

Attachment C

Fourth Quarter Operational Reports 2021/22

City of Sydney – Operational Plan Report – Quarter 4 2021/22

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Glossary

1 A globally competitive and innovative city

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

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

Major Programs	Progress To Date	Status
City Planning		
Conduct strategic studies and reviews to inform planning control amendments that protect and grow jobs in line with the Local Strategic Planning Statement.	The Central Sydney Planning Framework was finalised in November 2021 and implements planning controls for employment growth. Planning controls to protect and grow jobs have been exhibited for Botany Road Corridor, Oxford Street and North Alexandria and the Enterprise Area, with final controls reported to mid-2022 for making. The City is now reviewing the planning controls for Pyrmont inline with the NSW Pyrmont Place Strategy.	On Track
City Development		
Provide strategic input into State Government and major public or private development projects to ensure that public domain outcomes support public life, activation, and are integrated with surrounding areas.	The City has ongoing involvement, input and advocacy on public domain outcomes into state government led projects including Circular Quay, Central Station, Waterloo Estate, Metro station precincts, North Eveleigh precinct, Redfern Station upgrade, and Barangaroo Central including Hickson Road (the Hungry Mile). Major private development projects include AMP Circular Quay precinct, and Alfred and George Street Circular Quay. Public domain planning for Green Square and Ashmore Estate provide a co-ordinated and aligned public domain response for private developments across these precincts.	On Track
Service Delivery		
Deliver City Services to meet the needs of a Global City.	The City continues to adjust services in response to the impact of Covid-19 on both staff, operations, safety and business continuity. The strategic outlook will be reassessed once there is an understanding of what the full impact of COVID has been and when there is a greater sense of what "Covid" normal" looks like.	On Track

1.2 The city economy is competitive, prosperous and inclusive.

Major Programs	Progress To Date	Status
Economy		
Continue to implement the OPEN Sydney Strategy to develop a vibrant, safe and sustainable night time economy that offers a diverse range of leisure and entertainment options for all ages and interests, with inviting and safe public spaces, easily accessible information and connected transport.	To support economic recovery and the hospitality sector, Council approved fee waivers to June 2023 and changes to the City's Outdoor Dining Guideline, streamlining the approval process and assisting over 440 businesses to access more than 4,000 square metres of space for outdoor dining on footways and in reallocated road space. The City supported 26 grants to business to the value of \$485,120 for Night Time Diversification and Live Performance Grant programs to increase the diversity of nightlife and continue to work with existing grant recipients to ensure the success of their projects. Many recommendations made by the City were included in the Liquor Amendment (24-hour Economy) Bill 2020 and will strengthen the City's Open and Creative planning reforms, which are being finalised post public exhibition. These reforms will enable later trading shops and businesses, more small-scale cultural activities and better sound management for nightlife and live music venues, which will be important to the post-pandemic recovery. The City is a member of the 24-Hour Economy Advisory Group and is working closely with NSW Government to support delivery of the 24-Hour Economy Strategy.	On Track

<p>Implement priority projects and programs from the Retail Action Plan that create great experiences, build capacity and resilience, remove barriers, and engage with the sector.</p>	<p>We continue to work closely with the retail sector and have supported a number of key retail and visitor revitalisation activations over the first half of 2022, through grants and value-in-kind support. The level of activation will continue to grow throughout 2022 & 2023 with grants continuing to be available as well as the opportunities to leverage City produced and supported major events and festivals. Regular retail briefings occur throughout the year bringing the sector together to collaborate and initiate new ways of driving footfall and reactivation of the city centre.</p>	<p>On Track</p>
<p>Implement priority projects and programs arising from the Tech Start Up Action Plan to support the growth of the tech start-up ecosystem.</p>	<p>The City successfully delivered the 2022 Visiting Entrepreneur Program (VEP) from 22 June to 1 July 2022. Under the theme of "Future TBD", the program brought 11 global entrepreneurs together with the local innovation ecosystem and delivered 17 events. These events explored "what the future might look like for cities, technology and innovation". The program covered key topics from innovation for decarbonisation to future possibilities with metaverse.</p> <p>The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to start-ups and scale-ups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space. The space is planned to open in late 2022 or early 2023, bringing 3,800 sqm of affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term.</p> <p>The City is also exploring the opportunity to launch the second iteration of the Sydney Landing Pad Program, in discussion with industry partners. In the last three years, this City-funded program has attracted 185 applications from 40 cities worldwide with an average valuation of \$25M. To date, the program has created 13 jobs.</p>	<p>On Track</p>
<p>Implement priority projects and programs from the Eora Journey Economic Development Plan that focus on support for Aboriginal and Torres Strait Islander business owners, employees and education success.</p>	<p>The city continues to engage with community and in the last quarter Workventures received funding for a 'Resilience through Digital Inclusion' project to work directly with local communities to refurbish and repurpose devices to provide access to affordable internet, digital technology and equipment. The project aims to enhance social connectedness and employment opportunity access for 38 individuals in our local area.</p>	<p>On Track</p>
<p>Strategic research, analysis and knowledge sharing</p>		
<p>Collect data, undertake strategic analysis, and provide demographic and economic development information to industry, academia, government and business.</p>	<p>The Estimated Resident Population for June 2021 has been updated. Surveys, case studies & reports sections of the City's website have been updated with latest data for external users. Analysis, data and insights were provided to the Greater Sydney Commission, the NSW Department of Planning and Environment, SGS and other organisations in past six months.</p>	<p>On Track</p>

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

Major Programs	Progress To Date	Status
Knowledge and skills		
<p>Implement appropriate projects and programs to support the recovery of the International Education sector impacted by Covid-19.</p>	<p>With Australia's borders re-opening, international students have been returning to Sydney and NSW. The latest figures (from 4 July) show there are 155,767 international students enrolled to study in NSW, of these 113,151 are currently in NSW and 43,616 (27%) remain overseas. While 49% of Chinese students remain overseas, the proportion of student visa holders outside Australia for all countries except China was 17%. Further figures are yet to be released.</p> <p>Five activities took place in the last quarter:</p> <ul style="list-style-type: none"> •2 Career Essentials workshops and 1 International student Employment Panel took place with the City's International Student Leadership and Ambassador program (ISLA) ambassadors as guest speakers sharing career planning and job application and interview tips. In total 99 international students attended the career workshops and employment panel. •2 social events - Autumn City Tour and Amazing Race networking event were held to welcome international students back to the city. These events provided the opportunity for international students to make new friends and get to know about the City's history, icons, and international student support services. A total of 130 international students attended the two events. •The City's ISLA ambassadors participated in the Australian Government Department of Education, Skills and Employment consultation on improving the accessibility of information on admission to higher education courses in Australia. 	On Track
Affordable spaces - economic		
<p>Manage the use of City owned properties as affordable space within the context of the City's economic action plans.</p>	<p>The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to startups and scale-ups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space as affordable workspace for the startups who will take up residence there. The space is planned to open in late 2022 or early 2023, bringing 3,800 sqm of affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term.</p>	On Track

1.4 The city economy is resilient.

Major Programs	Progress To Date	Status
Economic Resilience		
Contribute to metropolitan and state-wide strategic economic planning.	<p>The City is working with multiple stakeholders to develop its new transitional economic strategy to support economic recovery and long-term economic growth. A discussion paper is being drafted to seek further feedback from key stakeholders and the community to address economic uncertainties and emerging challenges to our local economy. The City has recently established a Business, Economic Development and Covid Recovery Advisory Panel. Key representatives from the local business sector, research and academic institutes, industry peak bodies, and state agencies have joined the panel. This advisory panel will provide advice on the development of the City's new economic strategy and support for city businesses to ensure a sustainable recovery from the pandemic, including advice about innovation, business diversity and resilience strategies, and opportunities to develop a vibrant 24-hour economy and nightlife.</p> <p>The City has been briefing stakeholders on our planned Reopening and Reactivation of Sydney, highlighting business support grants that are open to business to encourage the reactivation across our LGA. Stakeholders briefed have included Business Sydney, Property Council, American Express, Australian Retailers Association, and Business Council of Australia. We have worked in collaboration with Office of 24 Hour Commissioner, the NSW Department of Planning and Environment (DPE), Treasury and other government agencies to ensure a coordinated effort. The City continues to contribute to the development of the Tech Central Innovation Precinct through the Camperdown-Ultimo Collaboration Alliance and work with the Greater Cities Commission.</p> <p>The City is also participating in the 3-year Western Harbour Precinct - Business Improvement District trial project which is underway.</p> <p>The City worked collaboratively with Investment NSW to organise the NSW-Guangdong Joint Economic Meeting which was held on 1-2 December 2021. This event marked the 35th anniversary of the Sydney-Guangzhou Sister City relationship and aimed to unlock bilateral trade and investment outcomes and facilitate knowledge exchange for priority sectors in Australia and China.</p>	On Track

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

Major Programs	Progress To Date	Status
Major events		
Deliver appropriate major events that support the social and economic recovery of the city.	<p>A program of roving entertainment to reactivate the CBD began in October, expanding into villages in December. Christmas trees and decorations activated the CBD and villages, accompanied by a program of roving costume performers and choirs.</p> <p>The Sydney Summer Streets program ran from January to March. Six village high streets were closed to vehicles, providing space for communities to re-engage with local businesses. A total of 148 businesses activated as part of the program, attracting more than 17,000 participants and employing 170 musicians and performers.</p> <p>Sydney New Year's Eve 2021 introduced ticketing for all vantage points to manage pandemic requirements. Final numbers were significantly reduced due to the increase in Covid-19 infections in the lead up to the event.</p> <p>Sydney Lunar Festival attracted over 500,000 people in January and February, with a focus on the Haymarket precinct and George Street promenade.</p> <p>Art & About exhibited major installations including architectural installation INTERSECTIONS by Ian Strange in Surry Hills, large scale mural As One Door Closes, Another Opens by Will Cooke in Darlinghurst, I AM RESPONSIBLE by Kristian Molloy in various village areas of the City, Here Lies Your Story by Fenella Kernebone in Potts Point and TIDAL by Mike Daly in Darlinghurst.</p>	On Track

Visitor Experience

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

We continue to work closely with the Tourism sector and Destination NSW to promote Sydney as a great place to work, visit and do business. We continue to support and produce major festivals and events to drive visitation. The City continues their support for Vivid Sydney through cash grants and VIK helping drive over 2M visitors across the event.

The City's visitor services is re-commencing operation in the later half of 2022. Recruitment and training of volunteer Destination Ambassadors has commenced to be ready for the international Cruise season from Sept/Oct 2022. Our internal Visitor Economy working group continues to meet to discuss visitor services, signage and wayfinding opportunities, maps and information for visitors and consider support for business conferences at International Convention Centre (ICC) over the coming 12 months.

On Track

Business and Investment Attraction

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

The City continues to work closely with Business Events Sydney (BESydney) to support the attraction of domestic and international business events for Sydney for the period 2022 to 2026. While the long-term effect of the pandemic is still having an impact on bookings, BESydney has successfully secured 11 business events for Sydney in the last 12 months, totalling 22,900 delegates and delivering over \$54.7m estimated direct expenditure to our local economy. With sponsorship support from City of Sydney and NSW Government, Vivid Sydney returned in May 2022, after a hiatus of two years due to the pandemic. Attendance for the 23-night festival is estimated at a record 2.58 million, including visits to the 8km Vivid Light Walk as well as concerts and talks held as part of Vivid Music and Ideas. Also supported by the City, Australian Fashion Week 2022 saw 23,600 attendees from Sydney and beyond. The event featured 84 Australian fashion designers, including 19% First Nation designers. The event was also livestreamed with audiences tuning in virtually from 71 countries from around the world, helping increase the profile of Sydney as a tourism and events destination.

On Track

Safety

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

The City continues to coordinate the activities of the Local Emergency Management Committee, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues.

On Track

Cleansing and waste

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

The City's street cleansing operations continue provide a regular cleaning service of the City's public domain across our local area. As a result of the Covid-19 pandemic there have been some service disruptions. The total recycling component from recycling events and contractor streaming consisted of 162.2 tonnes of mattresses, 170.16 tonnes of whitegoods/metals, and 8.98 tonnes of E-waste.

On Track

Monitoring and compliance

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

Most inspection programs are being maintained, however where a backlog exists, inspections are being prioritised based on risk. The public swimming pool inspection program and boarding house/backpacker inspection program, suspended due to Covid-19 Public Health Orders, will recommence in full from Q1 2022/23.

On Track

Operate proactive patrols to monitor legislative compliance and respond to customer complaints including but not limited to development consents, companion animals, noise, litter and unlawful trading.

In Q4 rangers conducted a further 10,385 hours in patrols to monitor legislative compliance and respond to customer complaints including DA's, companion animals, noise, litter and unlawful trading.

On Track

For the 2021/22 financial year a total 47,171 hours of patrols were conducted.

1.S.1 Performance Measures

City Development

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Commercial development approved	m2	275,036	196,792	-	86,850	79,605	70,973	19,659	257,087	Nearly 20,000m ² of commercial floor space was approved in fourth quarter 2021/22	Indicator Only
Commercial development completed	m2	141,594	95,829	-	85	34,899	8,324	108,659	151,967	Nearly 110,000m ² of commercial floor space was completed in fourth quarter 2021/22. This includes completion of the reconstructed AMP Centre (102,133m ²)	Indicator Only

Business Events Sydney

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Bids for business events submitted	No.	25	6	-	-	9	-	9	18	BESydney has submitted bids for nine business events for Sydney in the last six months.	Indicator Only
Events secured	No.	19	6	-	-	7	-	4	11		Indicator Only
Delegate numbers of events secured	No.	11,126	6,300	-	-	20,350	-	2,550	22,900	The 4 events secured will bring 2550 delegates to Sydney with an estimated \$9.8million in economic impact.	Indicator Only
Economic impact of events secured	\$M	41.4	25	-	-	44	-	9.8	53.8		Indicator Only
Delegate days of events secured	No.	43,696	25,950	-	-	61,950	-	10,250	72,200	The four events will deliver 10,250 delegate days in Sydney, bringing the cumulative total to 72,200 delegate days.	Indicator Only

Support for the Economy and Business

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Grants approved by the City of Sydney including all commercial creative and business events and relevant knowledge exchange grants	\$ '000	739.76	425.3	-	118.21	166.78	300	0	584.99	This year a total of 11 significant economic grants were approved by Council for a year to date total of \$584,990 in cash and value-in-kind. These projects were awarded through the City's Knowledge Exchange and Commercial Creative and Business Events Sponsorships and includes support for Business Events Sydney to incentivise domestic and global business events in Sydney between 2022 - 2026.	Indicator Only
Grants approved by the City of Sydney for major events	\$ '000	5,662.4	5,664.43	-	209.52	312.28	3,488.41	1,696.15	5,706.36	This year the City supported 12 major events to the value of \$5,706,360 in cash and value-in-kind. This includes support for VIVID's XCELERATE live music program and the Sydney Film Festival.	Indicator Only

Diverse and inclusive economy

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
City of Sydney suppliers who identify themselves as Aboriginal and Torres Strait Islander	No.	178	190	-	-	200	-	203	203		Indicator Only

International Students

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
International students studying in the City of Sydney LGA	No.	140,000	129,939	-	-	-	-	156,767	156,767	This is the latest figure from the Department of Skills, Education and Employment for international students enrolled to study in NSW. Of these 113,151 are currently in NSW and 43,616 (approximately 27%) remain overseas.	Indicator Only

