

Attachment C

Second Quarter Operational Report 2019/20

ATTACHMENT C
SECOND QUARTER
OPERATIONAL PLAN REPORT 2019/20

City of Sydney Operational Plan - Quarter 2 Report 2019/20

Table of Contents

1 A globally competitive and innovative city	4
1.1 Plans are in place to accommodate growth and change in the city centre and other key economic areas.....	4
1.2 The city economy is competitive, prosperous and inclusive.....	4
1.3 The city economy is an integrated network of sectors, markets and high performing clusters.....	6
1.4 The city economy is resilient.....	6
1.5 The city enhances its global position and attractiveness as a destination for people, business and investment.	7
1.S.1 Performance Measures	9
2 A leading environmental performer	11
2.1 Greenhouse gas emissions are reduced across the city.....	11
2.2 Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised.	12
2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.....	13
2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance.....	14
2.5 The City of Sydney's operations and activities demonstrate leadership in environmental performance.	18
2.6 The extent and quality of urban canopy cover, landscaping and city greening is maximised.	20
2.7 The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change.....	21
2.S.1 Performance Measures	22
3 Integrated transport for a connected city.....	25
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.	25
3.2 Transport infrastructure is aligned with city growth.	25
3.3 The amenity of the city centre and villages is enhanced through careful management and integration of transport.	26
3.4 Public transport, walking and cycling are the first choice transport modes within the city.....	27
3.5 Transport services and infrastructure are accessible.....	27
3.S.1 Performance Measures	28
4 A city for walking and cycling	29
4.1 The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces.	29
4.2 The city centre is managed to facilitate the movement of people walking and cycling.....	30
4.3 The number of people who choose to walk and cycle continues to increase.....	30

4.4 Businesses in the city encourage their staff to walk and cycle more often.....	31
4.S.1 Performance Measures	32
5 A lively and engaging city centre.....	33
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.	33
5.2 The city centre provides diversity of built form, uses and experiences.	33
5.3 Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre.	34
5.4 The city centre is a place for cultural activity, creative expression and participation.....	34
5.S.1 Performance Measures	34
6 Resilient and inclusive local communities.....	35
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.	35
6.2 Our city is a place where people are welcomed, included and connected.	36
6.3 Local economies are resilient, meet the needs of their community, and provide opportunities for people to realise their potential.	38
6.4 There is equitable access to community facilities and places, parks and recreational facilities to support wellbeing in daily life.....	39
6.5 The community has the capacity, confidence and resilience to adapt to changing circumstances.	40
6.S.1 Performance Measures	41
7 A cultural and creative city.....	45
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.	45
7.2 The city supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable.....	46
7.3 Sydney’s cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains, and innovation.	46
7.4 The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city.	47
7.S.1 Performance Measures	48
8 Housing for a diverse community.....	49
8.1 The supply of market housing in the city meets the needs of a diverse and growing population.	49
8.2 The supply of affordable housing supports a diverse and sustainable community and economy.	50
8.3 The supply of safe and sustainable social housing in the inner city is available for those who need it.	50
8.4 People who are homeless or at risk of homelessness have access to safe and sustainable housing and support.	51
8.S.1 Performance Measures	53
9 Sustainable development, renewal and design	54

9.1 The City of Sydney leads by example to facilitate great places.	54
9.2 The city is beautiful, sustainable and functions well.....	54
9.3 There are great public buildings, streets, squares and parks for everyone to use and enjoy.....	55
9.4 Sydney plans for the long-term and the benefit of future generations.....	56
9.5 The urban environment promotes health and wellbeing.	56
9.S.1 Performance Measures	57
10 Implementation through effective governance and partnerships	58
10.1 The City of Sydney is well governed.	58
10.2 The City of Sydney has the culture, capability and capacity to deliver Sustainable Sydney 2030 priorities.....	59
10.3 The City of Sydney is financially sustainable over the longer-term.	60
10.4 The City of Sydney makes a positive contribution to the governance of metropolitan Sydney.	61
10.5 The community is engaged and active in shaping the future of the city.	61
10.6 Strategic partners and collaborators support the delivery of Sustainable Sydney 2030.	62
10.S.1 Performance Measures	64

1 A globally competitive and innovative city

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

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

Major Programs	Progress To Date	Status
City Planning		On Track
Conduct strategic studies and reviews to inform planning control amendments that protect and grow jobs.	The Central Sydney Planning Strategy and associated proposed changes to planning controls are based on a review of the controls for Central Sydney. In December 2019 a joint announcement between the Minister for Planning and the Lord Mayor noted an in principle agreement which would see the planning changes progress. It is intended a revised planning proposal be presented to Council and the Central Sydney Planning Committee.	
City Development		On Track
Provide strategic input into State Government and major public or private development projects to ensure that public domain outcomes support public life, activation, and are integrated with surrounding areas.	The City has ongoing involvement and input as required. The current focus is Hickson Road at Barangaroo and Metro public domain interface outcomes.	
Service Delivery		On Track
Deliver City Services to meet the needs of a Global City.	Consultants have met with internal and external stakeholders and have presented the first draft of report to working group.	

1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
Economy		On Track
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.	Regulatory reform The City received strong community backing for the two proposed regulatory reform projects to support the night-time economy in 2019. These projects were Open and Creative City: planning for culture and the night time economy; and review of the Late Night Trading Development Control Plan (LNTDCP). A business information session was held to promote the opportunities under the LNTDCP resulting in 30 new businesses approved to trade late, two of which are in newly defined areas. New planning controls and a revised noise policy are being developed to make it easier for shops and businesses to open later in the City's commercial areas, enable more small-scale cultural uses, and provide a clear and fair approach to managing noise from entertainment venues. Business Support Grants program The City has approved 19 Night Time Diversification grants to date this financial year, totalling \$377,200. Nightlife and Creative Sector Advisory Panel The Panel has 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. The Panel contributed to the review of the Late Night Trading Development Control Plan, Open and	

Creative reforms, marketing and media activities, cultural infrastructure planning and co-created the night-time economy stakeholder engagement session as part of the City's 2050 consultation.

Parliamentary Inquiry into Sydney's Night-Time Economy

The NSW Legislative Assembly and Legislative Council resolved to appoint a Joint Select Committee to conduct an inquiry into Sydney's Night-Time Economy. The City made a submission and gave evidence at the Inquiry resulting in many of the City's recommendations being proposed in the Committee Report. The NSW Government response outlined support for all of the recommendations and removal of the 1.30am lockdown law and drink restrictions in the Sydney CBD Entertainment Precinct (encompassing Oxford Street) on 14 January 2020. The City continues to work with NSW Government and industry stakeholders to progress actions to develop a vibrant, inclusive and safe city at night for all to enjoy.

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 hosted the Future Asia Business Summit in collaboration with the University of Sydney. The summit focussed on Sydney thriving in a smart Asian century and was attended by 400 representatives from local businesses, consular corps, all levels of government, industry organisations, alongside a visiting delegation from Nagoya. The program featured a formal Breakfast Reception for 90 key stakeholders and a Smart Transport in China seminar in collaboration with the University of Sydney, attended by 70 people from academic and business sectors. The City also hosted a Sydney–City of Nagoya Tourism Industry Roundtable attended by the Nagoya delegation and key stakeholders from the Sydney–Japan tourism sector.

The City delivered the International Education Forum, in partnership with Study NSW, themed "Towards 2050: Excellence in Collaboration". Speakers discussed the future of international education in Sydney, celebrated achievements and established priorities for future collaboration with over 200 people in attendance representing consular corps, all levels of government, education providers and industry organisations.

The City showcased global best practice in Open Data and Smart City Policy to 60 delegates from Shenzhen visiting Sydney for the NSW Government Joint Economic Meeting.

The City also financially supported the following programs focused on building the global capacity of local industry:

- Export Council of Australia delivered a series of nine "Going Global" workshops. A total of 75 businesses participated from the sustainability, tech, education, finance and banking, health venture capitalists and professional services sectors.
- Asialink hosted a series of Asia Insights workshops on Chinese Travellers, Chinese Social Media and the Chinese Digital Landscape, attracting 100 participants from the tourism and retail sector.
- Haymarket HQ established its Sydney Landing Pad to promote the attractiveness of Sydney as a scale up location for startups. Targeting Asian businesses, investors and international student entrepreneurs by providing a physical space to scope and develop their market entry strategy, the first of three cohorts successfully generated 12 new jobs in the local government area from 9 applicants. Due to strong international interest the program also generated a pipeline of 30+ applicants for successive competitive rounds.

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

Retail briefings were held with the sector to inform them of major events including 'Christmas in the City' 2019 program. Briefings have continued with the retail sector regarding major events including Delicious Month Out (March 2020), Vivid 2020 and Nocturnal 2020. The Digital 101 program was delivered during October 2020. Discussions continued with retail sector and shopping centres to promote the Night Time DCP changes and opportunities associated with Night Time Diversification Grants.

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

An EOI for a operation of the future Business Innovation Space (BIS) at 182 George Street (Circular Quay) went to market during October / November 2019. Submissions were received and are currently being reviewed.

Two standalone Visiting Entrepreneur Program events were delivered in November 2019 utilising the space at Darling Exchange Library. The City also supported the 'Crossroads 2020' tech startup ecosystem report in December 2019.

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.

Discussions have continued internally to progress the combined work across the Reconciliation Action Plan and Eora Journey Economic Development Plan. The City has continued to meet with the Aboriginal and Torres Strait Islander Advisory Panel to gain advice on important projects and initiatives.

The City continues to support the Eora Journey Economic Development Plan via the grants program and the use of the City's social media marketing channels, such as 365 Days of Local Economies.

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.

The 2019 Housing Audit, Residential Monitor, Commercial Development Monitor and Visitor Accommodation Monitor have all been completed and uploaded to the website for use by industry, academia, government and business. The 2019 Community Wellbeing Indicators Report has been completed and uploaded to the website. The LEARN pages of the City's website have been updated.

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'.

The City continues to provide internship programs for international students interesting 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

Affordable spaces - economic

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

Economic well-being indices and economic profiles for the City villages have been developed along side indices for social and cultural.

On Track

Preparation work for the future Business Innovation Space (BIS) at Circular Quay (182 George Street Lend Lease Development) has made progress. This 3,801 sqm area is to provide an affordable space as a tech startup hub from 2022 for 20 years with subsidy via Accommodation Grants Program (Tech Startups Action Plan).

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 concerned with cultural events and festivals supporting local economic development.

On Track

The City actively participates in the Economic Development Network (EDN) NSW representing several local government agencies to share information and collaborate on priority topics including night-time economy planning, green and circular economy and economic development planning.

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.		Not Yet Due To Report
Deliver the Christmas in the City program as a celebration of the Sydney Christmas program and promote retail destinations in the city.		Not Yet Due To Report
Deliver Sydney Lunar Festival for local communities, businesses, and visitors.		Not Yet Due To Report
Promote Sydney as an international destination through major events.	<p>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 Sydney Lunar Festival.</p> <p>The City continues to develop the Destination Ambassador Program through ongoing marketing. The program now has over 200 participants on board. These volunteers promote Sydney to the growing tourist market, notably over the summer period, and their duties include meet and greet of cruise passengers, and as roving ambassadors during key events in the city.</p>	On Track
Visitor Experience		
Implement priority projects and programs from the Tourism Action Plan that focus on destination development, destination management and destination marketing.	The City supports destination marketing through the continuation of #Sydneylocal campaign to promote our villages and high streets - Destination NSW continue to use this channel to promote Sydney globally.	On Track
Business and Investment Attraction		
Work with the State Government and other partners on initiatives to promote Sydney, and with Business Events Sydney to attract international conferences to Sydney.	<p>The City has been working with Destination NSW to promote local economies via the #sydneylocal campaign. Over the last 24 months, more than 6,000 local businesses have been profiled.</p> <p>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.</p> <p>The City continues its sponsorship of Business Events Sydney to secure global conferences and incentive trips for the local government area. According to the Business Events Sydney report, Business Events Sydney successfully secured over 20 global meetings and incentives for the city. 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 \$70m for the economy. The majority of these secured meetings were incentives from the Asia market, representing a direct expenditure value of \$62.8m.</p>	On Track

Safety

Develop robust partnerships with emergency services, relevant agencies and the community to build capacity and resilience to prevent, respond and recover from emergencies.

The City continued to coordinate the activities of the Local Emergency Management Committee (LEMC), including the review of response plans, emergency management briefings, and emergency exercises. Outcomes include engagement of AECOM to undertake an assessment of resilience risks facing the City of Sydney LGA to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan. The LEMC Charter has been revised to raise the profile of the Committee by reviewing membership and providing alternative reporting channels for those not represented on the LEMC. The City and LEMC continue to participate in the Office of Emergency Management Disaster Preparedness Program.

On Track

Cleansing and waste

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

The opening of the Light rail in December as well as pre-Christmas retail and Boxing Day sales brought many thousands of additional people into our city prior to and including the Christmas period. The City deployed additional casual resources to manage this influx with no feedback or reports of any drop in cleansing or waste collection service standards.
In Q2 the City collected a total of 15,829.59 tonnes of residential and cleansing waste, 229.5 tonnes of mattresses, 189.74 tonnes of white goods and 12.8 tonnes of E-waste.

On Track

Monitoring and compliance

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

Late Night Premises:
Proactive trial DA inspections for Q2 focused on critical and high risk-rated premises. Investigation and resolution of other licensed premises and late trading premises complaints were maintained to ensure the quality of City's urban amenity.

On Track

- 12 investigations relating to unauthorised accommodation were finalised in Q2 which resulted in
- 3 Notices/Orders
 - 3 Warning letters.
 - 6 cases were found not be breaches.

External Cladding Project:

A dedicated 'external cladding team' are undertaking investigations of buildings affected by the installation of composite external cladding material. The team have issued a number of fire safety notices and other enforcement documentation (cladding statements) to remedy fire safety concerns. City building officers are reviewing buildings registered with the NSW Government combustible cladding portal. Registration of certain residential and public buildings having external combustible cladding was introduced under new NSW Government laws commencing on October 2018. All affected properties were required to be registered by 22 February 2019. The Department is allowing late registrations. The City is continuing to receive new registrations.

Illegal Sex Services premises:

The following enforcement actions were taken in Q2 (October-December) in relation to 'massage premises' providing sex services without development consent.

- A total of \$51,000 in penalty notices (fines) issued to 10 separate businesses.
- 4 Brothel Closure Orders issued to the operators of businesses in Sydney CBD, Pyrmont and Surry Hills.
- 2 new prosecutions of operators of unapproved sex services premises have been set down for hearing in the local court.
- 7 new investigations were commenced in Q2.

Rodent Management:

The City has continued to increase its permanent bait stations to approximately 865 which are serviced on a weekly basis. A trial of 20 SMART rodent control boxes has been implemented which wirelessly communicates real time data

concerning rat activity. The trial will be extended for a further 12 months and the number of boxes increased to 40. The City has engaged Sydney University to conduct an academic study into the rat population and to assess effective management strategies for future action.

New Years Eve Inspections:

High risk cooling towers (68) within the vicinity of Circular Quay were audited prior to New Years Eve. All systems were found to be compliant with the Public Health Regulation 2012. All food premises trading New Years Eve were inspected and approvals issued prior to selling food to the public.

