

Attachment C

**Fourth Quarter
Operational Plan 2019/20 Report**

City of Sydney - Operational Plan Report - Quarter 4 2019/20

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1 A globally competitive and innovative city

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

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

Major Programs	Progress To Date	Status
City Planning		
Conduct strategic studies and reviews to inform planning control amendments that protect and grow jobs.	The Central Sydney Planning Strategy and revised planning proposal was approved for exhibition by Council and the Central Sydney Planning Committee in February 2020. The Planning Proposal and Strategy was placed on public exhibition for 10 weeks until 10 July and included consultation events with community, stakeholders and industry. Planning and Urban Design Studies to protect and grow jobs are being carried out for Botany Road Corridor, Oxford Street and Enterprise Lands.	On Track
City Development		
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 (the Hungry Mile) at Barangaroo and Metro public domain interface outcomes at Martin Place and Town Hall and Central Station precinct planning.	On Track
Service Delivery		
Deliver City Services to meet the needs of a Global City.	A first draft of the report was presented to the working group, however the implementation of this report has been delayed due to the Covid-19 pandemic.	On Track

1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
Economy		
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.	<p>Regulatory reform In June 2020 Council unanimously approved the Open and Creative planning reforms as part of the ongoing work to diversify the City's night-time economy. The reforms will enable later trading shops and businesses, more small-scale cultural activities and better sound management for nightlife and live music venues, which will also be important to the post-pandemic recovery.</p> <p>Business Support Grants program The City has approved 19 Night Time Diversification grants to date this financial year, totalling \$377,200. Since 2017 the City has approved more than \$1.6 million in funding for over 90 businesses through the night-time diversification and live music and performance grants program.</p> <p>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</p>	On Track

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.

NSW Government review of night-time economy governance

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 2019 inquiry into Sydney's Night-Time Economy 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 lockout law and drink restrictions in the Sydney CBD Entertainment Precinct (encompassing Oxford Street) on 14 January 2020. The City has since made a submission to the Liquor Amendment (24-hour Economy) Bill and is working with NSW Government on a 24-Hour Economy Strategy for the Greater Sydney Area. The City continues to work with key 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.

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.

On Track

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.

The Lord Mayors Welcome was not delivered in 2020 due to physical distancing required by Public Health Orders. The pandemic also required the suspension of some services from early March including the Haymarket HQ 2020 Landing Pad program and the Asia Link insights workshops.

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

The 2019/20 financial year presented many challenges to the City of Sydney retail sector. The first half of the year saw the City engage with retailers in the lead up to the Christmas season. Retail briefings were held with the sector to inform them of major events and activation opportunities to support 'Christmas in the City' 2019 program and Lunar New Year celebrations.

Watch

Discussions continued with the retail sector and shopping centres to promote the Night Time DCP changes and opportunities that this presents for businesses to expand their trading hours. We held retailer networking events and workshops, and continue to work with the sector to encourage expanded hours of trading in the retail sector. Retailers

were encourage to apply for Night Time Diversification Grants during the 2 rounds in this financial year and the Digital 101 program was delivered during October 2020.

Briefings have continued with the retail sector to inform them of opportunities to support Delicious Month Out (March 2020), Vivid 2020 (cancelled due to Covid-19) and Nocturnal 2020 (delayed due to Covid-19).

The retail sector across our local government area (LGA) came through Christmas trading well buoyed by very strong online global sales event - Black Friday, held in late November which kicked off the Christmas trade. But unfortunately bushfires and smoke in Sydney during Dec/Jan definitely impacted every aspect of life for all residents, visitors and workers during Jan/Feb and retailing suffered.

Unfortunately in Quarter 4, retail in the LGA has been dramatically impacted due to forced closures of many retail businesses through necessary temporary legislative changes or simply due to lack of patronage because of the pandemic. Groceries and liquor sales have been the least impacted during the pandemic. Although consumers/residents have demonstrated a desire to shop local, many retail businesses have been severely impacted by reduced footfall, reduced turnover, supply difficulties and in many cases retail businesses needed to pivot their business to online/ecommerce models. Some retailers needed to urgently build capacity to deliver this service and spend money to build ecommerce platform.

The City supported the small business sector including retail through a range of Covid-19 grants which provided grants (funds) to cover costs for changing business model, such as buying new packaging or leasing new equipment; developing online and e-commerce capabilities; training and professional development and investing in capital works. We received over 2,403 applications and awarded a total value of \$2m to small businesses across the LGA. Approximately 50% of those applicants were from the retail sector.

Australian Bureau of Statistics data show that overall Australian retail turnover rose 16.3% in May, making it the largest seasonally adjusted rise ever published in the 38 years of the Retail Trade survey. However, this historic rise also follows a record-breaking low in April, which recorded the largest ever seasonally adjusted fall of 17.7% and an 8.5% rise in March. In comparison to May 2019, Australian retail turnover rose 5.3%.

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

The Business Innovation Space (BIS) project continued to progress. The Request for Proposal was sent to the four short listed operators from the EOI stage in June.

On Track

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.

More recently, Covid-19 has significantly impacted the tech startups ecosystem. Constant communication with the ecosystem is conducted; voices and feedback from key stakeholders are received and recorded. The City conducted a Small Business Survey regarding the economic impact of Covid-19 from 18 May to 2 June and received 1,440 responses. \$2m in Small Business Grants were made available to help small businesses and startups adapt to the new environment. \$10k is available for each eligible business to develop new products or services, pivot to online operation and e-commerce, train staff or invest in new equipment.

The City's Raising the Bar events are suspended due to Covid-19, while many events planned in the Ideas Lab were shifted online. The Visiting Entrepreneur Program (VEP) was successfully delivered from 10 to 24 June virtually with a theme of CleanTech. Three international experts, including Robin Denholm, Board Chair Tesla, led 8 events and attracted 1137 attendees.

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.

In the first half of the financial year discussions continued internally to progress the combined work across the Reconciliation Action Plan and Eora Journey Economic Development Plan, including progressing work on 119 Redfern Street. The City continued to support the plans via the grants program and the use of the City's social media marketing channels, such as 365 Days of Local Economies. During Covid-19 the City continued to meet with the Aboriginal and Torres Strait Islander Advisory Panel to gain advice on impacts on the local community.

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.

No data available to be collected in the past six months (with exception of updated Estimated Resident Population for June 2019). LEARN and BUSINESS website pages updated with latest data for external users. Analysis, data and insights provided to Greater Sydney Commission, NSW Treasury and other organisations in past six months. Data made available on City's Data Hub for external organisations. Covid-19 data and analysis support provided to multiple organisations.

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'.

In the first half of the financial year the City hosted the International Education Forum in Lower Town Hall with experts from across the international education sector discussing Sydney's place in education in 2050. It included a keynote address by Dr Tim Williams, Arup Cities Leader for Australasia, and panel discussions including with the NSW Chief Scientist and Engineer Prof. Hugh Durrant-Whyte and local ed-tech scale up founder Beau Leese of Practera discussing Sydney's emerging role in educating globally.

On Track

During Covid-19 the sector has been supported through provision of food relief, currently 1000 food hampers per week to international students, and through collaborations with the sector partners including for advocacy for emerging concerns such as homelessness and crisis accommodation, as well as through Covid-19 relief grants. The City continues to deliver its international student leadership program (ISLA) by changing from face-to-face to online wellbeing and resilience programming.

Affordable spaces - economic

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

The Business Innovation Space project continued to progress. This project will deliver over 3,800 sqm affordable space at Circular Quay to support the tech startup sector.

On Track

1.4 The city economy is resilient.

Major Programs

Progress To Date

Status

Economic Resilience

Contribute to metropolitan and state-wide strategic economic planning.

Feedback to the Waterloo South redevelopment plan proposal by Land and Housing Corporation (LaHC) was provided and discussed. The City advocates for more local retail floorspace and a more clustered location in the plan. City staff participated in the economic strategy working group for the Economic Development Strategy (EDS) for the Pyrmont Peninsula lead by the State Government. The City has been involved in developing and reshaping this EDS.

On Track

The City actively participates in the Economic Development Network (EDN) NSW representing several local government agencies to share information and collaborate on the economic recovery from Covid-19.

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		
<p>Deliver Sydney New Year's Eve that promotes Sydney as a tourist destination as part of increasing awareness of Sydney as a global destination.</p>	<p>Sydney New Year's Eve 2019 saw close to one million people gathered around Sydney Harbour to celebrate the New Year and a total of more than 438 million people exposed to the event around the world. The ABC broadcast was watched by an audience of 3.6 million people. The City's Facebook posts reached 309,000 people, with posts using SydNYE on Twitter going to 12.6 million people. The 90 second midnight fireworks footage was in the social media feeds of 118,000 people, with the hero image reaching 71,000 people on Facebook. For the 2019 Sydney New Year's Eve and 2020 Sydney Lunar Festival events, further research was undertaken to understand the previous year's estimate of global reach for our major events. As a result, the estimated global media audience has been revised to incorporate the latest analysis. For the 2019/20 season, the total global audience of Sydney New Year's Eve and Sydney Lunar Festival is estimated at 625 million.</p> <p>Customer experience and crowd management continued to be a strong focus. The team worked throughout the night to ensure the streets were clean by early the next morning. Through the clean-up and messaging around recyclables, significantly less waste was collected than previous years, reducing the impact of the celebration on the environment. 2019 Sydney New Year's Eve showcased Sydney as a safe, inclusive, vibrant global city to those attending around the harbour as well as those watching on television and online globally.</p>	On Track
<p>Deliver the Christmas in the City program as a celebration of the Sydney Christmas program and promote retail destinations in the city.</p>	<p>Sydney Christmas in the City for 2019 was four weeks of events and included the addition of new trees and decorations. The season began with a new, expanded event on Saturday 23 November from Martin Place to Market Street and included Pitt Street.</p> <p>The event included roaming entertainment, pop-up stages and choirs, as well as an increased number of retail activations in Pitt Street Mall under the Canopy of Light as well as the lighting of the tree and fireworks. Retailers reported increased footfall on Saturday 23 November, and an increase in social media coverage throughout the season. The impact of the Christmas in the City event has increased retail interest in future activations. There were also five village concerts and the inaugural Green Square Christmas Fair.</p>	On Track
<p>Deliver Sydney Lunar Festival for local communities, businesses, and visitors.</p>	<p>The 2020 Sydney Lunar Festival took place from 25 January to 9 February. Attendance at the festival was in excess of 714,000 people, less than previous years. This is attributed to the onset of Covid-19 and extreme storm conditions that occurred during the 16 day festival.</p> <p>Celebrations kicked off on Lunar New Year's day with the inaugural Lunar Lanes event in Haymarket. Over the 5 hour event, 12,432 spectators attended Lunar Lanes and stayed for an average of 2 hours to enjoy performances, lion dancing, market stalls and family entertainment. A total of 50 community groups participated in 2020 representing Chinese, Korean, Vietnamese, Taiwanese, Thai, Japanese and Indonesian cultural groups. A total of 392 participants ranging in age from 6 to 89 years performed in 57 performance pieces. 32 per cent of groups were first-time participants in the festival.</p> <p>The Lunar Lanterns exhibition was held for 10 days in Circular Quay and saw four new lanterns introduced into the exhibition: the Rat by Claudia Chan Shaw, the Rabbit by Nancy Liang and Fiona Lu, the Rooster by Valerie Khoo and the Horse by Min Woo Bang, the exhibition's first Korean-Australian artist. The Lunar Lanterns exhibition attracted close to 420,000 visitors. A new suite of Lunar Gateways linked the festival hubs at Circular Quay and Haymarket with three gateways celebrating communities that observe Lunar New Year spaced along the Light Rail corridor. A Chinese Gateway was placed at Customs House Square, a Vietnamese Gateway in Martin Place and a Korean Gateway at Queen Victoria Building.</p>	On Track

A total of 100 associated events were produced by 65 event partners, an increase of 17% on 2019. A total of 44% were first time participants with more than 500,000 people attended associated events. Over 100 lion and dragon dance performances were produced as part of the festival. Performances were held at Chinatown, Circular Quay, Green Square and for the first time, on the steps of Sydney Town Hall. The popular program attracted 5,710 spectators. Research undertaken at the 2020 Festival revealed that more than half (64%) were first-time visitors, with 50% of attendees being aged 35 and under. A total of \$29 million was spent by visitors to the festival.

Promote Sydney as an international destination through major events.

Though to February 2020, the City continued 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. Sydney NYE was affected due to the NSW Bushfires, and Sydney Lunar Festival due to Covid-19. The Destination Ambassador Program become more robust through ongoing marketing, with over 200 participants; volunteers who promote Sydney to the growing tourist market, notably over the summer period, their duties being to meet and greet cruise passengers, and as roving ambassadors during key events in the city.

Watch

Visitor Experience

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

In Quarter 3 Sydney saw a contraction of the visitor economy due to the impact of the NSW bush fires and images of Sydney under a haze of smoke over multiple days/weeks followed by floods making any destination marketing very difficult. Major events including Sydney New Year's Eve, Sydney Lunar Festival and Sydney Festival were all impacted by the environmental conditions which made marketing of these events difficult.

Watch

In early January / February 2020 the Covid-19 pandemic initially impacted locations such as Haymarket and Chinatown with a dramatic and immediate drop in footfall, spend and engagement in these particular locations. Subsequent travel bans and lockdowns introduced in March 2020 impacted the economy as a whole and these impacts are still being felt broadly. With travel bans imposed we also had a dramatic drop in returning international students again, having a massive impact on the visitor economy.

In response to the Covid-19 pandemic legislative changes were introduced which saw all borders closed to international visitors including business travellers, international students and their families. The City was required to suspend all visitor services including closure of Customs House visitor centre and all roaming ambassador services ceased. Domestic travel was also severely curtailed as the population was in lock down. No business events took place and city hotels only provided quarantine services to returning Australian residents and citizens.

The impact on the visitor economy has been massive. On the back of the Bushfires, floods and Covid-19, the visitor economy in Sydney will continue to suffer through into 2021. Visitor Economy stakeholders including hotels, tourism operators and cultural institutions have participated in a Lord Mayor Round Table event in June to work with the City to develop the Community Recovery Plan. The actions developed in this plan will respond directly to the visitor economy over the next 12-18 months.

Business and Investment Attraction

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

The City has been working with Destination NSW to promote local economies via the #sydneylocal campaign. The City, Destination NSW and Properties NSW produced The Official Guide to Sydney & Map which profiles 240 businesses across the local government area. A total 2 million copies are available at the international airport, hotels and kiosks.

On Track

The City continues its sponsorship of Business Events Sydney to secure global conferences and incentive trips for the local government area. According to Business Events Sydney data, City funding for the financial year 2019/20 was used to successfully secure 19 global meetings and incentives for the city. These events are expected to deliver over 43,600 delegate days to the city between 2019 and 2023, generating an estimated direct expenditure of over \$41.4m for the economy.

The pandemic has significantly impacted the global meetings and incentives industry. Several meetings and incentives previously secured for 2020 utilising City funding have been postponed to a later date and some have been cancelled.

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 undertaking an assessment of resilience risks facing the City of Sydney local government area to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan. The City and LEMC continue to participate in the Resilience NSW Disaster Preparedness Program. The LEMC has been activated to support the local emergency response and recovery to Covid-19.

On Track

Cleansing and waste

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

In Q4 the City collected 16,969.5 tonnes of residential and cleansing waste 437.61 tonnes of mattresses, 522.04 tonnes of White goods/Metals and 8.92 tonnes of E waste

On Track

Overall for the FY19/20 64,336.84 tonnes of residential waste & recycling was collected, 1159.17 tonnes of mattresses, 1194.29 tonnes of White goods/Metals and 53.87 tonnes of e-waste. Additionally a further 46.78 tonnes of E waste was collected from e-waste and recycling events

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.

Health and Building maintained its inspection programs until all inspections were suspended in March 2020 due to Covid-19. For the 2019/20 financial year the following inspections were undertaken:

On Track

- 43 mandatory swimming pool barrier inspections of multi-residential premises with pools
- 87 water quality inspections of high risk commercial and public swimming pools
- 204 fire safety inspections of boarding houses and backpacker premises
- 411 critical and high-risk inspections of late trading and licensed premises with trial development consents
- 2,020 inspections of retail food businesses

Detailed inspections and investigations of buildings affected by the installation of composite external cladding material continue. The team have issued a number of fire safety notices and other enforcement documentation (cladding statements) to a number of premises that have been identified as having external combustible cladding to remedy fire safety concerns.

