

Attachment A

**End of Term Report
2017-2021**

End of Term Report 2017-2021



November 2021

The City of Sydney acknowledges the Gadigal of the Eora
Nation as the Traditional Custodians of our local area

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Aboriginal and Torres Strait Islander Acknowledgement

The Council of the City of Sydney acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of the land we now know as Australia. The City acknowledges the Gadigal of the Eora Nation as the traditional custodians of our local area.

In 1788, the British established a convict outpost on the shores of Sydney Harbour. This had far reaching and devastating impacts on the Eora Nation, including the occupation and appropriation of their traditional lands.

Today, Sydney is of prime importance as the first place in which longstanding ways of life were disrupted by invasion, as well as an ongoing centre for Aboriginal and Torres Strait Islander communities, cultures, traditions and histories.

Despite the destructive impact of this invasion, Aboriginal culture endured and is now globally recognised as one of the world's oldest living cultures. Aboriginal peoples have shown, and continue to show, enormous resilience coupled with generosity of spirit towards other peoples with whom they now share their land.

The Council of the City of Sydney recognises that, by acknowledging our shared past, we are laying the groundwork for a future which embraces all Australians, a future based on mutual respect and shared responsibility for our land. The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as centre of Aboriginal and Torres Strait Islander cultures and communities.

There are many sites across our local government area with historical and cultural significance for Aboriginal and Torres Strait Islander communities. The City has documented many of these in Barani / Barrabagu (Yesterday / Tomorrow) as its first expression of the Eora Journey project.

The City works with, and has achieved much with, Aboriginal and Torres Strait Islander people and the City's Aboriginal and Torres Strait Islander Advisory Panel, consistent with the Principles of Cooperation signed between the City of Sydney and the Metropolitan Aboriginal Land Council in 2006.

The City is deeply committed to Reconciliation in partnership with its Aboriginal and Torres Strait Islander peoples and in 2015 adopted our inaugural Innovate Reconciliation Action Plan. In 2016, the Eora Journey Economic Development Plan was adopted. The City's three-year Stretch Reconciliation Action Plan (RAP) was adopted in November 2020.

These actions and others will help to ensure their political, economic, social and cultural rights are embedded in subsequent economic, social, environmental and cultural change.

Sustainable Sydney 2030 recognises Sydney's Aboriginal heritage and contemporary Aboriginal and Torres Strait Islander cultures. Aboriginal and Torres Strait Islander communities in the City were extensively consulted for Sustainable Sydney 2030 and this consultation continues today. The City of Sydney is committed to acknowledging, sharing and celebrating a living culture in the heart of our city.

Introduction

Our end of term report outlines Council's progress in implementing Sustainable Sydney 2030, our community strategic plan. An end of term report¹ is produced by the end of each Council term in the year in which an ordinary election of councillors is held. The end of term report is a requirement of the Local Government Act 1993 No 30.

The City of Sydney local area is one of the largest local areas in Australia. As at June 2020, the estimated resident population in our local area was 248,736 people. This represents around 5.0 per cent of Greater Sydney's total population.

In 2019/20, around \$135 billion was generated within our area representing over 7 per cent of Australia's economy. This in turn provided over half a million jobs across all skills levels that offer diverse opportunities for diverse communities.

Sustainable Sydney 2030

Sustainable Sydney 2030 – a comprehensive, visionary plan that guides our work – was the result of a comprehensive engagement process in 2007-2008. Its directions and objectives are embedded in our Integrated Planning and Reporting Program, four year delivery program, annual operational plan and budget and ten year financial plan.

Sustainable Sydney 2030 is a plan for a **green, global and connected** city.

Sustainable Sydney 2030 recognises that exceptional liveability is the driver for prosperity and economic growth for global cities – the places where people want to live are the places where they want to work and to set up business.

It sets clear strategies to cut carbon emissions by 70 per cent by 2030, increase transport options, build stronger communities, foster a diverse cultural life and make the city an attractive place to live, work, study in and do business.

During the past five years, the City has focused on delivering the activities set out in the Community Strategic Plan Sustainable Sydney 2030, under ten strategic directions.

The Strategic Directions set out our high level outcomes with objectives, projects, programs and services identifying what actions we are implementing to achieve our objectives. This document outlines the key actions delivered under the ten strategic directions and our progress towards achieving the objectives and outcomes set in the Community Strategic Plan.

¹ An end of term report is usually prepared every 4 years. Local government elections scheduled for 2020 were delayed until 2021 due to the Covid-19 pandemic. This

end of term report covers the extended 5 year Council term.

A new community strategic plan to 2050

After more than 10 years of implementing Sustainable Sydney 2030 we are reviewing our progress and targets. At the same time we have consulted with people who live, work, study, do business and visit our local area. This extensive community consultation has informed the vision for the future of our city and will be the basis for our new community strategic plan for Sydney through to 2050 to be adopted in 2022.

Covid-19 impacts

Over the past decade our economy has proven its resilience by withstanding both internal and external economic shocks such as the global financial crisis. The number of businesses in the city grew by nearly 4,000 between 2007 and 2017. However, Covid-19 continues to have a very significant impact on Sydney and the global health crisis has had devastating and prolonged impact on our communities. Sectors such as the arts, accommodation and food services, recreation services, education services, professional services and retail trade are more adversely impacted.

Community recovery plan

The City's community recovery plan was developed to support economic and social recovery during and after the Covid-19 pandemic. It outlines support measures through to the end of 2021 to shape the future of the City of Sydney area and the communities that live, work, invest, study and visit here.

The plan is based on extensive feedback from the community and builds on the two support packages for our communities and businesses released by Council in March 2020. Combined, those packages were valued at \$72.5 million.

Progress and outcomes of the Community Recovery Plan are measured against four recovery goals:

1. Recovery is inclusive and equitable
2. Recovery supports a resilient economy and community wealth building
3. Recovery is a catalyst for a green and sustainable future
4. Recovery is strengthened by a robust and diverse cultural sector

Progress is reported to Council each quarter.



Figure 2. Interior of Green Square library

Community Wellbeing Indicators

The Community Wellbeing Indicators 2019 report brings together a rich set of quantifiable measures of how Sydney is faring as a society.

It speaks to the core principles of Sustainable Sydney 2030, the City of Sydney Community Strategic Plan: providing for healthy communities; promoting opportunity, cultural participation and diversity; demonstrating integrity and inclusiveness; strengthening Sydney's competitiveness, productivity and capacity.

This report is available on the City's website and provides an update to the Community Wellbeing Indicators framework, adopted by council in 2012, and first populated and published in 2016.

Resilient Sydney

The City recognises that partnership, collaboration and cooperation are essential to achieve holistic outcomes for our communities. The City hosts the Resilient Sydney office, connecting and equipping all councils across metropolitan Sydney to become resilient and to respond and recover from crises.

The City entered a partnership in 2020 with the Office of Local Government, Resilient Sydney Office, and Local Government NSW to provide a disaster-recovery coordination service to assist councils across New South Wales impacted by bushfires. The same arrangements were put in place ahead of the 2021 bushfire season.

Integrated planning and this report

Legislative requirements

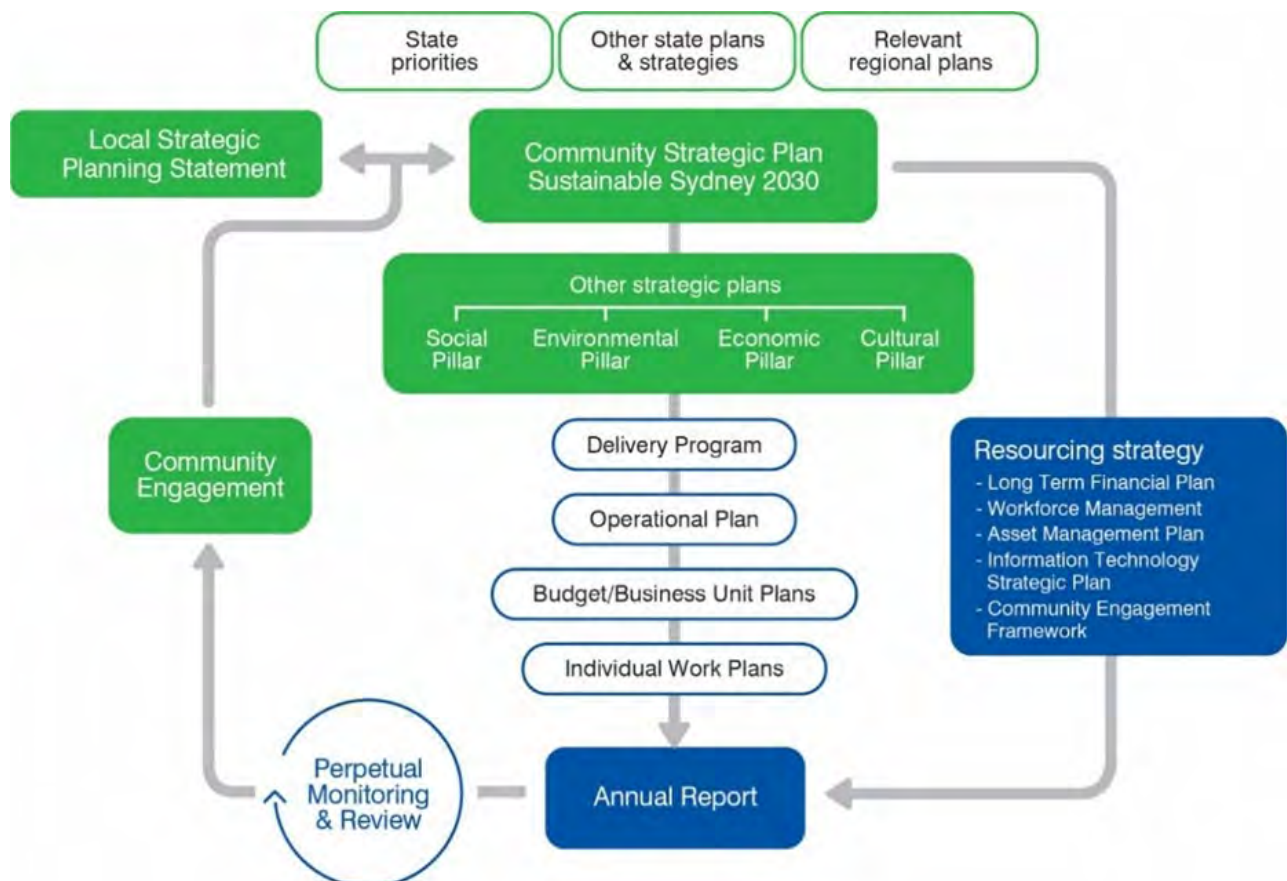
The City of Sydney is governed by the *Local Government Act (1993)* and Regulations, the *City of Sydney Act (1988)* and other relevant legislation.

The Local Government Act includes principles for local government that councils need to consider when carrying out their responsibilities. These include integrated planning and reporting which incorporates a range of plans and reports, including this end of term report.

The integrated planning and reporting framework





The integrated planning and reporting framework for NSW local government is a requirement for all councils. It provides an integrated approach to strategic and operational planning, including identifying the resources required for delivery and the need for ongoing monitoring.







The diagram below shows our integrated planning and reporting framework and documents. It is adapted from the NSW Office of Local Government Guidelines, available from olg.nsw.gov.au



Sustainable Sydney 2030 Targets

Progress against our targets as at June 2021

Sustainable Sydney 2030 Target	Progress
 <p><i>70 per cent reduction in greenhouse gas emissions based on 2006 levels by 2030 and achieve a net zero emissions city by 2050.</i></p>	<p>As at June 2020, annual Greenhouse gas emissions had decreased by 26 per cent across the local government area, based on 2006 levels.</p> <p>This is despite significant growth in the economy, the number of new residents and businesses, new developments and other economic indicators.</p>
 <p><i>50 percent of electricity to be met by renewables; zero increase in potable water use from 2006 baseline, achieved through water efficiency and recycled water; total canopy cover to increase by 50 per cent from 2008 baseline.</i></p>	<p>17.7 per cent of electricity demand in the local government area has been met by renewable sources, which is the NSW average at December 2020 as reported by OpenNEM.</p> <p>Demand for potable water in the local government area has increased by 15 per cent (as at June 2020).</p> <p>Total canopy cover of the local government area has increased from 15.5 per cent in 2008 to 19.2 per cent in 2020. Our target is 23 per cent by 2030. This is an increase of 23 per cent from the 2008 baseline.</p>
 <p><i>There will be at least 138,000 dwellings (including 48,000 additional dwellings compared to the 2006 baseline) for increased diversity of household types, including greater share of families.</i></p>	<p>As at June 2021, there were 121,661 private dwellings in the city. This is an increase of 31,912 private dwellings over the 2006 baseline (89,749). This is 66.5 per cent of the additional dwelling target.</p> <p>In addition, there are 15,137 non-private dwellings in the city (non-private dwellings are not included in the housing target).</p> <p>Note that June 2021 data are provisional and minor changes may occur when it is verified.</p>
 <p><i>The city will have at least 465,000 jobs (97,000 more compared to 2006) with an increased share in finance, advanced business services, education, creative industries and tourism.</i></p>	<p>There were 501,786 jobs in the city at last count in 2017: at that time exceeding the 2030 target of 465,000 jobs. (City of Sydney Floorspace and Employment Survey).</p>

Sustainable Sydney 2030 Target	Progress
 <p><i>7.5 per cent of all city housing will be social housing, and 7.5 per cent will be affordable housing, delivered by not-for-profit or other providers.</i></p>	<p>As at June 2021, there were an estimated 9,670 social housing dwellings in the city. This represents 7.9 per cent of overall housing supply.</p> <p>As at June 2021, there were 1,325 affordable housing dwellings in the city. This represents one percent of overall housing supply.</p> <p>A further 457 affordable and social housing dwellings are in the development pipeline; where a DA has been lodged, a DA has been approved or the development is under construction.</p> <p>Note that June 2021 data are provisional and minor changes may occur when it is verified.</p>
 <p><i>Trips to work using public transport will increase to 80 per cent, for both residents of the city and those travelling to the city from elsewhere.</i></p>	<p>As at 2016, 65.6 per cent of all trips to work by the city's workforce were by public transport. In 2011, it was 61.1 per cent. (ABS Census)</p>
 <p><i>At least 10 per cent of total trips made in the city will be made by bicycle and 50 per cent by walking.</i></p>	<p>Transport for NSW Household Travel Survey in 2018/19 showed that 56.8 per cent of city trips were made by walking, up from 49.2 per cent in 2012/13.</p> <p>There are no recent data available to enable reporting on total cycling trips.</p>
 <p><i>Every resident will be within reasonable walking distance to most local services, including fresh food, childcare, health services and leisure, social, learning and cultural infrastructure.</i></p>	<p>As at June 2017, the following proportions of residents live within a 10-minute walk (800m) of the following services: fresh food – 99.96 per cent, childcare – 99.39 per cent, health – 100 per cent, leisure – 99.99 per cent, social – 94.98 per cent, learning – 99.98 per cent and cultural – 98.09 per cent.</p>
 <p><i>Every resident will be within a three-minute walk (250 metres) of continuous green links that connect to the harbour foreshore, harbour parklands, Sydney Park, Moore and Centennial Parks.</i></p>	<p>This target cannot be measured as originally intended.</p> <p>As at June 2021, 96.8 per cent of residents are within an approximately three-minute walk (250 metres) of open green space or the harbour foreshore.</p>
 <p><i>The level of community cohesion and social interaction will have increased based on at least 65 per cent of people believing most people can be trusted.</i></p>	<p>The 2019 wellbeing indicators showed that 72 per cent of those surveyed believed that most people can be trusted, up from the baseline of 67 per cent in 2011 but slightly lower than the 2015 result of 75 per cent.</p>

The City's 10 Strategic Directions

Strategic Direction 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.

Strategic Direction 2

A leading environmental performer

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets and will work towards a sustainable future for the city's use of water, energy and waste.

Strategic Direction 3

Integrated transport for a connected city

Quality transport will be a major driver to sustainability – the city must offer a variety of effective and affordable transport options.

Strategic Direction 4

A city for walking and cycling

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

Strategic Direction 5

A lively and engaging city centre

The city centre's international iconic status will be maintained and enriched with an inviting streetscape and vibrant public spaces.

Strategic Direction 6

Resilient and inclusive local communities

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

Strategic Direction 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.

Strategic Direction 8

Housing for a diverse population

A wider range of housing so people who provide vital city services can afford to live in the city.

Strategic Direction 9

Sustainable development, renewal and design

High quality urban design will bring liveability and greater sustainability.

Strategic Direction 10

Implementation through effective governance and partnerships

Partnerships across government, business and community; leadership in local, national and global city forums.

Strategic Direction 1 - A globally competitive and innovative city

Maintaining a focus on creating a liveable city, providing high-quality public places and striving to achieve ambitious environmental targets supports metropolitan Sydney to perform consistently well on most global rankings. The city has supported significant jobs growth; at the last count in 2017, there were 501,786 jobs in our area.

Capacity for the growth of commercial office space in Central Sydney has been significantly improved with the implementation of the Central Sydney Planning Strategy. Current policies allow a broader range of industrial and urban services to support our contemporary economy.

The City is a member of the Camperdown-Ultimo Collaboration Area Alliance which represents all major partners in the precinct. Our support for the innovation economy includes encouraging more young people and women to become entrepreneurs through sponsorship of initiatives, and running events that encourage more Aboriginal and Torres Strait Islander entrepreneurs.

Our annual Retail Innovation Program supports retail and hospitality business owners to innovate and future proof their business models and our annual Visiting Entrepreneur Program exposes Sydney-based startups to global tech entrepreneurs.

The City recognises that major events have been key economic drivers. We produce major events such as New Year's Eve and Lunar New Year. We have also sponsored other significant events such as Vogue Fashion's Night Out, Afterpay Australian Fashion Week and Vivid Sydney which brings over 2.3 million people into the city.

We have a longstanding partnership with Business Events Sydney to attract more global conferences and events to the local government area, bringing thousands of delegates and creating important knowledge exchange and business development opportunities.

The City supports a diverse nightlife through grants to encourage entertainment in our city after dark. We have activated smaller-scale spaces and laneways, and significant regulatory reforms have made it easier for businesses to trade into the evening.

Covid-19 response

The Covid-19 pandemic has had a devastating impact on businesses in the local area. In March and April 2020, the City announced two support packages valued at \$72.5 million. The first business, arts and creative package, valued at \$25 million, included a range of measures such as waiving fees for health and building compliance activities, footway dining, market permits and filming fees, reviewing rents for tenants of City-owned buildings and a flexible approach to parking and other infringements.



Figure 4. Covid-19 relief grants recipient Petal and Fern in Potts Point

This package was expanded with an additional \$42.5 million for rent relief and accelerated capital works to inject further stimulus into the economy. To support businesses impacted by the Covid-19 pandemic, the City invested \$15 million in grants to businesses and creative organisations and artists. This included direct financial support of \$3.95 million for local and vulnerable small businesses and arts enterprises to innovate and adapt, foster business continuity and increase business capabilities.

A \$20 million city centre activation program was developed in partnership with the NSW Government including financial support of almost \$3 million, enabling businesses and creative professionals to activate businesses, the public domain and space in the city centre with cultural programming.