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 Q2 the rangers spent over 11, 939 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	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Estimated global audience (i.e. spectators, broadcast viewers, online viewers, publicity) of Sydney New Year's Eve and Sydney Lunar Festival	B	2.6	2.62	-	-	-	-	-	-	-		Indicator Only

Doubling of Sydney's night time economy turnover (2012 baseline of \$15.6 billion; 2030 Target \$30 billion) (measured annually)	\$	-	21.57	-	-	-	-	-	-	-		Indicator Only
--	----	---	-------	---	---	---	---	---	---	---	--	----------------

City Development

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Commercial Development Approved	m2	110,293.6 ¹	307,491	-	60,687	131,957	60,687	-	-	192,644	Two new buildings approved in Q1 in Martin Place aligned with Sydney Metro. A number of small developments approved, no major developments in Q2. Most significant approval in Q2 is the Waterloo Metro Integrated Station development.	Indicator Only
Commercial Development Completed	m2	176,146.5 ³	131,138.6 ³	-	10,531	17,818	10,531	-	-	28,349	Education building completed at UTS in Q1. Small number of minor completions in Q2, with Darling Exchange the most significant.	Indicator Only

Business Events Sydney

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Result	Q1	Q2	Q3	Q4	YTD	Comment	Status
Number of bids for business events submitted	No.	26	24	-	33	-	33	-	-	33	12 won, 15 currently bidding, 2 prospect, 3 lost, 1 withdrawn.	Indicator Only

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of events secured	No.	10	-	20	-	-	-	12	-	-	12	Indicator Only
Delegate numbers of events secured	No.	13,922	-	16,340	-	-	-	6,776	-	-	6,776	Indicator Only
Economic impact of events secured	\$	64,000,000	-	70,000,000	-	-	-	24,672,172	-	-	24,672,172	Indicator Only
Delegate days of events secured	No.	77,782	-	72,530	-	-	-	25,296	-	-	25,296	Indicator Only

Support for the Economy and Business

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 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	-	5,540.7	-	205	-	0	-	-	205	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	-	778.65	-	378.6	-	300	-	-	678.6	Indicator Only
In the first half of the year, 17 Major Economic Grants were approved by Council for a year to date total of \$678,602 in cash and value-in-kind. These projects were awarded outside of the grants and sponsorship policy and supported Mardi Gras to bid and prepare for Sydney WorldPride 2023.												

Diverse and inclusive economy

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 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.	126	-	156	-	165	-	172	-	-	172	Indicator Only
International Students												
Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of international students studying on campuses in the city	No.	35,000	-	175,000	-	-	-	-	-	-	-	Indicator Only
Economic impact of international students in NSW	\$Bln	-	-	-	-	-	-	5.87	-	-	5.87	Indicator Only

2 A leading environmental performer

The City of Sydney has adopted ambitious targets for the reduction of greenhouse gas emissions, potable water use and waste to landfill.

We will work towards a sustainable future that mitigates environmental impact and adapts to a changing climate.

We also understand the importance of green space and urban biodiversity. We have developed comprehensive policies and clear targets to increase the urban canopy, biodiversity, waterway health and the physical greening of the city.

2.1 Greenhouse gas emissions are reduced across the city.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Energy efficiency and renewables Continue to identify and implement initiatives to facilitate the 50% renewable by 2030 target for the city.	2023	10	Implementation plan completed. Phase one projects under development include Renewable Energy Concierge, Ausgrid Power2U, renewable energy campaign, and content hub.	On Track

Major Programs	Progress To Date	Status
Energy efficiency and renewables Leverage fleet analytics to drive a reduction in greenhouse gas emissions and set targets.	The City is continuing to improve data quality, procedures and analytics to enhance the ability to drive efficiencies and reductions in emissions. Work is under way on an upgrade of Ausfleet to assist these processes, and to integrate data sources.	On Track
Actively manage Ausgrid to replace LED lights for all public domain light types (street lights, parks etc.) in the city area in a timely manner.	Ausgrid has commenced a programmed replacement of all conventional lighting on main and residential roads across the LGA. As at December 2019, 1,934 out of approximately 3,500 luminaries have been replaced.	On Track

Sustainable Planning

Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero building standards.	Work to develop the performance standards pathway to high performing net zero energy buildings in Greater Sydney planning controls is progressing.	On Track
Investigate the inclusion of Development Control Plan (DCP) provisions that introduce NABERS Energy Commitment Agreements for new hotel buildings and major hotel refurbishments.	<p>Key project actions that have been completed this quarter include:</p> <ul style="list-style-type: none">- the draft cost benefit analysis results for office, hotel and multi-unit residential typologies have been completed.- The second meeting of the external Planning Leadership Advisory Group that guides the project took place on 14 November 2019. The objective of the meeting was to get feedback on the draft energy and cost benefit analysis results for office and hotel asset classes. The meeting also sought feedback on four concepts on how to recognise in planning offsite renewables.- two stakeholder engagement workshops took place in November 2019. The workshops sought feedback from industry, local and state government on the office, hotel and multi-unit residential draft cost benefit analysis results and how the results could be used to develop targets and timeframes for the pathways. Feedback was also sought on four concepts on how to recognise in planning offsite renewables to inform which concept should be further explored. <p>Cost benefit analysis completed on three hotel typologies as new builds and major refurbishments. The analysis will inform and recommend appropriate NABERS Energy Commitment Agreement, NABERS Water and Green Star Design & As Built targets for adoption in Development Control Plans to support the development of high performance hotels. The draft report has been reviewed.</p>	On Track

Advocacy

Advocate for higher BASIX targets for residential buildings.

In this period the City provided as submission to Australian Building Codes Board (ABCB) Scoping Paper: Energy Efficiency National Construction Code (NCC) 2022 and Beyond.

On Track

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

Major Projects

Completion Date

% Complete

Progress To Date

Status

Monitoring and reporting waste

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, including Construction and Demolition Waste. All property operational waste data is now reported through the SMART system. The platform is now available to all users and has been configured to accommodate all waste types.

Complete

Managing waste and resources

Develop and implement a service that offers residents the opportunity to participate in a trial food waste collection scheme.

2022

45

The food scraps recycling trial has been operational for five months and is continuing to deliver very good results. As at end December, the City had collected and recycled 84.78 tonnes of food scraps from participating properties. Feedback on the trial has been positive.

On Track

The City has recruited an additional 15 apartment buildings into the trial over the past couple of months, taking the total number of participating properties to 67 apartment buildings and 324 houses. This increase means the service is now available to more than 5,500 households. Recruitment of more apartment buildings into the trial, up to a total of 100, is ongoing.

Major Programs

Progress To Date

Status

Sustainable Planning

Review and update standard waste conditions to comply with new guidelines for waste management in new developments.

Conditions to comply with the new guidelines for waste management in new development will be developed through the regular review of standard conditions of consent.

On Track

Managing waste and resources

Implement the Resource Recovery Engagement Action Plan to reduce waste, recycle more and work with the community to reduce illegal dumping.

The City delivered a targeted engagement program to promote the City's book a pick-up service in an effort to reduce illegal dumping. This involved delivering education sessions to apartment buildings and reinforcing the message across the LGA through a range of always-on content marketing pieces. This work will be supported by a program that trials the effectiveness of taping illegally dumped waste to reduce dumping.

On Track

Management and delivery of waste and resource services

Conduct targeted patrols by City Rangers in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.

In Q1 1,305 patrol hours were conducted with 285 notices being issued. In Q2 1,477 patrol hours were conducted with 264 notices being issued.

On Track

Advocacy

Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.

The City has continued to engage with the NSW Government regarding its 20 Year Waste Strategy. Its expected release has been delayed until early 2020. The City has also been advocating through the recent consultations on the proposed federal government waste export ban and the state government recovery package for the revocation of the mixed waste organic output.

The City also joined 11 other Sydney councils in signing a Memorandum of Understanding (MoU) which sets out how which sets out how they will work together to develop a framework for regional procurement of recycled material to drive investment in regional infrastructure.

The City's representatives continue to support the development of regional circular economy groups such as NSW Circular Economy Think Tank and the implementation of the National Packaging Targets through the Australian Packaging Covenant Organisation.

2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.

Major Projects

Completion Date	% Complete	Progress To Date
-----------------	------------	------------------

Status

Recycled water

Facilitate delivery of large-scale recycled water projects in new and established areas of the city.

2019	75	The Green Square town centre water recycling scheme is in operation supplying recycled water to customers. Production of recycled water is increasing as more apartments within the Green Square Town Centre are connected to the network. Recycled water pipes are installed for future use along the light rail route in George Street and Wynyard Walk. This infrastructure is planned to be incorporated into a CBD recycling scheme operated by a private water utility.
------	----	---

On Track

Stormwater quality / waterway health

Develop a Model for Urban Stormwater Improvement Conceptualisation (MUSIC) to estimate the stormwater pollution reduction of all water sensitive urban design initiatives in both the public and private domain and report against stormwater quality targets.

2020	100	The Model for Urban Stormwater Improvement Conceptualisation (MUSIC) was completed in February 2019. The completed model can now be used to estimate the stormwater pollution reduction of all water sensitive urban design initiatives.
------	-----	--

Complete

Major Programs

Progress To Date

Status

Sustainable Planning

Develop a process to ensure that water sensitive urban design in all developments is assessed (against technical guidelines or by a suitably qualified specialist) to meet or exceed Development Control Plan stormwater quality requirements.

The City continues to update the model as additional assets are constructed in the future that contribute to Water Quality targets. This software assesses development applications for compliance with the City's stormwater quality targets.

On Track

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

- A number of actions from the draft Local Strategic Planning Statement are being investigated in the forthcoming update to the Local Environment Plan (LEP) and Development Control Plan (DCP). These include:
- developing canopy cover on private land targets and reviewing canopy cover controls
 - defining biodiversity corridors and requirements for developments in those corridors
 - developing a pathway for the City's current planning controls to be strengthened over time to deliver net-zero energy buildings
 - developing NABERS Water controls for non residential buildings
 - reviewing solar panel controls to reduce planning barriers that impact implementation

On Track

Advocacy

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

Environmental advice has been included in the City's alternative approach for the Waterloo Estate.

On Track

Stormwater quality / waterway health

Continue to include raingardens in road and streetscape renewal designs where feasible to contribute to water quality targets and reduce urban heat.

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 (covering stormwater water quality) 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. The Drying Green wetland has been designed to help improve the water quality of stormwater originating from the Sheas Creek catchment.

On Track

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

Gross pollutant traps (GPTs) will continue to be added to the stormwater drainage network in the local government area. GPTs are typically owned by the City or Sydney Water. In Q2 City commenced a comprehensive clean of all City owned 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

Commercial office engagement

Advocate for the mandatory regular disclosure of office tenancy ratings.

2020

70

The draft report from the independent review of the Commercial Building Disclosure program was released. The evaluators are recommending extending the program to office tenancies and hotels in line with the City's ongoing advocacy position. A formal submission to the Federal Government on this report has been made. The City support the use of the NABERS Co-Assess ratings tool to reduce the cost of tenant ratings and improve engagement between building owners and office tenants. The City's submission agreed with the recommendation to use NABERS ratings without the use of GreenPower in order to keep the spotlight on the opportunities for energy efficiency. The City called for further analysis to examine the case for reducing disclosure thresholds to below 1,000sqm for the commercial office sector as a mechanism for catalysing further action by smaller building owners.

On Track

Residential Engagement

Advocate for the mandatory regular disclosure of residential apartment buildings ratings.

2020 50

The City has integrated the NABERS Apartment Buildings ratings into Smart Green Apartments program and offers grants for ratings to the wider residential sector to demonstrate benefits of voluntary uptake: 42 apartment buildings and precincts within the City currently have accredited ratings (115 accredited ratings nationally). The City is advocating for NABERS to be included in performance and disclosure schemes at a national level through the input to the National Construction Code 2022 update and the National Energy Productivity Plan development.

On Track

Major Programs

Progress To Date

Status

Commercial office engagement

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

The program hosted an event focussed on the circular economy titled 'Beyond the bin: better solutions for resource recovery'. The City invited businesses, residents and service providers from the commercial office, accommodation, entertainment and residential sectors to hear 9 different 'solution pitches' from service providers with a circular economy or waste stream diversification solution that they had implemented.

The annual NSW and National awards event was held in Sydney. NSW New Signatory of the Year was awarded to FINDER; NSW Partnership of the Year to FINDER and KUA; NSW Signatory of the Year Under 2000sqm to Steensen Varming; and NSW Signatory of the Year over 2000sqm to Commonwealth Bank of Australia.

In the year ending 30 November 2019 (the CitySwitch program reporting year) Sydney signatories achieved a reduction of 37,715 tonnes of emissions from energy efficiency improvements. This represents a total annual energy saving, through reduced energy costs, to members of over \$11 million.

Coordinate the CitySwitch Green Office national program across Australia.

The program now represents over 1,500 offices and 20% of the office floor space across Australia. A substantial increase was realised in the second quarter as Property NSW included an additional 562 tenancies with a combined floor space of over 650,000 square metres to their existing program commitment.

The 2019 annual reporting and award events across Australia were completed. The NSW and National awards were hosted by the City at Dexus Place in Sydney. National award winners included the Commonwealth Bank of Australia, FINDER and KUA.

Online information resources were further enhanced, including material to support four seasonal campaigns: Know Where You Stand, Wipe Out Waste, Positive Power and Bring Your Best Self. Additionally, Beyond the Bin campaign material was added to the website, with worksheets, printable posters and social media graphics included.

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.

The Sustainable Sydney Office Plan is delivering actions against five key outcome areas:

1. Raise the Floor: The City continued to advocate that office tenants should be required to disclose their energy performance under the Commercial Building Disclosure Program.

2. Build Capacity: The City continues to build capacity in the sector through the CitySwitch and Better Buildings Partnership programs.

3. Foster Leadership: The City Switch National Program was awarded a Highly Commended Certificate at the Cities Power Partnership Awards, in recognition of outstanding leadership in engagement. The City also hosted its annual City Switch Awards, recognising outstanding leadership of commercial office tenants in New South Wales and nationally.

On Track

4. Activate Upgrades: A focus on operational upgrades and improvements in waste avoidance and resource recovery was implemented. At a building owner level, this involved working with industry to drive the uptake of NABERS waste ratings and to integrate relevant certifications including that provided to waste contractors by the Good Environmental Choice Accreditation (GECA) scheme into resource recovery contracts. The focus has more recently shifted to implementing renewable energy by assisting building owners and tenants to access offsite renewable options, including Green Power.

5. Empower Communities: The City continued the delivery of an experimental building community engagement program called the Better Buildings Cup. This program engages with building managers, tenancies, company representatives and individual occupants in six Sydney buildings (and three other buildings across Australia) to inform and support sustainability initiatives. Over 600 people have been engaged so far, collectively completing over 3,700 sustainability activities. The program is being run in four phases. The "Beyond the Bin" phase focussed on improving waste avoidance and recycling behaviour. Now complete, this provided a range of activities, training and resources to empower commercial office buildings and tenancies to make improved waste management decisions to achieve positive environmental and social outcomes. The "Positive Power" phase was delivered, with building owners and tenants supported to undertake energy efficiency programs and to access optimum renewable energy options. The City continued to encourage the uptake of NABERS ratings through the Better Buildings Cup, with 80% of participating buildings commencing this process.