The City continues to maintain traditional rat bait stations with approximately 890 now in use across streets, lanes and parks. Lane way inspections for rats and waste are continuing with positive outcomes.

The City continues to build compliance and investigation capability across Health and Building's regulatory activities and works to identify unauthorised accommodation and ensure the safety of occupants. Complaints about unauthorised accommodation continue to be risk assessed on a case by case basis when they are received.

Unauthorised sex premises, such as those posing as massage parlours, present a risk to the health and safety of workers and customers as well as a potentially having a negative impact on the community and our safe city objectives. We have strengthened our enforcement approach to identify and deter illegal operators, whilst at the same time, implemented an education and prevention strategy to help deter illegal activity. The City has achieved a number of successful prosecutions against operators of unauthorised sex premises.

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 Quarter 4 the rangers spent over 12,512 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. For the 2019/20 financial year a total of 49,556 hours in patrols were undertaken.

On Track

1.S.1 Performance Measures

Sydney as a Brand

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
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	-	-	-	-	0.62	0.62	The estimated global media audience has been revised to incorporate the latest analysis. For 2019/20, the total global audience of Sydney New Year's Eve and Sydney Lunar Festival is estimated at 625 million.	Indicator Only
Doubling of Sydney's night time economy turnover (2012 baseline of \$15.6 billion; 2030 Target \$30 billion) (measured annually)	\$	-	21.57	-	-	-	-	21.9	21.9	Data reported one year in arrears. For financial year 2018/19, night time economy turnover was \$21.9 billion.	Indicator Only

City Development

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial Development Approved	m2	110,293.6 1	307,491	-	131,957	60,687	2,087	80,305	275,036	Includes a number of medium sized new developments, predominantly retail (e.g. Fish Market upgrade)	Indicator Only
Commercial Development Completed	m2	176,146.5 3	131,138.6 3	-	17,818	10,531	37,324	75,921	141,594	Two major completions; one at Australian Technology Park, the other the redevelopment of Ultimo Public School	Indicator Only

Business Events Sydney

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of bids for business events submitted	No.	26	24	-	-	17	-	8	25	25 bids were submitted between July 2019 and June 2020	Indicator Only
Number of events secured	No.	10	20	-	-	12	-	7	19	A total of 19 events were secured this financial year to take place between 2019-2023	Indicator Only
Delegate numbers of events secured	No.	13,922	16,340	-	-	6,776	-	4,350	11,126	19 events secured this financial year to take place between 2019-2023, with an estimated 11,126 delegates	Indicator Only
Economic impact of events secured	\$M	64	70	-	-	24.67	-	16.73	41.4	The 19 events secured in this financial year will generate an estimated direct expenditure of over \$41.4m for the economy	Indicator Only
Delegate days of events secured	No.	77,782	72,530	-	-	25,296	-	18,400	43,696	The 19 events secured during this financial year will deliver 43,696 delegate days	Indicator Only

Support for the Economy and Business

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	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	3,386.12	2,071.27	5,662.4	This year, the City has supported 12 events of major significance to the total value of \$5,662,395 in cash and value in kind.	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	18.16	43	739.76	This year 21 Major Economic Grants were approved for a total of \$739,758 cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange Sponsorship, Commercial Creative and Street Banner Sponsorship Programs. This includes support for the Local Innovators Event Series and a precinct vision for Kings Cross.	Indicator Only

Diverse and inclusive economy

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	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	178	178		Indicator Only

International Students

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of international students studying on campuses in the city	No.	35,000	175,000	-	-	-	-	140,000	140,000	According to Department of Education NSW in March 2020, approximately 20% international students were not able to return to Australia for the new semester/trimester due to Covid-19 travel restrictions. In addition to students studying at city universities, the data for 2018/19 onwards includes students studying at higher education institutions, vocational education providers and intensive English language colleges registered in the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS). There are more than 50 of CRICOS providers in the City LGA. The 2017/18 data only captured university enrolments.	Indicator Only
Economic impact of international students in NSW	\$Bln	-	-	-	-	13.9	-	-	13.9	The previous reported figure of \$5.87bn reflected the LGA only and has now been updated to reflect NSW	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 Ausgrid Power2U, renewable energy help centre and other programs. The Renewable Energy Concierge service contract was cancelled by Council at March Council meeting due to the uncertainty created by the coronavirus.	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 underway on an upgrade of Ausfleet to assist these processes, and to integrate data sources. In addition to the Eco Safe driving handbook, Fleet Services are developing an E-fleet strategy to outline the increased take up of more energy efficient vehicles.			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.	The program of replacing the Ausgrid owned conventional street lights in the City with energy efficient LED's was suspended pending a work health safety review, following the tragic fatality of an Ausgrid employee elsewhere in the Ausgrid network. A total of 1,910 of our 3,131 fittings on residential streets (P category lights) were upgraded to LED prior to the pause on live work. The safe work procedural review is complete and Ausgrid is planning on re-commencing work in the 2020/21 year.			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.	<p>Work to develop the performance standards pathway to high performing net zero energy buildings in Greater Sydney planning controls is progressing. Key project actions that have been completed in 2020 FY include:</p> <ul style="list-style-type: none"> - A draft cost benefit analysis has been completed for office, hotel, multi-unit residential, shopping centre and mixed use development typologies. - Three meetings of the external Planning Leadership Advisory Group took place in July 2019, November 2019 and February 2020. Feedback was sought on the approach to developing the pathways, draft results, structure of pathways and the methods to recognise offsite renewables in planning. - Three stakeholder engagement workshops took place in November 2019 and February 2020. The workshops sought feedback from industry, local and state government on the 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 concepts on how to recognise in planning offsite renewables. - Draft pathways including targets have been developed based on the cost benefit analysis and stakeholder feedback. - An approach to implementing the targets in the planning framework including the controls has been developed. - Methods to recognise offsite renewables in planning have been identified. 			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.

A cost benefit analysis has been 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 final project report was received in June 2020.

On Track

Advocacy

Advocate for higher BASIX targets for residential buildings.

Advocacy activity for higher BASIX targets is provided through the City's Net Zero Planning Pathway program. Industry consultation has been delayed due to Covid-19.

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	Reported under Strategic Direction 2, items 2.5.1 and 2.5.3.	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	<p>The residential food scraps collection and recycling trial has been running for eleven months, and the service is now available to more than 7,300 households across 88 apartment buildings and 320 houses. Staff are continuing to recruit additional apartment buildings into the trial up to the phase I target of a total of 100 buildings.</p> <p>So far through the trial, the City has diverted 200 tonnes of food scraps from landfill which has, in effect, saved 195 m3 of landfill space and avoided the equivalent of 339 tonnes of CO2 emissions. By processing the food scraps through the EarthPower anaerobic digestion facility in Western Sydney, we have also generated 49,313 kWh of energy and created 6,014 kg of fertiliser.</p> <p>Trial feedback from households and apartment building managers and champions has continued to be very positive. Results of a second survey of trial participants conducted in April indicated that:</p> <ul style="list-style-type: none"> • 93% of participants are extremely likely to continue using the service. • 97% of apartment building managers or champions are happy to very happy with the way the service is running in their building. • 61% of apartment building managers or champions think the trial has increased the sense of community in their apartment buildings. <p>The trial will now continue to Phase II. This will involve rolling the food scraps service out to an additional 700 houses and 150 apartment buildings for a further 12 months starting from September 2020. Despite some delays due to Covid-19, planning and implementation for Phase II is well underway. Procurement of equipment (bins, kitchen caddies, etc.) is complete, and implementation of the communications action plan and operational planning for the collection service is in progress.</p>	On Track

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.	Outreach staff from the Resource Recovery team delivered face to face info sessions at apartment blocks about the City's Food Scraps Recycling Trial, attended social housing events, 'Summer on the Green' in Waterloo on 6 March and the 'Social Housing Lord Mayor Forum' in Surry Hills on 27 February to educate residents on waste avoidance, recycling and how to use the City's book a pickup service. In total, Outreach staff were able to engage with over 290 residents across 14 apartment buildings including delivering virtual education sessions to residents during the Covid-19 lockdown.	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.	2,983 patrol hours were conducted during the year with 664 notices being issued. As a result of Covid-19 in Q4, 116.5 patrol hours were conducted with 6 notices being issued. Resources have been diverted and utilised over this period to monitor and provide an educational approach in parks on safe social distancing.	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 provided a comprehensive submission to the NSW Government on their 20 year Waste strategy and plastics strategies. The submission clearly articulated the City's position on waste data, waste treatment, expanded product stewardship, advanced waste treatment and the need for Sydney Metro waste strategy.	On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Recycled water				
Facilitate delivery of large-scale recycled water projects in new and established areas of the city.	2019	75	<p>The Green Square town centre water recycling scheme is in operation and 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. Further installation of the last piece of reticulation infrastructure is pending (known as Separable Portion 6 in the design and construct contract with Flow Systems). A practical means to connect Gunyama Park and Recreation Centre to the reticulation network has been identified and the work to make the connection will commence shortly.</p> <p>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. Sydney Park Water Reuse relocation and upgrade is progressing.</p>	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 model continues to be maintained and can now be used to estimate the reduction in stormwater pollution for all water sensitive urban design initiatives.	Complete
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Major Programs	Progress To Date	Status
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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 model allows development applications to be assessed for compliance with the City's stormwater quality targets.	On Track
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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 Environmental Plan (LEP) and Development Control Plan (DCP). These include: <ul style="list-style-type: none"> - developing planning controls to increase canopy cover on private land - defining biodiversity corridors and guidance 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
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Advocacy

Advocate for urban renewal areas to meet world's best practice environmental standards.	The City has advocated to the NSW Government for environmental outcomes aligned to City targets for the following projects: Circular Quay renewal, Blackwattle Bay, Waterloo Estate, Waterloo Metro Quarter, Central Precinct and Pymont.	On Track
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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
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Continue to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure in all new City projects.	A watching brief is being maintained on major developments in the local government area (LGA) with a view to identify and implement opportunities to include Water Sensitive Urban Design (WSUD) infrastructure.	On Track
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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 City's local government area to assist in achieving stormwater quality improvement target for receiving waterways. GPTs are typically owned by the City or Sydney Water.	On Track
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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	80	<p>The City has been advocating for an extension of the successful national Commercial Building Disclosure (CBD) program to include more buildings and tenancies within its scope. During the year the Federal government commissioned an independent review of the program which recommended extending the program to include office tenancies and hotels. The City made a formal submission to the Federal Government on this report and highlighted the City's support for 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 also 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.</p> <p>The City has partnered with City of Melbourne to conduct further analysis to examine the case for reducing commercial office building disclosure thresholds to below 1,000sqm as a mechanism for catalysing further action by smaller building owners. The City will use the results of this analysis in its ongoing advocacy for the extension of the CBD program.</p>	On Track

Residential Engagement

Advocate for the mandatory regular disclosure of residential apartment buildings ratings.	2020	50	<p>The City has integrated the NABERS Apartment Buildings ratings into the Smart Green Apartments program and offers grants for ratings to the wider residential sector to demonstrate benefits of voluntary uptake. A total of 83 apartment buildings and precincts within the City have had an accredited rating (150 ratings nationally). The City is working with the state and federal government on research to direct future policy and incentives to drive environmental improvement in the strata sector.</p>	On Track
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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.	<p>At the beginning of the year 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 nine different 'solution pitches' from service providers with a circular economy or waste stream diversification solution that they had implemented.</p> <p>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.</p> <p>Annual results for the program were published in January 2020, with Sydney signatories achieving a reduction of 37,715 tonnes of emissions from energy efficiency improvements alone over the year. This represents a total annual energy saving, through reduced energy costs, to members of over \$11 million.</p>	On Track

Coordinate the CitySwitch Green Office national program across Australia.

The CitySwitch national program now includes over 1,500 offices and 20% of the office floor space in Australia. A substantial increase was realised in the second quarter as Property NSW added 562 tenancies with a combined floor space of over 650,000 square metres to their existing program commitment. In 2019 annual reporting program signatories recorded carbon emissions savings of 942,930 tonnes through energy efficiency, carbon offsets and switching to renewables.

On Track

Online information resources have been 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.

Due to the pandemic the 2020 annual conference was held as an online event in May, with attendance from all partner councils and the National Steering Committee. The program interviewed 113 CitySwitch signatories to determine their priorities and needs at the start of the pandemic, and determined that sustainability remains a priority for many members, with certifications and reporting, strategy and efficiency as key projects.

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:

On Track

1. Raise the Floor: The City continues to advocate that office tenants should be required to periodically 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 CitySwitch National Program continues to foster leadership and drive continuous improvement in the office sector. The City continues to lead this program in partnership with other Councils nationally.

4. Activate Upgrades: stakeholders are being encouraged and supported to improve waste avoidance and resource recovery. This is being achieved by 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 City also encourages building owners and tenants to access offsite renewable options, including GreenPower.

5. Empower Communities: Through the year the City completed the delivery of an experimental community engagement program called the Better Buildings Cup. This program engaged 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.

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

In April 2020 the Partnership released its annual report for 2018/2019 and confirmed a 55% carbon emission reduction from its FY2006 baseline. Energy consumption has also reduced by 35% over the same period. Total water consumption had increased over the last two years, five per cent over the last 12 months, although water intensity (per square meter of office space) has not increased.

On Track

During the year the Partnership has focussed on defining practical solutions for industry adoption of a Circular Economy. This included an analysis of the barriers and opportunities in transitioning members' buildings and portfolios towards a circular economy where waste is considered a resource. In addition, the partnership updated its National Construction Code (NCC) Section J Compliance checklist, a tool designed to help building owners comply with the NCC energy efficiency requirements. The partnership also identified barriers to increase energy demand flexibility and developed an energy demand management protocol which supports building owners to curtail energy demand during peak times.

During the 2019/20 year a third waste organisation, Haulaway Services, was certified against the Good Environmental Choice Australia's waste services standard. Haulaway joins ORG and iTreat as certified waste organisations. 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 outcomes during the 2019/20 year:

1. Increase Demand: Local Government NSW passed a resolution to ask all NSW local councils to preference rated hotels for when their staff are travelling to metropolitan areas. The Council of Australian Governments also acknowledged the benefits of disclosing the performance of hotels by including the need for rated hotels in its trajectory for low energy buildings.

On Track

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.

3. Activate Upgrades: A pilot evaluation of the Building Tune Up program concluded the program was an effective way of reducing resource consumption, and also recommended ongoing delivery of implementation support, data analytics as well as building ratings.

4. Foster Leadership: The Sustainable Destination Partnership released its annual report which demonstrated how it had achieved a five percent saving in carbon emissions, zero increase in water use, and improvements in waste reporting and capacity for its first year.

5. Promote and Recognise: Sydney was ranked eighth, an increase in rank, in the 2019 Global Destination Sustainability Index and was also awarded the innovation award for the Sustainable Destination Partnership.

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

The Partnership welcomed five new members, to bring the total number of buildings in the program to 72, which encompasses 61% of all hotel rooms in the city.

On Track

During the 2019/20 year, 10 properties from the Partnership participated in a water assessment project where efficiencies have now been identified and being acted on by the members. Four properties participated in a pilot of the NABERS waste operational reporting tool and a final report with recommendations was delivered. A video information resource to increase knowledge has been produced that provides an overview of the various ways that large buildings such as those in this accommodation sector can invest in GreenPower, onsite solar or a renewable power purchase agreement.

Since March, in response to the pandemic Partnership engagement has been severely impacted. However recent engagement with the leaders of the Partnership has concluded that there is strong interest from participating businesses to leverage the partnership to support a sustainable tourism recovery.

Residential Engagement

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

The Residential Apartment Sustainability plan is delivering the following outcomes:

On Track

1. Activate Upgrades: The City's Smart Green Apartments program now supports 172 buildings that accommodate more than 27,000 residents to reduce emissions, water consumption, improve waste management and install solar where possible. Projects implemented since 2016 have saved 17,267 tonnes CO2e and \$2.48 million in operational costs.

2. Build Capacity: The City's Residential Building Manager Training program was delivered at capacity to an audience of 185 attendees that were presented in five, half-day sessions. 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. Two webinars have been delivered to date on the topics Short-term letting and Fire safety. In total, 396 participants have attended the webinars. The City was also a guest on Your Strata Property webinar streamed live on facebook promoting cost-savings and efficiency for strata buildings in June.

