

# **Attachment C**

**Fourth Quarter Operational Plan Report  
2018/19**

# City of Sydney – Operational Plan Report Q4 2018/19

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## 1 A globally competitive and innovative city

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

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

Major Programs	Progress To Date	Status
<b>City Planning</b>	Conduct strategic studies and reviews to inform planning control amendments that protect and grow jobs.	<b>On Track</b>
<b>City Development</b>	Liaise with state agencies and deliverers of Barangaroo, Darling Harbour redevelopment and major public or private developments to ensure there are lively waterfront parks, continuous foreshore access, cafes, culture, entertainment, social inclusion, community buildings and integration with surrounding areas.	<b>On Track</b>
<b>Service Delivery</b>	Deliver City Services to meet the needs of a Global City.	<b>On Track</b>

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

Major Programs	Progress To Date	Status
<b>Economy</b>	Continue to implement the OPEN Sydney strategy to develop a vibrant, safe and sustainable night time economy that offers a diverse range of leisure and entertainment options for all ages and interests, with inviting and safe public spaces, easily accessible information and connected transport.	<b>On Track</b>
	Regulatory reform The City received strong community support for two proposed regulatory reform projects: Open and Creative City: planning for culture and the night time economy; and review of the Late Night Trading Development Control Plan. 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.  Business Support Grants program The City received 44 applications for Night Time Diversification grants, with 16 projects approved to the total value of \$228,565.  Nightlife and Creative Sector Advisory Panel The Panel has met seven times since inception in May 2018. The Panel identified five key priorities - changing the narrative; reducing regulation; promoting stronger collaboration among stakeholders; identifying flexible buildings to enable more creativity; and advocating for 24 hour public transport. Progress on these priorities was achieved through contributions to the review of the Late Night Trading Development Control Plan, Open and Creative reforms, marketing and media activities and cultural infrastructure planning.	<b>On Track</b>

NSW Government's Night Time Economy Taskforce

The City is a member of the NSW Government's Night Time Economy Taskforce comprising State agencies to deliver a Roundtable Action Plan. The City has commenced or completed all its actions, including continued support to the Safe Space Take Kare Ambassador program, a campaign to promote the City's local businesses all year round, way finding signage, and planning reforms to enable later trading business, more small scale cultural uses and fairer processes for managing sound from entertainment venues.

Develop and implement the International Engagement Framework 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**

The City supported local businesses to expand internationally through a range of initiatives. In collaboration with Export Council of Australia, the City delivered a series of nine "Going Global" workshops with 75 businesses participating including sustainability, tech, education, finance and banking, health venture capitalists and professional services. The City also provided a grant to Asialink Business to deliver the Asia Insights Series including workshops on Chinese Travellers, Chinese Social Media and the Chinese Digital Landscape, attracting 100 participants from the tourism and retail sector.

The City also assisted businesses looking to invest in Sydney. A grant was provided to create the first ever Sydney Landing Pad, hosted by HaymarketHQ. The Landing Pad is for international businesses, investors and international student entrepreneurs, and offers a 90-day free co-working space. Thirty applications were received from businesses all over the world and 9 applicants have been selected as the first cohort across a range of sectors.

The Welcome to International Students was held on 11 April attracting over 800 international students, engaging over 20 community groups and 100 high level stakeholders from the international education sector.

The International Engagement Framework is currently under development.

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.

**On Track**

The Retail Evaluation framework continues to be updated with relevant program measures and results. Ongoing Retail briefings were held to discuss the Shop the City proposal. The City met with the new Retail Centre Manager of SCentre - Westfield Sydney and the new Operations manager at Vicinity group. Discussions were held to promote the Night Time DCP changes and opportunities. Information and invitations were sent to retailer networks for the Late Night Trading Management DCP event.

Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.

**On Track**

Preparation work for the future Business Innovation Space (BIS) at Circular Quay (182 George Street Lend Lease Development) has made progress. The operation model report recommendations on the model and the theme was drafted.

The Visiting Entrepreneur Program (VEP) was successfully delivered in April. 3 international experts and 21 local thought leaders joined the program across 11 events in 5 days. There were 1341 attendees from the tech startup ecosystem.

Work continues on collection of data to measure and track the performance of the local ecosystem.

Evaluation of the Tech Startups Action Plan portfolio is in progress together with a pilot project to apply Power BI for better visualisation and streamlined data input process.

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

The City continues to support the NSW Indigenous Chamber of Commerce to run a business accelerator (focused on mentoring and access to business skills) for 10 Indigenous businesses, 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.

The Visiting Entrepreneur Program included Aboriginal and Torres Strait Islander presenters, and connected international guests with the National Centre of Indigenous Excellence, Tribal Warrior cruises, author Bruce Pascoe at Museum of Arts and Applied Sciences and Tranby College.

Sponsorship of the National NAIDOC Awards ceremony in Sydney July 2018. The awards are the biggest annual recognition of Aboriginal and Torres Strait Islander excellence across the country. Awards include scholar, young person and apprentice of the year.

**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.

Additional Floor Space and Employment Survey (FES) data has been uploaded to the website, including on the City's Open data portal. An interactive FES Webmap application has been added to the FES web pages. Population data has been updated as per ABS ERP released at the end of March 2019. June 2018 population was 240,229. Updated population forecasts have been added.

**On Track**

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

**Major Programs**

Progress To Date

Status

**Knowledge and skills**

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

Forums and Round table Discussions  
The City has continued to participate in, and to host forums and round tables on international students in Sydney. These forums are concerned with improving the experience of students whilst studying in Australia, and in so doing, improve the marketability of tertiary education in Australia to overseas markets.

International Student Internship Program  
The City continues to provide internship programs for international students interested in working for the City of Sydney Council. The City hosts approximately 8 students per year spread across a range of different departments to improve their learning experience. The City has also increasingly promoted the opportunity of providing international student internships to small and medium-sized enterprises within Sydney LGA.

**On Track**

**International Student Conferences**

With the release of the City of Sydney's International Education Action Plan, the City has been invited to present at international education conferences such as ISANA. ISANA is an association of Australian and New Zealand international education professionals whose members are dedicated to the advancement of international education. The City has also participated in panel discussions at other similar events.

**Affordable spaces - Economic**

Optimise the use of City owned properties as affordable space within the context of the City's economic action plans

The City has continued work on determining the most appropriate layout and operating model for the proposed Business Innovation Space (BIS) at 182 George St.

**On Track**

#### 1.4 The city economy is resilient.

##### Major Programs

##### Progress To Date

##### Status

##### Economic Resilience

Contribute to metropolitan and state-wide strategic economic planning.

City of Sydney and other local councils are continuing to meet with relevant NSW Government agencies on matters of economic development policy. Some of the current discussions are around home-based business policy. The City's Manager of Economic Strategy has participated in a reference group to provide input into a NSW Government policy supporting this sector.

The City is also in regular conversations with NSW Government agencies with regard to the preparation of economic studies contributing towards Sydney 2050 and the Eastern Economic Corridor.

**On Track**

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

##### Major Programs

##### Progress To Date

##### Status

##### Major events

Deliver Sydney New Year's Eve that promotes Sydney as a tourist destination as part of increasing awareness of Sydney as a global destination.

Sydney New Year's Eve for 2018 saw close to one million people gathered around Sydney Harbour to celebrate the New Year and another one billion people around the world tuned in to watch the event. The ABC broadcast was recorded as the most watched ABC program of the year. The City's Facebook posts reached an estimated 1.9 million people and 300,000 post engagements during the event period. Crowd management and customer experience continued to be a strong focus. A team of 285 City staff worked throughout the night to ensure the streets were clean by early the next morning. Through the clean-up and messaging around recyclables, significantly less waste was collected than last year, reducing the impact of the celebration on our environment. The 2018 Sydney New Year's Eve showcased Sydney as a safe, inclusive, vibrant global city to those attending around the harbour as well as those watching on television and online globally.

**On Track**

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

Sydney Christmas in the City for 2018 was four weeks of special events, with new trees and decorations. The season began with a new expanded event on Saturday 24 November from Martin Place to Market Street and included Pitt Street and a pedestrianised George Street for the first time.

**On Track**

The event included roaming entertainment, pop-up stages and choirs, as well as an increased number of retail activations in Pitt Street Mall under the Canopy of Light as well as the lighting of the tree and fireworks. Retailers reported increased footfall on Saturday 24 November, and an increase in social media coverage throughout the season. The impact of the Christmas in the City event has increased retail interest in activation for the future. There were also 5 Village Concerts, which were expanded to include Green Square for the first time in 2018.

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

In 2019, the Sydney Chinese New Year Festival undertook a significant development changing its name to the Sydney Lunar Festival in recognition of the many different cultures that celebrate the lunar new year and who participate within the events.

**On Track**

The 2019 Sydney Lunar Festival took place from 1 to 10 February, the 23rd year that the City has produced the festival. The central event was the Lunar Lanterns exhibition held in Circular Quay. A launch on 1 February, the Dragon Boat Races on 9 and 10 February, a lion dance program in Chinatown and Circular Quay, and a community performance program presenting performers from 49 different Chinese, Korean, Thai, Japanese, Vietnamese, Malaysian, Taiwanese and Indonesian community groups.

The festival coordinated an associated event program featuring 82 associated events produced by Associated Event Partners.

Overall attendance at the festival was more than 1.2 million people. The Lunar Lanterns exhibition attracted in excess of 610,000 visitors, 100,000 people came to Darling Harbour for the Dragon Boat Races, and more than 500,000 people attended the program of 82 associated events.

From research undertaken at the 2019 Festival, more than half (56%) of the audience were repeat visitors, with 25-44 year olds representing 53% of the entire audience. The majority of the audience celebrated Lunar New Year by attending the Sydney Lunar Festival. A significant 20% of the audience were international visitors. Research showed \$41.7 million was spent by visitors to the festival, with \$20.7 million in direct event expenditure.

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 such as Sydney Christmas, Sydney New Year's Eve and Lunar New Year.

There is an increased focus on use of digital communication channels by the City to promote all its events. The What's On website continues to play a central role promoting events in Sydney year-round.

The City continues to develop the Destination Ambassador Program through ongoing marketing. The program now has 196 participants on board (as at June 2019). 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. From December 2018 through June 2019 78,381 enquiries were recorded.

### Visitor Experience

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

The City met with Business Event Sydney to discuss pipeline of business conferences and incentive groups, reporting and marketing program, and also met with Transport for NSW to discuss visitor services and opportunities to build on visitor strategy. Destination NSW hosted a workshop to re-engage the working group.

The Tourism Action Plan evaluation framework continues to be updated.

### Business and Investment Attraction

Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.

The City has been working with Destination NSW to promote local economies via the #sydneylocal campaign. Destination NSW recently shared nine of the City's digital neighbourhood guides on the sydney.com Facebook and Instagram accounts, extending the reach of the campaign to their audience of 2.7 million domestic and international visitors. For example, the City produced A 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.

The City, Destination NSW and Properties NSW produced The Official Guide to Sydney & Map which profiles 240 businesses across the local government area. Over 2 million copies are available at the international airport, hotels and kiosks.

Over the twelve months to June 2019, Business Events Sydney utilised City grant funding to successfully secure 20 global meetings and incentives for the city local government area. These events are expected to deliver over 70,000 delegate days to the city between 2019 and 2022, generating an estimated direct expenditure of over \$70 million for the economy. The majority of these secured meetings were incentives from the Asia market, representing a direct expenditure value of \$62.8 million of the total.

**On Track**

**On Track**

**On Track**

## Cleansing and waste

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

During financial year 18/19 Cleansing and Waste provided waste management services for 7 major events held in the CBD as well as numerous smaller events throughout the year. Of the 7 major events Cleansing and Waste support there are 3 stand-out events which require substantial planning and reporting: New Year's Eve celebrations, Mardi Gras, and Vivid. New Year's Eve saw 26 tonnes of waste removed from the street spaces over a 24 hour period, Mardi Gras recorded 17 tonnes from the Oxford/Flinders St precincts and Vivid recorded 8 tonnes of waste removed from the Alfred St region during the course of the event.

In addition, in Q4 the City collected a total of 14,790 tonnes of residential and cleansing waste, 205 Tonnes of mattresses and 169 tonnes of white goods.

**On Track**

## Monitoring and compliance

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

### Fire Safety

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 are underway. A dedicated team is undertaking these inspections and responding to new registrations through the NSW portal. Registration of residential and public buildings having external combustible cladding was required by 22 February 2019. The City has a total of 352 cladding investigations in progress with 14 fire safety cladding notices being issued.

### Specialist Investigations

In the 2018/19 financial year the City placed additional focus on two strategic compliance priorities; 'illegal accommodation' and 'illegal sex services premises'. The City continues to build compliance and investigation capability across Health and Buildings regulatory responsibilities and works to identify unauthorised accommodation and ensure the safety of occupants. Complaints about unauthorised accommodation continue to be risk assessed on a case by case basis when they are received.

In Q4 the City received 64 unauthorised accommodation complaints, and undertook proactive investigations for overcrowding with Notices for information served on Fair Trading NSW. Unapproved sex services premises, such as those posing as massage parlours, present a risk to the health and safety of workers and customers as well as a potentially having a negative impact on the community and our safe city objectives. We have strengthened our enforcement approach to identify and deter illegal operators, whilst at the same time, implemented an education and prevention strategy to help deter illegal activity. In Q4 we had 7 new reports of illegal brothels received for investigation and issued 4 Brothel Closure Orders.

### Public Health

Due to the high number of fixed retail premises, inspections have been prioritized according to a risk rated programme which has been formally agreed with the NSW Food Authority. 100% of all targeted inspections for 2018/19 were completed as part of this programme including inspection of a 5% sample of low risk food premises and annual inspections of all child care facilities that prepare food.

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 12,689 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	2016/17		2017/18		2018/19		2018/19 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Estimated global media audience (i.e. broadcast, online viewers, publicity) of Sydney New Year's Eve and Lunar New Year	B	1	-	2.6	-	-	-	-	2.62	2.62	Indicator Only

Estimated audience across both Sydney New Year's Eve and Sydney Lunar Festival.

### City Development

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Commercial Development Approved	m2	218,805.5	-	110,293.61	-	116,016.4	18,740.2	45,390.4	127,344	307,491	Indicator Only

Turnover of the night-time economy grew by 3.3 per cent from 2017 to 2018 FY. Note: Data is available only for 17/18.

Annual figures are impacted by the prevalent development cycle for each year. Figures subject to revision (prior year figures revised in Q4 2019) as advice of approvals and amendments are received.

### Business Events Sydney

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result		Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4		
Number of bids for business events submitted	No.	20	-	26	-	-	22	-	2	24	Indicator Only
Number of events secured	No.	5	-	10	-	9	11	-	20	20	Indicator Only
Delegate numbers of events secured	No.	3,520	-	13,922	-	5,300	11,040	-	16,340	16,340	Indicator Only

Annual figures are impacted by the prevalent development cycle for each year. Figures subject to revision (prior year figures revised in Q4 2019) as advice of approvals and amendments are received.

Over the twelve months to June 2019, Business Events Sydney utilised City funding to successfully secure 20 global meetings and incentives for the city.