Coordinate the Better Buildings Partnership program in Sydney to facilitate improved environmental performance.

On Track

The Better Buildings Partnership has released preliminary annual results for 2018/19, showing how the partnership has achieved carbon emission reductions of 53 per cent from the 2005-2006 baseline. Water consumption has increased over the last two years, five per cent over the last 12 months. Executives from the Partnership attended an event with the City to discuss the key outcomes and opportunities for the Partnership.

The Better Buildings Partnership continues to facilitate the uptake of renewable energy by members and their tenants; define pathways to achieve a circular economy; and deliver innovative initiatives to achieve increased tenant engagement. The partnership continues to support the pilot of the Better Buildings Cup with eight buildings in Sydney participating.

Two waste organisations (ORG and iTreat) have now been certified by the Good Environmental Choice Australia's waste services standard. The standard was developed in conjunction with the Partnership to help increase the capability and quality of services provided by the waste industry.

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 has delivered the following:

On Track

1. Increase Demand: The City has continued to advocate to federal, state and local government agencies and corporate businesses to preference environmentally rated hotels for business travel. This is building demand for hotels to benchmark and publicly disclose their environmental performance. This has resulted in the following successes: Local Government NSW has passed a resolution to ask all NSW local councils to preference rated hotels for when their staff are travelling to metropolitan areas; The 2019 review of the Commercial Building Disclosure program, being conducted by the Federal Government, is recommending the inclusion of hotels in the mandatory disclosure regime.

2. Build Capacity: The City has continued to promote and offer subsidised building ratings to the sector through the provision of grants. The City currently has seven rated hotels with an additional 13 accessing the grants program. This, coupled with the demand from government agencies and the private sector for rated properties is slowly building a rating culture in the sector that was previously not there.

3. Activate Upgrades: The Building Tune Up program pilot is completed and evaluation has confirmed the current program design is effective. The City is piloting the integration of building environmental ratings into the tune-up program.

4. Foster Leadership: The Sustainable Destination Partnership has achieved, in its first year of operation, a 5% saving in carbon emissions, zero increase in water use, and improvements in waste reporting and capacity.

5. Promote and Recognise: Sydney was ranked eighth in the 2019 Global Destination Sustainability Index and was also awarded the innovation award for the Sustainable Destination Partnership. This is an increased ranking amongst a greater number of cities participating in the index for this year and demonstrates how Sydney is improving its position as a sustainable destination.

Coordinate the Sustainable Destination Partnership to facilitate improved environmental performance within the accommodation and entertainment sector.

On Track

The first year's partnership annual report was released showing how the partnership has achieved a 5% saving in carbon emissions, zero increase in water use, improvements in waste reporting as well as improved capacity at member level to drive sustainable outcomes. Five new Partners (Sydney Fish Markets; Sheraton Grande Sydney Hyde Park; Pier One Marriot; Sydney Harbour Marriot; and TFE Hotels) are on board lifting the representation of the Partnership to 61% of all hotel rooms in the city.

Work continues to drive improvements in the five focus areas for partnership in this year being: promoting renewable energy; halving food waste; driving excellence in waste data and reporting; defining pathways to reducing single use items in operations; and identifying water saving opportunities across the portfolio of buildings. In the past six months the Partnership received funding from Sydney Water to help identify water saving opportunities across the portfolio of buildings.

Residential Engagement

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

On Track

The Residential Apartment Sustainability plan is delivering the following outcomes:

1. Activate Upgrades: The City continued to deliver the Smart Green Apartments program now supporting 158 buildings that accommodate more than 25,000 residents to reduce emissions, water consumption, improve waste management and install solar where possible. Projects implemented to date will save more than 14,660 tonnes CO-2 per year and \$2.09 million per year in operational costs.
2. Build Capacity: The City promoted the value of improved environmental performance and sustainability upgrades in residential strata at the Griffith University National Strata Conference and the Strata Community Association NSW Conference. The City also sponsored the Environment and Engagement Award at the annual Strata Community Australia Gala Awards Night. The City's Residential Building Manager Training program was completed with attendance at capacity. The City awarded the Owners Corporation Network with a three year Knowledge Exchange Grant to educate and build capacity of City residents to understand strata governance and create more resilient buildings and communities.
3. Empower Community: Representatives from the Smart Green Apartments alumni and recipients of environmental grants continue to meet with a focus on exploring the City's sustainable transport vision and the role of electric vehicles. Five Green Villages talks, attended by 147 participants, were delivered at Sydney Park on the topics: Worm farming and composting basics, Edible Green Walls and Small space gardening. Pop-up reuse workshops were delivered in Newtown and Glebe. A total of 42 apartment buildings in Sydney have an accredited NABERS rating with the average energy rating 2.8 stars and water 2.5 stars.
4. Raise the Bar: The City continued to advocate for improved minimum environmental standards for apartment buildings at State and National levels. The City is assisting the Federal Department of Environment and Energy in their development of a Trajectory for Low Energy Homes, through stakeholder consultation and through research on the strata residential sector. The City is also participating in the Federal Commercial Building Disclosure program review and the NABERS National Steering Committee to ensure that the needs in the apartment building sector are adequately addressed.

Deliver Smart Green Apartment retrofit program for apartment buildings.

On Track

Smart Green Apartments works with owners, building managers and strata managers to achieve optimum environmental performance in the City's strata and community-titled buildings. To date direct engagement has occurred with 158 buildings, 127 strata plans, and 25,634 residents in 12,778 apartments. Energy action plans were presented to strata committees and owners corporations for approval to commence upgrades.

Owners Corporations from the 2016, 2017 and 2018 intakes to the program have implemented energy efficiency projects that have avoided 14,660 tonnes CO2e and saved owners corporations a total of \$2.09 million.

Smart Green Apartments buildings continue to implement a range of water efficiency measures to reduce consumption, including increased utilities monitoring, leak rectification and installation of efficient fixtures. Through the City's partnership with Sydney Water 2,676 individual apartments have had their water fixtures and fittings retrofitted within 12 buildings. These upgrades will achieve water savings of more than 500 megalitres per annum and cost savings to owners of approximately \$550,000 per annum in reduced water bills.

Owner Corporations from all intakes have continued to implement waste improvement initiatives in their buildings. Seven Smart Green Apartments buildings are participating in the City's food waste collection trial.

The annual Smart Green Apartments Awards had over 150 attendees celebrating the achievements of the City's strata communities and welcoming 25 buildings across eight precincts to the 2019 program intake.

Provision of grants and other cross sector support.

Deliver the building tune-up program to facilitate improved environmental performance in non-residential buildings.

On Track

The City continues to drive the uptake of 'Building Data Analytics' systems at commercial buildings in the City. A recent evaluation has shown that savings of 10 to 15 per cent of site energy and water use are possible through the program. Actions implemented by building owners have saved 160 tonnes of carbon emissions per annum and over \$33,000 per annum for the buildings in the program. The program has created a panel of accredited building environmental performance assessors who can deliver energy and water ratings to commercial buildings in the local government area.

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

On Track

The Renewable Energy Help Centre, designed to educate the public on rooftop solar, power purchase agreements and GreenPower, has been published. Specific promotion of the City's Renewable Energy Procurement for City buildings has occurred in line with major announcements.

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

Major Projects

Completion Date

% Complete

Progress To Date

Status

Capital Projects

Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy.

2027

75

Three new solar PV systems were commissioned
 - Creative City Depot (Events Depot), Alexandria - 249 kWp
 - Green Infrastructure Centre, Zetland - 42 kWp
 - Wilcox Moffin Building, Ultimo - 106 kWp

On Track

These new installations are estimated to reduce GHG emissions to the City's portfolio by 450 tCO2e/year. To date the solar PV installation program has installed 1.7 MW of PV systems across the City's portfolio.

Major Programs	Progress To Date	Status
<p>Environmental Management Systems</p> <p>Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.</p>	<p>The Environmental Sustainability Platform has been 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 Climate Active (previously National Carbon Offset Standard scheme) datasets being implemented.</p>	<p>On Track</p>
<p>Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.</p>	<p>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 continues to action utility variance with investigations and corrective actions where required, resulting in savings that would not have been realised otherwise.</p>	<p>On Track</p>
<p>Capital Projects</p>	<p>Adapt infrastructure design to account for current and future climate change (including water sensitive urban design, stormwater management, roads and pavement).</p>	<p>On Track</p>
<p>Asset Management</p>	<p>Improve energy and water efficiency at the City's most resource intensive sites through identification, prioritisation and installation of efficiency measures and changes in management practices, including required metering and monitoring under the Major Properties Efficiency Project (MPEP).</p>	<p>On Track</p>
<p>Review and update recycling streams and collection receptacles in City properties, and implement an education and behaviour change program to increase recycling and reduce contamination.</p>	<p>Projects completed to date through this program include Feasibility Study for connection of recycled water pipeline along George St to City buildings, UV Modulation system at Cook & Phillip Park Pool and Ian Thorpe Aquatic Centre (ITAC), installation of Variable Speed Drives across aquatic centres and Heating, Ventilation and Air Conditioning (HVAC) optimisation at Town Hall House, Wilcox Mofflin Building, 307 Pitt St, Customs House and 343 George St. Current priority projects in progress include LED Lighting Upgrades across 14 sites, rainwater tanks and cooling towers maintenance strategy, water efficient fixtures across 14 sites and upgrade of pumps and flowmeters at ITAC. All metering and Building Management Systems (BMS) recommendations from Major Efficiency Property Project (MPEP) will be delivered through the Organisational Program for Metering and BMS Upgrades.</p>	<p>On Track</p>
<p>Manage and analyse new energy efficient fuel options for the City's light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.</p>	<p>An audit at all waste collection sites in the City's Property Portfolio has been completed and the audit data, visual observations and recommendations have been collated into a Waste Improvement Action Plan. This Waste Improvement Action Plan will be rolled out progressively, commencing with the Aquatic sites and Sydney Town Hall. In the coming months, the City will focus on continuing to improve waste resource management and recovery processes.</p>	<p>On Track</p>
<p>Procurement, grant assessment & contract management</p>	<p>To assist with both fuel consumption and emission reduction, the City has begun a trial phase of vehicle telematics, and installations on selected vehicles prior to rolling the technology out to the entire fleet. This technology will provide better data to improve overall driving habits, safety, and optimise routes and overall fleet utilisation.</p> <p>The City has recently upgraded its electric fleet, being the first Australian customer to take delivery of the new fully electric Nissan Leaf. Nineteen new zero emission vehicles have been circulated into the fleet. Additionally, Fleet Services have placed an order for a commercial electric vehicle as part of a strategy to expand electric vehicle numbers, and expect to take delivery of the unit in the coming months.</p>	<p>On Track</p>
<p>Implement Sustainable Procurement Guidelines on selected procurement activities – major construction materials, consumables, major contract, event management and supplier due diligence.</p>	<p>Procedures Manual being developed to guide internal requirements. Procurement schedules are being developed for prospective suppliers to provide assurance and/or commitment to the City's legal and strategic objectives in relation to Climate Change, Corporate Social Responsibilities, Chain of Responsibility, Modern Slavery Act, Environmental impacts, Recycling content and other elements to develop towards a Circular Economy.</p>	<p>On Track</p>

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
City Farm				
Continue City Farm operations and establish farmers market and orchard.	2020	80	The development of the City Farm community hub site with volunteer teams continued. Due to drought and water restrictions, some areas will be left fallow and others seeded with drought resistant plants and fruit trees.	On Track
Greening Sydney Plan				
Review the Greening Sydney Plan to align with the Urban Forest Strategy and the Community Strategic Plan.	2020	10	The review of the Greening Sydney Strategy has commenced.	On Track
Major Programs				
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
Urban Forest			Two new gardens are currently being developed for Frances Newton Park, Darlinghurst and Elger Street, Glebe.	
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 261 street trees have been planted year to date. Ongoing planning for the next inroad planting projects continue, including Boyce St Glebe and additional streets in Beaconsfield and Rosebery.	On Track
Urban Ecology				
Continue to expand and protect bush regeneration areas in the City's parks and open spaces.			Core sites continue to be maintained according to best practice to improve habitat value for flora and fauna. New fencing to protect habitat will be trialled at Glebe, Blackwattle Bay and Sydney Park.	On Track
Monitor the diversity, number and distribution of priority fauna species reported on the local government area.			The spring invertebrate survey highlighted 12 species of native bees, eight butterfly species, six spider species surveyed across 19 surveyed sites, with cicadas recorded at all sites except two. The summer survey is expected to commence in January with a final report in March. The Budding Birdos program was completed in December with continued observations of priority bird species being submitted to the local wildlife watch tool, and the Annual Bird Survey in October was promoted alongside three bird workshops that saw a total of 49 participants. The report from the bird survey will be available in March. The Urban Ecology workshop series was completed with 13 workshops held and 120 participants.	On Track
Greening Sydney Plan				
Continue to deliver the public domain landscaping program.			The City continues to deliver the Public Domain Landscaping program. For the first half of the 2019/20 year 3,607m2 has been completed. Planting work has been deferred in summer due to the hot weather and drought. Street gardens are being watered using tankers.	On Track
Deliver Living Colour floral displays to high profile retail and tourist precincts throughout the city during spring and summer.			Hanging Basket and Greenwall have been on display during Spring and Summer. The display brings an eclectic mix of colours, textures and heights for a beautiful collection of floral and foliage species.	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. As a result of the current drought conditions water restrictions have come into effect and will impact some operations.

Watch

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

On Track

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. The Erskineville Oval Water Reuse Scheme is nearing the end of concept development.

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.

On Track

NSW Government air quality monitoring base station has been installed at Cook & Phillip park. Additional low cost sensors are being trialled around the LGA in partnership with UTS.

Extreme weather events

Continue to work with emergency services, relevant agencies, and the community to build capacity to prepare for, respond, and recover from extreme weather events.

On Track

The City continued to coordinate the activities of the Local Emergency Management Committee (LEMC), including the review of response plans, emergency management briefings, and emergency exercises. Outcomes include, engagement of AECOM to undertake an assessment of resilience risks facing the City of Sydney LGA to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan.

Urban heat island effect and flooding risk mitigation

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

On Track

Additional heat sensors have been installed and are being trialled to monitor local urban heat conditions.

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.

On Track

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.