2 A leading environmental performer

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

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

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

2.1 Greenhouse gas emissions are reduced across the city.		
Major Programs	Progress To Date	Status
Energy efficiency and renewables		
Leverage fleet analytics to drive a reduction in greenhouse gas emissions and set targets.	The City is continuing to improve data quality and update procedures to drive efficiencies across fleet operations and reduce emissions. Work is nearing completion on an upgrade of the fleet asset system. A strategy is being developed to focus on the increased uptake of more energy efficient vehicles. Emissions across the fleet continue to fall.	On Track
Continue to identify and implement initiatives to facilitate the 50% renewable by 2030 target for the city.	The City continues to support the uptake of renewable energy through the Renewable Energy Help Centre, environmental grants program, and related initiatives. The NSW electricity grid is on track to be more than 60% renewable by 2030 in large part due to the NSW Government Electricity Infrastructure Roadmap. The NSW grid was 25.6% renewable in the year to June 2022 (source: OpenNEM). In May 2022 the City launched a new public campaign encouraging residents and small businesses to choose a GreenPower electricity plan.	On Track
Actively manage the replacement of conventional lights with LED lights for all public domain light types (street lights, parks etc.) in the city.	Stage one of the change-over of Ausgrid-owned residential street lighting to energy-efficient LEDs is complete. Over 3,000 light fittings have been upgraded to LED. A reduction in the City's electrical consumption of approximately 750 MWh a year has been achieved, representing 2.5% of the City's grid electricity use. Stage two of the change-over of Ausgrid-owned street lighting to energy-efficient LED lights on main roads has commenced and is expected to be completed in FY23. Over 4600 light fittings will be upgraded to LED, and to date, 2066 lights have been upgraded. The City has worked closely with Ausgrid to review the inventory of lights, subject to upgrade, to mitigate the impacts of obtrusive lighting. This stage of the program will realise a significant reduction in the City's electrical consumption and greenhouse gas emissions of about 3000 MWh/year and 2,600 tCO2/year respectively.	On Track
Sustainable Planning		
Develop a pathway for the City's current planning controls to be strengthened over time to deliver net zero energy building standards.	The Net Zero Energy planning proposal was exhibited between 18 November and 17 December 2021. The City is reviewing submissions and the controls will be reported back to council and the Central Sydney Planning Committee in August 2022.	On Track
Advocacy		
Advocate for higher BASIX targets for residential buildings.	The evidence base to identify higher BASIX targets for high rise development and improvements to the BASIX tool forms part of the City's Net Zero Energy buildings project. The City lodged a submission to the NSW Government's improvements to the BASIX tool.	On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Managing waste and resources				
Continue investigating opportunities to divert residential food waste from landfill.	2022	100	<p>The City concluded the residential food scraps recycling trial as a project at the end of October 2021. The City is continuing to provide the food scraps recycling service to current participating properties.</p> <p>Following on from the recent state government mandate for councils to provide a food waste collection service to residents by 2030, the City is now working on how to make the service available to all residential properties.</p> <p>Key results of the food scraps recycling service to 30 June were:</p> <ul style="list-style-type: none"> - A total of 1,104 tonnes of food scraps have now been collected and recycled. - 19,000 households have access to the food scraps recycling service across 248 apartment buildings and almost 1,000 houses. 	Complete
Major Programs				
			Progress To Date	Status
Sustainable Planning				
Review and update standard waste conditions to comply with new guidelines for waste management in new developments.	The waste conditions were implemented through the review of standard conditions of consent in June 2021. This action has been completed.			On Track
Monitoring and reporting waste				
Improve monitoring, reporting and verification of waste data in City buildings, City construction sites and residential services.	The City is developing a single point of reference to view all waste data collection and reporting activities within the City of Sydney Council.			On Track
Managing waste and resources				
Implement the Resource Recovery Engagement Action Plan to reduce waste, recycle more and work with the community to reduce illegal dumping.	<p>In 2021/22 the City delivered 190 waste avoidance events and activities directly to 3986 residents and visitors across 78 locations throughout the City and online to foster a community that avoids, reuses, and reduces waste. Events included clothing and toy swaps, sewing repair workshops, a primary school waste avoidance education program, online recycling masterclasses, the Redfern Scavenge, and various community pop-up stalls to promote the introduction of the New South Wales state single-use plastic ban and to encourage uptake of safe reusable alternatives. Through the 'Ask A Waste Expert' online service, City staff responded to 774 questions from 455 residents on a range of recycling topics and items.</p> <p>Through the Recycling Helper Service, the City engaged building managers across 30 apartment buildings and 3821 residences via an opt-in trial of a recycling support service to encourage residents to recycle right at the source. 90 site visits, 60 bin audits, 10 information stalls and tailored waste education actions were delivered to residents living in apartments. An evaluation of the trial audit data in early 2022 showed that engaged building managers and signage installed at point of disposal were key to helping improve recycling outcomes in apartment buildings. As such, an expression of interest form for building managers to seek recycling support is now accessible on the City's waste pages and a pilot across ten buildings to further test if signage installed at point of disposal improves recycling outcomes is underway.</p> <p>In June 2022, the City introduced recycling services for 85 residences across ten social housing buildings in Redfern and will deliver tailored recycling education to support these residents to establish good recycling behaviours in a four-month social housing recycling pilot throughout July – September 2022.</p>			On Track

To maximise recycling opportunities for residents, the City recycled 30.8 tonnes of tricky items (including clothes, soft plastics and electronics) from 8,918 pickups collected directly from residents' home through the Doorstep Recycling Service. 19.95 tonnes were recycled from 642 drop-offs through the City's Household Chemical Cleanout event in February 2022.

The City's quarterly Recycle It Saturday events attracted 2,176 people that dropped off 53 tonnes of materials for recycling. The most popular items dropped off were electronics, textiles, paint and cardboard. This year the City delivered three events, two of which were in partnership with Waverley and Woollahra Council for the first time to make the event accessible to a wider community and increase operational efficiencies across the three Councils. The City's Clean Streets programs works with the community to solve chronic waste storage issues including bins left on the street and illegal dumping issues. This year, 65 locations were inspected for bins left out, and 1,774 residents, strata and building managers educated on how to correctly store their bins. As a result, 264 bins are now either stored inside properties, or have been removed as abandoned.

Management and compliance

Conduct targeted patrols in the public domain to address illegal dumping, discarded cigarette butts, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act.	In Q4 rangers conducted 1,309 hours of patrols and issued 85 notices. For the 2021/22 financial year 4,103 hours were conducted with 153 notices issued.	On Track
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Advocacy

Advocate for state allocation of appropriate land resources to waste treatment, improved waste data, expanded product stewardship, maintaining landfill levy.	Following the release of the NSW Government Waste and Sustainable Materials Strategy 2041 the state government has facilitated engagement with local governments on joint procurement options and the NSW Resource Recovery Framework Review. The City of Sydney has continued to advocate for a dedicated resource recovery and recycling authority be established by the NSW Government. In March 2022 the City responded to the federal government's Stewardship for Consumer and Other Electrical and Electronic Products Discussion Paper.	On Track
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2.3 Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Recycled water				
Facilitate delivery of large-scale recycled water projects in new and established areas of the city.	2022	83	The Green Square Town Centre water recycling scheme is in operation and use of recycled water will increase as newer developments come online. Additional developments adjacent to the Green Square Town Centre have been identified and will be brought online as reticulation is completed. Recycled water pipes are installed for future use along the light rail route in George Street and Wynyard Walk. The Drying Green Park wetland is nearing completion and will treat storm water and use Green Square recycled water for backup purposes. Erskineville Water Reuse system is under investigation.	On Track

Major Programs	Progress To Date	Status
Sustainable Planning		
Investigate opportunities for development to use water efficiently and improve the health of waterways through changes to the planning controls in line with the Local Strategic Planning Statement.	A NABERS Water control for non-residential buildings will be developed as part of the update to the Local Environment Plan and Development Control Plan. A review of storm water reuse and Water Sensitive Urban Design planning controls has started.	On Track

Advocacy

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

Advocacy has continued to NSW Government for environmental outcomes aligned to City targets in the following renewal projects: Waterloo Estate and Central Station.

On Track

Stormwater quality / waterway health

Implement and renew vegetated and other stormwater systems to clean stormwater discharged to waterways.

Gross pollutant traps will continue to be added to the City's stormwater drainage network to assist in achieving stormwater quality improvement targets for receiving waterways. The City also has a maintenance program for gross pollutant traps and renewal program for raingardens to ensure performance is optimised.

On Track

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

Major Programs

Progress To Date

Status

Commercial office engagement

Implement priority projects, programs and advocacy arising from the City's Sydney's Sustainable Office Plan.

Sydney's Sustainable Office Plan seeks to drive decarbonisation and sustainability through national corporate portfolios and our focus is working in partnership with business, government and industry through the Better Buildings Partnership (BBP) and CitySwitch Green Office program. The Better Buildings Partnership launched a new three year strategy with a focus on circular economy, resilience and climate positive projects. The 2020/21 annual report was delivered showing 63% emissions reduction and 33% potable water reduction since 2005/06. CitySwitch Sydney was delivered to local office based businesses, with two face to face events and regular webinars. Four new signatories joined the program. The CitySwitch National Program has undergone a strategic evolution to increase its impact and address the urgent need for office based business to decarbonise; a flexible pathway model has been developed for business to use as a framework to achieve net zero emissions. A national awards event was held in April; businesses collectively reduced carbon emissions by 762,341 tonnes through energy efficiency and offsetting measures equating to cost savings of \$62.6 million.

On Track

Business engagement (non-office based)

Implement priority projects, programs and advocacy arising from the City's Making Sydney a Sustainable Destination Plan.

Actions to deliver Making Sydney a Sustainable Destination plan include: the Sustainable Destination Partnership, environmental performance grants and the Global Destination Sustainability Index. The Sustainable Destination Partnership delivered its 2020/21 annual report with 28% reduction in carbon emissions and 33% potable water savings since 2017/18. Though significantly impacted by the pandemic, the sector continued to achieve resource savings and also developed sustainability policies and other indicators of growing organisational and sector sustainability capability. A new three year partnership agreement and strategy has been delivered reflecting the success of the partnership and commitment to ongoing ambitious action to create a sustainable Sydney. A total of 13 environmental performance grants were acquitted with organisations implementing sustainability upgrades resulting in 6,676 tonnes of carbon savings. The City participated in the Global Destination Sustainability Index delivering a rank of 15.

On Track

Residential Engagement

Implement priority projects, programs and advocacy arising from the City's Residential Apartment Sustainability Plan.

The Smart Green Apartments program has reduced emissions by 31,776 tonnes of carbon dioxide equivalent, saving Owners Corporations \$4.6 million. The Strata Sustainability Reference Group was held quarterly to drive sustainability and resilience outcomes for high density communities. The City has supported 147 apartment buildings to get a NABERS rating to date, with eight procuring GreenPower. A total of 22 Smart Green Apartments buildings and 31 grants buildings are participating in the City's food scraps recycling trial. Our monthly e-news was sent to 3,298 subscribers. The City continued to advocate for improved minimum environmental standards and resilience for apartment buildings. The City has supported the NSW Government's development of the new NABERS Renewable Energy Indicator for apartment buildings which will be launching in 2022.

On Track

Provision of grants and other cross sector support

Continue to support the community's adoption of renewable energy in line with the City's 50% renewable electricity by 2030 target.

Rooftop solar continues to increase with an additional 1,100 kW installed in the last quarter. This takes the total rooftop solar installed in LGA to 20.9MW on 2,041 rooftops. The City's Get GreenPower campaign was promoted across sustainability networks and through City Business channels along with the free federal service Business Energy Advisory Program.

On Track

Tailored support on renewables was delivered through the CitySwitch webinar: Pathways to Renewables for small energy users and distribution of the online GreenPower guide through City Business channels. Innovation Grants focused on renewables have enabled greater community support for onsite and offsite options. Sydney Solar Villages has held three solar information nights as part of its Knowledge Exchange Grant, working with the City to promote tailored planning information for residents looking to install solar in heritage areas. Ultimo Solar Roadmap grants was acquitted and successful in identifying a range of viable community solar projects in Ultimo and a feasibility study on solar on industrial roofs generated information on the opportunities and barriers for the southern part of our local area.

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Capital Projects				
Install solar PV and energy storage infrastructure on suitable City properties and sites to maximise uptake of renewable energy.	2027	80	The level of solar PV panels on City rooftops has reached about 2,300 kW, generating over 3,000 MWh of clean energy a year. This figure is inclusive of the recently completed Perry Park Stage 2. The next major Solar PV installation will be at the City's Huntley Street building. Huntly Street has potential for 200-250 kW of rooftop PV. The building's electrical infrastructure will be designed to be "battery ready".	On Track
Major Programs				
			Progress To Date	Status
Environmental Management Systems				
Improve monitoring, reporting and verification of waste, energy and water data and other sustainability metrics for the local government area and our own operations.	All targets are now being tracked through the Sustainability Management and Reporting Tool (SMART) system (City operations) or the CCAP system (local government area). Sustainability data is reported annually through the Green Report.			On Track
Continuously improve the systems, processes and organisational capability for managing utilities and other sustainability metrics within City-owned assets.	Environmental reporting system has identified significant sustainability-related opportunities. Corrective actions on these opportunities has resulted in improved energy and water performance over the previous quarter.			On Track
Capital Projects				
Assess environmentally sustainable opportunities for incorporation into designs and technical specifications (including water sensitive urban design, stormwater management, public lighting, roads and pavement).	The City's Technical Specifications incorporate sustainable infrastructure outcomes and consider climate change impacts. The City's Floodplain Management Program also considers the impacts of climate change in flood controls. The City continues to explore new opportunities and to participate in initiatives that improve outcomes and resilience with regards to climate change. Stage one of the accelerated upgrade of over 3000 Ausgrid owned street lights to energy efficient LED technology was completed in 2021. Ausgrid have now commenced the installation of main road LED street lights. The replacement of all main road LED lights is scheduled for completion in the 2022/23 financial year. The City is also participating in the SSROC sustainable pavements tender to include crushed recycled glass and other recycled products into road building.			On Track

Asset Management

Improve energy and water efficiency at the City's most resource intensive sites through identification, prioritisation and installation of efficiency measures and changes in management practices, including required metering and monitoring under the Major Properties Efficiency Project (MPEP).	Asset Net Zero framework has been developed to drive energy and water efficiency at the City's most resource-intensive sites. The framework has been presented at various management forums to seek feedback.	On Track
Review and update recycling streams and collection receptacles in City properties, and implement an education and behaviour change program to increase recycling and reduce contamination.	Progressing updating internal bin signage project in collaboration with Communications team. New signage to reflect changes from Single Use Plastic Ban.	On Track
Manage and analyse new energy efficient fuel options for the City's light and heavy vehicle fleets to encourage low emission driving behaviour and reduce CO2 emissions.	To assist with both fuel consumption reduction and emission reduction the City has now completed the installation of vehicle telematics and is in the process of the development of finalising customer reports and dashboard data to assist with the effective maintenance, utilisation and management of the fleet. The City's first fully electric commercial vehicle has been deployed as part of a strategy to expand electric vehicle numbers. This vehicle is being trialled and assessed to assist and inform future purchasing decisions. Further electric (or low emissions) alternatives to other plant and equipment are being progressed via procurement. EV Infrastructure remains the greatest challenge in the transition of the City's fleet to zero emission.	On Track

Procurement, grant assessment & contract management

Implement Social and Sustainable Procurement Guidelines, Supplier Code of Conduct, Returnable Schedule on selected procurement activities – major construction materials, consumables, major contract, event management and supplier due diligence.	Sustainability considerations are included in selected tender returnable schedules, and this will continue to be refined and developed .	On Track
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2.6 The extent and quality of urban canopy cover, landscaping and city greening is maximised.

Major Programs	Progress To Date	Status
City Farm		
Continue City Farm operations.	In 2021/22, 965 volunteer hours were contributed at the farm via 575 volunteer shifts. 192kgs of food was harvested and donated to OzHarvest and to the Reginald Murphy Community Centre for use in their programs, helping feed people in need. 33 education programs were held in 2021/22 attracting 718 attendees. 68% of programs were delivered as webinars, keeping the community engaged while in Covid-19 lockdown. Shade umbrella installation work at the farm cropping area is programmed for spring 2022.	On Track

Community Greening

Support and promote the development of community gardens, footpath gardening, and sites maintained and managed by community volunteer groups.	<p>The City currently supports 23 community gardens, including two footpath verge gardens and three active Landcare groups which engage over 850 community volunteers. The City encourages gardens to become self-managed groups to a high standard and assists groups through access to grants and donation of materials and plants, including sourcing native plants from a local Indigenous nursery. In 2021/22 the second stage of the Kings Cross Community Garden in Lawrence Hargrave Reserve in Elizabeth Bay was completed. A new garden group is continuing at Elger Street, Glebe and community garden groups are forming at the park on Lyons Road, Camperdown, and the Banga Community Shed, Zetland.</p> <p>The City conducted its first community planting event since the commencement of Covid-19 at Sydney Park in May 2022. Over 200 community members planted 2000 native tubestock. Two new volunteer bushcare groups are establishing at Sydney Park and the Nurses Memorial garden, Camperdown with a third group proposed for the Annandale/ Glebe area.</p>	On Track
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Urban Forest

Continue to deliver tree planting programs to maximise urban canopy and reduce the impacts of the urban heat island effect.	Projects to increase canopy cover have continued. 143 street trees and 84 park trees were planted in June, bringing the planting year total to 786 street trees and 254 park trees. Substantial work continues in delivering the iconic park tree planting project. Delivery of inroad planting projects continues. Work was completed in Bunn Street Ultimo, work is underway in Crystal Street Plaza, and construction due to commence in Chelsea Street Redfern.	On Track
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Urban Ecology

Continue to expand, improve and protect bush regeneration areas in the City's parks and open spaces.	Core bush restoration sites continue to be maintained to improve habitat value for flora and fauna. Improvement works include installation of 67m of habitat fencing along regeneration boundaries in Minogue Crescent Reserve, which will help limit weed encroachment and trampling by dogs. Extensive works have also been undertaken to limit the exotic weed Salvinia growth in the Sydney Park Wetlands. The main focus of works has been the suppression of exotic grasses and annual weeds in order to improve the quality of bush regeneration areas. Favourable conditions have meant natives planted previously are establishing well, and many native plants are naturally regenerating, seeding and spreading, all of which will aid in ongoing weed suppression and habitat creation. Native birds, lizards and insects are frequently reported to be using the restoration sites.	On Track
Monitor the diversity, number and distribution of priority fauna species reported on the local government area.	Formal fauna and flora surveys are due to commence in the summer of 2022/23 to assess any changes over the last 10 years in line with the Urban Ecology Strategic Action Plan. Results from the Spring Aussie Backyard Bird Count were returned from Birdlife Australia, with 70 species of bird observed within the local government area. There have been 400 reports of wildlife observations as part of Wildlife Watch, a citizen science program.	On Track

