

# **Attachment D**

**Third Quarter 2020/21  
Community Recovery Plan Report**

# Community Recovery Plan

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## Quarterly Report #3



*A major success of the City's revitalisation campaign is the reallocation of road and footway space for local restaurants to offer alfresco dining. This helps businesses increase capacity and still comply with physical distancing requirements, while making our public areas vibrant and active. City staff designed a simple, fast-tracked application process and helped businesses to access the space.*

*As at the end of March, 146 applications were approved. 90% of participating businesses who responded to a survey reported the program to be beneficial or crucial to their business, with 45% employing an additional 2 or more staff per week and 41% increasing staff hours by 10 or more hours per week. 58% reported an increase in turnover of up to 10%.*

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# Where are we now?

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## State of the city update

### Note regarding this data

Currently only limited up-to-date data is available at the City of Sydney level on the impact of Covid-19. Much of this data is collected or reported at different points in time, given different publication lags. The current situation continues to evolve – making much of the available data quickly out of date. Every attempt has been made to present the most recent data.

For the period January – March 2021:

- **City Output (GDP):** Generally, the array of data relating to the aggregate domestic national economy has been positive, particularly in respect of the labour market. However, not all industries have benefitted equally. The City of Sydney economy (having been impacted hardest initially) continues to lag other places less reliant upon international visitation and hospitality.

Compared to the March 2020 quarter, the quarterly modelled City Output is down about 4.0% annually in real terms, having declined by about 0.6% since the December 2020 quarter. This maintains the strong 'improvement' on the September quarter 2020 result but still represents a cumulative decline of over \$8 billion since pre-Covid.

The continued lack of international visitors, the end of JobKeeper and delays in the vaccination process could well see growth momentum continue to ease in quarter four, with potentially a further \$1.5-2 billion decline by the end of the June quarter.

- **JobKeeper:** According to the latest statistics from the Taxation Office, over 10,000 businesses with a registered head office in the City of Sydney were still receiving the JobKeeper payment under phase 3 of the scheme prior to its expiry at the end of March. This was about half the number of original recipients, but still remains the highest number for any LGA in Australia.
- **Employment:** Nationally, the ABS Payroll Jobs Data index shows an increase in employment over levels at the start of the pandemic. The City of Sydney index shows a decline of about 2% since February 2020 which is an improvement on the 7% recorded in the September-December quarter. However, it is the largest decrease recorded within any of the major urban areas in Australia. Even the City of Melbourne has recovered to a greater extent.
- **Workforce:** Transport authorities indicate that patronage on public transport for quarter three remained 40-50% down on numbers in 2019. This is confirmed by City of Sydney pedestrian count figures (-45%), Opal card usage (-43%), UberMedia-Roy Morgan Mobility Index (-45%) and Property Council estimates of office occupancy levels (-50%) compared with pre-Covid levels in March. Anecdotally, many businesses are requiring staff to return to their offices more frequently, generally 3 days a week. The decision by the NSW Government to expand public transport capacity from 54% to 75% from 19 April could see this proportion increase.

- **Industry Impacts:** Given the City economy's reliance on tourism (both international and domestic) and visitors, as well as the hospitality sector, the industries most affected by decreased employment (Australia-wide) between March 2020 and March 2021 (the latest available data) are:

- Arts and Recreation Services decreased by 3%
- Accommodation decreased by 26%
- Food Services decreased by 9%
- Tertiary Education decreased by 12%

These industries are disproportionately concentrated in the City of Sydney local area so the impact on the local economy is likely to have been even greater. However, these results were an improvement on the results of September-December quarter.

- **Resident Impacts:** Notably these industries also have the highest proportion of local residents employed and so the impact on the City resident-workforce was considerable. According to the Small Area Labour Statistics, the unemployment rate for local residents for December 2020 (the latest available figures) was 5.9%, more than double the rate of December 2019. The City of Sydney went from one of the lowest rates in Sydney and Australian residents to well back in the pack.
- **Spend:** Confidential spend data sighted by Council indicates that for the period from March 2020 to March 2021 (compared to the same period in 2019-20):

- Total retail spending decreased by 27%
- Total retail spending by international visitors decreased by 83%
- Total retail spending by domestic consumers decreased by 18%
- Spending at eating places fell by 32%
- Spending on accommodation fell by 73%
- Spending at clothing stores fell by 1%

Again, this was a significant 'improvement' on the quarter-on-quarter decline in the September 2020 quarter, indicating growth in the January-March period. However the cumulative total gives an understanding of the impact on cash flow of city businesses and their economic viability following the end of JobKeeper and other support arrangements.

**International Students and Travel:** The re-imposition of caps on international arrivals represents the largest immediate threat to economic recovery facing the city and is likely to slow and delay recovery further. Hotel occupancy in the city centre for the quarter was approximately 30%, compared to 85% pre-Covid. The lack of international visitors particularly impacts the restaurants, hospitality and arts sectors.

The international student sector continues to be heavily impacted by the travel restrictions. This sector is particularly important for the city economy as each student spends an average of \$25,000 per trip – six times the spend of the average international traveller. Over 55,000 international students remain off-shore in their home countries awaiting the reopening of borders. Just over 100 students arrived in NSW in February 2021, compared with 40,000 international student arrivals in February 2020. Over the 2020 calendar year on-site enrolments in higher education and English language courses in NSW (many of which are offered in our local area and adjacent localities) declined by over 50,000 (46%). This was only partially offset by an increase of 12,000 in on-line enrolment – a net decrease of 27%. Significantly, this particularly impacts on local businesses and shops servicing the resident student community.



## Confidence

**Business Confidence:** Not surprisingly, business confidence declined significantly through the pandemic period. Between February and the end of September, the Index of Business Confidence has fallen by 18.2% and by 22.6% compared to September 2019. However, in response to the economic recovery as well as prospective budget measures, it rose dramatically from November. That momentum of confidence has continued into 2021.

In fact, the March 2021 figure was the highest for 10 years. Business Confidence has now increased strongly for six straight months and is up 39pts (+45%) since September 2020. and is now 20% higher than in February 2020 and 10pts above the long-term average. On a state-based level, NSW now has the highest Business Confidence of any state.

- **Consumer Confidence:** Consumer confidence has also increased compared with the December quarter. In fact, Consumer Confidence levels in November and December were the only times in 2020 that the levels exceeded the corresponding 2019 levels. This trend stabilised and continued into 2021. The March figure was the highest since November 2019. However, weekly surveys into early April highlight the fragility of consumer confidence as concern about the vaccine roll-out led to a decline then a re-bounce in the first two weeks. The volatility of retail sales could also be reflective of these changes.
- **Recent Trends: “Green Shoots” and “Bare Patches” of Recovery – a critical forthcoming quarter:** With the decline in new Covid-19 cases indicating greater success in addressing the health crisis, the momentum of the second quarter increase in confidence levels has consolidated.

Consumer confidence in Sydney is now at its highest level in 16 months. By far the largest contribution came from the sub-index in ‘current economic conditions’ which has jumped almost 20% over the latter part of September (albeit from a low base).