2.S.1 Performance Measures

Greenhouse emissions

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Result			Comment	Status	
					Q1	Q2	Q3			Q4
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions	Tonnes CO2	39,653	39,752	-	9,667	9,807	-	-	19,474	Indicator Only
Baseline 2006 Data – 52,972 tCO2e										
Greenhouse gas emissions for City of Sydney local government area – total all emissions	Tonnes CO2	-	4,607,575	-	-	-	-	-	-	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 - 5,805,550 tCO2e (measured annually in June – data from previous financial year; target of 70% by 2030 & net zero emissions by 2050)	%	-	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)	%	18.5	20	-	-	-	-	-	-	Indicator Only

Water Usage and Stormwater											
Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Result			Comment	Status		
					Q1	Q2	Q3			Q4	YTD
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	547,899	512,437	-	117,724	109,061	-	-	226,785	The data is predominantly made up of estimates due to the billing cycle of Sydney Water (99.6%).	Indicator Only
Potable water usage from the local government area – 2006 baseline (33,712) (measured annually in June – data from previous financial year)	ML	-	37,977	-	-	-	-	-	-		Indicator Only

Waste - Local Government Area

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4	YTD	Comment	Status
Percentage of recycling and recovery of residential waste	%	66.8	48.67	70	50.83	47.37	-	-	49.1	Legislative changes in the use of beneficial waste derived products has resulted in significant impacts on the overall diversion rate.	Attention Required
Total Residential Waste Collected per capita	Kg/Capita	303.3	279.9	-	66.99	69.09	-	-	136.08	There was a marginal decrease in the overall per capita waste generated in comparison to same time last financial year.	Indicator Only
Total Residential Waste Collected	Tonnes	63,915.37	65,298	-	16,091.87	16,597.86	-	-	32,689.73	There was a marked decrease in the total waste generated this quarter, compared to the same period last financial year. However, there was an overall increase compared to last quarter.	Indicator Only
Percentage of source separated recycling of total residential waste	%	26.23	26.38	35	25.15	26.01	-	-	25.58	There was a marginal increase in the recycling rate in comparison to last reporting period. Future community education and engagement initiatives will potentially contribute to an increase in the rate.	Indicator Only

Sustainable management of waste and resources

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4	YTD	Comment	Status
Recycling collected from City managed properties including aquatic facilities	Tonnes	322.52	259.44	-	56.91	69.75	-	-	126.66		Indicator Only
Waste collected from City managed properties including aquatic centres	Tonnes	884.69	897.33	-	209.4	213.34	-	-	422.74		Indicator Only
Percentage of resource recovery of waste from the City's parks, streets and public places	%	26	42	-	-	-	-	-	-		Indicator Only
Percentage of resource recovery of waste from City managed properties including aquatic centres	%	36.39	29	-	27	33	-	-	30		Indicator Only

Greening Sydney

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4	YTD	Comment	Status
New plants planted in City parks and street gardens each year	No.	68,204	69,708	50,000	22,780	20,182	-	-	42,962	Spring planting packages completed. Planting reduced significantly in December and will remain low in coming months due to impact of water restrictions.	On Track

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4	YTD	Comment	Status
New and renewed Public Domain Landscaping installed (nature strips, rain gardens, traffic treatments)	m2	8,145	5,940	9,000	1,829	1,732	-	-	3,561	Extreme hot and dry weather has required a focus on watering existing gardens. Planting is on hold due to water restrictions.	Indicator Only
Maintain or increase number of indigenous bird species (2009/10 baseline - 63 species)	No.	76	67	-	-	-	-	-	-		Indicator Only
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually)	ha	12.2	12.2	13.5	-	-	-	-	-		Indicator Only
Environmental Grants											
Value of environmental grants approved by the City of Sydney	\$ '000	660.47	1,599.89	-	370.19	491.27	-	-	861.46	Within the first half of the year 62 Environmental Performance Grants were approved by Council to the value of \$861,463 in cash. These projects were awarded through the City's three Environmental Performance Grants (Building Operations, Innovation and Ratings and Assessments), Knowledge Exchange Sponsorship, Venue Hire Support and Matching Grant programs.	Indicator Only

3 Integrated transport for a connected city

Quality transport will be a major driver to sustainability, amenity, ease of mobility and the economic competitiveness of our city – the city must offer a variety of effective and affordable transport options.

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

Major Programs	Progress To Date	Status
Planning	<p>Work with the State Government transport cluster to ensure all traffic and transport related proposals in Central Sydney comply with policies such as the Sydney City Centre Access Strategy, Movement and Place, and Central Sydney on-street parking policy.</p>	On Track
Advocacy	<p>Work with the State Government and other stakeholders to develop Future Transport projects for Sydney to increase public transport accessibility and capacity to and within the City of Sydney, including planning for Metro West and new initiatives.</p>	On Track
Partnership	<p>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.</p>	On Track
3.2 Transport infrastructure is aligned with city growth.		
Major Programs	Progress To Date	Status
Partnership	<p>Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.</p>	On Track
	<p>In addition to work relating to the New M5 and M4-M5 link, the City made a submission on the Sydney Gateway environmental impact statement, which focused particularly on active transport issues. Discussions are being held with Transport for NSW on the King Street Gateway Project.</p> <p>Recent activity in relation to Sydney Metro City and South West has included feedback on the Metro Central Station Development and Precinct Plan, Martin Place public domain, and Central Station and Martin Place Interchange Access Plans. The City has also been in discussions with Transport for NSW in relation to Sydney Metro West, particularly in relation to Pyrmont.</p>	

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 kerbside space use and freight and logistics issues facing Sydney CBD. These insights will combine with customer insights to help develop a menu of options for new and existing developments. The City continues to prosecute how the 'movement and place' approach should be applied to better provide for people walking in the city centre and village centres

On Track

Parking

Continue to implement the neighbourhood parking policy.

The City continues to implement the Policy.

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 has been absorbed into Transport for NSW, and it is unclear at this stage how regulatory reform responsibilities will be distributed within the new integrated agency.

On Track

Freight and Servicing

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

An observational 'insights' investigation of the use of on-street kerbside loading at key city centre locations is underway. The study provides foundational information about how on street loading spaces are currently used. This information will help determine and develop practical and innovative solutions to enable greater productivity from kerbside space and last mile distribution. This is the next step and will focus on developing a 'menu' of responses.

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. The City had collaborated with Randwick, Bayside and Inner West on the South East Sydney Transport Strategy (NSW Government). The City has provided perspectives to Inner West and Bayside on their integrated transport strategies. The City is collaborating with Inner West on the early scope development for the Camperdown Ultimo transport strategy. Cross-council collaborating also encompasses promoting the Inner Sydney Regional Bike Network.

On Track

Technology

Partner with the State Government to facilitate innovation in transport management, ensuring technology assists in achieving agreed urban and transport outcomes.

The City is working with the NSW Government on trackless trams. There has been no announcement from the NSW Government on any proposed e-scooter trial.

On Track

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

Major Programs

Progress To Date

Status

Traffic calming initiatives

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

The City continues to work with Transport for NSW and the 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 has prepared data and submitted six new applications for speed zone reviews to Transport for NSW. These include Ultimo, Pyrmont, West Paddington, Surry Hills and Camperdown.

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.

Engaging regularly with all these organisations as part of the ongoing work under the Local Government Road Safety Program. Roads and Maritime services has been dissolved and its functions absorbed by Transport for NSW.

On Track

Manage amenity

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

The service as provided by Cleanaway is delivering a positive service to the residents of the City, with minimal concerns and missed services.

On Track

Community programs

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

The City is working within the Local Government Road Safety Partnership to deliver on the 2019/20 plan.

On Track

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

Major Programs

Progress To Date

Status

City transformation

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

The City has been working to not reopen a number of roads to traffic following long closure during light rail construction. Transport for NSW has provided in-principle approval for not reopen George Street (southbound) between Bathurst Street and Campbell Street and Devonshire Street between Chalmers Street and Elizabeth Street. This will enable more space to be allocated to large numbers of people walking rather than small numbers of vehicles. With light rail operational, the final design for George Street south of Bathurst Street is a priority. The City is working with Transport for NSW to develop a trackless tram proposal to link Green Square to the City Centre.

On Track

Behavioural

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

The City is progressing its Oxford Street Cycleway Feasibility Study to extend from Castlereagh Street to Moore Park Road. This study looks to reduce general traffic in order to prioritise movement by foot, bike and bus. The City has started on work on the City Centre Action Plan in collaboration with Transport for NSW. This plan aims to deliver missing cycleway links and better outcomes for people walking in the city centre, and along key routes to it.

On Track

3.5 Transport services and infrastructure are accessible.

Major Programs

Progress To Date

Status

Parking

Demand for parking is managed to ensure there is equitable access to the constrained supply.

Rangers proactively monitor parking across the LGA to ensure turnover and parking space availability.

On Track

Advocacy

Ensure the needs of all community and customers are considered in the master planning for transport and Urban Growth projects.

The City is seeking the best outcome for Central Station and surrounding public domain and will continue to work with State Government agency stakeholders to achieve this.

On Track

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:

- WestConnex Stages 2 and 3, including the King St Gateway project
- Alexandria to Moore Park to achieve better outcomes for walkers and bicycle riders, and residents of Green Square.
- A review of Environmental Factors has been issued and the City will be providing a strong submission
- Sydney Metro, to achieve improved station and precinct development and customer outcomes
- CBD and South East Light Rail (CSELR), to achieve the best possible pedestrianisation and urban domain outcomes on George Street, and effective travel times for users
- prosecuting the case for a station at Pymont on Metro West.

On Track

3.S.1 Performance Measures

Parking and road management

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Proportion of resident drivers who are members of car share schemes	%	27.91	-	35.12	-	36.54	37	-	-	37		Indicator Only
Number of car share bookings	No.	230,113	-	233,527	-	57,720	62,410	-	-	120,130		Indicator Only
Number of residents who are members of car share schemes	No.	35,434	-	45,126	-	47,017	48,393	-	-	48,393		Indicator Only
Length of streets across the local government area with a speed limit of 40km/h or less	Km	164.3	-	165.6	-	172.52	238.38	-	-	238.38		Indicator Only

Roads maintenance

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	38,402	25,000	32,785	25,000	16,746	820	-	-	17,566	Work scheduled and will be completed in Q4	On Track

Traffic calming

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming (PCTC) plans	No.	6	6	8	6	0	1	-	-	1	Capital works will be delivered under the new Civil and Sydney Street Infrastructure Works contract that commenced in October 2019. This will improve and streamline the way the City delivers projects. All PCTC projects have been transferred to the new contract and will be delivered in Q2 to Q4.	Attention Required

4 A city for walking and cycling

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cycling Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area.	2023	52	Construction is underway for two raised priority crossings for cyclists and pedestrians in Alexandria and Forest Lodge. Construction of another two capital works projects will commence in Q3. These projects will provide significant safety and access improvements to riders on key cycle routes.	On Track
Major Programs	Progress To Date			Status
Walking Deliver the Central Business District Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.			The delivery of these works are ongoing. Granite infill works in Q2 included Liverpool Street and Margaret Street.	On Track
Cycling Complete the City's high priority regional routes, with separated cycleways where possible.			Construction of separated cycleways along high priority regional routes are complete or under way this financial year along Epsom Road, Wilson Street, and Burren Street. Three NSW Government funded projects are on track for completion this financial year: Liverpool Street western link, Chalmers Street link and Lawson Street. Feasibility studies are complete for Castlereagh Street north and Oxford Street link between Castlereagh Street and Taylor Square). Design consultancy has commenced for Ashmore Precinct links and Mitchell Road and Huntley Street.	On Track
Partnerships Work with neighbouring councils, State and Federal Governments to implement the Inner Sydney Regional Bike network.			The City continued to assist Transport for NSW with development of a strategic business case for cycling infrastructure which will then support the Inner Sydney Regional Bike Network (ISRBN) submission to Infrastructure Australia.	On Track
Civil Infrastructure Continue to implement priority actions from the Liveable Green Network, including the Footpath Renewal program, pedestrian and cycling safety improvements, new furniture installations, pedestrian lighting upgrades, installations of green verge/street gardens and new cycleways.			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.	On Track

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

Major Programs

Progress To Date

Status

Walking

Work with the State Government to decrease waiting time and journey time for pedestrians on priority routes in the City Centre, and Liveable Green Network routes throughout the Local Government Area.

The City continues to work with Transport for NSW and the Sydney Coordination office on pedestrian priority in the city centre including the installation of new countdown timers in the city centre. Actions in the draft 5 year City Centre Action Plan look to improve pedestrian access across the City Centre. The City has made a submission to Infrastructure Australia requesting the economic impact of pedestrian delay be acknowledged as a national economic priority for investment.

On Track

Cycling - City centre

Advocate to the State Government to complete the City Centre Access Strategy cycleway network.

Transport for NSW have given approval for Liverpool Street cycleway link to Darling Harbour and for Chalmers Street cycleway link to Prince Alfred Park. Both projects have funding from the NSW Government for construction this financial year. Key missing cycleway links have been incorporated into the City Centre Action Plan for the City and TfNSW to progress. These include: Castlereagh Street North, Pitt Street and King Street.

On Track

Partnerships

Collaborate with the State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project.

Following the completion of light rail, pedestrianisation of George Street continues between Bathurst and Campbell Streets (southbound).

On Track

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

Major Programs

Progress To Date

Status

Modal shift

Promote the benefits of walking and cycling.

The City and Woollahra Council jointly gave a grant to Cycling Without Age, launched in July, giving residents of some local aged care homes the opportunity to get taken for bike rides.
The Bike to Books Art Competition for children at libraries drew many entries and winners are on display on cycleway decals.

The City offered Cycling in the City for commuters ebike training through employers, ran try-a-bike sessions near workplaces in South Eveleigh and Darling Square, and promoted walking and cycling at activations for the State Library and Deloitte.
We distributed thousands of Sydney Cycling Guides, continued to run adult cycling and bike maintenance courses and balance bike clinics for young children to learn to ride.

On Track

Walking and cycling for leisure

Lead and/or support events celebrating and focusing on walking and cycling. Promote attractive routes and open spaces.

From September to November Sydney Rides 2019 included 33 family friendly events including The Big Adventure in Sydney Park, Ride to Work Day, Spring Cycle and Light the City. The events encouraged over 20,000 people to walk or ride for the occasion.
There were 280 entries to the Sydney Rides Photo competition and finalists were displayed at an exhibition in Paddington Reservoir Gardens during October.
The City ran try-a-bike sessions near workplaces in South Eveleigh and Darling Square during October.

On Track

Behaviour

Monitor walking and cycling participation and trips, attitudes and safety.

Social research is done every 3-4 years and not yet due. Safety data arrives annually from Transport for NSW. Additional localised research is underway at sites of planned or new bike network infrastructure.

On Track

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

Between July and December 2019

On Track

- 75 adults completed the cycling course
- 87 adults did the bike maintenance course
- 39 City staff completed the staff cycling course
- 125 school children did the schools cycling course
- 1,508 young children attended the balance bike clinic
- 40 Share the Path onsite education sessions were held, at which, 1,771 maps were distributed, 419 bells and 132 lights were attached, and 656 free tune-ups were given.

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

Major Programs

Progress To Date

Status

Journey to work - commuting

Encourage the use of walking and cycling for commuting to work in the city area.

The City promoted Ride to Work Day and had an activation at Union Square to reward and encourage riding to work. The City offered Cycling in the City for commuters ebike training through employers, ran try-a-bike sessions near workplaces in South Eveleigh and Darling Square, and promoted walking and cycling at activations for the State Library and Deloitte.

On Track

City staff have also been working with Google maps to help them fix their bike directions data.