The business events secured will host 16,340 delegates in Sydney

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result		Comment	Status	
		Result	Target	Result	Target	Q1	Q2	Q3	Q4			YTD
Economic impact of events secured	\$	15,847,353	-	64,000,000	-	-	-	0	-	70,000,000	70,000,000	Indicator Only
Delegate days of events secured	No.	16,080	-	77,782	-	-	-	21,000	-	51,530	72,530	Indicator Only

### Support for the Economy and Business

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result		Comment	Status		
		Result	Target	Result	Target	Q1	Q2	Q3	Q4			YTD	
Value of grants approved by the City of Sydney for major events	\$ '000	-	-	5,975	-	-	-	390	155	3,305.7	1,690	5,540.7	Indicator Only
Value of grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	\$ '000	-	-	698.6	-	-	-	666.62	45	0	67.02	778.65	Indicator Only

### Diverse and inclusive economy

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result		Comment	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.	106	-	126	-	-	-	143	149	153	156	156	Indicator Only

International Students

Key Performance Indicator	Unit	2016/17		2017/18		2018/19			Comment	Status	
		Result	Target	Result	Target	Q1	Q2	Q3			
Number of international students studying at campuses in the city	No.	-	-	35,000	-	-	-	-	175,000	175,000	Indicator Only
									<p>A more accurate estimate reflecting international students studying in tertiary education in our local area is available through recent research. The new figure includes international students studying at higher education institutions, vocational education providers and intensive English language colleges. Previous figures only captured university enrolments. Approximately 50% of all international students in NSW are studying in our local area which is home to approximately 40% of education providers registered in NSW.</p>		
Number of international students living in the city	No.	-	-	10,000	-	-	-	-	22,000	22,000	Indicator Only
									<p>New CENSUS 2016 data has been released showing an increase in overseas born students living in our local area. This increase reflects the 13% average increase per year of international student enrolments in NSW over last 5 years since the last CENSUS in 2011.</p>		

## 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>Develop an implementation plan for the 50% renewable by 2030 target for the city.</p>	2023	10	Implementation plan completed. Phase one projects under development include Renewable Energy Concierge, Ausgrid Power2U, renewable energy campaign, and content hub.	<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>	Progress To Date		<p>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.</p> <p>A Telematics system will be implemented across the City's fleet. This will enable better quality data and provide for a reduction of greenhouse gas emissions via driving behaviour efficiencies, a safer driving culture and better utilisation.</p> <p>Work is under way on an upgrade of Ausfleet to assist these processes, and to integrate data sources. An upgrade to the Datafuel system has been completed to provide more timely and accurate fuel information, and to save unnecessary travel to multiple depot sites to obtain fuel readings.</p>	<b>On Track</b>
<p><b>Sustainable Planning</b></p> <p>Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero building standards.</p> <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</p>			<p>Work to develop the performance standards pathway to high performing net zero energy buildings in Greater Sydney project.</p> <p>The Energy and Waste DCP was unanimously endorsed by Council on 13 August 2018. The Sydney DCP 2012 and Green Square Town Centre DCP were updated in late August 2018 to reflect the Council's decision. The project is complete.</p>	<b>On Track</b>
<p><b>Advocacy</b></p> <p>Advocate for Ausgrid to adopt LED lights for all public domain light types (street lights, parks etc.) in the city area.</p> <p>Advocate for higher BASIX targets for residential buildings.</p>			<p>There are approximately 12,000 Ausgrid owned lights within the City area. Ausgrid has commenced a programmed replacement of all conventional lighting on main and residential roads across the LGA. Approximately 9,500 lights will be replaced and the roll out is expected to be completed by 2022.</p> <p>The City is developing a planning pathway for the environmental targets related to the built environment. This project includes representation from other Sydney Councils and has an industry working group. We are continuing to work with the Greater Sydney Commission to determine the most effective strategy to have the NSW Government increase BASIX targets in our areas.</p>	<b>On Track</b>

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
<b>Sustainable Planning</b>				
Incorporate minimum waste requirements for waste storage capacity for new developments in DCP.	2018	100	Completed action. Council approved the amended DCP waste controls including the Guidelines for Waste Management in New Developments in August 2018.	<b>Complete</b>
<b>Monitoring and reporting waste</b>				
Integrate organisational waste reporting on a new digital platform.	2018	100	The Sustainability Management and Reporting Tool (SMART) has been configured to integrate the organisational waste data. All property waste data is now reported through the SMART system. A Waste template has been completed to upload all operational waste data into the SMART system.	<b>Complete</b>
<b>Managing waste and resources</b>				
Develop and implement a community waste engagement plan that will provide a suite of on-going engagement programs and actions required to increase residential recycling rates, reduce contamination and support other waste targets.	2018	50	Key actions that are currently being implemented from this engagement plan include the design and delivery of a taping trial to reduce illegal dumping, working with Rangers and university students to reduce dumping and delivering a marketing campaign to promote and illegality of dumping and increase household pick up bookings.	<b>Watch</b>
<b>Advocacy</b>				
Develop and implement a service that offers residents the opportunity to participate in a subsidised trial food waste collection scheme.	2022	30	The food scraps recycling trial will commence from Monday 29th July 2019 with about 4,300 households taking part. After conducting site assessments and obtaining strata committee approval, 53 apartment buildings have committed to take part in the trial along with 329 houses across three trial areas across the City for 12 months. These properties will receive their new food scrap recycling bins and starter packs (including a kitchen caddy, bin liners and information brochures) in mid-July.  To make sure residents know how to participate in the trial, information sessions will be conducted at apartment buildings in early July, where residents will have the opportunity to talk to educators about how they can recycle their food scraps and take part in the trial.  All collected food scraps from the trial will be taken to EarthPower, a processing facility that uses anaerobic digestion technology to convert the food scraps into green electricity and a nutrient-rich fertiliser.	<b>On Track</b>
Create community waste drop off point for problem waste streams.	2020	25	Initial options are being developed for a Community Recycling Centre network within the City to provide permanent, easily accessible locations for residents to drop-off unwanted problem waste, beverage containers and other items for recycling. A business case will be developed to assess initial options including possible opportunities for City-owned sites.	<b>On Track</b>

Major Programs	Progress To Date	Status	
<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.	For the 2018/19 financial year 6,849 patrol hours were conducted with 888 notices issued.		
<b>Advocacy</b>		<b>On Track</b>	
Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.	The City has been participating in the NSW Government's development of its 20 year waste strategy due to be finalised by end of 2019. As part of the consultation process the City has been advocating for increased certainty through regulations and legislation, increased reinvestment of the waste levy to fund development of infrastructure to facilitate circular economy and transparent reporting across the industry to restore confidence in recycling.		
<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	Status
<b>Recycled water</b>			<b>On Track</b>
Facilitate delivery of large-scale recycled water projects in new and established areas of the city.	2019	75	The Green Square Stage 1 water recycling project achieved practical completion in August 2018 and is now in its operation and maintenance phase supplying recycled water to customers. Production of recycled water will increase as more apartments within the Green Square Town Centre are connected to the network. Improvements are being made to the Munnii Channel stormwater harvest system that supplies water to the Sydney Park wetland and the water treatment plant. Recycled water pipes are being installed for future use along the light rail route in George Street. This work is almost complete.
<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.	2020	90	The Model for Urban Stormwater Improvement Conceptualisation (MUSIC) was completed in February 2019. Further auditing currently under way. Model is currently being validated.
<b>Major Programs</b>	<b>Progress To Date</b>	<b>Status</b>	
<b>Sustainable Planning</b>		<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.	Staff training in the use of the City's water quality model software has commenced. This will ensure the City continue to update the water quality model for any additional assets constructed in the future that contribute to Water Quality targets.		
Review planning controls to identify opportunities to facilitate maximum connections of buildings to recycled water in the Greater Green Square area.	Actions have been identified in the draft Local Strategic Planning Statement to support greater uptake of recycled water in areas with a recycled water supply. The Local Environment Plan review will commence once that is complete.		<b>On Track</b>

Work is in progress on clarifying the business model and roll out of infrastructure by the private water utility delivering the stage 2 water recycling project in the greater Green Square area.

Investigate opportunities to incorporate environmental sustainability into Local Environment Plan (LEP) and Development Control Plan (DCP) revisions.

Opportunities to strengthen, review and develop planning controls have been identified in the environmental sustainability section of the draft Local Strategic Planning Statement and will be considered in the forthcoming update to the LEP and DCP.

**On Track**

#### **Advocacy**

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

The City has prepared an alternative approach for the redevelopment of Waterloo Estate that will deliver improved amenity, social outcomes and environmental outcomes.

**On Track**

#### **Stormwater quality / waterway health**

Continue to include raingardens in road and streetscape renewal designs where feasible.

Raingardens continue to be included in renewal works where feasible.

**On Track**

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

Water sensitive urban design has been incorporated into the Sustainable Design Guidelines. A project for MUSIC modelling (cover stormwater water quality) and will lead to recommendations on the number and location of additional gross pollution traps on the stormwater system. Improvements are being made to the Sydney Park stormwater harvest system which in turn will increase the volume of stormwater treated by the park's wetland system.

**On Track**

Where possible, retrofit the City's stormwater system with gross pollutant traps (GPTs) to reduce solids discharged to waterways via stormwater run-off.

GPTs continue to be added to the stormwater drainage network in the local government area. GPTs are typically owned by either Sydney Water or the City. The City has recently participated in a tender for GPT maintenance and cleaning. In the coming months the City will be optimising further the maintenance and cleaning arrangements for all GPTs.

**On Track**

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

#### **Major Projects**

Completion Date	% Complete	Progress To Date	Status
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#### **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 as directed by the Making Sydney a Sustainable Destination Plan.

2018

100

The sector plans have been completed and endorsed by Council in August 2018. The City is now implementing the actions from the plans and progress is being reported biannually via the Green Report.

**Complete**

#### **Residential Engagement**

Support the NSW Government development of the NABERS Apartment rating tool and advocate for a mandatory disclosure of performance requirement for multi-dwelling residential buildings.

2020

35

The City has implemented the new NABERS residential apartment rating tool launched in June 2018.

**On Track**

The City supported six NABERS strata industry consultation workshops, to promote the tool and understand how to address early implementation issues. The City has supported the early implementation of NABERS with 50 ratings now lodged with Office of Environment & Heritage. Through the City's participation on the NABERS National Steering Committee and state government engagement, the City is advocating for this tool to be included in planning for performance and disclosure schemes in the residential sector at a national level.

**Commercial office engagement**

Deliver the CitySwitch Green Office Sydney program to office based businesses to facilitate improved environmental performance.

In 2018, CitySwitch Sydney signatories achieved a reduction of 36,310 tonnes of emissions from energy efficiency improvements. This represents an average reduction of 26.4% from their baselines, and a total annual energy saving, through reduced energy costs, to members of over \$10 Million.

The annual NSW and National awards event was held in November with 117 attendees from local and national signatories. NSW New Signatory of the Year was awarded to Stylecraft Australia (Sydney); NSW Partnership of the Year to Fujitsu Australia (Ryde) and the NSW Office of Environment and Heritage (Sydney); NSW Signatory of the Year Under 2000sqm to Steensen Varming (Sydney); and NSW Signatory of the Year over 2000sqm to Commonwealth Bank of Australia.

The Better Buildings Cup campaign was launched in March. Six workshops were held to bring together owners, companies and workers in office buildings to create a shared whole building net zero action plan for delivery over the next twelve months.

CitySwitch has supported signatory action through two campaigns. "Choose.Reuse" and "Eliminate Single Use Items" which are encouraging waste avoidance. CitySwitch has also presented at industry events on the benefits of varying occupant comfort conditions to improve productivity and energy efficiency. Feedback from these presentations has helped in the design of a new campaign "Bring your Best Self" which will be run through the Better Buildings Cup.

Coordinate the CitySwitch Green Office national program across Australia.

**On Track**

Members' program commitments were updated to implement new stretch requirements. These included 5 star National Australian Built Environment Rating System (NABERS) Energy without GreenPower; 100% renewable energy purchase by 2021; and a timed, costed and resourced commitment for carbon neutrality or net zero well in advance of 2050. 130 signatories have set Net Zero targets and another 130 are working on targets nationally.

In 2018, CitySwitch signatories across Australia achieved a reduction of 86,979 tonnes of emissions from energy efficiency improvements, and a further 624,087 tonnes of emissions were abated through the purchase of carbon offsets.

State and national awards were held in November. Over 107 projects were reported by members. Waste projects and staff engagement dominated the projects and achievements. The program now represents over 4 million square metres of space, 938 offices and 16.7% of the office floor space across Australia.

Additional online resources have been created, with ten new beginner's guides made available on the CitySwitch website, and two new campaigns have been added – 'Bring Your Best Self' and 'Expand the Band'.

Support and encourage building owners, businesses, agents and other key stakeholders to facilitate improved environmental performance within the commercial office sector, as directed by Sydney's Sustainable Office Plan

**On Track**

The Partnership has reduced carbon emissions by 51 per cent from the 2006 baseline, despite growth in commercial floor space of 25%. The Partnership has also reduced its consumption of potable water by 31% over the same period which equates to a saving of 964 mega litres. The Partnership has also reported its operational waste data for the first time. In 2018 financial year, the members generated 17,351 tonnes of waste of which 48% was recycled.

75 percent of Better Buildings Partnership members have set public net zero targets.

The Partnership named 2019 as "the year of the customer" and began delivery of the Better Buildings Cup, a new pilot initiative to engage tenants to achieve a net zero emissions target. It also agreed to prioritise resource recovery for a circular economy and facilitate the uptake of renewable energy by members and their tenants.

The Partnership has continued to support and encourage the use of the new National Australian Built Environment Ratings System (NABERS) tool for Waste, with more than 80 office buildings now tracking their waste since its

launch in July 2018. It also continues to promote industry uptake of the Good Environmental Choice Australia (GECA) standard for waste service providers.

The Partnership worked with the International Building Performance Simulation Association (IBPSA), which successfully tested partnership designed templates for improving compliance with the National Construction Code Section J, which is identified in the Office sector strategy as able to reduce emissions by 1% by 2030.

Advocate for the mandatory regular disclosure of office tenancy ratings.

The Sustainable Sydney Office Plan is delivering the following outcomes:

Raise the Floor: The City has provided input to the Federal government's program review of the Commercial Building Disclosure program. The City, in partnership with stakeholders including the Property Council of Australia, Green Building Council and the Facility Managers Association, provided analysis detailing the compelling business case for extending the program to include tenant disclosures which should see a significant reduction in carbon emissions within this sector, estimated to be 16% by 2030 in Sydney. The City's Development Control Plan now requests that developers sign a 5 star NABERS energy commitment agreement for new commercial office buildings, and 5 stars when undertaking major refurbishments. This action will significantly increase the energy efficiency of office buildings. The updated National Construction Code will see a significant (up to 30%) improvement in the minimum energy efficiency requirements for new commercial buildings.

Build Capacity: The Better Buildings Partnership continues to support the circular economy by collecting data, working with industry to raise standards of waste management practice, and seeking to increase market demand for recycled material.

Foster Leadership: The City continued to support the CitySwitch Green Office program and the Better Buildings Partnership.

Empower communities: The Better Buildings Cup pilot program launched in March. The Cup encourages six Sydney buildings (out of 10 nationally) to work collaboratively towards a net zero emissions outcome. It provides sustainability challenges and is supported by activation campaigns from CitySwitch. Approximately 245 Building Managers, companies and people had completed 1,100 activities by year end.

### 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 as directed by the Making Sydney a Sustainable Destination Plan

The Making Sydney a Sustainable Destination plan is delivering the following outcomes:

Increase Demand: The City has continued to advocate to state government agencies and corporate businesses to preference environmentally rated hotels for business travel. Seven private sector organisations, the QLD and NSW state governments have now updated their accommodation procurement practices to include a rating element. This is building demand for hotels to benchmark and publicly disclose their environmental performance.

Build Capacity: A total of 33 accommodation and entertainment building owners have been awarded a grant to either assess or rate the environmental performance of their building.

Activate Upgrades: The City has engaged with 16 buildings through the Building Tune Up program pilot supporting them to identify and realise energy, water and waste savings.

Foster Leadership: The City continued to support the Sustainable Destination Partnership.

Promote and Recognise: The City continued to sponsor the Tourism Accommodation Australia NSW Awards for Excellence to encourage and showcase outstanding achievement in environmental performance. Sydney was ranked 9th out of 50 city destinations by the Global Destination Sustainability Index. Business Events Sydney includes this ranking in their bids for major events and conferences. The top 10 ranking makes Sydney more competitive and helps ensure Sydney is promoted as a sustainable destination globally. The World Cities Culture Forum profiled Sydney in their latest report "14 World Cities tackling Climate Change through culture".

On Track

On Track

Establish a Sustainable Destination partnership to facilitate improved environmental performance within the accommodation and entertainment sector.

The Partnership's Leadership Panel and three working groups have been established and met quarterly over the year. The resource use (energy, water, waste and carbon emissions) and organisational capability baseline for the 55 properties in the Partnership has been established and targets have been set. Progress was made on priority projects regarding food waste and sustainable procurement, and a Partnership website has been launched. The Eliminating Single Use Pledge was successfully launched in May 2019. The pledge was led by the Partnership and the 17 partners (including the City) who made the first commitments have now been joined by another 38 businesses from different sectors across the city.

**On Track**

## **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.

The Residential Apartment Sustainability plan is delivering the following outcomes:

**On Track**

**Activate Upgrades:** The City continued to deliver the Smart Green Apartments program supporting 133 buildings that accommodate more than 22,000 residents. Case studies have been released that highlight the building upgrade projects championed by the building and strata manager at Summit Apartments and Regis Towers. A case-study on solar for Pullman Quay Grand was also completed and the Water Wise strata guide was produced. The City undertook research into the opportunities and barriers to the uptake of renewable energy in the residential strata sector, which is helping inform the City's renewables program.

**Build Capacity:** The City promoted the value of improved environmental performance and sustainability upgrades in residential strata through presentations at the following: NABERS Strata Industry workshop, FMA Residential Strata Information and Awards Evening; Strata Community Association Annual Awards Night (City sponsored Environment and Engagement Award); Your Strata Property podcast interview; Sky News television interview on sustainable living (Real Estate Channel); University of NSW solar for strata forum; Strata Community Association National Conference; Strata Community Association Owners Day; FMA Conference; and the Smart Energy Council. The City participated at the International Research Forum on Multi-owned Properties in Cape Town, South Africa in January 2019. The City's Residential Building Manager Training program pilot was completed in October 2018 and the second Building Manager Training program commenced in March 2019.

**Empower Community:** The NABERS for apartment buildings tool has had the fastest uptake of any NABERS tool with 100 ratings nationally. Fifty of those ratings are in the City of Sydney LGA. Representatives from the Smart Green Apartments alumni and recipients of environmental grants continued to meet quarterly at the Leadership Network meetings. Meetings focussed on: Incorporating efficiency upgrades into Capital Works Fund plans (39 attendees and 30 in a subsequent repeat session); Water efficiency and monitoring (105 attendees); Fast-tracking decision-making in strata (29 attendees). Eight Green Villages talks were delivered to 173 people at Sydney Park on the topics; worm farming and composting basics, creating habit for urban wildlife, edible green walls and growing food in small spaces. Nine pop-up workshops were delivered at the Good Neighbourhood BBQs, Carers Day Out, Second Hand Saturday and the Alexandria Fair.