This is reflected in spending in the city which (while still substantially down compared to a year before) is significantly less than the full pandemic decline in total retail spend and spending by domestic consumers. This may continue to expand as workers and shoppers become more confident of the health situation and vaccine roll-out.

However, the likelihood of minimal international travel in 2021 and even into 2022, and the subsequent impact on the food, hospitality and visitor-dependent businesses means the overall rate of further recovery is likely to be slow. In addition, the employment impact may spike again when the impact of JobKeeper ending becomes apparent.

At the Senate Committee hearings in February, the Treasury Secretary admitted that Treasury expects that between 100,000 – 150,000 people could lose their jobs with the expiry of JobKeeper. The Deputy Secretary said that CBDs had a higher concentration of JobKeeper recipients working low or zero hours, which is why the department expects more jobs losses from these areas. Based on these comments job loss in the City of Sydney local area alone could be approximately 5,000-8,000.

In summary, the June 2021 quarter represents a critical period in the City of Sydney recovery with several challenges ahead including:

- End of JobKeeper
- Ongoing lack of international travel
- Vaccination program supply issues
- Other supply chain issues as other countries contend with repeat waves of Covid-19
- Relaxation of restrictions potentially leading to complacency and cluster outbreaks
- Fragility of consumer confidence

Against these challenges is the resilience of the domestic economy and the momentum of confidence levels of business and consumers and the capacity of the city to attract workers and visitors back into the city centre.

# Summary of the plan

## Recovery goals

- Recovery is inclusive and equitable
  - Recovery supports a resilient economy and community wealth building
  - Recovery is a catalyst for a green and sustainable future
  - Recovery is strengthened by a robust and diverse cultural sector
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## Action Areas



## Guiding principles

People are actively involved in recovery, shaping change in their city and their future

Recovery is responsive to the government health directions, led by stewardship and collaboration

Decisions are evidence-based and allow a flexible response

# What we have done

This section provides an overview of activity under each of the recovery plan actions for the period 1 January - 31 March 2021:

	Total Actions	Actions Underway	Activity this Quarter
Business as usual/transformed actions:	39	39	38
New actions:	18	18	16
<b>Recovery plan total actions:</b>	<b>57</b>	<b>57</b>	<b>54</b>

## Action Area 1

### Safely manage public places and streets to support community life and business

**People can move in and around the city safely because space is re-allocated and businesses can successfully reopen.**

#### What we are doing to support recovery

- |         |  |                    |   |  |          |                    |        |     |     |         |     |     |
|---------|--|--------------------|---|--|----------|--------------------|--------|-----|-----|---------|-----|-----|
| 1.1     | Prioritise our business concierge service to support businesses to open and operate safely | –                  | <p>There were 338 contacts to the business concierge service in quarter 3 20/21 and 1,071 since commencement as follows:</p> <table border="0" style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;">Q3 20/21</td> <td style="text-align: center;">Since Commencement</td> </tr> <tr> <td>Calls:</td> <td style="text-align: center;">164</td> <td style="text-align: center;">479</td> </tr> <tr> <td>Emails:</td> <td style="text-align: center;">174</td> <td style="text-align: center;">592</td> </tr> </table> |  | Q3 20/21 | Since Commencement | Calls: | 164 | 479 | Emails: | 174 | 592 |
|         | Q3 20/21   | Since Commencement |   |  |          |                    |        |     |     |         |     |     |
| Calls:  | 164  | 479                |   |  |          |                    |        |     |     |         |     |     |
| Emails: | 174  | 592                |   |  |          |                    |        |     |     |         |     |     |
|         |  | –                  | <p>The majority of enquiries related to the City's grants program.</p>  |  |          |                    |        |     |     |         |     |     |
- 
- |     |   |   |  |
|-----|---|---|--|
| 1.2 | Continue the acceleration of the capital works program to upgrade city streets, parks and playgrounds | – | <p>Parks renewal stimulus package: LGA North. \$2.03M of \$2.4M of accelerated landscape works completed by 4 head contractors (plus subcontractors/suppliers also supported). Projects completed in Q3 include:</p> <ul style="list-style-type: none"> <li>• Infrastructure, planting and returfing packages in northern parks</li> <li>• Prince Alfred Park rainbow pathway</li> </ul> <p>– Parks renewal stimulus package: LGA South. \$776k of \$1.3M of accelerated landscape works completed by 2 head contractors (plus subcontractors/suppliers also supported). Projects completed in Q3 include:</p> |
|-----|---|---|--|



## What we are doing to support recovery

- Paddington War Memorial surrounds
- Returfing of Stirling Street Reserve, Hansom Cab Reserve and James Street Reserve
- New rubber soft-fall installed at Bannerman Reserve, Flora and Knight Reserve, Charles Kernan Reserve and Beare Park Playground
- Landscape improvements at The Bakery and Great Buckingham Street Reserve
- Mass plantings at Mount Carmel
- Other completed projects in Q3 include:
  - Gunyama Park and Aquatic Centre
  - Sydney Park skate facility
  - New outdoor gym at James Hilder Reserve
- Ongoing projects include:
  - Turf projects in Newtown
  - Rubber soft-fall projects in Rosebery and Darlinghurst
  - Landscape projects in Woolloomooloo and Kings Cross
  - New skate plaza at Federal Park
  - New indoor multi-purpose courts at Perry Park
  - Sports field development program including planting for new outdoor synthetic sports fields at Perry Park, Turruwul Park, Waterloo Oval and The Crescent
  - New synthetic sports field at Alexandria Park Community School
  - New change-rooms, toilets and storage facility for Jubilee Oval

### 1.3 Clean public places and streets to a high standard

- Waste collections have continued as per regular schedules with minimal missed collections despite more waste being generated. Although domestic general waste generation decreased slightly in Q3 as more people return to their offices to work part-time of full-time, the waste generation is still higher than pre-pandemic level for all domestic waste streams.
- A Recycle it Saturday event was held on Saturday 13 March with Covid-19 safety measures in place.
- The Home Recycling Trial continued which allows residents to have items collected from their front door with a contactless pick up and recycled via RecycleSmart.
- As Covid-19 cases have decreased and restrictions have eased in NSW, there has been a decrease in the need for additional cleaning around areas identified as 'hot spots' by NSW Health and additional mobile street litter bins around hospitals and testing venues. This will still be completed as required.