3. Empower Community: Representatives from the Smart Green Apartments alumni and recipients of environmental grants continued to meet quarterly at the Leadership Network meetings with an increase in subscribers to the Sustainable Apartments eNews by 16 per cent, to 996 by the end of the year. Seven Green Villages talks, attended by 221 participants, were delivered at Sydney Park on the topics; Worm farming and composting basics, and Small space gardening. In the year, 83 apartment buildings in Sydney received an accredited NABERS rating with the average energy rating 2.7 stars and water 2.7 stars. Two apartment buildings in Sydney have been awarded with the highest 6 star NABERS energy rating; one with and one without GreenPower. The City hosted a webinar on the topic 'Safe and harmonious apartment living during Covid-19' in April. A total of 639 people registered and 483 attended the webinar.

4. Raise the Bar: 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.

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 172 buildings, 141 strata plans, and 27,182 residents in 13,876 apartments. There are 39 buildings across nine precincts in the 2019 program intake. The 2019 cohort have all received energy action plans which inform Owners Corporations of opportunities for energy efficiency upgrades and form the basis for investment. Owners Corporations from the 2016, 2017 and 2018 intakes to the program have implemented energy efficiency projects that have avoided 17,267 tonnes CO₂e and saved Owners Corporations a total of \$2.48 million.

On Track

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 have achieved water savings of more than 555ML and have saved owners corporations approximately \$1.02 million 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.

Since March, in response to the pandemic, engagement elements of the program have been delivered online, including presentations at strata committees and the delivery of water monitoring training. Sustainability remains a high priority of Owners Corporations and committees continue to actively pursue upgrades.

Provision of grants and other cross sector support.

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

The tune-up program seeks to support building owners improve their energy efficiency and reduce utility costs through low cost upgrades and tuning of their energy systems. During the 2019/20 year the City evaluated the effectiveness of the program. The evaluation found that 16 buildings were provided with tune-up services (efficiency implementation support or data analytics) which resulted in identified total carbon savings of 21,231 tonnes CO₂-e, at a cost of abatement of \$13.53/t.

On Track

The program also created a panel of accredited building environmental performance assessors who can deliver energy and water ratings to commercial buildings in the local government area, and three building owners are currently having their buildings rated. On-site assessments have been on hold due to the Covid-19, but online delivery with assessors and building owners has been implemented, and interest in the program is strong.

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

During the year a Renewable Energy Help Centre was established as an online knowledge base designed to help people in their transition to procuring renewable electricity. The Knowledge Base is currently in a pilot phase. Articles and videos have been produced that explain common questions, concerns and actions that residents and businesses can take in order to procure renewable electricity either on or off site. Of particular note are two animated video

On Track

explainers outlining how GreenPower works and the benefits of switching; and written articles providing guidance on Power Purchase Agreements (PPAs) for a beginner and intermediate business audience.

Digital content explaining the Climate Emergency for a general public audience was distributed following Council's adoption of the Climate Emergency Response Plan; the objective was to encourage climate action within individuals and businesses. Two videos have also been produced exploring the City's own 100 percent renewable electricity deal. These include a call to action to adopt GreenPower, and include messaging on the benefits of a green recovery in line with advocacy actions in the City's community recovery plan from the pandemic. Two further articles and videos were produced and partnered with venue signage, internal communications, and affiliate marketing to raise awareness of the City's renewable electricity deal.

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	<p>Four new solar PV systems with a total capacity of 426 kWp were commissioned in FY20</p> <ul style="list-style-type: none"> - Creative City Depot (Events Depot), Alexandria - 249 kWp - Green Infrastructure Centre, Zetland - 42 kWp - Wilcox Mofflin Building, Ultimo - 106 kWp - Redfern Occasional Child Care Centre, Redfern – 29 kWp <p>These new installations are estimated to reduce GHG emissions to the City's portfolio by 500 tCO2e/year. To date the solar PV installation program has installed 1.75 MW of Solar PV systems across the City's portfolio. The City is will soon commission a 115 kWp Solar PV system on SES building Erskineville</p>	On Track
Major Programs	Progress To Date			Status
Environmental Management Systems				
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>The Environmental Sustainability Platform has been implemented and records local government area sustainability metrics for energy, water and waste data.</p> <p>A waste data assessment project was undertaken in Q4 which included analysis of opportunities to improve waste reporting. A project has commenced with the construction services team to improve the collection and reporting of construction waste from the City construction services contracts.</p> <p>System improvements continue with the incorporation of Climate Active (previously National Carbon Offset Standard scheme) datasets being implemented through the Sustainability Management and Reporting Tool (SMART) which monitors City operations energy, water usage and property waste data.</p>			On Track
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	The Sustainability Management System (SMART) and Working Group is 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, whilst continuously improving the associated system, people and processes.			On Track

Capital Projects

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

The City's Technical Specifications incorporate sustainable infrastructure outcomes and consider climate change impacts. The City continues to explore new opportunities and to participate in initiatives that improve outcomes and resilience with regards to climate change.

On Track

Asset Management

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

Under the MPEP Program Implementation, the LED lighting upgrades under Stage 1 works are close to completion (at 7 sites). Wilcox Mofflin chiller replacement specifications have been developed and will be tendered in the coming months. Other completed works include Cooling Tower and Rainwater Systems audits, installation of operational efficiency upgrades, 343 George St Air conditioning audits and various other facility management actions. Overall emissions reduction is approximately 85% of the target reduction.

On Track

Review and update recycling streams and collection receptacles in City properties, and implement an education and behaviour change program to increase recycling and reduce contamination.

A Property Waste Improvement Action Plan continues to deliver actions and initiatives to support achieving our 70% diversion of waste from landfill target for City Properties. The expansion of the food scrap collection service now includes Town Hall House, Sydney Town Hall, Pittsway Arcade (food court), Customs House, Alexandra Canal Depot and all the City's owned and operated child care centres. A new Resource Recovery Contract was awarded recently and will roll out further food scrap collection services and internal collection receptacles to other buildings next quarter, along with complementary signage and data reporting to maintain focus on waste resource management and recovery processes.

On Track

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

To assist with both fuel consumption reduction and emission reduction, the City has begun the implementation phase of vehicle telematics, and completed installations on a large majority of the fleet. This technology will provide better data to improve overall driving habits, safety, and optimise routes and overall fleet utilisation.

On Track

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. Further Electric alternatives to plant and equipment are being progressed, including specifications for an Electric Forklift, Sweeper and Garbage compactor.

Procurement, grant assessment & contract management

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

The City has developed the suite of documentation that will embed social & sustainable procurement practices as the norm. These practices as well as local buy initiatives will have an impact in the next financial year. A Procedures Manual was developed to guide internal requirements. Procurement Returnable schedules have been developed for prospective suppliers to assess and provide assurance and/or commitment to the City's legal and strategic objectives in relation to Climate Change, Local Buy Corporate Social Responsibilities, Chain of Responsibility, Modern Slavery Act, Environmental impacts, Recycling content and other elements to develop towards a Circular Economy. Other documents completed include a Code of Conduct for Suppliers and Supplier inclusion and diversity.

On Track

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	Drought and water restrictions impacted upon City Farm operations in 2019/20. Additionally, face-to-face farm volunteer and education programs were placed on hold in March due to Covid-19 public health restrictions. Program re-commencement is anticipated in late July 2020, following appropriate coronavirus management measures. Farm staff are continuing to maintain the farm site, and pilot online education classes are being developed for delivery in late July. Permanent fencing was installed at the farm cropping area and an environmental management plan was developed. New community inquiries about volunteering are ongoing and an informal Sydney City Farm Community Facebook group has been established to maintain contact and foster engagement with existing volunteers.	On Track
Greening Sydney Plan				
Review the Greening Sydney Plan to align with the Urban Forest Strategy and the Community Strategic Plan.	2020	50	The review of the Greening Sydney Strategy is progressing. A draft Strategy is being prepared, and has progressed to the internal consultation phase.	On Track
Major Programs		Progress To Date		Status
Community Greening				
Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.	The City supports 20 community gardens, two footpath gardens, five Bushcare / Landcare groups and one community composting group by providing ongoing assistance, donation of materials and encouragement to become a self-managed group to a high standard. A new garden group at Elger Street, Glebe is currently being formed. This year, community gardens at Frances Newton and Kings Cross commenced operating and the stage 2 extension to Bourke Street Community Garden was completed.			On Track
Urban Forest				
Continue to deliver tree planting programs to maximise urban canopy and reduce the impacts of the urban heat island effect.	Projects to increase canopy cover have continued. A total of 800 street trees were planted, exceeding the annual target of 700 trees. Additional planting occurred as part of the Covid-19 stimulus package. Ongoing delivery of the inroad planting projects continued, with projects completed in Reserve St Beaconsfield and Cressy St Rosebery, Work is currently underway in the Danks St precinct, and projects have been designed and planned for Boyce St Glebe, Bunn St Ultimo and Jones Bay Rd Pyrmont.			On Track
Urban Ecology				
Continue to expand and protect bush regeneration areas in the City's parks and open spaces.	Core bush restoration sites continue to be maintained according to best practice to improve habitat value for flora and fauna. Extensive works have commenced on Prince Alfred Park native plant roof to significantly reduce exotic grass growth - 3000 plants were installed in May. The second stage of planting will commence in September with an additional 4000 plants to be installed. Infill planting has also occurred across other bush restoration sites with a total of 2790 additional plants installed. A total of 477 lm of hooped fencing has been installed to protect sites with the fencing program to continue in 2020-2021.			On Track
Monitor the diversity, number and distribution of priority fauna species reported on the local government area.	The invertebrate survey report identified 45 distinct species across four focal groups at 19 sites in the City: butterflies, bees, cicadas and spiders. In Spring, the abundant group was butterflies with 8 species recorded, and in summer			On Track

bees were most abundant with 9 species recorded. Overall, native bees were the most abundant group recorded with 14 species observed in total. The report identified a number of recommendations to improve urban biodiversity that will be considered and incorporated into new opportunities for parks and open spaces and streetscape landscaping, but also importantly integrated into the bush restoration management plan. Microbat species records for the City of Sydney have increased due to surveys required for State Significant Development sites, increasing the records from 5 to 8, possibly 10, species. This highlights the importance of ensuring that biodiversity is strongly embedded in planning controls. Work is currently being undertaken to develop the new LEP and DCP controls and provisions as part of the LSPS review.

Greening Sydney Plan

Continue to deliver the public domain landscaping program.	The City continues to deliver the Public Domain Landscaping program. For the 2019/20 financial year 8,272 m2 of greening was completed. Planting work was deferred in summer due to the hot weather and drought, and Covid-19 has also presented challenges.	On Track
Deliver Living Colour floral displays to high profile retail and tourist precincts throughout the city during spring and summer.	<p>Summer display ended in March with over 7,000 plants delivered to community gardens, City Farm, customer service centres, day care centres, schools and community groups. Hanging basket and greenwall displays ended in March after 9 months successfully on display around the City.</p> <p>Winter 2020 is currently on display until Sunday 26 July after a successful 8 weeks. Locations included Erskineville Town Hall, Union Square, St Vincent's Hospital Victoria Street, Crown Street/Surry Hills Library Plaza and Springfield Plaza/Top of the Cross. Plants from this display will be delivered to St Vincents Hospital, Community Gardens and local schools.</p> <p>The new Living Colour contract will start with displays installed along the Light rail Corridor in August and the Spring 2020 display in September. Designs are currently being finalised and plant production is under way for Spring 2020.</p>	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.	<p>As a result of the recent drought conditions water restrictions are still in effect and impact some operations. Water consumption for the 12 months ending March 2020 was down 9.76% on the previous year. Contractors have been utilising more recycled water by filling water trucks from the Green Square recycled water network.</p> <p>The City has commenced work on the Smart Watering project proof of concept. Soil moisture sensors are now ready to be installed in Alexandria Park. Additionally new reporting has been developed to monitor water consumption and the City is also working to integrate recycled water data into the Sustainability Management and Reporting Tool (SMART).</p>	On Track
Identify opportunities to connect parks to recycled or alternative water sources.	<p>First stage of works completed - 6 opportunities for alternative water sources identified.</p> <p>18 of the top 30 highest demand parks identified as having potential to have water supply supplemented from an alternative source.</p> <p>Next stage of works commencing mid July - these works will develop an assessment framework to review and identify priority schemes for implementation.</p>	On Track

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

Major Programs	Progress To Date	Status
Climate change		
Identify air pollution measures and trends within the local government area.	The NSW Government core air quality monitoring base station has been installed at Cook & Phillip park with other sites being investigated. Additional low cost sensors are being trialled around the local government area (LGA) in partnership with the University of Technology Sydney. The city is in conversation with the NSW Government about the potential installation of another base station within the LGA, and the completion of a joint memorandum of understanding.	On Track
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.	The City continues to coordinate the activities of the Local Emergency Management Committee (LEMC), including in response to Covid-19 (novel coronavirus). This includes regular reporting on response and recovery activities and emerging issues. The City has commenced an assessment of resilience risks facing the City of Sydney local government area to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan.	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in monitoring and reducing the urban heat island effect.	Low cost heat sensors have been installed and are being trialled to monitor local urban heat conditions. Data is being collected and analysed to help inform future City actions.	On Track
Continue to implement the City's Floodplain Management Policy, and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios.	The City's Development Control Plan includes Flood Related Development Controls that ensure developments continue to be assessed in keeping with the City's Floodplain Management Policy. Staff continue to collaborate with owners and developers to implement the Policy and to meet the objectives of Floodplain Risk Management Plans.	On Track

2.S.1 Performance Measures

Greenhouse emissions

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions Baseline 2006 Data – 52,972 tCO2e	Tonnes CO2	39,653	39,354	-	9,667	9,807	9,556	8,895	37,925	From 1 July 2020 electricity for City of Sydney operations will be from 100% renewable supply. Quarterly results are running estimates only. The 2018/19 annual total has been updated with the more accurate and independently verified emissions result which is prepared each year for the City to retain carbon neutral certification under the Australian Government's Climate Active Program.	Indicator Only
Greenhouse gas emissions for City of Sydney local government area – total all emissions Baseline 2006 Data - 5,809,144 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste - measured annually in June)	Tonnes CO2	-	4,607,575	-	-	-	-	4,548,443	4,548,443		Indicator Only
Percentage of reduction in greenhouse gas emissions in the local government area based on 2006 levels - 5,815,521 tCO2e (measured annually in June – data from previous financial year; target of 70% by 2030 & net zero emissions by 2050)	%	-	21	-	-	-	-	22	22		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	-	-	-	-	23	23	Source: Australia Institute National Energy Emissions Audit - National Grid percentage (NSW 15%)	Indicator Only

Water Usage and Stormwater

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	547,899	512,437	-	103,741	119,588	92,325	97,568	413,222	The published data for this Financial Year is the best estimate available at time of publication.	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	-	-	-	-	38,486	38,486	Water use in the local government area is reported annually one year in arrears, based on data provided by Sydney Water.	Indicator Only

During this period Sydney experienced severe drought and extreme temperatures leading to higher than expected water use. Population growth was also a contributor to the increase.