**Raise the Bar:** The City continued to advocate for improved Federal and State policy to increase minimum environmental standards for apartment buildings. The City participated in stakeholder consultation for changes to the National Construction Code. The City has also been participating in the Federal Commercial Building Disclosure review and the NABERS National Steering Committee to ensure that the needs in the apartment building sector are adequately addressed through these two policies.

Deliver Smart Green Apartment retrofit program for apartment buildings.

The 2018 intake of Smart Green Apartments represents 6,096 residents in 3,048 apartments across 47 buildings governed by 42 strata plans. All participants are now trained and using the program's online energy and water monitoring system. Most building assessments are complete and all participating strata schemes have had their first NABERS rating done.

Building owners from the 2016 and 2017 intakes to the program have now implemented energy efficiency projects that will avoid 11,854 tonnes CO-2 per year and will save owners corporations a total of \$1.7 million per year. Through the City's partnership with Sydney Water 2,226 individual apartments have had their water fixtures and fittings retrofitted within 10 buildings. These upgrades will achieve water savings of 212 mega-litres per annum and cost savings to owners of \$400,000 per annum in reduced water bills.

A new waste behaviour change campaign was rolled out to divert recyclables from landfill. This has resulted in improvement in overall recycling rates, the introduction of charity textile collection bins and greater awareness of existing City services. Seven Smart Green Apartments buildings have been selected for participation in the City's food waste collection trial.

**On Track**

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

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

The Building Tune-Up program has been run as a pilot from January to June 2019 and has engaged 16 buildings from the commercial office and accommodation & entertainment sectors. The pilot has tested low-cost, highly-streamlined approaches to environmental improvement assessments at these buildings. Early indications show substantial potential for low and no-cost opportunities that will save energy, water, waste and will significantly reduce carbon emissions.

**On Track**

The pilot has also supported the installation of 'Building Data Analytics' systems, which provide building operators with real-time data and insights on their building's resource consumption, indoor environmental quality and asset performance. These analytics systems allow for up-to-the-minute optimisation of building performance for local building managers to make data-driven decisions to deliver significant savings.

Develop and deliver a promotional program to accelerate resident and business communities' adoption of renewable energy towards a net zero outcome.

The following digital content has been developed and promoted this year: A video promoting why cities and communities need to act to install renewable energy, with three articles that describe the actions that residents can take to install renewables on their buildings; an editorial on Sydney's rooftop revolution - why we're on the path to 100% renewables; an Instagram story on the scale of solar in Sydney; and, an editorial announcing the City's intention to procure 100% renewable electricity.

**On Track**

Content for the City's 'Renewable energy help centre' has been produced. 30 initial articles on how to transition to renewable energy are being 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>				
Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy.	2027	75	Installation of metering and modems to improve Solar PV energy production reporting is complete. Integrated roof access and PV panel design for 6 new sites is complete.	<b>On Track</b>
<b>Major Programs</b>	<b>Progress To Date</b>			<b>Status</b>
<b>Environmental Management Systems</b>				
Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.			The Environmental Sustainability Platform has been implemented and records local government area sustainability metrics for energy, water and waste data. The Sustainability Management and Reporting Tool (SMART) has been implemented and monitoring of data is improving the management of City operations energy, water usage and property waste data. System improvements continue with the incorporation of National Carbon Offset Standard scheme datasets being implemented.	<b>On Track</b>
Define, procure and implement improved systems and supporting processes for monitoring, management and reporting of utilities and other sustainability metrics within City-owned assets.			A Sustainability Management and Reporting Tool (SMART) has been configured to monitor and report on utilities and other sustainability metrics. SMART Working Group has now been established to track, manage utility trends, variances and opportunities. The SMART Working Group has actioned over 100 utility variance with investigations and corrective actions where required, resulting in a savings that would not have been realised otherwise.	<b>On Track</b>
<b>Capital Projects</b>				
Adapt infrastructure design to account for current and future climate change where appropriate (including water sensitive urban design, stormwater management, roads and pavement).			A review of climate change impacts to infrastructure planning has been completed and the City's Technical Specifications have been updated.	<b>On Track</b>
<b>Asset Management</b>				
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).			Projects implemented in FY2018/19 include improvements to HVAC systems, aquatic equipment efficiency (UV modulation, Variable Speed Drives and backwash optimisation) and completion of a feasibility study on connecting buildings to the Recycled Water Pipeline along George Street. Planned projects for FY19/20 include LED lighting upgrades, retrofitting water efficient fixtures, rainwater harvesting opportunities and further HVAC optimisation. Other Projects within MPEP delivered through Green Infrastructure are replacement at Town Hall House chillers, heat pumps at Ian Thorpe Aquatic Centre and improved energy services at Cook & Phillip Park Pool.	<b>On Track</b>
Review and update recycling streams and collection receptacles in City properties, and implement an education and behaviour change program to increase recycling and reduce contamination.			A Waste Improvement Trial has been completed at five sites including a new food collection service at Town Hall House and Pittsway Arcade. An audit at all waste collection sites in the City's Property Portfolio has been completed and the audit data, visual observations and recommendations are being collated into a Waste Improvement Action Plan. This Waste Improvement Action Plan is due to be completed by September 2019.	<b>On Track</b>

Manage and analyse new energy efficient fuel options for the City's fleet including the light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.

The City's annual target is to maintain fuel emissions at 2013/14 levels. With the continued use of Bio-diesel together with stabilised City fleet numbers, and the continual promotion of the Eco Safe Driving Strategy, the City will continue to reduce emissions.

**On Track**

To assist with both fuel consumption and emission reduction, the City is finalising the project development stages and will be looking to implement vehicle telematics technology in the second quarter of 2019/20. This technology can provide better data to improve overall driving habits, assist with more fuel efficient use of the fleet, quality data needed for rationalising fleet numbers and help reduce excess travel through route planning and optimisation. Additionally, continued promotion and implementation of the Eco Safe Driving Strategy (2018-2020) in conjunction with telematics will further assist with achieving a reduction in overall emissions.

### **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.

Implementation of the Sustainable Procurement Guidelines and investigation of a Local Buy Policy continues and will be further embedded into the City's procurement practices as new procurement category management specialists are introduced in 2019.

**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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### **City Farm**

Continue operations and establish City Farm.

2019

80

- City Farm cropping area and community hub continued to be developed with the community.
- City Farm space in the Nursery Depot commenced development.
- City Farm education and volunteer programs continued.
- Process of environmental consultants undertaking monitoring, investigations and reporting to ensure site environmental suitability continued.
- Development of documentation for farmers' market application, and Market Administrator procurement continued.
- Ongoing development of business structures and volunteer frameworks.

**On Track**

### **Major Programs**

Progress To Date

Status

### **Community Greening**

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

The City supports 20 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 Track**

Construction work at Kings Cross Community Garden has been completed. Extension of the Millers Point Community Garden has been approved. The new community garden is currently being procured for Frances Newton Park, Darlinghurst and a new garden planned Elger Street, Glebe.

### **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. A total of 784 street trees were planted, exceeding the annual target of 700 trees. Ongoing planning for the next inroad planting projects continue, including Boyce St Glebe and additional streets in Rosebery.

**On Track**

## Urban Ecology

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

The bush regeneration contract commenced routine maintenance work at core sites in June. This includes bush regeneration sites in Glebe, Forest Lodge, Pyrmont and the native meadows at Prince Alfred Park. Infill planting is currently underway at Sydney Park.

**On Track**

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

Invertebrate survey consultancy engaged in April 2019 for surveys in Spring '19 and Summer '20 to develop the City's baseline assessment. Online reporting map in final stages, to be coordinated/incorporated with new website development. Community continue to submit observations of uncommon fauna. Citizen science program 'Budding Birdos' commenced in March this year to empower residents to monitor bird diversity in Sydney Park, program to finish in December with new intake in 2020. Microbat monitoring program continues with the assistance of volunteers throughout the year at priority sites including Glebe and Sydney Park. Partnerships with organisations such as University of Sydney to support university students to carry out monitoring projects in parks and share data. Community workshops such as frog walk and talk organised during Spring and Summer to monitor priority fauna and introduce residents to surveying.

**On Track**

## Greening Sydney Plan

Continue to deliver the public domain landscaping program, including the parks renewal, minor park and open spaces upgrade works.

The public domain landscaping program is continuing. For the 2018/19 financial year 5,940m2 of public domain landscaping were delivered, including 383m2 in June 2019.

**On Track**

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

The Hanging Basket display ended in May after a successful continuous 36 week display.

**On Track**

Spring 2019 display designs, layouts and plant list are finalised and plants are currently growing in preparation. The Spring display runs for 8 weeks from Monday 9th September until Sunday 3rd November.

Designs, layouts and plant selection for the Christmas display are currently in development for November installation.

Identify opportunities to connect parks to recycled or alternative water sources.

The Parks Water Re-use Feasibility Study has been initiated - the project will deliver a business case and concept designs through review of existing on-site schemes (water harvesting/rainwater) and identification of a program of additional on-site water priority projects in parks and sports fields.

**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.

The Parks Water Savings Action Plan has been developed. The Plan identifies opportunities for water efficiency and improved water management practices, as well as documenting the capital works projects that will deliver outcomes in our parks and open spaces. Organisational ability to deliver on the plan is being investigated through a water opportunities workshop being organised by sustainability strategy and city projects and property teams.

**On Track**

Highlights for the quarter:

- Year to date water use in parks is down 10% on the previous year (note: for July to March only due to lag in data from Sydney Water)
- Preliminary review of top water using parks complete - water use intensity decreased between 2015 and 2019 in most parks.

**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 air pollution measures and trends within the local government area

The City is working with the NSW Government to identify a suitable site for an air quality monitoring base station.

**On Track**

**Extreme weather events**

Continue to work with emergency services, relevant agencies, and the community to build capacity to prevent, respond, and recover from emergencies, including extreme climate events, such as heatwave, severe storms, and poor air quality.

The City continued to coordinate the activities of the Local Emergency Management Committee, including the review of response plans, emergency management briefings, and emergency exercises. Outcomes for 2018/19 include the development of the Local Disaster Recovery Plan, the review of the Sydney CBD Safety Sub Plan, participation in the Office of Emergency Management Disaster Preparedness Program, commencement of the Local Area Risk Assessment, and participation in the Council Shadow Program for Disaster Recovery Operations.

**On Track**

**Urban heat island effect and flooding risk mitigation**

Continue research and trials in reducing the urban heat island effect.

The City commissioned an urban cooling guide for Sydney by the Cooperative Research Centre (CRC) for Low Carbon Living. The City is also installing 17 additional heat sensors to monitor local urban heat conditions.

**On Track**

Continue to implement the City's Floodplain Management Policy, and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios.

Alexandria Canal & Blackwattle Bay Flood Studies reviews are underway.

Developments continue to be assessed in keeping with the Policy. A review of the Policy has now commenced with anticipated completion in mid-2020.

**On Track**

## 2.S.1 Performance Measures

### Greenhouse emissions

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 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	40,422	-	39,653	-	10,109	9,876	9,809	9,958	39,752	The emissions data provided for 2018/19 is estimated and will be updated when the data is verified by NCOS in Dec 2019.	Indicator Only
Baseline 2006 Data – 52,972 tCO2e												
Greenhouse gas emissions for City of Sydney local government area – total all emissions	Tonnes CO2	5,809,144	-	-	-	-	-	-	4,607,575	4,607,575	Figure may change as some minor scope 3 emissions cannot be added at this time.	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 44% by June 2021 70% by 2030 )	%	20.4	-	-	-	-	-	-	21	21		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)	%	17	-	18.5	-	-	-	-	20	20	Based on Green Energy Markets report as at December 2018.	Indicator Only
Water Usage and Stormwater												
Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	449,202	-	547,899	-	136,161	129,392	125,970	120,914	512,437	The amount for the period Apr - June 2019 is made up 60% actual data, with the balance estimated.	Indicator Only
Potable water usage from the local government area – 2006 baseline (33,712) (measured annually in June – data from previous financial year)	ML	37,890	-	-	-	-	-	-	37,977	37,977	2017/18 LGA annual water consumption	Indicator Only

Waste - Local Government Area

Key Performance Indicator	Unit	2016/17		2017/18		2018/19			Comment	Status	
		Result	Target	Result	Target	Q1	Q2	Q3			Q4
Percentage of recycling and recovery of residential waste	%	67.94	70	66.8	64.98	64.98	48.55	39.78	41.37	48.67	Attention Required
<p>During this period the overall resource recovery rate has dropped significantly, as a result of processing contracts performance impacted by regulatory changes to the application of materials derived from the alternative waste treatment processes for both the general waste and bulky waste. The introduction of the kerbside collection service for ewaste is anticipated to lead to some modest increase.</p>											
Total Residential Waste Collected per capita	Kg/Capita	308.62	-	303.3	66.34	66.34	75.77	71.8	65.99	279.9	Indicator Only
<p>Overall per capita waste has dropped slightly in comparison to the previous reporting period.</p>											
Total Residential Waste Collected	Tonnes	-	-	63,915.37	15,472.41	15,472.41	17,671.37	16,763.4	15,390.82	65,298	Indicator Only
<p>Total residential waste collected this quarter is slightly down in comparison to the previous quarter. New community education initiatives are planned to contribute to overall waste reduction.</p>											
Key Performance Indicator	Unit	2016/17		2017/18		2018/19			Comment	Status	
		Result	Target	Result	Target	Q1	Q2	Q3			Q4
Percentage of source separated recycling of total residential waste	%	-	-	26.23	25.92	25.92	28.16	26	25.45	26.38	Indicator Only
<p>Source separated recycling for Q4 is on average 25.45%, with an average for the financial year of 26.38%. Community education initiatives scheduled to commence next financial year are anticipated to contribute to improvements and an increase in the recycling rate.</p>											

Waste - Manage the waste created by the City of Sydney.

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney Recycling (organisational facilities)	Tonnes	558.54	-	322.52	-	53	62	65.6	78.84	259.44	Tonnes recycled from City managed properties including aquatic centres Q4. Accrued amounts used for June based on year average.	Indicator Only
City of Sydney Waste Collected (organisational facilities)	Tonnes	1,222.21	-	884.69	-	207	203	219.9	267.43	897.33	Tonnes waste collected from City managed properties including aquatic centres Q4. Accrued amount used for June based on year average.	Indicator Only
Percentage of resource recovery of waste from the City's parks, streets and public places	%	-	-	26	-	-	-	-	42	42	Recycling of waste from City parks, streets and public places has increased from 26 per cent to 46 per cent between 2017/18 and 2018/19, closing the gap on our 2021 target of 50 per cent diversion from landfill. The increased recycling rate was the result of changes to waste processing contracts that divert organic waste from public litter and removal of inert materials from the City's street sweepings and stormwater pit material.	Indicator Only
Percentage of resource recovery of waste from City managed properties	%	-	-	36.39	-	26	31	30	29	29	Includes aquatic centres. Forecast amounts used for June based on year average.	Indicator Only
Percentage of resource recovery of construction and demolition waste generated and managed by City operations	%	-	-	-	-	100	100	100	75	93.75		Indicator Only

## Greening Sydney

Key Performance Indicator	Unit	2016/17	2017/18	2018/19		2018/19 Result		Comment	Status	
		Result	Result	Target	Q1	Q2	Q3			Q4
New trees and shrubs planted in City parks and street gardens each year	No.	53,066	68,204	50,000	18,824	13,550	12,291	25,043	69,708	On Track
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	10,841	8,145	8,000	611	2,396	1,865	1,068	5,940	Attention Required
Maintain or increase number of indigenous bird species (2009/10 baseline - 63 species) (measured annually in June)	No	76	76	-	-	-	-	67	67	Indicator Only
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually)	ha	8.3	12.2	13.5	-	-	-	12.2	12.2	Indicator Only

## Environmental Grants

Key Performance Indicator	Unit	2016/17	2017/18	2018/19		2018/19 Result		Comment	Status	
		Result	Result	Target	Q1	Q2	Q3			Q4
Value of environmental grants approved by the City of Sydney	\$ '000	397.72	660.47	-	786.83	377.48	435.59	0	1,599.89	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 Programs

Progress To Date

Status

##### Planning

Work with the State Government to review the City Centre Access Strategy and ensure that it supports the functioning of the City Centre, access to public transport and implements changes to loading, taxi and parking arrangements in-line with the Sydney City Centre Access Strategy.

It is unlikely that the State Government will review the City Centre Access Strategy until after the opening of light rail. The NSW Minister for Transport has proposed that the City and State work together to develop a City Centre Action Plan that focuses on actions to be delivered in the short term (0-5 years).

**On Track**

##### Advocacy

Work with the State Government to develop Future Transport projects for Sydney to increase public transport accessibility and capacity to and within the City of Sydney, including planning for West Metro.

The City is currently undertaking a strategic transport planning process to inform the development of Sustainable Sydney 2050. This consolidates and builds on a number of future transport projects for Sydney in increase public transport accessibility and capacity for the City.

