater management, roads and pavement).</p>	<p>The City is working with the Office of Environment and Heritage and Sydney Water to trial software that will identify the risk to assets under extreme weather conditions.</p>	<p><b>On Track</b></p>
<p><b>Asset Management</b></p>		
<p>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).</p>	<p>A gap analysis of industry/government standards against relevant properties has been completed. Improvement actions have been identified. These actions will be prioritised and an action plan will be finalised by August 2018.</p>	<p><b>On Track</b></p>
<p>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).</p>	<p>As part of the Major Properties Efficiency Project (MPEP), energy and water efficiency projects such as systems and equipment improvements have been verified and implementation has commenced.</p>	<p><b>On Track</b></p>
<p>Develop an implementation plan to reflect the 50% renewable by 2021 target for the City. Implement via capital works and energy procurement.</p>	<p>Implementation plan is in development. Extensive stakeholder consultation is involved. Energy procurement, on-site generation and capital works outcomes have been modelled. Preliminary modelling to be reviewed based on updated figures for organisational emissions and emission reduction initiatives.</p>	<p><b>On Track</b></p>
<p>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.</p>	<p>A review of the current waste data for City properties and previous waste audit results and recommendations has been completed. Based on this review, four sites have been identified as trial sites for implementing improved waste management strategies. These trial sites will be completed by December 2018 and will inform waste improvement strategies across the broader property portfolio</p>	<p><b>On Track</b></p>
<p>Introduce public place recycling into City aquatic centres.</p>	<p>Public place recycling will be introduced into Gunyama Park Aquatic &amp; Recreation Centre.</p>	<p><b>On Track</b></p>
<p>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</p>	<p>Audits under the Major Properties Efficiency Project (MPEP) have been completed and identified energy and water opportunities. These opportunities have been classed as phase 1 or 2. An action plan will associate these opportunities with relevant external targets/policies.</p>	<p><b>On Track</b></p>

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. **On Track**

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. **On Track**

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

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

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

**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. **On Track**

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

**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
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<b>City Farm</b>				
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Commence operations at the City Farm.	2019	80	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.	<b>On Track</b>
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Major Programs	Progress To Date	Status
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<b>Community Greening</b>		
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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.

**On Track**

#### Urban Forest

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

Projects to increase canopy cover have continued, 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.

**On Track**

#### 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.

**On Track**

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.

**On Track**

#### 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.

**On Track**

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.

**On Track**

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.

**On Track**

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:

**On Track**

• Decomposed granite was installed at Chippendale Green, Wentworth Park and Prince Alfred Park to address worn areas

- Irrigation extended at Prince Alfred Park
- Returfing works undertaken at Quarry Green, Victoria Park, Isabella Hills, Jessie Street Reserve and others totalling 2,291m<sup>2</sup>
- 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.

**On Track**

### **Parks Water Savings Action Plan**

Improve water efficiency at the City's parks through installation of efficiency measures and changes in management practices.

Water Savings Action Plan is currently being reviewed and updated to identify opportunities for further improvements to water efficiency and water management practices in our parks and open spaces

**On Track**

## **2.7 The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change.**

### **Major Programs**

#### **Progress To Date**

#### **Status**

### **Climate change**

Identify 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.

**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.

**On Track**

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, Health NSW, Transport NSW, Family and Community Services, Planning NSW and Ausgrid. The City's Crisis Management Team and Business Continuity Recovery Team also participated.

### **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.

**On Track**

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.

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

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result			Comment	Status
		Result	Target	Result	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												
Greenhouse gas emissions for City of Sydney local government area – total all emissions	Tonnes CO2	4,674,637	-	5,809,144	-	-	-	-	0	-	Result is for 2016/17 financial year - the most recent year data available.	Indicator Only
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 of 74.4% by June 2021 70% by 2030 )	%	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.	Indicator Only
Percentage of electricity demand in the local government area met by renewable sources (target of 50% by 2030, measured annually in June – data from previous financial year)	%	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.	Indicator Only
Water Usage and Stormwater												
Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result			Comment	Status
		Result	Target	Result	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	Indicator Only