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20		2019/20 Result		YTD	Comment	Status
				Target	Q1	Q2	Q3			
Length of separated cycleways provided annually	Km	0.27	0.31	0.47	0	0.89	-	0.89	Wilson St (Ivy to Shepherd), Epsom Rd, Chalmers St, Eddy Ave, Geddes Ave, Elger St	On Track
Length of on-road cycleways provided/upgraded annually	Km	2.15	2.35	2.6	0.08	0	-	0.08	Work completed in Q1 included: Kelly, Wattle & Mary Ann Streets; extension and physical separation of cycle lane, bike lanterns and shared paths. Work on on-road cycleways commenced in Q2.	Attention Required
Length of shared paths provided/upgraded annually	Km	2.4	0.06	2.4	1.5	0.5	-	2	In Q1 work completed includes Bridge Rd, Pymont Bridge Rd, Wattle St & William Henry St; new shared paths including bike lanterns and providing missing signalised pedestrian crossing. In Q2 work included portions of Joynton Ave, Epsom Rd, Chalmers St, Wilson St (associated with completed separated cycleway projects).	Attention Required
Growth in cycling activity at key intersections around the City of Sydney	%	1	7	-	-	8	-	8	Bike trips at 77 city intersections in October 2019 have increased by 8% since October 2018	Indicator Only
Number of attendees at cycle safety courses	No.	348	167	-	58	17	-	75		Indicator Only

Footpaths

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20		2019/20 Result		YTD	Comment	Status
				Target	Q1	Q2	Q3			
Footway renewed program	m2	14,684.19	14,392	10,000	694	1,414	-	2,108		Attention Required
Footway replaced by green verge	m2	3,078.88	2,448	2,000	15	464	-	479		Attention Required
Granite infill project - paving	m2	2,206	1,054	900	190	735	-	925		On Track

5 A lively and engaging city centre

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

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

Major Programs

Progress To Date

Status

Public Domain Planning

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

The Chinatown and City South Public Domain Plan is guiding the capital works program such Quay Street and Darling Harbour, connecting street improvements at Quarry Streets. Draft public domains plans for Town Hall precinct and City South (Central Station) precinct are nearing completion.

On Track

Safety

Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.

During the first half of 2019/20 the City received 725 applications for CCTV from the NSW Police. 590 items of footage were released to assist police with the investigation and prosecution of offences. City staff alerted police on over 300 occasions to criminal offences, improving response times and reducing the impact of offences.

On Track

The City is also participating in a number of working groups to improve communication, services and responses to incidents in crowded places. These groups include Martin Place precinct, Pitt Street Mall precinct, Circular Quay precinct, St Andrew's Square precinct, and Anzac Memorial precinct groups.

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 are to be scoped and programmed. Currently Quay Street is in design development phase. The Sydney Harbour Bridge Southern Cycleway (formerly Harbour Village North Cycleway) will be delivered by Transport for NSW. The City is currently managing the design development in consultation with relevant stakeholders and government bodies.

On Track

Planning

Develop and implement a CBD Activation Policy and Guidelines.

Project scope to be reviewed to align with the next update of the Community Strategic Plan's outcomes and Transport NSW/ City of Sydney draft five year CBD action plan.

On Track

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

Major Programs	Progress To Date	Status									
Business space	The City's own Business Innovation Space in Circular Quay will provide 3,800sqm of affordable space for the tech startups email database.	On Track									
Tourism provision	Facilitate access to appropriate space in the city centre for businesses within identified priority sectors including Tech Start-ups and Aboriginal and Torres Strait Islander business.	On Track									
Tourism provision	Work in partnership to develop tourism infrastructure in the city centre including Wi-Fi and information kiosks.	On Track									
Tourism provision	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. The group are in the process of prioritising and implementing recommendations from the Visitor Modelling research.	On Track									
Tourism provision	Develop and deliver programs that provide visitors with information in the city centre such as the Cruise Ship Ambassador Program.	On Track									
Tourism provision	For the period July - December 2019, the City's Ambassadors greeted 28 international cruise ships assisting 7,312. The Roaming Ambassador program continues to grow, with over 250 Volunteer Ambassadors. For the period July - December 2019, the Ambassadors assisted 57,781 visitors across the Circular Quay, Rocks, Town Hall, Hyde Park and Darling Harbour precincts.	On Track									
5.4 The city centre is a place for cultural activity, creative expression and participation.											
Major Programs	Progress To Date	Status									
City centre creative activity	Deliver operational activities to support busking in the City.	On Track									
Public art	The new Busking and Aboriginal and Torres Strait Islander Cultural Practice policy has been implemented. The City continues to monitor the emergence of new busking pitches along the George Street light rail corridor.	On Track									
Public art	Implement the City Centre Public Art Plan.	On Track									
Public art	Lara Schmitzer's Patchwork of Light artwork in Reiby Place will be installed in early 2020. A second permanent laneway artwork will be installed mid to late 2020.	On Track									
5.5.1 Performance Measures											
City centre public life											
Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4	YTD	Comment	Status
Amount of footway dining in the city centre (total)	m2	2,551.46	2,598.82	-	2,346.76	2,195.92	-	-	2,195.92		Indicator Only

6 Resilient and inclusive local communities

Building communities through enhancing the capacity of our people and the quality of their lives.

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

Major Programs

Progress To Date

Status

Learning and Creative Programs

Deliver a welcoming cultural program within relevant City cultural venues.

A total of 338 events were delivered across the City’s libraries including 43 events to stimulate creative participation, 72 events to support digital citizenship and 294 events to build social connection, resulting in a total of 13,440 people in attendance. Program highlights include the launch of a Makerspace at Darling Square, introducing a new program of hands on workshops and events designed to help start-ups, upskill makers, share knowledge and provide networking opportunities. Accessibility is a key focus of programming and many older residents accessed the Cybersafety and Tech Explained series learning about protecting personal information online.

On Track

At Customs House the ‘City Dialogue: public art and the Biennale of Sydney’ exhibition was launched. The award winning exhibition ‘Cartographica’, previously exhibited at Customs House, toured to the Joynton Avenue Creative Centre in partnership with 107 Projects.

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.

The City continues to implement a network of new streets, infrastructure upgrades, community facilities, open spaces and pedestrian/bike links in line with the City’s public domain strategies, design codes and technical specifications. These works are of a high standard and designed to achieve high environmental performance, amenity and active and public transport.

On Track

The Green Square Library and Plaza opened in October 2018 and have been awarded several architecture awards, including most recently the Sir Zelman Cowen Award for Public Architecture at the 2019 National Architecture Awards.

Gunyama Park Aquatic and Recreation Centre is under construction, and planned to open in mid-2020. The Drying Green is under construction and planned for completion in late 2020.

The Green Square Town Centre has been awarded a Six (6) Green Star rating for Communities by the Green Building Council of Australia. The rating recognises the sustainability attributes of planning, design and construction of large scale development projects at a community scale. It is the highest possible rating, denoting ‘World Leadership’.

Placemaking and community engagement activities for Green Square growing neighbourhood.

The City continues to undertake community engagement and activation programs in line with the Green Square Placemaking Framework 2019. Some of these are part of the City-wide range of programs and some are undertaken in collaboration with local partners.

Examples include: the community Construction Liaison Group sessions on town centre projects held in July, October and December 2019; the two community "Info" sessions held in October 2019; the "Cartographica" exhibition at the Joynton Avenue Creative Centre during October/November 2019; the launch of the Green Square Stormwater Drain and Epsom Road cycleway and associated activities held at Matron Ruby Grant Park in November 2019; and the Christmas Fair held in December 2019 at the Green Square Plaza. Other events are being planned for the first half of 2020 and include for example a community dinner and the "Winter Warmer" series that includes open-air cinema, art and craft workshops and music events.

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 32 of the actions commenced in 2018 and these will continue throughout 2020. Four actions have been completed with three continuing as business as usual.

On Track

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

Major Programs

Progress To Date

Status

Social Programs and Services

Implement the Inclusion Disability Action Plan.

A total of 34 events were listed on the City's disability-inclusive What's On page for the information of community, including the 'Auslan Poetry Slam' event at Green Square Library showcasing artists with a disability and celebrating Deaf culture. A total of 94 people attended where 57% identified as living with a disability. Another was 'The Big Feels Club' at Green Square Library. A total of 52 people attended to focus on how to reduce stigma around mental health and contribute to positive community attitudes towards people living with mental illness.

On Track

There were 2,064 views of the City's online accessibility map, which provides information about key access features such as mobility parking spaces and accessible public toilets, potential barriers such as stairs and steep and moderate inclines.

The City's Inclusive and Accessible Public Domain Policy and Guidelines, and Event Guidelines were endorsed by Council, and the City's Digital and Print Accessibility Policy and Guidelines were updated to include requirements such as accessibility of printed documents and web content. The City also encouraged local businesses, through the Business to Business newsletter, to be more inclusive of people with disability.

The Inclusion (Disability) Advisory Panel has met regularly providing feedback on a number of planning projects and other projects regarding accessible needs to be discussed by the City with the relevant organisations involved.

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

In the year to date, 437,127 people attended the City's 13 staffed community facilities, programs and events. This represents an 8% increase compared to the same period last year. A total of 563 programs to promote and support inclusion and diversity were offered, with 523 programs out of 563 accessible to people with a disability. A total of 10,715 bookings were taken across the City's 13 staffed and 28 unstaffed community facilities, with 1,192 bookings at self-help rates, and 6,574 at community rates. This represents a 24% increase in bookings at community rates over the same period last year. A further 31 social programs and events were delivered across the local government area outside community centres, with 1,344 people attending.

On Track

Meals on Wheels delivered 17,595 meals to 183 clients, and provided 115 hours of assessment and 574 hours of care coordination including 79 home visits. Community Transport provided 8,683 passenger trips and 222 community bus hires.

Highlights include:

- 650 people attended free talks at community centres on topics including health and wellbeing, safety and financial security
- 215 people attended RUOK Day events at King George V Recreation Centre and Harry Jensen Community Centre
- 189 programs or events that featured Aboriginal and Torres Strait Islander content were held across the City's community centres
- 145 attendances at Moon Festival events across the City's community centres
- 3,922 attendances at community lunch and dinner activities and other food programs at the City's community centres, including NAIDOC events and Christmas celebrations
- 291 young people attended school holiday programs, with six fee waivers provided to families experiencing financial hardship
- 310 people attended the Multicultural Futsal Series NAIDOC round, and Gala Event at the King George V Recreation Centre
- 162 people attended six Strata Skills 101 workshops
- 82 people, representing 53 organisations, attended three Connect Sydney training and capacity building workshops. Workshop content was developed based on local consultation data and priorities
- 639 attendances at events as part of the City's International Student Leader Ambassadors (ISLA) Program, including 101 people at an international student networking event, 109 people at an employment panel, 138 people at a youth leadership conference, 208 people at 13 Sydney Town Hall tours, while 50 people attended two Journey to the Centre of Sydney Tours, and 33 people attended the Australian Sports Day, a program providing opportunities for individuals to learn about Australian culture through sport.
- 11 young people participated in the City's Emerging Civic Leaders Program, with one young person employed as a program co-facilitator.
- 200 people attended the Transgender Day of Remembrance event in Harmony Park. This year's event implemented a number of improved sustainability features. These included; Sydney Water and Ruzi providing water, along with sustainable reusable cups and collection points, and food provided by the OzHarvest food truck, which provides a zero-waste inspired menu and uses compostable plates and bowls.

Deliver programs that support community safety.

The City delivers a range of initiatives to increase actual and perceived safety in Sydney. This included delivering safety campaigns, community events and capacity building initiatives delivered in partnership with NSW Police engaging over 1,670 people.

On Track

In the period July to December 2019 there were 14 crime prevention initiatives. The City hosted the Coffee with a Cop series of eight events in libraries with the aim of increasing feelings of safety and community connection, and linking over 400 people with their local services. The City also co-hosted the Christmas Police BBQs with over 150 people in attendance. Attendees included licensees, religious and community leaders, business representatives and residents. These informal gatherings provided participants an opportunity to raise and discuss safety issues with NSW Police and the City, as well as improve their knowledge about where to get help if they need it.

The City won the NSW International Student Community Engagement Award 2019, for the Your body, Your choice resource. The resource is available in 11 community languages and contains important information about sexual assault and information about where students can find support both safely and confidentially. The resource has been developed by the City and Redfern Legal Centre in consultation with Study NSW, Rape Crisis NSW, NSW Health Sexual Assault Service, NSW Police and the City's international student ambassadors.

Social Justice

Develop an advocacy map and delivery plan for promoting social justice, community resilience and cohesion.

The City of Sydney supported a submission made by the Council of Capital Cities Lord Mayor to Infrastructure Australia advocating for the inclusion of housing as social infrastructure in the National Infrastructure Audit 2019. The City of Sydney hosted the Welcome Cities NSW Gathering in November 2019 which was attended by local and state government representatives.

On Track

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

Major Programs

Progress To Date

Status

Information and research

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

The 2019 Housing Audit, 2019 Residential monitor, 2019 Commercial Development Monitor and the 2019 visitor Accommodation Monitor have all been completed and added to the City's LEARN pages on the website. A 3D development monitoring webmap is under development.

On Track

Support small business

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

The City promoted local village economies and profiled businesses through its marketing strategy #sydneylocal. Over the last 24 months, it has reached +15 million people and directly profiled over +6,000 businesses, almost 50% of these are night time businesses. A total of 343,000 posts created by 14,000 users to the #SydneyLocal hashtag since February 2018. This resulted in a reach of over 34.5 million social engagements.

On Track

The City also activated local precincts through its financial support for village festivals and place and industry grants including:

- Pymont Food & Wine Festival
- Walsh Bay Arts Table and Free Live Jazz, Walsh Bay
- Antenna Documentary Film Festival in Glebe

Activation of the city is supported through the major events including Vogue Fashion Night Out attracting over 200,000 shoppers to Pitt Street Mall. Average spend on the night was \$244 (+25% increase year on year). A total of 208 retailers participated in the event.

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 two digital 101 Seminars including: "How to succeed using Shopify" attracting 131 attendees, and "Generate Leads, Build Brand Awareness & Create Opportunities with LinkedIn" attracting 100 attendees.

The City also hosted a hands-on workshop event for business owners and entrepreneurs called "Grow your Business with Facebook Ads" at The Studio, Sydney Startup Hub. With a total of 75 people attending the workshop.

As part of the Visiting Entrepreneur Program, the City delivered two events, in collaboration with StartCon, at the Ideas Space at Darling Square Library including Launch into Space with Dr Christyl Johnson attracting +80 attendees, and Extend Reality with Amy Peck, attracting +50 attendees.

The City regularly communicated all of these opportunities to its growing database of over 4,500 businesses.

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

Major Programs

Progress To Date

Status

Community Planning

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

Ongoing social planning and strategy advice is being provided to support future decisions around social infrastructure across a number of City projects, State Significant Sites and Council-led Rezoning. For example the Waterloo Estate redevelopment and Blackwattle and Bays Market District and Central Square redevelopments.