## What we are doing to support recovery

- Cleansing Operations has returned to business as usual with pedestrian activity slowly returning to pre-pandemic levels.
- 1.4 Promote safe alternatives to single-use items to address emerging waste issues
- To raise awareness about re-useable coffee cup options and how to safely use reusable items, two pop-up stalls were delivered in Martin Place in March where City waste avoidance officers engaged directly with the public. Six more pop-ups at Martin Place are scheduled for April and May and a further three locations are being planned for later this year.
  - In partnership with Plastic Oceans Australasia, primary school workshops were delivered in 10 schools as part of the primary school waste avoidance program. 212 students participated from schools in Darlinghurst, Erskineville, Forest Lodge, Glebe, Newtown, Paddington, Surry Hills and the CBD. Students formed groups to tackle single use plastics in their schools. They will learn about waste avoidance and alternatives to single use items.
- 1.5 Communicate that Sydney is safe, clean and open for business
- City communications staff meet with NSW Government (dept of customer service and dept of health) as needed to ensure coordinated approach to delivery of timely and clear public health alerts on City channels. Pleasingly, the number of views of the public health alert communications has declined this quarter, suggesting that people are not looking for these kinds of articles at the moment.
  - Content articles on City of Sydney News promoted via City's social channels and to 15,175 weekly email digest subscribers:
- | Page Views:  | Q3    | Total  |
|--|-------|--------|
| • Public health alerts as required:                | 1,401 | 38,898 |
| • Covid-19 page on CoS website:                    | 1,609 | 3,826  |
| • Mandatory changes to business check-in:          | 458   | 1,005  |
| • Download the Service NSW app for check-in:       | 203   | 627    |
| • Face masks recommended in City venues:           | 5,021 | 5,052  |
| • Eat, drink, play in Sydney with Dine & Discover: | 2,748 | 2,748  |
| • Register your business for Dine & Discover:      | 459   | 459    |

## What we are doing to support recovery

- 1.6 Work with NSW Government on city management initiatives such as mobility and transport, temporary footpath widening, cycleways, change signal timing, lower speed limits, travel demand planning and reprioritisation of roads
- Transport for NSW and the City of Sydney delivered 7 pop-up cycleways under the Covid-19 public health orders. The City progressed monitoring and evaluation to recommend the pop-up cycleways on roads controlled by the City are retained for up to two years. The City exhibited a Draft Review of Environmental Factors for each of these cycleways. Council will confirm compliance with the Environmental Planning and Assessment Act for each pop-up cycleway at the Council meeting in May 2021.
  - The City opened online applications for outdoor dining in new spaces, including reallocated road space on 30 November. As at 31 March, 234 applications have been received, of which 90 relate to reallocated road space and 144 relate to reallocated footway space. Of these, 146 have been approved, 42 not approved/withdrawn and 46 are being assessed.
  - A survey of business participating in the outdoor dining program was conducted in March. 90% of respondents reported the alfresco dining to be beneficial or crucial to their business, 45% reported employing an additional 2 or more staff per week and 41% reported increasing staff hours by 10 or more hours per week. More than half (58%) reported an increase in turnover of up to 10%. The City has also received direct feedback from business praising the initiative and the work of City staff to successfully execute it.

## Other actions we will take

- 1.7 Review and determine if current fee waivers should be extended to continue to support activation of space for community life, cultural participation and commercial use while maintaining accessibility
- Fees waivers extended to March 2021:
    - The City has assisted 5,072 businesses this financial year with relief of inspection, registration, application and administrative fees for health and building regulatory and compliance activities such as food premises, temporary food stalls, mobile food vendors, skin penetration, cooling towers and annual fire safety statements.
    - Footway dining, market permits and filming fees on grounds of hardship.
    - Return of venue hire and banner fees for bookings that have been unable to proceed.
    - Waived/discounted venue hire fees for events that were able to proceed

## Other actions we will take

- Value of fees waived:
  - Waived inspection, registration, application and administrative fees relating to Health and Building regulatory and compliance activities, such as: food premises, temporary food stalls, mobile food vendors, skin penetration, cooling towers and annual fire safety statements:

	Fin YTD	Since commencement
Fees waived	\$891,297	\$ 989,276

- Waived filming fees, markets rental fees and venue hire cancellation fees:

	Since commencement
Filming fees foregone	\$ 260,614
Market rental waived	\$ 114,001
Venue hire cancellation fees waived	\$1,477,522
Venue hire fees waived/discounted	\$ 305,638

- Waived footway dining fees:

	Since commencement
Fees waived	\$1,810,076

- Rent relief on commercial properties (excluding QVB):

	Apr 20 – Mar 21
Total rent relief forecast	\$5,262,187
Total rent deferral estimate	\$4,053,790

1.8 Invest in the pedestrianisation and activation of south George Street

- The 9,000m2 of additional pedestrianised space continues to be activated with decorative road painting and temporary seating to encourage pedestrians to use the additional space and avoid crowding on footpaths.
- Construction to convert the southern end of George Street to a pedestrian boulevard has begun. Work on George Street, near Bathurst Street started in March 2021 and will progress south on both eastern and western sides, block by block, towards Railway Square. Construction south of Goulburn Street is expected to start in late 2021. Work on Devonshire Street in Surry Hills is planned to start in 2022.
- A Community Liaison Officer has been appointed to work with local residents and businesses to ensure they are well informed ahead of works in the area. A community update was distributed on 1 March and construction notification was hand delivered to George Street businesses on 9 March during a door knock. Regular updates will be provided to the community during the construction.

**Other actions we will take**

- The initiative is viewed as a positive step in the recovery by providing space for physical distancing, creating new outdoor space for businesses to utilise, improving the look and feel of the street for people and a project that will help reinvigorate the southern CBD.

## Action Area 2

### Provide equitable access to the essentials for safe and comfortable daily life for all residents

**Address rising inequality within our community by advocating for and supporting access to essential services for all. This includes housing, food, community services, digital resources and skills development.**

#### What we are doing to support recovery

- |  |  |
|--|--|
| 2.1 Direct existing grant support towards addressing emerging community issues and funding those most in need  | <ul style="list-style-type: none"><li>– The City’s grants program Round 1 2021 was open for applications from 24 February to 29 March. Recommendations for grants will be made to Council in the next quarter.</li></ul>   |
| 2.2 Continue to provide online and face-to-face programming with a focus on supporting health and wellbeing, digital literacy, social inclusion, reskilling and employment | <ul style="list-style-type: none"><li>– Provided 186 sessions of community groups both online and face-to-face for 14,733.</li><li>– The City continues to develop programs that support the outcomes of this action such as:<ul style="list-style-type: none"><li>• Outdoor English and bilingual Rhymetime in Storytime</li><li>• Creative workshops delivered face to face from the Makerspace at Darling Square</li><li>• Hybrid lunchtime talks series which we accessible both online and face to face.</li></ul></li></ul>  |
| 2.3 Manage community spaces, services and facilities to ensure safe, equitable and affordable access and participation   | <ul style="list-style-type: none"><li>– Council approved a change to the grants policy in February for the Short Term Empty Properties Grant to include applications from economic, community and sustainability tenants, in addition to the current cultural tenants.<p>Through this program, the City aims to provide immediate and short-term activation of temporarily vacant properties with the City’s portfolio. The properties are offered for periods of one month to one year.</p><p>Until this change, the program was open to not-for-profits, for-profits and sole traders in the creative and cultural sector only. By broadening the scope to include organisations with economic, community and sustainability objectives, as well as opening it up to unincorporated community groups, the City can ensure a wider group of organisations with initiatives that are strategically aligned with the outcomes of the program can be supported.</p></li><li>– Covid-safe face-to-face programs recommenced in libraries along with the launch of hybrid programming.</li></ul> |



## What we are doing to support recovery

- Accessibility and inclusion were supported through the provision of Auslan interpretation at live events, live captioning and alternative programming such as online Auslan and English Storytime, digital workshops and online webinars.
- Most City of Sydney libraries have reopened seven days per week, in keeping with Covid-safe plan requirements including mandatory check-in and physical distancing. There are no longer restrictions on time spent in libraries.
- Venue hire in libraries returned in March with hirers required to provide Covid-safe plans for all events.
- Community centres returned to standard operating hours with provisions to ensure community and staff safety. Face to face programs recommenced and a range of free online classes and programs were offered to ensure ongoing community social inclusion, connection and participation.