Greening Sydney Plan

Continue to deliver the public domain landscaping program.	Year to date 9,821m ² of new and refurbished greening completed. 1,448m ² completed for the month of June. Significant projects include Cooper St Redfern, Mentmore Ave and Morley Ave Rosebery, King St Sydney, Harris St Ultimo and Pyrmont Bridge Rd Pyrmont.	On Track
Deliver Living Colour floral displays throughout the city during spring and summer.	Spring hanging basket and greenwall displays began mid-September for an eight week period. The summer display was installed in January 2022 for an eight week period. On-going displays continue along the Light Rail Corridor on George and Alfred Streets. Greening was provided on Pitt and George Streets as well as Thomas Street for Alfresco Dining Program. Concept development has been finalised for 2022/23 Living Colour Displays.	On Track
Finalise the review of the Greening Sydney Plan, with the adoption of the Greening Sydney Strategy 2030 and commence implementation.	The Greening Sydney Strategy was adopted by Council on 26 July 2021. Work has commenced on operationalising the Strategy. The review of the Urban Forest Strategy, Tree Management Policy and Tree Donation Policy are underway and scheduled to go to Council in late 2022. The review of the Street Tree Master Plan has commenced, with initial community consultation occurring in July 2022.	On Track

Parks Water Savings Action Plan

Improve water efficiency at the City's parks through efficiency measures and changes in management practices.	Efficiency measures have been embedded in business as usual service delivery including consistent and timely investigation of changes in water use, the use of interval, real time water data to inform decision making, automatic wet weather shut off for irrigation systems and use of recycled water for truck filling. The parks water recycling contract has completed transition and is delivering improvements in the asset management approach and providing greater visibility and transparency over recycled water data.	On Track
Identify opportunities to connect parks to recycled or alternative water sources.	A review of opportunities to connect parks to recycled or alternative water sources has been completed. Investigation of a combined water re-use scheme to serve Erskineville Oval, Harry Noble Reserve and Solander Park is in development phase. Opportunities are also being identified through other capital works and renewal projects, including use of rainwater at Perry Park and connecting parks to the future CBD recycled water system.	On Track

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

Major Programs	Progress To Date	Status
Climate change		
Advocate for improvements to the national construction code.	The City has representatives on Australian Sustainability Building Environment Council (ASBEC) working groups meetings including the Compliance Working Group, Building Codes Task Group and the Nationwide House Energy Rating Scheme (NatHERS) National Stakeholders Consultative Group (NSCG). These groups, and the City, provide input to inform National Construction Code updates.	On Track
Extreme weather events		
Develop plans with emergency services, relevant agencies, and the community to build capacity to prepare for, respond, and recover from extreme weather events.	The City continues to coordinate the activities of the Local Emergency Management Committee, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues.	On Track
Urban heat island effect and flooding risk mitigation		
Continue research and trials in monitoring and reducing the urban heat island effect.	21 sensors to measure urban heat and air quality around the city centre have now been installed. Work progresses on implementing the Greening Sydney Strategy - a key heat mitigation measure.	On Track
Continue to implement the City's Floodplain Management Policy, and work collaboratively with asset owners and developers to fund and implement flood risk management plans, incorporating climate change scenarios.	The City adopted the interim floodplain management policy in May 2014. Since then, the policy is being implemented through the development approval process. This policy along with the Development Control Plan (DCP) and LEP are being reviewed to ensure compliance with the current amendment to the planning regulations. The City continues to work collaboratively with asset owners and developers with regards to ensuring that flood risks are appropriately managed.	On Track

2.S.1 Performance Measures

Greenhouse gas emissions

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total greenhouse gas emissions for City of Sydney operations	Tonnes CO2	36,459	12,666	-	-	-	-	0	-	Final data for the financial year 2021/22 is not available at the time of publication. This data will be available when the Green Report for 2021/22 is published.	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney operations from 2006 baseline of 52,972 tCO2e. Target 80% reduction by 2025	%	31	76	-	-	-	-	0	-	Final data for the financial year 2021/22 is not available at the time of publication. This data will be available when the Green Report for 2021/22 is published. Data for 2019/20 & 2020/21 financial years is now available and has been included.	Indicator Only
Total greenhouse gas emissions for the City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	4,275,807	4,015,450	-	-	-	-	0	-	Final data for financial year 2021/22 not available at time of publication. This data will be available when the Green Report for 2021/22 is published. Data for 2020/21 financial year is now available and has been included.	Indicator Only
Reduction in total greenhouse gas emissions for City of Sydney local government area from 2006 baseline of 5,815,521 tCO2e. Target 70% reduction by 2030 & net zero emissions by 2035	%	26.48	31	-	-	-	-	0	-	Final data for financial year 2021/22 not available at time of publication. This data will be available when the Green Report for 2021/22 is published. Data for 2020/21 financial year is now available and has been included.	Indicator Only
Percentage of electricity demand in NSW met by renewable sources. Target of 50% by 2030	%	16.1	20.5	-	-	-	-	25.6	25.6	Average in FY2022, from openNEM	Indicator Only

Water Usage and Stormwater

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Potable water use from City operations. Target reduction from 2006 baseline of 431,000 kL	kL	378,360	305,020	-	-	-	-	0	-	Final data for the financial year 2021/22 is not available at the time of publication. This data will be available when the Green Report for 2021/22 is published. Data for FY20/21 has been revised down slightly to reflect more up to date information.	Indicator Only
City of Sydney local government area residential potable water use per person per day. Target of 170 litres by 2030	Ltr	201.35	180.01	-	-	-	-	0	-	Final data for financial year 2021/22 not available at time of publication. This data will be available when the Green Report for 2021/22 is published. Data for 2019/20 & 2020/21 financial years is now available and has been Included.	Indicator Only

Reduction in City of Sydney local government area non-residential potable water use from 2019 baseline of 2.32 litres/sqm/day. Target 10% reduction by 2030	%	(6)	35	-	-	-	-	0	-	Final data for financial year 2021/22 not available at time of publication. This data will be available when the Green Report for 2021/22 is published. Data for the 2019/20 & 2020/21 financial years is now available and has been included.	Indicator Only
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Waste - Local Government Area

Key Performance Indicator	Unit	2019/20 Result	2020/21 Result	2021/22 Target	2021/22 Result					Comment	Status
					Q1	Q2	Q3	Q4	YTD		
Total residential waste collected	Tonnes	68,809.01	69,445.73	-	18,850.27	17,882.22	17,671.13	16,492.04	70,895.66	The total amount of residential waste collected is lower than the previous quarter but slightly higher than the same time last year.	Indicator Only
Total residential waste collected per capita	Kg/Capita	286.29	281.9	-	76.52	72.59	71.74	66.95	287.8	The total amount of residential waste per capita this year is slightly more than last year.	Indicator Only
Reduction in total residential waste collected per capita from 2015 baseline of 336.74 kg/capita. Target 15% reduction by 2030	%	-	-	-	9	14	15	20	14.5	There has been a 14.5% reduction in the total amount of residential waste collected per capita from the 2015 baseline.	Indicator Only
Percentage of source separated recycling of total residential waste. Target 35% by 2025	%	26.57	27.67	-	27.36	27.58	27.66	26.93	27.38	The percentage of material that is source separated for recycling by residents is slightly lower than last year.	Indicator Only
Percentage diversion from landfill of residential waste. Target 70% by 2025 and 90% by 2030	%	45.52	47.01	-	45.16	45.81	47.2	39.03	44.3	The percentage of residential waste diverted from landfill has fallen since last quarter mainly due to unprecedented wet weather disrupting processing operations at the facility. Overall diversion rate is limited by bans on organic waste being processed from the red-lid bin at alternate waste treatment facilities. Note that the year to date figure is now shown as a YTD average. Data for 2019/20 & 2020/21 financial years is now included.	Indicator Only

Sustainable management of waste and resources

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Total waste collected from City managed properties including aquatic centres	Tonnes	816.38	880.04	-	125.23	191.54	187.35	223.94	728.06		Indicator Only
Reduction in total waste collected from City managed properties including aquatic centres from 2019 baseline. Baseline 2019 data – 945 tonnes. Target 15% reduction by 2025	%	-	7	-	-	-	-	23	23	FY21/22 recorded a 23% reduction in total waste generated at City managed properties in comparison to 2019 baseline. There was lower utilisation of our properties in the past year due to COVID impacts. However we are tracking well against our 15% reduction target by 2025. This data is the best available at the time of publication and may require minor revision.	Indicator Only
Resource recovery of waste from the City's parks, streets and public places. Target 50% by 2025	%	46	52	-	-	-	-	53	53	This data is the best available at the time of publication and may require minor revision.	Indicator Only
Percentage diversion from landfill of waste from City managed properties including aquatic centres. Target 90% by 2030	%	-	-	-	92.8	93	93	94	94		Indicator Only
Percentage of source separated recycling of waste from City managed properties including aquatic centres. Target 50% reduction by 2025	%	-	-	-	48	50	53	54	54		Indicator Only

Greening Sydney

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New plants planted in City parks and street gardens	No.	78,725	106,383	50,000	18,007	15,537	5,570	28,251	67,365	Key planting sites include, Hyde Park, Cook and Phillip Park, Jubilee Park, Gunyama Park, Sydney Park and in Green Square, Paddington and Woolloomooloo.	On Track
New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	8,272	11,080	7,500	3,088	2,003	1,170	3,560	9,821	Significant projects include Cooper Street Redfern, Mentmore and Morley Avenue Rosebery, King Street Sydney, Harris Street Ultimo and Pyrmont Bridge Road Pyrmont.	On Track
Indigenous bird species observed from community and/or formal surveys. Target to maintain or increase numbers. Baseline 2009/10 data - 63 species.	No.	68	-	-	-	-	-	63	63	The Aussie Backyard Bird Count (Birdlife Australia) was held between 18-24 October 2021. 318 observers observed 14,597 individual birds, 70 species (63 native, and 7 exotic) in the City of Sydney LGA. 63 native species remains unchanged from the 2009/10 baseline. Surveys are to resume for the 2022/23 financial year.	Indicator Only
Extent of locally-indigenous bushland	ha	12.9	12.9	13.5	-	-	-	12.9	12.9	No increases in this reporting period. Current total area of bush restoration sites of 12.9ha exceeds the Urban Ecology Strategic Action Plan target.	Indicator Only

Environmental Grants

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Environmental grants approved by the City of Sydney	\$ '000	1,135.2	1,018.74	-	481.48	478.62	0	0	960.1	This year a total of 51 Environmental grants were approved by Council for a total of \$960,103. These projects were awarded through the City's Environmental Performance - Ratings & Assessment and Innovation, and the Knowledge Exchange Sponsorship Program. This includes support for the Australian Retailers Association's feasibility study to develop an online toolkit helping City of Sydney retailers reduce energy costs, and a series of free information sessions from Inner West Community Energy offering practical advice and solutions to individuals, businesses and community groups who wish to install solar.	Indicator Only

3 Integrated transport for a connected city

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

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

Major Programs	Progress To Date	Status
Planning		
Work with the State Government transport cluster to ensure all traffic and transport related proposals in Central Sydney comply with policies such as the Sydney City Centre Access Strategy, Movement and Place, and Central Sydney on-street parking policy.	The City is working with Transport for NSW to develop and implement a City Centre Action Plan, which has been informed by the City Centre Access Strategy (2013) and Movement and Place. The City is also currently partnering with TfNSW to prepare an update to the City Centre Access Strategy. This document will be guided by Future Transport 2056, our Community Strategic Plan Delivering Sustainable Sydney 2030 -2050 and by other City of Sydney and State policies.	On Track
Advocacy		
Work with the State Government and other stakeholders to develop Future Transport projects for Sydney to increase public transport accessibility and capacity to and within the City of Sydney, including planning for Metro West and new Metro initiatives.	The City continues to prosecute the case for this early Metro West extension via projects such as the Transport for NSW Tech Central (Camperdown Ultimo) Place-Based Transport Strategy.	On Track
Partnership		
Work with the State Government and taxi industry to implement more taxi ranks in better locations with improved safety in the city centre during the evening and late night.	The City continues to monitor the need for taxi ranks in the City Centre as part of its work on major initiatives including expansion of George Street pedestrian zone and cycleway implementation.	On Track

3.2 Transport infrastructure is aligned with city growth.

Major Programs	Progress To Date	Status
Partnership		
Work with the State Government to ensure the best outcomes are achieved for the community on large public transport and road projects.	The Sydney Park Junction project has been approved, with construction due to commence in September 2022. City staff have been working with TfNSW since 2017 to improve their initial design. The City provided a submission to Sydney Metro West EIS (3) which was on exhibition in April/May 2022.	On Track
Advocacy		
Work with the State Government to ensure understanding of transport implications of development in the city area.	The City is working closely with TfNSW and other state agencies in various capacities to achieve better transport outcomes and manages transport externalities from the development in the City. Some of the precinct level engagement in the last year includes Sydney City Centre Transport Strategy, Tech Central Transport Strategy, Pyrmont Place Strategy, Pyrmont Ultimo Transport Plan, Sydney Football Stadium, and planning associated with Sydney Metro station and others.	On Track

Parking

Continue to implement the neighbourhood parking policy and review the policy at appropriate intervals.

The Policy continues to be implemented. A major focus has been on parking around schools and for essential workers as the recovery from the Covid 19 pandemic proceeds.

On Track

A review of the policy is being initiated for Council consideration in late 2022

Freight and Servicing

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

The City continues to work with the NSW Government on developing new and innovative solutions to freight and servicing, including testing Transport for NSW’s new tool for guidance specific for NSW urban centres. The City is developing materials on freight in the city centre.

On Track

Regional Collaboration

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

The City has developed strong working relationships with neighbouring councils in relation to WestConnex and Metro. The Sydney Park Junction project is now approved, as a result of a strong collaboration between the City and Inner West Council.

On Track

The City and Inner West Council collaborated closely on the NSW Government Tech Central Transport Strategy, which was released in late 2021. Key initiatives such as proposed roadspace reallocation on Broadway/Parramatta Road straddle the council boundary.

More generally the City works strongly with neighbouring councils on the inner city cycleway network, to ensure a logical and connected network for riders.

Technology

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

The City continues to strengthen its strategic approach to the electrification of transport in the City. This will include significant collaboration with the NSW Government, given its own Electric Vehicles Strategy.

On Track

The City has participated in briefings with Transport for NSW about the upcoming trial of shared system electric scooters. Council passed a Notice of Motion in June 2022 outlining that the City will at this stage monitor the trial implementation.

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

Major Programs

Progress To Date

Status

Traffic calming initiatives

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

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

On Track

Speed reduction

Continue to work with the State Government to look for opportunities to reduce traffic speeds and speed limits throughout the City of Sydney.

The City is currently working with Transport for NSW on making the majority of the streets in the City of Sydney 40km/h. The City is collaborating with TfNSW on a Marketing and Communications to support the changes to speed limits. TfNSW have not provided a time frame for implementation.

On Track

Road safety partnerships

Continue to build relationships with Transport for New South Wales through the local government road safety program to improve road safety within the LGA.

The City continues to work closely with Transport for NSW (TfNSW) to improve road safety outcomes. Our Speed Reduction Action Plan and Local Government Road Safety Program complement our business as usual working relationships with TfNSW.

On Track

Manage amenity

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

As a result of the Covid-19 pandemic there have been some service disruptions and staff have worked closely with suppliers, other local governments and industry to respond to and minimise the impact where possible.

Watch

Community programs

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

The 2021/22 Local Government Road Safety Program has facilitated a range of road safety programs. Programs include Learning to Drive, Seniors Road Safety, Motorcycle Safety, Pedestrian Safety and Child Restraint Checks

On Track

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

Major Programs

Progress To Date

Status

City transformation

Continue to support the implementation of George Street pedestrianisation.

The extension of the George Street pedestrian boulevard from Bathurst Street to Railway Square is largely complete. Work from Bathurst Street to Rawson Place is complete, as is the work on Devonshire Street. The section of George Street between Rawson Place and Railway Square is under construction and due to be complete by the end of the year. Hay Street will also be completed by the end of the year, subject to approvals from utility providers.

On Track

Behavioural

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

City staff have been advocating to Transport for NSW to build cycleways on key strategic cycling corridors on state roads, including Oxford Street (east of Taylor Square), Flinders Street, (Pyrmont) Bridge Road, part of Wilson Street Newtown, as well as on state roads leading into the City of Sydney such as Victoria Road Rozelle.