Objective 1.1 Plans are in place to accommodate growth and change in the City Centre and other key economic areas

Actions	Progress
Ensure that the City Local Environment Plan and Development Control Plan provide for growth targets.	<p>The City has updated our planning framework to ensure future growth occurs where it respects our special places, spaces and parkland, and is highly sustainable, resilient and responsive to climate change. With the significant investment in transport infrastructure, Central Sydney must support more jobs, while maintaining our quality of life. Final planning controls were approved by the Council and Central Sydney Planning Committee in December 2020. The City will now implement the controls with the NSW Government.</p> <p>The Central Sydney Planning Strategy and revised planning proposal identifies opportunities for employment growth. The planning framework provides a clear path for investment to help rebuild business confidence and support jobs in small and large businesses. It considers commercial development, hotel and visitor accommodation, cultural uses and retail alongside residential living.</p>
The City has plans in place to optimise development opportunities and improve connections to urban renewal areas.	<p>The City has been actively involved in NSW government led projects such as Waterloo Estate redevelopment, Central Station, Barangaroo Central, Hickson Road, Darling Quarter and Metro station precincts as well as major private development projects such as Green Square, Ashmore Estate, Quay Quarter, and 200 George Street. Supporting public domain planning by the City has ensured improved connection, better streets for pedestrians and cyclists and new public spaces for people to use and enjoy.</p>
Implement the City Operations Vision 2030 to ensure the services provided meet the needs of a changing city.	<p>A number of key city services were analysed which including benchmarking on a global scale coupled with community engagement on service levels and priorities. Using this information an internal vision document was created with a number of steps being implemented.</p> <p>Responding to the impacts of Covid-19, the City delivered some of its services differently and some services were increased during the pandemic. For example, increased waste collection and deep cleaning operations in the public domain around hospitals, schools, supermarkets and high traffic take away vendor areas and more frequent residential waste collection in highly populated suburbs as people spent more time at home.</p>

Objective 1.2 The city economy is competitive, prosperous and inclusive

Actions	Progress
<p>The City develops and implements inclusive economic strategies and plans to support sustainable and resilient economic growth.</p>	<p>Key actions of the Open Sydney Action Plan continue to deliver structural economic changes to increase the sustainability and resilience of the city's night-time economy.</p> <p>The Eora Journey Economic Development Plan was adopted in November 2016 and is a dynamic 10-year plan to contribute to sustained prosperity for Aboriginal and Torres Strait Islander communities.</p> <p>Key actions of the 2016 Tech Startups Action Plan continue to be implemented such as hosting a Visiting Entrepreneur program over multiple years. The City has continued to support growth in skills and training within the network via the Knowledge Exchange Grants program.</p> <p>In 2018 the City adopted the International Education Action Plan. The 10-year plan articulates the framework of how the City will support the sector.</p> <p>In 2019 programs developed through the Retail Action Plan included the Retail Innovation Program, helping Sydney's small businesses innovate, scale and grow and empowering small business owners to adapt and innovate.</p> <p>In June 2020 the City released the Community Recovery Plan to provide a clear and staged approach to supporting the economic and social recovery during and after the Covid-19 pandemic. In October 2020, the City and the NSW Government announced the Al Fresco program to bring people back to the streets of Sydney. In November 2020 the City opened a fast and free online application process for outdoor dining in new spaces, including reallocated road space.</p>
<p>Collect, analyse and share community data with local communities and other national and local cities.</p>	<p>The Floorspace and Employment Survey (FES) was undertaken in 2017. The data has been made available on the City's Open Data portal, including an interactive FES Webmap application. The 2019 Housing Audit, Residential Monitor, Commercial Development Monitor and Visitor Accommodation Monitor have all been completed and uploaded to the website for use by industry, academia, government and business. The 2019 Community Wellbeing Indicators Report has been completed and uploaded to the City's website.</p> <p>As a member of Council of Capital City Lord Mayors (CCCLM), the City shares night-time economy (NTE) data annually with the other capital cities. The City has led a project to enhance the NTE research methodology, with opening hours data now part of the data suite. In the face of the pandemic, the City contributed to the City Pulse project with other CCCLM members to develop a central data place to monitor and compare key economic indicators at the local government area level.</p>

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

Actions	Progress
<p>Encourage, support and develop networks in existing and emerging industry clusters and provides opportunities to build knowledge and skills in business.</p>	<p>The Place and Industry grant stream provided financial support for local chambers and industry associations to carry out local economic development projects that promote village destinations, connect businesses to opportunities and build their skills, knowledge and networks.</p> <p>In 2018/19, the City hosted the “Small Business Digital 101” event series to upskill small business owners in digital and social media. In 2019, the City partnered with Investible to launch the annual Retail Innovation Program - a 12-week business accelerator program for retail and hospitality owners. In 2020 and in response to the Covid-19 pandemic, the program pivoted to virtual delivery and content was adapted to support businesses to adapt and survive through the pandemic.</p> <p>In October 2020 the City launched a skills program “Reboot Series” to help businesses adapt, innovate and thrive in light of the pandemic. The program was developed in direct response to feedback received through the City’s Covid-19 business impact and needs survey, conducted in June 2020. The City also continued to co-host annual International Education Forums with StudyNSW, The forums help develop networks and collaboration.</p> <p>In 2019 the City supported the establishment of the Night Time Industries Association and provided funding in 2020/21 for a leadership series to share information and strengthen networks. The international Global Cities After Dark event was held annually from 2017, bringing together international experts, local sector leaders and government.</p>

Actions	Progress
Provide access to affordable space to support inclusive economic growth in priority sectors.	<p>The City provides access to affordable creative space for cultural practitioners and creative enterprise through programs including William Street Creative Hub, Creative Live Work Spaces, Kings Cross Cultural Tenancies, Oxford and Foley Street Creative Spaces, Short Term Empty Property and the Accommodation Grants Program. In 2019 the City entered into a 99-year lease for the revitalisation of City of Sydney properties along Oxford Street, ensuring that 1,600sqm of affordable creative space would be maintained in the development.</p> <p>The City advocated for more affordable space for innovative businesses and the tech startup sector. The City is a member of the Tech Central industry advisory group and contributed to the Tech Central project led by the NSW Government, which will provide up to 250,000 square metres of space for technology companies, including 50,000 square metres at affordable rates for startups and scaleups.</p> <p>Preparation work for the future Business Innovation Space (BIS) at Circular Quay (182 George Street Lend Lease Development) and the City of Sydney Creative Studios (115-119 Bathurst Street Greenland development) have made progress. The 3,801 sqm area BIS will provide an affordable space as a tech startup hub with subsidy via the accommodation grants program. The 2,000 square metre Creative Studios facility will provide a variety of affordable rehearsal, production and creative studios for the creative industries.</p>

Objective 1.4 The city economy is resilient

Actions	Progress
The City contributes to initiatives that support resilience in the face of economic transformations.	<p>The City has taken an active role in providing feedback to Transport for NSW regarding the economic planning surrounding the proposed Sydney Metro West rail project. Ongoing meetings and communication have taken place between the City and other Sydney councils to share knowledge and collaborate. The City of Sydney and other local councils are continuing to meet with NSW government agencies on matters of economic development policy. We are also in regular conversations with NSW government agencies about the preparation of economic studies contributing towards Sydney 2050 and the Eastern Economic Corridor.</p> <p>Founded by the City in 2016, the City is the Chair of the NSW Night Time Economy Councils' Committee (NTECC). Since 2017 the Committee has been effective in supporting 11 Councils to establish their first Night Time Economy Strategy positioning them in a place of strength to support economic recovery from Covid-19.</p>

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

Actions	Progress
Support and deliver an annual program of major events.	<p data-bbox="705 288 2038 459">The City continues to deliver annual major events such as Sydney Christmas, Sydney New Year's Eve and Sydney Lunar Festival. The Sydney New Year's Eve fireworks and events attract approximately 1 million people to the foreshore, with millions of people seeing the event through social media and television locally and globally. In 2020, responsibility for the event was transferred to the NSW Government to manage the complex issues around Covid-19.</p> <p data-bbox="705 480 2054 616">The City has long contributed to the Sydney Gay and Lesbian Mardi Gras (SGLMG) festival which takes place annually in February and March and attracts 630,000 people to Sydney. The festival is one the largest in the world and celebrates and promotes diversity, inclusion, equity and social justice through culture, creativity and partnerships.</p> <p data-bbox="705 636 2063 772">In 2019, the Sydney Chinese New Year Festival undertook a significant development, changing its name to the Sydney Lunar Festival in recognition of the many different cultures that celebrate the lunar new year. Attendances for the 2020 festival were substantially lower due to Covid-19 and extreme storm conditions during the period.</p> <p data-bbox="705 793 2074 1029">In October 2020, the City and NSW Government announced the AI Fresco program to bring people back to the streets following the initial impact of the Covid-19 pandemic. The City delivered a program of roving entertainment in the CBD and produced Sunset Piazza, an outdoor performance venue in Cathedral Square. We also worked with businesses to provide expanded opportunities for outdoor dining. The City Art program also produced 4 temporary laneway public art projects, animating city public spaces and providing employment for artists and their collaborators. Alongside this program a series of free City Art public art tours were run.</p>

Actions	Progress
Provide services and experiences that meet visitor needs.	<p>Programs and projects from the Tourism Action Plan to meet the visitor needs include:</p> <ul style="list-style-type: none"> – Prior to the impact of Covid-19, the City's Visitor Ambassador program grew to over 300 volunteers located across the city. Ambassadors also welcomed cruise ship passengers to Sydney. – We developed a range of visitor products to meet visitor needs including a detailed Sydney map highlighting CBD attractions, villages and high streets and the Sydney Culture Walks app. – The City works closely with the tourism sector and Destination NSW to promote the unique experiences across our CBD and villages through targeted visitor campaigns including Sydney Local and What's On, highlighting major events, unique places to visit and visitor experiences. – Since 2015 the City has supported the Take Kare Safe Space Program to assist visitors to the city at night that are vulnerable and need assistance to reconnect with family or friends or to get home safely. Outreach staff work with the City's 24 Hour Street Safety Camera Program, the NSW Police and venue security.
The City strategically develops and delivers activity that attracts global investment and increases international business connection.	<p>The City continues its sponsorship of Business Events Sydney to secure global conferences and incentive trips for the local government area. Covid-19 has had a profound impact on the business events industry, with many events cancelled and others postponed.</p> <p>The City supported the delivery of the Future Asia Business Summit in 2018 and 2019 aimed at strengthening the City's economic connections with Asia. The summit brings together local and international businesses, government representatives, consulates and bilateral chambers of commerce to gain insights on emerging global trends and key opportunities to leverage Sydney's positioning with Asia.</p> <p>The City supported the launch of Haymarket HQ's Sydney Landing Pad, NSW's first landing program for international high-growth Small to Medium Enterprises (SMEs) and tech scaleups aiming to enter the Australian market, establish offices in Sydney and create new jobs. The program provides co-working space, workshop training and mentorship, and facilitates connections.</p> <p>The City also supported the Asia Business Events Series delivered by Asialink from 2018-2021 via Knowledge Exchange grants. This program aims to equip Sydney-based SMEs with insights and capabilities to explore business opportunities in Asia. The 11 events held focused on some of Sydney's key sectors such as tourism, international education and tech startups.</p> <p>The City also held a Lord Mayor's Welcome for International Students in 2018, 2019 and 2021 and hosted two International Education Stakeholder Reception events in 2018 and 2019.</p>

Actions	Progress
<p>Enhance Sydney's reputation as a safe city by developing partnerships that build community capacity.</p>	<p>The City continued to coordinate the activities of the Local Emergency Management Committee (LEMC), including the review of response plans, and conduct of emergency management briefings, and emergency exercises. We also undertook an assessment of resilience risks to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan.</p> <p>Key outcomes include the development of the Local Disaster Recovery Plan, the review of the Sydney CBD Safety Sub Plan and participation in the Office of Emergency Management Disaster Preparedness Program. The City also participated in the Council Shadow Program for Disaster Recovery Operations which included secondments to Resilience NSW in support of the 2019/20 bushfires and 2021 floods.</p>
<p>Deliver public amenity services to ensure clean streets, waste collection meets the needs of its people, visitors and business community.</p>	<p>The City provides waste and recycling collection services to over 115,000 households each week. In addition to kerbside collection services and managing the City's domestic waste and recycling processing contracts, the City provides e-waste recycling events, household chemical drop-off days and recycling stations at libraries for mobiles, light bulbs and batteries and partners with the community to solve waste issues through targeted engagement and education programs.</p> <p>The City continues to clean the City's streets and undertake waste management for large public events such as New Year's Eve which can see up to 35 tonnes of rubbish collected within a 24 hour period. Cleansing and waste teams service the city's late night entertainment areas throughout the night on weekends to maintain tidy streets and a sense of order for late night visitors and ensure footpaths are clean and fresh for morning commuters.</p>
<p>The city enhances its global position and attractiveness as a destination for people, business and investment.</p> <p>This probably needs a re-focus – the OP and DP aren't well aligned</p>	<p>The City maintains a program of compliance and inspection to ensure our residents, visitors and workers are safe when working, dining or visiting Sydney. Alongside this City rangers undertake regular patrols to ensure equity of access and turnover of parking. Fire safety compliance programs are being maintained with regular monitoring of properties and investigation of customer queries relating to fire safety.</p> <p>The City continues to build compliance and investigation capability across health and buildings regulatory responsibilities and works to identify unauthorised accommodation and ensure the safety of occupants. Due to the high number of fixed retail premises, food safety inspections have been prioritised.</p> <p>Registration of certain residential and public buildings having external combustible cladding was introduced under new NSW government laws commencing on October 2018. In 2018/19 a dedicated external cladding team commenced undertaking investigations of buildings affected by the installation of composite external cladding material.</p>

Performance Measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
City Development								
Commercial Development Approved*	m2		218,805.50	110,293.61	307,491.00	275,036.00	196,792.00	
Commercial Development Completed*	m2		346,761	176,147	131,139	141,594	95,829	Significant developments completed include Darling Exchange, Education building at the University of Technology Sydney, Susan Wakil Health building at Sydney University, Inner City High School on Cleveland Street, work at Australian Technology Park and the redevelopment of Ultimo Public School.
*Annual figures are impacted by the prevalent development cycle. Figures are subject to revision as advice of approvals and amendments are received.								
Business Events Sydney								
Number of bids for business events submitted	Number		20	26	24	25	6	The low number of bids in 2020/21 reflects the impact of the Covid-19 pandemic.
Number of events secured	Number		5	10	20	19	6	In 2020/21 numbers were impacted by the Covid-19 pandemic resulting in limited international travel, and a hesitancy from international decision makers.

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Delegate numbers of events secured	Number		3,520	13,922	16,340	11,126	6,300	In 2020/21 numbers were impacted by the Covid-19 pandemic resulting in limited international travel, and a hesitancy from international decision makers.
Economic impact of events secured	\$M		15.8	64.0	70.0	41.4	25.0	In 2020/21 numbers were impacted by the Covid-19 pandemic resulting in limited international travel, and a hesitancy from international decision makers.
Delegate days of events secured	Number		16,080	77,782	72,530	43,696	25,950	In 2020/21 numbers were impacted by the Covid-19 pandemic resulting in limited international travel.
Support for the Economy and Business								
Value of grants approved by the City of Sydney for major events	\$'000		3,921.96	5,975.00	5,540.70	5,662.40	5,664.43	Major events supported by the City include Sydney Festival, the Biennale of Sydney, Yabun Festival, Australia Day, Sydney Gay and Lesbian Mardi Gras, Sydney Fringe Festival, Vogue Fashion's "Night Out", Mercedes Benz Fashion Week, VIVID, Sydney Film Festival and Sydney Writers Festival.
Diverse and inclusive economy								

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Number of City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	Number		106	126	156	178	190	Suppliers include those that are Supply Nation certified and local indigenous artists, performers and consultants.
International students								
Number of international students studying at campuses in the city / in the City of Sydney local government area	Number		Not reported	35,000	175,000	140,000	129,939	<p>In addition to students enrolled at city universities, data for 2018/19 onwards include 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.</p> <p>The Department of Education NSW estimates that in March 2020, approximately 20 per cent international students were unable to return to Australia due to Covid-19 travel restrictions. Current estimates indicate that around 43,000 (33 per cent) of international students remain off-shore.</p>
Number of international students living in the city	Number		Not reported	10,000	22,000	No longer reported	No longer reported	
Economic impact of international students in NSW	\$Bln	-	Not reported	Not reported	Not reported	\$13.9	No longer reported	

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Sydney as a brand								
Estimated global audience (ie. Spectators, broadcast viewers, online viewers, publicity) of Sydney's New Year's Eve and Sydney Lunar Festival	Bln	N/A	1.0	2.6	2.62	0.62	No longer reported	The estimated global media audience was revised in 2019/20 to incorporate the latest analysis.

Strategic Direction 2 - A leading environmental performer

The city has seen the results of bold environmental action in the past decade. Our own organisation has been carbon neutral since 2006/07 (certified in 2011) and from July 2020, is using 100 per cent renewable electricity to meet our grid electricity needs. This is expected to cut our emissions by around 22,000 tonnes a year – equivalent to the power consumption of almost 5,000 city households.

By June 2020, emissions were reduced in the local government area by 26 per cent from the 2006 baseline. This occurred during a period of considerable growth where the number of residents, works and the size of the economy grew by a far greater proportion.

Some groups have made even faster progress. For example, members of the Better Buildings Partnership (who represent 59 per cent of commercial floor space in our city centre) have collectively reduced property emissions by 66 per cent since 2006 with 16 buildings carbon neutral.

Our 172 apartment buildings in Smart Green Apartments have reduced emissions by over 20,000 tonnes, and water by 697 megalitres saving owners over \$4 million.

Our sustainability programs have achieved success with water reduction. Better Building Partnership members have reduced their water

use by 26 per cent since 2006. Over 3,000 residential apartments in 14 buildings have saved over 987 megalitres of water through efficiency upgrades (Waterfix), saving over \$1.3 million in water bills. However, overall water use has risen across the local government area – 14 per cent above 2006 levels. Our target is for zero increase which requires considerable reduction in per capita use of potable water as our city grows.

Some of our water is supplied by recycled water treatment facilities, mostly for individual buildings. Central Park, Barangaroo and Green Square town centre have precinct-scale facilities. But regulatory barriers to more widespread water recycling remain.

The City has provided significant water-sensitive urban design infrastructure, including 249 raingardens.

To help keep our city cool and contribute to everyone's health and wellbeing, we've increased our canopy cover to 19.2 per cent (our 2030 target is 23 per cent).

From 2015 to 2020, we've seen the per capita waste generation rate of our residents fall by 10 per cent per resident. While this is positive, recent external events have impacted on progress. In 2018, overseas markets began imposing strict contamination limits, starting a global shift in downstream markets no longer willing to accept our recycling materials. A recent NSW government regulation change on the use of mixed-waste organics applied to land has impacted our ability to divert waste from landfill.

The details of all our actions and progress towards our targets are reported annually in the Green Environmental Sustainability Progress Report, available on the City of Sydney website.



Figure 5. Recycling station at Green Square library

Our achievements since 2016

City operations



Reduced emissions by estimated

76%

including 31 per cent through energy efficiency and on-site solar



100%

renewable electricity from July 2020



Installed a grid-scale battery at our Alexandra Canal depot in 2018

Installed **2MW of onsite solar photovoltaic panels** on our properties



Composted **7 tonnes of food waste a month** from City properties



City fleet has 19 electric cars, 40 hybrid cars, 70 hybrid trucks and one fully electric truck



Set up water reuse schemes in twenty parks, providing

80,000 litres of non-potable water per day in summer



Established a precinct-scale recycled water scheme at Green Square

Increased recycling in our buildings from 28 per cent in 2018 to 42 per cent in 2020



Introduced guidelines for reducing single-use items to help staff and event managers avoid waste and increase recycling



Developed Sustainable Design Technical Guidelines for our assets



Introduced a **Sustainable Procurement Policy**

Local Area



Emissions reduced by

26%

to June 2020



Worked with NSW Government to install an air quality monitoring station



Over **9,500** street lights converted to LED since 2012



Owners corporations in **172** apartment buildings saved over \$4 million reducing emissions by 20,000t and water by 697ML

Established the Sustainable Destination Partnership, which has

46 members



Laid a recycled water pipeline in George Street in the city centre

75% **zero**

of Better Buildings Partnership members committed to net zero emissions

Signed up more than 30 leaders from the hospitality, events and property sectors to the Sydney single-use pledge



Advocated for a National Australian Built Environment Rating System (NABERS) tool for apartment buildings, with **89** buildings rated



11,000 households have access to a food scraps collection service

Installed

24.6 kms

of separated cycleways since 2010



Made e-waste recycling collections available to all residents



Increased canopy cover from **15.5%** in 2008 to **19.2%** in 2020

Allocated over **\$3.8 million** in environmental grants



Created

11.5ha

of new green space since 2009



Achieved 6 Star Green Star – Communities rating for the Green Square town centre



Planted **15,052** street trees since 2005



Established Sydney City Farm

Objective 2.1 Greenhouse gas emissions are reduced across the city

Actions	Progress
Develop and implement initiatives to support increased energy efficiency and renewable energy across the city.	<p>The City has improved energy efficiency of our lighting by installing energy efficient LEDs on City-owned lighting poles and upgraded lighting at some aquatic and community centres. The Ian Thorpe Aquatic Centre and Wilcox Mofflin Building received full lighting upgrades with every light replaced. LED lighting was also installed at Cook + Phillip Park Pool, Victoria Park Pool, Ultimo Community Centre and Redfern Community Centre. Additionally, in 2018/19 the City partnered with Ausgrid to upgrade utility-owned streetlights. Stage one (lights on residential streets) is nearly complete.</p> <p>To achieve 50 per cent of electricity demand from renewable sources by 2030 through voluntary action across the local government area, the City has led a broad marketing program to educate our community about renewable energy. Activities include development of the Renewable Energy Help Centre, and educational videos and articles about climate action and renewables at home and work. A number of other key information resources were also developed and distributed.</p> <p>The City is also continuing to improve data quality, procedures and analytics to enhance the ability to drive efficiencies and reductions in emissions. Work is nearing completion on telemetry and fleet management systems to assist these efficiencies, and to integrate data sources.</p>
Encourage energy efficiency, local renewable and low-carbon electricity through planning controls.	<p>The Energy and Waste development control plan (DCP) was endorsed by Council in August 2018. The Sydney DCP 2012 and Green Square Town Centre DCP were updated in late August 2018 to reflect the Council's decision. A performance standards pathway to high performing net zero energy buildings was approved by Council for public exhibition in May 2021.</p>
Advocate for science-based emission reduction targets and for standards, regulations and codes to support these.	<p>The City provided a submission to Australian Building Codes Board (ABCB) Scoping Paper: Energy Efficiency National Construction Code (NCC) 2022 and Beyond. We are developing a planning pathway for the environmental targets related to the built environment. This project includes representation from other Sydney Councils and has an industry working group. We continue to work with the Greater Sydney Commission to determine the most effective strategy to have the NSW Government increase BASIX targets in our area.</p>

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

Actions	Progress
Encourage waste management in new developments to maximise resource recovery opportunities through planning controls and processes.	Council approved the amended DCP waste controls including the Guidelines for Waste Management in New Developments in August 2018.
Improve monitoring, reporting and verification of waste data in City buildings, residential services and in the business community.	Operational waste data is being captured digitally in the Sustainability Management and Reporting Tool (SMART) which was implemented in 2018. The system has been configured to integrate all organisational waste data, including construction and demolition waste. The City also tracks and reports on residential and commercial waste.
Facilitate resource innovation and reduce waste management impacts in City buildings, residential services and in the business community.	<p>As at end June 2021, the residential food scraps collection and recycling trial had been operational for 23 months. As part of the trial 569.64 tonnes of food scraps have been collected and recycled. More than 13,300 households now have access to the food scraps service across 162 apartment buildings and just over 1,000 houses.</p> <p>In November 2018 a food scrap collection trial commenced at two City owned properties. In just over 6 months the average landfill generated per month dropped by 30 per cent and over 14,000 kg of food scraps were collected and turned into green energy and nutrient rich fertiliser. The trial continued as a standard recycling stream for these locations as well as several additional sites. Implementation of Phase II of the trial commenced in September 2020.</p> <p>To expand the items our residents can recycle easily, the City is trialling an on-demand recycling service for tricky items including clothes, soft plastics, small electronics and expanded polystyrene for 12 months. From November 2020, City residents could book a contactless collection of these items directly from the resident's door.</p> <p>The City and other leading Sydney businesses joined forces in May 2020 to sign up to Sydney's single use pledge. The pledge aims to dramatically reduce single use plastics by eliminating common items including plastic straws, bottled water and single-use cups. More than 50 organisations have so far taken the pledge, including the Sydney Opera House, Atlassian, Fox Studios and Star Entertainment Group.</p>

Actions	Progress
<p>Maximise amenity improvements and efficiency of waste and recycling collections around the city.</p>	<p>City rangers conducted regular inspections and targeted patrols in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity. During Covid-19 restrictions in 2020, resources were diverted and used to monitor and provide an educational approach in parks on safe social distancing.</p> <p>Key actions implemented in 2018/19 from the Waste and Resource Recovery Engagement Action Plan included the design and delivery of a taping trial to reduce illegal dumping, working with rangers and university students to reduce dumping and delivering a marketing campaign to promote and increase household pick up bookings.</p> <p>In 2019/20 the City delivered a targeted engagement program to promote the City's book a pick-up service in an effort to reduce illegal dumping. This work will be supported by the ongoing trial of the effectiveness of taping illegally dumped waste to reduce dumping.</p>
<p>Advocate for State and Federal Government policy and regulatory change that strengthen resource recovery outcomes.</p>	<p>In June 2017 the City responded to the NSW Energy from Waste public inquiry which also covered a number of broader state waste management issues. The City recommended a metropolitan approach to management of waste.</p> <p>The City provided a submission to the NSW Government as input toward their preparation of the NSW Waste and Sustainable Materials Strategy 2041. We advocated for increased certainty through regulations and legislation, increased reinvestment of the waste levy to fund development of infrastructure to facilitate the circular economy and transparent reporting across the industry to restore confidence in recycling. The City continues to engage with the NSW Government and has also been advocating on the proposed federal government waste export ban and the NSW Government recovery package for the revocation of the mixed waste organic output.</p> <p>The City, through its membership of the Southern Sydney Regional Organisation of Councils, has been involved in a project to determine future waste infrastructure and data needs. The City joined 11 other Sydney councils in signing a Memorandum of Understanding which sets out how they will work together to develop a framework for regional procurement of recycled material to drive investment in regional infrastructure.</p> <p>The City's representatives also continue to support the development of regional circular economy groups such as NSW Circular Economy Think Tank and the implementation of the national packaging targets through the Australian Packaging Covenant Organisation.</p>

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

Actions	Progress
Identify and maximise opportunities for use of alternative water sources.	A precinct-scale recycled water facility was established in Green Square Town Centre. Production of recycled water will increase as more apartments within the Green Square Town Centre are connected to the network. Improvements are being made to the Munni Channel stormwater harvest system that supplies water to the Sydney Park wetland and the water treatment plant. 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.
Encourage water efficiency measures, recycling and water sensitive urban design through planning controls.	<p>Actions have been identified in the Local Strategic Planning Statement to support greater uptake of recycled water in areas with a recycled water supply. The Local Environment Plan update review will commence once that is complete.</p> <p>A NABERS rating for water control for non-residential buildings is being developed as part of the update to the Local Environment Plan and Development Control Plan.</p>
Advocate for initiatives that support the achievement of water sensitive City outcomes.	The City has advocated for changes to the current regulatory framework for recycled water, in particular the higher fees imposed on utilities by the Independent Pricing and Regulatory Tribunal, which have challenged the financial viability of recycled water schemes in urban renewal locations.