2.4 Increase utilisation of internet and digital access and participation through City libraries and community facilities and explore opportunities to support digital training and advocate for subsidised internet access beyond our own facilities

- Digital collections continue to see increased usage (up nearly 25% on the same period last year) and are being actively promoted in the libraries.

2.5 Work with other government agencies and organisations working in the homelessness sector to support those at risk of or experiencing homelessness

- Seven-day coverage provided by the City's homelessness unit and public space liaison officers who continue to engage with people experiencing homelessness. Staff are providing rough sleepers with the most up to date information from NSW Health, along with information about service provision and accommodation available.

People supported to access long term housing:

Q3 20/21	Since commencement
44	181

2.6 Continue to leverage the City's existing Supported Accommodation, Affordable and Diverse Housing Fund to create more affordable housing

- No activity scheduled this quarter.

## What we are doing to support recovery

- |   |  |
|---|--|
| <p>2.7 Advocate to federal and state governments for increased investment in social and affordable housing as well as no forced evictions and tenants' rights</p> | <ul style="list-style-type: none"> <li>– The City is working with the NSW Government to implement an LGA wide levy that will result in over 1,100 additional affordable dwellings. The City has also prepared planning proposals for NSW Land and Housing Corporation sites at Cowper Street, Glebe and Elizabeth Street, Redfern and Waterloo Estate (South), Waterloo, which will increase social and affordable housing.</li> </ul>   |
| <p>2.8 Prioritise the provision of food security services for our vulnerable communities through partnerships, networks, grants and existing services</p>         | <ul style="list-style-type: none"> <li>– Delivered 11,588 Meals on Wheels meals to 247 residents and continued service uninterrupted.</li> <li>– Continue to support the OzHarvest free Supermarket in Waterloo who have extended the service to 5 days per week supporting an average of 1200 people per week.</li> <li>– Approximately 10 not for profit agencies and businesses supported through Covid-19 relief grants to provide food support to the community.</li> </ul> |

## Other actions we will take

- |   |   |
|---|---|
| <p>2.9 Work with charities to support their fund-raising to provide ongoing services to people in the local area</p>                            | <ul style="list-style-type: none"> <li>– Continued to support the #feedsydney fundraising campaign for OzHarvest. Every dollar donated provides 2 meals. \$112,108 raised so far towards a goal of \$200,000.</li> </ul>  |
| <p>2.10 Advocate to the federal government for the continuation of financial and other support packages and broadening access to assistance</p> | <ul style="list-style-type: none"> <li>– The Lord Mayor wrote to the Prime Minister Scott Morrison in March requesting the targeted continuation of the JobKeeper program for sectors still facing hardship due to Covid-19 controls for at least a further six months.</li> </ul> <p>The letter cited the high social and economic costs on Australians imposed by ceasing the JobKeeper program, as well as the risk to the City of Sydney and the greater Sydney economy of job losses and business closures.</p> <p>The letter advocated that continuing JobKeeper and increasing JobSeeker should precede development of a comprehensive economic recovery strategy that embraces the sectors most impacted by Covid-19 and ensures that all Australians enjoy the benefits of recovery.</p> |

## Other actions we will take

- |  |   |
|--|---|
| 2.11 Connect impacted international students to accommodation and mental health support services   | <ul style="list-style-type: none"><li>– In February, the virtual NSW International Student Sexual and Reproductive Health Hub was launched to provide information and resources on navigating the Australian health care system. The hub is a project of the International Student Health Consortium which includes the City along with 60 agencies from across government, not-for-profit, private health providers, support services and academics. The partners collaborate to improve outcomes for students in areas of vulnerability identified by NSW Health, particularly around sexual health.</li></ul>  |
| 2.12 Advocate to the NSW Government to direct energy efficiency support to low-income residents and strata communities in the local area | <ul style="list-style-type: none"><li>– The City is collaborating with NSW Govt to ensure energy efficiency stimulus, incentives and support include strata communities and low-income communities.</li><li>– Work continues with the Energy Savings Scheme to trial an increase in financial incentives for Owners Corporations to retrofit apartment buildings.</li><li>– The City successfully advocated for changes to strata legislation to drive improved building performance and cost-savings through simplification of the decision making around solar.</li><li>– The City continues to promote utility bill-support programs to our residents.</li></ul> |

## Action Area 3

# Strengthen community cohesion to build the resilience of local communities

**Communities are connected, engaged and empowered to manage their own recovery and ready to respond to shocks and emergencies.**

### What we are doing to support recovery

- |  |  |         |                    |             |             |
|--|--|---------|--------------------|-------------|-------------|
| 3.1 Provide grants that facilitate community engagement in City owned spaces and public places                   | <ul style="list-style-type: none"> <li>– The City is providing rent relief for childcare centre providers until 31 March 2021 for an approximate value of:               <table border="0" style="margin-left: 40px;"> <tr> <td style="text-align: right;">Fin YTD</td> <td style="text-align: right;">Since Commencement</td> </tr> <tr> <td style="text-align: right;">\$1,339,188</td> <td style="text-align: right;">\$1,666,188</td> </tr> </table> </li> </ul>   | Fin YTD | Since Commencement | \$1,339,188 | \$1,666,188 |
| Fin YTD  | Since Commencement   |         |                    |             |             |
| \$1,339,188  | \$1,666,188  |         |                    |             |             |
| 3.2 Provide residents with links to support services and practical assistance                                    | <ul style="list-style-type: none"> <li>– Provided information and referral pathways to residents in a range of formats online and in print with links to relevant health, safety and support contacts. There were 2,978 website visits to the City's Covid-19 response webpage during Q3.</li> <li>– Continued the community hotline which received 24 calls for requests to information or support.</li> </ul>  |         |                    |             |             |
| 3.3 Support the provision of health and safety information to residential strata owners                          | <ul style="list-style-type: none"> <li>– The City continues to provide health, safety and resilience information through to strata communities through the Smart Green Apartments program and the Residential Strata Sustainability group. We provided resources and support focused on pandemic management for high density strata communities via 12 e-newsletter publications to a database of 3,296 people.</li> </ul>   |         |                    |             |             |
| 3.4 Advocate to ensure environmental sustainability is of high importance in fast-tracked urban renewal programs | <ul style="list-style-type: none"> <li>– Advocacy has continued to NSW Government for environmental outcomes aligned to City targets in the following renewal projects:               <ul style="list-style-type: none"> <li>• Central Station Western Gateway</li> <li>• Waterloo Estate</li> </ul> </li> <li>– The City made a submission to the NSW Department of Customer Service's 2021 Strata Schemes Statutory Review recommending a focus on education and promotion of responsible management of sustainable and resilient communities.</li> <li>– The City has prepared submissions on Blackwattle Bay Precinct, Central Station and Pyrmont Place Strategy and is engaging with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure.</li> </ul> |         |                    |             |             |