On Track

3.5 Transport services and infrastructure are accessible.

Major Programs

Progress To Date

Status

Parking

Manage the demand for parking to ensure there is equitable access to the constrained supply.

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

On Track

Advocacy

Ensure the needs of our diverse community are considered in the public domain master planning for transport and urban growth projects.

The City is advocating for high quality and co-ordinated public domain outcomes for metro station precincts, Central Station planning and Redfern Station upgrade. Advocacy and input into major state government development projects including Blackwattle Bay, Waterloo Estate, Barangaroo Central/Hickson Road and North Eveleigh is ongoing. Prime objective is to ensure a high quality, accessible public domain to allow people to walk and cycle to public transport and other destinations including home, work and recreation as well as new public spaces for people to recreate.

On Track

Transport infrastructure

Advocate to ensure public infrastructure meets the needs of users.

Planning for the Metro West Pymont and Hunter Street Stations continues, to meet the needs of customers, and people living or working around the future stations. The City makes consistent representations in different fora and processes to the primary need for high quality public space around new Metro stations.

On Track

Redfern Station Southern Concourse is well advanced. The City continues to strongly represent the needs of rail passengers, but also those of the residents in nearby affected streets.

Erskineville and St Peters station upgrades are also well advanced and will improve access for public transport users, especially those who need lifts to access platforms.

3.S.1 Performance Measures

Parking and road management

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Car share bookings	No.	239,637	283,782	-	-	149,204	-	139,812	289,016		Indicator Only
Residents who are members of car share schemes	No.	52,529	58,542	-	-	62,535	-	66,663	66,663	Slight increase from last reporting period. This result is based on three providers. One provider was unable to provide data in time for the report. We have assumed resident member numbers based on last quarter number from provider.	Indicator Only
Resident drivers who are members of car share schemes	%	40.7	44.9	-	-	48	-	48.1	48.1	Minor increase reflecting minor increase in membership	Indicator Only
Length of streets across the local government area with a speed limit of 40km/h or less	Km	271.59	295.4	-	328.82	328.82	328.82	328.82	328.82	From July 2021, all local roads in Woolloomooloo, Potts Point, Elizabeth Bay and Rushcutters Bay have a gazetted speed limit of 40km/h. The previous speed limit was 50km/h. The new 40km/h speed limit will improve road safety outcomes. It is anticipated that this speed reduction will reduce fatalities and serious injuries by between 30 and 40 percent.	Indicator Only

Roads maintenance

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Road renewed/treated program	m2	29,021	34,273	20,000	0	13,827	5,708	24,396	43,931		On Track

Traffic calming

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.) delivered as part of the City's Pedestrian, Cycling and Traffic Calming plans	No.	6	10	10	0	11	0	2	13		On Track

4 A city for walking and cycling

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Cycling				
Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local government area.	2023	100	FY21/22 Program Complete. Construction of separated cycleway upgrades in Bowden Street, Mandible Street and Bourke Road, Alexandria are complete. Works of the pop-up cycleway improvements on Moore Park Road and Fitzroy Street are complete.	Complete
Major Programs	Progress To Date			Status
Walking				
Deliver the Central Business District Streetscape Improvement program, including the installation of Smartpoles, upgraded and improved LED street lighting, traffic signals, street furniture and the installation of granite paving.	The 2021/22 Central Business District Streetscape Improvement program included the installation of 14 Smartpoles and LED lighting in Wentworth Avenue, Clarence and Castlereagh Streets, and installation of granite paving in sections of Pitt and Goulburn Streets.			On Track
Cycling				
Complete the City's high priority regional routes, with separated cycleways where possible.	Construction of Portman Street regional network connection in Green Square is complete. Construction of several sections of the high-priority regional cycling network is underway, including King St and Pitt St in the City Centre, and routes in Alexandria. Construction of College Street cycleway is imminent. Start of construction is planned for several other regional network segments in FY22-23, including Castlereagh St, Liverpool St and Oxford St. Design development is underway for several additional regional routes planned in the Cycling Strategy and Action Plan.			On Track
Partnerships				
Work with neighbouring councils, state and federal governments to implement the Inner Sydney Regional Bike network.	Transport for NSW instructed Infrastructure Australia to remove the Inner Sydney Regional Bike Network project from the National Infrastructure Priority List, without agreement from the City of Sydney - though we were the original proponent. TfNSW has announced a new "Eastern Harbour City Strategic Cycleway Corridors" plan which is being developed with input from the City of Sydney and other councils and stakeholders.			On Track
Civil Infrastructure				
Continue to implement priority actions from the Liveable Green Network, including the Footpath Renewal program, pedestrian and cycling safety improvements, new furniture installations, pedestrian lighting upgrades, installations of green verge/street gardens and new cycleways.	The City continues to deliver actions from the Liveable Green Network strategy through our footpath renewals and upgrade programs, pedestrian access improvement programs, cycling programs, the rollout of an upgraded street furniture suite, pedestrian lighting works, construction of traffic and pedestrian facilities and the addition of green space along our streets as part of these programs.			On Track

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

Major Programs	Progress To Date	Status
Walking		
Work with the State Government to decrease waiting time and journey time for pedestrians on priority routes in the city centre, and Liveable Green Network routes throughout the local government area.	The City continues to advocate for greater priority for people walking in the city centre via the City Centre Action Plan. This includes advocating for reducing waiting times, improving space and improving quality of the public domain for people walking. Improving priority for pedestrians in the City Centre is also one of the draft outcomes as part of the Strategy for Streets work we are undertaking in collaboration with Transport for NSW (in progress).	On Track
Cycling - city centre		
Advocate to the State Government to complete the City Centre Access Strategy cycleway network.	Very constructive collaboration with TfNSW resulted in significant progress on implementing city centre cycleways. The City is constructing cycleways on King Street (between Pitt and Phillip Streets) and Pitt Street (between King and Alfred Streets), and will soon start construction on College Street, all funded by Transport for NSW. Oxford and Liverpool Street cycleway and Castlereagh Street cycleway are approved and in detailed design stage.	On Track
Partnerships		
Collaborate with the State Government to implement the George Street south pedestrianisation project.	We continue to work with Transport for NSW to implement the George Street pedestrianisation project. Works are complete between Bathurst Street and Rawson Place, with the section between Rawson Place and Railway Square on track for completion late this year.	On Track

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

Major Programs	Progress To Date	Status
Modal shift		
Promote the benefits of walking and cycling.	<p>The City of Sydney cycling courses teach people to ride safely, legally and courteously. A total of 96 adults did the cycling course, plus 39 staff who did the staff version. As well, 88 people did the bike care and maintenance course and 679 young children attended the balance bike clinic to learn how to ride.</p> <p>In response to the strong interest in riding with children, the City ran a "Riding with kids" social media campaign, to give parents tips on riding safely with children and information on the road rules and safe route choice. Over 2,000 people accessed the resources to support families to ride safely.</p> <p>The City of Sydney ran programs to support residents of Ashmore and Green Square areas to ride, including guided rides, bike tune-up sessions, pop-up bike maintenance classes in parks, local cycling courses and e-bike loans.</p>	On Track
Walking and cycling for leisure		
Lead and/or support events celebrating and focusing on walking and cycling. Promote attractive routes and open spaces.	The City of Sydney has run a program of Guided Rides, focused on the Ashmore and Green Square areas, to encourage residents to explore their local area and showcase safe bike routes to popular destinations.	On Track
Monitor		
Monitor walking and cycling participation and trips, attitudes and safety.	City staff continue to monitor complaints, issues and comments and respond accordingly.	On Track

Behaviour

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

The City of Sydney ran 47 "Share the Path" onsite education sessions to speak with people riding and walking about courteous behaviour on shared paths. During these sessions we gave out 1,420 maps, 278 bells and 64 sets of lights and 426 bike tune-ups.

On Track

The City of Sydney cycling courses teach people to ride safely, legally and courteously. A total of 96 adults did the cycling course, plus 39 staff who did the staff version. As well, 88 people did the bike care and maintenance course and 679 young children attended the balance bike clinic to learn how to ride

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

Major Programs

Progress To Date

Status

Journey to work - commuting

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

The City and Transport for NSW are working together on delivering a Travel Demand Management program in Green Square which will encourage commuters to remode to active modes. It includes guided rides to the city centre and other destinations, bike tune-up sessions, pop-up bike maintenance classes in parks, local cycling courses and e-bike loans.

On Track

4.S.1 Performance Measures

Cycleways/Shared paths/Courses

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New separated cycleways provided	Km	2.89	7.51	0.47	0.12	0	0	0.42	0.54	Two separated cycleways were completed April 2022 in the Green Square Town Centre along Zetland Avenue between Joynton Avenue and Portman Street and along Portman Street between Hansard Street and Frog Lane.	On Track
New on-road cycleways provided/upgraded	Km	0.7	1.2	2.6	0	1.24	0	0	1.24	No new on-road cycleways were provided in Q4. The Cycling Strategy Bike Network completion has been focused on the design and approvals of separated cycleways.	Attention Required
Shared paths provided/upgraded	Km	2	0.13	2.4	0.37	0	0	0	0.37	No new shared paths were provided in Q4. The Cycling Strategy Bike Network completion has been focused on separated cycleways.	Attention Required
Growth in cycling activity at key intersections around the City of Sydney	%	(26)	(5)	-	-	(10)	-	4	4	Increase of 4% in bike trips counted in peak hours in March 2022 compared to October 2021.	Indicator Only
Attendees at cycle safety courses	No.	233	336	-	0	23	45	59	127	An additional 59 adults during Apr-Jun 2022 (not including staff)	Indicator Only

Footpaths

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway renewed	m2	10,993	19,890	10,000	1,960	3,286	3,449	5,992	14,687		On Track
Footway replaced by green verge	m2	2,365	2,483	2,000	312	785	1,095	1,173	3,365		On Track
New granite infill paving	m2	1,000	4,072	1,500	67	0	1,325	108	1,500		On Track

5 A lively and engaging city centre

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

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

Major Programs	Progress To Date	Status
Public Domain Planning		
Continue to develop Public Domain Plans for the city centre.	Public domain plans for Town Hall precinct and City South endorsed by Council in October 2021. Public domain opportunity assessment completed to respond to Hunter Street Metro proposal.	On Track
Safety		
Work with police and emergency services to deter, detect, delay, and respond to incidents in crowded places.	<p>By end Q4, we had received 1105 applications for CCTV footage, with 745 items of footage released to support police in investigating and prosecuting offences. The City is also participating in a number of precinct security working groups to improve communication, services, and responses to incidents in public places.</p> <p>The City is also a member of a number of precinct security groups including, Martin Place, Pitt Street Mall , Circular Quay, St Andrews Square, and Anzac Memorial. These groups provide an opportunity for businesses and landowners to collaborate and coordinate efforts to ensure the safety of crowded places.</p>	On Track

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

Major Programs	Progress To Date	Status
Public domain improvements		
Continue to deliver public domain capital works projects.	Continued progress in delivery of public domain capital works projects with continued development of future Public Domain capital works projects.	On Track
Planning		
Implement the Central Sydney Planning Strategy to enable commercial space and activity.	On 26 November 2021 the Local Environmental Plan was amended, delivering on the intent of the City's Central Sydney Planning Strategy. The City continues to assess site specific planning proposals consistent with the adopted Strategy. Seven planning proposals are being progressed under the Strategy. Two proposals: 757 George Street and Pitt and Hunter planning proposals were approved by Council and CSPC for exhibition.	On Track

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

Major Programs	Progress To Date	Status
Business space		
Facilitate access to appropriate space in the city centre for businesses within identified priority sectors including Tech Start-ups and Aboriginal and Torres Strait Islander business.	<p>The Business Innovation Space (currently under construction at 182 George Street) project continued to progress. The space, named Greenhouse, will provide a desirable and affordable home to startups and scale-ups focused on tech solutions to benefit the environment. The City has awarded an accommodation grant to Innovillage Pty Ltd to operate the space with a requirement for a proportion of startups to be founded by or employee people who identify as Aboriginal and Torres Strait Islander. The space is planned to open in late 2022 or early 2023, bringing 3,800 sqm of affordable space for tech startups and scaleups. The 10-year rental subsidy arrangement will help Greenhouse support the growth of the city's innovation economy in the long term.</p> <p>The City purchased the building at 119 Redfern Street to establish a local Aboriginal knowledge and culture centre in Redfern. The building has 2 levels with a range of different spaces. It's highly visible and in a culturally significant location near the community and cultural services in Redfern. The City had been proactively engaging the local Aboriginal and Torres Strait Islander community to seek their feedback on how this place should be best used.</p>	On Track
Tourism provision		
Develop and deliver appropriate tourist information programs to meet visitor requirements.	Tourism has been significantly impacted by the pandemic with Visitor Services suspended from 17 March 2020. Preparation has started for the relaunch of the Roaming Ambassador and Cruise Meet & Greet programs which are scheduled to commence in September 2022.	On Track

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

Major Programs	Progress To Date	Status
City centre creative activity		
Support and facilitate the growth of creative and cultural activities in the city centre.	We continue to support the cultural sector for outdoor events and are working with internal departments and external organisations to facilitate additional opportunities for the sector.	On Track

5.S.1 Performance Measures

City centre public life

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway dining in the city centre	m2	2,273.74	2,498.74	-	2,651.28	2,823.22	3,099.96	2,980.1	2,980.1	This total area represents 174 footway consents/licences.	Indicator Only

6 Resilient and inclusive local communities

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

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

Major Programs	Progress To Date	Status
Learning and Creative Programs		
Deliver a welcoming cultural program within relevant City cultural venues.	Face-to-face, online and hybrid programming was delivered throughout the year, responding to the unfolding pandemic and lockdown orders. A total of 90 programs were delivered to over 2,000 community members across a range of talks, interactive webinars and creative workshops for adults and children. Highlights include First Nations and Paralympic Wikipedia Edit-a-thons, Makerspace programming at Darling Square Library, Auslan storytime and participation in NSW History Week. A total of 27 online Auslan and English Storytime videos were produced, supporting English acquisition in deaf and hard of hearing children and providing valuable exposure to Deaf culture for the wider community. The collection of videos have attracted almost 30,000 views to date. Of 775 survey responses across all programming throughout the year, 79% of people attending programs reported feeling welcome and included.	On Track
Public Domain		
Maintain and enhance public domain across the local government area through an ongoing program of improvement works.	Capital works projects and programs continue to maintain and enhance the public domain across the Local Government Area.	On Track
Green Square		
Delivery of new community/cultural facilities, public domain and infrastructure to a high standard in Green Square.	<p>The City continues to implement a network of new streets, infrastructure upgrades, community facilities, open spaces and pedestrian/bike links in line with the City’s public domain strategies, design codes and technical specifications. These works are of a high standard and designed to achieve high environmental performance, amenity and active and public transport.</p> <p>The Green Square Town Centre has been awarded a Six (6) Green Star rating for Communities by the Green Building Council of Australia. The rating recognises the sustainability attributes of planning, design and construction of large-scale development projects at a community scale. It is the highest possible rating, denoting ‘World Leadership’.</p> <p>Facilities such as the Joynton Avenue Creative Centre, the Green Square Library and Plaza, Dyuralya Square and Gunyama Park Aquatic and Recreation Centre have been recognised by numerous awards.</p> <p>The Drying Green Park is under construction and planned for completion in late 2022.</p> <p>Works to deliver in partnership with the Department of Education the Green Square School and Community Spaces on the Joynton Avenue community and cultural precinct. The winning design for this facility was selected by a jury through a design competition process.</p>	On Track
Lead placemaking and coordinate community development and engagement activities for the growing Green Square neighbourhood.	With easing of Covid-19 restrictions, community programs were held face-to-face over Easter and Mother’s Day. A large Neighbour Day Festival was held in June which was coordinated with the Green Square library, Joynton Avenue Creative Centre and Mirvac. The City continues to work with Mirvac, a major landholder in the Green Square town centre, to facilitate the delivery of activation programs.	On Track

Social Strategy

Implement the Social Sustainability Policy and Action Plan.	The social sustainability policy and action plan continues to be implemented across the organisation and with external partners. A multi-discipline working group has met throughout the year to share progress and outcomes. More than 70 per cent of Strategy Actions are either completed or In Progress which highlights the significant progress since launching in 2018. Flagship projects this year have included the conclusion of FoodLab Sydney, a partnership with the University of Sydney Law School and the Australian Hate Crimes Network to establish the Hate Crimes website www.hatecrime.com.au , events and advocacy with ACOSS supporting the "Raise the Rate" campaign and the ongoing food relief work across those communities in most need.	On Track
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6.2 Our city is a place where people are welcomed, included and connected.