On Track

Community well-being

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

The City provided 17,543 sessions of care across the 10 education and care services, including 4,902 sessions that were provided at a discounted fee, reduced fee or free. To date, services have supported 802 children. Highlights and activities include:

- 85 preschool children and 70 family members, including parents, grandparents, uncles, aunts and carers attended the City's Inaugural Early Childhood Services Athletics Carnival, which coincided with Children's Week. The event was a collaboration between the City's four early education and care centres and the families of those services.
- 5 child centred 'reduce, reuse and recycle' educational programs were held across the City's children's services to enhance children's learning in sustainability and conservation
- 811 people attended 18 family events across centres to encourage social participation, including art shows, an end of year BBQ and family picnics.

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

The City offered 563 instances of programs across the City's 13 staffed community facilities, with 523 accessible to people with a disability, 26 designed to increase digital literacy and inclusion, 157 instances of environmental programs and activities, and over 70 exercise and fitness activities. A total of 8,383 bookings were made by groups in unstaffed community venues, an increase of nearly 13% over the same period last year, with 5,700 at community rates, which represents an increase of 15% over the same period last year.

On Track

Highlights include:

- 57,091 attendances at sports competitions at Ultimo and Maybank Community Centres and King George V Recreation Centre
- 35,892 attendances for gym use and exercises classes at the City's 3 community fitness centres
- 16,379 attendances at other fitness and leisure programs offered across City Spaces and 3,487 attendances at sports coaching programs
- 83,635 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
- 255,790 attendances at targeted initiatives to improve community health and wellbeing
- 8,861 young people participated in 'drop in' casual Basketball and Futsal sessions at King George V Recreation Centre and Maybank Community Centre
- 696 individual bookings were made for sporting activities at the Peter Forsythe Auditorium, with 311 (44.7%) organised by local community groups
- 3,483 attendances at "Parents and Bubs" gentle exercise classes offered at 5 community centres
- 291 attendances at the City's School Holiday Program
- 425 people attended free talks on health and wellbeing topics across the City's community centres.

Community Facilities Delivery

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

Opportunities to acquire properties for investment and open space are considered as they arise.

On Track

Parks and recreation facilities

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

The City's sports facilities program includes:

- Perry Park Recreation Centre (Stage 2) 2020
- Gungahama Park synthetic sports field - 2020
- Gungahama Park Aquatic Recreation Centre - 2020
- Alexandria Park synthetic sports field and sports courts- 2021
- Huntley Street indoor sports courts - 2022
- Cook+Phillip Park Pool change rooms and reception upgrade - completed 2019
- Sydney Park skate facility, Alexandria- 2020 - construction commenced July 2019
- The Crescent skate facility, Glebe- 2020 - construction commenced July 2019

The construction of a new outdoor fitness area at Waterloo Park was completed in July 2019. Planning for new outdoor fitness area at Pirrama Park is underway.

A new outdoor youth space constructed and managed by Mirvac opened in September 2019 at Australian Technology Park.

On Track

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

Major Programs

Progress To Date

Status

Social services

Refer to 6.3.2 "Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business."

Not Yet
Due To
Report

Social strategy, research and planning

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

Presenting and reporting the 2018 Wellbeing Survey (WBS) results, including focus area reports, such as the WBS Green Square village area report is ongoing.
Research requests, related to the Wellbeing Survey and Indicators data to inform City strategy and programs (including safety perceptions data, social isolation outcomes, barriers to participation in the community) have been responded to.

On Track

Emergency Planning

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

The City continued to coordinate the activities of the Local Emergency Management Committee (LEMC), including the review of response plans, emergency management briefings, and emergency exercises. Outcomes include, engagement of AECOM to undertake an assessment of resilience risks facing the City of Sydney LGA to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan. The LEMC Charter has been revised to raise the profile of the Committee by reviewing membership and providing alternative reporting channels for those not represented on the LEMC. The City and LEMC continue to participate in the Office of Emergency Management Disaster Preparedness Program.

On Track

Customer service

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

Improvements to the City's digital customer channels are progressing including the introduction of a Virtual Customer Assistant, implementing live chat and implementing smart digital forms.

On Track

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	2017/18	Result	2018/19	Target	2019/20	Q1	Q2	Q3		
Amount of footway dining in the Village Centres	m2	4,620.88	3,646.76	-	3,624.1	3,736.79	-	-	-	-	3,736.79	Indicator Only
Value of economic grants approved by the City of Sydney	\$ '000	923.46	1,023.59	-	692.1	508.53	-	-	-	-	1,200.63	Indicator Only

In the first half of the year, 63 Economic Grants were approved by Council for a year to date total of \$1,200,627 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events Sponsorship (Village and Community) and Business Support Grant programs. This includes support for The Surry Hills Summer Picnic and the Hyde Park Barracks Escape Room initiative.

Libraries and learning

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	2017/18	Result	2018/19	Target	2019/20	Q1	Q2	Q3		
Number of active library memberships	No.	55,757	73,232	-	75,642	80,930	-	-	-	-	80,930	Indicator Only
Total number of items accessed from Libraries (physical and digital)	000	1,357.65	1,552.8	-	442.35	432.54	-	-	-	-	874.89	Indicator Only
Attendance to libraries	000	1,098.64	1,319.71	-	347.45	464.49	-	-	-	-	811.93	Indicator Only

Each quarter indicates year to date. Increased memberships due to opening of Green Square and Darling Square and general increase in memberships across the network.

Child & Family Services

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	2017/18	Result	2018/19	Target	2019/20	Q1	Q2	Q3		
Number of children supported through City operated Children's Services	No.	1,108	1,108	-	733	69	-	-	-	-	802	Indicator Only
Number of operational Early Education and Care places (long day care,	No.	-	-	-	-	-	-	-	-	-	-	-

occasional care and preschool) in the City of Sydney

No.	-	-	19,721	17,543	-	-	37,264	Indicator Only
Number of sessions of care provided at the City's Education and Care Services (long day care, occasional care, preschool, out of school hours care)								

No.	-	-	5,428	4,902	-	-	10,330	Indicator Only
Number of discounted and free sessions of care provided at the City's Education and Care Services (long day care, occasional care, preschool, out of school hours care)								

Community health and well-being

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4	YTD	Comment	Status
---------------------------	------	----------------	----------------	----------------	------------	------------	------------	------------	-----	---------	--------

Attendances at targeted initiatives to improve community health and wellbeing	No.	-	517,859	-	119,311	136,479	-	-	255,790	Q2 actual updated to include under report of 4327 from Q1	On Track
---	-----	---	---------	---	---------	---------	---	---	---------	---	----------

Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	98	96.5	85	100	95	-	-	97.5		On Track
---	---	----	------	----	-----	----	---	---	------	--	----------

Area of parks and open space managed by the City of Sydney (measured annually)	ha	202	209.8	191	-	-	-	-	-		Indicator Only
--	----	-----	-------	-----	---	---	---	---	---	--	----------------

Attendances at aquatic and leisure centres	000	1,705	1,643	-	303	422	-	-	725	Attendance for the quarter was impacted by the bushfire smoke haze in December.	Indicator Only
--	-----	-------	-------	---	-----	-----	---	---	-----	---	----------------

Total Occupancy % Perry Park Recreation Centre	%	-	-	-	62.8	57.2	-	-	57.2	Occupancy for the quarter reflects impact of regular hirers and programs going into recess over the Christmas and New Year period.	Indicator Only
--	---	---	---	---	------	------	---	---	------	--	----------------

Total occupancy % of the City's outdoor tennis courts	%	-	-	-	45	52	-	-	52	Overall occupancy level impacted by closure of court for repair at Turruwul Park for the majority of the quarter.	Indicator Only
---	---	---	---	---	----	----	---	---	----	---	----------------

Social Programs and Services

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4	YTD	Comment	Status
---------------------------	------	----------------	----------------	----------------	------------	------------	------------	------------	-----	---------	--------

Number of meals provided through the City's Meals on Wheels service	No.	53,779	37,655	-	8,853	8,742	-	-	17,595		Indicator Only
---	-----	--------	--------	---	-------	-------	---	---	--------	--	----------------

Total bookings of City Spaces facilities and venues	No.	18,553	20,003	-	5,442	5,273	-	-	10,715		Indicator Only
---	-----	--------	--------	---	-------	-------	---	---	--------	--	----------------

Total overall attendance at City Spaces	No.	821,590	896,443	-	223,671	218,021	-	-	441,692		Indicator Only
---	-----	---------	---------	---	---------	---------	---	---	---------	--	----------------

Percentage of people surveyed accessing City programs and services who report an increase in their connectedness to the community	%	87	-	-	-	-	-	-	Indicator Only
Percentage of people surveyed accessing City programs and services who report an improvement in their physical health	%	88	-	-	-	-	-	-	Indicator Only
Percentage of people surveyed accessing City programs and services who report an improvement in their social wellbeing	%	89	-	-	-	-	-	-	Indicator Only
Value of social grants approved by the City of Sydney	\$ '000	2,486.34	2,696.67	2,146.71	922.71	-	-	3,069.42	Indicator Only
In the first half of the year, 121 Social Grants were approved by Council for a year to date total of \$3,069,415 in cash and value-in-kind. These projects were awarded through the Festivals and Events Sponsorship (Village and Community), Knowledge Exchange Sponsorship, Matching Grant, Quick Response Grant, and Venue Hire Support Grants and Sponsorship programs. Further support was awarded outside of the grants and sponsorship policy including donations to bushfire relief, Indigenous 2019 Sydney to Hobart Yacht Race.									
Value of revenue forgone by the City through the accommodation grants program – leases for social initiatives	\$ '000	3,155.71	2,907.42	728.71	666.98	-	-	1,395.69	Indicator Only
Number of programs/events delivered that promote social inclusion and connection	No.	975	1,129	314	312	-	-	626	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	18,825	4,737	3,946	-	-	8,683	Indicator Only
Total number of bus hires through the City's community bus-hire scheme	No.	563	533	117	105	-	-	222	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	-	-	-	-	-	Indicator Only
Total bookings of City Spaces facilities and venues at community rates	No.	10,376	10,530	3,610	2,964	-	-	6,574	Indicator Only

Total value of subsidies provided through the City's community bus-hire scheme

\$ - - 11,914 14,524.25 - 26,438.25

Indicator Only

Companion animals

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result			Comment	Status		
		Result	Result	Target	Q1	Q2	Q3			Q4	YTD
Dogs and cats impounded (less is better)	No.	152	216	-	32	33	-	-	65	There were 13 dogs and 20 cats impounded in Q2.	Indicator Only
Dog attacks	No.	155	140	-	39	32	-	-	71	There were 32 reports of dog attacks in Q2.	Indicator Only
Dog declared menacing/dangerous	No.	3	3	-	0	0	-	-	-	No dogs were declared menacing/dangerous in Q2.	Indicator Only

7 A cultural and creative city

The City is committed to supporting Sydney's cultural life. We recognise the intrinsic and instrumental value of creativity as a cultural, economic and social force.

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

Major Programs

Progress To Date

Status

Creative Public Domain

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

The annual Australian Life and Little Sydney Lives photographic exhibitions were held in Hyde Park. A total of 798 people submitted 1,400 photographs to the competition, with entrants representing every state in Australia. The exhibition displayed 28 finalist images, with the first prize awarded to NSW photographer Dominic Lorrimer for his image Haka.

On Track

Branch Nebula presented DEMO for Art & About Sydney. This new street style performance work fused skateboard, BMX, parkour and dance in a tightly choreographed performance within a set of portable ramps located in Customs House Square.

The work attracted an audience of 1,600 people during the season.

Deliver hoardings activation program throughout the City.

The Creative Hoardings program requires builders and developers to use Site Works or Bespoke artworks or Historic images to improve the visual impact of construction sites in the city.

On Track

The City commissioned and launched a suite of 10 new artwork designs this financial year, each with 20 licenses, created by Australian artists as part of its Site Works program. The program provides opportunities for artists to gain exposure through showcasing their work at a large scale in highly visible locations. Of the new suite, 12 licenses for installation in the public domain have already been approved.

In this period the City also facilitated three Bespoke hoarding designs commissioned by developers and approved the display of Historic images at seven locations across the City.

In addition to the Creative Hoardings program the City also facilitated three bespoke scaffolding wrap designs that were commissioned by developers at the request of the City.

Delivery of permanent and temporary art projects in the public domain including Green Square.

Lara Schnitger's Patchwork of Light artwork in Reiby Place will be installed in early 2020.

On Track

Living History

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

History Week was marked in September 2019 through a series of talks that were well-attended. The final weekend of the exhibition Cartographica coincided with History Week and a series of exhibition tours for the public were led by the City. A travelling exhibition of Cartographica was hosted at Joynton Avenue Creative Centre.

On Track

A new walk for the Sydney Culture Walks app 'The Stranger's Guide: Sydney 1861' was curated and released in August 2019. This walk is based on an 1861 tourist guide and allows users to re-imagine the historical landscape of early Sydney.

7.2 The city supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable.

Major Programs

Progress To Date

Status

Creative Participation Programs

Deliver cultural venues infrastructure and liaise with providers to conduct programs.

107 Projects and the City partnered to deliver the "Cartographica – Sydney on the Map" exhibition at Joynton Avenue Creative Centre. The exhibition drew on a selection of works from the recent display at Customs House and was curated specifically for the Green Square community. Public programming during the exhibition included weekly events designed to increase engagement and participation with the exhibition and a walking map of public art and destinations of interest in the Green Square area. 107 Projects also partnered with the Sydney International Women's Jazz Festival to host a full day of family events at the centre which was attended by over 200 people. The creative offices at the centre are operating at 90% capacity.

Brand X, the head tenant and operator of the upper floor of the East Sydney Community and Arts Centre continue to support local artists and organisations offering affordable rehearsal space, meeting rooms and networking opportunities. The rehearsal space is operating at an average of 83% capacity. Brand X initiated new peer-to-peer training sessions to support artists to build practical skills required to work as a freelance multidisciplinary professional in Sydney.

On Track

7.3 Sydney's cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains, and innovation.

Major Programs

Progress To Date

Status

Regulatory Reform

Develop planning and regulatory reforms related to the built environment to support the provision of cultural infrastructure.

This work has now been completed.

On Track

Audience 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 cultural and creative industries.

In the first half of the year, 98 cultural projects were approved by Council to the value of \$2,538,032 cash and value-in-kind. 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, Quick Response and Street Banners Sponsorship programs. This includes support for the Audiocraft podcast festival, BAD Sydney crime writer's festival, the Sydney Male Choir's annual concert and a series of live pop music performance nights at the Knox Street Bar.

On Track

Sector Development

Deliver cultural sector skills development programs.

The City supports the skills development of artists and arts workers with a number of activities in development in areas of business, grant writing, marketing and skills sharing.

On Track

Specific opportunities for Aboriginal and Torres Strait Islander artists and arts workers are being investigated to support professional, creative and employment opportunities and to encourage participation and engagement within the City's existing programs and cultural offering.

The City hosted two networking and peer exchange sessions for artists and cultural organisations within the City's creative spaces and cultural venues, strengthening sector networks, enhancing cross-airform relationships and creating encouraging environments for collaborative projects.

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, development approval is underway for bara Monument for the Eora (the fourth project in the Eora Journey program) due for installation to commence in late-2020. The Eora Journey Harbour Walk project, which envisages new artworks and interpretations along a 9km harbour walk, is also in development in partnership with Place Management NSW and project partners including cultural institutions and was approved by Council in December 2019.