Actions	Progress
<p>Identify and maximise installation of vegetated and other stormwater systems to clean stormwater discharged to waterways.</p>	<p>The Green Square stormwater project was officially opened in 2019. The two kilometre-long underground stormwater drain, built by the City of Sydney in partnership with Sydney Water, is expected to reduce risk of flooding, improve water quality and save drinking water. Designed to carry up to 30,000 litres of stormwater per second from Epsom Road to Alexandra Canal, the stormwater drain significantly reduces potential flooding across the area.</p> <p>Improvements are being made to the Sydney Park stormwater harvest system which in turn will increase the volume of stormwater treated by the park's wetland system. The Green Square Drying Green wetland has been designed to help improve the water quality of stormwater originating from the Sheas Creek catchment.</p> <p>Water sensitive urban design has been incorporated into the Sustainable Design Guidelines. The City's stormwater system has been modelled using 'Model for Urban Stormwater Improvement Conceptualisation' (MUSIC) which will be used to track progress towards the achievement of the Sydney 2030 water quality improvement targets. The MUSIC model will also guide decisions for the installation of new water quality assets, including gross pollutant traps (GPTs) and raingardens, which are central to the achievement of these targets.</p> <p>There are 47 council owned GPTs in the stormwater network together with 26 GPTs within our local government area owned by others. GPTs will continue to be added to the stormwater drainage network in line with water quality objectives. A condition audit of the City's GPTs was completed in 2019 and rectification works were identified to restore their optimum performance. These rectification works are now completed, and further improvements are now underway.</p> <p>From July 2017 to June 2021 the City's GPTs removed 774 tonnes of rubbish from the stormwater system. A further 4,800 tonnes is estimated to have been removed by the City's drainage maintenance team through drainage pit and pipe cleaning. The City is liaising with other organisations that own GPTs within the City area to better collaborate on future improvements.</p> <p>Raingardens continue to be included in designs where site conditions are appropriate.</p>

Objective 2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance

Actions	Progress
Develop and implement initiatives that encourage and support building owners, tenants and agents within the commercial office sectors, to improve their environmental performance.	<p>Sydney's Sustainable Office Buildings Plan was adopted by Council in 2018 and highlights 35 actions to achieving more sustainable buildings across the office sector.</p> <p>The CitySwitch program has been operating for over 10 years and represents over 1,500 offices and 20 per cent of the office floor space across Australia. The City assists in the coordination of the program with other councils and organisations.</p> <p>Led by the City of Sydney, the Better Buildings Partnership aims to address the sustainability challenges facing the commercial property sector. Participants have reduced carbon emissions by 61 per cent from the 2006 baseline, despite growth in commercial floor space of 25 per cent. The Partnership has also reduced its consumption of potable water by 39 per cent over the same period which equates to a saving of 964 mega litres. The Partnership has also reported its operational waste data for the first time. 75 per cent of Better Buildings Partnership members have set public net zero targets. The Better Buildings Partnership continues to facilitate the uptake of renewable energy by members and their tenants; define pathways to achieve a circular economy; and deliver innovative initiatives to achieve increased tenant engagement.</p>
Develop and implement initiatives that encourage and support building owners, businesses and agents in sectors other than commercial office to improve their environmental performance.	<p>In October 2019 the City of Sydney's Sustainable Destination Partnership won the Global Destination Sustainability Index award for outstanding collaboration. Working with accommodation, entertainment and cultural venues, the partnership aims to reduce carbon emissions, improve waste management, procure renewable energy, and reduce water use. A sustainability assessment of the hospitality sector was carried out as part of the program.</p> <p>A strategy was also produced for a 70 per cent reduction in carbon emissions and to divert 90 per cent of its waste by 2030. The plan highlights 28 actions to achieving more sustainable buildings across the accommodation and entertainment sector. In its first year of operation, a 5 per cent saving in carbon emissions, zero increase in water use, and improvements in waste reporting and capacity were achieved. There are 72 buildings in the program which encompasses 61 per cent of all hotel rooms in the city.</p>

Actions	Progress
<p>Develop and implement initiatives that encourage and support building owners, residents and agents within the residential sector to improve their environmental performance.</p>	<p>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 20,856 tonnes CO2e and \$3.44 million in operational costs. 652kW of solar has been installed on participating apartment buildings reducing 756 tonnes CO2e a year, saving owners corporations \$109,000 in reduced energy bills and represents \$717,871 in community investment.</p> <p>Through the City's Waterfix partnership with Sydney Water; 3,026 individual apartments have been retrofitted within 14 buildings. These upgrades will achieve water savings of 847,698 kL per annum in reduced water bills.</p> <p>The City led national advocacy for a new NABERS energy and water rating tool for apartment buildings which was launched in June 2018 with the NSW Government.</p> <p>The City has continued to collaborate with 18 stakeholders from the NSW Government, industry and community organisations to reduce the environmental impact of apartment buildings through our Residential Apartments Sustainability Reference Group.</p> <p>The City's Residential Building Manager Training program was delivered at capacity to an audience of 185 attendees. The City is working with the NSW Government and TAFE NSW to explore professional accreditation. Two apartment buildings in Sydney have been awarded with the highest 6 star NABERS energy rating; one with and one without GreenPower.</p> <p>The City continues to educate through webinars, training and newsletters to engage with residents and strata managers to drive sustainability and resilience outcomes in the sector.</p>

Actions	Progress
Provision of grants and other initiatives that help build capacity and enable stakeholders across the City to improve their environmental performance.	<p>The Building Tune-up pilot was completed supporting building owners to improve their energy efficiency and reduce utility costs through low cost upgrades and tuning of their energy systems. The program delivered integrated environmental performance rating and implementation support to 14 commercial buildings including the National Maritime Museum, Tank Stream Bar and the Park Hyatt.</p> <p>The City is working with Environmental Performance Grant Program recipients to ensure implementation of energy and water savings projects identified by energy audits and NABERS environmental performance ratings. Through 111 Ratings and Assessments grants in the commercial office and accommodation and entertainment sectors, the City has invested \$1,171,576 which has unlocked over \$5,900,000 in community investment retrofitting buildings and reduced carbon emissions by 5,841 tonnes per annum.</p> <p>The City is accelerating renewables access through innovation grants. The Ultimo community is developing a roadmap to 100 per cent renewables; another grant demonstrating world-first renewable energy solution developed by a Sydney-based clean tech company has 20 households trialling software to enable the purchase renewable energy directly from the solar/wind farm.</p>

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

Actions	Progress
Implement a continuous improvement program for the environmental performance of the City's own assets.	<p>A key program for delivering energy and water efficiency within City buildings is the Major Properties Efficiency Project (MPEP). The program targets 14 of the City's highest energy and water consuming sites and is a four-year program running from 2016/17. The program has delivered approximately 1,597 tonnes of CO2 emissions savings. Overall emissions reduction is approximately 85 per cent of the target reduction.</p> <p>The City's fleet has continued to reduce emissions through a low risk eco driving strategy and replacement of fleet with electric vehicles. The City has 19 fully electric passenger vehicles and one fully electric truck. Overall fleet carbon emissions have reduced by 17 per cent per annum over the past four years.</p>

Actions	Progress
<p>The City continues to improve its environmental performance through management processes across Council operations.</p>	<p>The Sustainability Management and Reporting Tool (SMART) has been implemented and monitoring of data is improving the management of City operations energy, water usage and property waste data. System improvements continue with the incorporation of Climate Active (previously National Carbon Offset Standard scheme) datasets being implemented.</p>
<p>Integrate environmental criteria into design and construction of City assets to support the City's ability to lead by example.</p>	<p>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.</p> <p>In March 2019 the City of Sydney launched a world-first trial of 'Green' geopolymers concrete made using industrial waste from coal-fired power stations and steel manufacturing as road material. The new concrete blend will use Geopolymer cement, made from fly ash and blast furnace slag, replacing traditional Portland cement and recycled materials. Geopolymer cement generates just 300 kilos of CO₂ per tonne of cement, compared to 900 kilos from traditional Portland cement production. The carbon emissions savings per tonne is equivalent to the electricity used by an average household every two weeks.</p> <p>In June 2021 the City accepted tenders offered via the SSROC Sustainable Pavements Contract. Initially this tender will focus on the use of recycled crushed glass as a substitute to natural sands in asphalt production however will encourage other sustainable innovations and circular economy initiatives throughout the term of the contract. This initiative provides a sustainable use to a large proportion of glass from recycling bins, which is excess to recycling needs and ensures reuse of a valuable resource and diversion from landfill.</p>
<p>Integrate environmental criteria into relative procurement, grant assessment and contract management activities.</p>	<p>Implementation of the Sustainable Procurement Guidelines is ongoing, and the consideration of a Local Buy Policy continues. These have been embedded in the City's procurement practices with the development of a suite of documentation in relation to social and sustainable procurement practices.</p> <p>In November 2019 the City signed a Memorandum of Understanding with Southern Sydney Regional Organisation of Councils (SSROC) to Prioritise Recycled Materials in Procurement. The group will work together to develop a common framework for the regional procurement of recycled materials to support and drive the development of the circular economy. SSROC have voluntarily set a target to recycle 45 million glass bottles into useful products each year in an effort to stimulate investment in the region's recycling industry, leveraging collaborative purchasing power.</p>

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

Actions	Progress
<p>Operate and manage a City Farm in Sydney Park to provide educational programs, a weekly farmers market, orchard space and cropping areas for the production of food.</p>	<p>City Farm operations commenced in 2017/18 with education and volunteer programs continuing. The 0.5ha site provides a place to learn about urban agriculture and sustainable food production. A community hub and cropping area feature potted fruit trees, vegetables, herbs, floristry and agroforestry demonstration plantings. The site also has raised cropping beds used for intensive organic food production and more than 700 kilograms of produce has been harvested and donated to local foodbanks.</p> <p>Over 126 different food varieties are grown from traditional crops like tomatoes, lettuce, beans and lemons to specialised crops like shiso, fenugreek, chickpeas and finger limes. An orchard has been planted with 100 fruiting trees, bushes and vines and a small plant nursery is used by volunteers to propagate plants for the farm and to use in education programs.</p> <p>Farm volunteer sessions are held each month, with over 300 active volunteers. The City also holds 20 education horticulture and food production workshops, hands-on sessions, and webinars a year, attracting around 350 adult attendees. An additional 538 people have attended compost and worm farm education programs and the City is piloting excursion programs for local schools focusing on curriculum linked topics. City Farm also hosts community events, tailored seniors group tours, scout group activities, and student volunteering programs.</p>
<p>Manage volunteer groups to maintain community gardens and sites.</p>	<p>The City supports 23 community gardens, including two footpath verge gardens and three active Landcare groups which engage over 850 community volunteers. The City assists these groups through access to grants, donation of materials and plants, including sourcing native plants from a local Indigenous nursery.</p>
<p>Expand and protect the city's urban forest.</p>	<p>Projects to increase canopy cover have continued with a total of 3,390 street trees planted since July 2017. Projects focused on increasing canopy cover includes the Danks Street Waterloo precinct planting, with 87 trees planted into new footpath gardens. New locations for inroad tree planting also continued, with 11 completed projects across including Boyce Street, Glebe; Bowman Street, Pyrmont; Cowper Wharf Road, Woolloomooloo: and Ripon Way and Primrose Avenue in Rosebery.</p>

Actions	Progress
<p>Enhance and expand habitat sites and protect bio-diversity.</p>	<p>Bush regeneration areas continue to be managed by staff, contractors and volunteers. Core sites continue to be maintained according to best practice to improve habitat value for flora and fauna. Substantial progress has been made to achieve restoration targets as set under the Urban Ecology Strategic Action Plan with an increase from 4.2 ha to more than 12.9 ha of managed restoration sites. Marine habitat was enhanced with the installation of habitat panels along seawalls in Rushcutters Bay, creating area for barnacles, seaweeds, snails, crabs and small fish to live, while also improving water quality.</p> <p>Regular fauna and flora surveys are conducted to gauge the distribution and diversity of wildlife in the City. The City conducts invertebrate studies, with the latest in 2019/20 identifying 45 distinct species across four focal groups (butterflies, bees, cicadas and spiders) at 19 sites in the City. Several native beehives have been installed to promote local pollination and regeneration of native flora. The City conducted a reptile and amphibian study in 2017/18, detecting four frog species and 11 reptile species. Microbat species records for the area have increased through surveys required for State Significant Development sites, increasing the records from five to eight species. In 2018 the City ran a Bioblitz at Sydney Park, where over 300 Sydney residents identified over 130 species of bats, birds, reptiles, bugs, mammals and amphibians that inhabit the park.</p> <p>Work is being undertaken to develop new planning controls to ensure biodiversity is strongly embedded. The Urban habitat creation guide (2019) was also developed and provides practical advice on how to promote urban wildlife and facilitate biodiversity connectivity in the City.</p>
<p>Continue to implement the Greening Sydney Plan to improve the quality of our urban landscape, parks and open spaces.</p>	<p>The City continues to deliver the public domain landscaping program together with hanging baskets and greenwall projects on display during spring and summer each year. The display brings an eclectic mix of colours, textures and heights for a beautiful collection of floral and foliage species.</p> <p>The Parks Water Re-use Feasibility Study has been initiated – the project will deliver a business case and concept designs through review of existing on-site schemes (water harvesting / rainwater) and identification of a program of additional on-site water priority projects in parks and sports fields. The Erskineville Oval Water Reuse Scheme is nearing the end of concept development.</p> <p>The 2021 Greening Sydney Strategy was adopted by council and sets the future directions, actions and targets for the environmental performance of City of Sydney operations and for the local government area.</p>

Actions	Progress
Reduce potable water consumption in parks through efficiency and connection to recycled water.	<p>The Parks Water Savings Action Plan was developed, identifying opportunities for water efficiency and improved water management practices, as well as documenting the capital works projects that will deliver outcomes in our parks and open spaces.</p> <p>Notably, in 2020 Sydney Park won the top prize at one of the world's most prestigious architecture awards programs, taking out the Jury Award in the Architecture + Water category of the 2020 Architizer A+ Awards, in New York. The 44-hectare park harvests 850 million litres of stormwater a year from the surrounding suburbs of Newtown, Erskineville, Redfern and Alexandria, cleans and recycles the water as part of its water features throughout the park, and then re-uses it to top up wetlands, for irrigation and to supply the City of Sydney depot nearby. The design has also managed to preserve native animal habitats, with the wetlands now boasting the highest population of native bird species in the local area.</p>

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

Actions	Progress
Prepare for the likely impacts of climate change by advocating for revision of engineering and building standards and identifying opportunities to reduce local air pollution.	<p>An air quality study and monitoring brief was developed, and the City met with the NSW Office of Environment and Heritage to collaboratively determine how to achieve air quality outcomes for the people within the local government area. The City worked with the NSW Government to identify a suitable site for an air quality monitoring base station and a NSW government monitoring station was installed at Cook + Phillip Park in 2018/19. In 2019, additional low cost sensors were installed as part of a trial around the local government area in partnership with the University of Technology Sydney.</p> <p>Technical and advocacy contributions were made to Australian Sustainability Building Environment Council working group meetings including the Compliance Working Group, Building Codes Task Group and the Residential Energy Efficiency Advisory Group (REEAG). City representative on the Nationwide House Energy Rating Scheme National Stakeholders Consultative Group (NSCG). The REEAG and NSCG provide input to inform the National Construction Code update 2022.</p>

Actions	Progress
Develop and implement where required extreme weather plans.	<p>The City coordinated the activities of the Local Emergency Management Committee (LEMC), including the review of response plans, and conduct of emergency management briefings and emergency exercises. We also undertook 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 LEMC completed a recent review of the Local Emergency Risk Assessment and Local Emergency Management Plan which included Consequence Management Guides for 15 local hazards including, flash flood, severe and extreme heatwave, and severe weather in line with the review cycle.</p>
Develop and support initiatives to mitigate the key risks of urban heat island effect and flooding.	<p>The City adopted the interim floodplain management policy in May 2014 and has been consistently implemented across the local government area as part of the development approval process. The Development Control Plan is currently being amended to incorporate flood related development controls which will also result in a review of the policy.</p> <p>In 2019/20 Alexandria Canal and Blackwattle Bay Flood Studies were updated incorporating new Australian Rainfall and Runoff (ARR) 2019. A new version of ARR was released in May 2019.</p> <p>The Environmental Planning and Assessment Amendment (Flood Planning) Regulation 2021 came into effect on 14 July 2021 and requires that all councils amend LEP clauses in relation to flooding and to specify in planning certificates whether the land or part of the land is subject to flood related development controls. This will also require the City to review the implications of this change.</p>

Performance Measures

Greenhouse emissions	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Overall greenhouse gas emissions for all City of Sydney operations – total all emissions Baseline 2006 Data – 52,972 tCO2e	Tonnes CO2	-	39,600	39,653	39,354	36,459	12,782	From July 1 2020 Sydney's council-owned properties are run entirely on renewable electricity. The City's 2019/20 emissions were 31 per cent below our 2006 baseline. 2020/21 data is estimated.
Greenhouse gas emissions for City of Sydney local government area – total all emissions. Baseline 2006 data - 5,815,521 tCO2e (Includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2		4,695,782	4,620,432	4,553,154	4,275,807	Not yet available	The City reports emissions based on the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories – the international benchmark for reporting city emissions. This data is published one year in arrears.
Reduction in greenhouse gas emissions in the local government area based on 2006 levels - 5,815,521 tCO2e (data from previous financial year; target of 70% by 2030 & net zero emissions by 2050)	%	-	19.25	20.55	21.71	26.48	Not yet available	As at 2019/20 emissions have reduced by 26 per cent since the 2006 baseline. In 2019/20 there were 51 per cent more residents, 42 per cent more jobs and more than 50 per cent growth in the economy since 2006 – which clearly shows that energy and emissions have been decoupled from growth.