**On Track**

The NSW Government is yet to announce alignment, stations and timing for Metro West. The City has re-stated the case for Stage 1 stations at (at least) Pyrmont and Zetland in the draft Local Strategic Planning Statement. The City will continue to make the case for Zetland in its input to the NSW Government's South East Sydney Transport Strategy (SESTS), being developed by end 2019.

##### Partnership

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

The City is continuing to work with the Taxi industry and State Government to review taxi rank locations.

**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.

Ongoing engagement with Sydney Metro to secure optimum outcomes around station precinct design and development, and construction methodology for Sydney Metro City and South West.

**On Track**

Ongoing input into product, station number and location, and timing, for Metro West (including priority for stations at Pyrmont and Zetland)

Ongoing engagement with Sydney Coordination Office to maximise pedestrianisation and public domain outcomes from the CBD and South East Light Rail (CSELR) especially in the George St pedestrianised zone. There could be opportunities for limiting the amount of roadspace re-allocated to general vehicles once construction is fully complete. This would increase the overall improvements for pedestrians, and provide further amenity/place benefits in the City Centre. (At this stage it remains unclear how the regulatory framework for all road users - including bicycle riders - will be developed for the pedestrianised zone.)

Ongoing engagement with Sydney Coordination Office (TfNSW) to develop a solution that would provide a dedicated cycleway connection from the Prince Alfred Park shared path to the area for cyclists on Chalmers St north of Devonshire St.

There has been a public statement of direction on the Alexandria to Moore Park (A2MP) road proposal. The Secretary of Transport for NSW, directly acknowledging the City's input, outlined that the project's purpose, scope, and its potential for active transport and public transport benefits, would all be re-examined.

### **Advocacy**

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

The City has engaged with Transport for NSW to understand the role each organisation plays in dealing with the kerb-side space use and freight and logistics issues facing Sydney CBD.

**On Track**

### **Parking**

Continue to implement the neighbourhood parking policy.

The 2018 Policy update has been implemented across 2018-19. In that 12-month period, no major issues have arisen from implementation of the Policy.

**On Track**

The Visitor (Tradespersons) Parking Permit has created an additional option for residents to manage their parking needs.

The proposed Business (Tradespersons) Parking Permit remains on hold, as Roads & Maritime Services (RMS) have not removed the regulatory obstacles to such a permit. RMS is to be merged into Transport for NSW, and it is unclear at this stage how regulatory reform responsibilities will be distributed within the new integrated agency.

### **Freight and Servicing**

Work with State Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for "last mile" distribution.

Work with Transport for NSW (TfNSW) is ongoing in this field. The Transport Innovation Challenge around Last Mile deliveries and servicing is underway, with industry pitches ongoing. The City is providing feedback on potential projects to TfNSW. The City is currently undertaking a strategic transport planning process to inform the development of Sustainable Sydney 2050. This work will include more detailed analysis of particular innovative solutions to freight and servicing such as options for upscaling waste management for night time premises in the City Centre.

**On Track**

### **Regional Collaboration**

Continue to build relationships with neighbouring councils and collaborate on transport projects where infrastructure or impact is across the boundaries.

The City has developed strong working relationships with neighbouring Councils in relation to major State government works including WestConnex and Metro, and continues to work closely with them. This work also includes promoting the Inner Sydney Regional Bike Network.

**On Track**

## Technology

Partner with the State Government to facilitate innovation in transport management, utilising new and emerging technology to cater for electric vehicles, autonomous vehicles, more efficient enforcement of parking, and innovative road safety technology.

The City has been exploring the potential for innovation to support access to better places, as part of the Sustainable Sydney 2050 development. Discussion of initial ideas with NSW Government transport agency representatives occurred at a major workshop in May.

**On Track**

It is clear that any innovations within transport systems have to be shaped to fit the broader policy context for the City, and support more places for people and space-efficient modes of travel (public transport, walking and cycling).

On the issue of "last mile" solutions for freight and servicing in the City Centre, City representatives have been involved in the Government's Innovation challenge, providing feedback on problem statements, the development context, and will interrogate proposals to understand and manage risks and opportunities should they proceed.

The City also continues to be consulted as part of a NSW Government process exploring the potential conditions that would support them conducting an initial trial and evaluation of shared e-scooters (currently illegal in NSW). The City is currently considering the outcomes of a key stakeholder workshop held in May.

### 3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport.

#### Major Programs

Progress To Date

Status

#### Traffic calming initiatives

Develop and deliver a range of initiatives to help support change of behaviour by traffic calming.

The City continues to work with TfNSW/Roads and Maritime Services and Centre for Road Safety under the Road Safety Partnership to deliver traffic calming devices to help reduce speeds within the Council area.

**On Track**

#### Speed reduction

Continue to work with the state government to look for opportunities to reduce traffic speeds and speed limits throughout the City of Sydney

The City promoted and has received RMS funding for Green Square, Waterloo and Zetland 40km/h. Design and construction of infrastructure requirements is under way, with scheduled completion by June 2019.

**On Track**

#### 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 has signed on with the Road Safety Partnership program for another 2 years. The City is continuing to build relationships with NSW Government's Centre for Road Safety through a number of forums.

The City is continuing to work with the NSW transport cluster on a number of transport issues. This includes the movement and place guidelines.

**On Track**

#### Manage amenity

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

URM have now finalised their services and Cleanaway commenced 1 July.

**On Track**

#### Community Programs

Facilitate a range of programs for the community (Road Safety).

2018-19 Local Government Road Safety Partnership was delivered on budget and on time. Planning for 2019 - 20 partnership program is progressing

**On Track**

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

Major Programs	Progress To Date	Status
<b>City Transformation</b>		<b>On Track</b>
Continue to support the implementation of light rail down George Street and in wider local government area.	The City has continued to work with NSW Government, and Light Rail, to secure the best possible outcomes for all road users along George Street, with an emphasis on securing the best possible street environments for light rail, walking and people riding bicycles when services commence.	

### 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 implementing 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 Programs	Progress To Date	Status
<b>Parking</b>		<b>On Track</b>
Demand for parking is managed to ensure there is equitable access to the constrained supply.	Demand for parking is managed to ensure there is equitable access to the constrained supply.	

### Advocacy

Ensure the needs of all customers are considered in the master-planning for Central Station precinct.	The City is seeking the best outcome for Central Station and will continue to work with State agency stakeholders to achieve this.	<b>On Track</b>
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### Transport infrastructure

Advocate to ensure public transport infrastructure meets the needs of users.	The City continues to advocate for improved outcomes for residents and businesses: <ul style="list-style-type: none"><li>- WestConnex Stages 2 and 3, including the King St Gateway project</li><li>- Alexandria to Moore Park to achieve better outcomes for walkers and cyclists, and residents of Green Square. The Secretary for Transport has confirmed that the NSW Government is reconsidering the scope of the project, given the City's representations.</li><li>- Sydney Metro, to achieve improved station and precinct development and customer outcomes</li><li>- CBD and South East Light Rail (CSELR), to achieve the best possible pedestrianisation and urban domain outcomes on George Street</li><li>- Submission to Infrastructure Australia for the National Infrastructure Priority List, advocating for Metro West to Zetland, and Green Square Light Rail.</li></ul>	<b>On Track</b>
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### 3.S.1 Performance Measures

#### Parking and road management

Key Performance Indicator	Unit	2016/17 Result	2017/18 Result	2018/19 Target	2018/19 Result			Comment	Status	
					Q1	Q2	Q3			Q4
Proportion of resident drivers who are members of car share schemes	%	19	27.91	-	29.6	31.08	33.6	35.12	35.12	Indicator Only
Number of car share bookings	No.	-	230,113	-	54,005	59,076	62,129	58,317	233,527	Indicator Only
Number of residents who are members of car share schemes	No	-	35,434	-	37,631	39,642	43,005	45,126	45,126	Indicator Only
Length of streets across the local government area with a speed limit of 40km/h	Km	-	164.3	-	164.3	165.6	165.6	165.6	165.6	Indicator Only
Length of shared zones (vehicles, pedestrians, cyclists) with a speed limit of 10km/h	Km	-	7.9	-	7.9	8.5	8.5	8.5	8.5	Indicator Only

Since 2017/18 the City has introduced a new 40km/h zone in Alexandria. This year we have been working on the Green Square Waterloo 40km/h zone. This will be completed in the coming months.

#### Roads maintenance

Key Performance Indicator	Unit	2016/17 Result	2017/18 Result	2018/19 Target	2018/19 Result			Comment	Status	
					Q1	Q2	Q3			Q4
Road renewed/treated program	m2	42,631	38,402	25,000	20,625	2,823	9,337	0	32,785	On Track

#### Traffic calming

Key Performance Indicator	Unit	2016/17 Result	2017/18 Result	2018/19 Target	2018/19 Result			Comment	Status	
					Q1	Q2	Q3			Q4
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	7	6	6	3	0	1	4	8	On Track

Target achieved

Public transport - taxis

Key Performance Indicator	Unit	2016/17	2017/18	2018/19		2018/19 Result				Comment	Status
		Result	Result	Target	Target	Q1	Q2	Q3	Q4		
Number of taxi ranks operating in the local government area at daytime (10am – 3pm weekdays)	No	-	74	-	74	74	74	74	74	74	Indicator Only
Number of taxi ranks operating in the local government area at night-time (8pm – 12am weeknights)	No.	-	102	-	102	102	102	102	102	102	Indicator Only

## 4 A city for walking and cycling

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
<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	50	Infrastructure improvements completed on regional cycle routes across the LGA in FY2018/19 include upgrade of four signalised intersections, new bicycle priority crossing, upgrade of bicycle contraflow lane, new median turn bay and renewal of separated cycleways. New local routes have created 1.5km of new shared paths.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Walking</b> Deliver the Central Business District Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.	Traffic Signal and light pole works are underway for parts of Phillip Street, Sussex Street, Goulburn Street, Kent Street, Elizabeth Street, O'Connell Street and Pitt Street. Paving works are underway for Phillip Street.	<b>On Track</b>

<b>Cycling</b> Complete the City's ten high priority regional routes, with separated cycleways where possible.	Construction of the Epsom Road cycle link connecting Green Square to Randwick is progressing well and is due for completion in September 2019. Construction has commenced on Wilson and Burren streets cycle link. Focussed work has commenced to accelerate delivery of several bike network priority links in the FY19/20 long term financial plan. Early development work will establish a feasible design and defined risk profile to inform staged implementation and cash flow over the ten year program. In total there are thirty capital projects in various stages of development and implementation as part of the Bike Network delivery program.	<b>On Track</b>
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<b>Partnerships</b> Work with neighbouring councils, State and Federal Governments to implement the Inner Sydney Regional Bike network.	City staff continues to engage with Transport for NSW development of a strategic business case for cycling infrastructure which will then support the Inner Sydney Regional Bike Network (ISRBN) submission to Infrastructure Australia. City staff met with staff from Inner West and Bayside to review NSW Government Sydney Gateway plans to ensure comments are aligned with ISRBN implementation.	<b>On Track</b>
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<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, pedestrian lighting, access ramps, green verge, cycleway upgrades and new footways is continuing on the Liveable Green Network routes.	<b>On Track</b>
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### 4.2 The city centre is managed to facilitate the movement of people walking and cycling.

Major Programs	Progress To Date	Status
<b>Walking</b>	Work with the State Government to decrease waiting time and journey time for pedestrians on priority routes in the City Centre.	<b>On Track</b>
<p>The City continues to work with TfNSW / Roads &amp; Maritime Services (RMS) and the Sydney Coordination office on pedestrian priority in the City Centre. In response to a Council Notice of Motion (NOM) on this issue, the City prepared a letter to the Minister for Transport outlining the case for improved pedestrian priority at City Centre signals. The case will be strengthened by analysis undertaken for Transport inputs to Sustainable Sydney 2050.</p>		
<b>Cycling - City centre</b>		<b>Watch</b>
<p>Advocate to the State Government to complete the City Centre Access Strategy cycleway network.</p>	<p>The Sydney Coordination Office (part of Transport for NSW) has given in-principle approval to proceed with another city centre cycleway link, on Castlereagh Street. We are still working to progress King Street and the missing block at each end of Liverpool Street. Staff met with TfNSW to initiate approval process and collaboration improvements to accelerate delivery of cycleway network.</p>	
<b>Partnerships</b>		<b>On Track</b>
<p>Collaborate with State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project</p>	<p>Ongoing involvement and advocacy through weekly design meetings to negotiate high quality public domain outcomes to be delivered with the Light Rail project.</p>	
<b>4.3 The number of people who choose to walk and cycle continues to increase.</b>		
<b>Major Programs</b>	<b>Progress To Date</b>	<b>Status</b>
<b>Modal shift</b>	<p>Promote the benefits and reduce barriers of walking and cycling to individuals, businesses and the wider community, through information and training courses and providing support to enterprises and community groups through behaviour change programs (including maps and organised rides).</p>	<b>On Track</b>
	<p>In the June quarter 2019:</p> <ul style="list-style-type: none"> <li>25 adults completed the cycling course, 37 did the bike maintenance course, and 1180 young children attended the balance bike clinic to learn to ride.</li> <li>We held 28 Share the Path education sessions this quarter, where 411 people had their bikes tuned-up, 1164 maps were provided and 229 bells and 155 lights were mounted on bikes.</li> <li>New e-bikes in the Pitstop at Town Hall House are inspiring staff to use fleet bikes for work trips. The fleet has travelled more than 52,000 kilometres since 2011; 4,588 kilometres this quarter.</li> <li>20 City staff successfully completed the Cycling in the City course enabling them to use the city's bike fleet.</li> </ul>	

## Walking and cycling for leisure

Lead and/or support events celebrating and focusing on walking and cycling.

The City organised a Try-a-bike event in Green Square in April, as part of a campaign to raise awareness about riding as a transport option to local residents. 120 people attended, with many residents trying a bike for the first time and inspired to ride more following the event.

**On Track**

Planning for Sydney Rides 2019 continued this quarter. An ideas and information session to inform the planning and programming was held in May with 35 stakeholders. Following this session the city received 42 event submissions from event partners.

Planning for the City's signature events continued during the quarter with suppliers and logistics Light the City (21 September) and The Big Adventure (16 November) being organised.

Entries for the Sydney Rides photo competition opened in May, 30 images will be selected and displayed in Paddington Reservoir Gardens this October.

Encourage recreational walking and cycling by promoting attractive routes and open spaces.

Share the Path sessions are held at locations along or near existing attractive routes and open spaces to encourage walking and cycling for transport and recreation. We held 28 Share the Path education sessions this quarter, where 411 people had their bikes tuned-up, 1164 maps were provided and 229 bells and 155 lights were mounted on bikes.

**On Track**

## Behaviour

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

The City held 28 Share the Path education sessions this quarter, where 411 people had their bikes tuned-up, 1164 maps were provided and 229 bells and 155 lights were mounted on bikes. The City also organised a Try-a-bike event in Green Square in April, as part of a campaign to raise awareness about riding as a transport option to local residents. 120 people attended, with many residents trying a bike for the first time and inspired to ride more following the event.

25 adults completed a cycling course, 37 completed the bike maintenance course, and 1180 young children attended the balance bike clinic to learn to ride.

**On Track**

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

### Major Programs

### Progress To Date

### Status

## Journey to work - commuting

Provide and facilitate information to businesses and employers about safe walking and cycling networks and the benefits of staff walking and cycling.

The City is meeting with managers of business precincts like South Eveleigh and Barangaroo to promote active transport at outdoor activations and pop ups in their precincts. The City is also supporting local businesses like Universal Music in Waterloo with their new fleet of electric bikes for staff. We've been liaising with them, local bicycle educators and presenting to staff on riding safely and the benefits of cycling.

**On Track**

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

The City ran a successful pilot of workplace cycling program including training sessions on electric bikes this month with the MCA, Origin, Lend Lease, Cicada Innovations, Sydney Festiva and Conybeare Morrison. The team building sessions got staff on bikes in a safe environment with familiar faces. The aim was building employee confidence to ride to work. Six training sessions ran in June. Post course surveys will analyse effectiveness.

**On Track**

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

To ensure students are able to bike safely, the City is continuing to address gaps in the cycling network close to schools, particularly around Green Square.

**On Track**

#### 4.S.1 Performance Measures

##### Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result			Comment	Status		
		Result	Result	Target	Q1	Q2	Q3			Q4	YTD
Length of separated cycleways provided annually	Km	0.22	0.27	0.47	0	0	0.31	0	0.31	The City has been working to accelerate delivery of cycleways by simplifying design and streamlining internal work practices.	Attention Required
Length of on-road cycleways provided/upgraded annually	Km	0.66	2.15	2.6	0	0.04	0.15	2.17	2.35	Ten projects completed throughout the LGA through cycling safety works program.	Watch
Length of shared paths provided/upgraded annually	Km	4.37	2.4	2.4	0	0	0	0.06	0.06	Bulwara Road & Pyrmont Bridge Road.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	(1)	1	-	-	3	-	7	7	Last count March 2019, 7% growth since October 2018 count, 145% growth overall since March 2010.	Indicator Only
Growth in walking activity at key locations around City of Sydney (100 Key locations)	%	-	2.51	-	0	0	0	2.7	0.68	Steady growth in walking continues. The City is working on innovative approaches to low cost counting technology to provide 24/7 counts in 100 locations.	Indicator Only
Number of attendees at cycle safety courses	No	-	348	-	44	43	35	45	167	25 adults and 20 staff completed cycling courses in Q4.	Indicator Only

##### Footpaths

Key Performance Indicator	Unit	2016/17	2017/18	2018/19	2018/19 Result			Comment	Status		
		Result	Result	Target	Q1	Q2	Q3			Q4	YTD
Footway renewed program	m2	18,259	14,684.19	10,000	2,243	7,748	4,401	0	14,392	Program was fully delivered between Q1 and Q3.	On Track
Footway replaced by green verge	m2	4,548	3,078.88	2,200	105	1,652	691	0	2,448	Program was fully delivered between Q1 and Q3.	On Track
Granite infill project - paving	m2	1,850	2,206	1,800	742	0	312	0	1,054	Work rescheduled to 2019/20 to coordinate with property developments and utility upgrades in the CBD.	Attention Required

## 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 Programs

Progress To Date

Status

### Public Domain Planning

Provide strategic input (design principles) into the State Government's long term master plan for Circular Quay, Barangaroo and Darling Harbour Live.