Major Programs	Progress To Date	Status
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Social Programs and Services

Implement the Inclusion Disability Action Plan.	<p>The City's Inclusion (Disability) Action Plan 2021-2025 was endorsed by Council in June 2021. Key highlights from the first year of implementation include:</p> <ul style="list-style-type: none"> • 25 new Auslan and English Storytime videos were produced and published on the City's website. • The City delivered a marketing campaign and two community events to show support for the 2021 Australian Paralympic team and to help foster more positive attitudes towards people with disability. • The City became a Disability Confident Recruiter with the Australian Network on Disability and joined the Australian Human Rights Commission's Include Ability Employer Network to increase employment opportunities for people with disability. • eight new members joined the Inclusion (Disability) Advisory Panel. • People with disability were engaged in the review of the City's grants and sponsorship program to help the process be more inclusive and accessible. 	On Track
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Offer affordable social programs and services that promote social inclusion, connection and participation.	<p>A total of 224 programs were offered, plus 125,212 attendances. A total of 1,056 calls were made to socially isolated individuals to provide information, referrals and support.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • 2,573 subscribers to an e-newsletter helping new residents in urban renewal areas connect with each other and established communities • 320 attendances at the Youth in the City School Holiday Program • 76 attendances at eight online Moon Festival programs celebrating moon stories from eight cultures, including First Nations Peoples • nine facilities used by NSW Health to offer community Covid testing and vaccination <p>A total of 32 city-wide social programs and events delivered 84 sessions and 2,934 attendances including:</p> <ul style="list-style-type: none"> • 225 attendances at 11 Connect Sydney training and skills development sessions • 999 attendances at international student programs and events • 107 attendances at the online Wear It Purple forum and panel for LGBTIQ young people • 1,000 attendances at the Seniors Festival Comedy Show, Sydney Town Hall 	On Track
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Deliver programs that support community safety.

The City supported vulnerable communities impacted by Covid-19 through Community Emergency Quick Response Grants, the distribution of cloth masks and rapid antigen tests, as well as food relief donations to OzHarvest, Foodbank and SecondBite. As a result, 32,348 food hampers, 49,401 meals, 8,470 bags of fresh fruit and vegetables, and 29,477 kilograms of requested products have been distributed through a network of 60 local services and businesses.

On Track

The City hosted four forums attended by over 170 sector representatives responding to domestic and family violence and sexual assault, addressing inclusive service design, practice and resource development. The City worked with the Women and Girls Emergency Centre, Full Stop Australia, Our Watch, and Gender and Disaster Australia to deliver capacity building and training workshops to prevent gender-based violence and to respond to domestic and family violence and sexual assault.

Key safety and crime prevention messaging was provided monthly to residents on topics including emergency preparedness, Covid-19 key support information, scam protection, parcel theft and domestic violence.

Social Justice

Undertake advocacy activities promoting social justice, community resilience and cohesion.

During September 2021 the City of Sydney partnered with the Australian Council of Social Service (ACOSS) to run a high profile online event and panel discussion as part of the 'Raise the Rate' advocacy campaign for income support payments. The event featured guests from The Asylum Seekers Centre, Homelessness NSW and Mudgin-Gal Aboriginal Women's service and attracted more than 250 attendees. Another key advocacy activity this year has been our ongoing work in enabling food relief within the City. This culminated with the Parliamentary Inquiry into food supply and distribution in NSW. The City made a comprehensive submission and attended a public hearing as an expert witness to discuss key issues and recommendations for Sustainable and inclusive food systems. Lastly the City has been playing a significant role in working with Department of Communities and Justice through their social cohesion workshops and the development of a Social Cohesion Maturity Matrix to be used across NSW councils.

On Track

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

Major Programs

Progress To Date

Status

Information and research

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

Surveys, case studies & reports section of the City's website updated with latest data for external users. The 2021 Estimated Resident Population has been updated. The 2021 Census results are being updated from late June 2022.

On Track

Support small business

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

The City supported 14 precinct activation grants to the value of \$3,000,000 to support the development of emerging and existing micro precincts in our LGA, such as Hollywood Precinct (Surry Hills) and Quay Quarter (Circular Quay). A series of place-based festivals were held across the LGA with support from the City, including Pyrmont Festival; Whiskey on the Rocks; Delicious Month Out and Archie Rose Festival.

The City delivered capacity building programs to help businesses adapt, innovate and thrive in light of the pandemic, including

- 1) Reboot Webinars, a 9-week webinar series to help improve digital skills, which attracted +3,600 businesses;
- 2) FashTech Lab, a 6-month program in partnership with Australian Fashion Council for ten fashion brands to learn how to adopt 3D design technology to help reduce costs, textile waste and carbon;
- 3) Charge Up Challenge, a 10-week accelerator program for small businesses to strengthen their business models, innovate and grow.

In June the City delivered the 2022 Visiting Entrepreneur Program, a series of 17 free events across 10 days featuring 11 global thinkers and 35 local experts across emerging tech sectors. The program, supported by Tech Central, attracted 2,600 people, with 84% of attendees stating the program helped raise the profile of Sydney's startup ecosystem.

On Track

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

Major Programs	Progress To Date	Status
Community Planning		
Provide strategic direction for community facilities delivery to meet changing community needs and aspirations.	Strategic social planning advice is provided on City, developer and State Government projects to inform social impact and community infrastructure delivery to meet the changing demographics and needs of the local community. Key projects where this advice has been provided include the Waterloo (South) redevelopment, the Pymont Place Strategy and Blackwattle Bay State Significant Precinct, the Central Station State Significant Precinct and planning for the future provision and upgrade of City owned and operated community buildings.	On Track
Community well-being		
Provide education and care services and facilities across the local area, including preschool, long day care, occasional care and out-of-school hours services.	The City's education and care services have supported essential workers through the Covid-19 pandemic by continuing to operate long day care, occasional care, pre-school and outside school hours care. Highlights include: - Providing a range of fun, educational and recreational programs that focus on children's interests, level of development and approved curriculum frameworks - Supporting the inclusion of vulnerable families through continued partnerships between families and support agencies - Celebrating cultural awareness across all our services, through a range of celebrations including NAIDOC Week and Harmony Day offering activities such as reading stories, learning the importance of Acknowledgement of Country, learning key words in different languages and learning about and celebrating cultural differences - Providing excursion opportunities to children to re-engage with the community including visits to the theatre, museums and aquatic centres	On Track
Support a diverse, inclusive and accessible range of community programs and projects through community facilities.	A range of free online and face to face programs were offered to ensure community social inclusion, connection and participation. A total of 224 programs were offered, with 125,212 attendances. A total of 1,059 calls were made to individuals experiencing social isolation, and to provide information about how to access vaccination bookings, immunisation records, and other social support services. Highlights: • 7,867 total attendances across all community centre programs offered online • 13,830 attendances at targeted initiatives to improve community health and wellbeing • 62 programs to increase inclusion and diversity • 46 accessible programs offered to people with disability • 17 programs to improve digital literacy and inclusion	On Track
Community Facilities Delivery		
Develop a property portfolio that ensures community facilities optimise opportunities and community needs.	The Community and Service Property Strategic Assessment and Opportunities Report has been finalised and provided to stakeholders.	On Track
Parks and recreation facilities		
Maximise the availability and quality of facilities to meet demand for participation in sports across the community.	Projects under way which will enhance and maximise community sport and recreation opportunities include: The Sports field development program includes planning for outdoor synthetic fields at Perry Park, The Crescent, and new synthetic sports field and courts at Alexandria Park Community School which is due for completion August 2022 Project to repair and enhance cricket nets at Sydney Park, will commenced July 2022 and completion expected in Q2 2022. Perry Park Recreation Centre- additional two indoor courts completed. The Crescent skate park in Federal Park completed.	On Track

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

Major Programs	Progress To Date	Status
Social services		
Refer to 6.3.2 "Strengthen the activation of precincts, with events, programs and services and develop resources that support existing and new business."	Refer to report under 6.3 Support small business.	On Track
Social strategy, research and planning		
Monitor Community Wellbeing Indicators to identify change and wellbeing trends in the community.	There have been no updates to the Community Wellbeing Indicators in the past six months. The 2021 Census data was released at the end of June 2022, and will be updated accordingly.	On Track
Emergency Planning		
Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, respond and recover from emergencies.	The City continues to coordinate the activities of the Local Emergency Management Committee, including the response and recovery to Covid-19. This includes regular reporting on response and recovery activities and emerging issues.	On Track
Customer service		
Provide relevant information and effective contact services for the community.	The City continues to support and assist the community with their service needs. For the period July 2021 to June 2022, the Contact Centre (including City Concierge and the Community Hotline) responded to 195,408 contacts via phone, email, mail and in-person. The City's on-line services received 293,067 service, application and payment requests from the community.	On Track

6.S.1 Performance Measures

Local economies

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Footway dining in the village centres	m2	3,021.06	4,738.61	-	5,237.26	5,425.42	5,557.57	5,620.2	5,620.2	This total area represents 494 footway consents/licences.	Indicator Only
Economic grants approved by the City of Sydney	\$ '000	3,656.77	6,161.93	-	874.57	628.56	0	3,705.06	5,208.19	This year a total of 82 economic grants were approved by Council for a total of \$5,208,189 in cash and value-in-kind. These projects were awarded through the City's Festival and Events Sponsorship (Village) Business Support Grants, Venue Hire Support program, Matching Grants and Precinct Activation Grants. This includes support for a public art activation in Haymarket and a six week activation of local bars and restaurants in the Commonwealth Street precinct in Surry Hills.	Indicator Only

Libraries and learning

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Active library memberships	No.	86,048	83,853	-	84,679	81,903	85,931	89,858	89,858	Library membership has increased by 7%.	Indicator Only
Items accessed from City libraries (physical and digital)	000	1,470.43	1,128.72	-	148.21	309.73	334.21	334.14	1,126.29	Community continued accessing both physical (599,414) and digital (526,857) items throughout the year with 1% decrease in physical loans and 1% increase in digital usage	Indicator Only
Attendance to City libraries	000	1,266.72	293.11	-	0.25	92.65	128.22	146.08	367.2	This year saw post lockdown community confidence grow with overall 25% (366,901) increase in attendance at branches from 21/22 (293,110). Recovery continues with attendance still 71% down from 19/20 (1,266,718) also due to a three month lockdown period from July to October 2021.	Indicator Only

Child & Family Services

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Children supported through City operated education and care services (long day care, occasional care, preschool, outside school hours care)	No.	1,020	891	-	505	126	174	48	853	The effects of the pandemic has resulted in a minimal decrease of 4% compared with the same year to date figure last year (891)	Indicator Only

Approved early education and care places (long day care, occasional care and preschool) in the City	No.	-	7,318	-	-	-	-	7,427	7,427	This represents a 6% increase compared with the 2019 baseline (7,001) and a 1.4% increase compared with the year to date figure last year (7,318)	Indicator Only
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, out of school hours care)	No.	63,830	64,472	-	11,825	13,726	12,852	15,363	53,766	Due to continued effects of the pandemic there was a decrease of 13% compared with the same period last year (15,363) and a decrease of 17% compared with the same year to date figure last year (64,742)	Indicator Only
Sessions of care provided at the City's education and care services (long day care, occasional care, preschool, outside school hours care) that were discounted or free	%	-	-	-	36.79	43.8	43.95	44.31	44.31	44% of sessions of care (6,808) that were provided to families were either at a discounted rate or free.	Indicator Only
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.	23,666	27,479	-	4,351	6,025	5,649	6,808	22,833	Due to the continued effects of the pandemic there was a decrease of 10% compared with the same period last year (7,606) and a decrease of 17% compared with the same year to date figure last year (27,479)	Indicator Only

Community health and well-being

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	72.5	86.25	85	95	95	99	100	97.25		On Track
Parks and open space managed by the City of Sydney	ha	211.9	214	191	-	-	-	214.3	214.3	There was a small increase in the area of parks and open space in FY2022 through the creation of new street gardens and landscaped traffic treatments.	On Track
Attendances at aquatic and leisure centres	000	1,179.75	1,258	-	5.71	310	419	320	1,054.71	Attendance figures have been impacted by Covid-19. Attendance was recorded at 1.054M compared to 1.258M the previous year. Occupancy is currently at 93% peak and 34% off-peak. The centre reopened with reduced capacity on 11 October 2021 and the enclosure of the two outdoor courts to create four indoor multipurpose courts was completed in November. Key sports programs, including social sports competitions and bookings have returned and have increased in attendance. The successful expression of interest process for regular and seasonal court hire run in early 2022 attracted 36 applications and resulted in an increase in the number of hirers and an increase in the diversity of user groups. Hirers	Indicator Only

include local schools, sports clubs, and community groups.

Peak Occupancy - Perry Park Recreation Centre	%	-	84.6	-	0	54	75	90	90	Occupancy is currently at 93% peak and 34% off-peak. The centre reopened with reduced capacity on 11 October 2021 and the enclosure of the two outdoor courts to create four indoor multipurpose courts was completed in November. Key sports programs, including social sports competitions and bookings have returned and have increased in attendance. The successful expression of interest process for regular and seasonal court hire run in early 2022 attracted 36 applications and resulted in an increase in the number of hirers and an increase in the diversity of user groups. Hirers include local schools, sports clubs, and community groups.	Indicator Only
Peak occupancy - City's outdoor tennis courts	%	-	78	-	98	87	89	77	77	Despite the impacts associated with the extended wet weather throughout the quarter, occupancy across all courts remains well above the industry average of 25%. St James Park courts in Glebe achieved the highest occupancy for the quarter of 77% of available booking time. The tennis court operations delivered a diversity of programmes including wheelchair tennis, Tennis NSW SHEROES program junior hotshots, holiday camps, come and try day for Cerebral Palsy Sport and Recreation Association and a new indigenous tennis program for children attending Jarjum College in Redfern.	Indicator Only

Social Programs and Services

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Social grants approved by the City of Sydney	\$ '000	6,531.49	3,965.38	-	3,294.95	820.9	436.77	205.28	4,757.88	This year a total of 189 Social grants were approved by Council for a year to date total of \$4,757,883 in cash and value-in-kind. These projects were awarded through the City's Festivals and Events (Community), Community Services, Quick Response - Emergency and Event Representation and relevant Knowledge Exchange Sponsorships, Matching Grants, Street Banners, Venue Support and the Community Emergency Quick Response Grants. This includes value-in-kind support for Sydney World Pride and support	Indicator Only

for the Alexandria Rovers rugby league team to purchase new equipment and uniforms.

Rent concessions given by the City through the accommodation grants program – leases for social initiatives	\$ '000	-	-	-	889.79	882.24	882.29	870.75	3,525.07	To date the value of revenue forgone by the City through Accommodation Grants Program for social initiatives totalled \$3,525,069. This includes Beehive Industries at Palmer Street in Darlinghurst and the Gay and Lesbian Rights Lobby at Benledi House in Glebe.	Indicator Only
Passengers trips delivered by the community transport service for programs and/or events delivered or supported by the City	No.	13,796	4,286	-	0	652	1,340	2,499	4,491	There has been an increase of 64% compared with the same period last year (1,522) and an increase of 4.7% compared with the same year to date period last year (4,286)	Indicator Only
Meals provided through the City's Meals on Wheels service	No.	35,056	45,375	-	12,852	12,335	11,205	11,694	48,086	There was an increase of nearly 3% compared with the same period last year (11,358) and an increase of nearly 6% compared with the same year to date period last year (45,375)	Indicator Only
Percentage of bookings of City Spaces facilities and venues at community rates	%	-	-	-	0	48	48	49	49	The percentage of community rate bookings has increased by 1% to 49%. This does not include self-help groups who receive a further 50% discount on the community rate. This was a further 215 bookings this quarter.	Indicator Only
Overall attendance at City Spaces	No.	604,492	66,949	-	5,715	23,276	35,717	60,504	125,212	Community Centres have continued to increase programs and events and overall attendance this quarter. This result represents a 34% increase on the same period last year (39,738) and a 87% increase compared with the year to date figure last year (66,949). It is important to note that due to a three month lockdown period from July to October 2021 figures are significantly lower this financial year.	Indicator Only

Companion animals

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Dogs and cats impounded	No.	142	113	-	13	17	30	19	79	11 dogs and 8 cats impounded in Q4.	Indicator Only
Dog attacks	No.	145	118	-	24	39	26	38	127		Indicator Only