End of Term Report 2017-2021

Greenhouse emissions	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Percentage of electricity demand in the local government area met by renewable sources (target of 50% by 2030, data from previous financial year)	%	-	17.0	18.5	20.0	23.0	20.5	It is not possible to measure renewable energy at the local government area scale. This measure reports the amount of renewable energy consumed in the NSW electricity grid with data sourced from the Open Platform for National Electricity Market Data (OpenNEM).
Water usage and stormwater								
Potable water use from City operations - 2006 baseline (431,000 kL)	kL	-	490,375	547,899	477,223	378,360	334,528	
MR002801 - Potable water usage from the local government area – 2006 baseline (33,712) (data from previous financial year)			37,856	37,977	37,770	38,930	Not yet available	
Waste – local government area								
Total residential waste collected	Tonnes	-	Not reported	63,915.37	65,298.00	68,809.01	69,445.73	

End of Term Report 2017-2021

Greenhouse emissions	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Total residential waste collected per capita	Kg/Capita	-	308.62	303.30	279.90	286.29	281.90	After three years of improvement there was an increase in residential waste collected per capita in 2019/20 due mainly to the Covid-19 pandemic resulting in more waste being generated at home.
Percentage of source separated recycling of total residential waste	%	35	Not reported	26.23	26.38	26.57	27.67	A small increase has been seen in source separated recycling indicating that more residents are using the City's recycling services, programs and trials including the food scraps trial and 'Recycle it Saturday' drop off events.
Percentage of recycling and recovery of residential waste	%	70	67.94	66.80	48.67	45.52	47.01	Legislative changes in 2019 have resulted in a decline in 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.
Sustainable management of waste and resources								
Total waste collected from City managed properties including aquatic centres	Tonnes		1,222.21	679.39	897.33	816.38	880.04	

End of Term Report 2017-2021

Greenhouse emissions	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Recovered and recycled waste collected from City managed properties including aquatic facilities	Tonnes		558.54	249.66	259.44	362.75	812.26	
Resource recovery of waste from City managed properties including aquatic centres	%		Not reported	28	29	46	92	The City has exceeded our 2021 target to achieve 70 per cent resource recovery. The City property services waste collection contractors process our 'dry general' waste into a Resource Derived Fuel (RDF) that can be used in cement kilns.
Resource recovery of waste from the City's parks, streets and public places	%		Not reported	26	42	46	52	Recycling of waste from City parks, streets and public places has increased since 2017/18.
Greening Sydney								
New plants planted in City parks and street gardens	No.	50,000	53,066	68,204	69,708	78,725	106,383	
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	7,500	10,841	8,145	5,940	8,272	11,080	

End of Term Report 2017-2021

Greenhouse emissions	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Maintain or increase number of indigenous bird species observed (2009/10 baseline - 63 species)	No.		76	76	67	68	Not yet available	No formal avifauna surveys have been done in 2020/21 due to Covid-19 limitations
Extent of locally-indigenous bushland	ha	13.5 Ha	8.3	12.2	12.2	12.9	12.9	Total area of bush restoration sites has increased and now exceeds our Urban Ecology Strategic Action Plan target of 9.2Ha.
Environmental grants								
Environmental grants approved by the City of Sydney	\$ '000		397.72	660.47	1,599.89	1,135.20	1,018.74	Environmental grants awarded include support to the Carbon Market Institute for the 2021 Australian Emissions Reduction Summit, support for an upgrade to the Kings Cross community garden, and a demonstration project aiming to salvage and transform plastic containers from businesses and homes into usable products.

Strategic Direction 3 – Integrated transport for a connected city

We provided \$220 million to the NSW Government to add to their investment in light rail from Circular Quay to Randwick. Our contribution helped to bring into reality the City's 2030 vision of a revitalised George Street with an improved pedestrian experience.

We worked with the NSW Government to make the case for a station at Pyrmont on the new Metro West line. By 2030, this will connect the peninsula with Westmead and Parramatta, Sydney Olympic Park, the future Bays Precinct and the city centre.

We have worked with Transport for NSW on the introduction of 40 kilometre speed limits across our area to make it safer and improve amenity for people on the streets. Changes have been made to Alexandria, Green Square, Waterloo, Pyrmont, Ultimo, Darlinghurst, Camperdown, Paddington, Oxford Street, Moore Park Road and Central Sydney, including Walsh Bay and Barangaroo.

The City has created the Eastern Transit Corridor through Green Square to allow for a future light rail or trackless tram service connection to the city centre.

Car share provides a convenient, affordable and sustainable alternative to private ownership. Our support contributed to the establishment of car sharing in our area in 2007. Since that time, more than 65,000 residents and businesses have signed up with an operator.

Roads in the city have also been maintained to an appropriate condition. From mid-2008 until the end of 2020, we have invested in maintenance for more than 863,329 square metres of roads.



Figure 6. Light rail vehicle in front of Sydney Town Hall

Figure 7. A car share vehicle parked in a designated car share parking space

Objective 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

Actions	Progress
Support State Government and Sydney City Centre Access Strategy towards an (SCCAS) Implementation Program.	The City has worked with Transport for NSW to develop a draft five-year City Centre Action Plan. The actions in the plan have been informed by the City Centre Access Strategy and Movement and Place.
Advocate for and participate in the review of the City Centre Access Strategy.	<p>The City worked across 2017-2020 to articulate the case for stations on Metro West. Stations at Pyrmont and Hunter Street by 2030-31 were confirmed in late 2020. The City continues to advocate for the extension of Metro West to Zetland via at least Central, by 2030-31 as well.</p> <p>The City's submission to Transport for NSW's Draft Future Transport Strategy articulated the need for greater rail investment to support the City Centre, Pyrmont and the Green Square renewal. The final Future Transport 2056 from NSW government represented a clearer commitment to these issues.</p> <p>The City is currently working with Transport for NSW to revise the City Centre Access Strategy, this document (known as Strategy for Streets) will be guided by Future Transport 2056 and other State policies.</p>
Partner with State Government and other organisations to improve evening and late night transport services.	The City founded the Late Night Transport Working Group in 2015 and chairs it. The group includes Transport for NSW, NSW Police, Place Management, NSW Taxi Industry and other key stakeholders to improve night-time transport services. The group has successfully established 11 late night taxi ranks to service the city's late night entertainment precincts with dedicated CCTV and staffed by security improving safety and accessibility of the city at night.

Objective 3.2 Transport infrastructure is aligned with city growth

Actions	Progress
Review, manage and influence on Major State and Federal transport projects.	<p>The City has advocated for a Metro West station at Pyrmont which was announced in December 2020. There is ongoing engagement with Sydney Metro to secure optimum design and development outcomes around station precincts for Sydney Metro City and South West, and Sydney Metro West. The City is engaging with Transport for NSW to optimise pedestrianisation and public domain outcomes from the CBD and South East Light Rail (CSELR) especially in the George Street pedestrianised zone.</p> <p>The City is continuing to work with the NSW Government and developers to ensure active and public transport infrastructure is a consideration with relevant state significant developments. This has included a number of developments such as Bays Precinct, Redfern to Eveleigh, Australian Technology Park, Darlington terraces mixed use development, Sydney Football Stadium redevelopment (Stage 2), UTS City Campus, Broadway Precinct redevelopment, Waterloo Quarter / Metro and Sydney Metro over station development at Martin Place.</p> <p>The City remains actively engaged in securing the best outcomes possible from WestConnex Stages 2 and 3. This includes the reallocation of road space from vehicles to people who walk and bike as part of the King Street Gateway initiative. We also made a detailed submission to the Parliamentary Inquiry into WestConnex. Detailed submissions have also been made regarding the F6 environmental impact statement, the Western Harbour Tunnel and Warringah Freeway upgrade environmental impact statement and the Sydney Gateway environmental impact statement.</p>
Advocate for adequate transport infrastructure and services to support Green Square and other major urban renewal precincts.	<p>The City and Transport for NSW collaborated on the NSW Government's five-year Green Square and Waterloo Transport Action Plan in 2019. The City has 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 City has 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.</p>

Actions	Progress
Review, manage and implement parking plans that enhance equity and efficiency in access to parking.	<p>The Neighbourhood Parking Policy was revised and adopted in 2018 and was implemented. The Visitor (Tradespersons) Parking Permit has created an additional option for residents to manage their parking needs. Parking demands and options are reviewed regularly.</p> <p>During Covid-19 restrictions in 2020, pop-up cycleways were implemented to support public transport to ensure people could access work, services, and stay socially connected and physically active. In some locations there have been changes to parking, to support the pop-up cycleways. The City worked with residents, businesses and Transport for NSW to provide solutions to issues arising from the changes to the kerbside.</p> <p>The City continues to use the Policy to address parking issues arising from pop-up cycleways, and potential for outdoor dining as part of Covid-19 recovery planning. The City will continue to monitor the needs of the community and make any required changes as they are identified.</p>
Investigate options for freight and servicing with State Government to improve space and amenity.	<p>The City has worked with Transport for NSW to develop an informed understanding of the future freight needs of the city, especially the city centre, and the options for addressing them. This work is informed by the City's broader assessment of the need for increased space in the city centre as jobs and visitation grow, and to provide space for planting to reduce heat.</p> <p>The City conducted a Loading Insights Study, to examine the customer issues around kerbside loading and we are currently undertaking research looking at the loading and servicing needs of Central Sydney along with the potential options for increased off-street loading facilities.</p>
Collaborate with neighbouring councils and State Government on regional transport issues.	<p>The City has developed strong working relationships with neighbouring councils in relation to major NSW government works including WestConnex and Metro and continues to work closely with them. This work also includes promoting the Inner Sydney Regional Bike Network. The City has worked closely with other councils on Transport for NSW's South East Sydney and draft Camperdown Ultimo transport strategies. In 2017/18 the City hosted a number of mayors to discuss the issues around the Alexandria to Moore Park Connector.</p>

Actions	Progress
Partner with State Government in the field of technology to facilitate innovative transport projects and programs.	<p>The City's submission to the draft Future Transport Strategy made recommendations for improving the approach to mobility as a service, to better align it with agreed outcomes (while improving customer experience).</p> <p>On the issue of last mile solutions for freight and servicing in the city centre, City representatives have been involved in the Government's Innovation challenge, providing feedback on problem statements, the development context, and will interrogate proposals to understand and manage risks and opportunities should they proceed.</p> <p>The City was also consulted as part of a NSW government process exploring the potential conditions that would support them conducting an initial trial and evaluation of shared e-scooters.</p> <p>In advance of a light rail or trackless tram project, the City is working with Transport for NSW to implement zero emission buses between Green Square and the city centre via the Eastern Transit Corridor.</p> <p>Technology will be a key enabler of the Strategy for Streets update of the Sydney City Centre Access Strategy, with innovation in traffic signals the most likely opportunity to reduce waiting times for people walking.</p>

Objective 3.3 The amenity of the city centre and villages is enhanced through careful management and integrations of transport

Actions	Progress
Deliver and implement traffic calming initiatives that support behaviour change in the city and its villages	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.
Partner and work with government stakeholders to improve road safety and behaviour change.	The City is continuing to work with the NSW transport cluster on a number of transport issues. This includes the movement and place guidelines. In 2018/19 the City signed on with the Road Safety Partnership program for another two years. The City has a new road safety partnership agreement from 2021 to 2024. The City has made three submissions to the Joint Standing Committee on Road Safety (Staysafe) on road safety issues that impact our community. The City is implementing four Transport for NSW funded road safety projects: motorcycle safety, child restraints, learner driver programs and speed reduction and education.

Actions	Progress
<p>Advocate for speed reduction and infrastructure in the city and its villages to minimise noise pollution from vehicles.</p>	<p>The City has been working collaboratively with Transport for NSW to achieve speed reduction on City streets to improve road safety and liveability. As of June 2021, 76 per cent of the roads in the local government area were 40km/h or below. The lower speed limits will enhance community safety and encourage community recovery.</p> <p>As part of our response to Covid-19 to 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 - 50kmh to 40km/h - Sydney Park Road - 50km/h to 40km/h - The Crescent, Minogue Crescent and Ross Street - 60km/h to 50km/h
<p>Manage garbage collection movements to improve residential amenity.</p>	<p>The City works with its contract partners to minimise disruptions to the community through route optimisation and using low noise equipment where possible. The contractor's priority is to collect along all main roads and in low-density residential areas early in the morning and move into high residential areas latter in the day. Their routes account for negotiation of school zones, clearway and no stopping restrictions and peak traffic times. The City's contractor has trialled electric vehicles for domestic bin and bulky household clean-up collection. The trial proved successful and based on vehicle availability and financial viability the contractor and City are jointly investigating the future use of electric vehicles that will minimise noise emission during collection processes.</p>

Actions	Progress
Continue to improve road safety through community outreach programs.	<p>The City supported Transport for NSW pedestrian safety campaigns 'Look out before you step out' and 'Be truck aware'. The City installed artwork at a number of sites across the CBD.</p> <p>The Local Government Road Safety Program run by the City has delivered the following projects:</p> <ul style="list-style-type: none"> – Child restraints - with over 3000 child restraint checking vouchers distributed for use by residents since 2017. – Learner driver programs recently delivered via remote learning. – Motorcycle safety campaign using media and social media to target vulnerable users. – Speed education programs targeting risky driver behaviour across the local government area.

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

Actions	Progress
Deliver and implement traffic calming initiatives that support behaviour change in the city and its villages.	<p>The City contributed \$220 million to the public domain transformation of George Street including additional pedestrian space, 59 trees and 130 seating opportunities.</p> <p>The City is currently undertaking public domain improvements in George Street south that will provide an additional 9000m² of pedestrian space. Once completed there will be a 1.6km pedestrian zone that delivers on the Sustainable Sydney 2030 vision of reviving Sydney's original main street, George Street.</p>
Work to encourage a shift to sustainable travel modes including with State Government and other organisations.	<p>City staff continue to work with Transport for NSW on implementing the Green Square and Waterloo Transport Action Plan, with an emphasis on increased capacity and reliability in bus services.</p> <p>The NSW Government confirmed Metro West stations by 2031 at Pyrmont and Hunter Street. The six pop-up cycleways on key corridors are operational and are under evaluation. A second tranche of popup cycleways is under consideration with NSW government. The City is using the "Strategy for Streets" collaboration with NSW government to advocate more generally for improvements to walking conditions in the inner city, primarily reduced wait times at signals.</p> <p>Advocacy for the Metro West extension to Zetland via at least Central continues, via the Camperdown Ultimo Transport Strategy.</p>

Objective 3.5 Transport services and infrastructure are accessible

Actions	Progress
Review and implement parking-inclusion to support accessibility in the city and its villages.	The City continues to facilitate the supply of mobility spaces in villages and centres, including in response to the needs of residents. This includes spaces in the City Centre, where mobility parking has a relatively high priority under the Central Sydney On-Street Parking Policy
Participate and advise the design specifications for central station and Green Square to ensure they respond to all customers.	The City's planning for Green Square as well as advocacy for high quality public domain outcomes for Central Station, Metro station precincts, Redfern Station, Barangaroo Central, Hickson Road, Waterloo Estate and North Eveleigh will support high quality pedestrian and cycle connectivity for people accessing public transport and key destinations.
Advocate to ensure the city's public transport infrastructure meets the needs of users/makes it easier for public transport customers.	<p>The City continues to advocate for improved outcomes for residents and businesses including:</p> <ul style="list-style-type: none"> – WestConnex Stages 2 and 3, including the King Street Gateway project. – Alexandria to Moore Park to achieve better outcomes for walkers and cyclists, and residents of Green Square. The Secretary for Transport has confirmed that the NSW Government is reconsidering the scope of the project, given the City's representations. – Sydney Metro, to achieve improved station and precinct development and customer outcomes especially for the Waterloo and Pyrmont Stations. – CBD and South East Light Rail , to achieve the best possible pedestrianisation and urban domain outcomes on George Street. – Stations on Metro West at Pyrmont and the City Centre, and early extension of Metro West to Zetland via at least Central.

Performance Measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Parking and road management								
Car share bookings	No.		Not reported	230,113	233,527	239,637	283,782	Car share bookings and memberships continue to grow.
Residents who are members of car share schemes	No.		Not reported	30,259	45,126	52,529	58,542	
Resident drivers who are members of car share schemes	%		19.00	27.91	35.12	40.70	44.90	
Length of streets across the local government area with a speed limit of 40km/h or less	Km		Not reported	164.30	165.60	271.59	295.40	
Roads maintenance								
Road renewed/treated program	m2	20,000	42,631	38,402	32,785	29,021	34,273	
Traffic calming								

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Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
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.	10	7	6	8	6	10	

Strategic Direction 4 – A city for walking and cycling

We provided \$220 million to the NSW Government to add to their investment in light rail from Circular Quay to Randwick. Our contribution helped create an improved pedestrian experience in George Street.

This partnership with the NSW Government continues with the temporary closure and activation of pedestrianised space in George Street South. We installed decorative road painting and temporary seating and facilitated roving musicians to encourage pedestrians to use the additional space and disperse crowds on footpaths. The initiative was viewed as a positive step in the recovery from Covid-19 and a project that will help reinvigorate the southern part of the city centre.

With an investment of \$43.5 million, construction commenced in 2021 to permanently close the road and create a new plaza. Pedestrians will benefit from the approximately 9,000 square metres of additional space that has been created.

We have worked with Transport for NSW on the introduction of 40 kilometre per hour speed limits across our area to make it safer and improve amenity for people on the streets. Changes have been made to Alexandria, Green Square, Waterloo, Pyrmont, Ultimo, Darlington, Camperdown, Paddington, Oxford Street, Moore Park Road and Central Sydney, including Walsh Bay and Barangaroo.

We continue to provide cycling infrastructure. By mid-2021, we had built 25 kilometres of separated cycleways, including 7 kilometres of pop-up cycleways as part of the Covid-19 pandemic transport response, and over 63 kilometres of shared paths. Our investment in this infrastructure over the last decade has added up to approximately \$108 million. In a typical week, this enables around 30,000 residents to ride. Construction was recently completed on the Saunders and Miller Streets cycleway (connecting Anzac Bridge to Union Square in Pyrmont) and the Liverpool Street link and will soon be completed on the Chalmers Street link.



Figure 8. Epsom Road cycleway

The city continues to improve the walkability of the city, connecting people from where they live to the city centre and local main streets as well as to major transport and entertainment hubs, cultural precincts, parks and open spaces.

Lighting of our streets has also been improved with the installation of almost 12,000 LED lights. There is more to come as park lighting is changed to LED and as Ausgrid changes all their lights to LED. The City's new wayfinding system has been installed with more than 3,000 new signs including 2,190 tactile indicators. New street furniture includes about 280 stylish new benches and 73 beautiful drinking fountains.

Roads in the city have also been maintained to an appropriate condition.

Case Study: The City's Walking Strategy

The City of Sydney is committed to transforming the city's walking environment. Some of our significant achievements include:

- Transforming George Street with \$220 million in public domain upgrades
- Major upgrades to Pitt Street Mall including paving, new trees, seating, lighting and awnings
- Upgraded streets across the City with \$15 million annually spent on infrastructure including footpath widening, new granite paving, lighting, trees and hedges
- *Legible Sydney* a wayfinding strategy and design manual, with new signage rolled out in 2015
- Revitalised city laneways and the City Art program

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

Actions	Progress
Implement priority projects to improve safety accessibility, connectivity and amenity across the local government area for people walking.	<p>The City installed 4,072 square metres of new granite pavers across the local government area together with new Smartpoles, traffic signals and light poles. Additionally, street lights were upgraded using LED technology providing enhanced lighting and lower energy consumption.</p> <p>A tender for new street furniture has also been completed with new equipment expected to be installed from 2021 onwards.</p> <p>The City has been trialling four commercial automated pedestrian counters in city centre locations. Work continues on a Smart Pedestrian Counting project, supported by a Federal Government Smart Cities and Suburbs grant.</p>
Implement priority projects to improve safety accessibility, connectivity and amenity across the local government area for people cycling.	<p>In November 2018 the Cycling Strategy and Action Plan 2018 – 2030 was adopted by Council. Since 2017, the City has installed 160 bike racks and 127 bike rings for parking, upgraded crossings and built over 10.5 km of on road separated cycleways. Since the adoption of the updated cycling strategy the City has focused on improving the design practice to accelerate implementation.</p> <p>Separated cycleways completed include Geddes Avenue, Gadigal Avenue, Epsom Road, Wilson Street, Burren Street. Pop-up cycleways completed include Lawson Street, Saunders and Miller Streets.</p> <p>Other smaller projects to improve safety and accessibility include bike lanes on Campbell Street (Elizabeth to Castlereagh), Dalmeny Avenue, Lang Road and Redfern Street, shared path on Bourke Street (Phillip Street to Botany Road), O'Shea's Creek, Joynton Avenue, Wattle Street and along the Wentworth Park frontage of Pyrmont Bridge Road, contra-flow bike lanes or access in Elger Street, Angel Street, and new and upgraded crossings.</p>
Advocate and work with external stakeholders to improve the regional walking and cycling network.	<p>Since 2017/18 the City, together with Inner West and Bayside councils, have advocated for NSW Government Sydney Gateway plans to align with Inner Sydney Regional Bike Network (ISRBN) implementation.</p> <p>City staff continue to engage with Transport for NSW about development of a strategic business case for cycling infrastructure which will then support the ISRBN submission to Infrastructure Australia.</p>

Actions	Progress
Deliver a road and footway infrastructure program to improve the amenity and safety of city streets.	<p>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.</p> <p>The City's Pedestrian Lighting Improvement project is improving light quality for pedestrians along Liveable Green Network footways. City staff are working with Ausgrid to install new LED lamps to distribute light along the footway where existing street lamps don't penetrate due to vegetated canopy.</p>

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

Actions	Progress
Walking is prioritised in the city centre and is addressed in our strategies and programs.	<p>The City continues to advocate and work with Transport for NSW for greater pedestrian priority throughout the city centre via the City Centre Action Plan. This includes advocating for reduced through-traffic, greater priority at intersections for people walking including continuous crossings, scramble crossings, shorter signal times, and a more equitable street space allocation. Significant successes include Transport for NSW reducing phase times for most CBD signalised intersections from 110 seconds to 90 seconds in 2018/19, additional countdown timers and completing the installation of 40 km/hr speed limits across the city centre.</p> <p>The City funded the public domain upgrades for a people-friendly boulevard on George Street with a light rail link and is implementing the extension of the pedestrian area south to Hay Street.</p> <p>As part of the Covid-19 recovery response, the footpath on Pitt Street has been increased temporarily as part of providing more space for people to walk and be in the public realm while maintaining social distancing. Providing more space and reduced waiting times is particularly important as people return to work as part of our Community Recovery Plan from Covid-19.</p> <p>The City continues to undertake research to understand barriers to walking (and cycling), including research into the key drivers and barriers that are shaping women's transport choices across Greater Sydney. This won the Planning Disruptor Award at the 2020 Greater Sydney Planning Awards.</p>

Actions	Progress
Implement a network of safe, connected separated cycleways in the city centre that operate effectively, as specified by the Sydney City Centre Access Strategy.	<p>The Pitt Street pop-up cycleway (700 metres) and a short connection between Liverpool Street cycleway and Darling Harbour were completed.</p> <p>Transport for NSW has agreed to progress, and either fully or partially fund the following City Centre cycleways, totalling over 3km: Pitt Street North permanent design to replace the pop-up cycleway; Oxford and Liverpool Streets (between Taylor Square and Castlereagh Street); College Street; Castlereagh Street (between Liverpool and King Streets); and, Chalmers Street link to Prince Alfred Park</p>
Develop and maintain productive partnerships that ensure walking and cycling is prioritised in the city centre.	<p>The City of Sydney and the NSW Government created new spaces for people walking and riding to allow for safer travel between workplaces, schools, health care and the city centre. These included six new pop-up cycleways.</p> <p>These important new bike links enabled people to ride and free up space on public transport and roads. This has helped the community to return to work and local businesses safely, supporting NSW's economic recovery.</p>