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

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	YTD	Comment	Status
Potable water usage from the local government area – 2006 baseline (33,712) (measured annually in June – data from previous financial year)	ML	36,847	37,890	-	-	-	-	0	-	Result of 37,890ML is for 2016/17 financial year - the most recent data available from Sydney Water.	Indicator Only
<b>Waste - Local Government Area</b>											
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.	Watch
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.	Indicator Only
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.	Indicator Only
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.	Indicator Only
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.	Indicator Only
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.	Indicator Only
<b>Waste - Manage the waste created by the City of Sydney.</b>											
City of Sydney Recycling (organisational facilities)	Tonnes	1,238	558.54	-	86.88	80.2	72.86	82.58	322.52	The total of 82.58 tonnes is a sum of invoiced data (21.20 tonnes) and accrued data (61.26 tonnes).	Indicator Only
City of Sydney Waste Collected (organisational facilities)	Tonnes	2,219	1,222.21	-	239.66	218.09	205.3	221.64	884.69	The total of 221.64 tonnes is a sum of invoiced data (62.60 tonnes) and accrued data (158.78 tonnes)	Indicator Only
Percentage of resource recovery of waste from the City's parks, streets and public places	%	-	-	-	0	0	0	0	-		Indicator Only

Percentage of resource recovery of waste from City managed properties	%	-	-	-	36	36.8	35.49	37.26	36.39	Indicator Only
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.
<b>Greening Sydney</b>										
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2015/16 Result</b>	<b>2016/17 Result</b>	<b>2017/18 Target</b>	<b>2017/18 Q1</b>	<b>2017/18 Q2</b>	<b>2017/18 Q3</b>	<b>2017/18 Q4</b>	<b>YTD</b>	<b>Status</b>
Street trees planted annually	No	727	716	700	139	45	75	441	700	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	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	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	Watch
Maintain or increase number of indigenous bird species (2009/10 baseline - 63 species) (measured annually in June)	No	64	76	-	-	-	-	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.
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
<b>Environmental Grants</b>										
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2015/16 Result</b>	<b>2016/17 Result</b>	<b>2017/18 Target</b>	<b>2017/18 Q1</b>	<b>2017/18 Q2</b>	<b>2017/18 Q3</b>	<b>2017/18 Q4</b>	<b>YTD</b>	<b>Status</b>
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
<b>Planning</b>				
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	<p>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.</p> <p>The City continues to work with TfNSW, Sydney Coordination Office and the dedicated Light Rail and Metro teams to prepare their Interchange Access plans.</p> <p>We are also continuing to work with Urban Growth, TfNSW and other stakeholder to plan the Waterloo Metro precinct as part of the wider Waterloo redevelopment.</p> <p>The Green Square and Waterloo Transport Access Plan being prepared with Transport for NSW will accelerate work on the interchange solutions for Waterloo Metro.</p>	<b>Complete</b>
<b>Major Programs</b>				
<b>51 Planning</b>				
Work with the State Government to implement changes to loading, taxi and parking arrangements in-line with the Sydney City Centre Access Strategy.			<p>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.</p>	<b>On Track</b>
<b>Advocacy</b>				
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.			<p>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.</p> <p>Specifically, the Metro West Project Overview (March 2018) canvasses a potential station at Pyrmont, in addition to stations in the City centre (likely to be one in the north, and one at Central). The Overview also suggests corridor protection to Zetland, allowing extension to the South-east via a station there. The City's Submission to the Project Overview articulates the case for the line to go to Zetland as part of Stage 1, ideally by 2028.</p>	<b>On Track</b>
Work with the State Government to review the City Centre Access Strategy, developing agreed approaches to support the functioning of the city centre.			<p>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.</p>	<b>On Track</b>
<b>Partnership</b>				

Work with the State Government and Taxi industry to implement more taxi ranks in better locations with improved safety in the City Centre during the evening and late night.

The City 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.

**On Track**

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

#### Major Programs

#### Progress To Date

#### Status

#### Partnership

Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.

The City 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.

**On Track**

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.

The City engaged with Sydney Metro to secure optimum outcomes around station precinct design and development, and construction methodology.

The City engaged with Sydney Coordination Office to maximise pedestrianisation and public domain outcomes from CSELR, especially in the George St pedestrianised zone.

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.

Work with the State Government and developers to ensure active and public transport infrastructure is a consideration with relevant State Significant Development, with suitable infrastructure provided in a timely manner.

**On Track**

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.

#### Advocacy

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

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.

**On Track**

Work with the State and Federal Government to further develop proposed public transport improvements in the City Centre – Green Square – Southern Sydney corridor.

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.

**On Track**

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.