7 A cultural and creative city

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

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

Major Programs	Progress To Date	Status
Creative Public Domain		
Deliver Art & About Sydney as a significant local and international program of public domain activity year-round.	<p>The 2021 Australian Life and Little Sydney Lives exhibitions were presented online in September 2021.</p> <p>Art & About realised four major installations: large scale mural As One Door Closes, Another Opens by Will Cooke, I AM RESPONSIBLE by Kristian Molloy, Here Lies Your Story by Fenella Kernebone and TIDAL by Mike Daly. Two other projects from the 2021-2022 EOI are currently in development.</p>	On Track
Deliver hoardings activation program throughout the city.	<p>The Creative Hoardings program requires builders and developers to use Site Works, bespoke artworks or historic images, to improve the visual impact of construction sites in the City. The program has continued throughout pandemic lockdowns. A total of 133 of the current suite of Site Works licenses have been approved for installation in the public domain since their release in September 2019. Additionally, all 10 Site Works artworks have continued to be used on concrete roadside barriers for outdoor dining precincts created as part of the NSW Government and City of Sydney CBD Revitalisation program. A total of 94 artwork licenses have been issued to date for use outside hospitality venues.</p>	On Track
Delivery of public art projects in the public domain as part of the City Art program.	<p>As part of the City Centre Public Art Plan there is a further laneway artwork 'In through the out door' by Callum Morton in development and due for installation late 2022. In addition to this, there are currently two temporary artworks installed in laneways off George Street to assist in activating the City as part of the City Art Temporary Laneway program. A third artwork the 'Barlow Street Forest' is undergoing a redesign to allow the remnant Eastern Suburbs Banksia Scrub to remain as a permanent pocket of green in the City.</p> <p>A series of free public art tours have been offered to the public as part of the City Art Public Art program, allowing people to experience and engage with the City Centre and Chinatown through public art.</p> <p>In Green Square the Connecting Project for Green Square Town Centre 'Here is Here. And Everywhere' by Tobias Rehberger is currently in detailed design development. Kerrie Poliness's 'Stream' is being delivered as part of the Drying Green Park currently under construction and due for completion in late 2022.</p> <p>The Eora Journey is progressing with 'bara' by Judy Watson launched with a community celebration on 28 May on the Tarpeian Lawn above Tubowghule (Bennelong Point).</p> <p>'Yananurala' (The Harbour walk) is also underway with the first projects in development working with Place Management NSW and Stage two of the Redfern Terrace project is in development.</p> <p>The maintenance and conservation of the City Art public art collection is ongoing with a specialised program of conservation and restoration, as well as preventative maintenance ensuring the future integrity of the collection of more than 200 works. Significant conservation of Boy and Paddle Fountain in Paddington, Glebe Point Road Seats and the Glebe war Memorial is complete with major works to the Archibald Fountain and Wuganmgulya (Farm Cove) are currently underway.</p>	On Track
Living History		
Continue to implement the history and curatorial programs in alignment with the Cultural Policy.	<p>The City continues to deliver an array of public programs to share Sydney's history, heritage and culture to a wide range of audiences, and participated in both History Week and Heritage Festival this year. The historians contribute to the heritage interpretation signage in our parks, and provides advice to staff, the media and the general public on a range of historical issues. A new walk exploring the Darlinghurst area was commissioned and a walk around Zetland and Green Square was published. Two history-focussed exhibitions were on display in Customs House this year: 'Developing Sydney: Capturing Change, 1900-1920' and 'The Customs House'. Work continues on digitising the oral history collection.</p>	On Track

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

Major Programs	Progress To Date	Status
Creative Participation Programs		
Deliver cultural infrastructure programs and liaise with providers to deliver programs.	<p>107 Projects (107), at Joynton Avenue Creative Centre achieved an occupancy rate of 89% over FY21/22 by supporting 17 creative tenants with access to subsidised office and creative space. Programming included ARTiculate, a month long art, culture and music exhibitions aimed at providing a voice to marginalised communities, the Boobook Owl arts project with First Nations artists Nadeena Dixon and ArtSomewhere workshops including special guest edition with 2022 Archibald winner, First Nations artists Blak Douglas. In June 107 partnered with Mirvac to deliver the Green Square Block Party with a day of music, food and creative activities.</p> <p>Brand X, operator of East Sydney Community and Arts Centre achieved occupancy of 62% over FY21/22. Programs included Flying Nun which provides access to rehearsal space, marketing technical and short-run productions to develop and support emerging artists and Protoshop where artists can test a short-run of their creative practice in a retail platform.</p> <p>The City of Sydney Creative Studios opened in May offering state of the art, purpose-built spaces for performers, dancers, musicians, film and theatre makers, digital creatives and visual artists. Operated by not-for-profit arts organisation Brand X, this facility provides creatives with access to affordable space on both a casual or short-term basis, through to longer-term tenancies and ensures equitable access for all.</p>	On Track

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

Major Programs	Progress To Date	Status
Regulatory Reform		
Develop planning and regulatory reforms to support the provision of cultural infrastructure and activities.	The Open and Creative Planning Reforms, including encouraging later opening shops, new controls for cultural activities and new entertainment sound planning controls were approved by Council and Central Sydney Planning Committee in March 2021 and are now with the NSW Department of Planning, Industry and Environment for implementation. Work is continuing on the entertainment sound planning controls to address detailed submissions and to undertake additional consultation. The City is engaging with the NSW Government on implementation of Special Entertainment Precincts under the Local Government Act with the City considering a potential trial of Special Entertainment Precincts. The City's Planning Proposal and DCP for Oxford Street has progressed, with Council approving the controls to be made at the April Council meeting. the new controls seek to increase the provision of cultural and creative floorspace in the Oxford Street precinct.	On Track
Audience Development		
Provide support to a range of cultural groups that offer opportunities for creative participation, enhance creativity in the public domain and strengthen the sustainability and capacity of cultural and creative industries.	<p>This year a total of 93 cultural projects were approved by Council for a total value of \$2,509,393. These projects were awarded through the City's Festivals and Events Sponsorship (Artform), Cultural and Creative Grants & Sponsorships, Quick Response Grants, Street Banner Sponsorships, Knowledge Exchange Sponsorships and Venue Hire Support programs. This includes start-up support for an LGBTIQA+ museum in Darlinghurst and venue hire support for an exhibition of traditional Ukrainian arts and crafts.</p> <p>A total of \$2,874,252 in rent foregone was provided to cultural organisations through our Accommodation Grant Program for long term use of the City's spaces, which includes Women in Film and Television at the Rex Centre in Elizabeth Bay, and Pride History Group at Benledi House.</p>	On Track

Sector Development

Deliver and facilitate opportunities for skills development, collaboration and capacity building to ensure cultural sector resilience and sustainability.

The City has collated a regular digest email of crisis support information, funding and collaborative opportunities relating to the sector, which were distributed regularly to cultural tenants and cultural grant recipients. The City promoted at-home skills development opportunities for the creative workforce through marketing and communications channels, including materials from the Reboot online series produced by the City and the Artist-2-Artist series funded by the City and produced by Brand X. Face to face intensive programs include the ARTSELERATE capacity building program funded by the City and produced by Creative Plus Business and the Making Space for Culture incubation program funded by the City and delivered by Left Bank Co.

On Track

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

Major Programs

Progress To Date

Status

Eora Journey

Commission a series of public artworks as part of the Eora Journey.

The City has completed four of the seven public art projects in the Eora Journey; Recognition in the Public Domain program, curated by Hetti Perkins, to take place over a 10 year period. 'bara', Monument for the Eora by artist Judy Watson was launched with a community celebration on 28 May 2022 on the Tarpeian Lawn above Tubowghule (Bennelong Point).
Yananurala (formerly the Harbour Walk), curated by Emily McDaniel, is in development in partnership with Place Management NSW and project partners including cultural institutions. Wayfinding signage for the walk is currently being installed at significant points along it's 9km length.
The second stage of the Redfern Terrace project which sees the terrace house on the corner of Caroline and Hugo Streets, Redfern transformed into a living Museum is in development with early consultation anticipated to commence in late 2022.

On Track

Reconciliation Action Plan

Implement the Stretch Reconciliation Action Plan.

The Stretch Reconciliation Action Plan is being implemented by staff who report quarterly on the status of their deliverables. There are quarterly meetings with the RAP working group and an annual report is provided to Council and the City's Aboriginal and Torres Strait Islander advisory panel.

On Track

7.S.1 Performance Measures

Culture and creativity

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	5,767.88	3,268.36	-	1,734	503.36	8.5	268.33	2,514.20	This year a total of 93 cultural projects were approved by Council for a total value of \$2,514,191. These projects were awarded through the City's Festivals and Events Sponsorship (Artform), Cultural and Creative Grants & Sponsorships, Quick Response Grants, Street Banner Sponsorships, Knowledge Exchange Sponsorships and Venue Hire Support programs. This includes start-up support for an LGBTIQ+ museum in Darlinghurst and venue hire support for an exhibition of traditional Ukrainian arts and crafts.	Indicator Only
Accommodation concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	1,914.74	1,626.22	-	614.28	930.76	662.9	666.31	2,874.25	To date the value of revenue forgone by the City through the Accommodation Grants Program for cultural initiatives totalled \$2,874,251. This includes Women in Film and Television at the Rex Centre in Elizabeth Bay, and Pride History Group at Benledi House.	Indicator Only
Creative organisations in creative spaces supported by the City of Sydney	No.	85	78	-	75	46	63	67	67	The City provided 33 spaces to 67 organisations through a number of programs: Accommodation Grants Program, William Street Creative Hub, Creative Live Work Spaces, Venue Support sponsorship and Short Term Empty Property program. There has been a steady increase in the number of organisations throughout the year due to shared work space arrangements slowly developing again after being heavily reduced by Covid-19 lockdown and the City's community venues for hire being closed.	Indicator Only
Creative personnel supported by City of Sydney programs	No.	11,699	6,051	-	-	3,170	-	5,854	9,024	Creative personnel have been engaged primarily through creative spaces programs, Major events, cultural programs, and Library events. This year, the pandemic prevented the City from delivering some programs and events, therefore fewer creative personnel were engaged.	Indicator Only

8 Housing for a diverse community

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

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Housing supply				
Continue to facilitate an Alternative Housing Ideas Challenge.	2022	100	The City continues to explore Affordable Housing initiatives including the Ideas Challenge with select Community Housing Providers.	Complete
Major Programs	Progress To Date			Status
Housing supply				
Seek the NSW Government's approval of the Housing Strategy and implement the actions through changes to the planning controls.	The Housing for All: Local Housing Strategy was adopted by Council in 2020 and has been granted conditional approval by the Department Planning and Environment. The City's Local Environmental Plan and Development Control Plan are being reviewed and appropriate changes will be made to reflect the actions in the Housing Strategy.			On Track
Monitor the balance of residential development to non-residential development in the city including the quantity and type of dwelling types.	<p>As at 30 June 2022 there were:</p> <ul style="list-style-type: none"> • 11,321 private residential dwellings approved or under construction in the city • 3,793 non-private residential dwellings approved or under construction in the city • 2,203 private residential dwellings lodged but not yet approved in the city • 1,373 non-private residential dwellings lodged but not yet approved in the city <p>In the fourth quarter of 21/22 there were:</p> <ul style="list-style-type: none"> • 267 private dwellings completed • 45 non-private dwellings completed 			On Track

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

Major Programs	Progress To Date	Status
Partnerships		
Continue to investigate opportunities to use City owned land for affordable housing delivered through partnerships with government, not for profits and the private sector.	<p>Several opportunities continue to be tested. Opportunities will progressively be brought to Council for consideration. Council endorsed the sale of surplus land at Bourke Road, Alexandria to Bridge Housing in Q3 and this is progressing toward a heads of agreement and contract.</p> <p>In June 2021, St George Community Housing opened its 160-unit development on the former City depot in Redfern. At Green Square, the sale to City West Housing has completed and development approvals are progressing.</p>	On Track
Planning		
Facilitate affordable housing through the planning system, optimising existing programs, developing new programs, encouraging site specific opportunities and investigating innovative approaches.	The City's LGA wide affordable housing levy came into effect in July 2021. The expanded levy is estimated to result in up to 1,100 additional affordable dwellings. In June 2022 Council resolved to public exhibit a planning proposal to align contribution rates Ultimo/Pymont with the rest of the LGA. Planning proposals for NSW Land and Housing Corporation sites at Cowper Street, Glebe and Elizabeth Street, Redfern and Waterloo Estate (South), Waterloo, will increase social and affordable housing. The City also applies affordable housing contribution requirements on sites that seek additional FSR in the planning proposal process. The City is working with other Councils to also encourage and mentor them in the development of affordable housing levy schemes.	On Track

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

Major Programs	Progress To Date	Status
Advocacy		
Advocate to state government and housing providers for the retention and increased supply of social and affordable housing.	The City continues to advocate to the State Government and housing providers for the retention and increased supply of social and affordable housing across the local area. Key projects where the City is advocating include the Waterloo (South) redevelopment, the Pymont Place Strategy and Blackwattle Bay State Significant Precinct, the Central Station State Significant Precinct, 600 Elizabeth Street, Redfern and North Eveleigh Precinct Renewal site. The City continues to communicate with and support the Waterloo community as the State Government reviews feedback received during the public exhibition process for the planning proposal.	On Track
Capacity Building		
Provide and support community capacity building initiatives in social housing neighbourhoods.	<p>The City works with state and local services to support social housing tenant representatives through the Waterloo Wellbeing and Safety Action Group and five local Neighbourhood Advisory Boards. City grant programs funded:</p> <ul style="list-style-type: none"> • Counterpoint Community Services to provide capacity building and community development for social housing residents through the NSW Government's Waterloo Social Housing Estate redevelopment. • Counterpoint Community Services annual volunteers awards in May • The Woolloomooloo Neighbourhood Advisory Board to produce a community directory for local social housing residents. <p>The City supported social housing residents to plan for and respond to emergencies through:</p> <ul style="list-style-type: none"> • Online emergency preparedness sessions in partnership with the Red Cross and NSW State Emergency Services, with over 90 social housing residents and frontline workers attending. • Distribution of 500 emergency preparedness handbooks and 40 emergency preparedness packs in community languages for Russian and Chinese speaking residents. • Covid-19 Social Housing Support webinar in partnership with social housing residents and local government organisations. <p>The City hosted Pet Day 2022 in June to promote healthy pet ownership and enhance community connection and safety. Pet Day attracted 500 social housing residents and 264 companion animals. The Cat Protection Society, RSPCA, Animal Welfare League, local veterinary clinics and students provided free pet health services and advice.</p>	On Track
Partnerships		
Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties.	<p>The City worked with NSW Health, Department of Communities and Justice and non-government organisations to support Covid-19 testing and vaccinations by providing City venues to NSW Health and distributing up to date information to residents, including supporting 23 vaccination and testing clinics. The City provided free clinical sharps waste collection to pharmacies providing vaccinations.</p> <p>The City works in partnership with Department of Communities and Justice and NSW Land and Housing Corporation to respond to safety and amenity issues. A total of 212 issues were escalated to the social housing operations group with 18 remaining open, reflecting 91.5 per cent issues resolved relating to rat abatement, illegal dumping, waste management and maintenance.</p> <p>The City supported the development of a Waterloo human services action plan led by State Government to address the current and future needs of the Waterloo social housing community in advance of the redevelopment of the Waterloo estate.</p>	On Track
Collaborate with the NSW Government to ensure the renewal of the housing estates are well planned and delivers improved social outcomes.	The City's planning proposal for Waterloo Estate (South) was approved by Council in February 2021, however the State Government took back the plan making authority in March 2021. The planning proposal has now been exhibited and the City made a submission. The City continues to advocate for more social housing and affordable housing than what is proposed by the NSW Government.	On Track

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

Major Programs	Progress To Date	Status
Housing solutions and support services		
<p>Advocate for innovative responses, and build the capacity of City staff, non-government services and the community to contribute to preventing and reducing homelessness.</p>	<p>The City continues to advocate for the needs of individuals experiencing homelessness.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • Chair of the Aboriginal Case Coordination Group, Homeless Assertive Outreach Response Team (HART) case coordination group, Non Resident Case Coordination Group and Non Resident Working group • Developed federal submission on the National Affordable Housing Agreement (NAHA) on behalf of the Council of Capital City Lord Mayors (CCCLM) • Provided Personal Protective Equipment (PPE) and health information to people sleeping rough • Advocated for emergency accommodation for non-residents and supported the temporary housing of 20 non-resident people sleeping rough • Held monthly place-based meetings with mobile voluntary services and provided up to date health information in partnership with NSW Health • Worked with partners in State Government and NSW Health to design localised guidelines for working within Boarding Houses. • 279 outcomes were recorded for the Woolloomooloo Integrated Support Hub (WISH) and provided information and support to people experiencing or at risk of homelessness. 	On Track
Service coordination collaboration and capacity building		
<p>Partner and support the delivery and coordination of services to link people sleeping rough with services and support.</p>	<p>The Homelessness Assertive Outreach Response Team (HART) coordinated by the City and Department of Communities and Justice (DCJ) continued weekly patrols and place-based operations to ensure a coordinated approach to safe, supported long-term housing. HART has engaged with 3,497 people since March 2019 and 356 people have been housed since March 2017.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • 147 people assisted to exit homelessness and 144 people prevented from entering homelessness as a result of programs funded by the City • Provided support to services assisting non-resident people leaving emergency accommodation • Provided outreach support during significant extreme rain events, including additional sleeping bags and clothing and the coordination of Mobile Voluntary Services (MVS). • Two responses conducted under the Emergency Response Protocol for People Sleeping Rough in partnership with Department of Communities and Justice and St Vincent's Health Network. 	On Track
Services		
<p>Monitor patterns of homelessness, and services available for people who are homeless or at risk of homelessness to identify gaps and trends.</p>	<p>The City conducted the Street Count in February 2022. There were 225 people sleeping rough across the local government area (LGA) and 269 people occupying crisis and temporary accommodation beds. The February 2022 result represents a 17 per cent decrease from the February 2021 count of 272 people sleeping rough.</p> <p>The City Public Space Liaison Officers patrolled throughout the pandemic, seven days a week, including during periods of heavy and extreme rainfall, to provided partners, including the Department of Communities and Justice (DCJ) and NSW Health, with information about the needs of people street sleeping, and the numbers of people requiring support.</p>	On Track