Ongoing strategic design input into State Government master planning projects as required including urban design principles for public space and public domain outcomes for Central Station precinct.

**On Track**

Continue to develop Public Domain Plans for the City Centre and accompanying Implementation Plans.

City Centre public domain improvement program co-ordinated through preparation of public domain precinct plans. The City North Public Domain Plan is guiding and co-ordinating public domain outcomes from private sector developments at Circular Quay such as AMP as well as improvements for Martin Place.

**On Track**

Chinatown and City South Public Domain Plan guiding the capital works program such Quay Street and Darling Harbour connecting street improvements at Quarry Streets.

Public domains plans for Town Hall precinct and City South (Central Station) precinct drafts completed.

### Safety

Work with police and other agencies to prevent, respond, and investigate public safety incidents through the coordinated operation of public place CCTV cameras.

In 2018/19 the City received 1250 applications for CCTV from the NSW Police. 838 items of footage were released to assist police with the investigation and prosecution of offences. City staff alerted police on 591 occasions to criminal offences, improving response times and reducing the impact of offences.

**On Track**

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

### Major Programs

Progress To Date

Status

### Public Domain improvements

Continue to 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.

Chinatown Public Domain Improvement works with City Design to be scoped and programmed. Currently Quay Street upgrade development and investigation phase in preparation.

**On Track**

Artwork in Thomas and Hay Street installation works was completed in February 2018 with RMS / Ausgrid work completed in September 2018.

The Sydney Harbour Bridge Southern Cycleway (formerly Harbour Village North Cycleway) will be delivered by RMS, the City are currently managing the design development in consultation with relevant stakeholders and government bodies.

### Planning

Develop and implement a CBD Activation Policy and Guidelines.

Project activity is on hold to allow alignment with Public Space Public Life update and review of Sustainable Sydney 2030.

**On Track**

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

Major Programs	Progress To Date	Status
<b>Business space</b>	<p>The City's own Business Innovation Space in Circular Quay will provide 3,800sqm of affordable space for the tech startup ecosystem in 2022. The City is currently consulting with the local tech startup ecosystem to inform the future use of the space: potential users, focus and theme (sector based or sector agnostic) and operational model.</p> <p>The City is promoting the free co-working space at the Juanita Nielsen Community Centre in Woolloomooloo via our tech startups email database.</p> <p>The City purchased the Redfern Post Office for an Aboriginal and Torres Strait Islander centre. The City is consulting with the community on the best use of the building.</p>	<b>On Track</b>

### Tourism provision

Work in partnership to develop tourism infrastructure in the city centre including Wi-Fi and information kiosks.	A working group consisting of City of Sydney, Destination NSW, Sydney Ports and Properties NSW meet on a quarterly basis to review the infrastructure needs for the successful delivery of visitor services.	<b>On Track</b>
Develop and deliver programs that provide visitors with information in the city centre such as the Cruise Ship Ambassador Program.	The City's Ambassadors greeted 64 international cruise ships assisting 13,516 passengers. The Roaming Ambassador program continues to grow, with over 220 Volunteer Ambassadors. During 2018/19 the Ambassadors assisted 106,136 visitors across the Circular Quay, Rocks, Town Hall, Hyde Park and Darling Harbour precincts.	<b>On Track</b>

### 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	90	The Local Approvals Policy for Busking and Aboriginal and Torres Strait Islander Cultural Practice was adopted by Council in May 2019 following public exhibition. Consent from the Office of Local Government was required to adopt Part 1 of the policy, which provides an exemption from approval for Aboriginal and Torres Strait Islander Cultural Practice. This consent was received in June 2019. Implementation of the new policy commenced on 1 July 2019. The new policy includes new categories of busking permits. New permits will be issued in July. Old permits remain valid until 30 August 2019. Buskers have been notified they have until 30 August to update their permit. Staff will provide information and guidance to assist buskers to move onto the new permit scheme.	<b>On Track</b>

### Major Programs

Public art	Progress To Date	Status
Implement City Centre Public Art Green Square Public Art and Eora Journey public art.	The Distance of Your Heart, by Tracey Emin was completed and successfully launched in March 2018. Two new permanent Laneway Art Commissions are planned for installation in late 2019 and early 2020.	<b>Watch</b>

## 5.S.1 Performance Measures

### City centre public life

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result				Comment	Status					
		Result	2,717.75	Result	2,551.46	Target	-	Q1	0	Q2	2,378.9			Q3	2,094.14	Q4	2,598.82	YTD
Amount of footway dining in the city centre (total)	m2																	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 Programs

#### Progress To Date

#### Status

#### Learning and Creative Programs

Deliver a welcoming cultural program within relevant City cultural venues.

**On Track**

Public program highlights have included NAIDOC week, National Aboriginal and Torres Strait Islander Day celebrations, Lunar New Year events and the introduction of Adobe Creative classes; along with the Late Night Library series featuring artists from Muslim, Zimbabwean and Asian cultures and a series of dance lectures by Asia Pacific and gender fluid performance artists. In addition to the Green Square Library and Plaza Launch, Green Square Library hosted a ‘Creative Conversations’ series, an Art Month Precinct Night event and two youth driven ‘Underground’ creative events. The Lawn Library installation at the new Harold Park community venue brought a mix of creative and digital workshops for all ages in to the heart of that developing precinct.

At Customs House, exhibitions ‘Site of Passage’ and ‘Real Australians’ came to a close. ‘Wasteland’, a hanging installation, was hosted in partnership with Art & About. The major exhibition ‘Cartographica – Sydney on the map’, celebrating the visual interpretations of the city’s landscape, will be open until spring 2019. The exhibition won the 2019 National Trust Heritage Award for Heritage Events, Exhibitions and Tours. The Cartographica public program included a self-guided walking tour, Curator tours, a Heritage Week talk, staff tours, a tour guide industry event, and school holiday activities folding paper globes and a sandbox demonstrating cutting edge 3D visualisation.

#### Public Domain

Maintain and enhance public domain across the local government area through an ongoing program of improvement works.

Program is integrated into the various footpath, greening, lighting, street furniture and Pedestrian, Cycling and Traffic Calming (PCTC) programs delivered across the City.

**On Track**

#### Green Square

Delivery of new community/cultural facilities, public domain and infrastructure to a high standard in Green Square.

Community facilities, infrastructure and public domain areas continue to be rolled out to a high standard. The new Green Square Library and Plaza were opened in October 2018 and the Gunyama Park Aquatic and Recreation Centre is under construction, planned to open in mid-2020. A network of new streets and pedestrian/bike links are also being rolled out by the City. These are of a high standard and designed to achieve high environmental performance, amenity and active and public transport.

**On Track**

Placemaking and community engagement activities for Green Square growing neighbourhood.

The City continues to undertake community engagement and activation strategies in line with the Green Square Placemaking Framework (updated in mid-2019). Examples include activities in the new Green Square Library and Community and Cultural Precinct, June “Winter Warmer” series of events such as open air cinema, art and craft workshops and music events. “Open Days” and “Have Your Say” events are also part of this program.

**On Track**

#### Social Strategy

Lead the implementation of a Social Sustainability Policy and Action Plan

Within the Social Sustainability Action Plan there are 59 actions across four strategic directions. To date 33 of the actions have new projects that commenced in 2018 and will continue throughout 2019. Three actions have been completed and continue as business as usual.

**On Track**

Work has begun to review the measurement and evaluation reporting matrix for the plan to develop a template for reporting going forward.

**Social Programs and Services**

Implement the Inclusion Action Plan.

Highlights included:

- 121 events listed on the disability-inclusive events directory. 11 events were offered by external groups and 110 offered or supported by the City.
- Grant applicants must now outline how their program/project will be disability-inclusive.
- 193 staff completed training on disability, mental health and inclusion topics.
- The City's first Changing Places toilet facility was completed at Abraham Mott Community Hall.
- 2 submissions made on accessible housing and standards for accessible public transport.
- 2 articles published during the Invictus Games encouraging businesses to be inclusive and accessible.
- Information on all the accessibility of the City's community centres and venues for hire is now available online
- Inclusive and Accessible Public Domain Policy and Guidelines were drafted and made available for community consultation.
- 37 staff participated in Peer Support. Training to develop skills to support colleagues experiencing mental health issues.

**On Track**

Offer affordable social programs and services that promote social inclusion, connection and participation.

- There were 899,518 attendances at the City's 13 staffed or partially staffed community facilities programs and events. This represents a 22% increase over the past two years. A total of 963 instances of programs to promote and support inclusion and diversity were offered by City Spaces this period, with 1,068 programs out of 1,115 accessible to people with a disability. A total of 14,811 bookings were made by groups for community venues, with a total of 20,003 bookings taken across the City's 13 staffed and 28 unstaffed City Spaces. Of these, 10,530 bookings were at community rates and 2,333 at self-help rates.
- Meals on Wheels delivered 37,655 meals to 276 clients, and provided 123 hours of assessment and 1072 hours of care coordination including 143 home visits. This is a reduction compared to the previous years, resulting from a reduced number of clients following the introduction of the National Disability Insurance Scheme. Community Transport provided 18,825 passenger trips and 533 community bus hires.
- 17 young people completed the Emerging Civic Leaders Pilot Program in April 2019 and ran a 'Pledge to vote' campaign, recruiting 117 young people to pledge to vote.
  - 147 people attended 6 Connect Sydney training sessions.
  - 405 people attended 14 Strata Skills 101 workshops, including two sessions at Green Square Library – one in Mandarin
  - 400 people attended the Transgender Day of Remembrance event.
  - 29 students from 12 countries completed the International Student Leadership Ambassador program. The students performed over 7,000 hours of volunteer work. 33 new international students have commenced in the program.
  - 700 people and 55 service providers attended the City's inaugural Disability Expo in June
  - 1,860 people attended cross-cultural Christmas and end-of-year events at community centres
  - 7,200 attendances at community lunch and dinner activities and other food programs at the City's community centres
  - 270 people attended Luna New Year Festival events at Ultimo, Ron Williams and Redfern Community Centres
  - 1,610 attendances at events recognising Aboriginal and Torres Strait Islander culture and community at Redfern Community Centre
  - 140 people attended an event to celebrate the 60th anniversary of the Harry Jensen Community Centre in Millers Point.
  - Over 5,700 people attended events held for the Living in Harmony Festival, Senior's Week, Youth Week events and Refugee Week.

**On Track**

Deliver programs that support community safety.

The Community Safety Action Plan 2010-2023 was endorsed by Council. The plan sets out the City's contribution to making Sydney a safe and resilient place to live, visit, work and study. In line with this plan, the City delivered or supported more than 20 events or activities designed to contribute to reducing local crime, to address domestic and family abuse, violence and sexual assault and to enhance actual and perceived safety in Sydney's streets and spaces.

The City partnered with the 6 local Police Area Commands, the Take Kare foundation, Youth Off the Streets, Glebe Youth Services, Women's and Girls Emergency Centre, Rape and Domestic Violence Services Australia and NSW Health.

In June Pill Testing Australia demonstrated how pill testing works at a music festival, dispelling myths and exploring the evidence. The demonstration was attended by MPs, Councillors, senior Government and NSW Health officials, harm reduction professionals, advocates and peer workers. This initiative aligns with the City's goal to reduce harms from drugs and alcohol.

## Social Justice

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

A review of all advocacy actions within the Social Sustainability Action Plan is being undertaken to map strategic advocacy currently undertaken and to inform the development of an advocacy plan. This will ensure strategic and coordinated responses to promoting social justice and inclusion.

**On Track**

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

### Major Programs

Progress To Date

Status

### Information and research

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

Additional Floor Space and Employment Survey data has been uploaded to the website, including on the City's Open data portal.

**On Track**

An interactive FES Webmap application has been added to the FES web pages.

Population data has been updated as per ABS ERP released at the end of March 2019. Updated population forecasts have been added.

### Support small business

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

The City promoted local village economies and profiled businesses through its marketing strategy #sydneylocal. Over the last 18 months it has reached 13 million people, resulted in 3.1 million engagements and directly profiled 4,591 businesses.

**On Track**

The City also activated local precincts through its financial support for village festivals including Pymont Food & Wine Festival (20,000 attendees), Go Here Go There in Kings Cross (1,000 attendees), Newtown Good Food Fair (10,000 attendees), Oxtroganza (30% increase in foot traffic on Oxford Street).

The City financially supported several major events to drive economic outcomes for local businesses including Vogue Fashion Night Out attracting over 200,000 shoppers to Pitt Street Mall, Mercedes-Benz Fashion Week Australia attracting 23,500 attendees including international buyers, local designers, media and customers, and Vivid Sydney.

The City provided annual funding 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 and networks.

The City hosted three new Small Business Digital 101 seminars designed to help build the digital skills of small businesses with over 586 business owners attending.

- July 2018 event "Instagram": 163 business owners attended
- September 2018 event "China Online": 112 business owners attended
- March 2019 event "Sales Using Social Media": 150 business owners attended
- May 2019 event "How to Use Google Analytics": 161 business owners attended

The City provided six new Knowledge Exchange grants to support programs that build the capacity of startups.

- Hub Hyde Park Co-working UnConference Conference Australia Aug 16 2018: A educational and networking event for the local co- working industry (15,000 participants at events);
- Emerge STEM Careers Expo September 6 2018: A creative showcase of STEM careers to highlight viable alternate career pathways for STEM educated students and professionals within tech start-ups and scaleups (490 participants at events)
- Startcon Nov 30 - Dec 1 2018: Australia's largest start-up and growth conference (4000 participants at events)
- Spark Festival Oct 19 - Nov 4 2018: A two week festival for start-ups, innovators and entrepreneurs (13,081 participants at events)
- Zambesi Oct 25 & Nov 19 2018: Workshops for local businesses hosted by leaders of high growth tech companies (160 participants over both events)
- Curated Sydney May 2019: A pop-up retail & mentoring program for emerging independent Australian fashion labels
- Tech Sydney: New website for Sydney's tech start up industry

The City hosted two series of the Visiting Entrepreneur Program to connect Sydney's startup ecosystem with global tech innovators. The program is produced in collaboration with over 60 industry partners and supported with \$50,000 grant funding from the Australian Government's program for entrepreneurs as part of its national innovation and science agenda.

- Oct- Nov 2018: Theme was Social Enterprise featuring entrepreneurs Mark Brand, Matthew Brimer and Joseph Lubin (1,288 participants at events)
- April 2019: Theme was Artificial Intelligence and its Rise in China featuring entrepreneurs Nina Xiang, Robert Hsiung and Lon Wong (1,341 participants at events)

The City launched its first ever Retail Innovation Program in partnership with world leading business development firm Investible. Fifteen retailers were selected to participate in the 8 week accelerator, 100% intend to implement knowledge gained in their business.

Throughout the year the City regularly communicated these opportunities to its growing database of 4,361 businesses.