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><b>Parking</b></p> <p>Ensure on-street parking restrictions reflect the needs of nearby land uses.</p> <p>Continue to implement the neighbourhood parking policy.</p>	<p>On-street parking generally reflects adjacent land uses.</p> <p>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.</p>	<p><b>On Track</b></p>
<p><b>Freight and Servicing</b></p>		
<p>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.</p>	<p>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.</p> <p>A study of international approaches to parking compliance is informing development of potential options for greater productivity from on-street loading.</p> <p>The City is monitoring Transport for NSW’s proposed trial of a small electric vehicle undertaking last mile delivery tasks around Circular Quay.</p>	<p><b>On Track</b></p>
<p><b>Regional Collaboration</b></p>		
<p>Continue to build relationships with neighbouring councils and collaborate on transport projects where infrastructure or impact is across the boundaries.</p>	<p>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</p>	<p><b>On Track</b></p>
<p><b>Technology</b></p>		
<p>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.</p>	<p>The City commenced a study into best practice approaches to parking compliance, including potential new technologies.</p> <p>The grant-funded project exploring increased uptake of electric vehicle charging facilities in strata developments is proceeding.</p> <p>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).</p>	<p><b>On Track</b></p>
<p><b>3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport.</b></p>		
<p><b>Major Programs</b></p>		
<p><b>Traffic calming initiatives</b></p>		
<p>Develop and deliver a range of initiatives to help support change of behaviour by traffic calming.</p>	<p>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</p>	<p><b>On Track</b></p>
<p><b>Speed reduction</b></p>		

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.	<b>On Track</b>
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	<b>On Track</b>

**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	<b>On Track</b>
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**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.	<b>On Track</b>
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**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 Steeping 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.	<b>On Track</b>
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**3.4 Public transport, walking and cycling are the first choice transport modes within the city.**

**Major Programs**

**Progress To Date**

**Status**

**City Transformation**

Continue to support the implementation of light rail down George Street and in wider local government area.	Amount of input required reducing due to implementation, but advice provided as required.	<b>On Track</b>
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**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	<b>On Track</b>
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### 3.5 Transport services and infrastructure are accessible.

Major Projects	Completion Date	% Complete	Progress To Date	Status								
<b>Transport infrastructure</b>												
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 - AZMP 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.	<b>Complete</b>								
<b>Major Programs</b>												
			<b>Progress To Date</b>	<b>Status</b>								
<b>Parking</b>												
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.	<b>On Track</b>								
Demand for parking is managed to ensure there is equitable access to the constrained supply.			On-street parking is proactively managed.	<b>On Track</b>								
<b>Advocacy</b>												
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.	<b>On Track</b>								
<b>3.5.1 Performance Measures</b>												
<b>Parking and road management</b>												
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2015/16 Result</b>	<b>2016/17 Result</b>	<b>2017/18 Target</b>	<b>2017/18 Result</b>	<b>2017/18 Q1</b>	<b>2017/18 Q2</b>	<b>2017/18 Q3</b>	<b>2017/18 Q4</b>	<b>YTD</b>	<b>Comment</b>	<b>Status</b>
Proportion of resident drivers who are members of car share schemes	%	17.5	19	-	19.62	20.22	27.66	27.91	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

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result				Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD			
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		2016/17		2017/18		2017/18 Result				Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD			
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		2016/17		2017/18		2017/18 Result				Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD			
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		2016/17		2017/18		2017/18 Result				Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD			
Number of transport-related projects (footpath improvements, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming (PCTC) plans	No	16	7	6	1	1	1	3	6	Target achieved within budget	On Track		

Public transport - taxis

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result				Comment	Status
		Result	Target	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	76	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		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
<b>Cycling</b>				
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area	2023	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.	<b>On Track</b>
<b>Major Programs</b>			<b>Progress To Date</b>	<b>Status</b>
<b>Walking</b>				
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.	<b>On Track</b>
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.	<b>On Track</b>
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.  Work is continuing on the Smart Pedestrian Counting project, supported by the Federal Governments Smart Cities and Suburbs grant.	<b>On Track</b>
<b>Cycling</b>				
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.	<b>On Track</b>
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.	<b>On Track</b>