8.S.1 Performance Measures

Housing

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
New dwellings approved	No.	1,661	1,079	-	1,013	1,327	104	356	2,800		Indicator Only

Affordable rental housing

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Affordable rental housing units resulting from NSW government operations including Redfern Waterloo affordable housing levy	No.	-	-	-	-	-	-	114	114	Includes built housing resulting on State Government renewal sites (but not from any other City assistance). Also to include housing at Pemulwuy, Common Ground, Barangaroo, housing resulting from Redfern-Waterloo Authority Affordable Housing Program. Note this had not been previously counted, but now will be going forward.	Indicator Only
Affordable rental housing units resulting from affordable housing levies in the city area	No.	859	859	-	-	-	-	859	859		Indicator Only

Homelessness

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No.	264	229	-	32	34	36	45	147	This represents a 36% decrease compared to same year to date period (229) last year. This is in part due to funding changes and reduction of housing pathways post lockdown.	Indicator Only
People prevented from becoming homeless through the City supported brokerage program	No.	193	145	-	36	35	26	47	144		Indicator Only
People sleeping rough in the city area	No.	334	272	-	-	0	-	225	225	This represents a 17% decrease compared to the same year to date period last year (272), noting that the street count occurs in February and August each year.	Indicator Only
Grants for Affordable and Diverse Housing Fund and homeless funding approved by the City of Sydney	\$ '000	1,200	5,200	-	1,200	214.89	0	0	1,414.89	This year six grants were approved by Council for a year to date total of \$1,414,885 cash. Support was provided through the Community Services Grant to provide specialist Homelessness Services in the Inner City area.	Indicator Only

9 Sustainable development, renewal and design

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

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

Major Programs	Progress To Date	Status
Advocacy		
Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure.	The City has prepared submissions on Blackwattle Bay Precinct, Central Station, Redfern North Eveleigh and Waterloo Estate (South). The City also published a design review of the Blackwattle Bay scheme. The City is continuing to engage with relevant agencies to deliver design excellence, improved sustainability outcomes and appropriate infrastructure.	On Track
Integration		
Collaborate with the private sector to deliver new or upgrade existing public infrastructure that supports renewal.	The City has executed 14 new Planning Agreements with the private sector this financial year. The Agreements will deliver new and upgraded public infrastructure including roads, footpaths, public open space and public domain upgrades delivered in association with development.	On Track

9.2 The city is beautiful, sustainable and functions well.

Major Projects	Completion Date	% Complete	Progress To Date	Status
Strategic Planning				
Update the Local Environment Plan and Development Control Plan to implement the sustainability actions in the Local Strategic Planning Statement.	2022	60	A number of actions from the Local Strategic Planning Statement are being investigated 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 NABERS water controls for non-residential buildings; and reviewing solar panel controls to reduce planning barriers that impact implementation.	On Track
Major Programs				
Design partnership				
Facilitate the Design Panels to provide expert advice on public domain and major development applications.	The Design Advisory Panel and Public Art Advisory Panel meet monthly and continue to provide valuable expert advice to the City on public domain design, park projects, major development applications and public art proposals. During Covid-19 all meetings were successfully undertaken by video link.			On Track

Advocacy		
Develop opportunities with state agencies that support the development of transport related infrastructure.	The City is continuing to work with state agencies on infrastructure planning through a number of place based precincts. This includes Pymont Place Strategy, Tech Central and the Strategy for Streets.	On Track
Develop opportunities with state agencies that support the development of infrastructure for recreation and community facilities.	<p>Work continues on the Green Square Public School and Community Spaces on the former South Sydney Hospital Site Stage 2. This is a joint project with the Department of Education. The project will deliver both dedicated and shared community spaces, including a multipurpose court, communal hall and multipurpose indoor spaces. The demolition phase is complete. The State Significant Development Application was assessed and approved by the CSPC in May under delegation. The main works builder has now been contracted.</p> <p>Work on the Alexandria Park Community School joint project with the Department of Education is nearing completion. The project will deliver new indoor facilities, outdoor multipurpose courts and a competition standard synthetic sports field that will be available for hire by the community.</p>	On Track

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

Major Projects	Completion Date	% Complete	Progress To Date	Status
Public Domain Infrastructure				
Continue the implementation of the Wayfinding Strategy.	2023	99	All precinct packages complete. Current work outstanding include signage for George Street south pedestrianisation project and Yananurala Walk signage.	On Track
Crowded Place Protection – prepare Design and Assessment Guidelines for protection measures on City owned or managed land.	2022	95	Draft guidelines completed and undergoing further review on risk assessment levels prior to finalisation.	On Track

Major Programs	Progress To Date	Status
Public Domain Infrastructure		
Undertake periodic review of public domain design codes in the city.	The revised Streets Code has been endorsed and is on City website. The draft Parks Code has been completed and is undergoing internal stakeholder review.	On Track

Public space planning		
Develop initiatives arising from the City's Open Space and Recreation Needs Study, and Public Domain Studies.	<p>Park improvement program ongoing which is increasing the area, quality and range of facilities across the open space network. Assessment of properties for acquisition to provide additional sport and park amenity is undertaken as required. Recent acquisition of properties in Mandible Street, Alexandria will provide additional future sports fields and facilities .</p> <p>The George Street south pedestrianisation project will deliver on City's George street boulevard concept as well Chinatown Public Domain Plan outcomes at Hay Street, Ultimo Road and Thomas Street.</p>	On Track

Open space		
Negotiate provision of additional public space, including parks, footpaths, through site links and other public space through proposals to change planning controls.	The City considers opportunities for additional public open space alongside changes to planning controls. During this financial year, planning agreements were executed for 320-322 Botany Road, Alexandria and 881-885 Bourke Street, Waterloo which both provide new public open space along with other community infrastructure and the planning agreement for 187 Thomas Street which provides for new through site links and a publicly accessible plaza.	On Track

9.4 Sydney plans for the long-term and the benefit of future generations.

Major Programs	Progress To Date	Status
Stormwater infrastructure Program		
Continue to monitor the implementation of the actions from the Flood Studies and Floodplain Risk Management Plans for all catchments.	The interim floodplain management policy is being implemented through the development approval process. The City provides technical advice on various proposed flood risk mitigation measures and collaborates with other authorities regarding shared catchment flood risk mitigation issues, drainage improvement and subsequent flood risk mitigation.	On Track
Program delivery		
Develop and implement Public Domain Plans and Placemaking Strategies for urban renewal areas.	The City continues to deliver the new streets, open spaces, pedestrian and bike links in line with our public domain strategies. Construction of Portman Street and Zetland Avenue in the Green Square town centre is complete. The Drying Green park is nearing completion. New community facilities will be delivered as part of the joint project with the Department of Education on the former South Sydney Hospital site. Community programs and events have continued with easing of Covid 19 restrictions.	On Track
Strategic planning		
Implement the Local Strategic Planning Statement through changes to the planning controls that contribute to housing and jobs targets.	Council adopted and published the Local Strategic Planning Statement and Housing Strategy in March 2020 as required by the NSW Government. Progress on key actions in the Local Strategic Planning Statement include finalisation of the Central Sydney Planning Framework in November 2021 and adopting new controls for the Botany Road corridor, Oxford Street and North Alexandria precincts in mid 2022. The City is now reviewing planning controls for the Pyrmont Peninsula inline with the NSW Pyrmont Place Strategy.	On Track

9.5 The urban environment promotes health and wellbeing.

Major Programs	Progress To Date	Status
Planning policy		
Collect, analyse and report data within the Community Indicators framework to inform priority programs and services for the community.	There have been no updates to the Community Wellbeing Indicators (CWI) in the past six months. Wellbeing indicators data has been used to work on the Special Entertainment precincts. Census, Wellbeing Suvey and Floor Space and Employment survey data will be updated in the next twelve months.	On Track

9.S.1 Performance Measures

Development Assessments

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Average time to determine 90% of DA applications	Days	72.4	55.15	55	54.2	56.7	61.2	62.9	62.9	Issues impacting DA assessment times include a change in assessment processes/systems following the introduction of new ePlanning assessment tool.	Attention Required
Average processing time for construction certificates	Days	6.85	7.28	10	7	6	7.6	11.3	7.98	Construction Certificate mean average was up for the quarter. However, the overall target of 10 days was within the set performance target of 10 days for the year.	On Track
Average time to determine 90% of S4.55 applications (previously S96 applications)	Days	42.9	31.65	40	33.85	32.5	37.4	38.3	38.3		On Track
Median (net) assessment time to determine DA & S4.55 applications (previously S96 applications)	Days	55	42	45	46	48	52	52	52	Issues impacting DA assessment times include a change in assessment processes/systems following the introduction of new ePlanning assessment tool.	Attention Required
Average time to determine 90% of footway applications	Days	31.7	12.26	35	3.2	10.1	11.6	11.6	11.6		On Track
Outstanding DA & S4.55 applications over 100 days (previously S96)	%	24	15	20	15.1	15.9	29	19.4	19.4		On Track

Voluntary Planning Agreements

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Voluntary Planning Agreements offers	No.	16	16	-	3	3	5	5	16	The City received five new offers during the quarter.	Indicator Only
Voluntary Planning Agreements executed	No.	16	17	-	5	2	5	2	14	The City executed two new planning agreements during the quarter.	Indicator Only

10 Implementation through effective governance and partnerships

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

10.1 The City of Sydney is well governed.		
Major Programs	Progress To Date	Status
Compliance		
Continue to deliver programs to embed risk management principles into organisational decision making.	The risk management element of the new Governance, Risk and Compliance system is in the final stages of development and anticipated to Go Live before the end of July. This system will help users better assess, treat, record, report, monitor and review risks, not just within their area, but also across the wider organisation. A variety of the support tools have been developed and will be made available to help further develop risk management awareness and embed this within day to day decision making.	On Track
Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan.	The City revised its COVID-19 Isolation and Return to the Workplace Protocols in line with changing health advice and implemented daily RAT testing for household contacts to allow employees to continue to work. The City also developed an online form and Power app to track COVID-19 cases and RAT testing results. A new SMS procedure for Managing Psychosocial Hazards at Work has been developed which is based on the new Code of Practice for Managing Psychosocial Hazards at Work (SafeWork NSW 2021).	On Track
Ensure Councillors have access to relevant information and assistance to enable them to fulfil their obligations to lead, govern and serve the community.	Councillors receive regular information updates and comprehensive briefings on all current issues. This has been particularly relevant as the City responded to the Covid-19 pandemic. Following the December 2021 election, an induction program was conducted in early 2022 to ensure all Councillors were provided with the information they require to perform their civic duties and meet our legislative obligations. In addition, the City is committed to providing Councillors with access to ongoing training and professional development programs that meet their individual needs. Information on training programs offered by LGNSW has been provided to all Councillors.	On Track
Monitor compliance with information provision legislation, making frequently requested information publicly available where possible.	The City increased online release of the most frequently requested information through the Archives and History Resources Catalogue and Find a DA. This year, approximately 9,800 digital items were added to the catalogue, which saw over 1.3 million page views from 143,500 community users.	On Track
Continue to implement a risk based and comprehensive annual Internal Audit plan for the City in accordance with the Internal Audit Charter.	<p>The Internal Audit three year plan (FY2022/23 - FY 2024/25) was approved by the Audit Risk and Compliance Committee on 26 May 2022. A tender process is currently under way for a panel of firms to undertake our internal audits under this plan.</p> <p>All internal audits for the FY2021/22 plan either have been tabled or will be tabled at either the August or December 2022 Committee meetings. Additionally, the Internal Audit Charter was tabled and approved at the 26 May 2022 meeting of the Committee. There were no new amendments in the document while we await the final version of new guidelines to be issued by the Office of Local Government.</p>	On Track
Ensure all electoral processes are well managed and meet legislative requirements.	<p>The City produced Non Resident Electoral Rolls for the 2021 local government election, which were verified by the NSW Electoral Commission.</p> <p>Since the election, The City has supported the NSW Electoral Commission in their management of the apparent failure to vote process as it relates to non-residents.</p> <p>A methodology and plan is presently being finalised to ensure the City manages its legislative requirements for the 2024 election.</p>	On Track
Develop and implement a program of managing Crown Lands, to ensure compliance.	<p>Minister's consent was received for 16 x Crown Land Plans of Management on 18 February 2022. These plans were subsequently adopted by Council on 21 March 2022 and are now operational.</p> <p>The Hyde Park Plan of Management requires further external stakeholder consultation and will be submitted to Crown Lands for Minister's consent and reported to Council for adoption later in 2022.</p>	On Track

Governance

Continue to deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City.

A review of the Privacy Management Plan has been completed. The draft Plan is currently being reviewed by the Information and Privacy Commission prior to being considered by the Executive in August 2022. The Fraud and Corruption Internal Reporting Policy has also been reviewed will be reported to Council for approval.

On Track

A new code of conduct awareness campaign has been implemented for 2022

A Working in Local Government activity was developed and hosted at the new starter welcome forum in May for 300 employees who started working at the City during the Covid pandemic and subsequent lockdowns. The Working in Local Government content for the new New Starter Induction Program eLearning module was also updated. Code of conduct training for new starters is presented on a monthly basis and a new code of conduct awareness campaign has been implemented for all staff for 2022.

The Register of Delegations from CEO to Director and Staff was reviewed and updated in June 2022. A post-election review of the CEO and Lord Mayor delegations has been completed and is scheduled to be considered by Council in August 2022. A revised control plan for delegations to contractors endorsed by the Executive and Audit Risk and Compliance Committee (ARCC) in February was implemented in May 2022 for a 12-month trial period.

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

Major Programs

Progress To Date

Status

Organisational Capability

Partner with regional governments, business and the community to facilitate delivery of the Resilient Sydney Strategy for the greater Sydney region.

Resilient Sydney continues to support Sydney councils to respond and recover from ongoing shock events including the ongoing pandemic and lockdowns, extreme storms and recent damaging flooding. Resilience Ambassadors network meetings continue to connect councils, improve information flows to and from other levels of government and share best practice.

On Track

Highlights from Resilient Sydney Strategy implementation include:

Action 1: Thirteen Sydney councils are now preparing or have endorsed local resilience plans, with City of Ryde, Northern Beaches, Penrith, and Willoughby amongst councils who have finalised their strategies.

Action 9: Cool Suburbs rating tool launched in April 2022 enabling Sydney's planners and developers to assess cooling capacity of their developments. Discussions are underway to expand the tool's remit nationally

Action 13: Under the Collaboration Agreement with NSW State government agencies, Resilient Sydney Race2Zero program continues to deliver capacity building workshops and enhanced data tools to accelerate uptake of net zero targets and action by Sydney's councils. Fourteen Sydney councils have now set net zero targets and are taking action to reduce emissions across their LGA.

Action 16: Resilient Sydney continues to collaborate closely with four NSW Government agencies to source social cohesion and wellbeing data to monitor social resilience for every LGA in Sydney.

Action 23: Resilient Sydney partnered with Red Cross to amplify uptake of the Get Prepared app and local council communications for Emergency Ready week which prepares Sydney's communities better for shock events such as heatwaves and storms. 31 of 33 Sydney councils took part this year.

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

The City's new Community Strategic Plan Delivering Sustainable Sydney 2030-2050, the 2022-2026 delivery program, the 2022/23 operational plan and 2022 resourcing strategy were adopted by Council in June 2022. In June an addendum to the 2022/23 operational plan outlining the City's 2022/23 grants program was placed on exhibition for community feedback. The City's 2020/21 Annual Report including the End of Term Report was completed and published on the City of Sydney website, earlier in the year, in line with requirements.