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

Actions	Progress
Encourage modal shift of walking and cycling by promoting the wide range of benefits to people.	<p>In 2017/18 the City's "Give yourself a lift" behaviour change campaign won the Greater Sydney Commission Planning Award for community collaboration. The campaign encouraged residents to switch from bus to bike, highlighting how easy and quick it is to ride a bike for transport - helping to ease public transport congestion in Green Square. It reached more than 500 passengers at busy bus stops in the Green Square area and more than 330 people took part in guided rides, cycling courses and "try a bike" sessions.</p>
Promote activities in open spaces and places to increase the mode of walking and cycling for leisure and recreation.	<p>The City ran an annual Sydney Rides Festival each year up until 2019, featuring events ranging from overnight camping rides and film nights to mass participation rides, run either by the City or by community partners, including Light the City held at the Domain. These events encouraged tens of thousands of people to enjoy getting (back) on a bike.</p>

Actions	Progress
Monitor walking and cycling participation and trips, attitudes and safety.	<p>Social research on walking and cycling attitudes, behaviours and barriers is done every few years and was done in 2017 and 2021 to track trends over time. In 2021, 91 per cent of residents are interested in walking more, up from 84 per cent in 2017. The proportion of residents who ride a bike regularly has increased from 7 per cent to 18 per cent. Over half of the regular riders only started riding in the last two years. Residents who have a bike but don't use it much are significantly more interested in riding than in the last survey; 76 per cent of infrequent and potential riders are interested in riding more.</p> <p>The twice-yearly bike count at intersections across the council area showed a peak in October 2019, when there were two and a half as many bike trips as when the count started in 2010 (a 147 per cent increase). During Covid-19, travel in Sydney by all modes dropped by about half, but cycling was very resilient, with travel at commute times only falling by about 15 per cent. Permanent bike counters show increases in bike trips at non-commute times.</p> <p>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 per cent of residents support reducing vehicle traffic in their area and 69 per cent of people think that measures should be taken even if it means slightly longer car journeys. Reported bicycle crashes have remained fairly consistent, at about 100 per annum, between 2016 and the latest full year for which we have data in 2019.</p>
Improve road user compliance by providing guidance and training to assist all road users to recognise their duty of care to each other.	<p>In 2020 the City created and published a video "Everything you need to know about cycling in Sydney" which covers road rules and safe and courteous riding and features on the City's cycling website.</p> <p>Between 2017 and 2021, 820 adults completed a cycling course (including Rusty Riders course), 40 family members did the family cycling course, 821 adults participated in a bike maintenance course, 1,913 children did the schools course, 11,539 young children attended a balance bike clinic to learn to ride and 245 adults did the one-on-one cycling course introduced during Covid-19. In 2017/8 we also provided 1,716 personalised routes on request. Approximately 120,000 maps were distributed on request and via businesses.</p> <p>There were 429 Share the Path education sessions, where 4,627 people had their bikes tuned up, 16,254 maps were handed out, 3,665 bells were mounted on bikes and 1,194 sets of lights were affixed to bikes. Share the Path sessions are held at shared path locations across the council area, to talk with people riding and walking about considerate and courteous behaviour on paths and to encourage riding and walking. 218 City staff completed the Cycling in the City course enabling them to use the city's bike fleet. New e-bikes in the Pitstop at Town Hall House are inspiring staff to use fleet bikes for work trips.</p>

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

Actions	Progress
Encourage the use of walking and cycling for commuting to work in the city area.	<p>The City worked with managers of business precincts like South Eveleigh and Barangaroo to promote active transport at outdoor activations in their precincts. The City supported local businesses like Universal Music in Waterloo with their new fleet of electric bikes for staff. We connected them with bicycle educators and presented to staff on riding safely and the benefits of cycling.</p> <p>The City ran a workplace cycling pilot program including training sessions on electric bikes in 2018/19 with the MCA, Origin, Lend Lease, Cicada Innovations, Sydney Festival and Conybeare Morrison. The team building sessions got staff on bikes in a safe environment with familiar faces. The aim was building employee confidence to ride to work.</p> <p>The City partnered with Transport for NSW for 'Get moving Barangaroo'. The event helped people plan healthy and active travel to work, and remode, retime, reduce or reroute their journeys. Visitors to the City's stall discussed route planning, cycling courses and safe riding to work.</p> <p>The NSW Government has adopted the City's highly successful Sydney Rides Business Challenge. Run by the City for three years, it engaged almost 700 businesses, 12,000 riders (3,500 new riders), who logged 297,000 rides totalling more than 6 million kilometres.</p>

Performance measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Cycleways/Shared paths/Courses								
Length of separated cycleways provided	Km	0.47	0.22	0.27	0.31	2.89	7.51	In 2020/21 pop-up cycleways were delivered jointly by the City and TfNSW as part of the Covid-19 transport response.

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Length of on-road cycleways provided/upgraded	Km	2.6	0.66	2.15	2.35	0.70	1.20	The focus has been mainly on delivery of separated cycleways (particularly in 2020/21) however the long term target for on-road cycleways remains on track.
Length of shared paths provided/upgraded	Km	2.4	4.37	2.40	0.06	2.00	0.13	The focus has been mainly on delivery of separated cycleways (particularly in 2020/21) however the long term target for shared cycleways remains on track.
Growth in cycling activity at key intersections around the City of Sydney	%	-	(1)	0	7	(26)	(5)	Bike trips during the morning and afternoon peaks were lower due to the impact of Covid-19. Fewer people are commuting into the city by all modes, though cycling has held up fairly well. There has also been a growth in bike trips outside of peak times.
Attendees at cycle safety courses	No.	-	309	348	167	233	336	
Footpaths								
Footway renewed	m2	10,000	18,259	14,684	14,392	10,993	19,890	
Footway replaced by green verge	m2	2,000	4,548	3,079	2,448	2,365	2,483	
New granite infill paving	m2	1,500	1,850	2,206	1,054	1,000	4,072	

Strategic Direction 5 – A lively and engaging city centre

Public domain plans are holistic place-specific detailed improvement plans for precincts in the city, which analyse a precinct's distinctive characteristics and recommend public domain improvements over the short, medium and long term.

Responding to the Chinatown Public Domain Plan, a new public space was created in 2016 on Thomas Street between Ultimo Road and Thomas Lane. The project includes landscaping and an integrated artwork, *The Garden of Cloud and Stone*, by Chinese-Australian artist Lindy Lee comprising street furniture, new paving with flung bronze patterns, catenary shade structures and various cultural elements referencing Chinese philosophy. Removing a slip lane and rationalising a complicated intersection, footpaths were widened and new street trees and shade were added to create a strong pedestrian environment.

As part of the City Art Program a number of major public art works were commissioned and installed by the City in the city. Major public art works include: *Here, an Echo* (Agatha Gothe-Snape 2016), *Village Voices* (Astra Howard 2016), *The Distance of Your Heart* (Tracey Emin 2018), and most recently, *Patchwork of Light* (Lara Schnitger 2020).

Other projects beyond the city centre were Wulaba Park Playground (Nuha Saad 2016), *While I Live I will Grow* (Maria Fernanda Cardosa 2018) and *bangala* (Jonathan Jones and Auntie Julie Freeman 2020) at Green Square.

The recent transformation of central Sydney with the George Street pedestrian plaza has been achieved as part of the CBD and South East Light Rail project. Our investment of \$263.5 million has contributed to the transformation of George Street including an 800-metre-long pedestrian and low vehicle traffic zone which extends from Bathurst Street to Hunter Street. This has created a much quieter street environment with more space for seats, trees and for people to linger comfortably and have conversations. Construction commenced in 2021 to extend the

pedestrian plaza further south, adding an additional 9,000 square metres of space for pedestrians.

We continue to work to increase retail activity from smaller-scale businesses and small bars in our city. From advocating for legislative reform to supporting business owners, our city now has a rich mix of small and interesting venues as a result that are full of character and life.

In late 2020, as part of the City's Covid-19 response, we entered into a \$20 million partnership with the NSW Government to revitalise public spaces and welcome people back to the city centre.



Figure 9. Artwork in Bridge Street “The distance of your heart” by Tracey Emin

Objective 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

Actions	Progress
<p>Develop a suite of public domain plans that guide and enhance public realm design and development in the city centre.</p> <p>Partner with other agencies to ensure safety infrastructure is maintained and programs are enhanced within the city centre.</p>	<p>The city centre public domain improvement program is co-ordinated through preparation of public domain precinct plans. The Public Domain Plans provide the basis for ongoing advocacy and advice into state government planning for Central Station as well metro station precincts at Town Hall, Martin Place and Barangaroo.</p> <p>The George Street Concept Design has guided the public domain transformation of George Street including the additional pedestrianisation works currently underway.</p> <p>The City North Public Domain Plan is guiding public domain outcomes for streets and public spaces such as Loftus street, Macquarie Place Park, Martin Place as well as co-ordinating public domain works undertaken by developers.</p> <p>The Chinatown Public Domain Plan is guiding the capital works projects and developer public domain works including the Thomas Street public space and streetscape upgrade, improvements to Hay and Harbour Street, and the closure of Hay Street at George as part of George Street south pedestrianisation.</p> <p>The City continued to support the NSW Police through the operation of the Street Safety Camera Program. Since 2017, CCTV operators intervened in 3,176 incidents, assisting with rapid police responses, and reducing the severity of the incidents. The City also received over 7,252 applications for CCTV footage and released over 4,568 items during this period. This footage was used by the police to investigate and prosecute offences.</p>

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

Actions	Progress
<p>Implement public domain plans to contribute to development of distinctive precincts in the city centre.</p> <p>Jason Green</p>	<p>Implementation of city centre public domain plans has included George Street transformation as part of light rail project as well as current pedestrianisation works in George Street underway, laneway upgrades in Central Street, Wilmot Street, Hosking Place, Penfold Lane and continuation of improvements in Chinatown with Thomas Street closure and streetscape works including public art. Across the city centre there has been continued rollout of wayfinding signage, street furniture, granite paving and smart pole lighting.</p>

Actions	Progress
Develop control plans and policies for built form that enable commercial space and activity.	<p>The Central Sydney Planning Strategy and associated changes to planning controls were amended and endorsed by Council and the Central Sydney Planning Committee in December 2020. This follows a public exhibition of the Strategy and proposed planning controls for 10 weeks. Submissions were reviewed and reported with amendments to the planning controls. The adopted controls are with the Department of Planning, Industry and Environment for drafting and making of the local environment plan.</p> <p>Key actions of the Open Sydney Action Plan continue to deliver structural economic changes to increase the sustainable growth and resilience of the city's night-time economy. In May 2019 the late-night trading planning controls review included incentives for greater economic diversity and laid the foundations for sustainable growth of Sydney's 24-hour economy. The Open and Creative planning reforms have been approved and are being prepared by the NSW Government legal counsel to enable implementation. These reforms will allow shops to remain open to 10pm and permit small scale cultural activities to take place without approval increasing diversity of activities and supporting economic growth opportunities.</p>

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

Actions	Progress
Identify priority sectors and facilitate access to appropriate business space in the city centre.	<p>The City and Lend Lease have entered into a Voluntary Planning Agreement to provide 4,000 sqm of commercial office space for an innovation centre and 200 sqm of community space as part of their development site at 182 George Street, Sydney. Construction of the new building has commenced and the City continues consulting with the local tech startup ecosystem to inform the future use of the space.</p> <p>In 2014, the City entered into a Voluntary Planning Agreement with Greenland Pty Ltd to deliver a Creative Hub as part of the development application consent for its mixed-use building at 115-119 Bathurst Street, Sydney. Construction of the City of Sydney Creative Studios is nearly complete and will provide creative practitioners and enterprises approximately 2,000 square metres of affordable rehearsal spaces, production spaces and creative studios.</p> <p>The City is promoting the free co-working space at the Juanita Nielsen Community Centre in Woolloomooloo. The Darling Square Library Ideas Space is used as the venue for Knowledge Exchange and Business 101 talks and workshops.</p>

Actions	Progress
Work in partnership to develop appropriate tourism infrastructure and programs to assist visitors in the city centre.	Prior to the impacts of Covid-19, the City had three key programs for Visitor Service delivery; Visitor Services Kiosks, Cruise Meet and Greet Ambassador Program and the Volunteer Roaming Sydney Ambassador program. A working group consisting of City of Sydney, Destination NSW, Sydney Ports and Properties NSW met on a quarterly basis to review the infrastructure needs for the successful delivery of visitor services. Tourism has been significantly impacted by the pandemic. Future recovery planning will take into consideration recommendations from the Visitor Modelling Research and emerging visitor trends and behavioural changes resulting from Covid-19

Objective 5.4 The city centre is a place for cultural activity, creative expression and participation

Actions	Progress
Support and facilitate the growth of creative and cultural activities in the city centre.	<p>The Local Approvals Policy for Busking and Aboriginal and Torres Strait Islander Cultural Practice was adopted by Council in 2019. Part 1 of the policy outlines criteria for the practice of Aboriginal and Torres Strait Islander culture in public places, without the need for consent or a 'permit' from the City. Part 2 of the policy outlines a simplified approach to managing the impacts of busking and supports a wider variety of busking activities to operate without complex regulations. The policy is accompanied by the Sydney Busking Code, a plain English rulebook for busking in Sydney, developed in consultation with buskers.</p> <p>Since 2017, the Night Time Diversification and Live Music and Performance Business Support Grant programs have supported 130 businesses to the value of \$1.89 million to deliver projects that achieve a more diverse business offering and programming at night, increase the quantity and quality of live music and performance programming or improve the capacity, accessibility and acoustic suitability of live music and performance venues. The diversification grant has supported 72 businesses to the total value of \$1.01 million. The live performance grants have supported 58 businesses to the total value of \$883,772.</p>

Actions	Progress
Implement the City Centre Public Art Strategy and Cultural Ribbon Strategy.	<p>The City Art public art program implementation continues with completed works such as <i>The Distance of Your Heart</i>, by Tracey Emin and Lara Schnitger's artwork, <i>Patchwork of Light</i>. A new permanent laneway art commission is also underway in the City Centre in the Mullens Street and Market Row laneway network.</p> <p>In December 2019 Council adopted the Eora Journey Harbour Walk Storytelling Report which developed further the City's Cultural Ribbon Strategy. The Eora Journey Harbour Walk project is in development in partnership with Property NSW and project partners including cultural institutions. "bara", the Monument to the Eora, by artist Judy Watson is nearing completion.</p> <p>In early 2021 four new temporary public art works were installed in laneways off George Street as part of AI Fresco 2020. These included <i>We Are All Astonishingly Wise</i> by Katy B Plummer, <i>Giant Badges</i> by Adam Norton, <i>Ever Sun</i> by Rochelle Haley and <i>Barlow Street Forest</i> by the Dirt Witches.</p>

Performance measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
City centre public life								
Footway dining in the city centre	m2	-	2,717.75	2,551.46	2,598.82	2,273.74	2,498.74	The AI Fresco Outdoor Dining Program commenced in mid -November 2020. This, combined with 100 per cent waiver of footway fees improved the amount of outdoor dining after a substantial decline in early 2020/21 due to Covid-19.

Strategic Direction 6 – Resilient and inclusive local communities

The City undertakes many activities to support community building through enhancing the capacity of our people and the quality of their lives. Our programs and events bring people together and our diverse event calendar includes NAIDOC week, the Lunar New Year, Harmony Day, Christmas celebrations, activities for R U OK? Day and Mental Health Month, the Seniors Festival and more.



Figure 10. People attending Lunar New Year 2020 in Haymarket

The City operates or supports 25 early childhood education and care centres and is strongly committed to supporting families. We also provide nine libraries and two library link services that serve around 1.3 million annual visitors. New libraries since 2017 include the Green Square Library (2018) and the Darling Square Library (2019).

We have also created or upgraded community facilities including the Joynton Avenue Creative Centre (2019), the East Sydney Community and Creative Art Centre (2017), the Community Space at Harold Park Tram Shed (2016). The City provides an extensive range of free or low-cost programs at its community centres.

The City has made significant investments to acquire, develop and maintain parks and playgrounds in the local government area. Just some of the major new parks and open spaces across the city include Wulaba Park and playground (2016), Matron Ruby Grant Park (2017), the Knoll Park (2017), Harold Park (2018), Dyuralya Park (2019), 906 Bourke Street (2019), Garraway Park (2020) and Gunyama Park (2020).

Many existing parks and playgrounds have been upgraded since 2016. Some of these include Quarry Green (2016), East Sydney Community Arts Centre Reserve (2017), Kimberley Grove Playground (2018), Les White Reserve (2019), Womerah Gardens (2020) and Maybank Reserve (2020).

We have invested in sports and recreational facilities including Gunyama Park Aquatic and Recreation Centre (2021). Perry Park Sports and Recreation Centre is our newest indoor sports facility. It opened in 2019 and has two indoor and two outdoor multipurpose courts that can cater for a range of sports.

The City of Sydney Aboriginal and Torres Strait Islander Advisory Panel continues to provide guidance to Council. Adopted in 2015, the City finalised its inaugural Innovate Reconciliation Action Plan in 2017. In 2020 the City's Stretch Reconciliation Action Plan was adopted.

The Inclusion (Disability) Advisory Panel also continues to provide advice on the development, implementation, monitoring and review of policies, strategies and plans to advance the inclusion of people with disability.

The City hosts the Resilient Sydney office which addresses issues including strategies to combat increasing racism, protocols for managing summer emergencies and local activation investments to restart local economies struggling from the effects of the Covid-19 crisis.

The City and the NSW Department of Communities and Justice established the Inner Sydney Emergency Response Protocol, which is implemented in response to extreme weather such as heatwaves, storms and poor air quality to provide support to the most vulnerable in the community.

The City contributes to ending domestic and family violence and sexual assault through our coordination and advocacy efforts. We also fund specialist services to support survivors and provide bystander training for our residents and licensed premises. Your Body, Your Choice is a multilingual resource containing information for students who have experienced sexual assault. It was created by the City in conjunction with Redfern Legal Centre and organisations including Rape Crisis NSW, NSW Health Sexual Assault Service and NSW Police.

The City also provided funding to the Stay Kind Foundation and Stay Kind ambassador programs that provide on-the-spot assistance to people vulnerable to becoming offenders or victims of crime in the city at night as well as a dedicated safe space for vulnerable young people.

The City has also worked to improve safety and prevent crime in our city centre with more CCTV cameras, late-night taxi ranks and better signs to late-night transport.

Covid-19 response

The City response to the Covid-19 pandemic included a focus on ensuring equitable access to the essentials for daily life for all residents. To add to the City's annual grants program, an additional almost \$2 million in direct financial support was provided to not-for-profit organisations, including social enterprises, servicing our local area to address food security, digital inclusion and social connection for vulnerable and at-risk community members during the Covid-19 pandemic.

The City's efforts to support the resilience of our community during the Covid-19 pandemic was delivered in stages. An initial response was made at the start of the pandemic and then a longer-term response was informed by a Community Recovery Plan. Support was provided for vulnerable residents, businesses in the hardest hit sectors and creative professionals.