<b>Partnerships</b>	Advocate and work with land owners to develop a continuous foreshore walk accessible on foot and by bike	City staff continue to be consulted by Urban Growth on Bays Precinct facilities	<b>On Track</b>
	Work with neighbouring councils, State and Federal Governments to implement the Inner Sydney Regional Bike network.	Transport for NSW are planning a business case for the inner Sydney Regional bike network for Infrastructure Australia. The City has shared our existing business case with them.  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.	<b>On Track</b>
	Build relationships with State and Federal Government, councils and other stakeholders to build capacity, share information and continue good practice and innovation in walking and cycling.	City staff have continued regular meetings with Transport for NSW and RMS.  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, Austrorads, Sydney University, Randwick City Council, Adelaide University, UNSW, Hornsby Council, Brisbane City Council, Adelaide City Council, Bayside Council and Toowoomba Regional Council.	<b>On Track</b>
<b>Civil Infrastructure</b>	Continue to implement priority actions from the Liveable Green Network, including the Footpath Renewal program, pedestrian and cycling safety improvements, new furniture installations, pedestrian lighting upgrades, installations of green verge/street gardens and new cycleways.	The installation of new street furniture has continued across the local government area and is prioritised for bus stops and key Liveable Green Network routes.  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.	<b>On Track</b>
		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.	
<b>4.2 The city centre is managed to facilitate the movement of people walking and cycling.</b>			
<b>Major Programs</b>		Progress To Date	Status
<b>Walking</b>	Work with the State Government to decrease waiting time and journey time for pedestrians on priority routes in the City Centre.	The City continues to work with RMS and the Sydney Coordination office on pedestrian priority in the City Centre.	<b>On Track</b>
	Review through site link and laneway network within the City Centre and ensure network is connected.	A review of the laneway and through site links has been completed. This work will be considered when reviewing the Liveable Green Network policy	<b>On Track</b>
	Work with the State Government to review warrants for pedestrian facilities.	The City has completed an internal review. This will be discussed with Centre for Road Safety at an upcoming meeting	<b>On Track</b>
<b>Cycling - City centre</b>	Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	Negotiations with the Sydney Coordination Office continue, including for King, Liverpool, Chalmers and Pitt Streets	<b>Watch</b>
<b>Partnerships</b>			

<p>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</p> <p>Collaborate with State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project</p>	<p>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</p> <p>Ongoing involvement in design process through light rail Urban Design Reference Group and weekly design meetings to negotiate high quality public domain outcomes.</p>	<p><b>On Track</b></p> <p><b>On Track</b></p>
<p><b>4-3 The number of people who choose to walk and cycle continues to increase.</b></p>		
<p><b>Major Programs</b> Progress To Date</p>		
<p><b>Modal shift</b></p>		
<p>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).</p>	<p>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.</p> <p>Other key activities included</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- City staff provided 889 personalised routes.</li> <li>- 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.</li> <li>- 10,320 maps were distributed via businesses and on request.</li> </ul>	<p><b>On Track</b></p>
<p>Encourage walking and cycling culture, providing support to enterprises and community groups through behaviour change programs.</p>	<p>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.</p> <p>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.</p>	<p><b>On Track</b></p>
<p>Continue to investigate and prepare for potential future bike share system.</p>	<p>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.</p>	<p><b>On Track</b></p>
<p><b>Walking and cycling for leisure</b></p>		
<p>Lead and/or support events celebrating and focusing on walking and cycling.</p>	<p>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.</p> <p>The City provided grants to support three major cycling events: the Cyclocross, White Bay Criterion and a three year sponsorship of the state's biggest bike ride, Spring Cycle.</p>	<p><b>On Track</b></p>
<p>Encourage recreational walking and cycling by promoting attractive routes and open spaces.</p>	<p>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.</p>	<p><b>On Track</b></p>

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 BIKETOVER and run state-wide throughout October to coincide with the City's Sydney Rides Festival.

**On Track**

Collaborate with organisations to encourage the use of walking and cycling for commuting to work with positive results.

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.

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 BIKETOVER and run state-wide throughout October to coincide with the City's Sydney Rides Festival.

**On Track**

Continue to work with schools to identify and mitigate barriers to walking and cycling for students and parents.

The City has commenced a project to address gaps in the cycling network close to schools to provide students with a safer cycling trip.

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**

Continue to encourage developers to include end of trip facilities in new developments and to retrofit existing buildings.

Advocacy is undertaken as appropriate

**On Track**

#### 4.S.1 Performance Measures

##### Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18		2017/18 Result			Comment	Status
				Target	Q1	Q2	Q3	Q4		
Length of separated cycleways provided annually	Km	1.01	0.22	0.47	0	0.27	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	2.4	On Track
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	(10)	(1)	-	-	1	-	0	1	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	Indicator Only
Number of attendees at cycle safety courses	No	-	-	-	130	45	110	63	348	Indicator Only

##### Footpaths

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18		2017/18 Result			Comment	Status	
				Target	Q1	Q2	Q3	Q4			YTD
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
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### 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.	<b>On Track</b>
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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.	<b>On Track</b>
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Public domains plans to be developed for Town Hall precinct and City South (Central Station) precinct with briefs issued for consultant procurement.