Waste - Local Government Area											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Percentage of recycling and recovery of residential waste	%	66.8	48.67	70	50.83	47.37	43.48	40.4	45.52	Legislative changes in the use of beneficial waste derived products has resulted in a continued decline in the processing facilities' diversion rates as organic material can no longer be mechanically separated from other red bin waste for use as a 'mixed waste organic output' or soil amendment.	Attention Required
Total Residential Waste Collected per capita	Kg/Capita	303.3	279.9	-	66.99	69.09	71.15	79.06	286.29	There was a marginal increase in the overall per capita waste generated in comparison to the same time last year.	Indicator Only
Total Residential Waste Collected	Tonnes	63,915.37	65,298	-	16,091.87	16,597.86	17,127	18,992.28	68,809.01	There was a marked increase in total amount of residential waste generated compared to this time last year indicating residents may be generating more waste at home due to the COVID-19 pandemic.	Indicator Only
Percentage of source separated recycling of total residential waste	%	26.23	26.38	35	25.15	26.01	27.24	27.89	26.57	There is an increase in the recycling rate compared to this time last year indicating that more residents are using the City's recycling services including the new food scraps recycling trial.	Indicator Only
Sustainable management of waste and resources											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Recycling collected from City managed properties including aquatic facilities	Tonnes	322.52	259.44	-	56.91	69.75	71	165.09	362.75		Indicator Only
Waste collected from City managed properties including aquatic centres	Tonnes	884.69	897.33	-	209.4	213.34	212.59	181.05	816.38	Total waste generation was less this quarter with some building closures with Covid-19 restrictions in place.	Indicator Only
Percentage of resource recovery of waste from the City's parks, streets and public places	%	26	42	-	-	-	-	46	46	Recycling of waste from City parks, streets and public places has increased from 42 per cent to 46 per cent between 2018/19 and 2019/20, closing the gap on our 2021 target of 50 per cent diversion from landfill. The City is continuing to look at additional changes to our operations to reach the 2021 target and beyond.	Indicator Only

Percentage of resource recovery of waste from City managed properties including aquatic centres	%	36.39	29	-	27	33	33	91	46	Significant waste recovery increase is attributed to the use of City Property's new waste contractor's MRF facility whereby the dry waste from the general waste stream can be processed into Resource Derived Fuel, and diverted from landfill.	Indicator Only
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Greening Sydney

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens each year	No.	68,204	69,708	50,000	22,780	20,182	9,562	26,201	78,725	26,201 plants installed in Q4. Major planting sites include Stewart Street Reserve, William Street, Bourke Street, Hyde Park, Ada Place Streetscape, Harold Park, Southern Cross Drive, South Dowling Street, DeFries Avenue and Hugo Street.	On Track
New and renewed Public Domain Landscaping installed (nature strips, rain gardens, traffic treatments)	m2	8,145	5,940	9,000	1,829	1,732	1,959	2,752	8,272	Despite the challenges this financial year including drought, water restrictions and Covid-19, the City delivered 8,272 m2 of new and renewed public domain landscaping.	Watch
Maintain or increase number of indigenous bird species (2009/10 baseline - 63 species)	No.	76	67	-	-	-	-	68	68	One additional species observed and recorded by the wildlife watch tool since last year. Formal survey scheduled to occur in 2022 - 2023	Indicator Only
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (4.6ha) (measured annually)	ha	12.2	12.2	13.5	-	-	-	12.9	12.9	Total bushland area of 12.9ha. Area increased due to new bushland areas at Crete Reserve and Blackwattle Bay.	Indicator Only

Environmental Grants

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Value of environmental grants approved by the City of Sydney	\$ '000	660.47	1,599.89	-	370.19	491.27	273.73	0	1,135.2	This year, 86 grants have been approved by Council for a year to date total of \$1,135,196. This includes a project to map urban greenery and noise in Sydney with crowd-sourced mobile data and a Knowledge Exchange sponsorship to investigate the risk of installing charging stations and the management of electric vehicles. 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 with two additional out of policy grants.	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		
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>The City has worked with Transport for NSW to develop a draft 5 year City Centre Action Plan. The actions in the plan have been informed by the City Centre Access Strategy and Movement and Place.</p> <p>The City is currently working with Transport for NSW to map out the rewrite of the City Centre Access Strategy, This document will be guided by Future Transport 2056 and other State policies and if the City is involved in co-creating the strategy it will also be guided by the work coming from the Sustainable Sydney 2050 technical studies.</p>	On Track
Advocacy		
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.	The City's submission to the Metro West Environmental Impact Statement (EIS) set out the strong case for Pymont Metro station. A decision on the station is likely later in 2020. The City's submission also identified the need for the next link in the Metro network to be from the northern City Centre to Randwick, via at least Central and Zetland. The submission argued that this link should be completed and operational by 2030, to provide a solution for Green Square's transport issues and to support the planned development there. The City continues to promote light rail / trackless tram / interim zero emissions buses to connect Green Square and the City Centre.	On Track
Partnership		
Work with the State Government and Taxi industry to implement more taxi ranks in better locations with improved safety in the City Centre during the evening and late night.	The City is continuing to work with the Taxi industry and State Government to review taxi rank locations. This occurs through the Transport for NSW run Late Night Transport working group. This is also part of the City Centre Action Plan.	On Track

3.2 Transport infrastructure is aligned with city growth.

Major Programs	Progress To Date	Status
Partnership		
Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.	<p>The widened Euston and Campbell Roads, part of the WestConnex Stage 2 New M5 project (renamed the M8) opened in June. The M8 has been scheduled to open in the first week of July 2020. Work on the construction of the King Street Gateway Project associated with the M8 project, is due to begin construction in the first quarter of 2021. With the opening of Euston and Campbell Roads and in light of the imminent opening of the M8, the City has been increasing its efforts with Transport for NSW (TfNSW) to reduce vehicle capacity on Sydney Park Road now.</p> <p>A key part of the King Street Gateway project is to reduce traffic volumes, speed and capacity on Sydney Park Road. While this project has not yet been implemented, the City has achieved this by installing a pop-up cycleway on the north side of Sydney Park Road between King Street/Princes Highway and Mitchell Road in the last week of June (as part of the Covid-19 response by TfNSW). On-street parking was installed on the southern side. The City has also been working with TfNSW to improve the safety of people who walk and cycle along the Rozelle Interchange WestConnex Stage 3 M4-M5 Link route during construction.</p>	On Track

In June the City made a submission on the Metro West Concept and Stage 1 Environmental Impact Statement (EIS), advocating for a station at Pyrmont. The City is continuing to work with Metro City & Southwest on public domain and other design issues.

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 help develop 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.

Pop up cycleways are supporting public transport to ensure people can access work, services, and stay socially connected and physically active. In some locations there have been changes to parking, to support the popup cycleways. The City has worked with residents, businesses and Transport for NSW to provide solutions to issues arising from the changes to the kerbside. The City will continue to monitor the needs of the community and make any required changes as they are identified.

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.

The City completed the Loading Insights Study. The City continues to work with the State Government on freight and servicing solutions through the City Centre Action Plan working group led by Transport for NSW Sydney Coordination Office and with representatives from the City and the NSW Department of Planning, Industry and Environment (DPIE). The findings of the report have been presented and discussed at this working group. The working group meets every three weeks to progress actions and initiatives. In addition the City is exploring on site freight and servicing requirements, and discusses with businesses regularly around possible innovations through the development application process.

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 NSW Government / City of Sydney City Centre Action Plan is creating the opportunity for innovation in freight and services, to support cycleway, pedestrian improvement and public domain projects. The City has commenced working with Transport for NSW to develop a trackless tram proposal to connect Green Square and the Sydney city centre.

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.	<p>The City has been working collaboratively with Transport for NSW (TfNSW) to achieve speed reduction on City streets to improve road safety and liveability. During 2019/20 the following suburbs have had their local roads reduced to 40km/h and under; Ultimo, Darlington, Surry Hills, Pyrmont, Camperdown and West Paddington.</p> <p>Additionally as part of our response to Covid-19 by providing the community with more options to walk, cycle and move around the city in a safer environment, the following State and Regional Roads have had speed changes:</p> <ul style="list-style-type: none"> - Bridge Road and Pyrmont Bridge Road - 60km/h to 40km/h - Oxford Street, between College Street and Taylor Square 50km/h to 40km/h - Moore Park Road - 50km/h to 40km/h - Sydney Park Road - 50km/h to 40km/h - The Crescent, Minoque Crescent and Ross Street - 60km/h to 50km/h 	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.	Collaborative work is ongoing with regular meetings now online.	On Track
Manage amenity		
Manage the scheduling of waste collection services to ensure the least disruption to the community.	There were 4 early start complaints logged, however, they may have been due to approved early starts to accommodate Covid-19 social distancing.	On Track
Community programs		
Facilitate a range of road safety education programs for the community.	The Road Safety Action Plan has been significantly impacted by Covid-19, with the exception of our child restraint fitting program which has continued.	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.	In addition to gaining Transport for NSW(TfNSW) approval to not reopen George Street to southbound traffic between Bathurst Street and Rawson Place, the City made a strong transport case to support closing George Street to northbound traffic (Ultimo Road to Bathurst St). TfNSW approved this as a trial. The City is also working with TfNSW to trial zero emission buses between Green Square and the City Centre in the short term. Route and service planning is underway.	On Track

Behavioural

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

Social distancing restrictions on public transport are likely to have reduced the mode split for public transport, albeit at significantly lower levels of people using the key corridors. In response, the City and Transport for NSW are installing six popup cycleways, which will increase the mode shift for cycling in the relevant corridors.

On Track

The City is also advocating more generally to Transport for NSW for improvements to walking conditions in the inner city, primarily reduced wait times at signals. For the longer term, advocacy for Metro West station in Pyrmont and a new Metro link to Zetland and Randwick continues. The submission to the Metro West Environmental Impact Statement (EIS) outlines the case for Pyrmont Station both these future links.

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 local government area (LGA) to ensure turnover and parking space availability. Over the past 6 months as a result of air quality and Covid-19, levels of service have been affected. Whilst patrols were maintained discretion was applied throughout the restrictions of Covid-19 with rangers focussing on safety related illegal parking.

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 Metro station precinct public domain interfaces, Central Station and surrounding public domain, and Barangaroo Hickson road upgrade.

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.

On Track

WestConnex Stages 2 and 3, including the King St Gateway project: the City is working with Transport for NSW (TfNSW) to implement elements of the King Street Gateway temporarily in order to reduce the traffic volumes, speed and capacity of Sydney Park Road. As part of the pandemic response, a popup cycleway is in place, speed limits reduced, parking placed on the southern side of Sydney Park Road and a new pedestrian crossing west of Mitchell Road will be provided. The impact of WestConnex Stage 2 on the Bourke Road cycleway interface was unacceptable and the City immediately engaged via Transport for NSW to have the unsafe and incomplete treatments addressed as a priority.

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. The Minister for Planning and Public Spaces announced funding for further pedestrianisation and public domain works in the southern sections of George Street served by light rail.

Prosecuting the case for a station at Pyrmont on Metro West: the City's submission the Metro West Environmental Impact Statement (EIS) made the strong case for a Pyrmont station.

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	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	39.3	40.7	40.7	Continuing to increase.	Indicator Only
Number of car share bookings	No.	230,113	233,527	-	57,720	62,410	63,049	56,458	239,637	New car share operator Popcar commenced reporting in April.	Indicator Only
Number of residents who are members of car share schemes	No.	35,434	45,126	-	47,017	48,393	50,665	52,529	52,529	Continuing to increase.	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	271.59	271.59	Local roads within Pymont, Ultimo, West Paddington, Camperdown, Newtown, Darlington and Surry Hills are now 40 km/h. Due to Pop-up Cycleways in response to Covid-19 Moore Park Road, Fitzroy Street between Nicholas St (Surry Hills) and Oxford St (Moore Park), Bridge Street, Railway Parade, Henderson Road between Ashmore St (Erskinville) and Mitchell Rd (Waterloo), Sydney park Road between Princess Hwy (St Peters) and Mitchell Rd (Erskinville), Dunning Ave between Gardeners Road (Rosebery) and Epsom Rd (Rosebery) are now 40 km/h. Bridge Road and Pymont Bridge Road between Parramatta Road (Annandale) and the Western Distributor (pymont) and Oxford Street from College St and Bourke St is now 40 km/h. The Crescent, Minogue Crescent, Ross Street between Link Road (Rozzelle) and Bridge Road (Forest Lodge) is now 50 km/h.	Indicator Only

Roads maintenance

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	38,402	32,785	25,000	16,746	820	3,510	7,945	29,021	Annual Target Exceeded With Additional Stimulus Works	On Track

Traffic calming

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	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	8	6	0	1	3	2	6	Annual Target Achieved	On Track

4 A city for walking and cycling

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

4.1 The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces.				
Major Projects	Completion Date	% Complete	Progress To Date	Status
Cycling				
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area.	2023	53	Construction of raised crossings on Wigram Road, Forest Lodge and Maddox Street, Alexandria were completed providing safety and accessibility improvements on regional cycle routes. Safety improvements on Kent Street cycleway, Sydney have also been completed.	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 Central Business District Streetscape Improvement program is complete for financial year 2019-2020.			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 this financial year along Epsom Road, Wilson Street and Burren Street. Construction of Lawson Street is underway and should be complete by the end of August and is one of four NSW Government funded projects. The other three funded projects are on track to start construction in July; Liverpool Street western link, Chalmers Street link and Saunders Street and Miller Street. Design consultancy is underway for Castlereagh Street north, Ashmore Precinct links, Mitchell Road and Huntley Street. In addition the City and TfNSW are undertaking a joint initiative to install about 9km of pop-up separated cycleways on high priority routes as a key element of the NSW Government's Covid-19 transport response.			On Track
Partnerships				
Work with neighbouring councils, State and Federal Governments to implement the Inner Sydney Regional Bike network.	The City and TfNSW are jointly installing approximately 9 km of separated pop-up cycleways across the City of Sydney as a key element of the NSW Government's Covid-19 transport response. The City is also participating in fortnightly TfNSW hosted sub-working group meetings to collaborate on the development of a prioritisation framework and design guidelines for the Principle Bike Network.			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 has continued to advocate for pedestrian priority in the city centre via the City Centre Action Plan. This includes reduced waiting times, improved space and improved quality of the public domain for people walking. This is particularly important as people return to work as part of our Community Recovery Plan from Covid-19. Improved priority at crossings will reduce pedestrian crowding at signalised intersections and support physical distancing requirements.	On Track
Cycling - City centre		
Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	During 2019-20, Transport for NSW has <ul style="list-style-type: none"> - given approval and funding for the construction of Liverpool Street link to Darling Harbour - given approval and funding for the construction of Chalmers Street link to Prince Alfred Park - given approval and funding for a pop-up cycleway in Pitt Street, between King Street and Circular Quay - given approval in principle for a cycleway on Castlereagh Street, subject to South East Bus Plan changes - not yet reached agreement for a cycleway on King Street between Clarence and Castlereagh Streets. 	On Track
Partnerships		
Collaborate with the State Government to integrate walking and cycling with George Street Light Rail and pedestrianisation project.	Section 115 approvals to temporarily close southern George Street are underway, with consent anticipated in mid July. Planning for physical works to support these closures is on track and will commence on site on 14 July. A Funding Deed from the NSW government is ready for execution. Two grants totalling \$1.1M have been submitted to the NSW Department of Planning, Industry and Environment (DPIE) for consideration.	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.	<p>The City and Woollahra Council jointly gave a grant to Cycling Without Age, launched in July 2019, giving residents of some local aged care homes the opportunity to get taken for bike rides.</p> <p>There were 280 entries to the Sydney Rides Photo competition and finalists were displayed at an exhibition in Paddington Reservoir Gardens during October. The Bike to Books Art Competition for children at libraries drew many entries and winners are on display on cycleway decals.</p> <p>From September to November Sydney Rides 2019 included 40 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.</p> <p>The City offered Cycling in the City for commuters ebike training through employers, conducted 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.</p> <p>We held adult cycling and bike maintenance courses and balance bike clinics for young children to learn to ride.</p>	On Track

The City also held 81 Share the Path on site education sessions where we distributed almost 3,000 Sydney Cycling Guides.

Following Covid-19 precautions, the City maintained critical promotion activities associated with safety in congested recreational areas.

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 40 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.

On Track

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. Due to Covid-19 health restrictions, we are not planning any major events for the near future.

Behaviour

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

The bike count in October 2019 showed an 8% increase in bike trips since the previous October. The March 2020 bike count fell in the first week of Covid-19 lockdown, resulting in a 26% decrease compared with October. However, from the permanent bike counters we can see that bike trips have since increased, showing strong resilience, and have even significantly increased in some areas.

On Track

A survey of residents of inner Sydney during Covid-19 restrictions found a high level of support for creating more space for people walking (75 percent) and cycling (72 percent). Also, 60 percent of residents support reducing vehicle traffic in their area and 69 percent of people think that measures should be taken even if it means slightly longer car journeys.

City staff continue to monitor and respond to safety concerns and incidents.

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

During 2019/20:

- 142 adults completed the cycling course
- 119 adults attended the bike maintenance course
- 60 staff completed the staff cycling course
- 125 school children did the schools cycling course
- 2010 young children attended the balance bike clinic
- 81 Share the Path on site education sessions were held, at which 2935 maps were distributed, 805 bells were attached, and 1048 bikes got tuned-up

On Track

In Quarter 4, due to Covid-19 health restrictions, group courses were suspended and 91 adults completed an adapted one-on-one cycling course, designed to enable essential workers to learn to ride to work safely.