Figure 11. An empty George Street near the Queen Victoria Building during the Covid-19 pandemic in 2020

Objective 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

Actions	Progress
<p>Innovative learning and creative resources and programs are developed and provided with and for the community.</p>	<p>From our libraries and creative facilities, the City has delivered thousands of programs to stimulate creative participation, support digital citizenship and build social connection. Our annual public program has included talks, activations and panel discussions tied to the City’s major events and festivals including Sydney Lunar Festival and Art & About Sydney.</p> <p>Some programming highlights include:</p> <ul style="list-style-type: none"> – In 2018/19 with the opening of the Green Square Library, the City produced a Late Night Library series and hosted numerous other programs. – In 2019/20 with the opening of the library at Darling Square, the City launched a new, state of the art Makerspace, introducing an innovative program of hands on technology, 3D and laser printing workshops and events. – The City’s Lawn Library installation and associated programming popped up across many sites including at the 2018 Sydney Writers’ Festival at Carriageworks and at the new Harold Park community venue in 2019. – Customs House presented ‘Site of Passage’ and ‘Real Australians’ exhibitions and hosted numerous Art & About installations hung in the building’s atrium. The exhibition ‘Cartographica – Sydney on the map’ won the joint award for Heritage Events, Exhibitions and Tours at the National Trust Heritage Awards in 2019 and toured to the Joynton Avenue Creative Centre in partnership with 107 Projects. <p>The Covid-19 pandemic greatly impacted programming, with all programming suspended and venues closed from mid-March 2020 in response to the pandemic. Programming was successfully transitioned online.</p>
<p>Public open space and public improvement programs improve the experience of local areas.</p>	<p>Public domain improvements were undertaken through various programs such as City Centre Public Domain Plans (Chinatown, Harbour Village North, City North), capital works program projects, Greening Sydney and footpath improvement projects. Green Square was a focus for delivery of new streets and parks that will deliver a high quality public domain for the precinct.</p> <p>Improvements are also integrated into the various footpath, greening, lighting, street furniture and Pedestrian, Cycling and Traffic Calming programs delivered across the City.</p>

Actions	Progress
Develop urban areas to be distinct places.	<p>Community facilities, infrastructure and public domain areas continue to be rolled out to a high standard.</p> <p>The Green Square Library and Plaza opened in October 2018 and have been awarded several architecture awards, including the Sir Zelman Cowen Award for Public Architecture at the 2019 National Architecture Awards, and the NSW Premier's Prize, the John Verge Award for Interior Architecture and awards in public architecture and urban design at the 2019 NSW Architecture Awards. The Green Square Town Centre has been awarded a Six (6) Green Star rating for Communities by the Green Building Council of Australia.</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. The Gunyama Park Aquatic and Recreation Centre which includes a hydrotherapy pool, opened in 2020. The Drying Green is under construction.</p> <p>All these facilities have been constructed to a high standard and designed to achieve high environmental performance, amenity and active and public transport. A network of new streets and pedestrian/bike links are also being completed across the different precincts of the city.</p>
Develop strategic approaches to strengthening community cohesion and well-being.	<p>The City for All Social Sustainability Policy and Action Plan 2018-2028 was adopted in 2018. Within the Social Sustainability Action Plan there are 59 actions across four strategic directions. To date 36 of the actions have commenced. Four actions have been completed and the implementation of the plan is ongoing. A measurement and evaluation reporting framework is being developed.</p> <p>Some examples of projects and initiatives that strengthen community cohesion and wellbeing include our award-winning international student leadership and ambassador program. Additionally, to help understand and measure aspects of community cohesion and well-being, the City worked with the Sydney Policy Lab to develop a set of equality indicators.</p> <p>The City has also implemented the following under the Inclusion (Disability) Action Plan 2017-2021: public domain improvements to address physical barriers, a mandatory inclusion (disability) training module for all new starters, sponsorship of the Invictus Games in 2018 and the Australian Paralympic Team in 2020, guidelines for internal and external event organisers to deliver inclusive and accessible events, community programs that foster positive attitudes towards people with disability, information about key access features and barriers at City facilities is published on the City's website and requirements for grant applicants to outline how their program/project will be disability-inclusive.</p>

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

Actions	Progress
<p>Deliver initiatives that strengthen social inclusion, supportive social networks and trust.</p>	<p>The City delivers programs that strengthen social inclusion, supportive social networks and trust through its City Spaces facilities and venues. Between 2017 and 2021 more than 1.5 million people attended events held at the City’s staffed community facilities. Events included cross-cultural Christmas and end-of-year events, events recognising Aboriginal and Torres Strait Islander culture and community, library talks and story time in Auslan and English and the Disability Expo held for the first time in 2018/19.</p> <p>In 2020, the City of Sydney’s Inclusive and Accessible Public Domain Policy and Guidelines won the Disability Access and Inclusion category of the National Awards for Local Government.</p> <p>The Covid-19 pandemic prevented the City from providing normal community programs and events due to health order requirements. During this time our focus turned to online delivery of programs including the Transgender Day of Remembrance online film event, Refugee Week “Band Together” online event, and online English classes delivered in partnership with TAFE NSW through Ultimo Community Centre.</p> <p>Due to the financial hardships faced in our community, especially as a result of the Covid-19 pandemic, the City developed the ‘Cost of Living and Financial Hardship Online One-Stop-Shop’ online news article to provide residents with information and resources on financial assistance pathways and packages, as well as mental health services.</p>

Actions	Progress
Deliver strategic advocacy and collaboration activities to improve social justice and community resilience.	<p>Throughout the period the City has made a number of submissions advocating for improved social justice and community resilience. These include:</p> <ul style="list-style-type: none"> – supporting a submission made by the Council of Capital Cities Lord Mayors to Infrastructure Australia advocating for the inclusion of housing as social infrastructure in the National Infrastructure Audit 2019. – a submission to the NSW Parliamentary Enquiry into Homelessness advocating for the importance of increased investment in social and affordable housing models and a greater focus on preventative measures. – a submission to the Community Schemes Law Reform advocating for laws supporting social sustainability outcomes in collective residential ownership schemes. – a submission to the NSW Legislative Council’s Standing Committee on Social Issues to support the Inquiry into Gay and Transgender hate crimes between 1970 and 2010. – a submission to the Senate Community Affairs References Committee supporting an Inquiry into the adequacy of Newstart and related payments, and alternative methods to determine the level of income support payments in Australia. – a submission to the Review of the Management of NSW Public Housing Maintenance Contracts recommending increased investment in new and old social housing stock, ongoing positive collaborations with the City to enhance safety, liveability and amenity of social housing neighbourhoods and the importance of place-based community development workers. <p>The City worked with University of Sydney on the Food Incubator Hub (FoodLab) pilot program which will be funded through a Knowledge Exchange Program and a federal government research grant. Collaboration has also taken place to run a co-design event looking at the provision of food for homeless people. In addition, a hackathon was conducted with Mission Australia and the Wayside Chapel. Both participated with data challenges worked on by volunteers with data for democracy.</p> <p>A knowledge exchange grant was completed with Today looking at the mapping of social enterprises within the City. This report will be used to further engage with an external working group of experts in the space to identify a clear roadmap of engagement for the city.</p>

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

Actions	Progress
<p>Village level data is collected, analysed and shared with stakeholders.</p>	<p>The City completed the 2017 Floor Space and Employment Survey, 2018 Housing Audit and 2018 Community Wellbeing Survey and Indicators initiatives. Data collected from these surveys has been shared with the Eastern Economic Corridor councils and published on our website. We also monitor and analyse data from other sources such as Australian Bureau of Statistics census and population data, which is used to inform strategic planning projects, community infrastructure provision and assist in the delivery of city services and programs. The City publishes this data through our online Open data portal.</p>
<p>Develop strategic initiatives to support small business and distinctive local economies.</p>	<p>In May 2019 the late-night trading planning controls review included new incentives for more cultural activities and small business to trade later to increase enhance the distinctiveness of local areas. The Open and Creative planning reforms have been approved and are being prepared by the NSW Government parliamentary counsel to enable implementation. These reforms will allow shops to remain open to 10pm and permit small scale cultural activities to take place without approval increasing diversity of activities and supporting economic growth opportunities.</p> <p>The City financially supported several major events to drive economic outcomes for local businesses. Each year the City sponsors a limited number of high-impact major events, including Vogue Fashion Night Out, Australian Fashion Week and Vivid Sydney. In 2020 these events were impacted by the Covid-19 pandemic and were either cancelled or pivoted to online delivery.</p> <p>The City provides funding to festivals and events that celebrate, develop and engage the city's communities and bring economic impact for our businesses. The City helped activate local precincts through its support for village festivals including 'Happy Hours' in October 2020 which was the first community event to be delivered after the 2020 Covid-19 lockdown.</p> <p>As part of the \$20 million partnership with NSW government to revitalise the city centre, the City has been working closely with the 95 grant recipients of the \$3 million Central Business District Activations Grant Program to safely bring people back into the city through a full program of activations. As part of the Covid Recovery Plan and Al Fresco City initiative, the City partnered with the NSW Government to present Sunset Piazza in early 2021.</p>

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

Actions	Progress
Strategically plan for community facilities delivery to meet local needs.	<p>The City provides ongoing social planning and strategy advice to inform and support current and future decisions on the provision of community infrastructure across the local area. This includes projects completed by the City, State Government Significant Sites and urban renewal areas. For example, the Waterloo Estate (South) redevelopment and Waterloo Metro site, the Bays Precinct including the Blackwattle Bay and Fish Market site, the Botany Road Economic Corridor, the Pymont Place Strategy and Central Square redevelopment. Other projects include Council-led rezoning sites such as Franklyn Street and Cowper Street Glebe, Explorer Street Eveleigh and Elizabeth Street Redfern.</p> <p>The City continues to analyse and provide advice on the changing demographic profile of the local area including community needs and aspirations to inform and guide the use of City owned community assets.</p> <p>The Child Care Needs Analysis 2019 was completed to outline the supply and demand of early childhood education and care and outside school hours care in the local area, and a forecast of demand to 2036. The report provides data that allows the City to strategically plan and meet the needs of the local community.</p>
Provide services and programs to promote community health and wellbeing through community facilities.	<p>The City offers over 560 programs annually that are designed to promote health and wellbeing. These include: 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; sports and recreation activities, school holiday programs and a youth career expo event for young people; gym use and exercises classes at the City's community fitness centres and other fitness and leisure programs offered across City Spaces; sports coaching programs and sports competitions at Ultimo community centre and King George V recreation centre. While public health orders prevented centres from opening, classes and programs were alternatively offered online wherever possible.</p>
Develop a property portfolio that ensures community facilities optimise investment opportunities and community needs.	<p>A Community and Service Property Long Term Plan is presently being developed. This Plan focusses on optimising the use of property assets to enable the City to provide services to the community. The City considers and acquires properties for investment, community use and open space as opportunities arise.</p>

Actions	Progress
Parks, aquatic and recreation facilities support quality of life and wellbeing.	<p>New and upgraded facilities opened over the period include:</p> <ul style="list-style-type: none"> – 2016: Turruwul Park outdoor fitness station – 2019: Perry Park Recreation Centre featuring two indoor and two outdoor courts, upgraded change rooms and reception at Cook+Phillip Park Pool, an outdoor fitness area at Waterloo Park, an outdoor youth space with outdoor fitness area, skate park and refurbished multipurpose outdoor courts at Australian Technology Park – 2020: skate park at Sydney Park, an outdoor fitness area at Pirrama Park and an outdoor gym at Garraway Park – 2021: Gunyama Park Aquatic and Recreation Centre (the largest aquatic centre in Sydney since the 2000 Olympics) and synthetic sports field, Pirrama Park outdoor fitness station, James Hilder Reserve outdoor fitness station and The Crescent Skate Park

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

Actions	Progress
Deliver community strengthening initiatives that enable communities to support business activation.	<p>The City promoted local village economies and profiled businesses through its marketing strategy #sydneylocal to encourage locals and visitors to explore our city's villages and discover local businesses. Since its launch in late 2017, the #sydneylocal campaign has worked in collaboration with major media partners such as Time Out, Concrete Playground and Broadsheet to profile more than 8,000 local businesses to a domestic and international audience.</p> <p>For the last 12 months and in response to the pandemic, the City partnered with Concrete Playground for "Our Sydney" campaign, a shop local initiative to encourage Sydneysiders to support local businesses in this time of need. The campaign reached more than 4.3 million people and achieved 9.6 million campaign impressions.</p>

Actions	Progress
Monitor trends in the community to enable planning of services and facilities.	<p>The 2018 Community Wellbeing Survey was undertaken in late 2018. The results and data from the Survey is located within the 2019 Community Wellbeing Indicators Report which is available on the City's website. The insights from the Survey are used to strategically plan for services and facilities across the local area.</p> <p>In addition, the City continues to monitor community needs and aspirations, including in relation to issues such as housing affordability, food insecurity and rising inequality, through ongoing engagement and collaboration with a range of state government and community-based organisations along with academic, private and not-for-profit sector organisations.</p>
Community support is provided at times of crises and shock occurrences.	<p>The City continued to coordinate the activities of the Local Emergency Management Committee (LEMC), including response and recovery to Covid-19. We also undertook an assessment of resilience risks to inform the review and further development of the Local Emergency Risk Assessment and Local Emergency Management Plan (LEMP). This identified the shocks, stresses, megatrends and resilience hazards faced by our local area.</p> <p>The LEMC reviewed the Local Emergency Risk Assessment and LEMP which included Consequence Management Guides for 15 local hazards. Key outcomes include the development of the Local Disaster Recovery Plan, the review of the Sydney CBD Safety Sub Plan, participation in the Office of Emergency Management Disaster Preparedness Program and participation in the Council Shadow Program for Disaster Recovery Operations which included secondments to Resilience NSW in support of the 2019/20 Bushfires and 2021 NSW Floods.</p> <p>The City has also provided \$734,869 for food support through Covid-19 Relief Grants to 18 not for profit agencies and businesses. The City has supported production and delivery of over 100,000 meals and 10,984 food hampers across the local government area in partnership with over 60 agencies.</p>
Provide direct interface, information and services to communities in local areas.	<p>The City continues to provide service to customers via telephone, counter, email, mail and on-line channels. 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 help 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.</p>

Performance measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Local economies								
Amount of footway dining in the Village Centres	m2	-	3,804.01	4,620.88	3,646.76	3,021.06	4,738.61	
Economic grants approved by the City of Sydney	\$ '000	-	Not reported	923.46	1,023.59	3,656.77	6,161.93	The value of grants approved increased substantially from 2019/20 due to extra funding to increase support for business and community during Covid-19, and to provide Covid-19 recovery support through CBD activation grants.
Libraries and learning								
Active library memberships	No.	-	55,757	55,757	73,232	86,048	83,853	Library memberships have increased due to the opening of Green Square Library in 2018/19 and Darling Square Library in 2019/20. While there was a slight reduction in 2020/21, the introduction of online memberships has seen membership numbers remain stable despite Covid-19 restrictions in 2019/20.

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Items accessed from City libraries (physical and digital)	000	-	1,229.02	1,357.65	1,552.80	1,470.43	1,128.72	Loans of physical items decreased during Covid-19 restrictions in 2019/20. However use of digital resources increased with the introduction of digital membership in 2019/20.
Attendance to City libraries	000	-	1,035.94	1,098.64	1,319.71	1,266.72	293.11	After several years of increasing attendance, Covid-19 restrictions led to a dramatic decline in library visitations.
Child and family services								
Children supported through City operated Children's Services	No.	-	1,189	1,108	1,108	1,020	891	
Approved Early Education and Care places (long day care, occasional care and preschool) in the City of Sydney	No.	-	Not reported	Not reported	Not reported	Not reported	7,318	
Sessions of care provided at the City's Education and Care Services (long day care, occasional care, preschool, out of school hours care)	No.	-	Not reported	Not reported	Not reported	63,830	64,472	

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
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.	-	Not reported	Not reported	Not reported	23,666	27,479	In 2019/20 the NSW Government implemented free childcare as part of a Covid-19 relief package. This was extended in 2020/21.
Community health and wellbeing								
Attendances at targeted initiatives to improve community health and wellbeing	No.	-	Not reported	Not reported	517,859	372,418	20,555	Attendances were significantly lower in 2019/20 and 2020/21 due to Covid-19 public health orders.
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	85	99.0	98.0	96.5	72.5	86.3	In 2019/20 usage was impacted by Covid-19 public health orders.
Parks and open space managed by the City of Sydney	ha	191	196.7	202.0	209.8	211.9	214.0	New parks include Matron Ruby Grant Park, Dyuralya Square and Frances Newtown Park.
Attendances at aquatic and leisure centres	000	-	1,732.0	1,705.0	1,643.0	1,179.8	1,258.0	Poor air quality due to bushfire haze, pool closures due to Covid-19 public health orders and temporary closure of Ian Thorpe Aquatic Centre due to storm damage contributed to the decline in attendances at aquatic centres in 2019/20 and 2020/21.

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Peak Occupancy - Perry Park Recreation Centre	%	-	Not reported	Not reported	Not reported	Not reported	84.6	The centre opened in 2019.
Peak occupancy - City's outdoor tennis courts	%	-	Not reported	Not reported	Not reported	Not reported	78.0	The centre opened in 2019.
Social programs and services								
Social grants approved by the City of Sydney	\$ '000	-	1,726.46	2,486.34	2,696.67	6,531.49	3,965.38	
Revenue forgone by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	Not reported	3,155.71	2,907.42	3,024.03	2,804.12	
Programs/events delivered that promote social inclusion and connection	No.	-	Not reported	975	1,129	986	78	Covid-19 public health orders in 2020/21 impacted the number of programs delivered. Face to face programs recommenced in Q3 2020/21.
Passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	-	Not reported	21,255	18,825	13,796	4,286	Due to Covid-19 restrictions, for most of 2020/21 only the City's Outside School Hours Care and School Holiday Program accessed community transport services.

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Subsidies provided through the City's community bus-hire scheme	\$	-	Not reported	Not reported	Not reported	38,920.25	16,293.00	Hire of the City's community busses was impacted by Covid-19 restrictions in 2020/21. Note that prior to 2019/20 a different data collection methodology was in use which is not comparable to recent data.
Meals provided through the City's Meals on Wheels service	No.	-	59,329	53,779	37,655	35,056	45,375	In 2018/19 numbers of meals provided fell due to the introduction of the National Disability Insurance Scheme. However, in 2020/21 the City took on additional clients from Inner West Meals on Wheels seeing numbers rise again.
People surveyed accessing City programs and services who report an increase in their connectedness to the community	%	-	90	87	80	94	80	Several factors resulted in a decline in survey results in 2020/21. These include a change in survey methodology, facility closures and limited social programming, as well as the broader impacts of Covid-19 on health and wellbeing.
People surveyed accessing City programs and services who report an improvement in their physical health	%	-	86	88	85	83	62	Several factors resulted in a decline in survey results in 2020/21. These include a change in survey methodology, facility closures and limited social programming, as well as the broader impacts of Covid-19 on health and wellbeing.

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
People surveyed accessing City programs and services who report an improvement in their social wellbeing	%	-	85	89	89	81	69	Several factors resulted in a decline in survey results in 2020/21. These include a change in survey methodology, facility closures and limited social programming, as well as the broader impacts of Covid-19 on health and wellbeing.
Total bookings of City Spaces facilities and venues	No.	-	12,086	18,553	20,003	14,874	3,612	In 2019/20 and 2020/21 bookings were reduced due to Covid-19 public health orders.
Total bookings of City Spaces facilities and venues at community rates	No.	-	Not reported	10,376	10,530	9,027	1,508	In 2019/20 and 2020/21 bookings were reduced due to Covid-19 public health orders.
Overall attendance at City Spaces	No.	-	739,313	821,590	896,443	604,492	66,949	In 2019/20 and 2020/21 attendances were impacted by Covid-19 public health orders.
Bus hires through the City's community bus-hire scheme	No.	-	Not reported	563	533	353	171	In 2019/20 and 2020/21 bus hires were impacted by Covid-19 public health orders.
People surveyed accessing City programs and services who reported an increased sense of inclusion, belonging or awareness of diversity	%	-	Not reported	89	86	84	52	Several factors resulted in a decline in survey results in 2020/21. These include a change in survey methodology, facility closures and limited social programming, as well as the broader impacts of Covid-19 on health and wellbeing.

End of Term Report 2017-2021

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Companion animals								
Dogs and cats impounded	No.	-	164	152	216	142	113	
Dog attacks	No.	-	126	155	140	145	118	
Dog declared menacing/dangerous	No.	-	3	3	3	3	4	

Strategic Direction 7 – A cultural and creative city

The City provides a range of opportunities for our residents, workers and visitors to contribute to the cultural life of our city.

Our annual cultural grants inject more than \$6 million into local cultural initiatives and support many of the City of Sydney's most beloved events, including the Yabun Festival, Sydney Gay and Lesbian Mardi Gras, the Biennale of Sydney, Sydney Festival, Sydney Writers Festival, Sydney Film Festival, and Sydney Fringe.

The City also produces major events, such as Sydney New Year's Eve, the Sydney Lunar Festival and our ongoing Art and About program.

During the Covid-19 pandemic, our grants program was redirected to sustaining cultural organisations and stimulating development opportunities for local creative professionals. More than \$3 million in funding was invested in supporting small creative businesses, individual artists and creative practitioners. Donations totalling \$250,000 were also made to the NAVA's Artists' Benevolent Fund, the Actors Benevolent Fund of NSW and Support Act.

Our City Art program identifies strategic opportunities for the inclusion of public art in the fabric of the City's public domain for the benefit of the community. It plays a crucial role in integrating artists into our built environment and celebrates their unique contribution to community life. We've invested in hundreds of artists to deliver both permanent and temporary public artworks.

The City encourages the incorporation of high-quality public art into new development, both in the fabric of the building and the public domain. We also require developers to wrap their construction sites in contemporary Australian artwork, an invigorating burst of creativity for a rapidly changing city.

As part of the ground-breaking Eora Journey plan, \$7 million has been allocated for Aboriginal and Torres Strait Islander curators, elders, artists and designers to share their stories, culture and contemporary perspectives in public art experiences from Redfern to Circular Quay.

The City's historians and archivists make Sydney stories more visible and accessible through the public domain, special exhibitions and programs and through online resources and publications. Our Culture Walks app is continually updated with self-guided tours of neighbourhoods where locals and visitors can uncover secrets and insights into our past.

We have pioneered innovative approaches to urban planning and regulation to enable and incentivise cultural activity and spaces. Our ongoing work to reduce red tape makes it

easier to create and access culture in a variety of places and spaces. We've also identified key areas in the City to stimulate cultural industries through amendments to planning controls, precinct development and urban design.



Figure 12. Passers-by admire the Australian Life 2019 and Little Sydney Lives 2019 photography exhibition in Hyde Park

Through our 12 library branches, we provide opportunities for learning and making. We also partner with organisations like Brand X and 107 Projects, providing spaces and resources for our creative community.

Our accommodation grants house key city galleries and performance spaces, such as Firstdraft, the 4A Centre for Contemporary Asian Art, the Hayes Theatre Co and Eternity Playhouse. We also make a significant investment in our creative industries, providing subsidised workspaces in City-owned properties to the creative sector.