On Track

Deliver programs to build a diverse and inclusive organisation.	The new EEO, Diversity & Inclusion Action Plan 2022-26 was finalised and adopted by Council.	On Track
Enhance our digital capability implementing key actions from the Digital Strategy and Information and Technology Strategic Plan.	Several digital projects were implemented including new digital newspaper equipment at Customs House library, and additional iPads to assist library users to check catalogue items. Further enhancements were made to the public DA search and a single sign-on solution for the public was deployed for library systems and the WhatsOn website. Work also continues to improve the payment processes experience and improve digitisation through online forms.	On Track
Implement actions and deliver programs to improve the experience of people using our services.	The Business Concierge service supported the Sydney Summer Streets program by visiting, calling and engaging 590 small businesses in Glebe, Pyrmont, Surry Hills, Redfern and Potts Point to inform them of the planned events and opportunities for participation. Due to the success of the Sydney Summer Streets program, Investment NSW acquired the services of the City's Business Concierge to engage with businesses on Kensington Street and Angel Place to encourage participation in the Sydney Street Party series. The Business Concierge service responded to 883 grant enquiries, related to the four rounds of community grants offered in 2021/2022.	On Track
Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations.	The revised Asset Management Policy and Strategy with the inclusion of Resilience has been developed and endorsed by Council. New detailed long term asset management plans are currently being developed aligning to the new Asset Management Plan template. Resilience and environmental sustainability are areas of focus.	On Track
Partner with business, communities, organisations and other levels of government to deliver the Community Recovery Plan – a plan for the social and economic recovery of our city from the Covid-19 pandemic.	An overview of the state of the economy and activity against the actions from the Community Recovery Plan are detailed in the accompanying final Community Recovery Plan quarterly report. While recovery is continuing and the city centre is now at 55% office occupancy, the pandemic is not over and the City's work continues to respond to the needs of the communities and businesses. The newly adopted Community Strategic Plan will now set the strategic directions for this work and activity will be reported as part of the Operational Plan reports.	On Track

Continuous Improvement

Deliver a program to improve the efficiency and effectiveness of key services.	Organisational priorities have been developed for improvement and transformation - asset management, sustainability, and venue management. Cross functional project teams have been collaborating to deliver these priority projects.	On Track
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10.3 The City of Sydney is financially sustainable over the longer-term.

Major Programs	Progress To Date	Status
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Financial Planning

Undertake reviews of project governance documentation to analyse the projected business and financial implications of all new major projects, programs and initiatives to ensure long term financial sustainability.	The City continues to model the business and financial implications of major programs, projects and initiatives to understand any impact on our long term financial sustainability. Business case reviews incorporate analysis of underlying financial assumptions and consideration of strategic alignment and proposed options.	On Track
Develop, monitor and report against the City's long term financial plan and financial recovery plan to ensure and demonstrate council's financial sustainability, and intergenerational equity.	The 2022/23 update to the City's Long Term Financial Plan was adopted by Council on 27 June 2022. The updated Plan reflects current economic and operating environment, forecast conditions over the medium to long term along with ongoing Covid-19 recovery efforts. While the new Plan takes effect from 1 July 2022, the final quarterly report for 2021/22 (Q4) - reflecting financial performance against budget in 2021/22 financial year - will be presented to Council at the August meeting.	On Track

Rates

Continue to collaborate with government to achieve positive rating legislative reforms.	The City continues to collaborate with other councils, the NSW Government, and IPART by providing comment and feedback in relation to rates and annual charges reviews. Recent IPART reviews include the domestic waste management charges, and their review of the rate peg with a further rate peg review to come. The City also participates in a Rating Reference Group for the NSW Office of Local Government to develop Regulations and supporting guidance for recent rating reforms.	On Track
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Strategic Property Management

Continue to manage the investment property portfolio to optimise revenue opportunities.

A number of significant leasing deals have been negotiated and agreed in the year to date in buildings 343 George Street, 540 George street and Customs House. As the City emerges from the impact on the pandemic and continues to support its tenants, the City has achieved a vacancy rating below the market average maintaining a secure income stream.

On Track

Fees and Charges

Continued reviews and detailed costing of core services, incorporating new and/or changing services to ensure appropriate fees and charges, along with suitable levels of subsidy where applicable.

A detailed review of the City's fees and charges continues to progress. An analysis and review of customer service activities and channel costs was recently completed, while a broad review of Waste Service charges is underway.

On Track

Procurement

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

Best practice procurement, identification and implementation of improvement opportunities and ensuring appropriate governance are a continuing focus. Tendering documents including social and sustainable procurement schedules will be refined and developed to address and target specific categories over time.

On Track

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

Major Programs

Progress To Date

Status

Governance Reform

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

The City continues to liaise with external agencies to implement and maintain best practice responses and advice on governance matters and to continue our professional networking and development. City staff attended several ICAC Corruption Prevention Network Forum and other relevant forums/webinars. City staff also attended two privacy training courses run by the Crown Solicitor's Office.

On Track

Policy Reform

Research, assess and make submissions on intergovernmental policy issues to NSW and federal governments where appropriate.

The City continues to make submissions to the NSW and Federal Governments on matters impacting the city, our workers, visitors and residents. This includes submissions on: Greater Sydney Parklands Trust - draft exposure Bill; Office of Local Government - Review of the tendering provisions of the Local Government (General) Regulation 2005; NSW Environment Protection Authority (EPA) - Draft Noise Guide for Local Government; infrastructure contributions; and electoral matters.

On Track

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

Major Programs	Progress To Date	Status
Community engagement		
<p>Deliver a high-value community engagement program, both face-to-face and online, to inform decision making, build capacity and develop a shared responsibility for actions with the community.</p>	<p>43 projects were open for feedback from July 2021 to June 2022. This is lower than usual due to Covid-19 and the council election. Activities included a mix of online forums, digital surveys and feedback forms and face to face opportunities. A City Talk attended by over 1000 people was held in April to launch Sustainable Sydney 2030-2050 Continuing the Vision.</p> <p>Projects included the public exhibition of new planning controls for Oxford Street creative precinct and the Botany Road corridor, consultation on a new cycleway on Castlereagh Street, the brick kilns in Sydney Park and upgrades to twelve small parks across the local area.</p> <p>The City engaged local Aboriginal and Torres Strait Islander communities on an Aboriginal Knowledge and Culture Centre in Redfern. Stakeholder and business engagement took place for the Oxford Street LGBTIQ+ social and cultural place strategy; the pedestrianisation of George Street south; markets and upgrades in Dixon Street and on economic development and community wealth building.</p> <p>Eight projects included targeted engagement with Aboriginal and Torres Strait Islander communities and six included targeted engagement with children and young people.</p> <p>The public exhibition of the City's new Community Strategic Plan took place from April to May 2022. The City reviewed our Community Engagement Strategy to align with the new plan and this was adopted by Council in June 2022.</p>	On Track
<p>Develop Sustainable Sydney 2050, a new Community Strategic Plan underpinned by research and community feedback to set the future direction for our city.</p>	<p>The draft Sustainable Sydney 2030-2050 Continuing the Vision and the draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050 were placed on public exhibition from 12 April to 23 May 2022 prior to their adoption by Council in June 2022.</p>	On Track
Public access to information		
<p>Provide community information about new developments and/or changes in projects, programs and policies.</p>	<p>The Corporate Communications team continues to provide regular updates to our communities on a variety of City projects, programs and services through media releases, web and digital content, the City of Sydney News digest and our social media channels. From April to June, communications priorities included the Yananurula harbour walk, George Street pedestrianisation, Oxford Street planning proposal and LGBTIQ+ strategy, street furniture rollout, launch of Sustainable Sydney 2030-2050 Continuing the Vision, making space for culture and National Art School redevelopment plan, Castlereagh Street cycleway consultation, Visiting Entrepreneur Program, grants and sponsorships, launch of bara artwork, GreenPower campaign, and the opening of the City of Sydney creative studios.</p>	On Track
<p>Provide community access to relevant data through the City's open data portal.</p>	<p>New data products were added to the City's Data Hub relating to Grants and Sponsorship funding, Assessment Books, Aboriginal History places in the City, and the Business Needs for Covid Recovery Surveys conducted in 2020 and 2021. The Data Hub now contains 117 open data sets and 53 other data products (interactive apps and maps, dashboards, data stories, and documents) that are accessible to the community.</p>	On Track

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

Major Programs	Progress To Date	Status
Local and regional government partnerships		
Strengthen local and regional partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community, including mechanisms such as the Resilient Sydney Program.	The Resilient Sydney program continued to support councils with information and practical templates and connections during further shock events in our city. March and April 2022 saw significant storms, rainfall and extensive flooding across Greater Sydney, in the context of the ongoing pandemic. The Greening our City collaboration between Resilient Sydney and the Department of Planning and Environment has enabled 28 councils to now receive funding towards urban greening projects and urban forest strategy development, aligned to Action 9 in the Resilient Sydney strategy. The City continues as an active member of Southern Sydney Regional Organisation of Councils (SSROC) supporting ongoing projects on renewable energy, affordable housing, waste and recycling metrics and the circular economy.	On Track
State and national partnerships		
Strengthen state and national partnerships through collaboration, consultation, advocacy and knowledge exchange to improve decision making and facilitate the achievement of shared objectives. Partnerships include Council of Capital City Lord Mayors and the Greater Sydney Commission.	The City continues to engage with a wide range of state and national partners to ensure shared objectives are achieved. We have engaged with metropolitan Sydney councils as well as with Ministers and Departmental representatives on issues and projects relevant to the City, such as homelessness and transport, our response to Covid-19 and how we can support the recovery of our economy. Meetings continue with relevant stakeholders in Local and NSW Government about the implementation of the Resilience Plan for Sydney. The City 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, homelessness, affordable housing, community infrastructure and advocacy to the Federal Government.	On Track
International partnerships		
Utilise international partnerships programs to facilitate knowledge exchange and ensure the City benefits from the best and most current knowledge and processes to improve outcomes for the community and the area, including C40 and Global Resilient Cities Network.	Sydney's Chief Resilience Officer has been appointed to the global Resilient Cities Network Steering Committee. Resilient Sydney coordinated a number of Sydney councils to present resilience case studies to APAC Resilient Cities Network in December. The City has been engaging with C40 in relation to the Urban 20 Communique and the upcoming C40 Mayoral Summit.	On Track

10.S.1 Performance Measures

Accountability and transparency

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
GIPAA Formal Access Applications received	No.	55	40	-	10	8	1	10	29	The number of section 41 access applications (formals) received has been steadily declining over recent years. Contributing to this is the improved information available to the public via the City's self-service on-line services, including the Corporate Website, Find a DA, and the Archives and History Resources Catalogue. Covid-19 is believed also to be a factor.	Indicator Only
GIPAA Informal Access Applications received	No.	3,946	3,751	-	1,056	830	887	772	3,545	The number of information access requests (informals) received continues to reduce. Contributing to this is the increasing information available via the Corporate Website, Find a DA, and the Archives and History Resources Catalogue. Covid-19 is believed also to be a factor.	Indicator Only
Public Interest disclosures received	No	2	3	-	0	1	0	1	2	One public interest disclosure was received in April 2022.	Indicator Only

Complaints processes

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Complaints upheld regarding breaches of the code of conduct by City Councillors	No.	-	-	-	-	-	-	0	-		Indicator Only
Complaints upheld regarding fraud or corruption by City staff	No.	4	2	-	3	0	0	0	3	No complaints upheld in this reporting period.	Indicator Only

Workforce

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Approved full time equivalent (FTE) establishment positions	No	1,977.33	1,929.25	-	1,934.3	1,931.64	1,930.02	1,932.82	1,932.82		Indicator Only
Vacancy rate	%	9.11	9.87	-	10.34	9.8	10.25	10.93	10.33		Indicator Only
Lost time injuries	No	54	46	-	6	1	6	9	22		Indicator Only

Customer service

Key Performance Indicator	Unit	2019/20	2020/21	2021/22	2021/22 Result					Comment	Status
		Result	Result	Target	Q1	Q2	Q3	Q4	YTD		
Contacts via Online Business Services (OBS)	%	45.75	48	-	56	51	61	60	57		Indicator Only
Contacts by other channels (calls, counter)	%	54.25	51.25	-	44	49	39	40	43		Indicator Only
Calls answered within 30 seconds	%	67.25	68.5	65	70	49	54	66	59.75	Delays can be attributed to complexity of calls, and staff absences due to severe weather and the pandemic.	Watch
Calls completed at first contact	%	87.5	93	80	90	90	89	87	89		On Track
Requests received	No.	220,247	235,727	-	52,326	66,323	59,187	53,554	231,390		Indicator Only
Requests actioned within agreed service standards	%	87.57	88.75	90	88	84.33	86.13	85.39	85.96	Of the 231,390 requests received in 2021/22, 85.39% were completed on time. Delays can be attributed to complexity, and staff absences due to severe weather and the pandemic.	Watch

Glossary

BASIX – Building sustainability index, is a NSW Government planning measure to reduce household electricity and water use by setting minimum sustainability targets for new and renovated homes.

C40 Cities – A network of the world's megacities committed to addressing climate change.

Canopy cover – The proportion of land area occupied by the tree's crown or canopy, or combined canopies, when visualised from directly above. It is often expressed as a percentage of the total area covered.

CALD – Culturally and linguistically diverse peoples referencing the many Australian communities that originally came from different countries and therefore have cultures and languages that are different to those of Australians born here generation after generation.

CBD – Central Business District. The Sydney Central Business District is the historical and main commercial centre of Sydney. Geographically, its north-south axis runs from Circular Quay in the north to Central railway station in the south. Its east-west axis runs from a chain of parkland that includes Hyde Park, The Domain, Royal Botanic Gardens and Farm Cove on Sydney Harbour in the east, to Darling Harbour and the Western Distributor in the west.

CCAP – Climate Change Action Plan - City is a web-based software application owned by Kinesis designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

CWI – Community Wellbeing Indicators developed in partnership with the Institute for Sustainable Futures at the University of Technology, Sydney and the McCaughey Research Centre from the University of Melbourne which provide a critical evidence-base on changing trends and issues affecting the community over time that can inform policy development and service provision investment planning.

DCJ – Department of Communities and Justice supports vulnerable people and families to participate in social and economic life and build stronger communities.

DPE – Department of Planning and Environment provide services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional New South Wales. Previously known as **DPIE** – Department of Planning, Industry and Environment.

Environmental Management System (EMS) – Is a structured system designed to help manage environmental impacts and improve the environmental performance of the City's operations.

EPA – NSW Environment Protection Authority is the primary environmental regulator for New South Wales. Its purpose is to improve environmental performance and waste management for NSW.

Greenhouse gas emissions – Gases that trap heat in the atmosphere. Greenhouse gases from human activities are the most significant driver of observed climate change since the mid-20th century.

HART – Homelessness Assertive Outreach Response Team is a partnership between NSW Department of Communities and Justice and City of Sydney who collaborate with specialist health, homelessness, and other non-government services to provide services for people sleeping rough.

ICAC – The Independent Commission Against Corruption in an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.

IPART – Independent Pricing and Regulatory Tribunal. Is the independent regulator that determines the maximum prices that can be charged for certain retail energy, water and transport services in New South Wales and also reviews certain matters relating to local government, including the annual rate peg.

LGA – local government area. The Sydney LGA is made up of 33 suburbs wholly or partly contained within our Local Government Area boundary. They are Alexandria, Annandale, Barangaroo, Beaconsfield, Camperdown, Centennial Park, Chippendale, Darlinghurst, Darlington, Dawes Point, Elizabeth Bay, Erskineville, Eveleigh, Forest Lodge, Glebe, Haymarket, Millers Point, Moore Park, Newtown, Paddington, Potts Point, Pyrmont, Redfern, Rosebery, Rushcutters Bay, St Peters, Surry Hills, Sydney, The Rocks, Ultimo, Waterloo, Woolloomooloo and Zetland.

MPEP – Major Properties Efficiency Project, implemented by the City to investigate and deliver cost-effective options for reducing emissions generation and water consumption at 14 City properties which together account for at least 80% (electricity), 95% (gas) and 70% (water) of utility usage across the City's property portfolio.

NABERS – National Australian Built Environment Rating System is a national rating system that measures the environmental performance (energy efficiency, water usage, waste management and indoor environment quality) of Australian buildings and tenancies and their impact on the environment.

Net zero emissions – Balancing the amount of carbon released with an equivalent amount offset by purchasing carbon credits to make up the difference.

Non-potable water – Water that is not of a quality for drinking and cooking purposes, used for purposes such as laundry, gardening, car washing and cooling towers.

Potable water – Treated water that is safe enough for consumption, use in kitchens and bathrooms. Water that is of drinking water quality for use in bathrooms, kitchens and for consumption.

PPE – Personal protective equipment or clothing used and/or worn to provide personal health and safety.

Recycled water – Former wastewater (sewage) is treated to remove solids and impurities and used for non-potable water needs, rather than discharged into waterways.

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

Renewable energy – Energy from resources which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat.

Resilience – The capacity to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks are experienced.

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

Sustainability Management and Reporting Tool (SMART) – the utilities tool used to record and report the Council's utility consumption for its buildings, parks, civic-spaces and street lighting.

SRAP – Stretch Reconciliation Action Plan. Adopted by the City in 2020, this reconciliation action plan outlines our vision and action we will take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of the history and experiences of First Nations peoples, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

SSROC – South Sydney Regional Organisation of Councils is an association of 11 councils spanning Sydney's southern, eastern, central and inner west suburbs which provides a forum through which member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

TfNSW – Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight.

Water sensitive urban design – A design approach which integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.