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.	<p>The City promoted Ride to Work Day and had an activation at Union Square to reward and encourage riding to work.</p> <p>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.</p> <p>City staff have also been working with Google maps to help them fix their bike directions data and distributed thousands of maps.</p> <p>The City ran 81 Share the Path on site education sessions which provided 1048 free bike tune-ups.</p>	On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Length of separated cycleways provided annually	Km	0.27	0.31	0.47	0	0.89	0.94	1.06	2.89	The focus has been on separated cycleway projects this year, so while we are well ahead of the target on separated cycleways, there have only been a few small on-road improvements at the same time. These include Burren St (Wilson St - Albert St), Campbell Rd (Bourke Rd - Barwon Park Rd)	On Track
Length of on-road cycleways provided/upgraded annually	Km	2.15	2.35	2.6	0.08	0	0.01	0.61	0.7	The focus has been on separated cycleway projects this year, so while we are well ahead of the target on separated cycleways, there have only been a few small on-road improvements at the same time including Maddox St and Bourke Rd bike priority crossing, Kent St resheeting (Market-Druitt)	Attention Required
Length of shared paths provided/upgraded annually	Km	2.4	0.06	2.4	1.5	0.5	0	0	2	In Q1 work completed includes Bridge Rd, Pyrmont 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). No shared paths were completed in Q3 or Q4.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney	%	1	7	-	-	8	-	(26)	(26)	The March 2020 bike count occurred in the first week of Covid-19 lockdown, resulting in a 26% decrease compared with October.	Indicator Only

However, from the permanent bike counters we can see that bike trips have since recovered, showing strong resilience, and have even significantly increased in some areas.

Number of attendees at cycle safety courses	No.	348	167	-	58	17	37	121	233	Increased demand during Covid-19 restrictions, managed by temporary one-on-one courses	Indicator Only
Footpaths											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway renewed program	m2	14,684.19	14,392	10,000	694	1,414	2,060	6,825	10,993	Annual Target Exceeded With Additional Stimulus Works	On Track
Footway replaced by green verge	m2	3,078.88	2,448	2,000	15	464	508	1,378	2,365	Annual Target Exceeded With Additional Stimulus Works	On Track
Granite infill project - paving	m2	2,206	1,054	900	190	735	0	75	1,000	Annual Target Exceeded Within Budget	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.	Draft public domains plans for Town Hall precinct and City South (Central Station) precinct are nearing completion. Arising from City North Public Domain Plan design development and cost planning is underway for Loftus Street and Martin Place.	On Track
Safety		
Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.	The city has joined the Cross-Precinct Security & Counter Terrorism Working Group. Meetings were scheduled for late March, however with everyone focussed on crisis management and maintaining business continuity during this challenging time, the meeting was postponed.	On Track

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

Major Programs	Progress To Date	Status
Public domain improvements		
Continue to deliver Capital Works projects for the City arising from the Chinatown Public Domain Plan, Harbour Village North Public Domain Plan and City North Public Domain Plan.	Chinatown Public Domain Improvement works with City Design to be scoped and programmed. 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.	The objectives that were outlined for this Activation Strategy project have been addressed in both the Gehl Public Space, Public Life review as well as work in progress on Sustainable Sydney 2050. As both of these areas of work have progressed in advance of the Activation Strategy, the Activation Strategy is no longer required.	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		
Facilitate access to appropriate space in the city centre for businesses within identified priority sectors including Tech Start-ups and Aboriginal and Torres Strait Islander business.	The Business Innovation Space project continued to progress. The Request for Proposal was sent to the four finalists from the Expression of Interest (EOI) stage in June. This project will deliver over 3,800 sqm affordable space at Circular Quay to support the tech startup sector.	On Track
Tourism provision		
Work in partnership to develop tourism infrastructure in the city centre including Wi-Fi and information kiosks.	Tourism has been significantly impacted by the pandemic. Future recovery planning will take into consideration recommendations from the Visitor Modelling Research.	On Track

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

Tourism has been significantly impacted by the pandemic with Visitor Services suspended from 17 March 2020. For the period July 2019 to March 2020, the City's Ambassadors greeted 69 international cruise ships assisting 14,872 passengers and the Roaming Ambassadors assisted 83,263 visitors across 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
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City centre creative activity

Deliver operational activities to support busking in the City.	The new Busking and Aboriginal and Torres Strait Islander Cultural Practice policy has been implemented and the City continues to monitor the emergence of new busking pitches along the George Street light rail corridor. However, since March 2020 Covid-19 health restrictions have limited activities in the public domain and the City was unable to support buskers to operate. We await government advice regarding recommencing normal operations.	On Track
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Public art

Implement the City Centre Public Art Plan.	Lara Schnitger's artwork "Patchwork of Light" was successfully completed in March 2020 and is installed in Reiby Place. A second laneway artwork is underway and due for completion early 2021.	On Track
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5.S.1 Performance Measures

City centre public life

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the city centre (total)	m2	2,551.46	2,598.82	-	2,346.76	2,195.92	2,188	2,273.74	2,273.74	Note Business Support Package responding to Covid 19 - Footway Fee waiver commenced on 20 March 2020	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.	<p>In 2019/20 a total of 1,155 face to face programs were delivered across the City’s nine libraries and the Pine Street Creative Arts Centre. These included 126 events to stimulate creative participation, 178 events to support digital citizenship and 851 events to build social connection, resulting in a total of 31,558 adults, youth and children in attendance.</p> <p>Program highlights include the launch of a Makerspace at Darling Square, the launch of the ‘City Dialogue: public art and the Biennale of Sydney’ exhibition and ‘Developing Sydney: capturing change’, the National Young Writers Festival launch and youth Poetry Slam heats, the Lawn Library at Redfern Community Centre and the introduction of Pine Street Creative Arts Centre programming across a number of City venues including community centres to increase accessibility to the City’s creative participation programs.</p> <p>The Covid-19 pandemic greatly impacted the City’s cultural programming and venues during this period, with all programming suspended and venues closed from mid-March in response to the pandemic. Programming transitioned to online and included the development and delivery of Adobe Creative workshops, Youth Curator workshops and a virtual tour of the ‘Developing Sydney: capturing change 1900-1920’ exhibition. A total of 18 creative and digital online programs were delivered and 16 storytime and rhymetime videos were produced, including Auslan and Bilingual sessions, with over 6,200 views.</p>	On Track
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.	<p>The City continues to implement a network of new streets, infrastructure upgrades, community facilities, open spaces and pedestrian/bike links in line with the City’s public domain strategies, design codes and technical specifications. These works are of a high standard and designed to achieve high environmental performance, amenity and active and public transport.</p> <p>The Green Square 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.</p> <p>Dyuralya Square opened in March 2019 and has been awarded the NSW 2020 Australian Institute of Landscape Architects (AILA) award for Landscape Architecture, Parks and Open Space category.</p> <p>Gunyama Park Aquatic and Recreation Centre is under construction and planned for completion in end 2020. The Drying Green Park is under construction and planned for completion in mid-2022.</p>	On Track

City Spaces recorded a total of 594,189 attendances at the City's 13 staffed community facilities, programs and events. This included 820 programs to promote and support inclusion and diversity, with 771 programs out of 820 accessible to people with a disability. A total of 14,874 bookings were taken across the City's 13 staffed and 28 unstaffed City Spaces, with 1,729 bookings at self-help rates, and 9,027 at community rates. This represents a 15 per cent increase in bookings at community rates over the same period last year.

Meals on Wheels continued to be provided throughout the pandemic, and in 2019/20 staff delivered 35,056 meals to 237 clients, and provided 246 hours of assessment and 1,212 hours of care coordination, including 131 home visits. Community Transport provided 13,796 passenger trips and 353 community bus hires.

Highlights include:

- 30 programs and events for international students as part of the City's International Student Leadership and Ambassador Program, engaging 1,359 people.
- A suite of eight online programs and events celebrating Refugee Week, delivered in collaboration with the Refugee Council of Australia, engaging 751 people.
- 473 people participating in 3 LGBTIQ programs and events that raise awareness and connect isolated members of the LGBTIQ community, including Wear It Purple, Transgender Day of Remembrance and the Silver Sessions Program.
- 460 attendances at three online Youth Fest programs and events, engaging young people in education, recreation and wellbeing activities.
- 307 attendances in 13 capacity building workshops as part of the Connect Sydney and Strata Skills 101 programs.
- 799 people attended free talks at community centres on topics including health and wellbeing, safety and financial security
- 220 programs or events that featured Aboriginal and Torres Strait Islander content were held across the City's community centres
- 34,430 attendances at community lunch and dinner activities and other food programs at the City's community centres

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 Department of Communities and Justice, NSW Police, Health, non-government agencies and community leaders. In the period July 2019 to June 2020 the City delivered 18 community safety initiatives, including crime prevention campaigns and emergency response programs.

On Track

The impact of Covid-19 has seen increasing numbers of people significantly disadvantaged financially, emotionally and physically. These impacts have resulted in many residents struggling to access food and other essential items. The City has coordinated a food relief response in collaboration with over 60 agencies, private business and local volunteers to ensure those who need access to food in Sydney can get it. Over 20,000 meals and 1,500 hampers per week are being provided through a diverse distribution network.

As part of this, City staff building on the expertise and safety practices of Meals on Wheels and the home library network have established a temporary Home Meal delivery service. Residents are being referred through the City's community hotline and local services. This program is being delivered in partnership with OzHarvest who have utilised the City's \$1 million donation to adapt their service delivery model to include cooked meals and vouchers for local supermarkets. The temporary program is designed to support vulnerable residents who do not have the ability to access food at collection points or local support services. Over 1000 meals were provided in the period.

A dedicated community hotline has been set up to ensure people who contact the City can get access to the help they need. City staff are linking vulnerable individuals and groups to a network of over 60 agencies providing food support in the City. This is being coordinated through a central steering committee and operational group and is majorly supported with resources from OzHarvest who have utilised the City's \$1 million donation to adapt their service delivery model to meet increasing food insecurity need.

Social Justice

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

The City of Sydney made a submission to the NSW submission to the Parliamentary Enquiry into Homelessness advocating for the importance of increased investment in social and affordable housing models and a greater focus on preventative measures. The City made a submission to the Community Schemes Law Reform advocating for laws supporting social sustainability outcomes in collective residential ownership schemes.

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.

All demographic, visitor and sector data updated to latest releases on the City's LEARN and BUSINESS pages on the website. Floor Space and Employment Survey data added to the City's Data Hub (Open Data) for use by businesses and other organisations.

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. Since its launch in late 2017, the #sydneylocal campaign has reached more than 18 million people and profiled more than 7,000 local businesses, with 40% of featured businesses participating in the night time economy. Since the beginning of March 2020, the City has been working with Time Out to promote high street businesses who have been heavily affected by Covid-19 and successfully pivoted business models in order to keep trading until lockdown restrictions were lifted. The 3-month campaign "Rediscovering Sydney" delivered online area guides highlighting these businesses and calling on local residents to actively support them.

On Track

The City also activated local precincts through its financial support for village festivals including Pyrmont Food & Wine Festival (September 2019), Walsh Bay Arts Table and Free Live Jazz, Walsh Bay (October 2019), Antenna Documentary Film Festival in Glebe (October 2019), Oxtravaganza (Feb 2020), Picnic in the Park (Feb 2020), and Surry Hills Live - a series of live music events that successfully pivoted to online streaming events to support artists and musicians (March/April 2020)

The City also supported major events including Vogue Fashion Night Out (September 2019) which saw over 200,000 shoppers to Pitt Street Mall. The average spend on the night was \$244 (25% increase year on year). A total of 208 retailers participated in the event. The City also provided support for a new annual event called Delicious Month Out. The month-long event was held in March 2020 and was well received by the local hospitality industry. The festival engaged more than 200 local businesses who participated with unique offers, special dishes and discounts.

The City also 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.

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 community infrastructure needs and requirements across City and State Government project. For example; the Waterloo Estate redevelopment and Waterloo Metro site, Council-led rezoning sites such as Franklyn Street and Cowper Street Glebe, Explorer Street Eveleigh and Elizabeth Street Redfern and the Pyrmont Place Strategy.	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.	<p>The City provided 63,830 sessions of care across the 10 education and care services, including 23,666 sessions that were provided at a discounted fee, reduced fee or free. To date, services have supported 1,020 children.</p> <p>The City's education and care services have supported essential workers through Covid-19 by continuing to operate long day care, occasional care, pre-school and outside school hour's care.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> * Encouraging children's community participation through various excursions including Power House Museum, Local libraries, the Zoo and a range of theatre productions • Supporting 212 vulnerable children access after school care and recreational programs through the City's free outside school hours care services. • Enhancing children's understanding of cultural diversity and inclusion through participation in a wide range of activities including, NAIDOC week events, Aboriginal Language classes and cultural dances. • Increased learning in sustainability through participation in food waste collection and reuse and recycle projects. 	On Track
Support a diverse, inclusive and accessible range of community programs and projects through community facilities.	<p>The Covid-19 pandemic prevented the City from providing our normal community programs and events due to health order requirements, including services offered through community centres and social programs. Public health orders implemented in response to the pandemic also required the suspension of some services from 26 March with the closure of all community centres and community venues for hire. Initial resumption of services commenced on 22 June, with community centres opening during limited hours each week to ensure community and staff safety. An alternative service delivery model has been introduced to provide classes and programs online wherever possible. Staff delivered 41 online programs and events, with 1,122 participants taking part including 392 parents who participated with their babies and toddlers. Six online programs were delivered to support increased digital literacy skills, and two targeted webinars were delivered to support parents and young people to develop healthy digital habits during physical distancing restrictions.</p> <p>The City offered 820 instances of programs across the City's 13 staffed and partially staffed community facilities, with 771 accessible to people with disability, 44 designed to increase digital literacy and inclusion, 214 instances of environmental programs and activities, and over 114 exercise and fitness activities. A total of 11,989 bookings were made by groups in unstaffed community venues, an increase of nearly 13 per cent over the same period last year, with 8,006 at community rates, which represents an increase of 14 per cent over the same period last year.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • 82,159 attendances at sports competitions at Ultimo Community Centre and King George V Recreation Centre • 48,148 attendances for gym use and exercises classes at the City's 3 community fitness centres • 22,254 attendances at other fitness and leisure programs offered across City Spaces and 3,487 attendances at sports coaching programs • 120,208 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 	On Track

- 362,047 attendances at targeted initiatives to improve community health and wellbeing
- 29,372 people participated in 'drop in' casual sports sessions at King George V Recreation Centre, Maybank Community Centre and Ultimo Community Centre
- 1,007 individual bookings were made for sporting activities at the Peter Forsythe Auditorium, with 441 (43.7%) organised by local community groups
- 4,060 attendances at "Parents and Bubs" gentle exercise classes offered at six community centres.
- 540 attendances at the City's School Holiday Program.
- 465 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:

- Cook+Phillip Park Pool change rooms and reception upgrade - completed 2019
- Gunyama Park synthetic sports field - 2020
- Gunyama Park Aquatic Recreation Centre - 2020
- Perry Park Recreation Centre (Stage 2) 2021
- Alexandria Park synthetic sports field and sports courts- 2021
- The Crescent synthetic sports field 2022
- Perry Park synthetic sports field (Stage 3) 2023
- Huntley Street indoor sports courts - 2023
- Sydney Park skate facility, Alexandria- 2020 - construction expected to be complete and facility open in September 2020.
- The Crescent skate facility, Glebe- 2020 - construction commenced July 2019, new contractor appointed and work recommenced in June 2020.

The construction of a new outdoor fitness area at Waterloo Park was completed in July 2019. Construction of new outdoor fitness area at Pirrama Park is underway and expected to be complete by end of 2020. A new outdoor youth space constructed and managed by Mirvac opened in September 2018 at Australian Technology Park. This includes new outdoor fitness area, new skate park and refurbished multipurpose outdoor courts.