On Track

Reconciliation Action Plan

Review progress achieved through the City's Reconciliation Action Plan (RAP) to inform the development of an updated version.

The City reports annually to Reconciliation Australia on our Innovate RAP actions. The RAP has improved our data capture around spend with Indigenous businesses, numbers of Aboriginal and Torres Strait Islander staff working at the City, and the number of City staff undertaking Aboriginal and Torres Strait Islander cultural respect training. In 2019 the City has progressed the development of our next RAP and formed a new RAP working group. In 2020, the City will work with internal and external stakeholders to finalise the new RAP and aim for Council endorsement in mid-2020.

On Track

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20 Target	2019/20 Result			YTD	Comment	Status
					Q1	Q2	Q3			
Value of cultural grants approved by the City of Sydney (excluding major events)	\$ '000	1,960.31	2,168.96	-	1,974.77	563.27	-	-	2,538.03	Indicator Only
In the first half of the year, 98 cultural projects were approved by Council to the value of \$2,538,032 cash and value-in-kind. 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, Quick Response and Street Banners Sponsorship programs.										
Value of revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,284.77	1,569.71	-	597.31	408.36	-	-	1,005.67	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	153	124	-	130	123	-	-	123	Indicator Only
Number of artists supported	No.	1,909	2,047	-	-	1,041	-	-	1,041	Indicator Only
Artists engaged include all City events, Pine Street and library programs, Customs House exhibitions, Civic Collection and other cultural programs.										
Number of creative personnel supported	No.	14,952	16,375	-	-	6,402	-	-	6,402	Indicator Only
Creative personnel engaged include those through the Creative Spaces Programs, library programs, major events and Customs House exhibitions.										

8 Housing for a diverse community

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Housing supply				On Track
Facilitate an Alternative Housing Ideas Challenge to promote dialogue and policy development using new ideas.	2020	85	-On 11 February 2019, Council endorsed an international Alternative Housing Ideas Challenge (the Challenge). The aim of the Challenge was for participants to propose new and innovative housing options that go beyond the traditional categories of social, community and market housing, with the intent that the ideas will contribute to the delivery of local and broader alternative and affordable housing outcomes and inform the development of the City's next community strategic plan update and housing policy. -1,055 participants registered for the Ideas Challenge, which was open from 26 March to 8 May 2019. On 13 June 2019, seven Shortlisted Proposals to progress to Stage 2 of the Challenge were approved. -Stage 2 is an invited Proposal development phase. The City has held five workshops between 19 June and 4 October 2019, where the seven Shortlisted Participants have spent time developing their proposals, in line with the City's objectives.	

Major Programs	Progress To Date	Status
Housing supply		On Track
To meet District Plan requirements, develop a Housing Strategy to manage the long-term supply of housing.	The Draft Housing Strategy has been reported to Council and publicly exhibited. A further report back to Council will be undertaken.	On Track
Monitor the balance of residential development to non-residential development in the city including the size and mix of dwelling types.	As at December 2019 there were: <ul style="list-style-type: none"> • 12,907 private residential dwellings approved or under construction in the city • 2,097 non private residential dwellings approved or under construction in the city • 4,895 private residential dwellings lodged but not yet approved in the city • 1,359 non private residential dwellings lodged but not yet approved in the city 	On Track

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

Major Programs

Progress To Date

Status

Partnerships

Continue to investigate opportunities to use City owned land for affordable housing delivered through partnerships with government, not for profits and the private sector.

The sale to St George Community Housing (SGHC) of the Gibbons and Marian Street Redfern site was settled on 30 September. SGCH will develop a 160 unit complex for social and affordable housing.

The sale and redevelopment of surplus lands either side of the Green Square to Ashmore Connector between Botany and Bourke are progressing well.

On Track

Planning

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 is working with the State Government to implement an LGA wide levy that will result in over 1,100 additional affordable dwellings.

On Track

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

Major Programs

Progress To Date

Status

Advocacy

Advocate to State Government and housing providers for the retention of existing social housing and increase in supply.

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.

On Track

Capacity Building

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

The City delivers a range of capacity building initiatives in social housing communities. Initiatives were delivered in partnership with NSW Health, NSW Police, Non-Government services and Domestic and Family Violence Services.

On Track

Waterloo Health Expo

The City in partnership with NSW Health and non-government services coordinated over 33 health services to deliver the Waterloo Health Expo. Over 200 social housing residents attended. The aim of the event was to provide important health and service information to the local community and improve links between the residents and health and support services. Services provided on the day included oral health, breast screening, hearing and eye tests, podiatry, liver scanning, health promotion, and children and family health. The Aboriginal Health team was also in attendance to provide culturally appropriate services.

Mental Health First aid

The City in partnership with Mission Australia, Commonground, Department of Communities and Justice and Bridge Housing delivered two sessions on Mental Health First aid for social housing tenants in Camperdown and Glebe.

Bystander Training

The City in partnership with Women and Girls Emergency Centre delivered bystander training for social housing residents in Glebe to better understand Domestic and Family violence and where to get help if they or someone they know needs it.

Community Events

Events were hosted in Redfern, Waterloo and Woolloomooloo to provide social housing residents with an opportunity to find out more about support services in their area while connecting with their neighbours. The Woolloomooloo and Waterloo events were cancelled due to poor air quality resulting from bushfires surrounding Sydney. Over 200 people attended the Redfern event, of those who completed a survey, 69% reported increase feelings of safety and 91% reported making a new connection.

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 continues to work in collaboration with State Government and non-government agencies and with resident groups to address safety and amenity issues for social housing residents. In the period, initiatives included;

Safety for seniors

The City, in partnership with NSW Police, Kings Cross Command, hosted a series of three Safety for Seniors events for social housing residents. Over 65 people attended the events held at the Mary McDonald Centre in Woolloomooloo.

Of those who completed a survey as a result of attending the events 82 per cent report feeling safe in their community, 89 per cent feel more connected to their community as a result of the event, and 86 per cent know where to get help if they need it.

Response to Leptospirosis

The City in partnership with Sydney University Veterinary Teaching Hospital, Land and Housing Corporation, RSPCA, and local veterinarian business coordinated a joint approach to cases of Leptospirosis in the Surry Hills, Darlinghurst and Glebe areas the City. This included rat abatement, community education and vaccination of pets.

Waste Education

A response to illegal dumping in the Erskineville area, the City in partnership with NSW Land and Housing Corporation coordinated a waste education event. Over 30 residents attended.

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

On Track

The City is working with the State Government on the renewal a number of social housing sites. This includes discussions about the appropriate social / market / affordable mix, urban design outcomes, infrastructure outcomes and sustainability outcomes.

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 Byron Shire Council, Port Phillip Council, City of Perth and North Sydney Council about collaborative work in homelessness and other projects.

A total of 240 people experiencing homelessness were surveyed during Connections Week 2019 to enhance understanding of their needs. The City is a signatory to the Act to End Street Sleeping, and coordinated Connections Week in partnership with The Act to End Street Sleeping Collaboration.

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 220 people have been housed in permanent accommodation since March 2017 by the Homelessness Assertive Outreach Response Team (HART), coordinated by the City, together with NSW Department of Communities and Justice. The HART continued weekly patrols along with place based operations to ensure people sleeping rough have a coordinated approach to better access to safe, long term housing with support.

A total of 209 outcomes were achieved through the Woolloomooloo Integrated Services Hub (WISH), a monthly one stop shop coordinated by the City that brings together over 16 services in one location to assist people with access to health, housing, specialist support and other services.

A total of 169 people have been assisted to exit homelessness, or prevented from entering homelessness as a result of programs supported by funding from the City.

On Track

Services

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

The City conducted its 23rd bi-annual Homelessness Street Count in August 2019. There were 254 people sleeping rough across the local government area and 592 people occupying crisis and temporary accommodation beds. The August 2019 result represents an 8.6% decrease from the August 2018 count of 278 people sleeping rough. City staff supported intensive outreach operations lead by Department Communities and Justice to offer temporary and long term housing solutions for people sleeping rough in hotspot locations, including Kings Cross, State Library, and Wynyard.

On Track

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20		2019/20 Result			Comment	Status
				Target	2019/20	Q1	Q2	Q3		
Number of new dwellings approved	No.	1,691	1,048	-	25	776	-	-	801	Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20		2019/20 Result			Comment	Status
				Target	2019/20	Q1	Q2	Q3		
Affordable rental housing units resulting from NSW Government operations including Redfern, Waterloo affordable housing levy – Urban Growth NSW	No.	-	-	-	-	-	-	-	-	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the Council area	No.	-	-	-	-	-	-	-	-	Indicator Only

Homelessness

Key Performance Indicator	Unit	2017/18 Result	2018/19 Result	2019/20		2019/20 Result			Comment	Status
				Target	2019/20	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.	233	220	-	60	109	-	-	169	Indicator Only
Number of people prevented from becoming homeless through the City supported brokerage program	No.	182	204	-	48	85	-	-	133	Indicator Only
Number of people sleeping rough in the city area	No.	329	373	-	-	254	-	-	254	Indicator Only
Value of all grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	1,200	2,800	-	1,200	0	-	-	1,200	Indicator Only

In the first half of the year, one grant was approved by Council for a year to date total of \$1,200,000 cash. Support was provided through the Community Services Grant to the Department of Communities and Justice (formerly FACS) to provide Specialist Homelessness Services in the Inner City area.

9 Sustainable development, renewal and design

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

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

Major Programs	Progress To Date	Status
Advocacy		On Track
Engage with government led urban renewal projects to deliver design excellence, high Ecologically Sustainable Development performance and provide appropriate infrastructure.	The City is working with the State Government to ensure the renewal of social housing sites, including Waterloo, Central State Significant Precinct and the review of Pymont.	
Integration		On Track
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City executed seven new Planning Agreements with the private sector in the six months to December. The Agreements will deliver new and upgraded public infrastructure including roads, footpaths, public parks and public domain upgrades delivered in association with development.	

9.2 The city is beautiful, sustainable and functions well.

Major Programs	Progress To Date	Status
Design partnership		On Track
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.	
Strategic Planning		On Track
Review of sustainability targets in major projects to improve sustainable development outcomes.	The review has now been completed and findings are being implemented through internal procedures. This program will now be closed.	
Implement the actions in the Central Sydney Planning Strategy.	The Central Sydney Planning Strategy and associated proposed changes to planning controls are based on a review of the controls for Central Sydney. In December 2019 a joint announcement between the Minister for Planning and the Lord Mayor noted an in principle agreement which would see the planning changes progress. It is intended a revised planning proposal is presented to Council and the Central Sydney Planning Committee in February 2020.	
Advocacy		On Track
Develop opportunities with State agencies that support the development of transport related infrastructure.	In the year to date, the executed four Planning Agreements that provide for widened road reserves and footpaths to Bourke Rd, Botany Rd and Beaconsfield Lane.	

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.

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. Both school projects are under construction.

The City continues to work with the Department of Education on plans for the Green Square Integrated Community Facility and School in the Green Square Town Centre. A design competition for this project is underway and the winning entry is expected to be announced early in 2020.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Infrastructure				
Continue the implementation of the Wayfinding Strategy.	2023	93	The village packages and bus interchange wayfinding signage rollout are completed. Major outstanding scope is along light rail corridor for which site access is still being negotiated with contractor.	On Track
Crowded Place Protection - develop kit of parts and design guidelines to implement protection measures.	2019	75	Signage rollout in Green Square is also continuing to be co-ordinated with completion of public facilities, parks and new streets. Crowded Place Protection Measures for George Street have been documented and manufactured. Awaiting site access from light rail contractor to undertake installation. Self-assessment audits have been undertaken with Security team and external security consultant.	On Track
Major Programs	Progress To Date			Status
Public Domain Infrastructure				
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.			On Track
Update the Liveable Green Network Implementation Plan to reflect changes and completed 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.			On Track
Public space planning				
Develop initiatives arising from the City's Open Space and Recreation Needs Study.	The program for rollout of new and upgraded sports fields in the LGA was approved by Council in October 2019. Collaboration is taking place with the Office of Sport on district level approach to active recreation planning.			On Track
Open space				
Negotiate provision of additional public open space through proposals to change planning controls (e.g. Planning Proposals with Voluntary Planning Agreements).	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 Sydney plans for the long-term and the benefit of future generations.

Major Programs	Progress To Date	Status
Stormwater infrastructure Program		On Track
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	Alexandria Canal & Blackwattle Bay Floodplain Risk management Study reviews are underway. All Flood Study modelling is being done in keeping with the latest version of Australian Rainfall and Runoff	

Program delivery

Develop and implement Public Domain and Place-making Strategies for urban renewal areas.	In September 2019 the City commenced the preparation of a public domain concept plan for the Danks Street South Precinct in Waterloo. This plan will guide redevelopment of the precinct. Some of the placemaking events held are part of the City-wide range of programs such as the Green Square Christmas Fair in December 2019, and some are in collaboration with local partners such as the "Cartographica" exhibition held at the Joynton Avenue Creative Centre during October/November 2019, Examples of other events held by the City include the community "Info" sessions in October 2019 and the community Consultation Liaison Group sessions on Town Centre projects held in July, October and December 2019.	On Track
--	---	-----------------

Strategic planning

Prepare a Local Strategic Planning Statement and review the planning framework in response to the NSW Government's Region and District Plans.	The City has prepared and put on exhibition a draft Local Strategic Planning Statement and Housing Strategy as required by the NSW Government. The Statement, and associated Housing Strategy, proposes 20 year housing and jobs targets in response to the Region and District Plans and sets planning priorities and actions to guide land use planning in the City. The City is engaging with the Greater Sydney Commission to seek their assurance prior to adoption by Council in March 2020.	On Track
---	--	-----------------

9.5 The urban environment promotes health and wellbeing.

Major Programs	Progress To Date	Status
Planning policy		On Track
Collect, analyse and report data within the Community Indicators framework to inform priority programs and services for the community.	Community Wellbeing Indicators 2019 report has been published through the Council's website. The most recent outcomes and trends will be used in the development of the next Community Strategic Plan update.	