Objective 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

Actions	Progress
<p>Support year-round initiatives (large and small scale, temporary and permanent) to animate and reinvent the city's public spaces which contribute to unique creative experiences.</p>	<p>Our City Art program identifies strategic opportunities for the inclusion of public art in the fabric of the City's public domain for the benefit of the community. It plays a crucial role in integrating artists into our built environment and celebrates their unique contribution to community life. We've invested in hundreds of artists to deliver both permanent and temporary public artworks across our local government area.</p> <p>The City encourages the incorporation of high-quality public art into new developments by the public and private sectors, both in the fabric of the building and the public domain. By engaging artists early in the design process, developers can put in place important strategies that will contribute to the cultural life of the city. The Creative Hoardings program requires builders and developers to use artwork to improve the visual impact of construction sites in the city and provides opportunities for artists to gain exposure.</p> <p>The City's ongoing program of major events and festivals, including Sydney Christmas, Sydney New Year's Eve and the Sydney Lunar Festival, all bring temporary activations and artistic interventions to public spaces. The programs provide work for hundreds of performers, artists and creatives each year, providing opportunities for the public to engage with creative experiences in the public domain.</p>
<p>Produce and encourage public history research, content and programs that capture and present the stories, images and sounds of Sydney.</p>	<p>The City has continued to deliver programs that encourage public history research and present the stories and images of Sydney. In 2017 we collaborated with Carriageworks to curate a social history exhibition 1917: The Great Strike and we delivered the 175th anniversary exhibition Our City: 175 years in 175 objects, held in Lower Town Hall. In 2018/19 we held the Cartographica – Sydney on the Map exhibition at Customs House and Joynton Avenue Creative Centre.</p> <p>The City launched an innovative new online Archives and History Resources Catalogue in February 2020. which holds over 1 million items that document the City's history since its establishment in 1842. More than 450,000 items are available digitally for the public to download. The use of images from the City Archives on the hoardings of heritage buildings by builders and developers has been highly successful in improving the visual impact of construction sites in the city.</p> <p>During 2020/21 exhibitions were increasingly adapted as both a virtual exhibition and physical installation. This included the Developing Sydney: Capturing Change, 1900-1920 exhibition at Customs House and the digital delivery of self-guided walking tours such as The Stranger's Guide: Sydney 1861. A new workshop series The Things We Keep highlighting history, curatorial and archives collections was presented online and recorded for ongoing learning.</p>

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

Actions	Progress
Develop and implement actions to help meet community demand for consistent, affordable, high quality skill development and creative participation programs.	<p>Pine Street Creative Arts Centre is the City's dedicated Visual Arts Centre, providing innovative visual arts and cultural activity in an inclusive learning environment. The Centre is committed to inspiring individual creative expression and lifelong learning and supports diverse communities within the local government area to learn, grow and connect by offering affordable, high quality learning opportunities.</p> <p>The Joynton Avenue Creative Centre was formally launched on 26 May 2019. The head tenant, 107 Projects (107), supports tenants by offering subsidised subleases for the creative offices and workshop space at the centre. 107 Projects delivers an extensive program of creative participation and community engagement opportunities at the site.</p> <p>Brand X, the head tenant and operator of the upper floor of the East Sydney Community and Arts Centre is operating the facility at an average of 80 per cent capacity. It has supported hundreds of projects since commencing its lease in 2017, including The Flying Nun program (showcasing the work of the Performing Arts residencies within the Centre).</p>

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

Actions	Progress
Advocate for appropriate regulatory frameworks for the cultural sector.	<p>The City developed a suite of planning and regulatory reforms to support the creative industries and night-time economy, titled Open and Creative City: planning for culture and the night-time economy. The reforms encourage later opening hours for shops and personal services businesses, 24-hour trade across the city centre, later trading incentives for licensed premises that program live performance and cultural activity, exempt development provisions for small scale and ad hoc cultural activity and fair management of entertainment sound. New late-trading controls have been implemented.</p>

Actions	Progress
Support initiatives that build robust public support and engagement with creative endeavour.	<p>The Digital Theatre Passport to provide high-school students with access to performances in Sydney's cultural venues continued to operate. The program, known as Playwave, exclusively sells theatre and events tickets to 15-19 year olds at a reduced cost. Since its inception, over 8,221 tickets have been offered to young people.</p> <p>The City has supported the development of Audrey Media, a platform for arts reviews and commentary. The platform is co-funded by a membership of local arts organisations. Audrey Media is mapping the frequency of theatre productions in Sydney and collecting insights on the sector's recovery from the restrictions associated with the Covid-19 pandemic.</p> <p>Venue Online Services (VOS) is a product developed by Onto It Media with the support of the City. The technology innovation provides a platform for musicians and bands to collaborate with the venues in which they perform.</p>
Support initiatives that encourage a community of diverse creative workers and organisations to live and work in Sydney.	<p>The City provides funding to support diverse creative workers and organisations through its Cultural and Creative Grants and Sponsorship, Festivals and Events – Artform (excluding major events), Knowledge Exchange Sponsorship, Matching Grants, Venue Hire Support Grants and Sponsorship, Quick Response and Street Banners Sponsorship programs.</p> <p>Over the period close to 700 cultural projects received grant funding. Cultural projects supported include Sydney International Women's Jazz festival and the Sydney Comedy festival at Sydney Town Hall, Electronic Music Conference, Winda Film Festival, Music NSW's live music venue accessibility and March Dance, a festival celebrating independent dance practice across Sydney.</p> <p>The City subsidised work space for artists, creative enterprise and cultural organisations through a range of programs: Oxford and Foley Street Creative Spaces, William Street Creative Hub, Creative Live/Work Spaces and Accommodation Grant programs provided more than 8,500 square meters of creative space.</p>

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

Actions	Progress
<p>Implement the Eora Journey strategy, bringing new focus to the understanding and celebration of Aboriginal and Torres Strait Islander cultures.</p>	<p>The City has launched three of the seven public art projects in the Eora Journey program: <i>Welcome to Redfern</i> by Reko Rennie and local youth artists, <i>born into darkness before dawn</i> 2014 by Nicole Foresheew and <i>YININMADYEMI Thou didst let fall</i> by Tony Albert. The second stage of the Redfern Terrace is in development, and the Monument for the Eora, <i>bara</i> by Judy Watson, is nearing completion.</p> <p>The Eora Journey Harbour Walk Story Telling Report was endorsed by Council in December 2019. The first projects for the Harbour Walk are in development in partnership with Property NSW and project partners including cultural institutions. The City has coordinated culturally appropriate consultation to develop a name and icon for the Harbour Walk in line with the report's recommendations. The name "Yananurala" was selected which is a compound of two Gadigal words, yana (walk) and nura (Country). The addition of the suffix la adds an imperative, or instruction. ie you go walk Country! This name has been translated as "Walking on Country". The name is supported and approved by the Metropolitan Local Aboriginal Land Council and the Aboriginal and Torres Strait Islander Advisory Panel.</p>
<p>Implement the City's Reconciliation Action Plan building relationships with, and respect and opportunities for Aboriginal and Torres Strait Islander cultures and communities.</p>	<p>Replacing the Innovate Reconciliation Action Plan (RAP) for 2018-21, the Council adopted the three year Stretch RAP plan (2021-2025) in November 2020. This followed consultation and approvals with City staff, Reconciliation Australia and the City's Aboriginal and Torres Strait Islander advisory panel. We report internally each quarter and once a year externally on our progress against the plan.</p> <p>Separately the City has allocated a \$1 million grant to University of Technology Sydney to build a residential college for Aboriginal and Torres Strait Islander students – the first of its kind in Australia. The college is expected to open to students by 2025. The grant will go towards a 250 bed residential college for Aboriginal and Torres Strait Islander students and non-Indigenous students. Once completed, the college is expected to be one of the largest and most significant colleges of its type in the world.</p> <p>In celebration of Aboriginal and Torres Strait Islander cultures during NAIDOC week the City hosts an event featuring children's activities, sports programs, craft activities and tasty treats from the popular earth oven.</p>

Performance measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Culture and creativity								
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	-	2,492.96	1,960.31	2,168.96	5,767.88	3,268.36	Support for Cultural grants from the City include the Yellamundie Development Festival showcasing the First Nations Storytelling at Carriageworks, Music NSW's live music venue accessibility pilot, a production of a new Australian play held in Darlinghurst, the installation of a new public artwork in the Centennial Parklands and March Dance, a festival celebrating independent dance practice.
Revenue forgone by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	-	1,165.94	1,284.77	1,569.71	1,914.74	1,626.22	
Creative organisations in creative spaces supported by the City of Sydney	No.	-	208	153	124	85	78	
Artists supported	No.	-	1,599	1,909	2,047	1,887	907	
Creative personnel supported	No.	-	11,428	14,952	16,375	11,699	6,051	

Strategic Direction 8 – Housing for a diverse community

The city has experienced significant growth in recent years. In the five years to June 2020, almost 22,000 dwellings were built. Much of this development has occurred in the urban renewal areas of Green Square, Ashmore Estate and Harold Park. The city also experienced considerable growth in student accommodation to support the universities in our area.

The City supports the provision of affordable housing through its planning controls and through its affordable housing contributions schemes.

Three affordable rental housing contributions schemes currently operate in the city, including at Green Square, Ultimo/Pymont and the Southern Enterprise Area (known as the Southern Employment Lands).

The City established a \$10.35 million affordable and diverse housing fund in June 2015 to promote the development of affordable and diverse rental housing in our area by community housing providers, not-for-profit and for-profit organisations. To date, seven grants have been approved from the fund totalling \$9.66 million, as well as an additional \$350,000 for the Alternative Housing Ideas Challenge.

The City has also transferred properties and parcels of land to the NSW Government to facilitate the supply of social housing.

Within the actions outlined above, there are projects that explicitly seek to increase the supply of housing for Aboriginal and Torres Strait Islander peoples including providing financial support to St George Community Housing to increase access to affordable and social housing by Aboriginal and Torres Strait Islander peoples, committing \$1 million to the development of Australia's first Indigenous residential university college by the University of Technology Sydney and securing a commitment for 25 per cent of housing to be provided as affordable housing for the Aboriginal and Torres Strait Islander community at the Marion Street Redfern property being developed by St George Community Housing.

The City invests over \$2.2 million each year to reduce homelessness and its impacts. Working with partner organisations and the NSW Government, we support people at risk of homelessness and those living on the street and work to move people into supported accommodation. Our collective goal is to halve the number of rough sleepers in our area by 2025 based on February 2017 Street Count figures, and to work towards functional zero rough sleeping by 2030.

The City has joined the national Everybody's Home campaign. Launched in March 2018, the campaign calls for support for first home buyers, a national housing strategy, increased security for renters, relief for people in rental stress, and a plan to end homelessness by 2030.

In 2020, at the height of the Covid-19 pandemic, the Sydney Rough Sleeping Covid-19 Taskforce, of which the City of Sydney was a member, was convened. The NSW Government committed significant additional funds and coordinated efforts by all partners were directed to ensuring that people sleeping rough were provided with temporary accommodation. Support was also provided to assist people to move to more permanent accommodation as quickly as possible and ensuring access to food and medical services was available, particularly for those required to isolate due to Covid-19.

The City helped finance the establishment of the independent End Street Sleeping Collaboration who are supporting greater information-sharing through establishment of a "By Name List" (BNL). This is a real-time list of all people experiencing homelessness. The BNL includes a set of data points that support access and prioritisation to enable a more coordinated response among signatories.

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

Actions	Progress
Policies, strategies and planning controls are in place to facilitate the supply of housing to meet the current and future needs of the community.	<p>The Housing For All: City of Sydney Local Housing Strategy was prepared as part of the Local Strategic Planning Statement and was adopted in February 2020.</p> <p>In 2019 Council endorsed an international Alternative Housing Ideas Challenge. The aim of the Challenge is for participants to propose new and innovative housing options that will contribute to the delivery of local and broader alternative and affordable housing outcomes and inform the development of the City's next community strategic plan update and housing policy. 1,055 participants registered for the Ideas Challenge. Seven shortlisted proposals progressed to Stage 2 of the Challenge, where participants further developed their proposals in line with the City's objectives.</p>

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

Actions	Progress
Partner with the community housing sector, state and federal governments and the private sector to increase the supply of affordable housing across the local government area.	<p>City owned land designated as surplus to the City's core services is regularly reviewed for opportunities to deliver affordable housing in perpetuity through sale to, and development and management by a Community Housing Provider.</p> <p>In December 2017 Council endorsed the sale and transfer of 11 Gibbons Street, Redfern to St George Community Housing (SGCH) for delivery of long term affordable and social rental housing. In June 2021, the Gibbons Street project completed with 160 affordable and social housing units.</p> <p>Within Green Square, SGCH are targeting a minimum of 106 affordable and social housing units in a development on the City's surplus land. Also within Green Square is the City West Housing affordable and social housing proposed development on the City's surplus land. Contracts are at their final stage for delivery of a minimum 160 dwelling complex within 500 metres of Green Square Railway Station.</p> <p>In February 2021 Council endorsed the sale to Bridge Housing of an 800 square metre portion of surplus land on the northern side of the western section of Dr Margaret Harper Avenue. A minimum of 21 units is targeted. Bridge Housing has adopted the City's commitment to ensure affordable housing developed from City-owned land or from land provided to affordable housing providers with in-kind support from the City of Sydney, delivers ten per cent Aboriginal Affordable Housing.</p>

Actions	Progress
Encourage supply of affordable rental housing through planning controls.	<p>The City has planning controls to facilitate affordable housing in the city area. The new planning controls include a levy (phased implementation) for the areas not covered by current schemes (including Central Sydney), as well as a separate contribution from sites that benefit from a change to planning controls that increases land value. The proposal was approved by Council in September 2018 and finalised by the Department of Planning, Industry and Environment for implementation on 1 July 2021. The new controls, along with existing schemes in Green Square, Ultimo Pyrmont and the Employment Lands, will ensure affordable housing schemes operate across all areas under the Council's planning control. It is expected that the levy when applied across the local government area would result in over 1,100 additional affordable dwellings.</p> <p>The City has also prepared planning proposals for NSW Land and Housing Corporation sites at Cowper Street, Glebe and Elizabeth Street, Redfern which will increase social and affordable housing. The planning proposal for Waterloo Estate is under further assessment by the Department of Planning Industry and Environment.</p>

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

Actions	Progress
Advocate at all levels for support for social housing tenants and neighbourhoods to foster a diverse social mix of residents within the city.	<p>The City is currently reviewing the NSW Government's Waterloo South redevelopment planning proposal. In March 2021 planning authority for the planning proposal changed from the City of Sydney to the NSW Department of Planning, Industry and Environment (DPIE).</p> <p>While the planning authority, the City provided ongoing advice on the Waterloo Redevelopment project to ensure the needs of existing social housing tenants are adequately addressed. This included a planning proposal that was endorsed by Council, guidance for social infrastructure requirements, along with research into long-term delivery model options. The City also worked closely with community representatives to explain the details of the planning proposal and to understand how to best engage social housing residents on the redevelopment.</p> <p>The City continues to communicate with the Waterloo community, to advocate for DPIE to undertake a robust and inclusive public exhibition process for the planning proposal and an increase in the social and affordable housing delivered by the redevelopment.</p>

Actions	Progress
<p>Implement and support initiatives that assist social housing residents to sustain cohesive, connected and empowered neighbourhoods and communities.</p>	<p>The City delivers a range of capacity building initiatives in social housing communities to connect and support residents. 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, support and community leadership.</p> <p>Over the period the City supported Waterloo social housing residents prepare for the proposed redevelopment of the Waterloo South precinct. This included information and capacity building sessions for residents, strengthening existing relationships through the Waterloo Redevelopment Group and the Waterloo Public Housing Action Group as well as \$50,000 of funding for the Waterloo Public Housing Action group to develop a tenant led masterplan.</p> <p>The City provided a submission in December 2020 to the NSW Government's Legislative Assembly Inquiry into the Management of the NSW Public Housing Maintenance Contracts. City staff provided evidence to the NSW Parliament's Public Hearing on the review to advocate for increased social housing, improved maintenance and dedicated community development workers to support residents and communities to thrive.</p>
<p>Work in collaboration with partner agencies to facilitate appropriate and timely support and services for social housing residents.</p>	<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. We partnered to deliver 66 community events for social housing residents in the period with over 9,430 people attending. Events include; Pet Day, crime prevention awareness, Summer on the Green, family fun days, neighbourhood BBQs, emergency preparedness, Coffee with a Cop and waste education events.</p> <p>The City also conducted Safety Audits in Redfern, Glebe and Camperdown with local residents, NSW Police, NSW Land and Housing Corporation and Department of Communities and Justice. This led to hundreds of completed actions to improve safety such as repairing lighting, tree management, pedestrian safety, and waste management.</p> <p>To contribute to the safety and protection of our most vulnerable residents during the Covid-19 pandemic, the City provided 23,000 free cloth reusable masks to identified vulnerable groups in the local government area. We also supported residents suffering with food insecurity and hardship with over \$1million in food relief grants to support agencies to respond. The City also convened a collective impact food relief operations group made up of 60 not-for-profit agencies and local businesses to ensure that anyone who needs food in Sydney can get it. In July 2020 the City established a temporary home meal service in partnership with Ozharvest to support residents not eligible for Meals on Wheels.</p>

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

Actions	Progress
Facilitate the delivery of innovative affordable housing solutions and support services to prevent and reduce homelessness in Sydney.	<p>The City's Public Space Liaison Officers patrol seven days per week to provide information, support and referrals to people sleeping rough or at risk of homelessness. The Homelessness Assertive Response Team (HART) undertakes weekly patrols with the City to ensure people sleeping rough have a coordinated approach to better access safe, long term housing with support. 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.</p> <p>The City conducts bi-annual Homelessness Street Counts. In February 2020 there were 334 people sleeping rough across the local government area and 505 people occupying crisis and temporary accommodation beds. This is a 10 per cent decrease from the February 2010 count of 373 people sleeping rough. More than 1,200 people have been assisted to exit homelessness or prevent homelessness as a result of programs supported by funding from the City.</p>
Work with other levels of government, not-for-profits and the community to improve systems to reduce homelessness.	<p>The City continued advocacy for the needs of individuals through ongoing case coordination and Taskforce meetings and improving the efficacy of the coordination groups such as the Homelessness Assertive Response Team (HART). City staff provided advice to other councils including Liverpool, Fairfield, City of Hobart, Byron Bay, Burwood and Mount Barker District about collaborative work in homelessness and other projects.</p> <p>The City entered into a Memorandum of Understanding with the NSW Government, the Institute of Global Homelessness and other partners, setting targets to reduce street sleeping and provided a grant of \$100,000 to St Vincent De Paul Society to establish an office and launch the Act to End Street Sleeping project in Sydney.</p>
Monitor services available for people who are homeless or at risk of homelessness and advocate for resources to address unmet demand and service gaps.	<p>City staff supported intensive outreach operations lead by the Department Communities and Justice to offer temporary and long term housing solutions for people sleeping rough in hotspot locations.</p> <p>The City coordinates the WISH (Woolloomooloo Integrated Services Hub), which is a monthly one stop shop which brings together over 16 services in one location to assist people with access to health, housing, specialist support and other services.</p>

Performance measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Housing								
New dwellings approved	No.	-	3,188	1,691	1,048	1,661	1079	
Affordable rental housing								
Affordable rental housing units resulting from NSW government operations including Redfern Waterloo affordable housing levy	No.	-	0	0	0	0	0	
Affordable rental housing units resulting from affordable housing levies in the city area	No.	-	685	685	685	859	859	
Homelessness								
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	-	248	233	220	264	229	
People prevented from becoming homeless through the City supported brokerage program	No.	-	742	182	204	193	145	

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Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
People sleeping rough in the city area	No.	-	433	329	373	334	272	
Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	-	Not reported	1,200	2,800	1,200	5,200	

Strategic Direction 9 – Sustainable development, renewal and design

City Plan 2036 is the City's recently adopted local strategic planning statement that sets out our land use planning priorities and actions. It responds to the Greater Sydney region plan and district plans. We're implementing the planning statement's priorities and actions by progressing the Central Sydney Planning Proposal and starting work on updating our local environmental plan and development control plan.

The City requires large development projects to demonstrate design excellence through a competitive design process to ensure high-quality architectural, urban and landscape design outcomes. The City also commits to achieving good design outcomes in the public buildings, parks, pools and other facilities we provide.

The City has made significant investments to acquire, develop and maintain parks and playgrounds in the local government area.

Some of the major new parks and open spaces across the city include; Wulaba Park and playground (2016), Matron Ruby Grant Park (2017), the Knoll Park (2017), Harold Park (2018), Dyuralya Park (2019), 906 Bourke Street (2019) and Garraway Park (2020).

Many parks have also been upgraded including; Quarry Green (2016), East Sydney

Community Arts Centre Reserve (2017), Kimberley Grove Playground (2018), Les White Reserve (2019), Womerah Gardens (2020) and Maybank Reserve (2020).

We have also invested in sports and recreational facilities including Gunyama Park Aquatic and Recreation Centre (2021) and Perry Park Sports and Recreation Centre (2019).

The City invests considerable funds each year to renew existing open space, including parks and playgrounds, ovals and playing fields, to ensure they remain in good condition and are suitable for use by the community. The City's Greening Sydney Strategy includes a commitment to invest a further \$377 million over the 10 years to 2030/31.

Many of our projects have won prestigious architectural, heritage or design awards. For example, the Green Square Library and Plaza at the 2019 NSW Architecture Awards received the NSW Premiers Prize, the John Verge Award for Interior Architecture and Awards in Public Adventure and Urban Design.

Our refurbishment of the Juanita Nielsen Centre in 2017 was awarded the Australian Institute of Architects National Award for Public Architecture as well as several NSW Architecture Awards and the Master Builders Association Award for Best Heritage Restoration Under \$10 million.

The Green Square town centre has been awarded a 6 Star Green Star – Communities rating from the Green Building Council of

Australia. This rating recognises the sustainable planning, design, and construction of large-scale development projects including community precincts. Six stars is the highest possible rating.

The City and the NSW Government have collaborated to provide the community and students with shared sporting facilities at the new Inner City High School and the redeveloped Alexandria Park Community School. This approach provides more facilities in the inner city that can be used by both students and the general public at different times during the day and week. A similar, collaborative approach is shaping plans for a new integrated primary school and community facility in the Green Square town centre.



Figure 13. Green Square Library and Plaza, 2018

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

Actions	Progress
Influence other levels of government to ensure development and public works demonstrate a high level of design excellence that incorporate innovative environmental sustainability practices and solutions.	The City has worked with NSW Department of Planning to include extensive study requirements for sustainability, infrastructure and design excellence in the Waterloo, Bays Precinct and Elizabeth Street, Redfern State Significant Precinct projects. The City has also prepared an alternative approach for the Waterloo Estate to demonstrate high quality outcomes.
Coordinate planning, design and delivery of development and infrastructure with stakeholders.	<p>The City has developed concept design plans for the delivery of infrastructure in master planned precincts in Green Square and Ashmore guided by sustainability and accessibility. The plans are being delivered both by the City and by developers through planning agreements. In the Green Square town centre the City is providing a recycled water system and is exploring options to expand the service to adjacent areas.</p> <p>The City executed 54 new Planning Agreements with the private sector during the period. The Agreements will deliver substantial new and upgraded public infrastructure including roads, footpaths, public parks and public domain upgrades delivered in association with development.</p>

Objective 9.2 The city is beautiful, sustainable and functions well

Actions	Progress
External panels of professionals provide expert advice and ensure design excellence on major public projects, landscape designs, development 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.