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

Major Programs	Progress To Date	Status
<b>Community Planning</b>	<p>Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.</p>	<b>On Track</b>
	<p>Ongoing advice is currently being given to support proposed social infrastructure at Waterloo redevelopment site and a review of the use of the Walter Burley Griffin Incinerator.</p> <p>Work is being undertaken to develop clear baseline data reports for existing community infrastructure across the LGA. These reports will assist with making an informed recommendation on the current and/or future use of buildings within the City LGA.</p>	
<b>Community well-being</b>	<p>Provide childcare and children's facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.</p>	<b>On Track</b>
	<p>Child and Family Services continue to offer 160 early childhood education and care places and 297 out of school hours care places. The services supported 1,108 children. Highlights included:</p> <ul style="list-style-type: none"> <li>• Providing free or reduced fee services to enable 380 vulnerable children (0-12 years) to access City operated education and care services and programs, including 16 children through Glebe's Middle Ground Program</li> <li>• embedding Aboriginal perspectives into educational programs, including participation in the Ngroo Walking Together Program and offering activities that enhance children's understanding of Aboriginal culture</li> <li>• Increasing children's digital awareness through participation in programs such as coding clubs, and movie making</li> <li>• Hilda Booter Kindergarten and Broughton Street Kindergarten achieved a rating of Exceeding the National Quality Standard under the Australian Children's Education and Care Quality Authority's Assessment and Rating process. Redfern Occasional Care received a rating of Meeting the National Quality Standard while participating in a pilot program testing the applicability of the Assessment and Rating process to occasional care services.</li> </ul>	
<b>Community Facilities Delivery</b>	<p>Develop a property portfolio that ensures community facilities optimise investment opportunities and community needs.</p>	<b>On Track</b>
	<p>Opportunities to acquire properties for investment and open space in progress.</p>	
<b>Parks and recreation facilities</b>	<p>Maximise the availability and quality of facilities to meet demand for participation in sports across the community.</p>	<b>On Track</b>
	<p>The City's sports facilities program includes:</p> <ul style="list-style-type: none"> <li>• Perry Park Recreation Centre (Stage 1) - completed and open April 2019</li> <li>• Perry Park Recreation Centre (Stage 2) 2020</li> <li>• Perry Park synthetic sports field - 2023</li> <li>• Gunyama Park synthetic sports field - 2020</li> <li>• Gunyama Park Aquatic Recreation Centre - 2020</li> <li>• Alexandria Park synthetic sports field and sports courts- 2021</li> <li>• Huntley Street indoor sports courts - 2022</li> <li>• Cook+Phillip Park Pool change rooms and reception upgrade - 2019</li> <li>• Sydney Park skate facility, Alexandria- 2020</li> <li>• The Crescent skate facility, Glebe- 2020 - construction commenced July 2019</li> </ul> <p>The City is also reviewing the community sports facilities at Jubilee Park, Glebe, with a feasibility study and business case process to commence in mid 2019.</p> <p>The construction of new outdoor fitness area at Waterloo Park completed July 2019.</p>	

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

### Major Programs

### Progress To Date

### Status

#### Social services

Support a diverse inclusive and accessible range of community programs and projects through community and aquatic facilities.

In 2018/19 the City offered 1,115 programs across the City's 13 staffed and partially staffed community facilities, with 1,068 accessible to people with a disability, 58 designed to increase digital literacy and inclusion, 197 environmental programs and activities, and over 70 exercise and fitness activities. A total of 14,811 bookings were made by groups in unstaffed community venues, with 9,477 at community rates.

**On Track**

Highlights include:

- 129,474 attendances at sports competitions at Ultimo and Maybank Community Centres and King George V Recreation Centre
- 64,615 attendances for gym use and exercises classes at the City's three community fitness centres
- 116,875 attendances at health and wellbeing programs targeting city workers, people experiencing homelessness, mental health issues or substance use issues, refugees, seniors, young people and people with disability
- 4,808 attendances at "Parents and Bubs" yoga classes
- 578 young people attended the Youth in the City school holiday program
- over 180 people attended a range of lifelong learning classes, including art, writing, magic, sewing and IT troubleshooting
- 463 attendances at International Women's Day events at community centres
- 100 attendances at the "Stepping On" falls prevention program at King George V Recreation Centre

#### Social strategy, research and planning

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

The 2018 Wellbeing Survey (WBS) was run in late 2018, with data and results now available. Results have been disseminated to various stakeholders. The remaining indicators have been updated as required.

**On Track**

#### Emergency Planning

Work with emergency services, relevant agencies, and the community to build capacity and resilience to prevent, respond, and recover from emergencies

The City continued to coordinate the activities of the Local Emergency Management Committee, including the review of response plans, emergency management briefings, and emergency exercises. Outcomes for 2018/19 include the development of the Local Disaster Recovery Plan, the review of the Sydney CBD Safety Sub Plan, participation the Office of Emergency Management Disaster Preparedness Program, commencement of the Local Area Risk Assessment, and participation in the Council Shadow Program for Disaster Recovery Operations.

**On Track**

#### Customer service

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

The City continues to provide service to customers via telephone, counter, email, mail and on-line channels. Opportunities to improve customer experience and service delivery were identified and will guide further development of the City's customer digital services.

**On Track**

## 6.S.1 Performance Measures

### Local economies

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the Village Centres	m2	3,804.01	-	4,620.88	-	4,744	4,772	4,364.21	3,646.76	3,646.76	Decrease in Village footway dining tends to reflect seasonal variation.	Indicator Only
Value of economic grants approved by the City of Sydney	\$ '000	-	-	923.46	-	757.24	266.36	0	0	1,023.59	This year, 49 Economic Local Grants were approved by Council. This includes MusicNSW's AllAges Gig Series at 107 Projects, Busker Sessions at the Shakespeare Hotel and the Oxtravaganza Festival in Darlinghurst. These projects were awarded through the City's Business Support Grants and Village Festival and Events Sponsorship.	Indicator Only

### Libraries and learning

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of active library memberships	No	55,757	-	55,757	-	61,288	65,953	66,291	73,232	73,232	Increase due to opening of Green Square library.	Indicator Only
Total number of items accessed from Libraries (physical and digital)	000	1,229.02	-	1,357.65	-	345.17	363.07	419.86	424.7	1,552.8	Increase due to opening of Green Square library.	Indicator Only
Attendance to libraries	000	1,035.94	-	1,098.64	-	309.33	330.75	349.25	330.38	1,319.71	Increase due to opening of Green Square library.	Indicator Only

### Children's services

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of children supported through City operated Children's Services	No	1,189	-	1,108	-	727	78	249	54	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.	2,081	-	2,312	-	-	-	-	2,311	2,311	As at 30 June 2019 there are 6,813 operating child care places which represents a net increase of 2,311 operating places against the June 2013 baseline.	Indicator Only
Number of children accessing reduced rate fees and free City operated Children's services	No.	-	-	1,288	-	268	27	67	10	372	Families who previously accessed the City's reduced rate fees now receive the new Commonwealth Child Care Subsidy.	Indicator Only

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Community satisfaction with access to community facilities and services (Community Wellbeing Indicators)	%	-	-	-	-	-	-	-	60	60	The City of Sydney - Wellbeing Survey undertaken in 2018 asked participants their satisfaction with access to following facilities - public sports and recreational facilities; parks and open space; libraries; and number and quality of community gardens. Satisfaction is measured on a five-point scale where 5 "Very satisfied", 4 "Satisfied", 3 "Neutral", 2 "Unsatisfied", 1 "Very unsatisfied". 60% of participants were satisfied with public sports and recreational facilities, 85% were satisfied with parks and open space, 70% were satisfied with libraries and 48% were satisfied with the number and quality of community gardens.	Indicator Only
<b>Community health and well-being</b>												
Key Performance Indicator	Unit	2016/17 Result	2017/18 Result	2018/19 Target	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	YTD	Comment	Status	
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	99	98	85	100	95	96	95	96.5		On Track	
Area of parks and open space managed by the City of Sydney (measured annually)	ha	196.7	202	-	-	-	-	209.8	209.8	Added Matron Ruby Grant Park, Dyuralya Square, Frances Newton Park, street gardens.	On Track	
Attendances at aquatic and leisure centres	000	1,732	1,705	-	385	371	487	400	1,643	Full year result is slightly behind target by 3.8%, with contributing factors being a very wet October and the temporary closure of lan Thorpe Aquatic Centre in November due to storm damage.	Indicator Only	
Targeted initiatives to improve community health and wellbeing	No.	-	-	-	125,660	136,844	127,148	128,207	517,859	Number of attendances	On Track	
<b>Social Programs and Services</b>												
Key Performance Indicator	Unit	2016/17 Result	2017/18 Result	2018/19 Target	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	YTD	Comment	Status	
Number of meals provided	No	59,329	53,779	-	9,639	9,675	9,289	9,052	37,655	Reduced numbers following the introduction of the National Disability Insurance Scheme	Indicator Only	
Total bookings of City Spaces facilities and venues	No	12,086	18,553	-	5,020	5,095	4,610	5,278	20,003		Indicator Only	
Total overall attendance at City Spaces	No	739,313	821,590	-	220,401	221,827	233,054	221,161	896,443		Indicator Only	

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Percentage of people surveyed accessing City Programs and Services who report an increase in their connectedness to the community	%	90	-	87	-	-	-	-	80	80		Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health	%	86	-	88	-	-	-	-	85	85		Indicator Only
Percentage of people surveyed accessing City Programs and Services who report an improvement in their social wellbeing	%	85	-	89	-	-	-	-	89	89		Indicator Only
Value of social grants approved by the City of Sydney	\$ '000	1,726.46	-	2,486.34	-	1,800.21	412.54	246.39	237.54	2,696.67	This year, 164 Social Grants were approved by Council. This includes support for the inaugural EORA NAIDOC Inner City event, wellness and cultural activities at Kings Cross Community Centre, 'Woolloomooliv'in' urban Arts and Culture event and Australian National Underwater Rugby Championships under the Quick Response Grant program.	Indicator Only
Value of revenue forgone by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	-	3,155.71	-	796.5	774.51	770.29	566.12	2,907.42		Indicator Only
Number of programs/events delivered that promote social inclusion and connection	No.	-	-	975	-	266	266	303	294	1,129		Indicator Only
Number of passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	-	-	21,255	-	4,701	5,127	4,759	4,238	18,825		Indicator Only
Total number of bus hires through the City's community bus-hire scheme	No.	-	-	563	-	145	149	123	116	533		Indicator Only
Number of bus hires through the City's community bus-hire scheme at reduced rates	No.	-	-	269	-	145	149	123	116	533		Indicator Only
Percentage of people surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity	%	-	-	89	-	-	-	-	86	86		Indicator Only
Total bookings of City Spaces facilities and venues at community rates	No.	-	-	10,376	-	2,701	2,770	2,211	2,848	10,530		Indicator Only

Companion animals

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status			
		Result	164	Result	152	Target	-	Q1	36	Q2			72	Q3	62
Dogs and cats impounded (less is better)	No	164	152	-	36	72	62	46	216	There were 20 dogs and 26 cats impounded during Q4.	Indicator Only				
Dog attacks	No	126	155	-	31	33	42	34	140	There were 34 reported dog attacks during Q4.	Indicator Only				
Dog declared menacing/dangerous	No	3	3	-	1	1	0	1	3	1 dog was declared 'menacing' during Q4.	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.**

### Major Programs

### Progress To Date

### Status

#### Creative Public Domain

Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.

Art & About Sydney has delivered six projects from July 2018 to June 2019, reaching a combined audience of 252,675 people, and over 100,000 views of custom-made online video content. In September, 2018 Australian Life and Little Sydney Lives presented large format photographic works in Hyde Park north. This year, Australian Life attracted its largest ever field, with more than 2,500 entries submitted. "Wasteland", held at Customs House in October 2018 was an art installation comprised of 2,255 orange spheres made from 120 kg of ocean debris suspended from the ceiling of Customs House. It made a powerful statement about how human consumption impacts the environment. Street artist Ash Keating created the mural "Gravity System Response" in the Domain. 80 fire extinguishers. 400 litres of paint in 20 different colours. A 90m canvas. Artist Georgia Hill started the installation of her immersive mural work inside King George V sports and recreation centre in The Rocks. The Gadigal Mural at Australian Design Centre was installed in 2019 and has attracted 2,675 visitors. Gadigal mural is designed by Sydney artist Jason Wing with First Nations creative producers Dennis Golding and Lucy Simpson for Australian Design Centre. The mural is a collaborative artwork referencing both the topographical patterning and material culture of Gadigal country.

**On Track**

Deliver hoardings activation program throughout the City.

The Creative Hoardings program requires builders and developers to use artwork to improve the visual impact of construction sites in the city, and provides opportunities for artists to gain exposure. More than 30 Site Works artworks have been installed, featuring work by living Australian artists provided by the City of Sydney for use for free by builders and developers. The Sydney Fringe Festival and the Art Gallery of NSW were two cultural organisations who developed artwork showcasing their artists and collections, for hoardings installed in high traffic areas of the CBD.

**On Track**

#### Living History

Continue to implement the history and curatorial programs in alignment with the Cultural Policy.

Visitation of online history content totalled 750,697 pageviews, with an average page time of 2min 55sec indicating a high level of engagement with the content. The team delivered a program of 24 talks and events reaching a diverse audience totalling 874. These included artistic panel discussions, conferences, lectures, student workshops, public talks and discovery tours. In addition, the historians featured in 53 media interviews and mentions promoting Sydney's history. A collaboration with the National Film and Sound Archive resulted in a film from the National Film and Sounds Archive being registered on the UNESCO Memory of the World register.

**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 the Joynton Avenue Creative Centre in Green Square and East Sydney Community and Arts Centre in Darlinghurst and liaise with providers to deliver programming.

107 Projects, head tenants of Joynton Avenue Creative Centre, continue to welcome tenants into the creative offices. In collaboration with resident and local artists and organisations, 107 Projects have hosted a range of community making, creative activities and performance evenings including 'Art Somewhere' drop in art classes, Rizzerria print and design workshops, Calligraphy series and 'Makers Play Lab' workshop. They have also facilitated the Joynton Avenue Garage Sale Trail, working alongside CityWest Housing, and activated the building for the Newcastle University Architects Graduation Show.

**On Track**

Brand X, the head tenant and operator of the upper floor of the East Sydney Community and Arts Centre is operating the facility at an average of 77% capacity. They have supported 63 projects, including The Flying Nun program (showcasing the work of the Performing Arts residences within the Centre) to get to performance stage generating over \$23,000 that went directly to artists. Throughout the year, Brand X collaborated with 62 local artists and organisations including Sydney Fringe Festival, Darlinghurst Business Partnership and the Mardi Gras Festival; and 90 artists and organisations beyond the local area. They produced an arts market promoting 14 Sydney based designers and hosted events, a spoken word event for Vivid Music and performances for the March Dance 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.

The late night planning control changes are now in place. The reforms proposed in the Open and Creative Discussion Paper will go to Council later this year.

**On Track**

#### Audience Development

Continue the Digital Theatre Passport to provide high-school students with access to performances in Sydney's cultural venues.

Playwave exclusively sells theatre and events tickets to 15-19 year olds. Since its inception, over 8,221 tickets have been offered to young people. Playwave has 51 venue partners, 2 media partners, and now has a total of 790 subscribers and sold a total of 737 tickets.

**On Track**

Just under a quarter of users had not attended an arts or cultural event before and 45% of customers identified as not being regular participants in arts and cultural activities. Over 43% identified as being from a culturally diverse background. These figures demonstrate the impact of Playwave introducing and enabling young, diverse people to participate in arts and cultural activities.

Through seed funding this initiative, the City of Sydney has enabled Shopfront to deliver the Playwave platform and introduce the scheme to the Sydney metropolitan market. Shopfront will continue to manage and develop the platform independently.

The effectiveness of Playwave as a development strategy for young audiences will be evaluated over the long term, with plans for two year, five year and 10 year member and alumni surveys to be undertaken by Shopfront and shared with the City.

## Sector Development

Provide support to a range of cultural groups that provide opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of the city's cultural and creative industries.

This year, 126 cultural grants were awarded. This included support for the Electronic Music Conference, Winda Film Festival and operational funding for City Recital Hall. These projects were awarded through the City's Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorship, Matching Grants, Venue Hire Support Grants and Sponsorship, and Street Banners Sponsorship 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

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 second stage of the Redfern Terrace is in development, and the recently announced bara Monument for the Eora is due for installation in mid-2020. The Eora Journey Harbour Walk project is also in development in partnership with Property NSW and project partners including cultural institutions.

**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 and City staff participated in the nation-wide Barometer Survey on progress towards reconciliation. The new RAP is in development, discussions are taking place with Reconciliation Australia on new actions and the new RAP will be endorse in 2019. The City continues to report against the actions in the existing RAP. A report on progress on actions for 2015-2018 is available on the City website.