Develop concept designs and briefs for city centre public spaces	2019	55	Input into public spaces being delivered private sector such as 180 George Street ongoing.	<b>On Track</b>
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Public domain co-ordination plan underway for City North streets near Circular Quay ( Pitt St, Reiby Place, Loftus, Young, Phillip and Alfred Streets to provide cohesive public domain directions across multiple development sites.

Chinatown/City South Public Domain Plans providing direction for Quay street capital work project.

### Major Programs

#### Progress To Date

Status

### 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
<b>Public Domain improvements</b>		
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.  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.	<b>On Track</b>
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	<b>On Track</b>
<b>Planning</b>		
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.	<b>On Track</b>
Implement George Street 2020 Activation Plan.	Preparing a George Street Readiness Program that will implement the actions of George Street 2020.	<b>On Track</b>
Develop and implement a CBD Activation Policy and Guidelines.	Methodology and background research to develop policy is underway.	<b>On Track</b>
<b>5.3 Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre.</b>		
Major Programs	Progress To Date	Status
<b>Business space</b>		
Facilitate access to appropriate space in the city centre for businesses within identified priority sectors including Tech Start-ups and Aboriginal and Torres Strait Islander business.	The City and Lend Lease have entered into a Voluntary Planning Agreement to provide 4,000sqm of commercial office space for an innovation centre and 200sqm of community space as part of their development site at 182 George Street, Sydney. Consultation with the tech startup ecosystem has commenced in order to scope the future use of the space. Construction of the new building at 182 George Street has commenced.	<b>On Track</b>
<b>Tourism provision</b>		
Work in partnership to develop tourism infrastructure in the city centre including Wi-Fi and information kiosks.	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: - 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.	<b>On Track</b>

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
<b>City centre creative activity</b>				
Implement recommendations from the review of the busking policy that aims to increase the cultural and street life of the city community.	2018	60	A draft Local Approval Policy for busking has been completed and will be put to Council for approval to be placed on public exhibition.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Public art</b>		

Implement the City Centre Public Art Plan. **On Track**

The implementation of the City Centre Public Art Plan is well underway. The Distance of Your Heart, by renowned artist Tracey Ermin 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. **On Track**

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		2017/18 Result					Comment	Status			
Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	Q1	Q2	Q3	Q4	YTD		
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	Indicator Only

## 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
<b>Social Strategy</b>				
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.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Learning and Creative Programs</b>		
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.	<b>On Track</b>

Public Domain	Progress To Date	Status
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.  Green Square is the focus for delivery new streets and parks that will deliver a high quality public domain for the precinct.	<b>On Track</b>

Green Square	Progress To Date	Status
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.	<b>On Track</b>

Placemaking and community engagement activities for Green Square growing neighbourhood.	Progress To Date	Status
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.	<b>On Track</b>

### 6.2 Our city is a place where people are welcomed, included and connected.

**Social Programs and Services**

Implement the Inclusion Action Plan.

Highlights for the 2017/18 year include:

- 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.

During the 2017/18 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.

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.

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Highlights in the delivery of Social Programs and Services include:

- 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.
- 374 attendances at International Women's Day events in community centres.
- 65 people collaborated to create a community mural in Woolloomooloo. Over 350 people attended the launch.
- 670 people attended refugee week events hosted by the City.
- 156 Meals on Wheels clients received free meal hampers to ensure they had sufficient food provisions over the Easter period.
- Over 600 people attended a Wear it Purple Day event.

**On Track**

Deliver programs that support community safety.

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.

**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.

Offer affordable social programs and services to enable participation among low income earners.

**On Track**

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.

**On Track**

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.

**On Track**

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 (FES) 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).

**On Track**

### Support small business

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

#### 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.

#### 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), Oxtrevaganza (Darlinghurst), Newtown Good Food Fair (Newtown), Arts Table (Walsh Bay).

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

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.

**On Track**

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

**Major Programs**

**Progress To Date**

**Status**

**Community Planning**

Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.

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**

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.

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.

**On Track**

Highlights and activities include:

- 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.

Provide childcare and children's facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.