Actions	Progress
Planning controls and policies ensure that environmental performance of precincts and buildings in the city is exceptional.	The Local Strategic Planning Statement was adopted in March 2020. It includes a number of actions which will be included in the forthcoming update to the Local Environmental Plan (LEP) and Development Control Plan (DCP). These include 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, and reviewing solar panel controls to reduce planning barriers that impact implementation.
Identify priority infrastructure and advocate to government to ensure infrastructure is delivered in conjunction with new development.	<p>The City is continuing to work with state agencies on infrastructure planning through a number of place based precincts. This includes South East Sydney Transport Strategy, Pyrmont Place Strategy, Camperdown Ultimo Collaboration area and the Strategy for Streets.</p> <p>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 and has negotiated a joint-use agreement with the Department of Education for the shared use of indoor and outdoor sports fields and access to other community facilities in the new Alexandria Park Community School and Inner Sydney High School at Surry Hills (both currently under construction).</p>

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

Actions	Progress
Implement design codes for streets, parks, lights and signs.	The City's design codes and specifications provide guidelines, material palettes and technical requirements for works carried out on our streets and public spaces. The City continued to implement design codes through footpath renewal and upgrades, installation of new street furniture, wayfinding signage, pedestrian lighting, street tree planting and greening treatments, and installation rain gardens and other devices to improve water quality. Park upgrade program guided by specification requirements to achieve high quality, sustainable and accessible public spaces.

Actions	Progress
Develop plans and policies that define public space requirements including buildings, streets, squares and parks.	<p>The City's public domain plans provide a holistic approach to public domain improvements. Plans for Chinatown, George Street, City North and Harbour Village North have guided projects such as George Street transformation, Thomas Street public space and streetscape upgrade, and Argyle Street improvements.</p> <p>The public domain codes for streets, parks and lights promote a cohesive and co-ordinated character and sense of identity for City streets and public spaces.</p> <p>The Open Space Sport and Recreation Needs Study 2016 has directed requirements for park and recreation planning including assessment of properties for acquisition to provide additional sport and park amenity. This has included acquisition of an industrial building on Huntley Street to transform into a new recreation centre to meet growing demand for more indoor sporting facilities.</p>
Secure additional open space where appropriate and needed, through site links, footpaths and cycleways as development occurs.	<p>The City regularly reviews its planning controls to identify opportunities for open space, through site links, improved footpaths and cycleways. Development Control Plans and supporting public domain and civil infrastructure concept plans have been completed for Epsom, Lachlan and North Rosebery Precincts in Green Square, the Ashmore precinct in Erskineville and the Danks Street South precinct in Waterloo. These set out requirements for open space dedication, through site links and streetscape amenity.</p> <p>The City considers opportunities to negotiate additional public open space alongside planning controls. Recent planning proposals which have proposed open space, through site links, footpaths or cycleways include Surry Hills Shopping Village, Junction Street, Forest Lodge, and Dunning Avenue, Rosebery.</p> <p>The planning proposal for 55 Pitt Street, Sydney included a public benefit offer for new public domain and has been approved by Council and the Central Sydney Planning Committee.</p> <p>The planning proposal for 187 Thomas Street provided for new through site links and a publicly accessible plaza and the planning proposal for Elizabeth Street included through site links and public domain. The City is assessing the provision of public open space as part of the planning proposal request for the Waterloo Estate.</p>

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

Actions	Progress
Monitor the implementation of actions from the City's Floodplain Risk Management Plans.	<p>The City adopted the interim floodplain management policy in May 2014. The policy is being implemented through planning controls as part of development approval process. The City has prepared a draft Implementation Plan for the flood risk management measures for all its catchments. High priority works recommended in the plans have been programmed for further investigation.</p> <p>We have developed a flood policy which is being consistently implemented across the local government area. The Development Control Plan is also under review to incorporate flood related controls. The flood studies for Alexandra Canal and Blackwattle Bay catchments have been updated incorporating new Australian Rainfall and Runoff 2019.</p> <p>The Johnston Creek Bridge upgrade study was completed. No bridges are recommended for raising to mitigate flooding and one bridge is identified as nearing the end of its life and needs to be considered for replacement. Any works on this bridge will be completed in collaboration with Sydney Water and the community.</p> <p>In partnership with Sydney Water, the City completed a new 2 km stormwater drain from Epsom Road in Zetland to Shea's Creek channel, Alexandria. This drain now takes floodwaters from Sydney south into Botany Bay. The \$140 million Green Square stormwater drain won the Infrastructure Project Innovation Award for NSW at the 2019 NSW Water Awards.</p>
The planning, design and implementation of urban renewal areas balances economic, environmental social and cultural sustainability objectives	<p>Public domain and civil infrastructure concept plans have been completed for Epsom, Lachlan and North Rosebery Precincts in Green Square, the Ashmore precinct in Erskineville and the Danks Street South precinct in Waterloo. Placemaking activities are being implemented in Green Square, guided by the City's Green Square Placemaking Framework. A series of community events and activities were held in the Green Square community and cultural precinct and the Green Square Library and Plaza and parks throughout the renewal area.</p> <p>The Covid-19 pandemic has prevented the provision of usual programs and services. Community programs were developed for online engagement as part of the broader City response and some were run with a focus on the Green Square community.</p>

Actions	Progress
Investigate opportunities for the sustainable growth of the city beyond 2030.	The Greater Sydney Commission has incorporated dwelling and jobs targets in the Eastern City District Plan. The NSW Government has required all Councils to prepare a Draft Local Strategic Planning Statement. Council adopted and published the Local Strategic Planning Statement and Housing Strategy in March 2020. Progress on key actions in the Local Strategic Planning Statement includes approval of the Central Sydney Planning Strategy in December 2020 and consultation on the Botany Road corridor and Oxford Street precinct studies. These studies and the review of the Southern Enterprise Area strategy will be incorporated into the update to the Local Environment Plan and District Control Plan.

Objective 9.5 The urban environment promotes health and wellbeing

Actions	Progress
Develop plans for a safe and healthy environment.	The Community Wellbeing Indicators 2019 report was completed and published through the Council's website. The community wellbeing indicators 2019 report includes over 120 measures tracking social progress since 2006. Around 30 per cent of measures in the report are primary data not reported elsewhere – mostly collected from our resident surveys. 65 measures in the Community Wellbeing Indicators relate specifically to healthy, safe and inclusive communities. This data is being used to inform the developed of future council plans and targets.

Performance measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Development assessments								
Average time to determine 90% of DA applications	Days	55	59.68	57.55	62.00	72.40	55.15	
Average processing time for construction certificates	Days	10.00	6.83	6.28	6.68	6.85	7.28	

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Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	40	41.03	42.98	41.60	42.90	31.65	
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	45	52	49	50	55	42	
Average time to determine 90% of footway applications	Days	35	39.28	29.65	28.80	31.70	12.26	
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	20.00	17.15	18.00	22.80	24.00	15.00	
Voluntary planning agreements								
Voluntary Planning Agreements offers	No.	-	31	25	27	16	16	
Voluntary Planning Agreements executed	No.	-	29	22	18	16	17	

Strategic Direction 10 – Implementation through effective governance and partnerships

The City's Sustainable Sydney 2030 plan was developed in close consultation with the community, marking the start of a sustained program of community engagement to develop and deliver City strategies, programs and projects.

The City's community engagement approach is informed by principles of integrity, inclusion, dialogue and influence and has contributed to a trusted relationship between the City government and communities which has enabled successful strategies and projects that benefit the community.

Our consistently strong operating performance and prudent financial management has allowed the City to accumulate significant cash reserves and to internally fund its capital works program.

The City won the 2019 Australian HR Award for Best Workplace Diversity and Inclusion Program. The award recognised our long-term efforts and commitment to diversity and inclusion, as well as our achievements in gender equity at the City.

In 2020 and 2021 the City partnered with the Diversity Council Australia and University of Sydney to develop a standardised measure of cultural diversity for Australian workplaces.

The City is a member of global networks - C40 Cities and the Resilient Cities Network. The City hosts the Resilient Sydney office on behalf of all 33 metropolitan Sydney councils, and is implementing a plan to improve the management of shocks and chronic stresses.

A pioneering project to measure carbon emissions, energy, water and waste across metropolitan Sydney's 33 councils has been developed. The Resilient Sydney Platform, a collaboration between Resilient Sydney, City of Sydney and Kinesis, allows councils to track their environmental performance, better plan for their future communities and determine how to act.

Resilient Sydney is collaborating with four NSW Government agencies to source standardised social cohesion and wellbeing data to monitor social resilience for every local government authority in Sydney which will support councils' monitoring and reporting on their recovery from the Covid-19 pandemic and other events as they occur.

In 2019 and 2020 the City partnered with C40 Cities to run the Women4Climate mentoring program, pairing 20 female emerging climate change leaders from across greater Sydney with 20 established female leaders committed to climate action.

The City's collaborative efforts extend to councils in metropolitan Sydney and across New South Wales. An example is the partnership established in 2020 with the Office of Local Government, Resilient Sydney Office and Local Government NSW to provide a

disaster-recovery coordination service to assist councils across New South Wales impacted by bushfires. The same arrangements were put in place ahead of the 2021 bushfire season.

The City's collaborative efforts have also led to new infrastructure for our communities. In conjunction with Sydney Water, we have jointly funded the approximately \$140 million trunk drain to significantly reduce the risk of flooding in Green Square. A memorandum of understanding with the Department of Education has led to the development of sporting facilities shared by students and the general public at the new Inner-City High School and the redeveloped Alexandria Park Community School.

Objective 10.1 The City of Sydney is well governed

Actions	Progress
<p>Enhance the governance, risk and audit frameworks and policies to ensure compliance with legislative requirements and organisational values.</p>	<p>Three-year internal audit programs are tabled for approval by Council's Audit Risk and Compliance Committee (ARCC). Progress against the plans is reported to ARCC. The City's Risk Management Policy was updated, and implementation of a new risk management system commenced. Work has also commenced on implementing an enhanced compliance framework.</p> <p>A large number of Government Information and Privacy Protection Act requests are received annually. The most frequently requested information is development application related. In 2019 the City implemented the online Find a DA tool and the new Archives and History Catalogue in 2020. These two initiatives have greatly increased the amount of information the public are able to access online.</p> <p>Work health and safety procedures were regularly reviewed and updated to meet the changing needs of the City's operations. Throughout the Covid-19 pandemic, the health, safety and wellbeing of the City's workers was prioritised with new procedures and systems of control developed and implemented.</p> <p>Following a review of the Non-residential Register established under new legislative requirements in 2015, Council endorsed the Non-residential Register Methodology and Plan 2017-2020. The methodology and plan were updated to meet the revised deadlines of the 2020 election which was postponed to September 2021 in response to the pandemic, and subsequently to December 2021 following the Delta outbreak. System and process improvements in the plan have been successfully implemented and coupled with broad engagement of potential and existing non-residents have enabled substantial remediation of enrolment details, resulting in a doubling of the non-resident electoral rolls as verified by the NSW Electoral Commission. It remains fundamentally impossible for the City to comply with the legislation in its current form, especially in the case of a by-election; the City continues to raise this issue with the Office of Local Government.</p>

Actions	Progress
Enhancing good governance in the City beyond compliance.	<p>In 2017 a City-wide Fraud and Corruption Risk Assessment was completed. In response a new Fraud and Corruption Control Plan was introduced in 2019 and has been cascaded to all executive and senior managers for use in fraud control planning.</p> <p>A revised Code of Conduct was introduced in 2018/19 and all staff receive refresher training at least biannually. New policies have been developed to provide more guidance on Code of Conduct provisions, including a Gifts and Benefits Policy and a Conflicts of Interest Policy.</p> <p>The Privacy Management Plan underwent a comprehensive review in 2020 incorporating clearer guidance on collection and use requirements and a commitment to data minimisation and informed consent. In addition, a new Data Breach Policy has been introduced to provide guidance on the effective response and management of data breaches. A new Privacy training program was provided for staff in 2021.</p>

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

Actions	Progress
Review, update and implement medium and long-term plans and strategies to enhance the City's capability to deliver Sustainable Sydney 2030.	<p>The City implemented a new framework for employee capability and a revised management capability framework to support recruitment, performance management and development decisions. A new People Strategy 2019-21 was developed and endorsed by Council. Improving workplace diversity and inclusion has been a priority.</p> <p>Substantial work was undertaken to improve the City's digital infrastructure. This included work to increase bandwidth to support increasing service levels and data and information transmission, and projects to improve staff capability to work digitally from anywhere at any time.</p> <p>In response to Covid-19, remote working resources and policies were developed while frontline staff continued to provide essential services such as waste collection and parks maintenance within health guidelines.</p> <p>The City has developed annual and revised Operational Plans and reviews of our Resourcing Strategy during this period as well as quarterly and annual reports to assess our progress delivering Sustainable Sydney 2030. Extensive community engagement has been undertaken to inform the development of our next community strategic plan.</p>

Actions	Progress
Continuous improvement initiatives are implemented to enhance the effectiveness and efficiency in the delivery of services and programs for the community.	<p>The City developed a continuous improvement framework to improve efficiency, effectiveness and customer experience across the organisation. Lean and people centred design training were delivered to support the City's service improvement and digital strategies.</p> <p>Redesign projects to improve effectiveness and efficiency were carried out for the functions of City Communications and Project Management Governance.</p> <p>The pipeline for service improvement has focused on improving the customer experience through our online services and the development of Smart Digital Forms. One hundred forms have been reviewed and process improvements have been undertaken for many of these services. Examples of where notable service improvements have been made are Parking Permits, Childcare Applications, Busking Permits, Business Registrations and Report an Issue.</p>

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

Actions	Progress
Plan for the delivery of high quality services, facilities and infrastructure that meet the needs of the community within a financially sustainable framework.	The City undertakes reviews of business cases and financial modelling is prioritised to ensure an appropriate consideration of needs, options, resourcing, financial implications and long term sustainability prior to project, program and initiative implementation. Reviews have included significant tenders for services, new program initiatives, capital works and technology related project proposals.
Continue to advocate for legislative reform that will remove the current rate capping constraint and improve the equitable contribution from all ratepayers.	<p>The City actively participated in the IPART review of Local Government Rating System and industry changes. In 2018/19 the Minister released the findings and outcomes from this review 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.</p> <p>The City proactively defends the application of its revenue policy. All opportunities to optimise revenue and equitably apply rates across our community are being continually explored.</p>
Manage the investment property portfolio to optimise commercial returns and contribute to a diversified income base.	A new property services model commenced in 2018/19 with Ventia, Colliers and Energetics delivering facility management, real estate management and utility management services respectively.

Actions	Progress
Ensure users are charged appropriately for service provision, use of public assets, and to recover a reasonable rate of return on commercial activities.	A pilot program to review the costing of social programs and services was undertaken. This review helped to inform pricing of appropriate fees and charges. This pilot program was extended to a review of other services. The program has been impacted by Covid-19 disruptions, however a timeline for the targeted major services in the first phase of the project has now been completed, with the program re-commencing in 2021.
Ensure best practice procurement and contract management that is focussed on value for money outcomes and managed risk.	The City's procurement approach ensures that specifications clearly define the outcomes required and facilitates positive and competitive market responses to achieve best value and quality outcomes. This has been enhanced by the roll-out of category management. A robust contract management and governance framework of best practices and principles is in place and is supported by monitoring and development of contract management capabilities, a contract review program, and ensuring compliance, and delivery of contracted value, outcomes and service objectives. Risks are assessed for each procurement with suitable mitigation strategies incorporated into the process. Ongoing compliance and risk checking throughout contract operation ensures best practice.

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

Actions	Progress
Participate in reviews and forums to enhance local government governance and continuous improvement.	<p>City staff contribute to a number of forums. These include the governance group (which was formerly with the Southern Sydney Region of Councils (SSROC) governance group), the Independent Commission Against Corruption, the Information and Privacy Commission, National Conferences and working with the Office of Local Government and the NSW Ombudsman.</p> <p>In 2018 the City contributed to the review of the Privacy Code of Practice for Local Government. In 2020 the City also contributed to discussions within the SSROC Governance Forum on proposed changes to pecuniary interest disclosure returns.</p>

Actions	Progress
Advocate for policy reform and integration across all levels of government.	The City continues to make submissions to the State and Federal Governments on matters impacting the city, our workers, visitors and residents. These have included submissions on Sydney Metro West, the NSW Parliamentary Inquiry into the Sydney Stadiums Strategy, the Martin Place Metro Station Planning Proposal, the follow-up Review of the Management of NSW Public Housing Management Contracts, IPART's review of local government election costs, Inquiry into Cultural and Creative Industries and on the Discussion Papers on Planning for the Future of Retail and IPART's Domestic Waste Management Charges.

Objective 10.5 The community is engaged and active in shaping the future of the city

Actions	Progress
Implement a community engagement framework to provide opportunities for all members of our community to participate in decisions that shape their city.	<p>The City engages with the community on key projects, proposed strategies and key issues through a variety of methods in line with our Community Engagement Strategy. In response to Covid-19, physical distancing requirements, our engagement methods were adjusted to include more online workshops, briefings and webinars and pop-up sessions held in outdoor settings. Public domain initiatives in response to Covid-19 also featured prominently in engagement activities including pedestrianisation of George Street and pop-up cycleways.</p> <p>The International Association of Public Participation awarded the City of Sydney the Australasian Engagement Project of the Year for our work with the community in planning for 2050.</p>
Provide clear, accurate and accessible information about our operations, policies, projects and programs to the community.	Through media releases, web updates, e-newsletters, Sydney City News and social channels, the community has been provided updates on the progress on projects, services, new strategies, key developments and events. In 2020 the City redeveloped its public website providing improved information, search functions and navigability. The City's data hub provides public access to a wide range of City information and data. The hub currently has 169 open data sets and 54 interactive apps.

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

Actions	Progress
<p>Further develop local and regional partnerships (Southern Sydney Region of Councils SSROC) through consultation, advocacy and knowledge exchange and facilitate improved decision making and outcomes for the community.</p>	<p>The City continues to develop and strengthen local and regional partnerships through the delivery of a range of events and partnerships such as CityTalks Sydney, Shaping Sydney to 2050 – our city, our future the CitySwitch Café Series in collaboration with the Better Buildings Partnership, the Small Business Digital Seminar Series, the Sustainable Destination Partnership, the Small Business Digital Seminar Series, Social Housing Meetings in Redfern, Waterloo and Glebe/Camperdown, Surry Hills and Woolloomooloo and the Welcome to International Students.</p> <p>During the Covid-19 disruption in 2020, the Resilient Sydney Office hosted regular Resilience Ambassadors meetings to connect all the councils of Sydney. Councils have shared good practice community recovery and economic investment programs.</p> <p>The City has participated in various forums and events with other councils within Southern Sydney Region of Councils on matters such as waste, energy, street lighting and procurement.</p>
<p>Partner with state and national organisations (Council of Capital City Lord Mayors CCCLM) to facilitate the achievement of shared objectives.</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 schooling and transport. Meetings continue with relevant stakeholders in local and state government about the implementation of the Resilience Plan for Sydney which was launched in July 2018. The City also continues to participate in the Council of Capital City Lord Mayors, attending meetings with capital city counterparts on the night time economy, city safety, economic development, climate action, culture and the arts, homelessness, affordable housing, community infrastructure and advocacy to the Federal Government.</p>

Actions	Progress
<p>Develop international partnerships (such as C40) and other key partnerships to facilitate knowledge exchange, ensuring the City benefits from the best and most current knowledge and processes to improve outcomes for the community.</p>	<p>The Resilient Sydney Strategy was released on 24 July 2018 and is the outcome of more than two years' engagement across 1,000 people and organisations using the 100 Resilient Cities approach and tools. All councils across metropolitan Sydney have participated and are now involved in delivering actions in the strategy. Businesses, other levels of government, civil society and residents of Sydney have also committed to flagship actions. An example of some of the initiatives implemented by the group include development of the Get Prepared app in partnership with the Australian Red Cross.</p> <p>In 2017/18 the City participated in the C40 Clean Energy, Low Carbon Districts, Cool Cities and Private Buildings Efficiency networks international meetings. The City also contributed to an international evaluation panel for Carbon Neutral Cities Alliance Innovation Grants. The City was recognised with top honours in the global sustainability report CDP Cities, scoring highest in the Asia Pacific region for climate disclosure, collection of environmental data and exemplary reporting.</p> <p>During 2018/19 City staff also continued to participate in a number of C40 networks and programs to further the City's work in waste management, renewable energy, energy efficiency and climate adaptation.</p> <p>In 2019 and 2020 the City partnered with C40 to run the Women4Climate mentoring program, pairing 20 female emerging climate change leaders from across greater Sydney with 20 established female leaders committed to climate action. The City was selected to host the 2020 C40 Women4Climate Conference bringing together hundreds of influential women leaders from government, business industry and the community sector to tackle climate change issues but this was cancelled due to Covid-19.</p>

Performance Measures

Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Accountability and transparency								
GIPAA Formal Access Applications received	No.	-	111	93	61	55	40	
GIPAA Informal Access Applications received	No.	-	4,585	4,836	4,400	3,946	3,751	
Public Interest disclosures received	No	-	0	1	2	2	4	
Complaints processes								
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	0	0	0	0	0	
Complaints regarding fraud or corruption by City staff upheld	No.	-	1	5	0	4	2	
Workforce								
Approved full time equivalent (FTE) establishment positions	No	-	1,922.93	1,940.07	1,963.43	1,977.33	1,929.25	
Vacancy rate	%	-	7.55	9.22	7.28	9.11	9.87	

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Performance Measure	Unit	Target / Trend	2016/17	2017/18	2018/19	2019/20	2020/21	Comment
Lost time injuries	No	-	23	30	47	54	46	
Customer service								
Customer contacts via Online Business Services (OBS)	No.	-	Not reported	94,684	183,514	224,942	239,998	
Customer contacts via Online Business Services (OBS)	%	-	Not reported	25.25	41.60	45.75	48.00	
Customer contacts by other channels (calls, counter)	No.	-	Not reported	277,060	252,950	265,663	258,455	
Customer contacts by other channels (calls, counter)	%	-	Not reported	74.50	58.40	54.25	51.25	
Calls answered within 30 seconds	%	70	70.44	68.43	69.66	67.25	68.50	
Calls completed at first contact	%	80	82.00	81.25	83.46	87.50	93.00	
Customer requests received	No.	-	158,485	166,443	182,069	220,247	235,727	
Customer requests actioned within agreed service standards	%	95	97.86	93.75	88.75	87.57	88.75	