**On Track**

## 7. S.1 Performance Measures

### Culture and creativity

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	2016/17	Result	2017/18	Target	2018/19	Q1	Q2	Q3		
Value of cultural grants approved by the City of Sydney (excluding major events)	\$ '000	2,492.96	1,960.31	1,960.31	-	1,491.98	476.24	89.72	111.03	2,168.96	This year, 126 cultural grants were awarded. This includes support for the Electronic Music Conference, Winda Film Festival and operational funding for City Recital Hall. These projects were awarded through the City's Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorship, Matching Grants, Venue Hire Support Grants and Sponsorship, and Street Banners Sponsorship programs.	Indicator Only
Value of revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	-	1,284.77	-	322.64	323.59	323.37	600.11	1,569.71	124	Thirty of the 77 organisations in the accommodations grants program are cultural. The Q4 figure includes all revenue forgone for the new Joynton Avenue Creative Centre for the full year as this information was previously unavailable.	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	208	153	167	135	166	124	786	2,047	124	Artists engaged through all City managed events including Pine Street and library programs, Customs House exhibitions, Civic Collection and other cultural programs.	Indicator Only
Number of artists supported	No.	1,599	1,909	-	1,261	-	8,338	16,375	13	16	Creative personnel engaged include those through the Creative Spaces Programs, library programs, major events and Customs House exhibitions.	Indicator Only
Number of creative personnel supported	No.	11,428	14,952	-	8,037	-	8,338	16,375	13	16	Creative personnel engaged include those through the Creative Spaces Programs, library programs, major events and Customs House exhibitions.	Indicator Only
Number of new cultural organisation using the Digital Art Pass system	No.	-	48	0	3	0	13	16	13	16		Indicator Only

## 8 Housing for a diverse community

<b>8.1 The supply of market housing in the city meets the needs of a diverse and growing population.</b>		<b>Progress To Date</b>	<b>Status</b>
<b>Major Programs</b>			
<b>Housing supply</b>			<b>On Track</b>
To meet District Plan requirements, develop a Housing Strategy to manage the long-term supply of housing.	The Housing Strategy is being prepared as part of a Local Strategic Planning Statement which is required to be exhibited by Oct 2019 (extended from July 2019) by NSW Government.		
Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.	As at June 2019 there were: <ul style="list-style-type: none"> <li>• 13,851 private residential dwellings approved or under construction in the city</li> <li>• 1,865 non private residential dwellings approved or under construction in the city</li> <li>• 5,599 private residential dwellings lodged but not yet approved in the city</li> <li>• 829 non private residential dwellings lodged but not yet approved in the city</li> </ul>		<b>On Track</b>
<b>8.2 The supply of affordable housing supports a diverse and sustainable community and economy.</b>		<b>Progress To Date</b>	<b>Status</b>
<b>Major Programs</b>			
<b>Partnerships</b>			<b>Watch</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.	City owned development opportunities for affordable housing are regularly reviewed. Potential development opportunities of smaller land holdings using emerging and non traditional delivery models explored through an Alternative Housing Ideas Challenge.		
<b>Planning</b>			<b>On Track</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. The proposal is for a levy (phased implementation) for the areas not covered by current schemes (including Central Sydney), as well as a separate contribution from sites that benefit from a change to planning controls that increases land value. The proposal was approved by Council in September 2018 and has been sent to the Department of Planning for finalisation. The proposed controls, along with existing schemes in Green Square, Ultimo Pyrmont and the Employment Lands, will ensure affordable housing schemes operate across all areas under the Council's planning control.		
<b>8.3 The supply of safe and sustainable social housing in the inner city is available for those who need it.</b>		<b>Progress To Date</b>	<b>Status</b>
<b>Major Programs</b>			
<b>Advocacy</b>			<b>On Track</b>
Advocate to State Government and housing providers for the retention of existing social housing and increase in supply.	Advocacy ongoing. The City is providing ongoing advice on the Waterloo Redevelopment project to ensure the needs of existing social housing tenants are adequately addressed through the planning process. This has included a preferred scheme developed by the City, guidance for social infrastructure requirements, along with research into long-term delivery model options.		
<b>Capacity Building</b>			

Provide and support community capacity building initiatives in social housing neighbourhoods.

The City delivered or supported 37 community capacity building events, workshops and activities in social housing neighbourhoods. Initiatives ranged from waste education events to domestic violence bystander training. These programs focused on strengthening informal networks and enhancing community groups and structures, so that local communities are able to advocate for themselves and their neighbours to address local crime, safety and amenity concerns.

The City maintained its strong focus on supporting the capacity of Waterloo social housing tenants. The City provided funding for the Waterloo Public Housing Action Group to support tenant advocacy, and to Redfern Legal Centre for legal and tenancy advice. The City also proposed an alternative urban renewal approach for the area, with a more progressive social mix of 50% social housing, 20% affordable housing, 30% private housing - in contrast to the state's 65-70% private housing and 30-35% social and affordable housing.

#### **Partnerships**

Collaborate with State Government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.

The City regularly collaborates with the local social housing Neighbourhood Advisory Boards, the Waterloo Public Housing Action Group, Counterpoint Community Centre, Inner Sydney Voice, Redfern Legal Centre, Mission Australia, Bridge Housing, RSPCA, Pets in the Park and Sydney University, Family and Community Services (FACS), Land and Housing Corporation (LAHC) and NSW Police and NSW Health.

These relationships allow the City to play a valuable supporting role in coordinated service delivery responses. The City works closely with FACS and LAHC and with residents to address impacts to the local environment from illegal dumping, street drinking, discarded sharps and property damage. The City supported Bridge Housing residents in Elgar Street Glebe by activating lighting and signage in this new social housing complex. The City supported the annual Summer on the Green community event in Waterloo in March in partnership with Counterpoint Community Services and the Waterloo Neighbourhood Advisory Board. A total of 450 people from the local estate attended the event which aims to increase community connection and provide timely safety advice for Waterloo social housing residents.

Collaborate with the NSW State Government Department of Planning and Environment (DPE) and the NSW State Government Land and Housing Corporation to ensure the renewal of the housing estates are well planned and delivers improved social outcomes.

The City and NSW Department of Planning, Industry and the Environment (DPIE) continue to work closely through the Project Review Panel and working group. The Waterloo Estate is likely to be lodged for assessment in 2019. The City and DPE will work together on an assessment report.

The City is continuing to investigate an alternative approach to renewal of the Estate and is sharing that with DPE and others.

### **8.4 People who are homeless or at risk of homelessness have access to safe and sustainable housing and support.**

#### **Major Programs**

#### **Progress To Date**

#### **Status**

#### **Housing solutions and support services**

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

The City continued advocacy for the needs of individuals through ongoing case coordination meetings and improving the efficacy of the coordination groups such as Homelessness Assertive Response Team (HART). City staff provided advice to Liverpool Council, Fairfield Council, City of Hobart, Burwood Council and Mount Barker District Council about collaborative work in homelessness and other projects.

The City entered into a Memorandum of Understanding with the NSW Government, the Institute of Global Homelessness and other partners, setting targets to reduce street sleeping and provided a grant of \$100,000 to St Vincent De Paul Society to establish an office and launch the Act to End Street Sleeping project in Sydney.

**On Track**

**On Track**

**On Track**

**On Track**

### Service coordination collaboration and capacity building

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

A total of 184 people have been housed in permanent accommodation by the Homelessness Assertive Outreach Response Team (HART), coordinated by the City, together with NSW Family and Community Services (FACS). 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**

The Homelessness Unit coordinate the WISH (Woolloomooloo Integrated Services Hub), a monthly one stop shop which brings together over 16 services in one location to assist people with access to health, housing, specialist support and other services. There were 566 outcomes for the WISH this year. A total of 424 people have been assisted to exit homelessness, or prevent homelessness as a result of programs supported by funding from the City.

### Services

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

**On Track**

The City conducted its 22nd bi-annual Homelessness Street Count in February 2019. There were 373 people sleeping rough across the LGA and 522 people occupying hostel and temporary accommodation beds. The February 2019 result represents a 13% increase from the February 2018 count of 329 people sleeping rough. 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 Kings Cross, State Library, Woolloomooloo, St James Church and Wynyard.

### 8. S.1 Performance Measures

#### Housing

Key Performance Indicator	Unit	2016/17 Result	2017/18 Result	2018/19 Target	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	YTD	Comment	Status
Number of new dwellings approved	No.	3,188	1,691	-	198	241	20	589	1,048		Indicator Only

#### Affordable rental housing

Key Performance Indicator	Unit	2016/17 Result	2017/18 Result	2018/19 Target	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	YTD	Comment	Status
Affordable rental housing units resulting from affordable housing levy - Ultimo/Pyrmont (measured annually). Target at end of scheme (not specific date): 600	No	-	-	-	-	-	-	0	-	No Affordable Rental housing Units were built from the Ultimo/Pyrmont affordable housing levy in 2018/19.	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Urban Growth NSW (measured annually)	No	-	-	-	-	-	-	0	-	No Affordable Rental housing Units were built from the Urban Growth NSW affordable housing levy in 2018/19.	Indicator Only
Affordable rental housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No	-	-	-	-	-	-	0	-	No Affordable Rental housing Units were built from the Green Square affordable housing levy in 2018/19.	Indicator Only

Homelessness

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	248	Result	233	Target	-	Q1	Q2	Q3		
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No	248	233	-	60	57	48	55	220			Indicator Only
Number of people prevented from becoming homeless through the City supported brokerage program	No	742	182	-	63	53	36	52	204			Indicator Only
Number of people sleeping rough in the city area	No	433	329	-	278	278	373	373	373	February 2019 Street Count		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	-	2,700	0	100	0	2,800		This year, 2 Grants for Affordable and Diverse Housing and Homelessness were approved by Council. This includes a Specialist Homelessness Services in Inner City with Department of Family and Community Services and St Vincent de Paul's Act to End Street Sleeping. These projects were awarded through the City's Community Services Grant.	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 prepared an alternative approach for the Waterloo Estate to demonstrate high quality outcomes. The City is continuing to engage with NSW Government agencies on Bays Precinct and Elizabeth Street, Redfern State Significant Precinct projects.

**On Track**

#### Integration

Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.

The City executed 18 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 meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals.

**On Track**

#### Strategic Planning

Review and implement the Design Excellence Policy to improve sustainable development outcomes.

Project complete and findings of review are being implemented through internal procedures.

**On Track**

Implement the actions in the Central Sydney Planning Strategy.

In March 2019 Council resolved to endorse a non-statutory public consultation and exhibition of the draft Strategy and planning framework documents. Staff are currently preparing for the non-statutory public exhibition which will commence in July and run for 2 months.

**On Track**

#### Advocacy

Develop opportunities with State agencies that support the development of transport related infrastructure.

During the period, the City executed thirteen Planning Agreements that provide for new and widened road reserves and footpaths along with related community infrastructure.

**On Track**

Develop opportunities with State agencies that support the development of infrastructure for sports playing fields.

Under the Memorandum of Understanding for Joint Use Projects between the City of Sydney and the Department of Education, two agreements are in place for joint use of sporting facilities, at Alexandria Park Community School and Alexandria Park, and Inner Sydney High School and Prince Alfred Park.

**On Track**

The redevelopment of the Alexandria Park Community School will provide for shared use of a new competition-size sports field, two outdoor multipurpose sports courts, a multipurpose indoor sports hall and amenities. Shared sports facilities at the Inner Sydney High School include an indoor gymnasium, fitness training areas and associated amenities.

The City continues to work jointly with the Department of Education on plans for a new integrated primary school and community facility in the Green Square Town Centre.

**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	93	Glebe Point Road and King St Village packages are completed. Bus interchange wayfinding signage rollout is also completed. Signage rollout in Green Square is also continuing to be co-ordinated with completion of public facilities, parks and new streets.	<b>On Track</b>
Anti Vehicles Devices in the Public Domain - Kit of Parts Development and Design Applications	2019	65	Negotiation with the light rail builder is underway to gain site access to install signage along light rail corridor before the end of 2019.  Draft guideline for crowded place protection measures in the public domain completed. Co-ordination with self assessment audits have been undertaken. Design development for interim protection measures for George Street is underway and presented to the design advisory panel.	<b>On Track</b>

Major Programs	Progress To Date	Status
<b>Public Domain Infrastructure</b>		
Undertake periodic review of public domain design codes in the City.	Draft Streets Code, Parks Code and Signage Code completed and undergoing internal stakeholder review prior to reporting to Council.	<b>On Track</b>
Update the Liveable Green Network Implementation Plan to keep it up to date to reflect changes and complete projects.	The installation of new street furniture, pedestrian lighting, access ramps, green verge, cycleways and new footways, are continuing on the Liveable Green Network routes.	<b>On Track</b>

Public space planning	Progress To Date	Status
Develop initiatives arising from the City's Open Space and Recreation Needs Study.	Ongoing feasibility open space assessments for suitable acquisition proposals.	<b>On Track</b>
	Ongoing input and advice provided to open space development for Urban Growth proposals at Waterloo and Bays Precinct.	
	Collaboration is taking place with the Office of Sport on district level approach to active recreation planning.	

## Open space

Negotiate provision of additional public open space through proposals 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. Completed planning proposals in Junction St, Forest Lodge, Dunning Ave, Rosebery and Danks St, Waterloo have secured additional open space.

**On Track**

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

### 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 updated Alexandra Canal Flood Study is on track for completion in 2019. This model incorporates changes in the catchment such as the Green Square Town Centre, Lachlan Precinct and the Green Square Trunk Drain.

**On Track**

Work on the Blackwattle Bay Flood Study has now commenced and is also on track for completion in 2019.

All Flood Study modelling is being done in keeping with the latest version of Australian Rainfall and Runoff for rain events. A new version of Australian Rainfall and Runoff was released in May 2019.

### Program delivery

Develop and implement Public Domain and Place-making Strategies for urban renewal areas.

Public domain and civil infrastructure concept plans have been completed for Epsom, Lachlan and North Rosebery Precincts in Green Square, and for the Ashmore precinct in Erskineville. The City has commenced the preparation of a public domain concept plan for the Danks Street South precinct in Waterloo.

**On Track**

Placemaking activities are being implemented in Green Square, guided by the City's Green Square Placemaking Framework. A series of community events and activities are being held in the Green Square community and cultural precinct and the Green Square Library and Plaza and parks throughout the renewal area.

### 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 Draft Local Strategic Planning Statement by October 2019. The Statement, and associated Housing Strategy, will consider dwelling and jobs targets over a 20 year period. The City's Central Sydney Planning Strategy responds to and is consistent with the District Plan's jobs targets. The Strategy is to be placed on public exhibition.

**On Track**

## 9.5 The urban environment promotes health and wellbeing.

### Major Programs

### Progress To Date

Status

### Planning policy

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

The 2018 Wellbeing Survey results have been incorporated into the Community Wellbeing Indicators data set (approximately 25% of the indicators). The 2017 Floor Space and Employment Survey results have been incorporated into the Community Wellbeing Indicators data set (approximately 25% of the indicators). Additional indicators are being updated as required. The Sustainable Environments domain is being updated and refreshed. A CWI Report is due before the end of Q2.

**On Track**

## 9.S.1 Performance Measures

### Development Assessments

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Median (net) assessment time to determine applications (DA & S96)	Days	52	45	49	45	41	46	49	50	50		Attention Required
Average time to determine 90% of DA applications	Days	60	55	57.2	55	51.5	55.2	58.8	62	62		Attention Required
Average time to determine 90% of S4.55 applications	Days	39.9	40	39.9	40	37.7	38.9	42	41.6	41.6		Watch
Average time to determine 90% of footway applications	Days	36.6	35	29.1	35	28	28.7	29	28.8	28.8		On Track
Percentage of outstanding applications over 100 days (DA & S96)	%	13.2	20	18	20	18.5	23.4	34	22.8	22.8		Attention Required
Average processing time for construction certificates.	Days	6.83	10	6.28	10	6.8	6	6.3	7.6	6.68	A mean average of 7.6 days was achieved for the period. This was below the established target of 10 days.	On Track

### Voluntary Planning Agreements

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
The number of Voluntary Planning Agreements offers for the period	No.	31	-	25	-	6	0	9	12	27	The City received 27 offers to enter into Planning Agreements during the year.	Indicator Only
The number of Voluntary Planning Agreements executed for the period	No.	29	-	22	-	7	0	6	5	18	The City executed 18 Planning Agreements during the year.	Indicator Only

## 10 Implementation through effective governance and partnerships

10.1 The City of Sydney is well governed.	Progress To Date	Status
<p><b>Major Programs</b></p> <p><b>Compliance</b></p> <p>Deliver programs to embed risk management principles into organisational decision making.</p>	<p>A revised suite of Executive risks is now complete. An update of the City Services Divisional Risks has also been finalised with the management team and these will now cascade down business unit risks.</p>	<p><b>On Track</b></p>
<p>Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan.</p>	<p>The WHS Corporate Plan 2018/19 was implemented across all business units. The WHS Corporate Plan 2019/2020 was also finalised and promoted to business units for action and implementation.</p>	<p><b>On Track</b></p>
<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>	<p><b>On Track</b></p>
<p>Monitor compliance with privacy legislation to ensure that personal information held by the City is managed appropriately.</p>	<p>The City's Privacy Management Plan has been approved and it includes new information on how the City manages privacy breaches.</p>	<p><b>On Track</b></p>
<p>Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.</p>	<p>In 2018/19 4,333 information access (informal) requests and 64 section 41 access applications (formal) were completed. The most frequently requested information continues to be development application related, which the City releases. Information also continues to be released under the City's informal administrative processes through the information access and archives teams.</p>	<p><b>On Track</b></p>
<p>Continue to implement a risk based and comprehensive Internal Audit plan for the City in accordance with the Internal Audit Charter.</p>	<p>Three-year internal audit program 2019-2022 endorsed by CEO and to be tabled for approval by Council's Audit Risk &amp; Compliance Committee (ARCC) in June 2019. Assignments have commenced, and progress reported to ARCC.</p>	<p><b>On Track</b></p>
<p>Ensure all electoral processes are well managed and meet legislative requirements.</p>	<p>Council's endorsed Non Residential Methodology and Plan for 2017 - 2000 continues to be implemented with all milestones and stages are being achieved on time. A detailed work plan to prepare for the 2020 local council election has been created and implementation of election specific activities have begun, including data remediation to source missing electoral information and occupier engagement, to encourage occupiers to register in time for the election.</p> <p>This work plan and activities will be reported to Council in Aug and also reported to the office of Local Government with a reminder of the outstanding legislative issues that still remain.</p>	<p><b>On Track</b></p>
<p><b>Governance</b></p>		
<p>Continually review and adapt the elements of governance to maintain community confidence in the City.</p>	<p>Training is being developed to educate staff on the key changes to the Code of Conduct and these new Policies. Additionally, the new policy reader, policy register and means of reporting policies is now in use. The number of overdue policies continues to reduce as a result of a more proactive approach being taken by divisions in reviewing policies using these new systems.</p> <p>The City is also working to systematise the delegation register from the CEO to staff.</p>	<p><b>On Track</b></p>

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

### Major Programs

### Progress To Date

### Status

#### Organisational Capability

Partner with regional governments, business and the community to facilitate delivery of the Resilience Strategy for the greater Sydney region and incorporate elements into the City's strategic plans.