9.S.1 Performance Measures

Development Assessments

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	49	45	50	45	49	52	-	-	52	Although below the previous year, the number of applications being submitted has been increasing since the beginning of Q1. As a result the number of outstanding applications has increased which impacts on determination times.	Attention Required
Average time to determine 90% of DA applications	Days	57.2	55	62	55	63.25	65.13	-	-	65.13	Although below the previous year, the number of applications being submitted has been increasing since the beginning of Q1. As a result the number of outstanding applications has increased which impacts on determination times.	Attention Required
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	39.9	40	41.6	40	42.85	40.45	-	-	40.45		Watch
Average time to determine 90% of footway applications	Days	29.1	35	28.8	35	30.43	27.49	-	-	27.49		On Track
Percentage of outstanding applications over 100 days (DA & S4.55 previously S96)	%	18	20	22.8	20	24.1	25.2	-	-	25.2	Although below the previous year, the number of applications being submitted has been increasing since the beginning of Q1. As a result the number of outstanding applications has increased which impacts on determination times.	Attention Required
Average processing time for construction certificates	Days	6.28	10	6.68	10	7.3	6	-	-	6.65	A mean average of 6 days was achieved for the period which was less than the established target of 10 days	On Track

Voluntary Planning Agreements

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	Target	Result	Target	Q1	Q2	Q3	Q4	YTD		
The number of Voluntary Planning Agreements offers for the period	No.	25	-	27	-	9	2	-	-	11	Two new offers for Planning Agreements were received during the quarter.	Indicator Only
The number of Voluntary Planning Agreements executed for the period	No.	22	-	18	-	4	3	-	-	7	Three new Planning Agreements were executed by the City in Q2.	Indicator Only

10.1 Implementation through effective governance and partnerships

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

10.1 The City of Sydney is well governed.		Progress To Date	Status
Major Programs			
Compliance			
Deliver programs to embed risk management principles into organisational decision making.	Underway.		On Track
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan.	During Q2 'Stop the Stigma' (mental health) training commenced with City Greening and Leisure, and will continue during Q3 with City Infrastructure and Traffic Operation, and Cleansing and Waste staff.		On Track
Ensure that Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern and serve the community.	Councillors receive regular information updates and comprehensive briefings on all current issues. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs.		On Track
Monitor compliance with privacy legislation to ensure that personal information held by the City is managed appropriately.	A new group called the Information Protection Coordination Group has been set up to help ensure that personal information held by the City is managed appropriately. The terms of reference for the group have been finalised and it has started meeting.		On Track
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	The City complied with the GIPA Act's annual report and has continued to make available information on request from the public with 2,311 informal requests completed and 35 section 41 access application (formal) completed in the period July to December. All formal applications were actioned within the legislated timeframes. The most frequently requested information continues to be development application related, which the City releases. From late October more than 400,000 DA documents have been made available on the City's "Find a DA" site. A further 100,000 DA related files have been migrated to the City's new archives management system that will be available to the public from February 2020. Together these two initiatives will greatly increase the amount of information the public will be able to directly access online.		On Track
Continue to implement a risk based and comprehensive annual Internal Audit plan for the City in accordance with the Internal Audit Charter.	Three-year internal audit program 2019-2022 was approved Council's Audit Risk & Compliance Committee (ARCC) in June 2019. Assignments have commenced, and progress reported to ARCC. The annual refresh of the 3-Year audit plan will commence in March 2020.		On Track
Ensure all electoral processes are well managed and meet legislative requirements.	Implementation of the detailed work plan continues on track. Annual confirmation of entitled non-residents completed. Data re-mediation continues to identify additional entitled non-residents. Agreement for NSW Electoral Commission to administer 2020 election in place.		On Track
Develop and implement a program of managing Crown Lands, to ensure compliance with the new Crown Lands Management Act.	A Crown Lands Manager and a Native Title Manager have been appointed, as required by the Act. Data collection and site details completed for majority of Crown Land parcels. Confirmation of data held by Crown Lands approx 50% complete.		On Track
Governance			
Continually review and adapt the elements of governance to maintain community confidence in the City.	Managers are training their staff on the key changes to the Code of Conduct, which include the new supporting gifts & benefits policy and work related events & functions guideline. The delegations register from CEO to staff is updated periodically to incorporate endorsed changes to the register. Additionally, we are working with Data Services to systemise this register.		On Track

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

Major Programs

Progress To Date

Status

Organisational Capability

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.

Implementation of the Resilient Sydney Strategy continues with all metropolitan Sydney councils, other levels of government, business and other organisations involved in delivery of actions. This includes, but is not limited to: Get Prepared community preparation app developed by Red Cross and IAG promoted by councils across metropolitan Sydney as part of Emergency Preparedness week
CEOs and GMS working together with the NSW Office of Emergency Management to explore best practice for emergency management
Active Transport Network - council transport planners
Resilient Sydney Platform, councils are all using the platform and many are using the information for decision making and action. Resilient Sydney partnered with the NSW government to deliver training and capacity building

On Track

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

The 2018/19 Annual Report was completed including the Inclusion (Disability) Action Plan Annual Report. The Sustainable Sydney 2030 review is ongoing with extensive community engagement, key research studies and review of key documents completed.

On Track

Implement and monitor priority actions within the People Strategy.

The People Strategy 2019-21 is being progressively implemented. Key achievements included:
- mapped capabilities to job profiles to enhance performance, development and recruitment processes
- commenced annual workforce planning process
- completed the annual gender pay equity review

On Track

Deliver programs to build a diverse and inclusive organisation.

Key initiatives included the staff awareness event for International Day of People with Disability; and undertaking the annual gender pay equity review including extending parental leave to partners.

On Track

Implement and monitor priority actions of the Information and Technology Strategic Plan.

The City implemented telemetry devices and systems to the City's fleet of vehicles. This will provide information for increasing the efficiency of the fleet in terms of utilisation rate, fuel economy and maintenance management. Technology for the Darling Exchange Library was delivered including access to 3D printing facilities and community technology skills programs.

On Track

Enhance our digital capability implementing key actions from the Digital strategy.

Several significant digital projects are under way including the redevelopment of Citynet, the corporate website, and online business services. IT infrastructure improvements included data centre consolidation, significant network upgrade, meeting room technology and AV upgrades, and enablement of wifi across all staffed sites such as childcare centres, depots, community centres and libraries.

On Track

Implement actions and deliver programs to improve customer experience.

Work has commenced on improving the City's digital service channel through the implementation of the Digital Smart Forms, the Virtual Customer Assistant and Unified Customer View projects. These digital projects will improve customers' on-line experience, enabling more transactions and applications to be completed on-line.

On Track

Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including climate change impacts and maturity assessment recommendations.

Asset Management Governance:
• New Asset Management PCG and Asset Advisory Group convened to further improve asset management across the organisation.
• Asset Management Policy and Strategy review has commenced for 2020 Resourcing Plan.

On Track

Continuous Improvement

Implement a business improvement program to improve efficiency and effectiveness of key services.

A City of Sydney Improvement Model has been developed. This will enable staff across the City to adopt a structured approach to improvement projects.

On Track

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

Major Programs	Progress To Date	Status
Financial Planning	<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>	On Track
Rates	<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>	On Track
Strategic Property Management	<p>Continue to work with new Property Management Service provider to optimise revenue opportunities.</p>	On Track
Fees and Charges	<p>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.</p>	On Track
Procurement	<p>Ensure best practice procurement and contract management focused on value for money, optimised minimised risk and improved sustainability.</p>	On Track

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

Major Programs

Progress To Date

Status

Governance Reform

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

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

On Track

Policy Reform

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

The City 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 on the New Sydney Fish Markets – State Significant Development, the NSW Environmental Protection Authority's proposed Phase 2 AWT Transition Package, the NSW Government's draft vision and rezoning proposal for the Central State Significant Precinct, proposed heritage listing of Rushcutters Bay and Yarranabee Parks, revised Contaminated Land Guidelines and Boarding Houses Act, the Greater Sydney Commission's Place-based Infrastructure Compact Pilot, and the Federal Government's Parliamentary Inquiry into 5G.

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.

28 projects (not including DAs and planning applications) were open for public comment over the past 6 months. 1,567 submissions/feedback forms were received. There were 2,023 attendees at 32 consultation events.

On Track

The focus during this period was engaging the community on the long term community strategic plan to 2050. A Citizens' Jury of 43 randomly selected demographically representative citizens met over 6 full days during this period. The Jury recommended 8 concepts for the city to implement by 2050.

Over 1,100 ideas were submitted after a public call-out for transformative ideas for the future. The ideas were displayed on a public online dashboard where citizens could use emojis to react to the ideas.

Consultation was also undertaken on proposals to build new cycling links, early engagement with targeted stakeholders on a further 6 park upgrades also took place. Consultation was undertaken on the City's Local Strategic Planning Statement (City Plan 2036) and Housing Strategy (Housing for All), including a series of briefings and workshops with community and industry stakeholders.

Deliver an engagement program to inform and collaborate with stakeholders to help progress the review of Sustainable Sydney 2030.

In the first 6 months of FY19/20, we delivered an engagement program of 3 events to directly support the review of Sustainable Sydney 2050. These events were attended by 1,255 people (209 key stakeholders and 1,046 members of the general public). Events include:

'Shaping Sydney to 2050 stakeholder event', attended by 93 people. The briefing informed key stakeholders of the next phase of the Sustainable Sydney 2050 engagement process and invited them to submit their ideas to the Citizen's Jury.

'CityTalks: We all have a role in supporting mental health and wellbeing', attended by a total of 785 people (including 116 key stakeholders and 669 members of the public).

'Alternative Housing Ideas Challenge: Reimagining how we live', which was attended by 377 people and required the public to submit innovative models that would increase alternative and affordable housing supply across the city in the future.

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

The development of the draft Sustainable Sydney 2050 strategy is continuing as planned. An update was provided to Council in December 2019 which set out the proposed framework which includes the vision, 10 strategic directions, principles and targets to measure progress. The results of the community engagement undertaken to date were also included in the December report to Council.

Public access to information

Provide community information of new developments and/or changes in projects, programs and policies.

We provide regular updates to the community on a wide variety of City projects, programs and services through media releases, web and digital content, notification letters, the bi-monthly Sydney City News, and our social media channels.

Key projects included the Sydney 2050 consultation, Local Strategic Planning Statement exhibition, new library at Darling Square, new facilities in Green Square, upgraded parks and community facilities, new waste and climate initiatives, and support for the night-time economy.

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

The open data portal now contains 67 open data sets, with an additional four open data sets published this quarter. The Open Data Portal is now part of the City's Data Hub which provides the community access to data through a greater variety of access points to relevant information with the addition of apps and interactive maps using open data.

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.

The City continues to develop and strengthen local and regional partnerships through the delivery of a range of events:

The CityTalk: we all have a role to play in supporting mental health and wellbeing, was produced in partnership with the University of Technology Sydney Centre for Social Justice and Inclusion and in collaboration with Beyond Blue.

The Sustainable Sydney 2050 Citizen's Jury Report Back' was produced working closely with newDemocracy. The citizen jurors provided insight on their vision of a community-led future for Sydney.

The City collaborated with five partner organisations to deliver the Sustainable Destination Partnership first year celebration. Representatives from The Star, Fox Studios, Sydney Opera House, Hilton and the International Convention Centre collaborated with the City of Sydney to participate in a facilitated panel discussion.

On Track

On Track

On Track

On Track

On Track

The Better Buildings Partnership Executive Luncheon was produced by the City through collaboration with member organisations, comprised of 14 partners, three associates and five supporters.

The City worked with partner organisations to produce the CitySwitch National Awards, including collaboration with North Sydney Council.

The City continues to foster partnerships through Social Housing Meetings in Ultimo and Pyrmont, Camperdown, Glebe and Miller's Point and Redfern, Ultimo and Pyrmont, Surry Hills, Woolloomooloo and Waterloo, collaborating with Housing NSW, NSW Police and Family and Community Services.

The CityTalk: Making Art Public: 50 Years of Kaldor Public Art Projects which was produced in collaboration with Kaldor Public Art.

The International Education Providers Forum was produced in partnership with Study NSW. The City collaborated with 13 organisations including the International Student Legal Service NSW, ARUP, NSW Treasury, the NSW Chief Scientist and Engineer, Faculty of Law, UNSW, International Education Initiatives, NSW Health Sexual and Reproductive Health Working Group, International Student Education Agents' Association (ISEAA), Fair Work Ombudsman and the Student Accommodation Association (SAA).

CitySwitch Café Series: Beyond the Bin, solutions for better resource recovery, was a collaboration between the Sustainable Destination Partnership, CitySwitch and the Better Buildings Partnership.

The City also continues to foster partnerships through the delivery of the Small Business Digital Seminar Series in collaboration with Shopify, LinkedIn 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.

On Track

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 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.

International partnerships

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

On Track

All councils across metropolitan Sydney are involved in delivering and actions in the Resilient Sydney Strategy and are using information and resources for decision making and action within their council areas. Businesses, other levels of government, civil society and residents of Sydney are also participating in actions.

Councils are also using 100RC tools and processes, with the City pioneering use of the 100RC risk assessment process for our LGA.

We are continuing to explore common issues such as extreme heat, and developing methodologies to measure and track social cohesion with other cities in the global network.

10.S.1 Performance Measures

Accountability and transparency

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	2017/18	Result	2018/19	Target	2019/20	Q1	Q2	Q3		
GIPAA Formal Access Applications Received	No.	93	61	-	-	20	16	-	-	-	36	Indicator Only
GIPAA Informal Access Applications received	No.	4,836	4,400	-	-	1,259	984	-	-	-	2,243	Indicator Only
Public Interest disclosures received	No	1	2	-	-	0	1	-	-	-	1	Indicator Only

The level of s.41 access applications (formal) received for the quarter was slightly higher than the same period for the past two years.

This quarter has seen a decrease in the number of informal requests for information received. This may be due to the increase in documents available to the public through the "Find a DA" application on the City's website. From late October more than 400,000 additional documents were released via the website.

Complaints processes

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	2017/18	Result	2018/19	Target	2019/20	Q1	Q2	Q3		
Complaints upheld regarding breaches of the code of conduct by City Councillors (measured annually)	No.	-	-	-	-	-	-	-	-	-	-	Indicator Only
Complaints regarding fraud or corruption by City staff upheld (measured annually)	No.	5	-	-	-	0	0	-	-	-	-	Indicator Only

Workforce

Key Performance Indicator	Unit	2017/18		2018/19		2019/20		2019/20 Result			Comment	Status
		Result	2017/18	Result	2018/19	Target	2019/20	Q1	Q2	Q3		
Approved full time equivalent (FTE) establishment positions	No	1,940.07	1,963.43	-	-	2,001.35	2,006.35	-	-	-	2,006.35	Indicator Only
Vacancy rate	%	9.22	7.28	-	-	8.98	9.47	-	-	-	9.23	Indicator Only
Lost time injuries	No	30	47	-	-	17	15	-	-	-	32	Indicator Only
												Indicator Only

Many of the Lost Time Injuries in Q2 resulted from one incident in November 2019.

Customer service

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result			Comment	Status	
		Result	Result	Target	Q1	Q2	Q3			Q4
Calls answered within 30 seconds	%	68.43	69.66	70	61	73	-	-	67	Watch
Calls completed at first contact	%	81.25	83.46	80	85	84	-	-	84.5	On Track
Customer requests received	No.	166,443	182,069	-	53,947	49,415	-	-	103,362	Indicator Only
Customer requests actioned within agreed service standards	%	93.75	88.75	95	87	90.28	-	-	88.64	Performance to target was impacted by complexity of some requests, the waste contractor transition and holiday periods.
Customer contacts via Online Business Services (OBS)	No.	94,684	183,514	-	57,534	48,440	-	-	105,974	Indicator Only
Customer contacts via Online Business Services (OBS)	%	25.25	41.6	-	44	40	-	-	42	Indicator Only
Customer contacts by other channels (calls, counter)	No.	277,060	252,950	-	71,874	71,423	-	-	143,297	Indicator Only
Customer contacts by other channels (calls, counter)	%	74.5	58.4	-	56	60	-	-	58	Indicator Only