On Track

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

Major Programs	Progress To Date	Status
Social services		
Refer to 6.3.2 "Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business."	Refer to report under 6.3 Small business.	On Track
Social strategy, research and planning		
Monitor Community Wellbeing Indicators to identify change and wellbeing trends in the community.	There have been no updates to the Community Wellbeing Indicators (CWI) in the past six months. The existing CWI data has been used to inform the Cultural strategy, Social Policy & Programs, Safe City, City Communications, Apartment Living Survey development, Night Time Economy dashboard development, and the UNSW Myplace Survey. The City undertook a Covid-19 residents survey, which aligned with the CWI. This was used to aid the Community Recovery Plan.	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 City and LEMC continue to participate in the Resilience NSW Disaster Preparedness Program. The LEMC has been activated to support the local emergency response and recovery to COVID-19.	On Track
Customer service		
Effective and efficient delivery of relevant information and services that meet community needs.	Community information was developed to assist community members navigate the changes to services and operating times for facilities impacted by the Covid-19 shut down and recovery. A new City Concierge service was implemented to assist small business with information relating to grants and other financial assistance, and the Community Hotline was implemented to assist vulnerable community members through Covid-19.	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	Result	Target	Q1	Q2	Q3	Q4	YTD		
Amount of footway dining in the Village Centres	m2	4,620.88	3,646.76	-	3,624.1	3,736.79	3,178	3,021.06	3,021.06	Note Business Support Backage re Covid 19 - Footway Fee waiver commenced on 20 March 2020	Indicator Only
Value of economic grants approved by the City of Sydney	\$ '000	923.46	1,023.59	-	692.1	508.53	118.55	2,337.59	3,656.77	This year 341 Economic Local Grants were approved by Council for a total of \$3,656,768. These projects were awarded through the City's Festivals and Events Sponsorship (Village and Community), Business Support Grant programs, Covid-19 Relief Grants, Matching Grants, Venue Support and Knowledge Exchange Grants. This includes 214 Small Business Grants for Covid-19 relief.	Indicator Only

Libraries and learning

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of active library memberships	No.	55,757	73,232	-	75,642	80,930	86,700	86,048	86,048	The increase in membership for the year follows the launch of Darling Square library. In response to Covid-19 the library introduced online membership during Q4, allowing residents of the City of Sydney to join and immediately access e-resources and online content.	Indicator Only
Total number of items accessed from Libraries (physical and digital)	000	1,357.65	1,552.8	-	442.35	432.54	423.15	172.4	1,470.43	The Covid-19 pandemic prevented the City from providing our normal Library services due to health orders. Digital access to some library items increased and the home library service was maintained.	Indicator Only
Attendance to libraries	000	1,098.64	1,319.71	-	347.45	464.49	451.44	3.34	1,266.72	All libraries were closed from end of March due to Covid-19. Libraries began to reopen from 18 May with strict access conditions in limited sites. At 30 June five libraries were open limited hours and with limited services.	Indicator Only

Child & Family Services

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of children supported through City operated Children's Services	No.	1,108	1,108	-	733	69	193	25	1,020	The data measures children enrolled in care at the beginning of the financial year, and	Indicator Only

										additional new enrolments occurring during the year.	
Number of operational Early Education and Care places (long day care, occasional care and preschool) in the City of Sydney	No.	-	-	-	-	-	-	7,001	7,001	The methodology for measures relating to childcare places and sessions of care changed in 2019/20. There is, therefore, no previous data for this measure.	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.	-	-	-	19,721	17,543	14,875	11,691	63,830	The methodology for measures relating to childcare places and sessions of care changed in 2019/20. There is, therefore, no previous data for this measure.	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)	No.	-	-	-	4,714	4,188	3,547	11,217	23,666	The methodology for measures relating to childcare places and sessions of care changed in 2019/20. There is, therefore, no previous year's data for this measure. During Q4 there was a significant increase in free care offered to families Due to the COVID-19 relief packages offering free child care and outside school hours care to families between April and July.	Indicator Only

Community health and well-being											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Attendances at targeted initiatives to improve community health and wellbeing	No.	-	517,859	-	119,311	136,479	106,257	10,371	372,418	Attendances for Q4 were significantly lower due to Covid-19 public health orders.	On Track
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	98	96.5	85	100	95	95	0	72.5	There was no usage of sports fields during Quarter 4 due to Covid-19 public health orders.	Attention Required
Area of parks and open space managed by the City of Sydney (measured annually)	ha	202	209.8	191	-	-	-	211.9	211.9	2.9 hectares including 1 neighbourhood park, 2 pocket parks and 198 streetscapes and landscaped traffic treatments.	On Track
Attendances at aquatic and leisure centres	000	1,705	1,643	-	303	422	450	4.75	1,179.75	Pools closed April & May due to Covid-19 restrictions. Figure is only for June when pools re-opened.	Indicator Only
Total Occupancy % Perry Park Recreation Centre	%	-	-	-	62.8	57.2	51.2	43	43	Centre closed from 20 March due to Covid-19 pandemic and Government advice. Centre reopened from 22 June under a phase 1 approach, which includes opening from 12pm-7.45pm Monday to Wednesday with centre restrictions in place. Figure submitted is based on Covid restricted opened hours.	Indicator Only
Total occupancy % of the City's outdoor tennis courts	%	-	-	-	45	52	59.5	69.89	69.89	Occupancy higher than normal. Large demand for casual tennis over Quarter 4 as they were one of the few recreation activities which could operate with restrictions.	Indicator Only

Social Programs and Services

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of meals provided through the City's Meals on Wheels service	No.	53,779	37,655	-	8,853	8,742	8,423	9,038	35,056	This figure for this year is consistent with the downward trend in previous years.	Indicator Only
Total bookings of City Spaces facilities and venues	No.	18,553	20,003	-	5,442	5,273	4,159	0	14,874	No bookings in Q4 due to Covid-19 public health orders.	Indicator Only
Total overall attendance at City Spaces	No.	821,590	896,443	-	223,671	218,021	157,508	5,292	604,492	Reduction in Q4 due to Covid-19	Indicator Only
Percentage of people surveyed accessing City programs and services who report an increase in their connectedness to the community	%	87	80	-	-	-	-	94	94	The survey was conducted in June 2020	Indicator Only
Percentage of people surveyed accessing City programs and services who report an improvement in their physical health	%	88	85	-	-	-	-	83	83	The survey was conducted in June 2020	Indicator Only
Percentage of people surveyed accessing City programs and services who report an improvement in their social wellbeing	%	89	89	-	-	-	-	81	81	The survey was conducted in June 2020	Indicator Only
Value of social grants approved by the City of Sydney	\$ '000	2,486.34	2,696.67	-	2,146.71	922.71	463.71	2,998.37	6,531.49	Increase in Q4 due to introduced Covid-19 relief grants.	Indicator Only
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	918.37	709.97	3,024.03		Indicator Only
Number of programs/events delivered that promote social inclusion and connection	No.	975	1,129	-	314	312	271	89	986	Reduction in Q4 due to Covid-19	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	3,500	1,613	13,796	Reduction in Q4 due to Covid-19	Indicator Only
Total number of bus hires through the City's community bus-hire scheme	No.	563	533	-	117	105	87	44	353	Reduction in Q4 due to Covid-19	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	-	-	-	-	84	84	The survey was conducted in June 2020	Indicator Only

Total bookings of City Spaces facilities and venues at community rates	No.	10,376	10,530	-	3,610	2,964	2,453	0	9,027	No bookings in Q4 due to Covid-19 public health orders.	Indicator Only
Total value of subsidies provided through the City's community bus-hire scheme	\$	-	-	-	11,914	14,524.25	9,435	3,047	38,920.25	The methodology for this measure changed in 2019/20. There is, therefore, no previous data.	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	53	24	142	There were 19 dogs and 5 cats impounded in Q4.	Indicator Only
Dog attacks	No.	155	140	-	39	32	42	32	145	There were 32 reported dog attacks in Q4.	Indicator Only
Dog declared menacing/dangerous	No.	3	3	-	0	0	1	2	3	There were 2 dogs declared menacing in Q4.	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.	<p>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.</p> <p>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.</p> <p>Jessica Wilson, Ian Pidd and Nicola Gunn presented Passenger for Art & About Sydney. This project was a theatrical piece inside a moving suburban bus taking the audience on an hour long performance through the streets of Sydney. The work involved 700 people viewing the performance over 20 shows, which involved seven artists and 15 creatives.</p> <p>untitled (maraong manaouwi) was presented by Wiradjuri artist Jonathan Jones and Sydney Living Museums at Hyde Park Barracks from 20 February to 15 March. The artwork comprised an emu footprint/broad arrow design created across the 2,500m2 of Hyde Park Barracks courtyard. A total of 20,120 people viewed the installation, 3,216 attended the associated event program of talks, workshops and demonstrations. The work involved 23 creatives and 13 artists.</p> <p>Approximately 150,000 viewed existing murals created for Art & About including works by Max Berry, Georgia Hill, Ash Keating and Numskull as well as the Gadigal Mural at the Australian Centre for Design.</p>	On Track
Deliver hoardings activation program throughout the City.	<p>The Creative Hoardings program requires builders and developers to use Site Works, Bespoke artworks or Historic images to improve the visual impact of construction sites in the City.</p> <p>In September 2019, the City commissioned and launched a suite of 10 new artworks created by Australian artists, each with 20 licenses, 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, a total of 43 licenses for installation in the public domain have been approved, including 18 during this period.</p> <p>The City continues to approve the display of Historic images at locations across the City.</p> <p>Two Bespoke hoarding designs, one featuring images of the work of architect Harry Seidler and another a collection of contemporary murals painted by Australian artists were approved this period.</p>	On Track
Delivery of permanent and temporary art projects in the public domain including Green Square.	Lara Schnitger's Patchwork of Light artwork in Reiby Place was installed in March 2020. A second laneway artwork is in development and due for installation early 2021.	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.

The exhibition "Developing Sydney: Capturing Change 1900-1920" was transformed into an online exhibition in May, as well as being installed in Customs House levels one and two. The exhibition features photographs reproduced from the City Archives unique collection of glass plate negatives. The opening of the exhibition has been delayed due to Covid-19.

Face-to-face public programs are on hold since March due to Covid-19. Two talks hosted by the History Council of NSW have been presented using remote technology. During Covid-19, the historians have fielded numerous media inquiries about the Spanish Influenza in 1919. Staff expertise and the City's collections also featured in an ABC TV Australian Story episode about the Spanish Influenza.

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		
<p>Deliver cultural venues infrastructure and liaise with providers to conduct programs.</p>	<p>107 Projects (107), head tenant of Joynton Avenue Creative Centre continued to welcome additional tenants into the creative offices throughout 2019/20. Prior to the Covid-19 pandemic the creative offices were 100% occupied. 107 has retained the majority of the artists, creative businesses and small creative organisations occupying the offices by providing increased subsidies to those affected by the pandemic. 107 received funding through the NSW Government's 'My Community Project' initiative enabling them to provide 78 days of events and activities at the Centre throughout 2020. Following its launch in January 2020, the program, designed to engage the local community and establish the cultural hub, delivered on average three events, social nights or activities per week. 107 has been unable to deliver most of their in-person programming at the centre from the end of March 2020 due to the Covid-19 restrictions. 107 instead provided a selection of online and at-home programs delivered by artists, small creative organisations and some tenants from the centre during this period.</p> <p>Brand X, the head tenant and operator of the upper floor of the East Sydney Community and Arts Centre operated the facility at an average of 78% capacity for the first three quarters of the year. The Covid-19 pandemic prevented Brand X from operating the rehearsal space from late March until June 29 but during this time they delivered a number of their Artist-to-Artist training sessions in an online format, allowing artists to share skills and technical knowledge with each other. Brand X's Flying Nun Program, showcasing the work of the performing arts residencies within the centre invested in 26 new performance works, attracting 1,715 audience members to generate over \$23,000 in profit for participating artists. Brand X also invested in the first hearing impaired theatre production during season four of The Flying Nun Program which was attended by 165 members of the deaf community made accessible with the use of Auslan interpreters, theatre captioning and a hearing loop. Brand X was a key venue and program contributor to the inaugural March Dance Festival while hosting other events during Mardi Gras, Art Month, Sedition and Vivid Music. Brand X launched ProtoSHOP, an online gift shop profiling work made by local visual artists to test prototypes for market appeal an initiative that was germinated through the Bizarre Bazaar arts markets Brand X ran for the community at the Centre in 2018 and 2019.</p>	<p>On Track</p>

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.	The Open and Creative Planning Reforms, including encouraging later opening shops, new controls for cultural activities and new entertainment sound planning controls, have been approved by Council and the Central Sydney Planning Committee for exhibition and will be exhibited once Gateway approval is received from NSW Government.	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.	This year, 342 Cultural projects were approved to the value of \$5,767,882. As a response to the Covid-19 pandemic, grants were approved to support the continued operation of cultural organisations through the pandemic and assist with future initiatives. Other projects were funded through the Cultural and Creative Grants and Sponsorships, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorships, Matching Grants, Venue Hire Support Grants and Sponsorship, Quick Response and Street Banners Sponsorship programs.	On Track
Sector Development		
Deliver cultural sector skills development programs.	<p>The City supports the skills development of artists and arts workers with activities in areas of business, grant writing, marketing and skills sharing.</p> <p>In February 2020 the City delivered two Grant Writing workshops for artists and arts organisations at the Darling Square Library ideas space. Contracting the services of Creative Plus Business, the full day workshop covered aspects of grant writing, budgeting and project development, presented by artist and accomplished fundraiser Irene Lemon. The City also presented information specific to the Cultural Grants program, which was open for submissions at the time. Both workshops were at capacity of 70 participants per day and generated a waitlist of close to 100 additional people.</p> <p>In 2019 Indigenous Professional Services (IPS) undertook a consultancy with Aboriginal and Torres Strait Islander artists and arts workers across creative disciplines, culminating in a report with a number of needs and recommendations highlighted to be delivered on over the coming year.</p> <p>In April 2020 one on one advice and support was provided to artists and organisations applying for Covid-19 Cultural Resilience and Fellowship grants to ensure the City received a high number of eligible applications. The immediate and longer term effects of the pandemic on the cultural sector have been evaluated in order to develop support programs that are relevant and aligned with the City's Covid-19 recovery plan.</p>	On Track

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

Major Programs	Progress To Date	Status
Eora Journey		
Commission a series of permanent and temporary public artworks as part of the Eora Journey.	The City has launched 3 of the 7 public art projects in the Eora Journey program to take place over a 10 year period. The second stage of the Redfern Terrace is in development, Development approval has been secured for bara Monument for the Eora (the fourth project in the Eora Journey program) due for completion mid 2021. 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. The Harbour Walk 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. Through those actions we aim to strengthen our relationships with Aboriginal and Torres Strait Islander communities. We achieve this through our community engagement, our social programs, procurement from Indigenous businesses and employment and retention of Aboriginal and Torres Strait Islander peoples.

On Track

The RAP working group have consulted widely with internal and external stakeholders to further develop the City's next RAP which will be presented to Council for adoption in 2020.