## What we are doing to support recovery

- The City's proposed planning controls for Elizabeth Street, Redfern; Cowper Streets, Glebe and Waterloo Estate (South) social housing sites have set higher environmental benchmarks, design excellence strategies and space for community facilities.
- 3.5 Coordinate local emergency response through Local Emergency Management Committee
- The City continues to facilitate monthly meetings of the City of Sydney Local Emergency Management Committee to coordinate response and recovery activities.
  - The City waived parking fees for essential workers and converted on-street parking for pop-up cycleways and workzones, foregoing revenue totalling \$335,632 in quarter 3 20/21 and \$1,835,487 since commencement, as follows:
    - Free on-street parking
 

	Q3 20/21	Since Commencement
Hospitals:	\$ 99,956	\$571,934
Cycleways:	\$ 55,789	\$158,526
Workzones:	\$ 14,258	\$ 61,908
    - Free Goulburn St car park parking
 

	Q3 20/21	Since Commencement
Police:	\$ 80,130	\$721,365
Health:	\$ 6,018	\$ 16,898
Charity:	\$ 1,224	\$ 1,666
    - Free Kings Cross car park parking
 

	Q3 20/21	Since Commencement
Police:	\$ 20,220	\$107,350
Health:	\$ 34,323	\$111,146
Charity:	\$ 23,715	\$ 84,694
- 3.6 Work with the Resilient Sydney network to share best practice and establish cross boundary recovery initiatives
- Resilient Sydney Ambassadors Network met twice during Q3 to connect and equip all councils of Sydney to respond and recover from disruptions in their areas, including ongoing recovery from impacts of the pandemic.
  - Resilient Sydney continues to collaborate with four NSW Government agencies to source standardised social cohesion and wellbeing data to monitor social resilience for every LGA in Sydney (Action 16 Resilient Sydney Strategy), which will support councils' recovery reporting.

## Other actions we will take

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| <p>3.7 Empower communities to manage their own recovery by strengthening local connections through networks, events and forums, for example supporting community celebrations at the end of the pandemic</p>   | <ul style="list-style-type: none"> <li>– The City published a series of stories from local people called “<i>A city reawakening: people share what they missed about Sydney</i>” on the City of Sydney News website. As people have returned to the city centre, they shared short stories and images expressing what they missed and what they look forward to.</li> <li>– The City encouraged communities to get involved in Neighbour Day on Sunday 28 March. We ran a poll on the City’s Instagram and Facebook pages to find out how connected our followers are with their neighbours in 2021 . We had over 1600 responses. 53% knew their neighbour’s name and 31% learnt their neighbour’s name after the pandemic.</li> </ul> <p>Neighbour Day gives all Australians the opportunity to celebrate the strength drawn from communities, which is a key element of building resilience, especially in the wake of such a disruptive event like the pandemic. We asked everyone to get creative, reach out and make social connections.</p> |
| <p>3.8 Facilitate capacity building workshops with the community sector and community led organisations to support their planning for the reopening of their services</p>  | <ul style="list-style-type: none"> <li>– No activity scheduled this quarter.</li> </ul>   |
| <p>3.9 Explore with the local Aboriginal and Torres Strait Islander community the idea to facilitate a culturally sensitive commemorative event due to the impacts on participating in <i>Sorry Business</i> during the pandemic, and to provide an opportunity for support, collective reflection and acknowledgement for community members who have passed away.</p> | <ul style="list-style-type: none"> <li>– The City supported the Aboriginal community to host three community wakes in Redfern Community Centre, one of which was a live stream. City staff assisted families in developing the required Covid-safe plans according to the current health orders and were present on the day to assist with monitoring safety requirements and to support community members.</li> </ul>  |
| <p>3.10 Celebrate the work of the community groups and volunteers including at the annual Lord Mayor volunteer thank you event</p>   | <ul style="list-style-type: none"> <li>– The City provided gift cards to 22 Meals on Wheels volunteers in lieu of the 2020 Christmas/recognition lunch, which could not proceed due to Covid restrictions.</li> </ul>   |



## Action Area 4

# Protect and empower the cultural sector by prioritising the role of local creativity, cultural spaces, talent and knowledge

The resilience of our cultural sector is strengthened through involvement in recovery efforts, sustaining diverse cultural practice, protecting creative spaces and thriving community participation.

### What we are doing to support recovery

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| 4.1 Direct existing grant support to sustain cultural organisations and stimulate development opportunities for local creatives | <p>– The City awarded 35 cultural sector innovation grants to support small to medium cultural and creative organisations to pilot new operational models, transform program or project delivery, collaborate and initiate innovative projects.</p> <p>In total for this program:</p> <ul style="list-style-type: none"> <li>• Grant applications received: 84</li> <li>• Grant applications supported: 35</li> <li>• Value of support requested: \$1,265,456 (cash &amp; VIK)</li> <li>• Value of support invested: \$507,922 (cash &amp; VIK)</li> </ul>   |
| 4.2 Advocate to federal and state governments for targeted support for culture and no net loss of cultural space                | <p>– The City is awaiting the outcome of The House of Representatives Standing Committee on Communications and the Arts inquiry into Australia's creative and cultural industries and institutions, to which the City made a submission last year.</p>   |
| 4.3 Support Aboriginal and Torres Strait Islander cultural practices and knowledge sharing                                      | <p>– As busking started to return to the city streets in line with public health orders, the City can reboot support of cultural practice in the public domain by Aboriginal and Torres Strait Islander performers.</p> <p>– The City is working to better support Aboriginal and Torres Strait Islander grant applications by focussing on 4 key areas:</p> <ul style="list-style-type: none"> <li>• Promotion</li> <li>• Training</li> <li>• Application</li> <li>• Assessment</li> </ul> <p>– During Q3, the City provided the following support Aboriginal and Torres Strait Islander grant applications:</p> <ul style="list-style-type: none"> <li>• A dedicated Round 1 2021-22 grants in-person briefing was held for Aboriginal and Torres Strait Islander applicants at Redfern Community Centre in addition to the public webinar in March.</li> <li>• 1 cultural sector innovation application was received from an Aboriginal and Torres Strait Islander applicant and was successful in securing a grant.</li> </ul> |