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:

- 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.

**On Track**

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

### Community Facilities Delivery

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

First stage of Property Strategy nearing completion

On Track

### Parks and recreation facilities

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

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

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

### Major Programs

Progress To Date

Status

### Social services

Deliver social programs and services that build community capacity.

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.

On Track

79

Highlights include:

- 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 Tweenies program

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.

On Track

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 to the City's website.

**On Track**

Examine and determine a best practice operating model for the City's aquatic and leisure facilities. Project has been deferred to future years.

**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.

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.

**On Track**

### Customer service

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

- 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.

**On Track**

## 6.S.1 Performance Measures

### Local economies

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	YTD	Comment	Status
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	4,620.88	Number of Footways: 444 and Total sqm: 4,620.88sqm	Indicator Only
Value of economic grants approved by the City of Sydney	\$ '000	-	-	-	177.76	276.55	372.15	97	923.46		Indicator Only

### Libraries and learning

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	YTD	Comment	Status
Percentage of participants who are satisfied with the programs offered at the City library network (reported annually in June)	%	-	-	-	-	-	-	84.1	84.1	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	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		Indicator Only

Attendance to libraries 000 1,074.29 1,035.94 - 305.83 287.41 305.46 199.94 1,098.64 Indicator Only

**Children's services**

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	YTD	Comment	Status
Number of children supported through City operated Children's Services	No	1,164	1,189	-	762	83	211	52	1,108		Indicator Only
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	1,091	Places are offered through 25 City owned child care facilities	Indicator Only
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**

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	YTD	Comment	Status
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	98.75	99	85	100	98	99	95	98		On Track
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 performances 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

**Social Programs and Services**

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	YTD	Comment	Status
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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

Percentage of people surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity	%	-	-	-	-	-	-	-	89	89	Indicator Only
Total bookings of community venues at reduced (community) rates	No.	-	-	2,619	2,398	2,549	2,810	10,376			Indicator Only

**Companion animals**

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	Status	
		Result	2015/16	Result	2016/17	Target	2017/18	Q1	Q2			Q3
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	Indicator Only
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.	Indicator Only
Dog declared menacing/dangerous	No	1	3	-	-	1	1	0	1	3	In Q4, 1 dog was declared "menacing".	Indicator Only

## 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.**

### Living History

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**

### Major Programs

#### Progress To Date

Status

### Creative Public Domain

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.

#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 Matakai 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.

**On Track**

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.

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.

**On Track**

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.

**On Track**

08  
05

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 Centre 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.

### 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**

The Nightlife and Creative City advisory panel has been established and is considering this report and providing advice. The City will assess all feedback and advice and propose amendments to be considered by Council in late 2018.

#### 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**

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**

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**

## 7.4 The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city.

### Major Programs

#### Progress To Date

#### Status

### Eora Journey

Commission a series of permanent and temporary public artworks as part of the Eora Journey; Recognition in the Public Domain that communicate and celebrate the living culture of Aboriginal and Torres Strait Islander people through creative expression in the public domain (National Aborigines and Islanders Day Observance Committee (NAIDOC) week event, support for youth).

To date, the City has launched 3 of the 7 public art projects in the Eora Journey program to take place over a 10-year period. The soon to be announced Monument for the Eora is the fourth project in development.

**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

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Result			Comment	Status	
					Q1	Q2	Q3			Q4
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	Indicator Only
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	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	Indicator Only

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.

Art Money continues to attract more gallery participation.