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
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	38.1	3,191.75	5,767.88	This year, 342 Cultural projects were approved to the value of \$5,767,882. As a response to the Covid-19 pandemic, grants were approved to support the continued operation of cultural organisations through the pandemic and assist with future initiatives. Other projects were funded through the Cultural and Creative Grants and Sponsorships, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorships, Matching Grants, Venue Hire Support Grants and Sponsorship, Quick Response and Street Banners Sponsorship programs.	Indicator Only
Value of revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,284.77	1,569.71	-	597.31	408.36	503.67	405.4	1,914.74		Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	153	124	-	130	123	116	85	85	Figures are reflective of the reduction in the number of spaces since Oxford and Foley Street programs are no longer in the portfolio.	Indicator Only
Number of artists supported	No.	1,909	2,047	-	-	1,041	-	846	1,887	Artists engaged include all City events, Pine Street and library programs, Customs House exhibitions, Civic Collection and other cultural programs. These figures have reduced in the last quarter due to the pandemic.	Indicator Only
Number of creative personnel supported	No.	14,952	16,375	-	-	6,402	-	5,297	11,699	Creative personnel engaged include those through the Creative Spaces Programs, library programs, major events and Customs House exhibitions. These figures have reduced in the last quarter due to the pandemic.	Indicator Only

8 Housing for a diverse community

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Housing supply				
Facilitate an Alternative Housing Ideas Challenge to promote dialogue and policy development using new ideas.	2020	95	Strategic review of the City's property holding is continuing to identify opportunities for affordable housing projects.	Watch

Major Programs	Progress To Date	Status
Housing supply		
To meet District Plan requirements, develop a Housing Strategy to manage the long-term supply of housing.	The Housing for All: Local Housing Strategy has been adopted by Council and has been referred to Department Planning, Infrastructure and Environment for approval.	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 June 2020 there were: <ul style="list-style-type: none"> • 10,948 private residential dwellings approved or under construction in the city • 2,085 non private residential dwellings approved or under construction in the city • 5,195 private residential dwellings lodged but not yet approved in the city • 1,901 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.	Several opportunities are currently being tested to determine their viability for affordable housing	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 currently reviewing the Waterloo South redevelopment planning submission. The City's response to the planning submission is informed by guided research and data on community infrastructure provision and requirements, City staff expertise and community feedback. The City continue to communicate and engage with the Waterloo community during the Waterloo redevelopment process.	On Track
Capacity Building		
Provide and support community capacity building initiatives in social housing neighbourhoods.	<p>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. Initiatives include; mental health first aid, bystander training and community events that focus on health, safety and support. In 2019/20 over 600 people have attended or been supported through a capacity building program.</p> <p>The City also supports a range of grants designed to promote and support community capacity building initiatives in social housing neighbourhoods, including the Redfern Legal Centre's Waterloo Outreach service to assist Waterloo social housing residents with tenancy and legal advice, in the context of the Waterloo redevelopment.</p> <p>The City supported the Red Cross for their Building Resilience: Be Prepared project. This project is designed to improve the community resilience of older people in the Waterloo Public Housing area by strengthening social connections, networks and wellbeing through emergency preparedness activities. The pre work undertaken by this project provided essential links with older residents in Waterloo throughout the Covid-19 pandemic.</p> <p>The City also supported the Woolloomooloo Neighbourhood Advisory Board for their Woolloomooloo Welcome Pack project. This project was led by social housing residents to design and produce a comprehensive neighbourhood welcome pack for new tenants to the area.</p>	On Track
Partnerships		
Collaborate with State Government and non-government agencies and with residents groups to address safety and amenity issues for social housing residents.	<p>The City works in collaboration with State Government, non-government agencies and resident groups to address safety and amenity issues in social housing communities. In the period over 800 people attended community safety events including Summer on the Green in Waterloo and the Family Fun Day in Glebe. Of those who completed a survey over 90 per cent reported increased feelings of safety, knowing where to get help, an increased sense of connectedness to the community as a result of attending of the events.</p> <p>Throughout 2019/20 the bushfire emergency and Covid-19 pandemic prevented the City from providing our normal schedule of events related to community safety due to physical distancing requirements, public health orders and poor air quality. City staff conducted intensive engagement with social housing residents and services operating in social housing communities to understand and respond to the needs of residents throughout the pandemic. Staff also facilitated online and phone meetings, stakeholder operations meetings and service mapping to support residents and organisations.</p>	On Track
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.	Following a NSW Government announcement in November 2019, the City will be assessing planning proposals requests from NSW Land and Housing Corporation for a number of social housing sites in the council area. Requests for Elizabeth Street, Redfern and Cowper Street, Glebe, which provide additional social and affordable housing, have been reported to Council and the Central Sydney Planning Committee seeking approval to publicly exhibit. The request for Waterloo Estate, Waterloo is currently under assessment.	On Track

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

Major Programs	Progress To Date	Status
Housing solutions and support services		
<p>Advocate for innovative responses, and build the capacity of city staff, non-government services and the community to contribute to preventing and reducing homelessness.</p>	<p>The Covid-19 pandemic led to an increased demand for the City's homelessness services to ensure that people sleeping rough were safe and in crisis accommodation. The City is a member of the Sydney Rough Sleeping Covid-19 Task Force and participates in a number of sub-committees including those relating to food security, housing exits and Aboriginal Outreach. The City advocated to the Department of Communities and Justice and Study NSW to provide temporary accommodation to temporary visa holders, including international students, at risk of homelessness during the pandemic.</p> <p>The City continued to advocate 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 in relation to Street Count and collaborative work in homelessness to Liverpool Council, Port Philip Council, Parramatta Council, North Sydney Council, Byron Shire Council, Hobart City, Perth City, Melbourne City and Department of Communities and Justice.</p> <p>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. The City participated in the Council of Capital City Lord Mayors (CCCLM) housing and homelessness working group and developed an action plan aimed at preventing and reducing homelessness as well as a pre-budget submission to Treasury and a submission to the federal Government inquiry into Homelessness in Australia. The City also made a submission to the Legislative Assembly Committee on Community Services inquiry into the Protocol for Homeless People in Public Places and the Federal Government Inquiry into Homelessness in Australia.</p>	On Track
Service coordination collaboration and capacity building		
<p>Partner and support the delivery and coordination of specialist homelessness outreach services to link people sleeping rough with services and support.</p>	<p>A total of 245 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 safe, long term housing with support. HART has also engaged with 1,251 people on outreaches since 15 March 2019.</p> <p>A total of 251 outcomes for the Woolloomooloo Integrated Services Hub (WISH), a monthly one stop shop coordinated by the City, which brings together over 16 services in one location to assist people with access to health, housing, specialist support and other services.</p> <p>A total of 264 people have been assisted to exit homelessness and 193 people were prevented from entering homelessness as a result of programs supported by funding from the City.</p>	On Track
Services		
<p>Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.</p>	<p>The City conducted its 23th bi-annual Homelessness Street Count in February 2020. There were 334 people sleeping rough across the local government area (LGA) and 505 people occupying crisis and temporary accommodation beds. The February 2020 result represents a 10 per cent decrease from the February 2010 count of 373 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 Belmore Park.</p>	On Track

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of new dwellings approved	No.	1,691	1,048	-	25	776	346	514	1,661		Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units resulting from NSW Government operations including Redfern, Waterloo affordable housing levy – Urban Growth NSW	No.	-	-	-	-	-	-	0	-	The City is working with the state government to advocate for affordable housing when their land is being redeveloped. While there is some affordable housing in the pipeline, to date there are zero affordable housing units that have been delivered in conjunction with the redevelopment of state government sites or the Redfern/Waterloo affordable housing levy	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the Council area	No.	-	-	-	-	-	-	0	-	There is a significant pipeline of affordable housing from the levies expected to be delivered in future years.	Indicator Only

Homelessness

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Number of people assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	233	220	-	60	109	36	59	264		Indicator Only
Number of people prevented from becoming homeless through the City supported brokerage program	No.	182	204	-	48	85	30	30	193		Indicator Only
Number of people sleeping rough in the city area	No.	329	373	-	-	254	-	334	334	YTD is from the Summer (February) 2020 Street Count	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	0	0	1,200	This 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.	Indicator Only

9 Sustainable development, renewal and design

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

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

Major Programs	Progress To Date	Status
Advocacy		
Engage with government led urban renewal projects to deliver design excellence, high Ecologically Sustainable Development performance and provide appropriate infrastructure.	The City has prepared submissions on Blackwattle Bay Precinct (Bays Precinct), Central Station and Pyrmont Place Strategy and is engaging with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure. The City's proposed planning controls for Elizabeth Street, Redfern and Cowper Street, Glebe social housing sites have set higher environmental benchmarks, design excellence strategies and space for community facilities.	On Track
Integration		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City has executed 16 new Planning Agreements with the private sector this financial year. The Agreements will deliver new and upgraded public infrastructure including roads, footpaths, public parks and public domain upgrades delivered in association with development.	On Track

9.2 The city is beautiful, sustainable and functions well.

Major Programs	Progress To Date	Status
Design partnership		
Facilitate the Design Advisory Panel and Public Art Advisory Panel to provide expert advice on public domain, park projects, major development applications and public art proposals.	The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals. During Covid-19 all meetings will be undertaken by video link.	On Track
Strategic Planning		
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.	On Track
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. Following the December 2019 joint announcement between the Minister for Planning and the Lord Mayor noted an in principle agreement which would see the planning changes progress. A revised planning proposal was presented to Council and the Central Sydney Planning Committee (CSPC) in February 2020. NSW Department of Planning, Industry and Environment issued a Gateway Determination and the Strategy and proposed planning controls have been placed on a 10 week public exhibition from May to 10 July. Submissions will be reviewed and reported to Council and CSPC following exhibition.	On Track
Advocacy		
Develop opportunities with State agencies that support the development of transport related infrastructure.	In 2019/20 the City has executed seven Planning Agreements that provide for widened road reserves and footpaths to several locations on Bourke Rd, Botany Rd, Epsom Rd and Beaconsfield Lane.	On Track

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

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

On Track

The redevelopment of the Alexandria Park Community School will provide for shared use of a new competition-size sports field, two outdoor multipurpose sports courts, a multipurpose indoor sports hall and amenities. Shared sports facilities at the Inner Sydney High School include an indoor gymnasium, fitness training areas and associated amenities. 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 was completed in early 2020. The next phase, design development, is underway.

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	95	The village packages and bus interchange wayfinding signage rollout are complete. The handover of the light rail corridor package and installation of public domain to the City is to be finalised in July 2020. Wayfinding documentation also being prepared to support the Harbour Walk. Signage rollout in Green Square is also continuing to be co-ordinated with completion of public facilities, parks and new streets.	On Track
Crowded Place Protection - develop kit of parts and design guidelines to implement protection measures.	2019	85	Final review of draft guidelines with stakeholder comment is underway. Design applications and documentation for protection measures in George Street are complete. Implementation is to commence based on handover of light rail public domain to light rail corridor to the City.	Attention Required

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.	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. Assessment of potential property acquisitions for new parks and sports facilities is undertaken as opportunities arise.	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. The planning proposal for 55 Pitt Street, Sydney included a public benefit offer for new public domain and Sites 2, 3 & 4 in the Green Square Town Centre included dedication of land for 'Transport Place'.	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		
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	The Development Control Plan contains controls that align with the Floodplain Risk Management Plan actions. These controls are implemented for new development. The Flood Studies for the Alexandria Canal & Blackwattle Bay catchments are currently being revised to incorporate the new rainfall intensity standard.	On Track
Program delivery		
Develop and implement Public Domain and Place-making Strategies for urban renewal areas.	<p>The public domain concept plan for the Danks Street South Precinct in Waterloo is being developed and will be finalised by December 2020.</p> <p>The Covid-19 pandemic prevented the City from providing our usual community engagement and activation programs and services planned for the first half of 2020 due to physical distancing and health orders. Community programs were developed for online engagement as part of the broader City response. They were developed to be appropriate for the community needs generated as a result of the pandemic and included programs on building resilience, screen time and time management. A community connection card was created to connect residents with others within their community needing support during the pandemic.</p>	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.	Council adopted and published the Local Strategic Planning Statement and Housing Strategy in March 2020 as required by the NSW Government. The City is progressing key actions of the Local Strategic Planning Statement including implementing the Central Sydney Planning Strategy, review of the Botany Road corridor, the Oxford Street cultural precinct study, review of the Southern Enterprise Area strategy and other general updates to the LEP and DCP.	On Track

9.5 The urban environment promotes health and wellbeing.

Major Programs	Progress To Date	Status
Planning policy		
Collect, analyse and report data within the Community Indicators framework to inform priority programs and services for the community.	In the past 6 months the Wellbeing Survey data and Community Wellbeing Indicators data has primarily been used to inform work of other Council units.	On Track

9.S.1 Performance Measures

Development Assessments

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	49	50	45	49	52	54	55	55	Covid-19 did not see any significant reduction in applications being submitted.	Attention Required
Average time to determine 90% of DA applications	Days	57.2	62	55	63.25	65.13	67.39	72.4	72.4	Covid-19 did not see any significant reduction in applications being submitted.	Attention Required
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	39.9	41.6	40	42.85	40.45	41.92	42.9	42.9	Covid-19 did not see any significant reduction in applications being submitted.	Watch
Average time to determine 90% of footway applications	Days	29.1	28.8	35	30.43	27.49	30.61	31.7	31.7		On Track
Percentage of outstanding applications over 100 days (DA & S4.55 previously S96)	%	18	22.8	20	24.1	25.2	38.7	24	24	Covid-19 did not see any significant reduction in applications being submitted.	Attention Required
Average processing time for construction certificates	Days	6.28	6.68	10	7.3	6	7	7.1	6.85	A mean average of 7.1 days was achieved for the period which was below 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	Result	Target	Q1	Q2	Q3	Q4	YTD		
The number of Voluntary Planning Agreements offers for the period	No.	25	27	-	9	2	3	2	16	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	6	3	16	Three new Planning Agreements were executed by the City in Q4.	Indicator Only

10 Implementation through effective governance and partnerships

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

10.1 The City of Sydney is well governed.

Major Programs	Progress To Date	Status
Compliance		
Deliver programs to embed risk management principles into organisational decision making.	<p>Implementation of the new risk management system commenced in April, with detailed requirements scoped and signed off during the quarter. The system is on track to be implemented by early October.</p> <p>The corporate risk registers are being progressively updated with the Executive and Business Unit managers to ensure currency. The Executive risks were reviewed with a Covid-19 overlay in June 2020. Risk advice has been provided on an ongoing basis across the organisation, including facilitation of risk workshops, and project and contract specific advice.</p>	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.	<p>A key focus this year was psychological safety. The City undertook the People at Work psychological risk assessment program for several business units. Resulting actions included:</p> <ul style="list-style-type: none"> • training to raise awareness of mental health issues • training on respectful behaviours • mindfulness practices • sleep fitness and fatigue awareness training. <p>Further implementation of actions will continue in 2020/2021 as the Covid-19 recovery permits.</p>	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. This has been particularly relevant as the City responded to the Covid-19 pandemic. 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.	Governance provides privacy advice to ensure that personal information held by the City is managed appropriately. The Governance team are responsible for providing guidance on privacy matters and provide advice to a number of internal working groups on general and specific privacy matters. We have prepared privacy protection notices for several projects, including Covid-19 contact tracing at the City under NSW Health requirements and the new Visitor Check-In Kiosks that are currently in development. We have also published guidance materials for Privacy Awareness Week 2020.	On Track
Monitor compliance with information provision legislation, identify frequently requested information and make publicly available where possible.	In 2019/20 the City received 57 section 41 access applications (formals) and 3946 information access (informal) requests. The most frequently requested information continued to be development application related. The City's Find a DA has contributed in whole or part to meeting 5.53% of informal requests, and the City's new Archives and History Catalogue has contributed in whole or part to meeting 12.55% of requests. The Covid-19 pandemic significantly impacted numbers in Q4.	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 for FY2020 - 2023 has been approved by the Executive and the Audit Risk and Compliance Committee.	On Track
Ensure all electoral processes are well managed and meet legislative requirements.	Following the postponement of Local Government Elections until 4 September 2021, an updated plan, which has brought forward system improvements from the original post-election phase, is now being implemented.	On Track
Develop and implement a program of managing Crown Lands, to ensure compliance with the new Crown Lands Management Act.	<p>Data collection and site details have been completed for Crown Land parcels and are reflected in relevant City databases/systems. Confirmation of data held by Crown Lands is 100% complete.</p> <p>Briefing of staff on the implications of the Crown Lands Management (CLM) and Native Title Acts is ongoing. Internal processes and reference guides are underway to address the legislative requirements whilst the Plans of</p>	On Track

Management are being prepared. This is at 70% completion. An assessment of the impact of the CLM Act on a number of critical projects has been completed. This process will be ongoing.

Governance

Continually review and adapt the elements of governance to maintain community confidence in the City.

A new Fraud and Corruption Control Plan has been developed and is now in the process of implementation. The Internal Reporting Policy for fraud and corruption was reviewed and a comprehensive review of the Privacy Management Plan is nearing completion after extensive consultation to ensure it clearly outlines both our legal requirements and best practice principles in the privacy domain.

On Track

In the last quarter in particular, there has been significant effort on the development of new governance registers for Policies, Delegations, Complaints and Allegations, Investigations and Complaints Outcomes and Conflicts of Interest in new CAMMS risk system. These registers will come on line in October 2020 and will consolidate and automate a number of manual registers, making it easier for governance to track and report actions.

A temporary delegations process and a number of temporary new delegations were been put in place to support the City through the Covid-19 period. Covid-19 specific Fraud and Corruption Control Plans have been developed to address the unique risks associated with the pandemic and changed work procedures. Governance assurance and advice is undertaken in relation to specific high risk projects across the City.