## What we are doing to support recovery

	<ul style="list-style-type: none"><li>• 2 cultural sector innovation grants were awarded to Aboriginal and Torres Strait Islander-led organisations for a value of \$39,800.</li><li>• 1 additional cultural sector innovation grant that supports Aboriginal and Torres Strait Islander communities was approved for a value of \$19,600.</li></ul>												
4.4 Continue work to maximise opportunities for cultural sector in City owned spaces and community venues	<ul style="list-style-type: none"><li>– The City is providing rent relief for creative spaces, short-term empty property, creative accommodation grant and live/work Waterloo and William St tenants for an approximate value of:<table><tr><td></td><td>Fin YTD</td><td>Since Commencement</td></tr><tr><td>• Creative spaces:</td><td>\$129,182</td><td>\$172 775</td></tr><tr><td>• Other cultural:</td><td>\$221,457</td><td>\$294,175</td></tr><tr><td>• Other social:</td><td>\$ 98,216</td><td>\$132,411</td></tr></table></li><li>– The creative offices at Joynton Avenue Creative Centre are at 90% occupancy with two new creative practitioners commencing in the last quarter. During this period, head tenant 107 Projects collaborated with the Sydney Improvised Music Association to deliver 'Ruby's Summer Socials' – fortnightly live music events on a Friday evening. Resident jewellery school, The Bench, delivered a series of jewellery workshops and courses for the community and jewellery industry at the Centre and the Rizzeria, delivered workshops on design, art, zine-making and print-making on their Risograph printer.</li><li>– Brand X, head tenant and operator of the upper floor of the East Sydney Community and Arts Centre operated the facility at an average of 59% capacity for this period. Brand X launched season six of their 'Flying Nun' performing arts residencies and performance program and continued to provide their Artist-2-Artist professional development program both online and in-person. This is delivered by practicing artists and creatives, offering peer-to-peer training for independent artists to build practical skills required to work as freelance multidisciplinary professionals.</li><li>– All tenants continue to be provided proactive contract management support through a challenging period for the creative industries.</li></ul>		Fin YTD	Since Commencement	• Creative spaces:	\$129,182	\$172 775	• Other cultural:	\$221,457	\$294,175	• Other social:	\$ 98,216	\$132,411
	Fin YTD	Since Commencement											
• Creative spaces:	\$129,182	\$172 775											
• Other cultural:	\$221,457	\$294,175											
• Other social:	\$ 98,216	\$132,411											
4.5 Enable diverse local cultural infrastructure and activation through the City's Open and Creative planning reforms	<ul style="list-style-type: none"><li>– The Open and Creative planning reforms, a set of measures to make it easier for small businesses to trade later, or host performances and shows were adopted by Council in March and have been sent to the NSW Government for finalisation.</li></ul>												

## Other actions we will take

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| <p>4.6 Facilitate opportunities for collaboration and capacity building to ensure cultural sector resilience and sustainability</p> | <ul style="list-style-type: none"> <li>– The Covid-19 cultural sector innovation grants were awarded during Q3. The guidelines for these grants included funding priorities for applications that:                             <ul style="list-style-type: none"> <li>• Demonstrate effective strategies to transform operations and services during and beyond the current restricted trading environment.</li> <li>• Strengthen and sustain venues or workspace for the production or presentation of cultural products.</li> <li>• Assist with generating income despite ongoing restrictions on public events and programs.</li> <li>• Deliver programs or services that encourage active participation in cultural activity (such as workshops, classes, creative developments and residencies) and service diverse creative communities.</li> <li>• Build the capacity of the cultural sector by sharing skills, research and resources.</li> <li>• Work with diverse communities, including Aboriginal and Torres Strait Islander peoples, people with Culturally Linguistically and Diverse (CALD) backgrounds and LGBTIQ+ communities.</li> </ul> </li> </ul>  |
| <p>4.7 Continue to explore opportunities for making space for culture in partnership with public and private sectors</p>            | <ul style="list-style-type: none"> <li>– The Council of Capital Cities Lord Mayors have prioritised Making Space for Culture in their 2021 - 2024 strategic plan.</li> <li>– The City has an ongoing dialogue with Museum of Applied Arts and Sciences regarding the potential future use of the Harwood Building for creative industries as part of the Camperdown Ultimo innovation precinct.</li> <li>– The Bathurst Street Creative Hub was handed for completion of the fitout and supply of the equipment. The City is currently completing the final stages of a procurement process to appoint an operator for the facility which is expected to open in late 2021.</li> <li>– The City is working closely with the NSW Government on a pipeline of projects funded to revitalise the State's arts and cultural venues. This included transformation work at the Gunnery in Woolloomooloo and the National Art School.</li> <li>– The City has been reviewing the outcomes of the Oxford Street Strategic Review. Considering the results of early consultation and formulating changes to the planning controls to support and reposition the Oxford Street cultural and creative precinct.</li> </ul> |

### Other actions we will take

- 4.8 Set up a working group comprising representatives of the cultural sector to agree sites for pop-up or future cultural activity and prepare a report to Council to approve these sites as Covid-19 recovery activity sites
- Working group comprising representatives from Sydney Festival, Belvoir Theatre, Sydney Opera House, Bangarra Dance Theatre, Anzarts Institute, supported by City staff established Cathedral Square as the most appropriate for an outdoor performance stage – the *Sunset Piazza* which was staged during Q3. The program was curated by Sydney Festival and comprised 32 nights of live performances from local Sydney artists for 395 audience members per night (according to current public health orders) from late January – March 2021.
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## Action Area 5

### Rebuild the visitor economy through promotion of our vibrant and safe city with activated main streets and nightlife

People in the city are supported to safely return to a 24-hour Sydney through a phased and integrated approach, with government and industry working together.

#### What we are doing to support recovery

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| <p>5.1 Use our communications channels to promote shop local and visit local to residents, workers and visitors</p>   | <ul style="list-style-type: none"> <li>– Continued option for online events to be promoted on What's On(line). The number of events submitted to the platform increased 65% in Q3. This is a strong indication that more events are being programmed, both online and face to face.</li> <li>– Leveraged What's On as primary event platform:               <ul style="list-style-type: none"> <li>• Events submitted: 2,312</li> <li>• Page views per month: 209,511</li> <li>• Sessions per month: 149,778</li> <li>• Email subscribers: 31,998</li> </ul> </li> <li>– The City's "rediscover Sydney" marketing campaign to encourage people back to the city centre was launched during the quarter. Full details are reported against action 5.5.</li> <li>– The City continues to work closely with media partners through the '365 Days of Local Economies' initiative to promote local businesses, especially those in sectors most heavily impacted by the pandemic. During this last quarter we worked with media partner Concrete Playground to deliver 'Our Sydney', a 'shop local' initiative to encourage residents and visitors to support the CBD and our high streets.</li> </ul> <p>The initiative included a series of 11 day &amp; night guides featuring more than 600 local business across our LGA, and more than 400 locals' recommendations of their favourite businesses.</p> |
| <p>5.2 Continue to invest in local festivals and major events that demonstrate Sydney's vibrancy and encourage local Sydneysiders and others from around the state and country to visit</p> | <ul style="list-style-type: none"> <li>– Council approved a change to the grants policy in February for the Festivals and Events Village and Community Grant to allow for-profit organisations to apply.</li> </ul> <p>This grant program supports festivals and events that celebrate, develop and engage the city's communities. The city recognises the important contribution festivals and events make to the economy and cultural ecosystem of the city, locally and internationally.</p>  |