## 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.		Progress To Date	Status
<b>Major Programs</b>			
<b>Housing supply</b>			
To meet District Plan requirements, develop a Housing Strategy to manage the long-term supply of housing.	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.		<b>On Track</b>
Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.	As at 30 June 2018 there were <ul style="list-style-type: none"> <li>• 16,844 private residential dwellings approved or under construction in the city</li> <li>• 1,901 non private residential dwellings approved or under construction in the city</li> <li>• 7,063 private residential dwellings lodged but not yet approved in the city</li> <li>• 1,838 non private residential dwellings lodged but not yet approved in the city.</li> </ul> <p>Completions reported annually (financial year - Residential Monitor/Housing Audit)</p>		<b>On Track</b>
<b>8.2 The supply of affordable housing supports a diverse and sustainable community and economy.</b>			
<b>Major Programs</b>		Progress To Date	Status
<b>Partnerships</b>			
Continue to investigate opportunities to use City owned land for affordable housing delivered through partnerships with government, not for profits and the private sector.	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.		<b>On Track</b>
	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.		
Continue to promote the Affordable and Diverse Housing Fund for affordable housing delivered through partnerships with government, the not for profit and private sectors.	The most recent grant approved by the City under the Affordable and Diverse Housing Fund was to St George Community Housing in June 2017. The \$3 million awarded supports the construction of up to 77 units in Chippendale and combines a Youth Foyer model to support youth at risk of homelessness and general affordable housing. A media release was issued in coordination with the State Government's announcement on 12 September. The fund is promoted on the City's website and general information is provided to organisations enquiring about the program.		<b>On Track</b>
<b>Planning</b>			
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.		<b>On Track</b>
	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
<b>Advocacy</b>	Advocate to State Government and housing providers for the retention of existing social housing and increase in supply.	<b>Watch</b>
<b>Capacity Building</b>	Provide and support community capacity building initiatives in social housing neighbourhoods.	<b>On Track</b>
<b>Partnerships</b>	Collaborate with State Government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.	<b>On Track</b>

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.

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.

- Of those who participated in a program and completed a survey;
- 96 percent reported an increase in skills and knowledge,
  - 95 percent reported that they are confident applying what they learned,
  - 94 percent stated they felt more connected to their community, and
  - 94 percent said they would be willing to help a neighbour.

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.

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

- 90 percent reported they know where to get help if they need it.

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**

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.

Advocate for innovative and collaborative responses to preventing and responding to homelessness that address unmet demand and systemic gaps.

Highlights in 2017/18 include:

- The launch of Homeground Real Estate Social Enterprise project in Sydney supported by a grant of \$100,000 from the City.

**On Track**

- Attended the NSW Premier's Council on Homelessness.

- Continued to advocate for the needs of individuals through ongoing case coordination meetings.



#### 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**

Through service coordination efforts:

- 224 people sleeping rough were housed in permanent accommodation.
- 565 outcomes were recorded for the Woolloomooloo Integrated Services Hub (WISH), a monthly one-stop shop which brings together over 22 services.

Build the capacity of city staff, non-government services and the community to contribute to reducing homelessness.

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.

**On Track**

Support the delivery of specialist homelessness services in the inner city.

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:

- \$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**

The City's grants and sponsorship programs supports projects that reduce homelessness and encourage the development of affordable housing.

For the year, two grants were approved by Council for a year to date total of \$1,200,000 cash. Support was provided through the Community Services Grant to the Department of Family and Community Services to provide Specialist Homelessness Services in the Inner City area and for Bridge Housing's HomeGround Real Estate social enterprise.

**On Track**

**8.S.1 Performance Measures**

**Housing**

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Number of new dwellings approved	No.	-	-	3,188	-	795	162	369	365	1,691	Indicator Only

**Affordable rental housing**

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pymont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	-	0	-	Indicator Only

Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)

	No	-	-	-	-	-	-	-	0	-	Indicator Only
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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	-	Indicator Only
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The affordable housing units for this program are delivered by City West Housing, a registered community housing provider. The money collected from the Green Square affordable housing levy is provided to City West Housing to purchase land and construct affordable housing dwellings in Green Square.

Affordable housing units resulting from other (non-levy) means (measured annually)

	No.	26	-	-	-	-	-	-	0	-	Indicator Only
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**Homelessness**

Key Performance Indicator	Unit	2015/16	2016/17	2017/18		2017/18 Result				Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No	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
<b>Public Domain Infrastructure</b>				
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.  Signage rollout in Green Square also continuing to be co-ordinated with completion of public facilities, parks and new streets.	<b>On Track</b>
<b>Major Programs</b>				
<b>Public Domain Infrastructure</b>				
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.	<b>On Track</b>
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.	<b>On Track</b>
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.	<b>On Track</b>
<b>Public space planning</b>				
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.	<b>On Track</b>
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.  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.	<b>On Track</b>
<b>Open space</b>				

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.

**On Track**

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 through 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.

**On Track**

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
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##### 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**

95

Place making activities are being implemented in Green Square. For example, four Winter Warmers events were held in June 2018; two of these took place in the new Creative Centre in the Green Square Town Centre. Activities gearing towards the launch of the new Green Square Library and Plaza are being planned, some of these will be in collaboration with Landcom.

##### Major Programs

Progress To Date

Status

##### Stormwater infrastructure Program

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**

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

##### 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

Collect, analyse and report data within the Community Indicators framework to inform priority programs and services for the community.