Resilient Sydney continues to convene stakeholders and organisations across metropolitan Sydney and the City of Sydney to work together to implement the strategy. These include organisations from business, government and the councils of metropolitan Sydney.

**On Track**

As part of the delivery of Action 16, Resilient Sydney hosted the Disaster Prevention is Social Public Forum with U.S expert Daniel Aldrich on May 16th 2019. Daniel presented to an engaged crowd of people from across metropolitan Sydney involved in emergency management and building social cohesion, a great opportunity for alliance building. This forum was a great opportunity for alliance building within metropolitan Sydney.

We have delivered the second phase of Action 13 - Measuring metropolitan carbon emissions. All 33 metropolitan Sydney councils have access to data, reports and a data platform for community environmental foot print reports. All councils of Sydney attended a platform masterclass delivered in collaboration with NSW Office of Environment and Heritage in June 2019. The City has participated in the workshops, including showcasing our work in presentations and case studies as council best practice.

We have been working with other councils on their social cohesion and wellbeing surveys. A representative from the City of Sydney's Social Strategy team presented to Resilient Sydney's Resilience Ambassadors from the metropolitan Sydney councils on the development of the City of Sydney Inequality Indicators.

Resilient Sydney also supported communities to know their neighbours, through amplifying the Neighbour Day initiatives (March 31st) through all the metropolitan councils of Sydney, as part of Action 18.

Resilient Sydney continues to promote through metropolitan Sydney council communication channels community preparedness and reducing exposure to hazards through the 'Get Prepared' app in partnership with the Australian Red Cross part of Action 23.

To engage business and community stakeholders, the Chief Resilience Officer regularly makes media, event and conference appearances to promote resilience, equitable and inclusive decision-making, improved preparedness, social cohesion and collective leadership for disaster risk reduction.

Finally, we are providing support and input through the representatives of the 33 metropolitan Sydney councils through the Resilience Ambassadors Program. This is on a range of content areas including the recruitment of resilience officers, the Get Prepared App, Resilience Arts Festivals, emergency awareness stalls at festivals and the Metropolitan Engagement Practitioners' Network. Some councils have adopted resilience plans and appointed Resilience Officers to enable resilience planning and include every geographic community of the city – embedding our approach in a local and regional context.

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

The 2019/20 Operational Plan and Resourcing Strategy 2019 were endorsed by Council on 24 June 2019. Work has commenced on the preparation of the 2018/19 Annual Report. The Sustainable Sydney 2030 review is ongoing with extensive community engagement, key research studies and review of key documents underway.

**On Track**

Implement and monitor priority actions within the Workforce Strategy and plan for future workforce challenges.

A new People Strategy 2019-21 was developed and endorsed by Council. It included a summary of the actions implemented to complete the 2015-19 Workforce Strategy and outlined the priority focus areas for 2019-21.

**On Track**

Implement key actions from the Disability (Inclusion) Action Plan and the Reconciliation Action Plan to build a diverse and inclusive organisation.

Actions were progressively implemented to build a diverse and inclusive organisation. These included recruiting two disability-identified graduates. Employees self-identifying as Aboriginal and Torres Strait Islander increased from 2.1% last year to 2.5%; and employees self-identifying as having a disability increased from 1.4% to 1.6%.

**On Track**

<p>Implement and monitor priority actions of the Information and Technology Strategic Plan</p>	<p>A number of major initiatives have been delivered or progressed during 2018/19. New public facing digital services include: the electronic delivery of rate notices; capability for non-resident voters to register and maintain their information; upgrades to how citizens can request, report and respond to waste management. The technology for children's services was uplifted with the implementation of electronic sign-in and sign-out facilities for all children's services. Additional network connectivity and facilities (PCs, Printers and extension of business systems) were delivered to two new staffed sites, Perry Park and Darling Square.</p> <p>During 2018/19 substantial work was undertaken to improve the City's digital infrastructure. This included work to increase bandwidth to support increasing service levels, data and information transmission; and upgrades of meeting room and conferencing infrastructure.</p>	<p><b>On Track</b></p>
<p>Enhance our digital capability implementing key actions from the Digital strategy.</p>	<p>Key projects commenced to improve staff capability to work digitally from anywhere at any time. Further work commenced on improving our digital engagement with the community and staff through the external corporate website, online business system (OBS) and internal staff intranet.</p>	<p><b>On Track</b></p>
<p>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.</p>	<p>Serve Strategy workshops commenced with business units in March 2018.</p>	<p><b>On Track</b></p>
<p>Refine and revise long term asset management plans for critical infrastructure assets, including climate change impacts.</p>	<p>Asset Management governance review has started, draft ISO55000 maturity assessment has been received, and workshops are planned to develop action plans.</p>	<p><b>On Track</b></p>
<p><b>Continuous Improvement</b></p>		
<p>Implement a business improvement program to improve efficiency and effectiveness of key services.</p>	<p>Training in Lean Thinking and People Centred Design methodologies was delivered and service improvement projects using these methodologies are under way across several business units.</p>	<p><b>On Track</b></p>
<p><b>10.3 The City of Sydney is financially sustainable over the longer-term.</b></p>		
<p><b>Major Programs</b></p>		
<p><b>Financial Planning</b></p>		
<p>Undertake business case analysis to model the business and financial implications of all new major projects, programs and initiatives to ensure long term financial sustainability.</p>	<p>Progressive review of business cases and financial modelling prioritised to ensure an appropriate consideration of needs, options, resourcing, financial implications and long term sustainability prior to project, program and initiative implementation. Reviews have included significant tenders for services, new program initiatives (e.g. renewable electricity and LED programs) and capital works and ICT project proposals.</p>	<p><b>On Track</b></p>
<p><b>Rates</b></p>		
<p>Continue to proactively advocate for change in local government rating legislation and guidelines and seek innovations in order to improve equity amongst our ratepayers.</p>	<p>The Minister recently released the findings and outcomes from the IPART review into the Local Government Rating System and is seeking submissions on a range of those recommendations. The City proactively defends the application of its revenue policy. Opportunities to optimise revenue and to equitably apply rates across our community are continually explored.</p>	<p><b>On Track</b></p>
<p><b>Strategic Property Management</b></p>		
<p>Adapt a new model to Property Management to ensure a new services model continues to reflect best practice.</p>	<p>The new services model is complete and now in operation with Ventia, Colliers and Energetics are delivering facility management, real estate management and utility management services respectively.</p>	<p><b>On Track</b></p>

## Fees and Charges

Progressively review the cost of delivering the City's major services to ensure appropriate fees and charges, and the level of council subsidy is identified.

Program is scheduled to resume in the coming financial year, following the successful pilot program conducted with Social Programs and Services

**Watch**

## Procurement

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

The City continues to develop specifications to clearly define required outcomes that facilitate positive market responses and 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 incorporated into the process. Ongoing compliance checking continues to ensure best practice and recruitment for new category manager positions continues.

**On Track**

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

### Major Programs

### Progress To Date

Status

## Governance Reform

Contribute to governance forums and reviews by SSROC and the Office of Local Government as well as participation in relevant state and federal government initiatives.

City staff contribute to a number of forums, including the governance group (which was formerly with the Southern Sydney Region of Councils (SSROC) governance group), the Independent Commission Against Corruption (ICAC), National Conferences and working with the Office of Local Government & the NSW Ombudsman.

**On Track**

Together with the Information Management and Council Business units, we provided our feedback on the City of Sydney Submission to the Information and Privacy Commission on GIPA Guideline 1.

## Policy Reform

Research, assess and make submissions on intergovernmental policy issues to NSW State and Federal Government where appropriate.

The City continues to make submissions to the State and Federal Governments on matters impacting the city, our workers, visitors and residents. Most recently this has included making detailed submissions to the inquiry onto Sydney's Night time Economy and IPART's review of local government election costs.

**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.

58 projects, plans and reports (not including DAs and planning proposals) were open for public comment over the past 12 months. 11,232 submissions/feedback forms were received. There were 2316 attendees at 190 consultation events.

**On Track**

The focus for this period was for the long term community strategic plan to 2050. Outcomes from the first phase of the Sydney 2050 consultation were published in the Community Engagement Insights Report.

Consultation was also undertaken on proposals to upgrade 15 existing parks and the design of a new City Centre playground, new cycling links and a new traffic management plan for Alexandria. Engagement on the late night DCP concluded with new planning controls adopted by council.

Encourage online dialogue with the community about the City's operations, policies, projects and programs through Sydney Your Say and Content Hub.

Sydney Your Say consultation pages received a total of 117,532 visits in the past 12 months, totalling an average of 9,800 visits a month. The Sydney Your Say portal has been integrated into the City website for ease of navigation for users. The current Sydney Your Say eNews has 4,127 registered subscribers. We are developing an online community research panel as part of Sustainable Sydney 2050 consultation.

The Sydney 2050 consultation implemented an integrated digital dashboard feeding the team data in real-time to track trends, communicate internally, and inform our future engagement.

Deliver an engagement program to inform and collaborate with stakeholders to help progress the review of SS2030.

The City has developed an engagement program to inform and collaborate with stakeholders to help progress the Sustainable Sydney 2050 Engagement through the delivery of events.

In Q4 FY19, we have collaborated through the delivery of ten events attended by 2,857 people (1,639 stakeholders and 1,218 members of the public):

The CityTalks Sydney: Our future with Artificial Intelligence and its rise in China event was part of the Visiting Entrepreneur Program and produced in partnership with the NSW Government and attended by a total of 615 people (84 stakeholders and 531 members of the public)

The CityTalks: 'Big ideas transforming global cities' event was in collaboration with the Seoul Metropolitan Government and the Korean Consulate in Sydney and attended by a total of 829 people (142 stakeholders and 687 members of the public)

The Shaping Sydney to 2050 – our city, our future multi-stakeholder event included visiting thought leaders from Artspace Toronto and GEHL Architects. The purpose of the event was to engage with government, business, decision-makers, advocates, and community leaders and facilitate their input into Sustainable Sydney 2050.

Commence a comprehensive review of Sustainable Sydney 2030, engaging the community in setting the future direction for our city.

The research for the Sustainable Sydney 2050 strategy is almost complete. More than 80 engagement events have been held as well as on-line and telephone surveys to understand the community's values and priorities. The findings from this work is now being analysed and will inform the development of the 2050 strategy which will be presented to Council in early 2020.

#### Public access to information

Provide community information of new developments and/or changes in projects, programs and policies through the City's websites, social media channels and notifications.

Through media releases, web updates, e-newsletters, SCN and social channels, we have updated the community on progress on all our projects, services, including our new waste provider, Green Square development and park upgrades.

Provide community access to relevant information and data through the City's open data portal.

The open data portal now contains 55 datasets, with an additional 14 published since 1 April 2019.

**On Track**

**On Track**

**On Track**

**On Track**

**On Track**

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

### Major Programs

### Progress To Date

### Status

#### Local and regional government partnerships

Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.

City Conversations continue to develop and strengthen local and regional partnerships through the delivery of a range of events.

The CityTalks Sydney: Our future with Artificial Intelligence and its rise in China was part of the Visiting Entrepreneur Program and produced in partnership with the NSW Government.

The CityTalks: 'Big ideas transforming global cities' was in collaboration with the Seoul Metropolitan Government and the Korean Consulate in Sydney.

The Welcome to International Students was in collaboration with Study NSW, University of Sydney, University of Technology Sydney and University of New South Wales. Additionally, there were 20 community stakeholders including NSW Police, Surf Lifesaving Australia and ACON.

The Alternative Housing Ideas Challenge Briefing was in collaboration with the Alternative Housing Ideas Challenge independent jury.

The Shaping Sydney to 2050 – our city, our future multi-stakeholder event included visiting thought leaders from Artspace Toronto and GEHL Architects. The purpose of the event was to engage with government, business, decision-makers, advocates, and community leaders and facilitate their input into Sustainable Sydney 2050.

The City continues to foster partnerships through Social Housing Meetings in Redfern, Waterloo and Glebe/Camperdown, Surry Hills and Woolloomooloo, collaborating with Housing NSW, NSW Police and Community Services and through the delivery of the Small Business Digital Seminar Series in collaboration with Google and local businesses.

#### 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. Partnerships include Council of Capital City Lord Mayors and the Greater Sydney Commission.

The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with the Greater Sydney Commission and the councils within the Central District, as well as regular meetings with Ministers and Departmental representatives on issues and projects relevant to the City, such as schooling and transport. Meetings continue with relevant stakeholders in Local and State Government about the implementation of the Resilience Plan for Sydney which was launched in July 2018. The City also continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, economic development, homelessness and affordable housing and advocacy to the Federal Government.

### On Track

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.

Resilient Sydney

Implementation of the Resilient Sydney strategy continues. All councils across metropolitan Sydney including staff and key divisions in the City of Sydney are now involved in delivering and actions in the strategy. Businesses, other levels of government, civil society and residents of Sydney are also committing to flagship actions. Participants from Sydney connect regularly with other cities across the world through regular conference calls and the online 100RC networking platform. The Office is facilitating the transfer of knowledge and skills to build capacity within the City of Sydney, and across metropolitan Sydney with international cities. This has included hosting events with organisations such as Resilient By Design, who are developing planning interventions to build resilience in the San Francisco Bay Area.

Sydney is currently exploring best practice for measuring social cohesion with other cities in the APAC region, and plans are currently under way to host leading academic experts on resilience and community connectedness.

C40 network:

The City of Sydney has been selected to host a major international climate conference in 2020. The C40 Women4Climate Conference is an initiative of the C40, a network of 94 of the world's largest cities, representing more than 700 million people worldwide. The City of Sydney will host the annual conference for three days in April 2020, bringing together hundreds of influential women leaders from government, business industry and the community sector to tackle climate change issues. In preparation for the conference, Sydney has committed to developing a 10 month mentoring program to empower Sydney's next generation of female climate leaders by connected them with the current successful female climate change leaders. The Women4Climate initiative was founded by Paris Mayor and C40 Chair Anne Hidalgo in 2016 to enhance women's participation and leadership to secure a healthy, prosperous and sustainable future. Lord Mayor and CEO travelled to the 2019 C40 Women4Climate Conference in Paris in February 2019.

During the year City staff continued to participate in a number of C40 networks and programs to further the City's work in waste management, renewable energy, energy efficiency and climate adaptation.

## 10.S.1 Performance Measures

### Accountability and transparency

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications Received	No	111	-	93	-	15	13	19	14	61	The decline in number of section 41 access applications (formals) continued throughout 2018/19. There was a 34% decrease in formal applications from 2017/18. It is likely that the fall is due to the initiatives adopted mid-2018 aimed at advising prospective applicants of the type of request (formal or informal) they need to make.	Indicator Only
GIPAA Informal Access Requests Received	No.	4,585	-	4,836	-	1,111	1,077	1,064	1,148	4,400	The number of informal access requests received in 2018/19 is the lowest in six years. Compared to 2017/18 there was a 9% decrease. Since 2013/14 there has been a gradual (17%) decrease. There are no clear reasons for the decline.	Indicator Only
Public Interest disclosures received	No	-	-	1	-	2	0	0	0	2		Indicator Only

### Complaints processes

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 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	-		Indicator Only
Complaints regarding corruption by City staff upheld (measured annually)	No	1	-	5	-	0	0	0	0	-		Indicator Only

### Workforce

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,922.93	-	1,940.07	-	1,960.87	1,959.27	1,960.83	1,963.43	1,963.43		Indicator Only
Vacancy rate (approved FTE positions)	%	7.55	-	9.22	-	8.28	7.43	6.76	6.64	7.28		Indicator Only
Lost time injuries	No	23	-	30	-	14	9	12	12	47	WHS and operational staff are reviewing high risk units.	Indicator Only

Customer service

Key Performance Indicator	Unit	2016/17		2017/18		2018/19		2018/19		Comment	Status
		Result	70,44	Result	68.43	Target	70	Q1	Q2		
Calls answered within 30 seconds	%	70.44	68.43	70	68.25	72.01	75.39	63	69.66		Watch
Calls completed at first contact	%	82	81.25	70	82	82.77	84.05	85	83.46		On Track
Customer requests received.	No.	158,485	166,443	-	41,348	44,023	52,061	44,637	182,069		Indicator Only
Customer requests actioned within agreed service standards.	%	97.86	93.75	95	90	91	86	88	88.75	Complexity of requests combined with system updates impacted performance to KPI.	Watch
Number of customer contacts via Online Business Services (OBS)	No.	-	94,684	-	44,743	44,592	48,510	45,669	183,514		Indicator Only
Percentage of customer contacts via Online Business Services (OBS)	%	-	25.25	-	40	41.4	41	44	41.6		Indicator Only
Number of customer contacts by other channels (calls, counter)	No.	-	277,060	-	67,079	63,201	63,576	59,094	252,950		Indicator Only
Percentage of customer contacts by other channels (calls, counter)	%	-	74.5	-	60	58.6	59	56	58.4		Indicator Only