## What we are doing to support recovery

	<p>Making it available to for-profit organisations ensures the local business community to have equal access to the funding to support activities that aid recovery.</p> <p>This program builds upon the successes of the CBD Activation Grant, a \$3M program of investment and allows the City to consider innovative ideas that can attract visitors to our local high streets and villages.</p>
5.3 Continue to partner with Business Events Sydney to build the pipeline of business meetings for Sydney	<ul style="list-style-type: none"> <li>– City staff meet quarterly with the BESydney team to understand the pipeline of events and how the City can leverage these events through the retail, tourism and hospitality sectors.</li> </ul> <p>BESydney continued with the “It’s got to be Sydney” domestic marketing campaign to bridge the gap while international borders remain closed to business events.</p> <ul style="list-style-type: none"> <li>– In March a ‘Business Events Industry Support’ package was launched by the NSW Government. This will play a significant role in firing up business confidence and will stimulate conversion of pent-up demand for in-person engagement.</li> <li>– The forward pipeline of confirmed business is strong, with an estimated \$425 million generated for the local economy for events to be held through to 2026.</li> </ul>
5.4 Continue to engage with the accommodation and entertainment sector to ensure sustainability is promoted and prioritised	<ul style="list-style-type: none"> <li>– While the accommodation and entertainment sector continue to be heavily impacted by the pandemic, the City continues to focus on 3 primary goals: <ul style="list-style-type: none"> <li>• Activate Upgrades: The City has continued to promote and offer subsidised building ratings to the sector through the provision of grants.</li> <li>• Build Capacity and Foster Leadership: The Sustainable Destination Partnership is the key platform through which the city builds the sector capacity and demonstrates leadership. The City conducted a workshop with the sector on renewable power purchase agreements.</li> <li>• Promote and Recognise: Ongoing promotion of Sydney as a safe and sustainable destination.</li> </ul> </li> </ul>
5.5 In line with health advice, welcome people back to Sydney through roaming ambassadors, maps and digital services	<ul style="list-style-type: none"> <li>– The City is working with the NSW Government to promote the new Dine &amp; Discover digital voucher scheme.</li> </ul> <p>We have provided information for businesses on how to register and promoted the scheme to our local communities through the City of Sydney News website and enewsletters.</p>



## What we are doing to support recovery

- The City's facebook post about the Dine & Discover vouchers was one of the highest-ever performing organic (ie not boosted with paid targeting) posts. It reached 17,369 people and had 1,458 clicks.
- It has not been feasible to recommence the visitor ambassador program while international borders remain closed.
- 5.6 Advocate to state and federal governments for ongoing support for international students while they continue to be impacted by the pandemic
- Many international students have been experiencing difficulty in accessing the NSW Government's Dine and Discover Program. The City provided advice to Study NSW to ensure the program is promoted directly to students with relevant details on how to apply for their vouchers under their student visa status.
  - Provided advice to the Office of the Lord Mayor relating to advocating for the retention of federal financial support for the education sector and students.

## Other actions we will take

- 5.7 Engage local creatives in the City's programs and work with others to do the same to activate precincts to support local businesses, sustain local culture and drive footfall on main streets
- The city centre revitalisation program conducted in partnership with the NSW Government comprised:
    - 32 nights of outdoor live performance at the *Sunset Piazza* in Cathedral Square. 15,000 tickets sold. 9 nights were sold out and 14 had fewer than 20 tickets available. Programming supported 450 artists and creative practitioners.
    - An expanded rollout of the popular "chairs in squares" activation in Martin Place, Regimental Square and Pitt St with more locations to come.
    - Roving musicians throughout the CBD.
    - New outdoor dining on reclaimed streets and footways, facilitated by streamlined application processes and fast-tracked approvals.
    - The City has commissioned 4 new temporary public artworks in laneways.
    - A major marketing #rediscoversydney marketing campaign to complement Destination NSW's Love Sydney campaign.
    - Extended opening hours for several of Sydney's major cultural attractions under the *Culture up Late* program. 30,000 visitors since January. The NSW Government is extending the program until end June.

## Other actions we will take

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| <p>5.8 Partner with Destination NSW to develop a local and domestic visitor marketing campaign for Sydney, with focus on the cultural offering over the 2020–2021 summer</p> | <ul style="list-style-type: none"> <li>– The City launched a major “rediscover Sydney” marketing campaign as part of the \$20M city centre revitalisation partnership with NSW Government. This campaign is being developed in consultation with Destination NSW to ensure an integrated approach.</li> </ul> <p>The objectives of the campaign are to:</p> <ul style="list-style-type: none"> <li>• Encourage residents, workers and intra-state visitors to the CBD to eat, drink, dwell or see cultural programming and activations</li> <li>• Encourage CBD businesses to take advantage of grants, relaxed outdoor dining rules</li> <li>• Build consumer confidence – the city is safe and open</li> </ul> <p>The campaign includes an overarching creative to tie together all programming elements under the primary message: same city, new... (performances, dining, adventures).</p> <p>Marketing activity includes outdoor advertising, street banner, digital content partnerships, extensive rich digital content creation shared and amplified across the City’s own channels, local and community press and radio, digital advertising and Chinese language media. The City’s What’s On website is the landing destination for all programming information.</p> <ul style="list-style-type: none"> <li>– Destination NSW continues to run the “Love Sydney like you mean it” campaign to promote visiting Sydney to Sydneysiders and intrastate visitors.</li> </ul> |
| <p>5.9 Encourage and facilitate the return of international students back to Sydney in partnership with education sector</p>   | <ul style="list-style-type: none"> <li>– A new cohort of 33 ISLA ambassadors has been recruited to work the City to co-design programs and provide information from a student perspective. The ambassadors come from 15 different countries and represent 9 educational institutions in our local area including universities, TAFE and private colleges. There are 10 post-graduate students, 22 undergraduate students and 1 PhD student in the cohort.</li> <li>– In March, the annual Lord Mayor’s welcome was converted to a virtual event with 857 participants registered. During the event, there were 686 interactions with virtual “booths” providing information about support services available for students and 829 chat messages posted.</li> </ul>   |

## Action Area 6

### Support businesses and organisations to innovate and adapt, so that industries can evolve and grow

**Connecting people to new ways of thinking and working, harnessing their creative capacity to solve problems, pivot and transform through skills development, new models and partnerships so more businesses can share in the benefits.**

#### What we are doing to support recovery

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| <p>6.1 Facilitate dialogue with heavily impacted sectors to support their recovery</p>  | <ul style="list-style-type: none"> <li>– Regular and ongoing engagement with stakeholders from all impacted sectors to ensure City staff remain informed and involved in supporting recovery.</li> <li>– The CEO participated in the launch of a new report by EY commissioned by the Property Council: “Reimagining our economic powerhouses – how to turn CBDs into central experience districts”. The report highlights that for the economic success of our city centre in a changed future, we need to look beyond city centres as primarily places of commercial enterprise. We need to think of them as “experience or social centres” - centres for cultural and creative experiences and with a vibrant early evening and night life. A place for locals to visit often, not just for work.</li> <li>– A briefing was held in February for local retailers outlining current opportunities the City is offering to support businesses. This includes access the City’s grants, outdoor dining, reskilling and capability training and promotion of their events through What’s On. The event also provided staff the opportunity to consult with the sector about what is important to them and how the City can continue to support retail through events, programs and activations. This engagement will help shape future actions and programs.</li> </ul> |
| <p>6.2 Direct existing grant support for organisations, businesses and industry, including those dominated by women, to assist them to innovate, adapt and grow</p> | <ul style="list-style-type: none"> <li>– Council awarded 35 cultural sector innovation grants at a value of \$507,922 (cash &amp; VIK) in Q3. This new grant program is designed to support small to medium cultural and creative organisations to pilot new operational models, transform program or project delivery, collaboration and initiate innovative projects. Funding is prioritised to applications that demonstrate effective strategies to transform operations and services during and beyond the current restricted trading environment.</li> </ul>   |