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

## 9.S.1 Performance Measures

### Development Assessments

Key Performance Indicator	Unit	2015/16 Result	2016/17 Result	2017/18 Target	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 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**

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

## 10 Implementation through effective governance and partnerships

10.1 The City of Sydney is well governed.	Progress To Date	Status
<b>Major Programs</b>		
<b>Compliance</b>		
<p>Deliver programs to embed risk management principles into organisational decision making.</p>	<p>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.</p>	<b>On Track</b>
<p>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.</p>	<p>Revision of the Safety Management System procedures continued. A new Peer Support Program has been established to support the wellbeing of employees.</p>	<b>On Track</b>
<p>Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern and serve the community.</p>	<p>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.</p>	<b>On Track</b>
<p>Monitor compliance with privacy legislation to ensure that personal information held by the City is managed appropriately.</p>	<p>Staff monitor compliance with privacy legislation and processes. The City is developing a data privacy breach protocol.</p>	<b>On Track</b>
<p>Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.</p>	<p>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</p>	<b>On Track</b>
<p>Continue to implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.</p>	<p>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.</p>	<b>On Track</b>
<b>Governance</b>		
<p>Implement the practice of 'Governance by Design' by creating a consistent understanding for City managers of what outcomes are required to govern well.</p>	<p>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.</p>	<b>On Track</b>
<p>Continually review and adapt the elements of governance to maintain community confidence in the City.</p>	<p>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.</p>	<b>On Track</b>

## 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

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.

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
<b>Financial Planning</b>	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.	<b>On Track</b>
Assess and analyse future impacts of workforce trends on the City's long-term financial position.	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.	<b>On Track</b>
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.	Analysis incorporated into the 2018/19 iteration of the Long Term Financial Plan	<b>On Track</b>
Identify properties to shape investment portfolio to improve income earnings and generate income for council.	Review of business cases and financial modelling is an ongoing program.	<b>On Track</b>
<b>Rates</b>	This is an ongoing program of activities.	<b>On Track</b>
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.	Actively participated in IPART review of Local Government Rating System and industry changes. 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.	<b>On Track</b>
<b>Strategic Property Management</b>	Adapt a new model to Property Management to ensure a new service model continues to reflect best practice.	<b>On Track</b>
<b>Fees and Charges</b>	Ventia and Colliers commenced for Facility Management and Property Management respectively. Compliance and Utility Management are expected to be finalised later this year.	<b>On Track</b>
Review the cost of delivering the City's major services to ensure appropriate fees and charges.	This is an ongoing program of activities.	<b>On Track</b>
<b>Procurement</b>	Ensure best practice procurement and contract management focused on value for money, minimised risk and improved sustainability.	<b>On Track</b>
	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.	<b>On Track</b>

## 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**

- 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 McKeivley – 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 outreach 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		On Track
Provide community information of new developments and/or changes in projects, programs and policies through the City's websites, social media channels and notifications.	Ongoing updates on City of Sydney website, Sydney City News and communication letters	On Track
Provide community access to relevant data through the City's open data portal	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 <a href="http://data.cityofsydney.nsw.gov.au/">http://data.cityofsydney.nsw.gov.au/</a>	On Track
10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030		
Major Programs		
Progress To Date		
Local and regional government partnerships		
Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.	The City Conversations team has developed and strengthened local and regional partnerships through the delivery of events. In Q4 2017/18, we have fostered partnership through: <ul style="list-style-type: none"> <li>• Social Housing Meetings: Waterloo, Redfern and Camperdown, Glebe and Miller's Point – collaborated with Housing NSW, NSW Police and Family &amp; Community Services</li> <li>• CityTalks Sydney: Visiting Entrepreneur Program – Produced in partnership with the NSW Government</li> </ul>	On Track
Status		

- 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.

**On Track**

**International partnerships**

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

**On Track**

**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.

- 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

### Accountability and transparency

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications Received	No	145	-	111	-	31	14	26	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
GIPAA 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	1	No Public Interest Disclosures received during this quarter.	Indicator Only

### Complaints processes

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
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

Key Performance Indicator	Unit	2015/16		2016/17		2017/18		2017/18 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
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		Indicator Only
Vacancy rate (approved FTE positions)	%	6.55	-	7.55	-	10.88	10.44	7.98	7.57	9.22		Indicator Only

Lost time injuries

30

5

8

8

9

-

23

34

No

Indicator Only

## Customer service

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