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

Major Programs

Progress To Date

Status

Organisational Capability

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

Resilient Sydney has been working with the NSW government and councils of Sydney to respond to the shock events impacting Sydney including:

- Working with the Office of Local Government and LGNSW on the Local Government Bushfire Recovery Support Group to coordinate offers of support from councils across Sydney and NSW with requests from bushfire affected councils. The Group has continued to provide assistance, resources and knowledge.
- In 2020, the Resilient Sydney Office has hosted monthly workshops with Resilience Ambassadors and Local Emergency Management Officers to provide best practice presentations, templates, resources on a Resilient Recovery with the 33 Councils of Sydney. Resilient Sydney has enabled connections between and within councils.

On Track

The Resilient Sydney Office has offered expertise, networks and relationships with the new State Government agency Resilience NSW, based on the learnings of 5 years of Resilient Sydney and the Global Resilient Cities Network. Resilient Sydney has continued collaborations and partnership projects between local and state government to solve resilience challenges and reduce community risks in Sydney.

Resilient Sydney Actions Updates:

- Action 13: Phase 2 of the Resilient Sydney Platform and capacity building program is being finalised for a three year program to continue to provide evidence-based data to enable place-based decision making for councils. Four workshops were hosted in 2019, with all Councils in attendance. All 33 councils are on the Platform. 22 of the 33 councils of metropolitan Sydney used data from the Resilient Sydney Platform in their Final Local Strategic Planning Statements in 2019/2020.
- Resilient Sydney has promoted a ready-made public communications campaign for resilience on the Red Cross Emergency Preparedness Week. Resilient Sydney has encouraged engaged networks to promote the Get Prepared App, as part of Emergency Preparedness Week, to prepare residents for emergencies through the development of an emergency plan.

• Action 9: Cool Suburbs – the research, design and development of the Cool Suburbs tool is underway. The Cool Suburbs Tool will be a voluntary, industry-based measurement and performance (ratings) tool to identify a 'cool rating' for a development and a suburb.

Continue to deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability.	A revision to the 2019/20 Operational Plan was adopted by Council in May which included a revised 2019/20 budget and a revised grants and support package in response to the Covid-19 pandemic. The 2020/21 Operational Plan was adopted by Council in June, incorporating the Financial Recovery Plan in response to the Covid-19 pandemic. NSW Local Government elections have been postponed until September 2021 so an end of term report will not be required in 2020.	On Track
Implement and monitor priority actions within the People Strategy.	The People Strategy 2019-21 is being progressively implemented. Key achievements included: - enabled the City to work remotely and flexibly during Covid19 via business planning, communication, training and digital tools - mapped capabilities to job profiles to enhance performance, development and recruitment processes - implemented the new annual workforce planning process - extended paid parental leave and conducted the purchased leave pilot.	On Track
Deliver programs to build a diverse and inclusive organisation.	This year the City implemented initiatives from the EEO, Diversity & Inclusion Action Plan; conducted the 2019 Gender Pay Equity Review; and partnered with the Diversity Council of Australia's "Counting Culture" project. New employment targets for Aboriginal and Torres Strait Islander people were also agreed.	On Track
Implement and monitor priority actions of the Information and Technology Strategic Plan.	Good progress was made this year implementing the priorities of the Information & Technology Strategic Plan. Substantial project completions included: implementation of telemetry devices to the City's fleet of vehicles; commissioning of the new Darling Exchange Library which includes new public technology for 3D printing and community technology skills programs; and an upgrade of the City's planning system to enable applicants to lodge via the NSW government ePlanning portal. IT facilities upgrades included expansion of the City network, corporate WiFi services, and meeting room and video conferencing technologies. The Covid-19 pandemic led to a sharp increase in demand for the City's staff to work remotely. The City's technology service was augmented with additional devices, collaboration tools and increased network security which enabled a rapid transition for staff to remote working.	On Track
Enhance our digital capability implementing key actions from the Digital strategy.	IT infrastructure improvements delivered this year included a data centre hardware refresh, significant network upgrade, meeting room technology and AV upgrades, and enablement of wifi across staffed sites such as childcare centres, depots, community centres and libraries. Continued IT security education was also a key focus.	On Track
Implement actions and deliver programs to improve customer experience.	Development of the Digital Service Channel continued. The Virtual Customer Assistant (chat-bot) will be implemented in Q1 of 2020/21 and will assist customers with parking, rates and community venues. A live chat channel is also in development. The Smart Digital forms project is underway to make our processes easier for the community to use.	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.	A new Asset Management Sub Panel Terms of Reference was formulated to enhance the relationship between asset management planning and capital renewal works. A detailed Asset Management Plan template is under development, with sustainability and social impact being key areas of the new template.	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 undertaking improvement projects. The focus for improvement is on digitising and improving efficiency and effectiveness of key services.	On Track

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

Major Programs	Progress To Date	Status
Financial Planning		
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.	Progressive review of business cases and financial modelling prioritised to ensure an appropriate consideration of needs, options, resourcing, financial implications and long term sustainability prior to project, program and initiative implementation. Reviews have included significant tenders for services (in particular the street furniture contract), staffing initiatives (including wage classification updates and Covid-19 related impacts), and capital works and ICT project proposals.	On Track
Rates		
Continue to proactively advocate for change in local government rating legislation and guidelines and seek innovations in order to improve equity amongst our ratepayers.	The Minister for Local Government released the findings and outcomes from the IPART review into the Local Government Rating System and sought feedback on a range of those recommendations. City staff worked collaboratively with SSROC and NSW Revenue Professionals to assist in the development of their submissions. A collation of the feedback was released and the NSW Government released its response. The NSW Government does not intend to change the basis of rates from land valuation to capital improved value at this time, nor any serious reforms to the legislation. The City will continue to advocate for change that will enable more equitable outcomes for its community.	On Track
Strategic Property Management		
Continue to work with new Property Management Service provider to optimise revenue opportunities.	<ol style="list-style-type: none"> 1. Property management is progressing with Colliers. 2. Financial tracking and reporting is now integrated through the City's financial system. 3. A commercial strategy has now been established for the commercial portfolio with outcomes are tracked through a dedicated subcommittee. 	On Track
Fees and Charges		
Progressively review the cost of delivering the City's major services to ensure appropriate fees and charges, and the level of council subsidy is identified.	Program impacted by Covid-19 disruption. Resourcing has proved challenging in context of Recovery Plan development - Program has resumed early in the 2020/21 financial year, following the successful pilot program conducted with Social Programs and Services.	On Track
Procurement		
Ensure best practice procurement and contract management focused on value for money, optimised minimised risk and improved sustainability.	<p>The City continues to go to market with appropriately developed specifications, taking into account risk and clearly defining required outcomes that facilitate positive market responses and achieve best value quality outcomes. Contract reviews are ongoing and key lessons learned are used to improve performance under the contract and also the learnings are being used to improve future specifications and specialised training requirements. There is increased Executive oversight on strategic contracts focussing on performance, risk, costs and end of term transition considerations.</p> <p>Category Management continues to be implemented. The category plans will come into effect in the next financial year and will drive the impact of social & sustainable procurement and further refine the City's go to market documentation. Ongoing compliance checking continues to ensure best practice and the highest level of governance.</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.	<p>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. This is an ongoing part of our professional networking and development. Staff also participated in the Office of the Privacy Commissioner's webinar during Privacy Awareness Week in May 2020 and published a related article for staff.</p> <p>In particular, in this reporting period we have continued our ongoing consultation with ICAC in relation to the clarification of the scope of our duty under s11 of the Independent Commission Against Corruption Act 1988 to notify the Commission of possible corrupt conduct. We published an article for staff on 'Maintaining an ethical organisation' addressing the extra challenges of preventing and reporting fraud and corruption in the current COVID-19 environment in response to new ICAC guidelines. We also attended an online presentation organised by ICAC on proposed revisions to the Australian Standard on Fraud and Corruption Control (AS 8001-2008) and will consider the preparation of a submission on the new revised standard.</p>	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 NSW Government's proposal to Revitalise Blackwattle Bay, the draft Liquor Amendment Bill, a Discussion Paper on superannuation payments for Councillors, the Metro West EIS Concept and Stage 1, Improving Infrastructure Contributions Reform Package, Discussions Documents for a 20 Year Waste Strategy and Plastics Plan, the Western Harbour Tunnel and Warringah Freeway Upgrade Environmental Impact Statement, and a Review of the Impounding Act. The City also made submissions to the Federal Government's Inquiry into Homelessness in Australia and Technology Investment Roadmap Discussion Paper.	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.	<p>46 projects, plans and reports (not including DAs and planning proposals) were open for public comment over the past 12 months. 5,322 submissions/feedback forms were received. There were 2,431 attendees at 60 consultation events.</p> <p>During Q3-Q4, the focus was on responding and adapting to the impacts of Covid-19. A community and business engagement program was undertaken to inform the community recovery plan. We received a total of 2,700 community surveys and 1,100 business surveys. Eleven stakeholder workshops were conducted with 165 people. Central Sydney Planning Framework was on public exhibition from 1 May to 10 July 2020 and used alternative engagement approaches in response to Covid-19, including a series of online facilitated workshops.</p> <p>Consultation for the City's next Community Strategic Plan continued throughout July to December 2020, including a Citizens' Jury, and Youth and Children's Summits.</p>	On Track

Consultation was also undertaken on a variety of projects and policies including new cycling links, six park upgrades, the City's Local Strategic Planning Statement (City Plan 2036) and Housing Strategy (Housing for All), draft Smart City strategic framework, Homelessness Action Plan and Mobile Voluntary Services Policy.

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

Engagement initiatives for the review of Sustainable Sydney 2030 included:

- CityTalks: We all have a role in supporting mental health and wellbeing (785 attendees)
- Alternative Housing Ideas Challenge: Reimagining how we live briefing (377 attendees)
- Citizens' Jury (40 jurors)
- Citizens' Jury stakeholder briefing (93 attendees)
- Online future ideas portal (1,100 plus submissions)
- Children and Youth Summits (12 schools)

Due to the ongoing Covid-19 pandemic and subsequent public health orders restricting public gatherings, events have been suspended and consultation activities have been conducted online.

On Track

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

Over the last twelve months the findings from the comprehensive research and community engagement programs informed the development of a draft Sustainable Sydney 2050 strategy. An outline of the strategic framework as well as the reports from the community engagement activities were considered by Council. Additionally, two update reports were considered by Council. These reports addressed the thematic areas of environment and resilience and equitable and affordable. The reports outlined the key issues for each of the themes, community feedback, proposed strategic response, initial ideas for action and proposed targets. The draft strategy is currently being reviewed to take account of the Covid-19 pandemic. It will be finalised during the 2020-21 year.

On Track

Public access to information

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

We continue to provide regular updates and news for the community on a wide range of City projects, programs and services. This is achieved through media releases, proactive news stories, digital content, notification letters, the bi-monthly Sydney City News, media inquiries and our social media channels.

On Track

Key projects included major events such as Christmas, Sydney New Years Eve, Sydney Lunar New Year Festival; new facilities such as the library at Darling Square and Green Square community infrastructure; upgraded parks and community facilities; new climate change initiatives; improvements to City services; grants to community organisations and local businesses; support for the night-time economy; and Covid-19 support package measures for local businesses and community and cultural organisations impacted by the pandemic.

Decisions relating to the opening and closure of City services and venues have been communicated constantly throughout the global Covid-19 pandemic.

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

In the quarter 9 open data sets, 1 story map, and 2 dashboards were published to the City's Data Hub. The Data Hub now contains 84 open data sets and 49 other data products (interactive apps, maps, dashboards, and data stories).

On Track

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

Major Programs	Progress To Date	Status
Local and regional government partnerships		
<p>Strengthen local and regional partnerships through consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community.</p>	<p>The City continues to foster partnerships through Social Housing Meetings in Redfern and Surry Hills, collaborating with Housing NSW, NSW Police and Family and Community Services. Throughout 2019 and 2020, the City, through the Resilient Sydney Office has facilitated information and knowledge sharing in relation to the delivery of actions identified in the Resilient Sydney Plan as well in response to the Covid-19 pandemic. The City led a Local Government Bushfire Recovery group in collaboration with the Office of Local Government NSW, relevant councils and other State Government authorities, to provide a coordinated response to the bushfires of late December / early January 2020, particularly as it related to the provision of resources to assist with the recovery. Requests continue to be coordinated by the City. The City remains in close and regular contact with councils as the pandemic continues.</p>	On Track
State and national partnerships		
<p>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.</p>	<p>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 homelessness and transport, and our response to Covid-19. Meetings continue with relevant stakeholders in Local and State Government about the implementation of the Resilience Plan for Sydney. Engagement has also been particularly important in responding to first, the bushfires and now Covid-19.</p> <p>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. We have also collaborated on a package of stimulus projects for submission to the Government.</p>	On Track
International partnerships		
<p>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.</p>	<p>Implementation of the Resilient Sydney strategy continues. All councils across metropolitan Sydney are now involved in delivering actions in the strategy. Businesses, other levels of government, civil society and residents of Sydney are also committing to actions.</p> <p>Given the three major shock events since late 2019 with the 2019/2020 bushfires, February 2020 storms and now the global Covid-19 pandemic, the Resilient Sydney Office has hosted monthly workshops to provide presentations, template and resources on a Resilient Recovery with the 33 Councils of Sydney. The Global Resilient Cities Network has provided supporting materials during these times with weekly videoconferences and webinars to share learnings and best practice. The Resilient Sydney Office is sharing case studies and information from Wuhan, London, Milan, New York and Buenos Aires with councils, the NSW Government and other stakeholders across Sydney.</p> <p>From April 2020, the Resilient Sydney Office has provided expertise, networks and facilitated relationships with the new State Government agency Resilience NSW, based on the resources and learnings available through the Global Resilient Cities Network.</p>	On Track

10.S.1 Performance Measures

Accountability and transparency

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications Received	No.	93	61	-	20	16	13	6	55	The last quarter's figure of 6 section 41 access applications (formals) was well below the quarterly average over the first three quarters of 14, and is the lowest number received in a quarter in the past 8 years. It is likely Covid-19 contributed to the lower numbers this last quarter and in Q3. For the first six months of the financial year the monthly average (6) was on par with the monthly average for the full previous financial year (5).	Indicator Only
GIPAA Informal Access Applications received	No.	4,836	4,400	-	1,259	984	901	802	3,946	Covid-19 contributed to lower numbers of applications received. However, general downward trends in informal access requests may also be attributed to ongoing proactive release of information through DA Search and the City's online archives catalogue.	Indicator Only
Public Interest disclosures received	No.	1	2	-	0	1	0	1	2		Indicator Only

Complaints processes

Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding breaches of the code of conduct by City Councillors (measured annually)	No.	-	-	-	-	-	-	0	-		Indicator Only
Complaints regarding fraud or corruption by City staff upheld	No.	5	-	-	0	0	3	1	4	Details of all complaints were provided to ICAC. Due to the nature of the matters ICAC determined it appropriate to leave all matters with the City to investigate and finalise. All matters have been resolved.	Indicator Only

Workforce											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,940.07	1,963.43	-	2,001.35	2,006.35	2,001.53	1,977.33	1,977.33		Indicator Only
Vacancy rate	%	9.22	7.28	-	8.98	9.47	9.04	8.95	9.11		Indicator Only
Lost time injuries	No	30	47	-	17	15	17	5	54		Indicator Only
Customer service											
Key Performance Indicator	Unit	2017/18	2018/19	2019/20	2019/20 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Customer contacts via Online Business Services (OBS)	No.	94,684	183,514	-	57,534	48,440	57,588	61,380	224,942	Customer contacts via digital channels continue to rise.	Indicator Only
Customer contacts via Online Business Services (OBS)	%	25.25	41.6	-	44	40	50	49	45.75	Customer contacts via digital channels continue to rise.	Indicator Only
Customer contacts by other channels (calls, counter)	No.	277,060	252,950	-	71,874	71,423	57,588	64,778	265,663		Indicator Only
Customer contacts by other channels (calls, counter)	%	74.5	58.4	-	56	60	50	51	54.25		Indicator Only
Calls answered within 30 seconds	%	68.43	69.66	70	61	73	73	62	67.25		Watch
Calls completed at first contact	%	81.25	83.46	80	85	84	84	97	87.5		On Track
Customer requests received	No.	166,443	182,069	-	53,947	49,415	59,922	56,963	220,247		Indicator Only
Customer requests actioned within agreed service standards	%	93.75	88.75	95	87	90.28	88	85	87.57	Quarter 4 customer request key performance indicator was below target due to the impact of Covid-19 on operations.	Watch