## What we are doing to support recovery

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| <p>6.3 Continue to support collaboration across the innovation precincts within the Camperdown Ultimo collaboration area</p> | <ul style="list-style-type: none"> <li>– The City’s CEO chairs quarterly meetings of the Camperdown-Ultimo Collaboration Area Alliance which represents all major partners in the precinct and represents the City on the Tech Central industry advisory group.</li> <li>– City staff are participating in projects to develop an economic strategy, an integrated transport strategy and a brand strategy for Tech Central.</li> <li>– As a member of the Western Harbour Alliance, Council approved a Knowledge Exchange Grant to support a three-year trial of a local version of the Business Improvement District precinct activation model.</li> </ul>  |
| <p>6.4 Implement the Central Sydney planning strategy to support a pipeline of development and investment certainty</p>      | <ul style="list-style-type: none"> <li>– Central Sydney planning strategy and planning proposal were approved by Council and the Central Sydney planning committee in December 2020. The city is working with the NSW Government on the drafting and finalisation of the planning controls and contributions plan.</li> </ul>   |
| <p>6.5 Continue to use City procurement to support local businesses and a shift to a circular economy</p>                    | <ul style="list-style-type: none"> <li>– The City has finalised the returnable schedules of procurement documentation for governance, environmental outcomes, First Nations suppliers, corporate social responsibility and local buy.<br/><br/>These schedules have been used in various tenders and have been well received by the supply base and has led to subcontract opportunities being available for local suppliers.</li> <li>– For RFQs (under \$250K), procurement has been working with the divisions to target capable local suppliers to bid for the Council work.</li> <li>– Procurement conducted a webinar with the Association of Proposal Management Professionals to improve and assist local suppliers bidding for Council tenders.</li> <li>– Procurement is working with the Association of Proposal Management Professionals to schedule further webinars and possible face to face presentations with Supply Nations and NSW Indigenous Business Council expressing an interest to host as well.</li> <li>– The procurement team has completed developing a reporting mechanism to track buy by post codes. This will indicate the benefit of the City’s spend within and beyond the LGA.</li> </ul> |

## What we are doing to support recovery

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| <p>6.6 Continue to support communities and businesses to accelerate their uptake of renewable energy to stimulate the green economy</p> | <ul style="list-style-type: none"> <li>– The flagship programs of the Better Buildings Partnership (BBP) and CitySwitch Green Office completed annual carbon evaluations in Q3, evidencing continued energy, water and waste abatements, as well as demonstrated commitment, targets and action by leaders in the office sector.</li> </ul> <p>Stakeholders have been engaged through the presentation of CitySwitch annual awards highlighting success stories, and through knowledge sharing.</p> <p>BBP leadership panel members published video content on circular economy, net zero commitments and investing in renewable energy.</p> <p>Work has also commenced to embed tools for building energy demand management and addressing sustainability requirements for the National Construction Code within the broader sector.</p>   |
| <p>6.7 Continue to assist businesses and apartment buildings owners' corporations to implement retrofits for increased efficiency</p>   | <ul style="list-style-type: none"> <li>– 32 ratings grants have been awarded to owners corporations and 109 apartment buildings now have a NABERS rating.</li> <li>– The City continues to advocate for improved minimum environmental standards for apartment buildings.</li> <li>– The City presented the following events:                         <ul style="list-style-type: none"> <li>• Leadership Network forum focused on managing waste in apartment buildings – 22 buildings represented</li> <li>• Embedded Networks webinar in partnership with the Owners' Corporation – 60 attendees</li> <li>• Energy efficiency webinar for building managers in partnership with the Owners' Corporation – 45 attendees</li> <li>• Electric vehicle charging in apartment buildings webinar in partnership with the Owners' Corporation – 128 attendees</li> <li>• A 4-day online summit for apartment owners hosted by Your Strata Property</li> </ul> </li> <li>– The Sustainable Apartment eNews was distributed to 3,296 recipients.</li> <li>– A meeting of the Strata Sustainability Reference Group was held in February.</li> </ul> |
| <p>6.8 Prioritise investment in City projects that provide significant local green economy benefits</p>                                 | <ul style="list-style-type: none"> <li>– On 30 March, the City presented <i>CityTalks: A green led recovery featuring Jane Fonda</i>. The event included discussion about climate, sustainability, Australia's economic potential and how we can act now to future proof our planet for the next generation.</li> </ul>   |

## Other actions we will take

### 6.9 Produce skills development programs to enhance innovation, collaboration, digitisation and e-commerce

- The City’s second skills webinar program “Reboot Series” was held from 22 February to 29 March and was specifically tailored to the tech and startup communities. It provided training in business strategy, people management, capital raising, leadership, emotional resilience and B2B marketing.

Key industry experts featured in the seminars included: Steve Vamos (CEO Xero), Rick Baker (Partner Blackbird Ventures), Craig Davis (Co-founder Sendle) and Ben Thompson (CEO and Founder Employment Hero).

This second series attracted over 1550 registrations, 81% of which were business owners and entrepreneurs, representing the following economic sectors: 33% professional services, 32% tech startups, 7% retail, 5% arts and culture. Of the total registrations, 53% had their business located within the City’s LGA.

Since its launch, the Reboot series has attracted a total of 1844 attendees across all events. The series has also been an effective vehicle to connect the City to our business audience, successfully adding a total of 1398 new subscribers to the City’s Business newsletter. Recordings of the webinars are available on the City’s website.

Reboot Series #3 will run from 17 May for a final 6 webinars. The focus will be on the key digital platforms and tools for businesses to reach new customers globally.

- The 2021 Retail Innovation Program – a 12-week business accelerator for local retail and hospitality business owners that the City has offered since 2019, ran from 12 January to 30 March. 20 participants were selected from 64 applications. This year’s program was adapted to respond directly to the current needs of businesses recovering from the impact of the pandemic. It involved mentoring, workshops, coaching and tools for planning, market analysis, solution design and idea validation, financial modelling, scale strategy, and growth marketing.

Some of this year’s success stories include:

- Owners of Cantina OK! bar successfully tested and trialled a new ‘margarita cocktail in a can’ product to take to market this year.
- Kristen Allen Cheesemaker, a food expert providing face to face cheesemaking workshops developed a virtual workshop format to take to a global market.



**Other actions we will take**

- Remarkable Humans run by 2 female entrepreneurs, validated and launched a curated marketplace focused on local, high-quality Australian made products.
- Mister Mister, a made to measure suit shop based in The Strand, developed a more sophisticated way to use technology to gather data to better understand their clientele, and developed a new made-to-measure service for women.

For the first time, the program also offered 20 industry expert sessions to the general business community via free virtual webinars, with over 1,000 business owners and entrepreneurs attending these events.

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| 6.10 Advocate to federal and state governments to invest in green economy as major generator of jobs | – No activity scheduled this quarter |
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